

State of Nevada

National Incident Management System / Preparedness Framework

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Prepared for:

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Nevada Division of Emergency Management

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State of Nevada National Incident Management System / Preparedness Framework

The Nevada Division of Emergency Management (DEM) is responsible for preparing and updating a statewide National Incident Management System (NIMS) / Preparedness Framework (Framework). This overarching framework will consolidate several existing preparedness documents and formally articulate the Integrated Preparedness Planning (IPP) model in the State of Nevada DEM's emergency management program. The Framework and IPP highlight Emergency Management Accreditation Program (EMAP) standards and Emergency Management Performance Grant (EMPG) compliance.

Volume I – State of Nevada NIMS/Preparedness Framework Baseline

Volume II - Planning

Volume III – Training & Certification

Volume IV – Exercise

Volume V – Resource Management

Volume IV – Public Information and Warning

Existing plans, policies, and guides are integrated into a consolidated document based on the State of Nevada's NIMS requirements – planning, training and certification, exercise, resource management, and public information and warning (Figure 1).

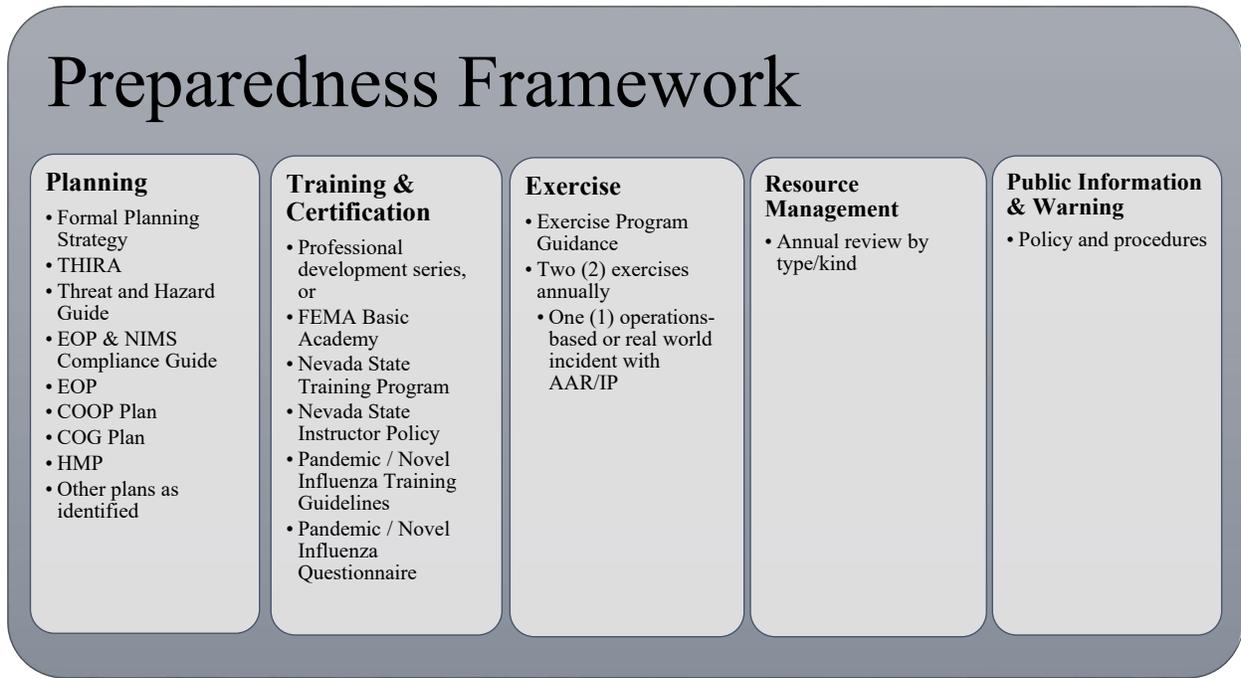


Figure 1. Preparedness Framework.

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Promulgation Document / Signatures

Volume I of the State of Nevada NIMS/Preparedness Framework provides the overall guidance for supporting documents of the Framework in order to ensure compliance with the National Incident Management System (NIMS), Emergency Management Accreditation (EMAP) standards, and Emergency Management Performance Grant (EMPG) compliance.

I have reviewed this updated version of the State of Nevada NIMS/Preparedness Framework and am pleased to approve it as part of our ongoing commitment to develop and enhance capabilities to protect the lives, property, and environment of the whole community.

_____[REPLACE THIS PAGE IN PDF]____

David W. Fogerson

State of Nevada Division of Emergency Management

DATE

Nevada Division of Emergency Management

Framework Administration

Each state department/agency with responsibility for maintaining a preparedness document is expected to develop and maintain policies and procedures (e.g., department/agency emergency plans, standard operating procedures, Continuity of Operations Plans/Business Continuity Plans) in support of the Framework.

In addition, assigned state departments/agencies are responsible for updating and maintaining their respective volumes of the Framework, as appropriate, including new Presidential Directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events. No proposed change should contradict, or override authorities or other plans contained in a statute, Executive Order, or regulation that governs the basic requirements of the Framework.

State of Nevada DEM is responsible for coordinating and approving all proposed modifications to the Framework with the assistance of primary and support agencies and other stakeholders as required. Once published, the modifications are considered part of the Framework for operational purposes. Copies of revisions are then distributed as appropriate and required.

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***Volume I: State of Nevada NIMS /
Preparedness Framework Baseline***

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1. Overview

1.1 Summary

The State of Nevada maintains a robust, state-wide emergency management program in accordance with the Federal Emergency Management Agency's (FEMA) National Preparedness System (NPS). In accordance with the NPS, the State of Nevada complies with the NIMS. In addition, the State maintains the requirements for such other efforts as EMAP accreditation and EMPG compliance. The State of Nevada NIMS and Preparedness Framework is intended to consolidate the elements of the various emergency management programs and systems into a consolidated set of documents that not only facilitate programmatic compliance, but also improve the State of Nevada's ability to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity.

1.2 NIMS

The State of Nevada fully adopted the National NIMS and embraced its principles long before NIMS requirements were formally established in Homeland Security Presidential Directive-5 (HSPD-5). Jurisdictions at the state, tribal, and local level face a diverse set of threats, hazards, and events of varying degrees of frequency, complexity, and scope that require close coordination and seamless integration to save lives, stabilize the incident, and protect property and the environment. Whether Federal, state, tribal, or local governments support each other from nearby or across the country, our success depends on a common, interoperable approach to sharing resources, coordinating and managing incidents, and communicating information. In addition, HSPD-5 requires Federal departments and agencies to make adoption of the NIMS by state, tribal, territorial, and local organizations a condition for Federal preparedness assistance through grants, contracts, or other activities. Quite simply, the State of Nevada has adopted NIMS because it is in the best interest of the whole community.

DEM has made it a requirement that all jurisdictions, tribes, agencies, and non-governmental organizations (NGO), receiving federal funds managed by DEM must include all of the NIMS elements in their Emergency Operations Plans (EOP) and participate in the State's annual NIMS Implementation Assessment that it reports via FEMA's Unified Reporting Tool.

DEM recognizes that it takes the whole community (volunteer, non-profit, faith and community-based organizations, the private sector, and the public, including survivors themselves) — not just the government — to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. It is critical that emergency management works together to enable communities to develop collective, mutually supporting local capabilities to withstand the

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potential initial impacts of these events, respond quickly, and recover in a way that sustains or improves the community's overall well-being. How communities achieve this collective capacity calls for innovative approaches from across the full spectrum of community actors to expand and enhance existing practices, institutions, and organizations that help make local communities successful every day.

Building community resilience in this manner requires emergency managers to engage effectively with and holistically plan for the needs of the whole community, realign emergency management practices to support local needs, and work to strengthen the institutions, assets, and networks that work well in communities on a daily basis. We can do this by greatly expanding the traditional emergency management team to include the full fabric of the community, increasing the capacity of all team members, broadening participation in all aspects of emergency management, and strengthening underlying economic, social, and environmental conditions.

The whole community concept includes the following tenants:

- Understanding and meeting the true needs of the entire affected community.
- Engaging all aspects of the community (public, private, and civic in both defining those needs and devising ways to meet them.
- Strengthening the assets, institutions, and social processes that work well in communities on a daily basis to improve resilience and emergency management outcomes.

How can a jurisdiction most effectively engage the whole community?

- Groups to Consider:
 - Phone companies
 - School Districts /Private Schools
 - Churches/Faith-based
 - Chamber of Commerce
 - Community Service Organizations
 - Farmer's Markets
 - Businesses
 - National Service Teams: AmeriCorps, Senior Corps, National Civilian Community Corps (NCCC)
 - Seasonal Employment/Employers
 - Insurance Companies
- Utilize free resources such as: Public Service Announcements (PSA), local press, free press

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- Conduct Joint Exercises — include everyone at all phases

DEM, in the development of statewide emergency plans, will use the whole community approach. Plan development workshops will be utilized in the 3 regions of the state to develop concepts of operation to best support rural and metropolitan needs of the state. Potential workshop participants may include:

- Representative counties and communities from the 3 regions of the state
- Representative Tribal Nations
- State Agencies
- Federal Agencies
- Military
- Critical Infrastructure/Key Resources (CI/KR)
- Utilities
- Businesses (casinos, hospitals, major retailers)
- Business associations
- Schools
- Churches/ faith-based groups
- Non-Governmental/Not for Profit groups

What is NIMS?

The NIMS is a comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines. NIMS provides a consistent nationwide approach for federal, state, tribal entities, local governments, and private and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

There are four phases for NIMS Implementation. They are:

1. Staff Training
2. Evaluation of existing plans (exercise), policies, and procedures to identify aspects where NIMS needs to be integrated in them. In particular, Emergency Operations Plans (EOPs) must be evaluated for NIMS incorporation.
3. Modification of existing plans, procedures, and policies to reflect NIMS adoption. This includes modification of any emergency response plans in support of the National Response Framework (NRF) and any internal emergency plans such as Continuity of Operations Plans (COOP) or Continuity of Government (COG) Plans.

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Note: The NRF is a guide to how the Nation conducts all hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government.

A COOP is a local and tribal government, local and state agency, or business plan that details how the entity will maintain mission essential functions during an emergency.

A COG is a federal, state, local or tribal government plan on how the entity will continue government functions during an emergency or disaster when the leadership is impaired, missing, or unavailable.

4. Verification of achievement of the NIMS standards, including conducting training and exercises to demonstrate compliance with the standards.

An important component of NIMS implementation is the use of an Incident Command System (ICS) to provide a flexible and scalable, but consistent structure to organize response to emergencies and disasters. Many emergency response organizations have been using some form of ICS for many years. The ICS described in NIMS recognizes local ICS usages, and often what is used locally is acceptable for NIMS compliance, though sometimes some terminology or adaptations for ICS structure may be required. *Note: ICS is only one element of NIMS; there are several emphasis elements.*

All county, local and tribal agencies – police, sheriff, fire, emergency medical services, emergency management, homeland security, public health, public works, and all others who have a duty to respond to emergencies – should work together on NIMS implementation. In many counties, this activity is coordinated by the person designated as the lead for Emergency Management.

NIMS Adoption

One of the key requirements of NIMS compliance is for local jurisdictions which provide emergency management, public health, public works, emergency medical services, police, and/or fire response to adopt NIMS through executive order, proclamation, resolution, or legislation as the county's all-hazards, incident response system.

Jurisdictions are required to designate and maintain a single point of contact to serve as principal coordinator for NIMS implementation jurisdiction wide.

Federal agencies that provide emergency management grant funding require evidence of compliance with NIMS objectives as a condition of funding. NIMS compliance may also be

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included by audit and review agencies in all audits associated with federal emergency management/ preparedness awards. Table 1 is the DEM NIMS Matrix that provides an overview of the Division's NIMS adoption.

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| Program | Private Sector | Small – 1 Person Tribe/City/County | Staffed Program Tribe/City/County | Urban Program Clark - Washoe | State Agency | NDEM |
|--------------------------------------|--|---|---|---|--|---|
| Planning | Emergency Operations Plan (EOP) Continuity of Operations Plan (COOP) <i>Optional:</i> Hazard Mitigation Plan (HMP) | EOP COOP Continuity of Government (COG) HMP | EOP COOP Continuity of Government (COG) HMP | EOP COOP Continuity of Government (COG) HMP Recovery Communications | EOP COOP Continuity of Government (COG) | EOP w/ Standard Operations Guide COOP Continuity of Government (COG) HMP Recovery Communications |
| Training | ICS-100, 700, 200 | ICS-100, 700, 200 | ICS-100, 700, 200, 800, 300 IS-2500, 2600, 2700, 2900, 2901 | ICS-100, 700, 200, 800, 300, 400 IS-2500, 2600, 2700, 2900, 2901 | ICS-100, 700 | ICS-100, 700, 200, 800, 300, 400 IS-2500, 2600, 2700, 2900, 2901 |
| Exercise | 1 exercise or real-world event per year with an AAR/IP *TTX, FE or FSE | 1 exercise or 1 real-world event per year with an AAR/IP *TTX, FE or FSE | 2 exercises or 1 real-world event per year with an AAR/IP *1 Discussion/ 1 Operations based | 2 exercises or 1 real-world event per year with an AAR/IP *1 Discussion/ 1 Operations based | 1 exercise or 1 real-world event per year with an AAR/IP *TTX, FE or FSE | 2 exercises or 1 real-world event per year with an AAR/IP *1 Discussion/ 1 Operations based |
| Resource Management & Credentialling | Annual Review of inventory and submit to DEM & County EM Document credentials of personnel for IMT | Annual Review of inventory and submit to DEM & County EM Document credentials of personnel for IMT | Annual Review of inventory and submit to DEM & County EM Document credentials of personnel for IMT | Annual Review of inventory and submit to DEM & County EM Document credentials of personnel for IMT | Annual Review inventory and submit to DEM & County EM Document credentials of personnel for IMT | Annual Review statewide inventory and coordinate with locals Document credentials of personnel for IMT |
| Public Information & Warning | Response Ops Guide for staff & Customers | Preparedness Ops guide Response Ops Guide | Preparedness Ops guide Response Ops Guide | Preparedness Ops guide Response Ops Guide | Response Ops Guide for staff & Customers | Preparedness Ops guide Response Ops Guide |

Table 1. State of Nevada DEM NIMS Matrix.

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Planning

The planning process is dynamic and involves an ongoing system of updating plans based on results of training, drills, exercises, responses, changes in local, state, and federal rule making, updated knowledge about hazards, and by incorporating changes based on best practices of other jurisdictions.

Emergency Operations Plans (EOPs) primarily spell out roles and responsibilities during an incident/event and they are often supplemented with additional documents such as Standard Operating Procedures (SOPs) and Emergency Operating Guides (EOGs) which describe steps to follow when an event happens. Procedures are developed through training, planning, and exercising those plans. Plans include NIMS requirements and elements of the NRF and are often tested through evaluating actual responses and making adjustments to response procedures based on objective evaluation. NIMS also requires testing plans and procedures through various response exercises.

NIMS specifies that mutual aid agreements be in writing. There are many forms of mutual aid agreements, some simple and some complex. For example, informal mutual aid agreements among intra-county communities have existed for a long time. When resources are deployed across county or state borders, more formal mutual aid agreements need to be in place. This applies to tribes also, by creating agreements to support each other during crisis periods. Tribes may also create agreements with local county and city governments, and special districts like public utility districts and school districts for response and recovery. Also, it is a best practice to review mutual aid agreements often and to update them when needed.

Documenting and formalizing mutual aid agreements between agencies and jurisdictions is a major part of NIMS and one of the measurements of NIMS compliance. Agency-to-agency, city-to-city, county-to-county, and inter-state mutual aid agreements exist all over the country. NIMS compliance requirements suggest that jurisdictions revisit existing mutual aid agreements to ensure that NIMS standards are incorporated in them.

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Training

Jurisdictions are required to develop a NIMS training plan as a part of their NIMS compliance. The NIMS training plan should include an identification of positions / personnel, training strategy, timeline, and documentation of training

Free training about NIMS, ICS, the National Response Framework (NRF), and related topics are available from FEMA's Emergency Management Institute

A complete list of all training that is available to take on-line is at

www.training.fema.gov/EMIWeb/IS/crslist.asp.

NIMS ICS Training includes:

Entry Level – personnel who have a direct role in emergency preparedness, incident management, or response:

- ICS-700: NIMS, An Introduction
- IS-100: Introduction to Incident Command System

First Line, Single Resource, Field Supervisors – personnel who have an operational role in emergency response

- IS-700: NIMS, An Introduction
- IS-100: Introduction to Incident Command System
- IS-200: Basic Incident Command System

Middle Management: Strike Team Leaders, Division Supervisors, EOC Staff, etc.

- IS-700: NIMS, An Introduction
- IS-100: Introduction to Incident Command System
- IS-200: Basic Incident Command System
- ICS-300: Intermediate Incident Command System (Note: this is a classroom course offered at the state level and is an FY07 requirement)
- IS-800: National Response Framework (NRF)

Command and General Staff; Area, Emergency and EOC Managers

- IS-700: NIMS, An Introduction
- IS-100: Introduction to Incident Command System
- IS-800: National Response Framework (NRF)
- IS-200: Basic Incident Command System

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- ICS-300: Intermediate Incident Command System (see above note)
- ICS-400: Advanced Incident Management System (see above note)

Anyone may participate in any of these training courses provided prerequisites are met. The courses are free and take from 30 minutes to an hour per lesson for the basic courses. Advanced courses are three days in length depending on the subject.

Courses offered on-line will have course numbers that begin with “IS”. Courses offered in a classroom or virtually will have course numbers that begin with “E”, “L” or “K.”

Training for Elected Officials:

The NIMS Integration Center strongly recommends that all elected officials who will be interacting with multiple jurisdictions and agencies during an emergency incident at the minimum complete ICS-700: NIMS, An Introduction, and IS-100: Introduction to ICS. These courses provide a basic understanding of the NIMS and the ICS. Everyone directly involved in managing an emergency should understand the command reporting structures, common terminology and roles and responsibilities inherent in a response operation. FEMA also offers a classroom course for elected officials called *G402 Incident Command System (ICS) Overview for Executives/Senior Officials which DEM also highly recommends.*

Drills and Exercises

Drills and exercises are used to demonstrate proficiency in disaster and emergency response plans, and to provide qualitative and quantitative measurements on how the plan works, and where gaps exist, or adjustments are needed. NIMS requires that jurisdictions plan for and/or participate in “**All Hazard**” exercises (DEM recommends utilizing the Homeland Security Exercise and Evaluation Program [HSEEP] approach to all hazards exercises).

There are many different types of drills and exercises, all of which have their plusses and minuses. There may be tabletop exercises, functional exercises, and full-scale exercises.

Exercises which involve responders from multiple disciplines and multiple jurisdictions are the best way to measure incorporation of NIMS principles and practices, and also is a measurement criterion for NIMS compliance for federal FY07.

Conducting regular drills and exercises enhance the institutionalization of NIMS, which is one of the primary measurements of NIMS compliance.

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When exercises are completed, NIMS calls for the development of an **After-Action Report** (AAR) and incorporating corrective actions also called a **Corrective Action Plan** (CAP) or Improvement Plan (IP) from the AAR into preparedness and response plans and procedures.

More information about HSEEP and AARs may be found at: <https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>.

Communications and Information Management

NIMS and ICS describe standardized communication procedures. There is also an emphasis in NIMS for increasing the capacity for interoperable communications among responders, particularly those from multiple jurisdictions.

During federal FY07 and beyond, the use of standardized and consistent terminology, including the establishment of plain language communications standards across the public safety sector, are required for NIMS compliance.

More information on the use of plain language and standardized terminology may be found at www.fema.gov/pdf/emergency/nims/More10Codes02-08-06.pdf.

Resource Management

Resource management under NIMS defines standardized mechanisms and establishes requirements for processes to describe, identify, inventory, mobilize, dispatch, track, and recover resources over the cycle of the incident.

A resource typing system allows responders to keep track of all resources required and used for response. This is especially important when the county is receiving or providing mutual aid. Typed resources are easy to identify for replacement, upgrading, exchange or deployment.

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Resources are organized in these ways:

- Category – function for which the resource is most useful (firefighting, law enforcement & security, transportation, communications, public works & engineering, information & planning, mass care, etc.).
- Kind – broad class of characterization, such as teams, personnel, equipment, supplies, vehicles, and aircraft.
- Components – what composes the resource (e.g., hose, pump, ladder, truck, personnel, cots, blankets, water storage containers, syringes, etc.).
- Metrics – measurement standards that identify capability or capacity. Metrics will differ depending on the kind of resource being typed.
- Type – refers to the level of resource capability and provides managers with additional information to aid the selection and best use of resources. A type is based on a minimum level of capability described by the identified metrics for that resource or component. Type I implies a higher capability than Type II.

Counties and tribes should use resource typing definitions to describe or inventory their resources. A description of the typing definitions and approach can be found at:

<https://www.fema.gov/emergency-managers/nims/components#resource-typing>.

Starting in 2008, states, local governments, and tribes are required to initiate the development of a system to credential emergency management /response personnel. Currently this program is developed and being managed by DEM at the state level with PIV-I credentialing.

More information about Credentialing may be found at: <https://www.fema.gov/emergency-managers/nims/components#nqs>.

Command and Management: Incident Command System

The Incident Command System (ICS) manages all emergency incidents and preplanned (recurring/special) events in accordance with ICS organizational structures, doctrine, and procedures, as defined in NIMS. ICS implementation must include the consistent application of Incident Action Planning (IAP) and Common Communications Plans. An IAP gives the local and tribal emergency management a strategic direction on how the jurisdiction will manage their portion of the emergency or incident. The ICS form 202 is the standardized form which begins the IAP. Local and tribal emergency management may elect to use the ICS 202 or an alternate method but must describe how the jurisdiction will manage incident action planning in the EOP.

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Note: Many ICS forms are available and provide valuable assistance in organizing and maintaining organization integrity during response and recovery. ICS forms may be found at: <https://training.fema.gov/emiweb/is/icsresource/icsforms/>.

ICS enables effective and efficient incident management via the integration of a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance administration. ICS is also flexible and scalable allowing for functional areas to be added as necessary and terminated when no longer necessary. A description of the local government or tribal ICS must be detailed in the entity's EOP as a strategy and in tactical procedures. Some local governments and smaller tribes may not have the staff to fill all ICS positions, but since ICS is built to be scalable to fit the organization and the incident, incident command and operations sections may only be needed. Regardless of the scale of the ICS used, the EOP must describe how the jurisdiction will manage the incident through the structure.

For more information about ICS may be found at:

<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>.

Command and Management: Multi-Agency Coordination System

The Multi Agency Coordination System (MACS) coordinates and supports emergency incident and event management through the coordination and use of integrate incident response entities. That is, develop and coordinate connectivity capability with local Incident Command Posts (ICPs), local 911 centers, local Emergency Operations Centers (EOCs), the state EOC and others as applicable.

A MAC unit is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities. MACS can include the following entities:

- Hospitals and Public Health Agencies,
- Emergency medical services (EMS) (both private and public),
- Local 911 centers,
- Fire Departments,
- Hazardous materials response teams,
- Public Works,
- Local and/or state emergency management, and/or

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- Local law enforcement offices/departments.

The primary functions of multi-agency coordination systems are to:

- Support incident management policies and priorities,
- Facilitate logistics support and resource tracking,
- Provide information regarding resource allocation decisions to incident management personnel in concert with incident management priorities,
- Coordinate incident related information, and
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

More information about MACS may be found at

<https://training.fema.gov/is/courseoverview.aspx?code=IS-701.a>.

Command and Management: Public Information

Institutionalized, within the framework of ICS, the **Public Information System (PIS)**, comprising of the **Joint Information System (JIS)** and a **Joint Information Center (JIC)**. The PIS will ensure an organized, integrated, and coordinated mechanism to perform critical emergency information, crisis communications and public affairs functions which is timely, accurate, and consistent.

The PIS establish a system and protocol for providing timely and accurate information to the public during crisis or emergency situations. This system includes “many voices” and creates “one message” that is sent out to the public. During an event, an EOC would assign a **Public Information Officer (PIO)** or Public Affairs Representative/Spokesperson to handle:

- Media and public inquiries,
- Emergency public information and warnings,
- Rumor monitoring and response,
- Media monitoring, and
- Other functions required for coordinating, clearing with appropriate authorities, and disseminating accurate and timely information related to the incident, particularly regarding information on public health and safety and protection.

A PIS is comprised of a JIS and a JIC. The JIS provides an organized, integrated, and coordinated mechanism to ensure delivery of understandable, timely, accurate, and consistent information to the public in a crisis. The JIC is a physical location where public information professionals from

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organizations involved in incident management activities can co-locate to perform critical emergency information, crisis communications, and public affairs functions.

Small local governments and tribes may not have the staff to operate a JIS and a JIC, but may collaborate with larger jurisdictions or a joint tribal JIS to manage public information,

For more information about JIS may be found at:

https://emilms.fema.gov/is_0700b/groups/95.html.

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1.3 Purpose and Scope

1.3.1 Purpose

The purpose of the NIMS / Preparedness Framework is to synchronize State of Nevada/DEM preparedness efforts into one set of documents in order to standardize the documentation, synchronize the relevant preparedness and planning documents, and to facilitate reporting compliance of requirements for such efforts as the Homeland Security Grant Program (HSGP), the Emergency Management Performance Grant (EMPG), and Emergency Management Accreditation (EMAP) standards.

1.3.2 Scope

The NIMS / Preparedness Framework is applicable to all divisions in the State of Nevada DEM and other organizations and partners within the State of Nevada that coordinate with DEM on emergency preparedness, prevention, protection, mitigation, response, and recovery operations.

1.4 Framework Organization

The intent of the Framework is to coalesce myriad preparedness efforts into a coherent and synchronized set of documents. Where guidance is of narrow scope and length, it will be included in this (Volume I) document. Lengthy or controlled access documents such as the State of Nevada Emergency Response Plan will be maintained in a separate document in one of six volumes:

- Volume I – State of Nevada NIMS/Preparedness Framework Baseline
- Volume II – Planning
- Volume III – Training and Certification
- Volume IV – Exercise
- Volume V – Resource Management
- Volume VI – Public Information and Warning

1.4.1 Volume I – State of Nevada NIMS/Preparedness Framework Baseline

The NIMS/Preparedness Framework provides the overall guidance for uniting DEM preparedness guidance under one set of documents. In particular, the baseline document highlights the Emergency Management Performance Grant (EMPG), and Emergency Management Accreditation (EMAP) standards to clearly identify compliance with these programs.

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1.4.2 Volume II – Planning

Volume II, Planning, contains or identifies the location of the essential preparedness planning documents. Again, since many of these documents are large and/or controlled, they will be maintained as separate documents.

1.4.3 Volume III – Training & Certification

Volume III of the NIMS / Preparedness Framework contains or identifies the location of the essential preparedness training and certification documents.

1.4.4 Volume IV – Exercise

Volume III of the NIMS / Preparedness Framework contains or identifies the location of the essential preparedness exercise guidance.

1.4.5 Volume V – Resource Management

Volume V of the NIMS / Preparedness Framework contains or identifies the location of the annual resource management review by type/kind.

1.4.6 Volume VI – Public Information and Warning

Volume VI of the NIMS / Preparedness Framework contains or identifies the location of public information and warning procedures.

2. Situation and Planning Assumptions

2.1 Situation

The State of Nevada faces a range of natural and technological hazards, and human-caused threats. The threats and hazards may lead to incidents with significant local, regional, statewide (or, occasionally, nation-wide) impacts.

The profile of the State of Nevada including economy, physiography, state facts, demographics, tribal information, geography, population, climate, political divisions, and jurisdictions are provided in Section 0 the “State of Nevada Enhanced Mitigation Plan: 2018.” (State of Nevada, 2018) See Volume II, Planning, of the NIMS/Preparedness Framework for more.

The State of Nevada maintains a list and description of the “worst most likely” threats and hazards in its Threat and Hazard Identification and Risk Assessment (THIRA). DEM uses a Threat and Hazard Guide for consistent terminology and standardization for THIRA, grants, and reporting of events. (Volume II, Section 5). As of the writing of this Framework the six hazards of interest are:

1. Major Wildfire
2. Major Earthquake
3. Major Flood
4. Pandemic Influenza
5. Complex Coordinated Terrorist Attack
6. Cyber Attack

DEM evaluates, identifies, and reviews threats and hazards annually as part of its Threat and Hazard Identification and Risk Assessment (THIRA). Capability gaps are identified in the State’s annual Stakeholder Preparedness review (SPR). Volume II, Planning, of the NIMS/Preparedness Framework contains publicly releasable information regarding the THIRA/SPR results. In addition to the THIRA/SPR, Section 3 of the “State of Nevada Enhanced Mitigation Plan: 2018,” details specific natural and technical hazards and vulnerabilities. (State of Nevada, 2018) The State of Nevada Emergency Response Plan, NIMS/Preparedness Framework Volume II, Planning, includes human caused threats as well as natural and technological hazards.

2.2 Planning Assumptions

The NIMS/Preparedness Framework is based upon the following assumptions:

- Preparedness is the cornerstone to responding to and recovering from incidents with a minimal loss of life and damage to property and the environment. While some incidents occur with enough warning that appropriate notification can be issued to ensure the appropriate level of preparation, other incidents occur with no advanced warning.

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- Due to the variability of prior notice, size, and duration of disasters, individuals and organizations must prepare to use and coordinate their own resources for the first several days after an incident. However, the majority of individuals and organizations have not at this time made adequate preparations for the occurrence and likely impacts of a disaster.

2.3 Roles and Responsibilities

2.3.1 Overview

The State of Nevada, counties, cities, and tribal nations are each responsible for their respective NIMS compliance and preparedness efforts. The availability of federal grants and assistance for emergency preparedness efforts by local, tribal, and State government entities depends on compliance with national standards for emergency management, including current adopted and approved plans (e.g., HMP, EOP, etc.) and compliant process (e.g., NIMS, EMAP, EMPG).

2.3.2 Division of Emergency Management (DEM)

The Division of Emergency Management (DEM) and other State agencies with responsibilities designated in the State Emergency Response Plan will have an emergency response plan/procedure that enables them to:

- Execute procedures for continuity of operations per NRS 239C.260,
- Support the State's emergency management mission, including providing response and recovery coordination and support as specified in the Emergency Response Plan, and
- Develop and implement policies that reduce the effects of an emergency or disaster per NRS 239C.250.

2.3.3 Local Jurisdictions

Local jurisdictions must comply with State of Nevada guidance by:

- Establishing plans/procedures for continuity of government per NRS 239C.260,
- Establishing an emergency management organization and implementing NIMS compliancy procedures and plans per NRS 239C.250, and
- Establishing procedures to request State assistance in the event of an emergency and coordinating with the State's response and recovery organizations.

2.4 Authority and Guidance

- [Section 37 of Article 4](#) of the Nevada Constitution
- [NRS 239C.260](#)
- [NRS 223.080](#)
- [NRS 239C.250](#)
- [NRS 218A.260](#)
- Presidential Policy Directive / PPD-8: National Preparedness, and related guidance
- National Preparedness Goal
- National Preparedness System
- NIMS
- Continuity Guidance Circular; February 2018
- Comprehensive Preparedness Guide (CPG) 201, Third Edition
 - Threat and Hazard Identification and Risk Assessment (THIRA) guidance
- National Preparedness Reports
- National Preparedness System Frameworks
 - National Prevention Framework, Second Edition
 - National Protection Framework, Second Edition
 - National Mitigation Framework, Second Edition
 - National Response Framework, Third Edition
 - National Disaster Recovery Framework, Second Edition
- Federal Interagency Operational Plans
- Homeland Security Exercise and Evaluation Program Templates and Exercise Evaluation Guides
- Homeland Security Digital Library (HSDL)

3. Emergency Management Accreditation Program (EMAP) Standards

The State of Nevada maintains Emergency Management Accreditation Program (EMAP) accreditation according to the EMPA standards:

- 3.1: Administration, Plans and Evaluation
- 3.2: Coordination
- 3.3: Advisory Committee
- 3.4: Administration and Finance
- 3.5: Laws and Authorities
- 4.1: Hazard Identification, Risk Assessment and Consequence Analysis
- 4.2: Hazard Mitigation
- 4.3: Prevention
- 4.4: Operational Planning and Procedures
- 4.5: Incident Management
- 4.6: Resource Management, Mutual Aid and Logistics
- 4.7: Communications and Warning
- 4.8: Facilities
- 4.9: Training
- 4.10: Exercises, Evaluations and Corrective Actions
- 4.11: Emergency Public Education and Information

The State of Nevada's EMAP Assessment report provides the details of the State's compliance with the standards.

4. Emergency Management Performance Grant (EMPG) compliance

4.1 Overview

The EMPG Program contributes to the implementation of the National Preparedness System by supporting the building, sustaining, and delivery of core capabilities (Table 2).

| Prevention | Protection | Response | Recovery |
|------------------------------------|--|---|------------------------------|
| Planning | | | |
| Public Information & Warning | | | |
| Operational Coordination | | | |
| Intelligence & Information Sharing | | Infrastructure Systems | |
| Interdiction & Disruption | | Critical Transportation | Economic Recovery |
| Screening, Search, & Detection | | Environmental Response/Health & Safety | Health & Social Services |
| Forensics & Attribution | Access Control & Identity Verification | Fatality Management Services | Housing |
| | Cybersecurity | Fire Management & Suppression | Natural & Cultural Resources |
| | Physical Protective Measures | Logistics & Supply Chain Management | |
| | Risk Management for Protection Programs & Activities | Mass Care Services | |
| | Supply Chain Integrity & Security | Mass Search & Rescue Operations | |
| | | On-scene Security, Protection, & Law Enforcement | |
| | | Operational Communications | |
| | | Public Health, Healthcare, & Emergency Medical Services | |
| | | Situational Assessment | |

Table 2. Prevention, Protection, Response, and Recovery Core Capabilities Addressed.

DEM builds and maintains capabilities following FEMA’s core capabilities, in part, using EMPG funds. DEM prioritizes EMPG funds expenditures to close capability gaps or sustain capabilities identified in the Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR) process and other relevant information sources, such as:

- After-action reports (AARs) following exercises or real-world events,
- Audit and monitoring findings,
- Hazard Mitigation Plans, and/or

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- Other deliberate planning products.

FEMA continues to emphasize capabilities that address the greatest risks to the security and resilience of the United States. As part of the nationwide effort, the State of Nevada maintains EMAP accreditation and engages inter and intrastate mutual aid agreements. Examples of State of Nevada efforts to support investments that improve the ability of jurisdictions nationwide include:

- Prevent a threatened or an actual act of terrorism,
- Protect our citizens, residents, visitors, and assets against the greatest threats and hazards,
- Mitigate the loss of life and property by lessening the impact of future disasters,
- Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident, or
- Recover through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

4.2 EMPG Reporting Requirements

While annual updates to FEMA's [Preparedness Grant Manual](#) and the annual EMPG Notice of Funding Opportunity (NOFO) provide specific requirements to be in compliance with the EMPG program, this section highlights enduring programmatic requirements. Brief descriptions of each program follow.

- √ EMPG Performance Progress Report (EMPG Workplan Updates)
 - ND Grants
 - Based on the EMPG Workplan update
 - 30 days following the end of each quarter based on NOFO and FEMA Preparedness Grants Manual dates for each fiscal year
 - POC: Grants Manager
- √ Biannual Strategy Implementation Report (BSIR)
 - June/December annually
 - Describe project by project how expenditures support closing capability gaps or sustaining capabilities identified in the THIRA/SPR process
 - POC: Grants Manager
- √ THIRA/SPR
 - Unified Reporting Tool
 - THIRA - December 31st every three (3) years

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- SPR - December 31st annually
- POC: Preparedness Section – Planning & Operations Division of Emergency Mgmt. & Homeland Security
- √ NIMS Implementation
 - Unified Reporting Tool
 - Part of the THIRA/SPR submission
 - December 31st annually
 - POC: Preparedness Section – Planning & Operations Division of Emergency Mgmt. & Homeland Security
- √ National Qualification System (NQS)
 - Unified Reporting Tool
 - Secondary NIMS assessment portion of the URT as part of the THIRA/SPR submission
 - December 31st annually
 - POC: Operations and Logistics Supervisor
- √ Distribution Management Plan
 - Updated by September 30th annually
 - Unified Reporting Tool
 - CPG-101 of the URT as part of the THIRA/SPR submission
 - December 31st annually
 - POC: Planning Supervisor
- √ Five-year Viable Inventory Management Plan
 - Updated by September 30th annually
 - Periodic Performance Report
 - POC: Grants Manager
- √ Evacuation Planning
 - Unified Reporting Tool
 - Part of the THIRA/SPR submission
 - Comprehensive Preparedness Guide-101 (CPG-101) Assessment
 - December 31st annually
 - POC: Planning Supervisor
- √ Disaster Housing Planning
 - Unified Reporting Tool
 - Part of the THIRA/SPR submission
 - Comprehensive Preparedness Guide-101 (CPG-101) Assessment

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- December 31st annually
- POC: Planning Supervisor & ESF-6 Mass Care
- √ Disaster Recovery Coordinator
 - Unified Reporting Tool
 - Part of the THIRA/SPR submission
 - Comprehensive Preparedness Guide-101 (CPG-101) Assessment
 - December 31st annually
 - POC: Recovery Supervisor/Manager
- √ Integrated Preparedness Plan
 - FEMA Region IX EMPG Program Manager and to hseep@fema.dhs.gov
 - January 31st annually
 - POC: Operations Supervisor
- √ Training
 - EMPG Workplan
 - IPP
 - EMPG-funded staff training record
 - Optional: Record State training programs in the Training Information Reporting System (“Web Forms”)
 - POC: State Training Officer
- √ Exercises
 - Preparedness Toolkit, <https://preptoolkit.fema.gov/>
 - Submitted per exercise schedule
 - POC: State Exercise Officer
- √ AARs/IPs
 - FEMA Region IX EMPG Program Manager and to hseep@fema.dhs.gov
 - For EMPG, identify which fiscal year funds were used
 - December 31st annually
 - Exercises - 4th quarter exercises reported within 90 days of completion (recommended for 1st-3rd quarter exercises)
 - Real-world events – based on conditions
 - Request exercise exemptions due to real-world events with the FEMA Region IX EMPG Program Manager via the Quarterly Performance Progress Report
 - POC: State Exercise Officer

4.3 National Preparedness System (NPS) Implementation

Identifying and Assessing Risk and Estimating Capability Requirements

DEM leads a state-wide effort to develop and submit Threat and Hazard Identification and Risk Assessments (THIRA) and Stakeholder Preparedness Reviews (SPR) aligned with three geographic regions – Northern Nevada, Eastern Nevada, and Southern Nevada (including the Las Vegas Urban Area Security Initiative). The THIRA’s and SPR’s inform the entirety of the State of Nevada preparedness programs and are developed in accordance with the current edition of “Threat and Hazard Identification and Risk Assessments (THIRA) and Stakeholder Preparedness Reviews (SPR): Comprehensive Preparedness Guide (CPG) 201.”

Biannual Strategy Implementation Report (BSIR): In its Biannual Strategy Implementation Report (BSIR), the State of Nevada describe how expenditures support closing capability gaps or sustaining capabilities identified in the THIRA/SPR process.

Building and Sustaining Core Capabilities

EMPG Program Workplan: In its EMPG Workplan, the State of Nevada works with the FEMA Regional Administrator’s annual guidance to describe how proposed EMPG Program-funded projects will address the Regional Administrator’s annual priority areas and close capability gaps or sustain capabilities identified through the THIRA/SPR process or other relevant information sources that identify capability needs.

NIMS Implementation

DEM ensures both the State of Nevada and subrecipients implement NIMS and reports its NIMS compliance via the Unified Reporting Tool (URT) as part of its annual THIRA/SPR submission. The State of Nevada and sub jurisdictions use standardized resource management concepts for resource typing, credentialing, and an inventory to facilitate the effective identification, dispatch, deployment, tracking, and recovery of resources.

National Qualification System (NQS) /Nevada EOC Position Task Books

The State of Nevada implements the appropriate components of the National Qualification System (NQS):

- Incident personnel qualifying for a position meet the minimum training requirements from the Job Title/Position Qualification for that position per NIMS resource typing definitions and job title/position qualifications at the [Resource Typing Library Tool](https://rtlt.preptoolkit.fema.gov/Public) (<https://rtlt.preptoolkit.fema.gov/Public>).

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- Qualification procedures in alignment with the [NIMS Guideline for the National Qualification System](#)
 - <https://www.fema.gov/emergency-managers/nims/components/nqs-supplemental-documents>)
- NQS procedures include:
 - Qualification, certification, and credentialing processes for incident management and emergency management personnel.
 - Qualification review board, or equivalent review processes for incident management and emergency management personnel qualifications.
 - Individual and team coach and evaluation processes for incident management and emergency management personnel qualifications.
- Nevada Position Task Books (PTB's) were developed after the 2017 floods, fires and mass shooting. The PTB's are scalable for any jurisdiction
- Private sector position credentialing.
- Exercises are conducted in accordance with the [Homeland Security Exercise and Evaluation](#) Program.
 - <https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>

DEM reports NQS compliance information via:

- NIMS surveys
- URT questions
- FEMA Regional NIMS Coordinator reviews

4.4 Logistics Planning

Distribution Management Plans

DEM maintains a Distribution Management (DM) plan as an annex to its existing Emergency Response Plan per FEMA's [Distribution Management Plan Guide](#) (https://www.fema.gov/sites/default/files/2020-08/FEMA_Distribution-Management-Plan-Guide_EMPG_FY2019.pdf)

DEM reviews and updates (as needed) the Distribution Management by September 30th annually. Resources used to develop and maintain the distribution management plan include:

- The [Logistics Capability Assessment Tool 2 \(LCAT2\) Flyer](#)
 - (https://www.fema.gov/pdf/media/factsheets/2009/log_lcat.pdf)

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- The LCAT2 Flyer provides an overview of the LCAT2, how it is beneficial, how the LCAT process works, and how to obtain an LCAT2.
- **Points of Distribution (PODs) Training:** Emergency Management Institute’s (EMI) POD course.
 - <https://training.fema.gov/is/courseoverview.aspx?code=IS-26>.
- **Interagency Logistics (IL) Training:** This basic IL training course familiarizes participants with the IL concepts of planning and response. The course also provides an overview of IL Partner disaster response organizations, discusses parameters for logistics support coordination, and creates a whole community forum to exchange the best logistics practices.
 - <https://training.fema.gov/emigrams/2018/1439%20-%20training%20opportunity%20-%2018540%20basic%20interagency%20logistics%20fy19.pdf?d=10/2/2018>.
- **Other Logistics Planning Resources:** Recipients will find additional planning guidance at:
 - [Planning Guides | FEMA.gov](#)
 - <https://www.fema.gov/emergency-managers/national-preparedness/plan>
 - [Comprehensive Preparedness Guide \(CPG\) 101, Version 2.0](#) provides guidance on how to incorporate logistics into EOPs.
 - <https://www.fema.gov/sites/default/files/2020-07/developing-maintaining-emergency-operations-plans.pdf>
 - [Supply Chain Resilience Guide](#) provides emergency managers with recommendations and best practices on how to analyze local supply chains and work with the private sector to enhance supply chain resilience using a five-phased approach.
 - <https://www.fema.gov/sites/default/files/2020-07/supply-chain-resilience-guide.pdf>

Funding for Critical Emergency Supplies

Critical emergency supplies—such as shelf stable products, water, and basic medical supplies—are an allowable expense under the EMPG Program. DEM maintains the FEMA-approved five-year viable inventory management plan, including its distribution strategy and sustainment costs.

4.5 Evacuation Planning

In accordance with the [National Response Framework \(NRF\)](#) and NRS 239C.250, and the State of Nevada Department of Emergency Management’s, “[Emergency Operations Planning and NIMS](#)”

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[Compliance Guide](#),” the State of Nevada and local emergency response plans incorporate evacuation planning. DEM reports on the status of evacuation planning in its annual THIRA/SPR submission using the Unified Reporting Tool.

4.6 Disaster Housing Planning

In accordance with NRS 239C.250, the State of Nevada Department of Emergency Management’s, “[Emergency Operations Planning and NIMS Compliance Guide](#),” the State of Nevada and local emergency response plans incorporate disaster housing in their evacuation planning sections.

4.7 Disaster Recovery Coordinator

In accordance with NRS 239C.250, the State of Nevada Department of Emergency Management’s, “[Emergency Operations Planning and NIMS Compliance Guide](#),” the State of Nevada and local emergency response plans incorporate recovery in their evacuation planning sections. Disaster Recovery Coordinators are assigned on a case-by-case basis.

4.8 Disaster Financial Management Policies and Procedures

The “[State Administrative Manual](#),” provides guidance for disaster financial management policies and procedures to include protecting record, emergency appropriations, and the disaster relief account ([NRS 353.2705 – 2771](#)). Both state agencies and local governments may be provided grants or loans from the Disaster Relief Account, after contacting the Division of Emergency Management (DEM) for assistance in conducting an assessment of the damages resulting from a disaster event. DEM will then assess the damage and determine whether the event constitutes a disaster for which grants or loans may be made from the Account. If so, DEM will, after coordination with the Department of Taxation, submit the request for a grant or loan to the Board of Examiners. If approved by the Board of Examiners, the Interim Finance Committee must also approve any grants or loans made from the Account.

4.9 Training and Exercises

Integrated Preparedness Plan (IPP)

DEM engages senior leaders and other whole community stakeholders to identify preparedness priorities specific to training and exercise needs. DEM captures input at its annual Integrated Preparedness Planning Workshops (IPPWs) to develop and maintains the State’s multi-year Integrated Preparedness Plan (IPP). DEM uses numerous inputs to develop and maintain its IPP such as:

- THIRA Threats and Hazards
- SPR gaps

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- Real world and exercise AARs
- Homeland Security policies
- Industry reports
- Accreditation standards
- Regulations
- State of Nevada legislative requirements

DEM documents its these priorities, in conjunction with the Work Plan development process, and uses them to deploy a schedule of preparedness events and activities in the IPP.

Training

Training activities align to the State's current, Multi-Year IPP developed through its IPPW and build from training gaps identified in the THIRA/SPR and work plan development process. Training that uses EMPG Program funds supports the nationwide implementation of NIMS. DEM emphasizes on the core competencies as defined in the NIMS Training Program.

All EMPG Program-funded personnel are trained emergency managers. All EMPG Program-funded personnel complete *either* the Independent Study courses identified in the Professional Development Series, *or* the National Emergency Management Basic Academy delivered either by EMI or at a sponsored State or local location. As a minimum, all EMPG funded staff maintain records of completion of:

- NIMS Training, Independent Study
 - IS-100 (any version),
 - IS-200 (any version),
 - IS-700 (any version),
 - IS-800 (any version), and
- Professional Development Series (PDS) OR the Emergency Management Professionals Program (EMPP) Basic Academy (Table 3).

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| Professional Development Series or Basic Academy | |
|--|--|
| PDS Professional Development Series | FEMA Basic Academy Prerequisites for the Basic Academy Courses requires all courses in the Professional Development Series and in addition the following courses: |
| IS-120: An Introduction to Exercises | IS 029 Public Information Officer Awareness IS-100 : Introduction to the Incident Command System (ICS) IS 200 ICS for Single Resources IS-230.d: Fundamentals of Emergency Management |
| IS-230. Fundamentals of Emergency Management | Or IS-700 : National Incident Management System (NIMS)-An Introduction |
| IS-235 Emergency Planning | IS-800 National Response Framework, An Introduction |
| IS-240 Leadership and Influence | |
| IS-241 Decision Making and Problem Solving | Basic Academy Courses E/L101: Foundations of Emergency Management |
| IS-242.: Effective Communication | E/L102: Science of Disasters |
| IS-244. Developing and Managing Volunteers | E/L103: Planning Emergency Operations |
| | E/L 0146: Homeland Security Exercise and Evaluation Program (HSEEP) |
| | E/L105: Public Information Basics |

Table 3. Professional Development Series or Basic Academy.

Per the “Nevada State Training Program,” the Training Section of the Division of Emergency Management and Homeland Security (DEM) coordinates mission area training in prevention, mitigation, preparedness, response, and recovery training on a statewide basis. The formal training for emergency responders, tribal nations, government officials, and others as appropriate will be delivered online, in person in Nevada or at remote consortium locations. The Nevada State Training Program,” provides guidance to prospective students, state and local training partners on course administration; requesting and hosting courses; instructor guidelines; and registering for and being accepted into courses.

DEM develops its IPP and EMPG Program Work Plans in tandem so that they align with and are complementary to one another and are used in tandem to support shared priorities for building and sustaining the State’s preparedness capabilities. DEM uses the same shared set of priorities in both their IPP and EMPG Program Work Plan so that EMPG Program investments and projects help

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recipients implement the planning, training, and exercise activities in their IPPs and advance their IPP priorities.

DEM, “Training Standards Adjunct Instructor Program,” establishes standards that the State Training Officer (STO) and Adjunct Instructors, who plan, schedule and/or deliver course events for the DEM shall follow. The STO is responsible for the overall supervision, management and conduct of the training event, workshop, or conference to ensure the integrity and professionalism of the DEM Training Program.

Exercises

DEM develops and maintain a progressive exercise program consistent with Homeland Security Exercise and Evaluation Program (HSEEP) guidance in support of the National Exercise Program (NEP). The Chief, Nevada Emergency Management Office of Homeland Security, coordinates with the FEMA Region IX Regional Administrators on the State’s exercise program to address the priorities and capability gaps identified through the collaborative work plan development process. The exercises are reported included in the State’s EMPG Program Work Plan and the State’s IPP.

4.10 Additional Considerations

Strengthening Governance

DEM develops its FEMA-defined core capabilities across the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery to prepare for incidents that pose the greatest risk to the Nation’s security. As such, the State of Nevada allocates FEMA preparedness grant funds according to the following guiding principles:

- **Coordination of Investments:** Resources are allocated to address the most critical capability needs as identified in the SPR and coordinated at the state and local level.
- **Transparency:** The State provides visibility on how preparedness grant funds are allocated and distributed, and for what purpose via the Nevada Commission on Homeland Security.
- **Substantive Local Involvement:** DEM includes local government representatives in establishing priorities through such efforts as its annual THIRA/SPR workshops and IPPW. DEM builds its assessment and reports as an aggregate of local threat and hazard assessments.
- **Accountability:** DEM uses preparedness grant funds to address identified gaps and to maintain and sustain existing capabilities.

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- **Support of Regional Coordination:** The State of Nevada engages in both Inter and intra-state partnerships at the state and regional levels, including those within urban areas such as the Las Vegas UASI. Accordingly, the State of Nevada is EMAP accredited.

Volume II: Planning

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1. Overview

Volume II of the NIMS/Preparedness Framework contains the overarching planning guidance the State of Nevada and its sub jurisdictions follow to ensure compliance, completeness, and standardization. The intent of this volume is to provide planners with a single-source document for planners to reference. The plans and other products that have a controlled distribution are maintained in designated locations that are identified in this volume. Redundant information such as NIMS descriptions that existed in stand-alone documents, has been removed for brevity, clarity, and consistency.

The guides included in this section are:

- Formal Planning Strategy
- THIRA / SPR
- Threat and Hazard Guide
- EOP & NIMS Compliance Guide
- EOP
- COOP Plan
- COG Plan
- HMP
- Other plans as identified

2. Formal Planning Strategy

2.1 Purpose

The purpose of the Division of Emergency Management (DEM) Planning Strategy is to formalize a planning process that DEM will use when addressing major planning initiatives, core strategic and operational documents, and the maintenance and revision of fundamental organization plans. This strategy sets into place a multi-disciplinary “whole community” plan initiation, plan development and plan revision process.

2.2 Executive Committee for Planning

The Executive Committee for Planning (EXCOM) is a multi-disciplinary oversight committee which assists the State Planners in the development of planning priorities and planning projects based on information and analysis provided by the Threats and Hazards Risk Assessments (THIRA), the Threats and Hazards Gap Analysis, and the State Preparedness Report (SPR) in consultation with the State Resiliency Committee.

The EXCOM performs the following roles:

- Reviews and analysis the annual THIRA, Gap Analysis and SPR
- Makes recommendations for planning and preparedness priorities to the State Resiliency Committee.
- Reviews the multi-year plan development, review and revision schedule and develops priorities for the year.
- Reviews and approves Planning Project Initiatives.
- Assigns staff and nominates “whole community” planning team members.
- Reviews and approves newly developed statewide plans.
- Reviews and approves revised established statewide plans.

The EXCOM meets as many times as needed to review and approve new and established plan revisions, but at a minimum will meet twice per year.

2.3 Planning Alignment with the Threat and Hazards Identification and Risk Assessment

The State through the Hazards Mitigation Planning Subcommittee and the annual Threat and Hazards Identification and Risk Assessment (THIRA) identifies the natural and man-made threats and hazards that may impact the state. The process identifies, ranks, and assesses the capability of the state and local jurisdictions to mitigate against, protect against, respond to, and recover from threats and hazards. This process also allows the state to develop a gap analysis based on Planning,

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Organization, Equipment Training, Exercise and Evaluation (POETE) and from that develop a strategic emphasis on the development and revisions of plans. This strategic emphasis from the State Resiliency Commission drives planning priorities.

2.4 Multi-Year Plan Schedule

The Multi-Year Plan Schedule (MYPS) is a 3-year matrix prepared by the State Lead Emergency Planner which contains all of the plans which the Division of Emergency Management is responsible for. The matrix also details who is responsible for the different plans, when the plan is scheduled for review and when the plan is scheduled for revision/rewrite. It also details a schedule for the development of new plans/threat-based annexes. The MYPS is presented at the beginning of each calendar year to the EXCOM for review and approval. The MYPS is a guide for planning to keep up on plan maintenance but may be altered due to emergencies, disasters or changing Division priorities, or in accordance with decisions made by the EXCOM.

See Tables 4 and 5 for the most current MYPS.

2.5 Plan Proposal

A Plan Proposal for the development of a new plan or the major revision of an existing plan will follow project management principles and be presented to the EXCOM for approval. At a minimum the Plan Proposal will include the following elements:

1. Purpose: What purpose will this plan resolve and how the development of the plan or revision of an existing plan will result in greater overall preparedness for the state.
2. Plan Parameters: The general scope and constraints that will govern the planning finished product.
3. Planning Team: This section details the makeup of the core planning team and recommendations for the team.
4. Planning Process: This section details the approach the planner(s) will take regarding the plan development workshops, whole community review, and final approval by the EXCOM.
5. Whole Community Participation: This section describes how the Planner(s) will ensure the whole community is utilized for development or review.
6. Timeline: The timeline is a visual aid to show expected milestones and completion dates.
7. Constraints: This section will detail constraints or events which would delay or cancel the project.
8. Contractor Scope of Work: If a contractor is recommended for the development of the plan, this section details the scope of work and process for developing Requests for Proposals (RFPs), the process to approve the RFP and the contracting process.

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9. Budget: If there are specific costs associated to the planning process (e.g., contractors, travel, copy/publishing fees, etc.).
10. Conclusion.
11. Approvals.

2.6 Planning Teams

Core Planning Team – The core planning team is a smaller multi-disciplinary group that helps the lead planner with the development of the plan. The Core Planning Team will assist with plan language, research and editing of the plan.

Planning Workshops – Planning Workshops elicit assistance from a broader aspect of the whole community which focuses on operational, logistical and/or communication functions of the plan.

Whole Community Review Team – An even larger cadre of the whole community will review the draft plan for functionality and appropriateness.

2.7 Whole Community Planning

Whole community planning is the concept of including a representation of all of the emergency management stakeholders in the affected community to participate in aspects of the planning process. This would include representative members of the local and state emergency management organizations, local and state leaders and government officials, non-governmental organizations and businesses, and the participation of identified vulnerable populations. DEM places an emphasis on including the whole community in the planning process.

2.8 Plan Development

There are many ways to produce a plan. The planning process that follows is flexible and allows communities to adapt it to varying characteristics and situations. While not ideal, if time is a constraint, steps can be minimized or skipped in order to accelerate the process. Small communities can follow just the steps that are appropriate to their size, known risks, and available planning resources. The below diagram depicts steps in the planning process. At each step in the planning process, jurisdictions should consider the impact of the decisions made on training, exercises, equipment, and other requirements.

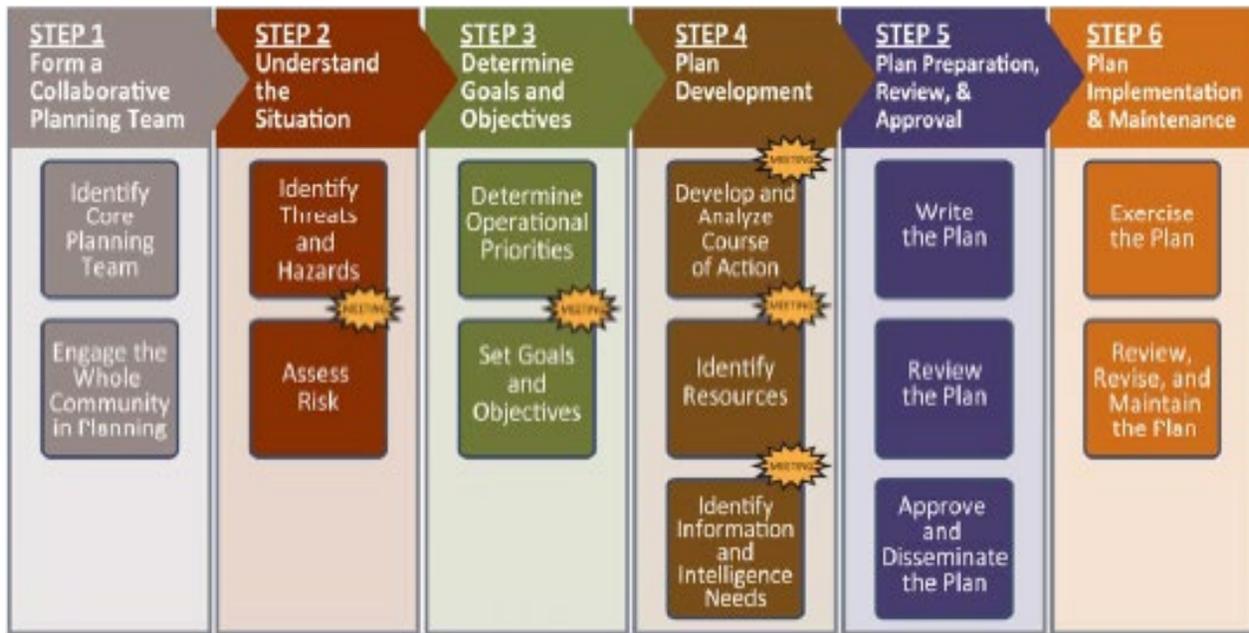


Figure 2. FEMA's Six-Step Planning Process.

2.9 Types of Plans

1. **Strategic Plans:** Strategic Plans are documents which sets the emergency management organization's mission, vision, and strategic goals for the next 3 to 5 years and a framework on how the strategy will be accomplished. The State Hazards Mitigation Plan and The Division of Emergency Management Strategic Plan are both examples of strategic plans.
2. **Operational Plans:** Emergency Operations Plans are an example of an operational plan. Hazards specific plans/annexes are also examples of operational plans. Operational plans describe the major muscle movements to prepare for, mitigate against, protect against, respond to, and recover from emergencies or disasters. Operational plans can be prepared for organizations, communities, regions, and specific threats for general operational functions, processes, communications, and logistics based on a concept of operations.
3. **Tactical Plans:** Tactical Plans detail how teams and resources will be directed to accomplish incident team objectives during a specific operational period during an incident or pre-planned event. An Incident Action Plan (IAP) is an example of a tactical plan.
4. **Guidance:** Guidance's are documents which help organizations with the development of specific emergency management plans. A guidance typically contains recommended plan formats and specific language which will help an organization maintain compliance with a specific rule or law.

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2.10 Plan Contents

EOPs including the SCEMP, recovery plans, communications plans, continuity of operations (COOP) plans, operations plans, and continuity of government (COG) plans are required to include the following:

- A Title Page with date and name of the organization or names of the jurisdiction(s) covered by the plan.
- A letter of promulgation signed by the executive head making the document official.
- A change control page.
- Purpose, scope and/or goals and objectives.
- Authority.
- Situation and assumptions.
- Functional roles and responsibilities for internal and external agencies.
- Logistics support and resource requirements necessary to implement the plan.
- Concept of operation.
- Plan Maintenance.

2.11 Plan Evaluation, Maintenance and Revision

Plan evaluation includes a continuous quality improvement process of testing via whole community input, training, drills, and exercises. After action reports and the decision to include best practices drive revision process. Established plans and newly developed plan concepts are placed on the Multi-Year Training and Exercise Planning workgroup plan.

Plan maintenance includes annual reviews and periodic updates of staff and contacts necessary to keep the plan as up to date as possible. Most plans have an annual review requirement. Major stakeholders will be asked to review their portion of the plan to ensure the plan is accurate. Plan review and minor changes to language does not need to be approved by the EXCOM, however the review needs to be reported to the EXCOM as being accomplished.

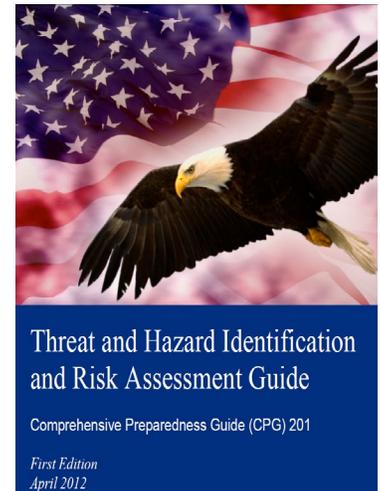
Revision includes major changes to the plan when warranted, especially as the result of recommendations from an after-action report resulting from an exercise or real event. Periodically the plan needs to be revised to incorporate best practices or eliminate substandard practices. Revisions to core DEM documents require a Plan Proposal and EXCOM approval to proceed with a formal planning process.

2.12 Conclusion

This strategy will establish a plan development, improvement, maintenance, and revision framework going forward.

3. Threat and Hazard Identification and Risk Assessment (THIRA) / Stakeholder Preparedness Review (SPR)

The Threat and Hazard Identification and Risk Assessment (THIRA) Guide, CPG 201 is an all-hazards capability-based assessment tool suited for use by all jurisdictions. The THIRA allows a jurisdiction to understand its threats and hazards and how their impacts may vary according to time of occurrence, seasons, locations, and community factors. This knowledge allows a jurisdiction to establish informed and defensible capability targets and commit appropriate resources drawn from the whole community to closing the gap between a target and a current capability or for sustaining existing capabilities. The THIRA CPG201 can be viewed at <http://www.fema.gov/prepared/plan.shtm> .



The THIRA is a State Homeland Security Grant Program (SHSGP) program requirement starting in FY2013. The SHSGP is the federal grant which funds many of the emergency management programs in the state.

Using the THIRA results, a jurisdiction can develop a strategy to allocate resources effectively to achieve capability targets and reduce risk. The strategy should consider finding, connecting to, and strengthening community resources by leveraging the expertise and capability of individuals, communities, the private and nonprofit sectors, faith-based organizations, and all levels of government. Ultimately, a jurisdiction may find that it must fill gaps in order to build and sustain capabilities. A jurisdiction can utilize resources such as bond initiatives and local and state appropriations as well as Federal grants, as appropriate, to support building and sustaining capabilities.

THIRA-informed planning is consistent with and expands on nationally accepted emergency management standards, which have long required using risk assessments, as the basis for planning across the mission areas. A continuous cycle of assessing capabilities, plans, and programs and incorporating the results into future THIRAs allows a jurisdiction to manage changes to its risk landscape. It also provides the means to educate and update individuals, families, businesses, organizations, community leaders, and senior officials on the risks facing a community. An informed public is the best advocate for building required capabilities and creating a secure and resilient community.

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The THIRA process consists of five basic steps:

1. ***Identify the Threats and Hazards of Concern.*** Based on past experience, forecasting, expert judgment, and available resources, identify a list of the threats and hazards of concern to the community.
2. ***Give Threats and Hazards Context.*** Using the list of threats and hazards, develop context that shows how those threats and hazards may affect the community.
3. ***Examine the Core Capabilities Using the Threats and Hazards.*** Using the threat and hazard context, identify impacts to the community through the lens of the core capabilities described in the Goal.
4. ***Set Capability Targets.*** Looking across the estimated impacts to the community, in the context of each core capability and coupled with a jurisdiction's desired outcomes, set capability targets.
5. ***Apply the Results.*** Plan for the ability to deliver the targeted level of capability with either community assets or through mutual aid, identify mitigation opportunities, and drive preparedness activities.

These five steps are adaptable to the needs and resources of any jurisdiction. The THIRA process can be employed by a small, one-person department as well as a larger organization with greater needs and resources.

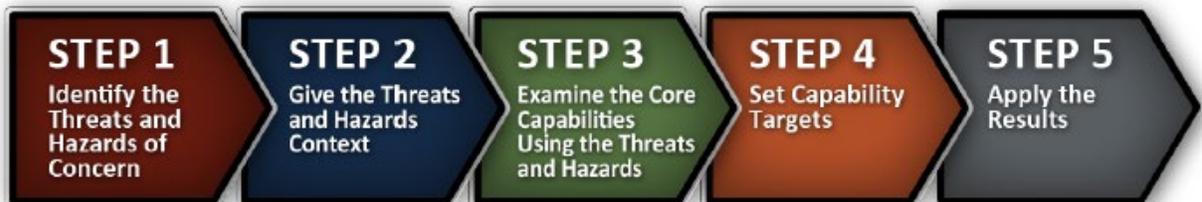


Figure 3. FEMA's Five-Step THIRA Process.

4. Threat and Hazard Guide

4.1 Introduction

The Nevada Resilience Advisory Committee is focused on supporting emergency management, emergency response, and homeland security efforts through providing recommendations to the Governor and community to ensure resiliency.

Upon further research, FEMA, state agencies, and local jurisdictions were using various terms to define specific threats and hazards. In order to support this effort, DEM has developed a standardized list of threats and hazards to be used in the planning process.

The standardized list of terms combines FEMA definitions with a list of hazards specific to geography and industry in Nevada. This document is also a tool that may be used for jurisdictions to facilitate their THIRA/SPR planning, plan development and updates, and grant applications through DEM and DHS.

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|  | <p>4.2 Active Assailant</p> |
| | <p>An Active Shooter / Assailant is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters / assailants use firearms(s) and there is usually no pattern or method to their selection of victims, though situations vary. These situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.</p> <p>Because these situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.</p> |
| | <p>Barricade Situation</p> |
| | <p>A subject who is believed to have been involved in a criminal act or is a significant threat to themselves or safety of others; refuses to submit to arrest and may be armed; is in a position of advantage, affording cover and concealment; or is contained in an open area, and the presence or approach of police officers could precipitate an adverse reaction by the subject.</p> |
| | <p>Hostage Situation</p> |
| | <p>A person who uses hostages to affect an escape, commit crime, or further a cause, and poses a clear and present danger to the hostages and to the public at large. Therefore, an incident in which a hostage taker has taken hostages is a hostage incident.</p> |
|  | <p>4.3 Air Quality</p> |
| | <p>Carbon Emissions</p> |
| | <p>Carbon Dioxide emissions are a threat to humans, animals, and plant life. The burning of fossil fuels (mostly from sources like power generation/distribution of the power grid, transportation, and industrial processes) releases carbon dioxide and other greenhouse gases. These carbon emissions raise global temperatures by trapping solar energy in the atmosphere, contaminates air quality and water supplies, exacerbates weather patterns, changes the growing season for food crops, threatens coastal communities and deteriorates the ozone layer which in turn increases health risks. Emissions have become a quality of life (livability index) indicator for many states.</p> |
| | <p>Inversion</p> |
| | <p>A temperature inversion can be defined as a phenomenon through which a rise in temperature takes place as altitude increases in a layer of air. Inversions play an important role in determining cloud forms, precipitation, and visibility. Wintertime temperature inversions trap pollution in valleys and can increase particulate matter levels to concentrations exceeding federal air quality standards. Diffusion of dust, smoke, and other air pollutants is limited by inversion and affects diurnal variations in air temperature which impacts weather with abnormal patterns and consequently affects plants, humans, and animal life.</p> |

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Smoke

The smoke released by any type of fire (forest, brush, crop, structure, tires, waste, or wood burning) is a mixture of particles and chemicals produced by incomplete burning of carbon-containing materials. All smoke contains carbon monoxide, carbon dioxide and particulate matter (PM or soot), but can also contain many different chemicals, depending on what is burning, how much oxygen is available, and the burn temperature. Nevada is vulnerable to smoke transport from wildfires in California and Oregon. Exposure to high levels of smoke has a variety of health impacts to humans and animal life.

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|  | 4.4 Chemical, Biological, Radiological, Nuclear & Explosives (CBRNE) |
| | <p>A hazardous materials incident is a situation in which harmful substances are released into the environment. These types of releases are often classified as chemical, biological, radiological, nuclear or explosives (CBRNE).</p> <p>Intentional releases of hazardous materials include criminal acts, such as purposeful dumping by industries to avoid regulatory requirements, or terrorist acts that target a specific location, possibly involving a dispersal device or explosive.</p> |
| | Chemical |
| | <p>The security/theft, storage, transport, and release of Industrial Chemicals and Materials as an incident of terrorism are additional areas of concern for the community. The determination of accidental vs. intentional response may be dependent upon investigation after the initial mitigation and response. The response to a chemical event should encompass safety procedures suitable to the circumstances as evaluated by responding agencies.</p> |
| | Biological |
| | <p>The security/theft, storage, transport, and release of Biological Materials which has the ability to impact the community may also be considered for the purpose of Biological Terrorism.</p> |
| | Radiological |
| | <p>The security/theft, storage, transport, and release of available Industrial/Medical Radiological Isotopes creates additional areas of concern for potential terrorism.</p> |
| | Nuclear |
| | <p>Nuclear warfare is a military conflict or political strategy in which nuclear weaponry is used to inflict damage on an opponent. Compared to conventional warfare, nuclear warfare can be vastly more destructive in range and extent of damage, and in a much shorter time frame. A major nuclear exchange could have severe long-term effects, primarily from radiation release, but also from the production of high levels of atmospheric pollution leading to a "nuclear winter" that could last for decades, centuries, or even millennia after the initial attack.</p> |
| | Explosives |
| | <p>The use of high explosive to project blast and/or fragmentation from a point of detonation.</p> <p>Explosive weapons may be subdivided by their method of manufacture into explosive ordnance and improvised explosive devices (IEDs). Certain types of explosive ordnance and many improvised explosive devices are sometimes referred to under the generic term bomb.</p> |

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|  | <h3 style="text-align: center;">4.5 Civil Disturbance</h3> |
| | <p>Civil disturbance hazards encompass a set of hazards emanating from a wide range of possible events that cause civil disorder, confusion, strife, and economic hardship. Civil disturbance hazards include the following:</p> <ul style="list-style-type: none"> • Economic Collapse, Recession; Very slow or negative growth. • Misinformation: erroneous information spread unintentionally. |
| | <h4>Riot</h4> |
| | <p>An assembly that constitutes a clear and present danger of violent or unlawful acts, including, civil unrest, destruction of property, arson, looting, or when another immediate threat to public safety, peace, or order appears.</p> |
|  | <h3 style="text-align: center;">4.6 Cybersecurity</h3> |
| | <p>Cyber security is the practice of defending computers, servers, mobile devices, electronic systems, networks, and data from malicious attacks. It's also known as information technology security or electronic information security.</p> <p>Common Types of Cybersecurity:</p> <ul style="list-style-type: none"> • Network Security protects network traffic by controlling incoming and outgoing connections to prevent threats from entering or spreading on the network. • Data Loss Prevention (DLP) protects data by focusing on the location, classification, and monitoring of information at rest, in use and in motion. • Cloud Security provides protection for data used in cloud-based services and applications. • Intrusion Detection Systems (IDS) or Intrusion Prevention Systems (IPS) work to identify potentially hostile cyber activity. • Identity and Access Management (IAM) use authentication services to limit and track employee access to protect internal systems from malicious entities. • Antivirus/anti-malware solutions scan computer systems for known threats. Modern solutions are even able to detect previously unknown threats based on their behavior. |
|  | <h3 style="text-align: center;">4.7 Drought</h3> |
| | <p>Drought is defined as a prolonged period during which there is an extended deficit of precipitation below normal amounts over one or more seasons spread over a considerable geographical area. This differs from normal desert conditions that exist in Nevada where county-average annual precipitation ranges from four inches per year in Clark County to 12 inches in Storey County, averaging nine inches per year statewide making it the driest state in the U.S.</p> <p><i>Severity of drought can be aggravated by other factors such as high temperature, high wind, and low relative humidity.</i></p> |

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|  | <h2>4.8 Fire</h2> |
| | <p>Urban Conflagration</p> <p>Large, destructive fire that spreads beyond natural or artificial barriers in urban areas; it can be expected to result in large monetary loss and may or may not include fatalities. Urban conflagration moves beyond a block and destroys whole sections of a city.</p> <p>Wildland Fire</p> <p>A wildland fire is an unplanned fire that burns in a natural area such as a forest, grassland, or prairie resulting in ruined homes and possible injury/death to people and animals. Wildfires can:</p> <ul style="list-style-type: none"> • Often be caused by humans or lightning. • Cause flooding or disrupt transportation, gas, power, and communications. • Happen anywhere, anytime. Risk increases with in periods of little rain and highwinds. <p>Wildland Urban Interface</p> <p>Wildland-urban interface is a place where humans and their development meet or intermix with wildland fuel. Communities that are within 0.5 miles (0.80 km) of the zone are included</p> |
|  | <h2>4.9 Floods, Landslides & Debris Flow</h2> |
| | <p>Alluvial Fan Flooding</p> <p>Alluvial fan flooding is characterized by a sudden torrent of water capable of carrying rocks, mud, and debris that debouches from the steep valleys and canyons and spreads over the fan surface.</p> <p>Flash Flood</p> <p>Flash Floods are most often caused by extremely heavy rainfall from thunderstorms. Flash Floods can occur due to Dam or Levee Breaks, and/or Mudslides</p> <p>Landslides & Debris Flow</p> <p>In a landslide, masses of rock, earth or debris move down a slope. Debris and mud flows are rivers of rock, earth and other debris saturated with water. They develop during intense rainfall, runoff, or rapid snowmelt, changing the earth into a flowing river of mud or “slurry.” They can flow rapidly, striking with little or no warning at avalanche speeds (faster than a person can run). They also can travel many miles from their source, growing as they pick up trees, boulders, cars, and other materials.</p> |



Floods, Landslides & Debris Flow (Cont'd)

Riverine

Riverine flooding occurs when excessive rainfall over an extended period of time causes a river to exceed its capacity. It can also be caused by heavy snow melt and ice jams. The damage from a river flood can be widespread as the overflow affects smaller rivers downstream, often causing dams and dikes to break and swamp nearby areas.

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|  | <h2>4.10 Geohazards</h2> |
| | <h3>Avalanche</h3> |
| | <p>An avalanche is a large amount of snow moving quickly down a mountain, typically on slopes of 30 to 45 degrees. When an avalanche stops, the snow becomes solid like concrete and people are unable to dig out. People caught in avalanches can die from suffocation, trauma, or hypothermia.</p> |
| | <h3>Earthquakes</h3> |
| | <p>An earthquake is a sudden, rapid shaking of the earth as plates shift, rock cracks beneath its surface, and large plates either collide or try to push past one other. As rocks and the earth's plates are strained by these tremendous geological processes, energy builds up under the earth's surface and eventually releases abruptly in seismic waves that shake the earth's surface.</p> |
| <h3>Fissures & Subsidence</h3> | |
| <p>A fissure is a fracture or crack in rock along which there is a distinct separation; fissures are often filled with mineral-bearing materials. Subsidence is the sinking of the ground because of underground material movement—is most often caused by the removal of water, oil, natural gas, or mineral resources out of the ground by pumping, fracking, or mining activities. Subsidence can also be caused by natural events such as earthquakes, soil compaction, glacial isostatic adjustment, erosion, sinkhole formation, and adding water to fine soils deposited by wind.</p> | |
| <h3>Volcanoes</h3> | |
| <p>A volcano is an opening in the Earth's crust that allows molten rock, gases, and debris to escape to the surface. Alaska, Hawaii, California, and Oregon have the most active volcanoes, but other states and territories have active volcanoes, too. A volcanic eruption may involve lava and other debris that can flow up to 100 mph, destroying everything in their path. Volcanic ash can travel 100s of miles and cause severe health problems.</p> | |

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|  | <p>4.11 Infectious Disease</p> |
| | <p>Emerging Disease with Epidemic or Pandemic Potential</p> <p>An emerging disease with epidemic potential is a disease with new or emerging features that challenge control. This does not include highly transmissible respiratory viruses, which are addressed under “Respiratory virus with pandemic potential”.</p> <p>Emerging diseases are difficult to contain or treat and present significant challenges to risk communication since mechanics of transmission, laboratory identification, and effective treatment protocols may be unknown.</p> <p>This includes the intentional or accidental release of a biological weapon or synthetic pathogen for which there is no antidote or cure. Previous events that fit this hazard include Ebola, Zika, the emergence of HIV, and the current opioid epidemic.</p> |
| | <p>Respiratory Virus with Epidemic or Pandemic Potential</p> <p>A respiratory virus with pandemic potential is a highly contagious respiratory virus that spreads easily from person to person and for which there is little human immunity. This hazard includes pandemic influenza. This hazard strains the healthcare system, requires school closures, causes high rates of illness and absenteeism that undermine critical infrastructure across the city, and decreases community trust due to social distancing measures interfering with personal movement and being perceived as being ineffectual.</p> <p>Previous events that exemplify this hazard include the 1918 (“Spanish flu”) and 2009 (“Swine flu”) influenza pandemics and the 2019-2020 Coronavirus Pandemic (“COVID- 19”).</p> |



4.12 Infrastructure

Dam Failure

Dams are water storage, control or diversion structures that impound water upstream in reservoirs.

Dam failure can take several forms, including a collapse of, or breach in, the structure. While most dams have storage volumes small enough that failures have few or no repercussions, dams storing large amounts can cause significant flooding downstream.

Natural Gas Pipeline Incident

An event that involves a release of gas from a pipeline, or of liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from a facility, and that results in one or more of the following consequences:

- A death, or personal injury necessitating in-patient hospitalization,
- Estimated property damage of \$50,000 or more, including loss to the operator and others, or both, but excluding cost of gas lost,
- Unintentional estimated gas loss of three million cubic feet or more.

Power Outage

A power outage is when the electrical power goes out unexpectedly. Can disrupt communications, water, transportation, close businesses, stores, banking services and gas stations. Medical devices may be unable to function, and food spoilage/water contamination can occur.



4.13 Seiche

Seiches are typically caused when strong winds and rapid changes in atmospheric pressure push water from one end of a body of water to the other. When the wind stops, the water rebounds to the other side of the enclosed area. The water then continues to oscillate back and forth for hours or even days. In a similar fashion, earthquakes, tsunamis, or severe storm front may also cause seiches along lake shelves and lake harbors.



4.14 Severe Weather

Severe weather can include hazardous conditions produced by thunderstorms, including damaging winds, tornadoes, large hail, flooding and flash flooding, and winterstorms associated with freezing rain, sleet, snow, and strong winds.

Extreme Heat

Extreme heat is a period of high heat and humidity with temperatures above 90 degrees for at least two to three days. In extreme heat your body works extra hard to maintain a normal temperature, which can lead to death.

Microburst

A small, concentrated downburst that produces an outward burst of strong winds at or near the surface. Microbursts are small — less than 4 km across — and short-lived, lasting only five to 10 minutes, with maximum winds speeds sometimes exceeding 100 mph. There are two kinds of microbursts: wet and dry. A wet microburst is accompanied by heavy precipitation at the surface. Dry microbursts, common in places like the high plains and the intermountain west, occur with little or no precipitation reaching the ground.

Straight-Line Winds

Term used to define any thunderstorm wind that is not associated with rotation and is used mainly to differentiate from tornadic winds.

Thunderstorms & Lightning

Lightning is a leading cause of injury and death from weather-related hazards. Although most lightning victims survive, people struck by lightning often report a variety of long-term, debilitating symptoms. Thunderstorms are dangerous storms that include lightning and can:

Include powerful winds over 50 MPH; create hail; and cause flash flooding and tornadoes.

Tornado

A violently rotating column of air touching the ground, usually attached to the base of a thunderstorm. Some tornadoes are clearly visible, while rain or nearby low-hanging clouds obscure others. Tornadoes develop extremely rapidly and may dissipate just as quickly. Most tornadoes are on the ground for less than 15 minutes.

Winter Storms & Extreme Cold

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| | |
|--|---|
| | <p>Winter storms create a higher risk of car accidents, hypothermia, frostbite, carbon monoxide poisoning, and heart attacks from overexertion. Winter storms and blizzards can bring extreme cold, freezing rain, snow, ice, and high winds.</p> |
|--|---|



4.15 Terrorism

International Terrorism

Criminal acts committed by individuals and/or groups who are inspired by, or associated with, designated foreign terrorist organizations or nations (state-sponsored). These acts could involve cyber threats, and disruptions of continuity of community with critical infrastructure failure.

Domestic Terrorism

Violent, criminal acts committed by individuals and/or groups to further ideological goals stemming from domestic influences, such as those of a political, religious, social, racial, or environmental nature.

Complex Coordinated Attack

A Complex Coordinated Attack (CCA), also known as a Complex Coordinated Terrorist Attack, is a violent assault or series of assaults by one or more individuals or groups with various motives including terrorist ideology, using one or more type of weapons with the intent to inflict harm on large numbers of people. Complex coordinated attacks are an evolving and dynamic threat, shifting from symbolic, well-planned attacks on high-visibility targets to attacks that are more dispersed and difficult to detect.

Attackers may employ the following tactics, which differentiate a CCA from other types of incidents:

- Use of well-armed, well-trained individuals in small teams employing military or law enforcement style tactics,
- Strike multiple targets simultaneously or in close succession,
- Strike quickly and move to another location before law enforcement can interdict and disrupt,
- Delay or deny entry and exit to victims and first responders by blocking exits and/or chaining/rigging doors with explosives, using tear gas, and/or using fire/smoke to delay law enforcement response efforts and potentially prolong the incident,
- Deploy diversions to slow public safety response, consume responder resources, or draw responders toward or away from specific locations,
- Coordinate timing and methods (e.g., firearms, improvised explosive devices, hazardous materials) with other attackers and accomplices providing assistance to the attackers; and
- Conduct secondary attacks on first responders, evacuation routes, and/or additional sites, such as medical facilities, that are part of the response.

| | |
|---|---|
|  | <h2>4.16 Transportation</h2> |
| | <p>Aviation Accidents & Incidents</p> |
| | <p>An aviation accident is an occurrence associated with the operation of an aircraft, which takes place from the time any person boards the aircraft with the <i>intention of flight</i> until all such persons have disembarked, and in which:</p> <ol style="list-style-type: none"> a) a person is fatally or seriously injured b) the aircraft sustains significant damage or structural failure, or c) the aircraft goes missing or becomes completely inaccessible. |
| | <p>Motor Vehicle Collision</p> |
| | <p>A motor vehicle collision (MVC) occurs when a vehicle collides with another vehicle, pedestrian, animal, road debris, or other stationary obstruction, such as a tree, pole, or building. Traffic collisions often result in injury, disability, death, and property damage as well as financial costs to both society and the individuals involved.</p> |
| | <p>Marine Incidents</p> |
| | <p>Marine incidents are an event, or sequence of events, other than a marine casualty, which has occurred directly in connection with the operations of a ship that endangered, or, if not corrected, would endanger the safety of the ship, its occupants or any other person or the environment. Marine incidents include hazardous incidents and near misses.</p> |
| | <p>Railway Incidents</p> |
| | <p>Railway incidents include collisions, derailments, and other events involving the operation of on-track equipment and causing reportable damage above an established threshold; impacts between railroad on-track equipment and highway users at crossings; and all other incidents or exposures that cause a fatality or injury to any person, or an occupational illness to a railroad employee.</p> <p>Accidents/incidents are divided into three major groups for reporting purposes.</p> <ul style="list-style-type: none"> • Train accidents. A safety-related event involving on-track rail equipment causing monetary damage to the rail equipment and track above a prescribed amount. • Highway-rail grade crossing incidents. Any impact between a rail and highway user both motor vehicles and other users of the crossing as a designated crossing site, including walkways, sidewalks, etc., associated with the crossing. <p><i>Other incidents. any death, injury, or occupational illness of a railroad employee that is not the result of a "train accident" or "highway-rail incident."</i></p> |

5. EOP & NIMS Compliance Guide

5.1 NIMS Metrics and EOP Location

| No. | Description of Metric | Page | Notes |
|------------|---|-------------------------------|--------------|
| 1.1 | Formal Adoption of NIMS | Base Plan (BP) | |
| 1.2 | Promotion and Encouragement Methods | BP 7-4 | |
| 1.3 | Designation of NIMS Coordinator | BP 16 | |
| 2.1 | Implementation of NIMS prescribed ICS for All-Hazards Incident Response | BP 6, 10, | |
| 2.2 | Implementation of NIMS prescribed ICS for Preplanned Events | BP 10 | |
| 2.3 | Consistent Application of Incident Action Planning | BP 7-2 Annex N page N-5 | |
| 2.4 | Consistent Application of Common Communications Plans | BP 7-2 | |
| 2.5 | Incident Action Plan | BP 7-2 | |
| 2.6 | Common Communications Plan | Annex B B-7 | |
| 2.7 | Encourage Multi-Agency Coordination System (MACS) | BP 11 | |
| 2.8 | Designation or Utilization of Multi-Agency Coordination Systems | BP 11 | |
| 2.9 | MACS Function Coordination | BP 11,12 | |
| 2.10 | Public Information System included in EOP | Annex I Page 1-2 | |
| 2.11 | Types of Information that PIS gather, verify, coordinate, and disseminate | Annex I Page 1-2 | |
| 3.1 | NIMS Baseline Established | | |
| 3.2 | Utilization of Federal Preparedness Funds | | |
| 3.3 | Quantify Departments / Agencies have incorporated NIMS | BP V-VI | |
| 3.4 | Extent of NIMS Concepts / Principal Incorporation | BP 7-1 | |
| 3.5 | Participate in mutual aid agreements | Annex U Page U-3 | |
| 3.6 | Promotion of interstate and interagency Mutual Aid Agreements | Annex U Page U-3 | |
| 3.7 | Promotion of Mutual Aid Agreements with Private Sector and NGOs | Annex U Page U-3 | |
| 3.8 | Types of Mutual Aid Agreements Trained and or Exercised | Annex U Page U-3 | |

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| No. | Description of Metric | Page | Notes |
|--------------|---|--------------------|--------------|
| 4.1 and 4.2 | Preparedness Training | BP 47 | |
| 5.1 thru 5.7 | Preparedness Exercises | BP 48 | |
| 6.1 | Inventory of Response Assets | Multiple locations | |
| 6.2 | Response Asset Inventory Developed | Multiple locations | |
| 6.3 | Resource Typing for Response Assets | Multiple locations | |
| 6.4 | Acquisition Adoption of Interoperability Standards | Multiple locations | |
| 6.5 | Incorporation of Standard Equipment List and other Federal Standards Data | Multiple locations | |
| 6.6 | Validation of Inventory | Multiple locations | |
| 6.7 | Utilization of Response Asset Inventory | Multiple locations | |
| 7.1 | Implementation of communications standards | Annex B B-3 | |
| 7.2 | Methods to ensure Consistent and Accurate Information during Event | Annex I 1-6 | |

Table 4. NIMS Metrics and EOP Location.

6. EOP

The Nevada Emergency Operations Planning Guide in Volume II, Section 4 has guidance that supplements the FEMA Comprehensive Preparedness Guide (CPG 101) *Developing and Maintaining State, Territorial, Tribal and Local Government Emergency Plans (March 2009)*. The purpose of the guide is to provide Nevada specific guidance for local jurisdiction emergency planners to produce Emergency Operations Plans (EOP) as required by Nevada Revised Statute (NRS) 239C.250. This guide complements CPG101, which is a very current and useful reference, designed to help state agencies, local governments, tribal nations, and businesses develop integrated, all-hazards planning program.

While the State of Nevada Emergency response Plan is a controlled document, access to it may be requested at: <https://app.smartsheet.com/b/form/fe0550dd7b254b80b3467901e2883291>.

7. Continuity of Operations Planning

7.1 Purpose

The Nevada Division of Emergency Management (DEM) Planning Program proposes to initiate a Continuity of Operations (COOP) plan development process for the State Agencies identified as essential to maintain government function and perform their respective State's missions in the face of natural disaster, manmade disaster, structural collapse, building evacuation, and loss of constitutional officers and key leadership positions.

The objectives of the essential State Agencies COOP are:

- a. To maintain command, control, and direction of each essential state agency.
- b. To facilitate operations of the essential state agency during an emergency.
- c. To protect essential records and other assets of Nevada Government.
- d. To achieve an orderly recovery from emergency operations.
- e. To assure citizens of the continued viability of the Nevada Government.

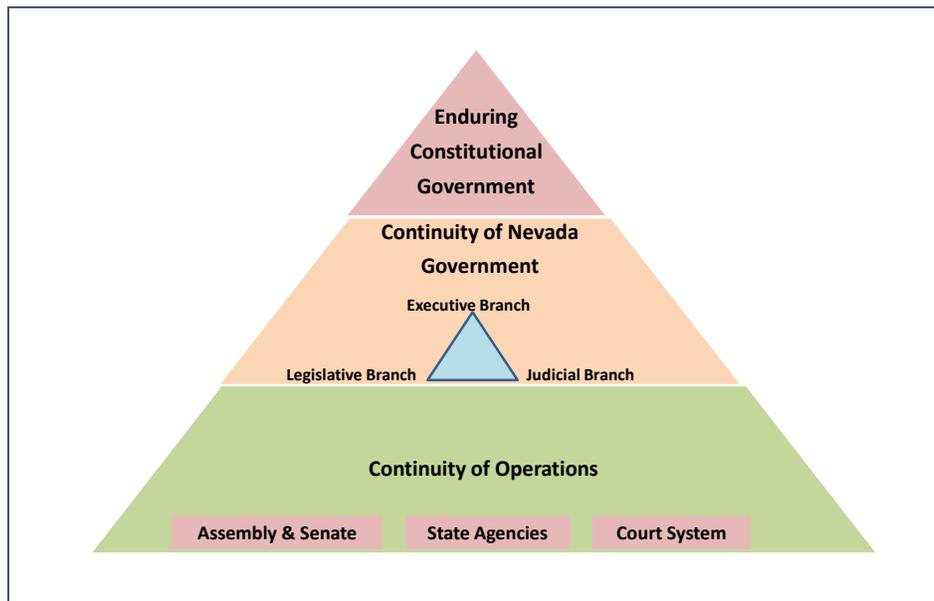


Figure 4: COG & COOP Relationship

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7.2 *Proposal*

Phase 1: Identification of Essential State Agencies and Governor's Executive Order

- 1.1 In consultation with the Governor and his Cabinet members, the DEM Chief will determine which State Agencies are determined to be essential.
- 1.2 DEM will draft an executive order for those identified essential State Agencies to participate in the COOP planning process and develop an agency specific COOP plan.
- 1.3 The Executive Order will require the State Agencies to appoint a COOP project Manager for the development of the agency specific COOP Plan.

Phase 2: COOP Seminar for Essential State Agencies

- 2.1 DEM will facilitate a seminar for Essential Agencies' COOP Project Managers that will present the following:
 - What is COOP?
 - COOP Components.
 - COOP Planning Process.
 - COOP Timelines.

Phase 3: COOP Development Workshops

- 3.1 DEM or Contractor will facilitate COOP Development Workshops in order to assist the development of agencies' COOP plans:

3.1.1 Workshop 1: Identify mission essential functions.

- Determine orders of succession.
- Detail delegations of authority.
- Determine minimum staffing needs.
- Identify COOP Teams.

3.1.2 Workshop 2: Identify vital records and data bases and what are the backup processes.

- Identify critical systems.
- Develop redundant interoperable communications strategies.
- Determine critical supply and equipment needs.
- Determine alternate work site requirements.

3.1.3 Workshop 3: Develop COOP Plan activation procedures and authorities.

- Identify alert and notification processes.

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- Determine relocation and transition procedures.
- Develop devolution procedures.
- Develop reconstitution procedures.
- Identify a process for training, testing, and maintaining the COOP plan.

Phase 4: State Agencies' COOP Plans Completion

- 4.1 DEM or Contractor will assist State Agencies COOP Project Managers with the completion of their Agencies' COOP plans, monitor progress, and de-conflict issues associated with the development of completed and signed COOP plans.

Phase 5: Training and Testing

- 5.1 DEM will assist the State Agencies' COOP Managers to develop training materials and facilitate agency specific COOP tabletop exercises.

7.3 Authorities

- [Section 37 of Article 4](#) of the Nevada Constitution
- [NRS 239C.260](#)
- [NRS 223.080](#)
- [NRS 218.043](#)
- NRS 239C.250
- Homeland Security Presidential Directive 8
- Continuity Guidance Circular 1 For Non-Federal Entities

7.4 Assumptions

The COOP plan for each Essential Agency, depending on the level of emergency, ensures that the Agency:

- Is capable of implementing the COOP plans and procedures,
- Is able to perform critical functions no later than 12 hours after activation of the COOP plan,
- Is able to maintain critical functions for up to 30 days,
- Has succession orders and pre-planned devolution of authorities that ensure the emergency delegation of authority planned and documented in advance in accordance with applicable law,
- Has planned for the safeguarding of vital resources, facilities, and records, and official access to them are provided,

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- Is able to provide for the acquisition of the resources necessary for continuity operations on an emergency basis,
- Is able to provide for the availability and redundancy of critical communications capabilities at alternate sites in order to support connectivity between and among key government leadership, internal elements, other executive departments and agencies, critical partners, and the public,
- Plans for the location of alternate facilities in areas where the ability to initiate, maintain and terminate continuity operations is maximized,
- Provides for reconstitution capabilities that allow for recovery from a catastrophic emergency and resumption of normal operations,
- Conducts regularly scheduled testing, training, and exercising of Agency personnel, equipment, systems, processes, and procedures used to support the Agency during a COOP event, and
- promotes the development, maintenance, and annual review of Agency COOP capabilities.

7.5 End Products

- Each Essential Agency will have an executable COOP Plan.
- Agency Staff will be trained on their roles and responsibilities in accordance with the COG/COOP Plan.
- The Agencies' Staff will exercise the plan using a facilitated tabletop exercise.

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7.6 Proposed Timeline

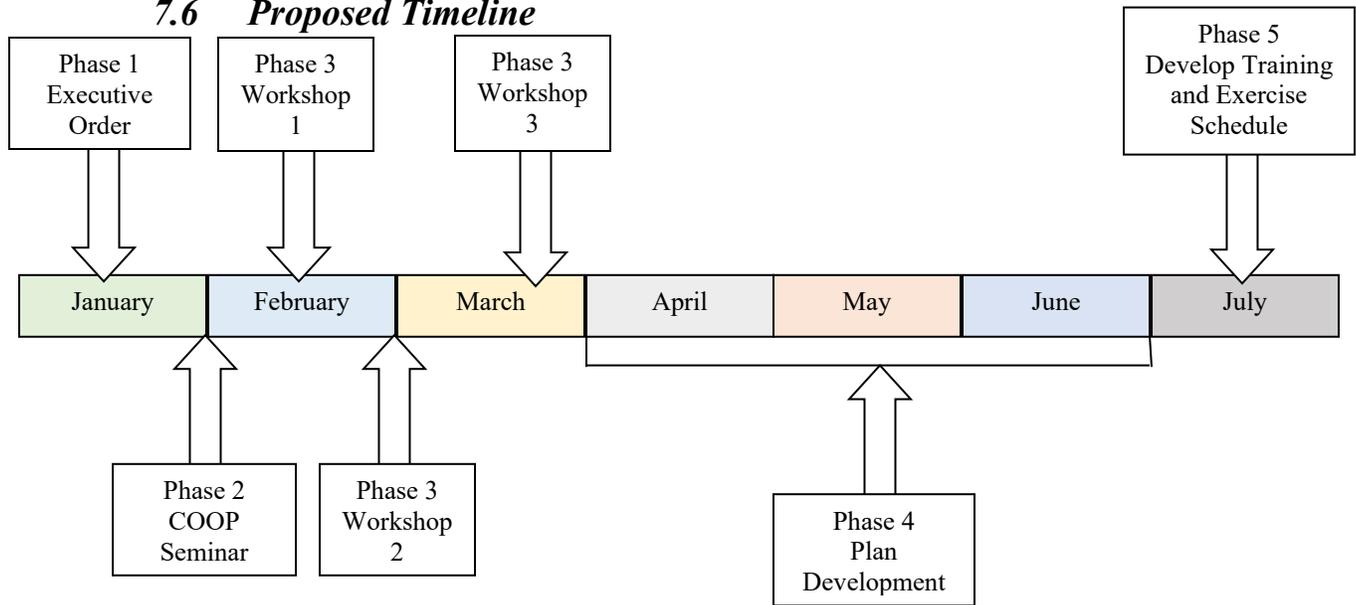


Figure 5. Proposed COOP Planning Timeline.

7.7 Next Steps

1. Develop COOP Executive Order.
2. Decide on a contractor scope of work or Manpower support.
3. Determine Essential State Agencies.

7.8 Budget

| Item | Amount |
|---|-----------------|
| Personnel: Contractor – 30/hr. x 40 hrs./week x 26 weeks | \$31,200 |
| Personnel: Admin Support – 20/hr. x 24hrs/week x26 weeks | \$12,480 |
| Office /Copy Costs: Paper, Print Cartridges, Pens, etc. | \$1,000 |
| Training Costs: L-550 COOP Planner TTT Course venue (if the SEOC training room is impractical) | \$1,000 |
| Training Costs: Mission Essential Function Workshop (if the SEOC training room is impractical) | \$1,000 |
| Total | \$46,680 |

Table 5. COOP Program Support Budget.

8. Continuity of Government (COG) Plans

The Nevada Emergency Operations Planning Guide in Volume II, Section 4 has guidance on COOP and COG Planning.

While the State of Nevada Emergency response Plan is a controlled document, access to it may be requested through the Nevada Division of Emergency Management Planning Branch:
<https://dem.nv.gov/about/DivPgms/>.

9. Hazard Mitigation Plan

The State of Nevada Enhanced Hazard Mitigation Plan has been developed per Federal Emergency Management Agency (FEMA) guidance (<https://www.fema.gov/emergency-managers/risk-management/hazard-mitigation-planning/regulations-guidance>) and is available at: <https://data.nbmng.unr.edu/Public/NEHMP/StateOfNevadaEnhancedHazardMitigationPlan2018.pdf>.

10. Appendix A to Volume II: Emergency Operations Plan Development and Review Checklist: Basic Plan (Strategy)

(Items highlighted in red and italicized indicate NIMS compliance standards or required under NRS)

Plan Section and Page **Plan Elements**

Basic Plan – Provides an overview of the jurisdiction’s emergency management/response program and the jurisdiction’s ability to prepare for, respond to, and recover from emergencies and disasters.

- A. **Table of Contents and Plan Development and Review Checklist** - An outline of the plan’s format, key sections, attachments, charts, etc.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Include a table of contents that lists/identifies the major sections/chapters and/or key elements of the plan.
- _____ Include a completed, current copy of the Plan Development and Review checklist.
- _____ Include a Record of Changes.

Comments: _____

- B. **Promulgation Statement** - A signed statement formally recognizing and adopting the plan as the jurisdiction’s all hazard EOP.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Include the plan’s Promulgation Statement, signed by the jurisdiction’s Chief Elected Official(s). This statement should be updated each time a new Chief Elected Official takes office.
- _____ The Plan’s promulgation statement must emphasize that the plan is an “All-Hazards” plan.

Comments: _____

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- I. **Governing Authorities** – Provide a statement or list governing federal, state, and local authorities that regulates the operations of the jurisdiction’s emergency management.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Include federal authorities: Stafford Act, Civil Defense Act: Emergency Management and Assistance, 44CFR; Homeland Security Presidential Directives; National Response Framework, etc.
- _____ Include state authorities: NRS Chapter 414, Emergency Management; NAC Chapter 414, Emergency Management, etc.
- _____ Include local authorities: County resolution for NIMS implementation; mutual aid agreements; agreements with non-governmental organizations, etc.

Comments:

- II. **Introduction** - This explains the plan’s intent, who it involves, and why it was developed.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the purpose for developing and maintaining the EOP.
- _____ Describe what types of incidents and under what conditions the plan will be activated.
- _____ Describe who has the authority to activate the plan.
- _____ List and define words, phrases, acronyms, and abbreviations that have special meaning to emergency management and that are used repeatedly in the plan.

Comments:

- III. **Situation and Assumptions** – Summary of the major findings of the jurisdiction’s hazard analysis and a discussion of the hazards that are likely to impact the jurisdiction.

To meet standards, it is recommended that the plan should, at a minimum:

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- _____ Summarize/Identify the hazards that pose a unique risk to the jurisdiction and would create a need to activate this plan (natural, technological, public health and manmade hazards).
- _____ Summarize/Identify the probable high-risk areas, both population and environmental, that are likely to be impacted by the defined hazards (special needs facilities, wildlife refuges, types/numbers of houses/businesses in flood plains, areas around chemical facility, etc.).
- _____ Summarize/Identify the likelihood that the defined hazards have and will continue to occur within the jurisdiction; prioritize the hazard based on likelihood and impact on the jurisdiction.
- _____ Describe assumptions made and methodology used to complete the jurisdiction's Hazard Analysis.
- _____ Include in an appendix maps that show high risk areas that are likely to be impacted by the identified hazard (residential/commercial areas within defined flood plains, earthquake fault zones, vulnerable zones for hazardous material facilities/routes, etc.).

Comments:

Additional planning elements could include:

- _____ Describe/Identify unique time variables that may influence the hazard analysis and pre-planning for the event (rush hour, annual festivals, seasonal events, etc.).

Comments:

- IV. **Concept of Operations** – Provides an overview for the jurisdiction's/agencies overall approach to emergency Management.

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To meet standards, it is recommended that the plan should, at a minimum:

- Describe the jurisdiction's overall objectives to emergency management.
- Describe the incident command arrangements from the initial response to the establishment of an incident command and the interface between field operations, local EOC and the State EOC.
- Describe the Incident Command System (ICS) structure for the jurisdiction and how it will be implemented.*
- Include a statement that describes the jurisdiction's adoption of NIMS for all of the jurisdiction's departments/agencies.*
- Include a statement that the jurisdiction manages all emergency incidents and pre-planned (recurring/special) events in accordance with ICS organizational structures, doctrines and procedures as defined by NIMS.*
- Designate a jurisdiction point of contact to serve as principal coordinator for NIMS implementation jurisdiction wide.*
- Outline the process that will be used to obtain and manage resources.*
- Summarize the process how the agency develops, processes, and makes requests through Mutual Aid Agreements (MAAs).*
- Outline the process that will be used to manage resources and request resources from the state or federal government.*
- Outline the process that will be used to obtain state or federal assistance.*
- Outline the process that will be used to manage resources and request resources from the state or federal government.*
- Summarize emergency authorities of local /agency officials.
- Summarize the jurisdictions actions by phases of emergency management including pre and post event mitigation, community preparedness, response to an incident or disaster, and recovery from an incident or disaster.
- Detail the jurisdiction's approach to interoperable communications, how the EOC will maintain a common operating picture with the field, and how all agencies involved with the incident will use common and*

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consistent language during the response and recovery phases of the incident.

_____ Summarize how the jurisdiction will address the needs of persons with pets, service animals or service animals in training during and after an emergency or disaster in accordance with NRS414.095.

_____ Summarize how the agency will participate in the Public Information System (PIS); its part in the Joint information System (JIS); how the agency will appoint a Public Information Officer (PIO); and how the PIO will participate in the Joint Information Center (JIC) if activated.

Comments:

- V. **Assignment of Roles and Responsibilities** – Provides an overview of the key functions and procedures that local jurisdictions/agencies will accomplish during an emergency, including the roles that state, federal, and private agencies will take to support local operations.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Describe the emergency responsibilities of the chief elected official and other members of the executive staff and jurisdiction's departments as an executive policy group.

_____ Outline the role and responsibilities of the City/ County Manager.

_____ Describe the common emergency management responsibilities for all of the jurisdiction's departments.

_____ Outline the role and responsibility of the incident commander of the Emergency Management Director.

_____ Outline the role of the Emergency Management Director.

_____ Outline the responsibilities for each organization/agency/ emergency support function, summarize tasks involved and show title/position of primary responsibility of each function. *Note: Key functions will be broken down by ESFs and functional annexes later in this document.*

_____ Outline the emergency services that organized volunteer groups and businesses have agreed to provide.

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- _____ Include an emergency operations organization chart and/or a matrix that lists primary and secondary support roles for all tasked agencies by Functional Annex/ESF/Appendix.

Comments:

VI. **Direction and Control** – *Discuss the jurisdiction’s implementation of the Incident Command System (ICS) and how they manage response operations during an emergency or disaster.*

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agency/position/title that will command incidents and have overall responsibility to coordinate response operations (Fire Service for chemical, Law Enforcement for Riot, Mayor/Manager for natural hazard, etc.), including how they will share command if the incident crosses multiple jurisdictional boundaries.
- _____ Summarize the line of succession for key personnel.
- _____ *Describe the actions that will be used to implement ICS (first arriving unit etc.) and to coordinate response operations, including the identification of key positions used to staff the ICS (Operations, Agency Liaisons, Safety, etc.).*
- _____ *Indicate who is responsible for establishing an Incident Command Post (ICP), where it might be located (chief’s car, command bus, nearest enclosed structure, etc.), and how it will be identified as the ICP during the emergency. (green light, flag etc.).*
- _____ Describe the actions that will be used to coordinate activities between ICP and an activated EOC including how and when the Incident Commander (IC) can request the activation of an EOC.
- _____ Describe the actions that will be taken to coordinate direct communications between on-scene responders, and between off-scene agencies that have a response role (Hospital, ARC, Health Department, etc.).
- _____ Describe the actions that will be taken by the IC to secure additional resources and integrate the unplanned arrival of individual spontaneous/unsolicited citizen-responders and volunteer groups into the response system.

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Comments:

VII. **Emergency Operations Center (EOC)** - *The process the jurisdiction uses to activate and utilize an EOC to support and coordinate response operations during the disaster.*

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the purpose and function of the EOC during an emergency/declared disaster.
- _____ Identify and describe under what circumstances the jurisdiction will activate their EOC and identify who has the activation authority.
- _____ Identify the jurisdiction’s primary and alternate EOC facilities.

Comments:

VIII. **Readiness Levels:** The process by which a jurisdiction follows a prescribed build up period which can be taken to achieve a gradually increased state of readiness.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the jurisdiction’s actions under normal conditions or how it responds to minor incidents.
- _____ Describe the jurisdiction’s actions under state of increased readiness.
- _____ Describe the jurisdiction’s actions under state of high readiness.
- _____ Describe the jurisdiction’s actions under state of maximum readiness.

Comments:

XI. **Recovery Operations** - These are the activities taken to restore vital services and return the jurisdiction to its pre-disaster conditions. (Note this section may be included in the EOP or in a separate annex for more detail)

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- A. **Damage Assessment** - The actions to be taken to determine the extent of damage caused by the disaster to private and public property and facilities.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies and the actions they will take to conduct and coordinate damage assessments on private property (homeowners, businesses, renters, etc.).
- _____ Identify the agencies and the actions they will take to conduct and coordinate damage assessments on public property (government, private-non-profit, etc.).
- _____ Identify the agencies and the actions they will take to collect and report initial damage assessment information within 36 hours of the disaster/emergency.

Comments:

- B. **Damage Assessment** - The actions to be taken to coordinate the clean-up and disposal of debris from a disaster site. DEM has developed specific planning guidance on how to develop a debris management program and subsequent plans. This guidance should be used to assist in the development of the jurisdiction's separate Debris Management Plan.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies and the actions they will take to assist in the management of debris during emergencies and disasters.
- _____ Identify the agencies and the actions they will take to communicate debris management instructions to the general public, (separating/sorting debris, scheduled pickup times, drop-off sites for different materials, etc.) including actions to issue updated information.
- _____ Identify the agencies and the actions they will take to ensure the safety of those involved in debris operations and how their actions are compliant with applicable federal, state, and local safety standards.
- _____ Identify the agencies and the actions they will take to assess and resolve potential health-related debris management issues (mosquito/fly infestation, hazardous and infectious waste, etc.).
- _____ Identify the agencies and the actions they will take to address environmental requirements for managing solid waste, hazardous waste,

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construction and demolition debris, infectious waste, and radiological waste.

_____ Identify the agencies and the actions they will take to handle and process unique debris types such as white metals (household appliances), woody/agricultural debris, tires, vehicles, mobile homes, food, dead animals, human remains, etc.

_____ Identify potential Debris Management Sites (DMS) or Temporary Debris Storage and Reduction Sites (TDSR) and disposal facilities and plans for their staffing, operating, managing, and monitoring.

Comments:

- C. **Donations Management** - The process for coordinating and collecting and distribution of goods and monetary donations donated following an emergency.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Identify the agencies that will establish and staff donations management functions(activation, recordkeeping, cost documentation, reporting, setup toll-free hotlines, creating and managing databases, identify a donations coordinator/agency, use support organizations, etc.).

_____ Identify the agencies that will collect, sort, manage, and distribute in-kind contributions.

_____ Identify the agencies that will collect, sort, manage, and distribute un-solicited contributions.

_____ Identify the agencies that will manage the receipt, storage, and distribution of large-scale donations.

_____ Describe the procedures and agencies used to receive, manage, and distribute cash contributions during and following an emergency or disaster.

_____ Identify the agencies that will manage the disposal of, or refusal of unacceptable goods.

_____ Describe the actions that will be taken to communicate current donations needs to the general public (instructions on what are acceptable donations, scheduled drop-off sites and times, how and where to send cash, etc.) including a process for issuing routine updates.

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- _____ Describe the actions that will be taken to establish and manage a Volunteer Reception Center (VRC), including the identification of VRC sites and facilities.
- _____ Identify the agencies that will manage a spontaneous influx of volunteers.
- _____ Identify agencies that will manage the demobilization of donations management operations following an emergency or disaster.

Comments:

D. Cost Recovery and Reimbursement - The procedures used to recover the costs incurred during the response to a disaster.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe/Identify the various programs that allow the jurisdictions and the response/support agencies to recover their costs (Small Business Administration (SBA), Public Administration (PA), Homeowners Disaster Assistance Program (HDAP, etc.).
- _____ Describe the actions that will be taken to document extraordinary costs incurred during response and recovery operations (personnel overtime, equipment used/expended, contracts initiated, etc.).
- _____ Identify the agencies and their programs and actions they will take to assist the general public to recover their costs and begin rebuilding following an emergency or disaster (SBA, Individual Disaster Assistance Program (IDAP), unemployment, worker's comp, etc.).
- _____ Identify drop-off sites and times, how and where to send cash including a process for issuing routine updates.
- _____ Describe the actions that will be taken to establish and manage a Volunteer Reception Center (VRC), including the identification of VRC sites and facilities.
- _____ Identify the agencies that will manage a spontaneous influx of volunteers.
- _____ Identify agencies that will manage the demobilization of donations management operations following an emergency or disaster.

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Comments:

IX. Administration and Support -

To meet standards, it is recommended that the plan should, at a minimum:

- _____ *Summarize the mutual aid agreements and contracts that have been entered into for the quick activation and sharing of resources during an emergency. Also detail contact numbers and agreement expiration dates.*
- _____ *Establish requirements for reports during emergency operations including hazardous material spill reporting, initial emergency report, situation report, and other reports.*
- _____ *Establish requirements for emergency management record keeping, including activity logs, incident costs, emergency or disaster costs, and other records as needed.*
- _____ *Outline requirements for record keeping related to emergencies and for preservation of government records.*

Comments:

A. Training Program - *The process used by the jurisdiction to provide or develop training programs and other types of educational programs for emergency responders, medical personnel, and local government officials.*

To meet standards, it is recommended that the plan should, at a minimum:

- _____ *Describe the actions that will be taken to ensure that the jurisdiction meets NIMS training requirements.*
- _____ *Describe/identify the training requirements of emergency response personnel and local officials to prepare for and respond to a disaster (ICS/EOC interface, emergency planning, damage assessment, etc.).*
- _____ *Identify the agencies that will be used to provide/coordinate training.*

Comments:

Nevada Division of Emergency Management

- B. **Exercise Program** – *The methods used to conduct and evaluate an exercise of the plan.*

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the schedule that the jurisdiction has to periodically test its EOP.
- _____ Based on exercise results, describe the actions and methods the jurisdiction will use to evaluate the preparedness for the identified hazards, including documentations made to improve the local emergency management/response program.
- _____ *Identify the agencies that will be responsible and the actions they will take to ensure that deficiencies and recommended changes that are discovered through exercises and real events are implemented/accomplished, including ensuring that changes are made to the plan. After-action reports (AAR) and Corrective Action Plan/Improvement Plan (CAP/IP) guidelines and templates are contained in HSEEP Volume III.*

Comments:

- C. **Plan Maintenance** – Identifies the process the jurisdiction uses to regularly review and update the EOP.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify who is responsible for approving and promulgating the plan and indicate how it will be distributed.
- _____ Outline the process used to annually review and revise the plan, including the roles of support agencies in the process, and the process for annual submittal of the plan to DEM.

Comments:

Nevada Division of Emergency Management

Emergency Operations Plan Development and Review Checklist: Functional Annexes (Tactics)

Annex A. Direction and Control

To meet standards the plan it is recommended it should, at a minimum:

- _____ Identify the primary and secondary sites for the EOC.
- _____ Identify the agencies and the actions they will take to maintain direction and control.
- _____ Describe the concept of operations for the EOC; how information will flow from the field; how incident action plans will be developed, how personnel needed will be determined, and determine the capability of the jurisdiction to respond to the emergency.
- _____ Describe the actions organization of the EOC and the responsibility of the ICS section including Incident Commander, Operations section, Planning Section, Logistics Section, and Administration/Finance Section.

Comments:

Annex B. Evacuation.

To meet standards the plan it is recommended it should, at a minimum:

- _____ Describe incidents that would necessitate an evacuation and identify who has the authority to initiate an evacuation.
- _____ Identify the agencies that would assist in conducting an evacuation (establishing alternate transportation/detour routes, and providing transportation, housing, security, etc.).
- _____ Describe how and when the public will be notified of evacuations, and what actions they may be advised to follow during an evacuation.
- _____ Identify the resources that will be used to assist in moving evacuees, including assisting special/functional needs populations, mobility impaired individuals, and institutionalized persons.
- _____ *Describe the actions that will be taken to care for evacuee's animals/pets/livestock or to instruct evacuees on how to manage the care of their animals/pets/livestock during an evacuation in accordance with NRS414.095.*

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_____ Describe how agencies will coordinate the decision to return survivors to their homes, including informing survivors about health concerns and actions they should take when returning to homes/businesses.

_____ Describe the actions that will be taken if the general public refuses to evacuate (forced removal, contact of next of kin, unique marking on home, take no action, etc.).

Comments:

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Annex C. **Communications**

To meet standards the plan it is recommended it should, at a minimum:

- _____ Identify the agencies and the actions they will take to manage interoperable communications between on scene personnel/agencies (radio frequencies/tactical channels, cell phones, CP Liaisons, communications vehicle/van, etc.).

- _____ Identify the agencies and the actions they will take to identify and overcome communications shortfalls (personnel with incompatible equipment use of ARES/RACES at the CP/off-site locations, CB radios, etc.).

- _____ Identify the agencies and individual personnel, and the actions they will take to manage communications between on-site and off-site personnel and agencies (shelters, hospitals, EMA, etc.).

- _____ Describe the actions that 911/Dispatch Centers will take to support/coordinate communications between on-scene personnel/agencies, including alternate methods of service if 911/Dispatch is out of operation (resource mobilization, documentation, backup, etc.).

- _____ Identify the agencies and the actions they will take to identify and overcome communications shortfalls (personnel with incompatible equipment use of ARES/RACES at the CP/off-site locations, CB radios, etc.).

- _____ Describe the actions that will take place within the County EOC to support and coordinate communications between on-scene and off-scene personnel and agencies.

Comments:

Annex D. **Alert and Warning**

To meet standards the plan it is recommended it should, at a minimum:

- _____ Identify the agencies that will assist in initiating/disseminating initial notification that an emergency/disaster has occurred (EAS activation, door-to-door, sirens, cable/TV messages, etc.).

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_____ Identify the agencies that will assist in providing continuous public information about an emergency/disaster (media briefings, press releases, cable interruptions, EAS, etc.).

Comments:

Annex E. Shelter and Mass Care

To meet standards, it is recommended that the plan should, at a minimum:

_____ Identify the agencies that will identify, open, and staff emergency shelters, including the temporary use of reception centers while waiting for shelters to officially open.

_____ Identify the agencies that will provide short-term lodging and other mass care needs (beds/rest, food/water, crisis counseling, phones, clergy support, etc.).

_____ Describe how shelters will coordinate their operations with on-scene and other off-site support agencies.

_____ Describe how shelters will keep evacuees informed about the status of the disaster, including information about actions that shelter residents may need to take when they return home.

_____ Identify the agencies that will provide care and support for institutionalized or special/functional needs populations (medical/prescription support, transportation, etc.).

_____ *Identify the agencies that will care for pets/animals brought to shelters, including service animals, service in training animals and companion animals in accordance with NRS414.095.*

_____ Identify the agencies that will notify and inform the public about the status of injured or missing relatives.

_____ Identify the resources that will be used to shelter special/functional needs populations, mobility impaired individuals, and institutionalized persons.

_____ Identify the agencies that will inform the public about what actions they will be advised to follow when implementing in-place sheltering and then kept informed throughout the incident, including the termination of in-place sheltering.

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Comments:

Annex F. **Radiological Protection**

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify who is responsible for primary responsibility for this function.
- _____ Identify the inventory of radiological detection equipment.
- _____ Identify the inventory of radiological protective equipment.
- _____ Identify the number of personnel who are trained to respond to a radiological emergency.

Comments:

Annex G. **Police**

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction will protect life and safety during a disaster.
- _____ Describe how the jurisdiction will maintain law and order during a disaster.
- _____ Describe how the jurisdiction will provide emergency traffic control and provide escort for emergency responders.
- _____ Describe how the jurisdiction will provide crowd control assistance.
- _____ Describe how the jurisdiction will assist in warning citizens.

Comments:

Nevada Division of Emergency Management

Annex H. **Fire and Rescue**

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction will function to prevent the loss of life and property from fires or the threat of fires.
- _____ Describe how the jurisdiction will assist with the warning and evacuation of citizens.
- _____ Describe how the jurisdiction will assist and cooperate with other counties/cities agencies and departments responding to disasters.

Comments:

Annex H. **Public Works**

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to maintain the roadways.
- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to maintain the County/City water system.
- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to maintain County/town sewer system.
- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to remove debris.
- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to assist in evacuation.
- _____ Describe how the jurisdiction will provide manpower, vehicles, and equipment to provide emergency power.

Comments:

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Annex J.

Emergency Public Information

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the jurisdictions public information system (PIS), the role of public information officer(s) and describe the how public information releases will be coordinated within a Joint Information Center (JIC), coordinating information between agencies/elected officials, etc.).

- _____ Describe how the JIC will work with news media, agencies, elected officials, etc., to ensure that a unified message will be disseminated to the public during and emergency/disaster.

- _____ Describe how emergency responders/local officials will work with the media during an emergency (scheduling press briefings, establishing media centers on-scene, controlling access to the scene/responders/victims, etc.).

Comments:

Annex K.

Resource Management

To meet standards, it is recommended that the plan should, at a minimum:

- _____ List all of the resources available to the jurisdiction during an emergency or disaster situation by type.

Comments:

Annex L.

Mass Casualty

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify and describe the actions that will be taken by Emergency Medical personnel to contain and stabilize a disaster (setup triage, provide initial treatment, conduct/coordinate transport, etc.).

- _____ Identify the agencies and the actions they will take to manage on-scene functions of mass casualty/fatality events (body identification, expanded mortuary services, notifies next of kin, etc.).

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- _____ Identify and describe the tasks that the coroner will take during an emergency or disaster (victim identification, morgue operations and expansion, mortuary services, DMORT activation, etc.), and how their actions will be coordinated with responders (EMS officer, ICP/EOC, local Hospitals, etc.).

Comments: _____

Annex M. **Hazardous Material and Oil Spill Res**

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Define what a level 1 Haz-Mat incident is and how the jurisdiction would respond to it.
- _____ Define what a level 2 Haz-Mat Emergency is and how the jurisdiction would respond to it.
- _____ Define what a level 3 Haz-Mat Disaster is and how the jurisdiction would respond to it.
- _____ Describe how the jurisdiction would identify the hazardous material being released.
- _____ Describe how the jurisdiction would initially report a Haz-Mat situation.
- _____ Describe how the jurisdiction would determine the extent of danger to responders and the protective measures the jurisdiction would employ.
- _____ Describe how the jurisdiction would determine the extent of danger to the general public and how they would employ protective measures such as evacuation, shelter in place and hoe the jurisdiction would go about to inform the public.
- _____ Describe how the jurisdiction would respond to a hazardous material that threatens water and sewer systems and bodies of water such as lakes and rivers.
- _____ Describe how the jurisdiction would go about decontaminating persons and items contaminated by hazardous materials

Comments: _____

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Annex N. Transportation

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction or agency manages and coordinates activities to support the effort of local agencies.
- _____ Describe how the jurisdiction or agency establishes transportation priorities for allocating transportation resources and transportation requests.
- _____ Describe how the jurisdiction or agency will assess the transportation infrastructure and respond to maintaining open road access.
- _____ Describe how the jurisdiction or agency will coordinate the response of evacuating the population to safety.

Comments:

Annex O. Resource Support

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies responsible to maintain emergency response equipment and materials.
- _____ Identify the agencies responsible for requisitioning needed external resources.
- _____ Provide a brief summary statement of specialized equipment, facilities, personnel, and emergency response organizations currently available for a response to the defined hazards.
- _____ Describe the process used to identify private agencies/contractors that will support resource management issues (waste haulers, spill contractors, landfill operators, etc.).
- _____ Describe how the jurisdiction will coordinate volunteers.
- _____ Describe how the jurisdiction will coordinate donations.
- _____ Describe how the jurisdiction will coordinate food, water, and commodity distribution.

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Comments:

Annex P. Animal and Plant Emergency Services

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agency responsible to coordinate and manage the containment of any communicable disease resulting in an animal and plant emergency.
- _____ Describe how the jurisdiction will coordinate the quarantine and isolation of livestock.
- _____ Describe how the jurisdiction will manage the mass culling of suspected infected livestock.
- _____ Describe how the jurisdiction will coordinate the disposal of animal carcasses.

Comments:

Annex Q. Search and Rescue (SAR) –

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies that would assist in conducting of SAR activities.
- _____ Describe the actions that will be taken to coordinate internal and external SAR equipment and resources.
- _____ Describe the actions that will be taken to respond to wilderness SAR, collapsed building SAR, collapsed building SAR, water SAR and underground/mine SAR.

Comments:

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Annex R. Energy

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agency responsible for coordinating the provision of emergency power and fuel to support the immediate response activities as well as providing power and fuel to normalize community functions.
- _____ Describe how the jurisdiction will coordinate power and fuel resources to meet the response and recovery needs of the community.

Comments:

Annex S. Military Support

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify how the jurisdiction will coordinate military support.

Comments:

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**Emergency Operations Plan Development and Review Checklist:
Emergency Support Functions**

ESF 1. Transportation – Provides a coordinated response in the management of transportation needs.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction or agency manages and coordinates activities to support the effort of local agencies.
- _____ Describe how the jurisdiction or agency establishes transportation priorities for allocating transportation resources and transportation requests.
- _____ Describe how the jurisdiction or agency will assess the transportation infrastructure and respond to maintaining open road access.
- _____ Describe how the jurisdiction or agency will coordinate the response of evacuating the population to safety.

Comments:

ESF 2. Communications and Alerting– Provides reliable, timely, and effective information/warnings to the public at the onset and throughout a disaster and establishes and maintains interoperable communications (part of the Public Information System).

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies that will assist in initiating/disseminating initial notification that an emergency/disaster has occurred (EAS activation, door-to-door, sirens, cable/TV messages, etc.).
- _____ Identify the agencies that will assist in providing continuous public information about an emergency/disaster (media briefings, press releases, cable interruptions, EAS, etc.).
- _____ Identify the agencies and the actions they will take to manage communications between on scene personnel/agencies (radio frequencies/tactical channels, cell phones, CP Liaisons, communications vehicle/van, etc.).

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- _____ Identify the agencies and the actions they will take to identify and overcome communications shortfalls (personnel with incompatible equipment, use of ARES/RACES at the CP/off-site locations, CB radios, etc.).
- _____ Identify the agencies and individual personnel, and the actions they will take to manage communications between on-site and off-site personnel and agencies (shelters, hospitals, EMA, etc.).
- _____ Describe the actions that 911/Dispatch Centers will take to support/coordinate communications between on-scene personnel/agencies, including alternate methods of service if 911/Dispatch is out of operation (resource mobilization, documentation, backup, etc.).
- _____ Describe the actions that will take place within the County EOC to support and coordinate communications between on-scene and off-scene personnel and agencies.

Comments:

ESF 3. Public Works and Engineering – The response need to identify and coordinate the control of public utilities issues that otherwise can create additional hazards to the local population.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the conditions that could result from energy and utility problems that will be created as a result of identified hazards (downed power lines, wastewater discharges, water system interruption, ruptured underground storage tanks, etc.).
- _____ Identify the agencies that will identify, prioritize, and coordinate response to energy and utilities problems that could be created as a result of identified hazards (shutoff of gas/electric in flooded areas, restoration of critical systems, controlling underground water/gas main breaks, etc.).
- _____ Identify the agencies that will identify, prioritize, and coordinate the removal of debris from roadways to ensure access for local responders (snow/debris removal, stream clearance of debris/ice, etc.), including the coordination of road closures and the establishment of alternate access routes.
- _____ Identify the agencies that will protect affected populations during incidents that could result in periods of extreme temperatures and/or

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shortages of energy and other utilities, and discuss how the jurisdiction will coordinate with utility-providing entities during utility outages.

Comments:

ESF 4. Fire Fighting– Provides a coordinated response in the management of firefighting.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction will function to prevent the loss of life and property from fires or the threat of fires.
- _____ Describe how the jurisdiction will assist with the warning and evacuation of citizens.
- _____ Describe how the jurisdiction will assist and cooperate with other counties/cities agencies and departments responding to disasters.

Comments:

ESF 5. Emergency Management – coordinates and analyses data relevant to the jurisdictions management of the incident and coordinates the internal and external resources necessary to manage the incident.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe how the jurisdiction activates the EOC and staffs the EOC in accordance with ICS.
- _____ Describe how the jurisdiction coordinates the internal and external resources necessary to manage the incident.
- _____ Describe how the jurisdiction collects, verifies, analyzes, and disseminates incident information as needed.
- _____ Describe how the jurisdiction coordinates with the on-scene incident commander.
- _____ Describe how the jurisdiction coordinates/monitors/oversees public information activities.

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_____ Describe how the jurisdiction collects and processes information concerning recovery activities while the response phase of the disaster is on-going.

_____ Describe how the jurisdiction deploys appropriate ESF assets in support of recovery operations.

Comments:

ESF 6. Mass Care and Shelter– The procedures used to implement sheltering and mass care operations for the evacuees.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Identify the agencies that will identify, open, and staff emergency shelters, including the temporary use of reception centers while waiting for shelters to officially open.

_____ Identify the agencies that will provide short-term lodging and other mass care needs (beds/rest, food/water, crisis counseling, phones, clergy support, etc.).

_____ Describe how shelters will coordinate their operations with on-scene and other off-site support agencies.

_____ Describe how shelters will keep evacuees informed about the status of the disaster, including information about actions that shelter residents may need to take when they return home.

_____ Identify the agencies that will provide care and support for institutionalized or special/functional needs populations (medical/prescription support, transportation, etc.).

_____ Identify the agencies that will care for pets/animals brought to shelters, including service and companion animals.

_____ Identify the agencies that will notify and inform the public about the status of injured or missing relatives.

_____ Identify the agencies that will inform the public about what actions they will be advised to follow when implementing in-place sheltering and then kept informed throughout the incident, including the termination of in-place sheltering.

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Comments:

ESF 7. Resource Support – Provides resource support to the local response and recovery efforts and coordination of unaffiliated volunteers and donations proceeding or following a disaster.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agencies responsible to maintain emergency response equipment and materials.
- _____ Identify the agencies responsible for requisitioning needed external resources.
- _____ Provide a brief summary statement of specialized equipment, facilities, personnel, and emergency response organizations currently available for a response to the defined hazards.
- _____ Describe the process used to identify private agencies/contractors that will support resource management issues (waste haulers, spill contractors, landfill operators, etc.).
- _____ Describe how the jurisdiction will coordinate volunteers.
- _____ Describe how the jurisdiction will coordinate donations.

Comments:

ESF 8. Public Health and Medical Services – Provides a coordinated response in the management of transportation needs.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify and describe the actions that will be taken by Emergency Medical personnel to contain and stabilize a disaster (setup triage, provide initial treatment, conduct/coordinate transport, etc.).
- _____ Identify the agencies and the actions they will take to manage on-scene functions of mass casualty/fatality events (body identification, expanded mortuary services, notify next of kin, etc.).

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_____ Identify and describe the tasks that the coroner will take during an emergency or disaster (victim identification, morgue operations and expansion, mortuary services, DMORT activation, etc.), and how their actions will be coordinated with responders (EMS officer, ICP/EOC, local Hospitals, etc.).

_____ Identify the agencies and methods they will use to assess and address public health issues resulting from emergencies and disasters (food/water safety, biological concerns, transportation, etc.) and to prioritize how those issues will be managed, including how these actions are coordinated between the local health authority (LHA) and the local EOC (issue vaccinations, establish quarantines, etc.).

_____ Identify the agencies and their methods for providing public health surveillance to assess and address public health issues resulting from emergencies and disasters (sanitarian and epidemiological) operations.

Comments:

ESF 9. Search and Rescue (SAR)

To meet standards, it is recommended that the plan should, at a minimum:

_____ Identify the agencies that would assist in conducting of SAR activities.

_____ Describe the actions that will be taken to coordinate internal and external SAR equipment and resources.

_____ Describe the actions that will be taken to respond to wilderness SAR, collapsed building SAR, collapsed building SAR, water SAR and underground/mine SAR.

Comments:

ESF 10. Hazardous Materials– Provides a coordinated local response and mitigate potential effects of a hazardous material incident.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Define what a Level 1 Haz-Mat incident is and how the jurisdiction would respond to it.

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- _____ Define what a Level 2 Haz-Mat Emergency is and how the jurisdiction would respond to it.
- _____ Define what a Level 3 Haz-Mat Disaster is and how the jurisdiction would respond to it.
- _____ Describe how the jurisdiction would identify the hazardous material being released.
- _____ Describe how the jurisdiction would initially report a Haz-Mat situation.
- _____ Describe how the jurisdiction would determine the extent of danger to responders and the protective measures the jurisdiction would employ.
- _____ Describe how the jurisdiction would determine the extent of danger to the general public and how they would employ protective measures such as evacuation, shelter in place and how the jurisdiction would go about to inform the public.
- _____ Describe how the jurisdiction would respond to a hazardous material that threatens water and sewer systems and bodies of water such as lakes and rivers.
- _____ Describe how the jurisdiction would go about decontaminating persons and items contaminated by hazardous materials.

Comments:

ESF 11. Animal and Plant Emergency Services – Provides a coordinated response in the management of animal and plant emergencies.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Identify the agency responsible to coordinate and manage the containment of any communicable disease resulting in an animal and plant emergency.
- _____ Describe how the jurisdiction will coordinate the quarantine and isolation of livestock.
- _____ Describe how the jurisdiction will manage the mass culling of suspected infected livestock.
- _____ Describe how the jurisdiction will coordinate the disposal of animal carcasses.

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Comments:

ESF 12. **Energy** – Provides a coordinated response in the management of energy needs.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Identify the agency responsible for coordinating the provision of emergency power and fuel to support the immediate response activities as well as providing power and fuel to normalize community functions.

_____ Describe how the jurisdiction will coordinate power and fuel resources to meet the response and recovery needs of the community,

Comments:

ESF 13. **Law Enforcement and Security** – Provides police action to minimize the adverse impact upon a disaster area.

To meet standards, it is recommended that the plan should, at a minimum:

_____ Describe how the jurisdiction will protect life and safety during a disaster.

_____ Describe how the jurisdiction will maintain law and order during a disaster.

_____ Describe how the jurisdiction will provide emergency traffic control and provide escort for emergency responders.

_____ Describe how the jurisdiction will provide crowd control assistance.

_____ Describe how the jurisdiction will assist in warning citizens.

Comments:

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ESF 14. Public Information – Establishes uniform policies for the effective development, coordination, and dissemination of information to the public in the event of a disaster as part of the public information system.

To meet standards, it is recommended that the plan should, at a minimum:

- _____ Describe the role of public information officer(s) and describe the how public information releases will be coordinated within a Joint Information Center (JIC), coordinating information between agencies/elected officials, etc.).

- _____ Describe how the JIC will work with news media, agencies, elected officials, etc., to ensure that a unified message will be disseminated to the public during an emergency/disaster.

- _____ Describe how emergency responders/local officials will work with the media during an emergency (scheduling press briefings, establishing media centers on-scene, controlling access to the scene/responders/victims, etc.)

Comments:

Volume III: Training & Certification

1. Overview

Volume III of the NIMS/Preparedness Framework contains the overarching training and certification guidance the State of Nevada and its sub jurisdictions follow to ensure compliance, completeness, and standardization. The intent of this volume is to provide trainers with a single-source document to reference.

The State of Nevada follows NIMS training guidance. See Table 1, Volume I, Section 1.2 for the NIMS Matrix. See Table 3 in Volume I, Section 4.9 for the training matrix for The Professional Development Series and FEMA Basic Academy prerequisites.

2. State of Nevada, Division of Emergency Management and Homeland Security, Training Policies and Procedures

2.1. Purpose

The purpose of the Training Section of the Nevada Division of Emergency Management (DEM) is to coordinate mission area training in prevention, mitigation, preparedness, response, and recovery on a statewide basis. The formal training for emergency responders, tribal nations, government officials, and others as appropriate will be delivered online, in person in Nevada or at remote consortium locations. This document provides guidance to prospective students, state, and local training partners on course administration; requesting and hosting courses; instructor guidelines; and registering for and being accepted into courses.

FEMA Student Identification (SID)

To achieve consistency a FEMA SID number is required for registration through our website and all National Domestic Preparedness Consortium Schools. A FEMA SID is a unique number generated and assigned to anyone who needs or is required to take training provided by a FEMA organization. Your FEMA SID uniquely identifies you throughout the FEMA organization and all of its agencies. The goal is for your FEMA SID to serve as your personal identification number instead of your Social Security Number (SSN) in support of FEMA's effort to decrease/cease the use of SSN for identifying and tracking individuals.

A FEMA SID is required to register for and participate in any training provided by DEM or FEMA. All FEMA training providers' registration systems and enrollment procedures require a valid FEMA SID. The FEMA SID will serve as your unique identifier and be used to maintain the record of FEMA training you attended.

You will be able to get your number by going to: <https://cdp.dhs.gov/femasid/>

Student Transcript from EMI

Transcripts for Resident/Off-Site Resident Courses (E, L, K, V codes)

Upon written request from the student, the NETC Office of Admission will provide transcripts to students and educational institutions at no cost to the student. Please include the following information in your request:

- Your full name,
- Home mailing address,
- Daytime phone number,

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- Name and address of the college/university to which you want the transcript send (if applicable),
- Last four digits of SSN (for courses prior to 2012) and FEMA SID number (courses after 2012), and
- Your signature.

Mail, fax or email your request to:

National Emergency Training Center

Admissions Office

16825 South Seton Ave.

Emmitsburg, MD 21727-8998

Fax: 301-447-1441

Email: netcadmissions@fema.dhs.gov

Transcripts for Independent Study Courses (IS code)

Upon receipt of a Transcript Request Form from the student, the Independent Study Office will email a transcript of Independent Study course completions to the student and send by postal mail to requested institutions. Download the IS transcript request form <https://training.fema.gov/emiweb/downloads/tranrqst1.pdf?d=10-26-2015>

2.2. Available Training Resources

The State of Nevada Division of Emergency Management and Homeland Security coordinate and offer training opportunities through a variety of sources, such as:

- DEM's Training Section & support of Local Jurisdiction Courses.
- FEMA courses offered at the National Emergency Training Center and by DEM.

Through the National Domestic Preparedness Consortium (NDPC) On Site Training:

- Center for Domestic Preparedness (CDP).
- Nevada National Security Site/Counter Terrorism Operations Support Program (NNSS/CTOS).
- The Energetic Materials Research and Testing Center (EMRTC).
- Transportation Technology Center, Inc., Security and Emergency Response Training Center (TTCI-SERTC).

Through the National Domestic Preparedness Consortium (NDPC) Remote Delivery:

- National Center for Biomedical Research and Training (NCBRT) – LSU.
- National Emergency Response and Rescue Training Center (NERRTC).
- National Domestic Preparedness Training Center (NDPTC) University of Hawaii.
- Texas A&M Engineering Extension Service, National Emergency Response and Recovery Training Center (TEEX-NERRTC).

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- Transportation Technology Center, Inc., Security and Emergency Response Training Center (TTCI-SERTC).

2.3. Nevada Division of Emergency Management and Homeland Security (DEM)

The DEM training program strives to meet the educational needs and build capabilities within the public safety communities of Nevada. The offered courses are structured to meet emergency management, first responder, and homeland security training needs to our state, local and tribal jurisdictions including the private sector, voluntary organizations, and non-governmental organizations. Discipline and position specific, as well as more generalized training is made available to a wide range of audiences in the private and public sectors. The Nevada private sector, including but not limited to manufacturers, utilities, schools, and resorts are integral partners in the statewide training program.

2.4. DEM Registration Process

Any individual wanting to attend a DEM offered training course must register on-line through the DEM website and send a FEMA 119-25-1 application (if applicable) (including all prerequisite certificates) to the DEM training program via email or fax. The online and paper applications require all fields to be completed to be considered for a course. The applicant's employer information (name, address, phone number and email) will be required to register for courses for affiliation vetting. The STO may accept and approve applications missing some of the employee information.

When the training application is received via webpage, an automated response will inform you of your submission. You will receive a Course Acceptance notification two to four weeks prior to the course via e-mail from DEM, and a reminder email at least one week prior to the course date.

Note: An application is not an automatic acceptance into the course. The Course Acceptance notification should be brought to class. DEM reserves the right to remove any student from the course that was not been officially accepted, causes any disruptions, or misses more than 80% of the course.

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2.5. FEMA – Emergency Management Institute (EMI)

The mission of the Emergency Management Institute (EMI) is to “Support the Department of Homeland Security and FEMA’s goals by improving the competencies of U.S. officials at all levels of government to prevent, prepare for, respond to, recover from, and mitigate the potential effects of all types of disasters and emergencies on the American people.”

EMI Registration Process

Any individual wanting to attend a course that is offered directly from EMI will need to obtain a FEMA SID. This number can be obtained at: <https://cdp.dhs.gov/femasid/>. Completed forms, with organizational charts and prerequisites are submitted to the State Training Officer who reviews, approves, and submits it to EMI. Upon approval, the participant will receive materials prior to the course, confirming their acceptance and other information on the logistics that need to be completed prior to attending the course and/or immediately after arriving for the course. It is important to read the announcements carefully to make sure that the participant has completed all prerequisites.

2.6. FEMA – Center for Domestic Preparedness (CDP)

The Center for Domestic Preparedness (CDP) is a vital component of the Federal Emergency Management Agency’s National Preparedness Directorate and is the nation’s only congressionally-chartered Federal training facility for live chemical / nerve agents – also known as chemical weapons of mass destruction – for civilian emergency responders. Established in 1998, the CDP trains emergency response providers in 17 disciplines: Emergency Management, Emergency Medical Services, Fire Service, Governmental Administrative, Hazardous Materials, Healthcare, Law Enforcement, Public Health, Public Safety Communications, Public Works, Agriculture, Education, Citizen/Community Volunteer, Information Technology, Security and Safety, Search and Rescue, and Transportation.

CDP Registration Process

Any individual wanting to attend a course that is offered directly from CDP will be required to register online at: <https://cdp.dhs.gov/apply> .

Completed applications are submitted electronically to the State Training Officer who is the State Authorized Agency / Point of Contact (SAA / POC) who reviews and approves it and authorizes the student to attend. The participant will then receive materials prior to the course, confirming their acceptance and other information on the logistics that need to be completed prior to attending the course and/or immediately after arriving for the course. It is important to read the announcements carefully to make sure that the participant has completed all prerequisites.

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2.7. Nevada National Security Site's Counter Terrorism Operations Support Program (NNSS/CTOS)

The U.S. Department of Energy's National Nuclear Security Administration (NNSA) runs the historic Nevada Test Site located some 65 miles northwest of Las Vegas. CTOS is a charter member of the NDPC and has been involved in the development and delivery of radiological/nuclear (rad/nuc) training since 1998.

CTOS Registration Process

Any individual wanting to attend a course that is offered directly from NNSA / CTOS will fill out the complete, sign (both student and supervisor) and submit the registration form found at: <http://www.ctosnnsa.org/docs/forms/Resident>. Completed forms are submitted to the State Training Officer who is the State Authorized Agency / Point of Contact (SAA /POC) who approves it and submits it to NNSA / CTOS for final approval. The participant will then receive materials prior to the course, confirming their acceptance and other information on the logistics that need to be completed prior to attending the course and/or immediately after arriving for the course. It is important to read the announcements carefully to make sure that the participant has completed all prerequisites.

2.8. The Energetic Materials Research and Testing Center (EMRTC)

The Energetic Materials Research and Testing Center (EMRTC) at New Mexico Tech (NMT) is the consortium's lead partner for explosives, live explosives, and incendiary devices training. Founded in 1889 as the New Mexico School of Mines, NMT has evolved into a research-oriented public university specializing in science and engineering. The institution has earned a worldwide reputation for the quality of its research and academic programs. As a result, NMT has consistently garnered high ratings from several sources, such as US News and World Report and the Princeton Review. NMT conducts applied research in explosive technology, explosive materials engineering, information security, and modeling and simulation for numerous U.S. Government agencies, including the Departments of Defense, Justice, State, Transportation, and Energy. The campus of NMT is located 70 miles south of Albuquerque, NM. EMRTC's additional training site, Playas Training and Research Center, is located in the southwestern corner of New Mexico.

EMRTC Registration Process

Any individual wanting to attend a course that is offered directly from EMRTC will need to fill out the EMRTC Application Form located at <http://www.emrtc.nmt.edu/training/portal/>. Completed applications are submitted to the State Training Officer who is the State Authorized Agency / Point of Contact (SAA /POC) who approves it and submits it to EMRTC for final

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approval. The participant will then receive materials prior to the course, confirming their acceptance and other information on the logistics that need to be completed prior to attending the course and/or immediately after arriving for the course. It is important to read the announcements carefully to make sure that the participant has completed all prerequisites.

2.9. *Transportation Technology Center, Inc., Security and Emergency Response Training Center (TTCI-SERTC)*

Established in 1985, the Security and Emergency Response Training Center (SERTC) is operated by the Transportation Technology Center, Inc. (TTCI), a subsidiary of the Association of American Railroads. Our original mission was to train railroad officials to safely handle accidents involving tank cars carrying hazardous materials. The training proved to be so successful that attendance was opened up to other emergency responders. We now serve not only the transportation service industry, but also the public sector emergency response community, the chemical industry, government agencies, and emergency response contractors from all over the world. Since our inception, SERTC has trained more than 20,000 students worldwide.

(TTCI-SERTC) Registration Process

Any individual wanting to attend a course that is offered directly from TTCI-SERTC, please go to <https://sertc.org/register/>. Completed applications are submitted to the State Training Officer who is the State Authorized Agency / Point of Contact (SAA /POC) who approves it and submits it to TTCI-SERTC for final approval. The participant will then receive materials prior to the course, confirming their acceptance and other information on the logistics that need to be completed prior to attending the course and/or immediately after arriving for the course. It is important to read the announcements carefully to make sure that the participant has completed all prerequisites.

The remaining National Domestic Preparedness Consortium (NDPC) programs use Remote Delivery, and they are available by requesting the courses through the DEM STO. You can find the STO on the DEM website at: Due to change

2.10. *Certificate Programs*

Specialized certificate programs are available that can help to expand the knowledge of state, local or tribal emergency management or first responder personnel. Certificates denoting the completion of a specified number of mandated classes are as follows:

Professional Development Series (PDS)

The Professional Development Series includes seven Emergency Management Institute independent study courses that provide a well-rounded set of fundamentals for those in the

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emergency management profession. Many students build on this foundation to develop their careers. After successfully completing all seven required PDS courses through the Independent Study program, a PDS certificate is automatically issued via email.

- IS-120.c An Introduction to Exercises
- IS-230.d Fundamentals of Emergency Management
- IS-235.c Emergency Planning
- IS-240.b Leadership and Influence
- IS-241.b Decision Making and Problem Solving
- IS-242.b Effective Communication
- IS-244.b Developing and Managing Volunteers

For more information, please visit

<https://training.fema.gov/is/searchisbycurriculum.aspx?keywords=professional>

2.11. Advanced Professional Series (APS)

The ability to perform essential work in a disaster requires skills in emergency operations and management. These skills may be developed through this series of courses that offers "how to" training focused on practical information. This series emphasizes applied skills in disaster operations, alongside of and building upon the management and coordination skills achieved through completion of the Professional Development Series. Students who complete the five required courses and any five of sixteen elective courses, and have successfully completed the Professional Development Series requirements, are eligible to receive the EMI Advanced Professional Series Certificate of Completion.

Required Courses

- IS 2200 – Basic EOC Functions G191 - Incident Command System/Emergency Operations Center Interface, or E/L449 ICS TtT*
- G557 - Rapid Assessment Workshop,
- G205 - Recovery from Disaster, the Local Government Role, or E210 Recovery from Disaster, the Local Government Role*
- G393 - Mitigation for Emergency Managers, or G318 – Mitigation Planning for Local Governments, either Mitigation course will satisfy the APS requirements

Elective Courses (choose any 5)

G288 - Local Volunteer and Donations Management

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- G364 - Multi-Hazard Emergency Planning for Schools, or L363 Multi-Hazard Planning for Higher Education*
- IS703.a or IS703 - NIMS Resource Management, (Independent Study)
- E/G202 - Debris Management Planning for State, Local and Tribal Officials*
- G386 - Mass Fatalities
- G361 - Flood Fight Operations
- IEMC - One of the IEMC courses E900*
- G108 - Community Mass Care and Emergency Assistance
- G358 - Evacuation and Re-entry Planning
- G290 - Basic Public Information Officers, or E388 Advanced Public Information Officer* or E/L952 All Hazards Public Information Officer*
- G271 - Hazardous Weather and Flood Preparedness, or IS271 - Anticipating Hazardous Weather and Community Risk, (Independent Study)
- G272 - Warning Coordination
- E/L/K 146 - Homeland Security Exercise and Evaluation Program (HSEEP)
- G235 - Emergency Planning
- E/L/G 0141 Instructional Presentation and Evaluation Skills

* All substitute E or L courses are subject to the Approval of the State Training Officer.

For more information, visit <https://training.fema.gov/programs/aps/>

2.12. Master Exercise Practitioner (MEP) / Master Exercise Practitioner Program (MEPP)

The Master Exercise Practitioner Program (MEP) is a series of two classroom courses (E0132, E0133) focusing on advanced program management, exercise design and evaluation practices in each phase of the Homeland Security Exercise and Evaluation Program (HSEEP). A MEPP Capstone exercise project is required within one year after the completion of E0133.

MEPP candidates work within a collaborative environment on exercise design challenges and establish a network of peers. Candidates are assigned to an Exercise Planning Team where they are to demonstrate their expertise at all levels of exercise design and conduct through in-class teach backs and the individual MEPP Capstone Project.

MEPP is designed for mid-level exercise practitioners with a minimum of three (3) years' experience in an Emergency Management (EM) exercise design. Participants refine and practice skills critical to performing the phases of the HSEEP cycle, such as exercise program management, MSEL writing and evaluation data analysis. Candidates apply the key learning concepts from the MEPP curriculum relative to their organizations and their own jurisdictional environments. For more information including prerequisites visit <https://training.fema.gov/mepp/>.

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2.13. *The National Emergency Management Basic Academy*

The National Emergency Management Basic Academy is a gateway for individuals pursuing a career in emergency management. Similar to basic academies operated by the fire service and law enforcement communities, the National Emergency Management Basic Academy will provide a foundational education in emergency management.

The goal of the Basic Academy is to support the early careers of emergency managers through a training experience combining knowledge of all fundamental systems, concepts, and practices of cutting-edge emergency management. The Academy provides shared classrooms of adult learners and skillful instructors resulting in a solid foundation upon which to build further studies and sound decisions. DEM offers this series annually alternating north and south.

The National Emergency Management Basic Academy is designed for newly appointed emergency managers, including members of state, local, tribal, and territorial homeland security, or emergency services programs; nongovernmental organizations, voluntary agencies, or professional organizations; private sector emergency management offices; college or university emergency management staff; and FEMA, federal partners, military and emergency managers at other departments or agencies.

- E/L0101, Foundations of Emergency Management (40 hours) 5 days
- E/L0102, Science of Disaster (approximately 24 hours) 3 days
- E/L0103, Planning: Emergency Operations (16 hours) 2 days
- E/L/K0146, Homeland Security Exercise and Evaluation Program (HSEEP) (16 hours) 2 days **
- E/L0105, Public Information and Warning (24 hours) 3 days

Total course hours: 120 hours

For more information : <https://training.fema.gov/empp/basic.aspx>

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2.14. *The National Emergency Management Advanced Academy*

The National Emergency Management Advanced Academy (formerly the Leaders Academy) reinforces the qualities needed to lead emergency management programs, provides relevant management theories and concepts, and utilizes appropriate case studies. By working within their series, Advanced Academy participants work within a collaborative environment on projects and establish a network of peers.

The Academy is designed for emerging leaders and mid-level managers wanting to advance their skillset. Students learn skills critical to performing leadership responsibilities such as program management and oversight, effective communication at all levels, integrated collaboration, and strategic thinking.

The Advanced Academy provides students the opportunity to demonstrate their critical thinking ability through a guided Research Project. Students apply the key learning concepts from the Advanced Academy curriculum relative to their own strengths and weaknesses, their organizations, and their own performance environments.

- E0451 Advanced I – A Survey of Advanced Concepts in Emergency Management (delivered 1st Quarter of the fiscal year – October, November and/or December)
- E0452 Advanced II – Assessment and Application of Professional Style in Emergency Management (delivered 2nd Quarter of the fiscal year – January, February and/or March)
- E0453 Advanced III – Advanced Concepts and Issues in the Emergency Management Organization (delivered 3rd Quarter of the fiscal year – April, May and/or June)
- E0454 Advanced IV - Advanced Concepts and Issues in the Emergency Management Community and Profession (delivered 4th Quarter of the fiscal year – July, August and/or September)

For more information: <https://training.fema.gov/empp/advanced.aspx>

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2.15. *The National Emergency Management Executive Academy*

EMI, in collaboration with prominent higher education institutions, has created the National Emergency Management Executive Academy to produce a comprehensive and cutting-edge curriculum that supports the advancement of strategic and policy level executive leadership.

The program hones strategic leadership and critical thinking for senior executives involved with multi-jurisdictional, national, and international homeland security and emergency management policy development and decision-making responsibilities.

Throughout the Executive Academy, meta-leadership, critical thinking, visionary strategic planning, and negotiation and conflict resolution skills are developed and then applied to real-world, complex problems. Executives explore how they can leverage science, technology, engineering, and data analysis to make better decisions and policies. Participants are also given the opportunity to work collaboratively on projects and participate in activities on cascading and catastrophic events

The Executive Academy is designed for emergency management senior executives in State, Local, Tribal, and Territorial; non-governmental organizations (NGOs), academic institutions, and private sector entities. Ideal candidates will serve on major commissions and task forces and/or be responsible for decisions that have a significant effect on policy. The audience may include, but is not limited to:

Emergency management and homeland security directors or advisors leading in local, state, multijurisdictional, or large metropolitan areas,

Emergency management leaders from allied disciplines in the public sector, such as public utilities, K-12 education, higher education, public transportation, and military/DSCA roles,

Administrators, such as members of the Governor's Cabinet or chief/director of an agency,

Federal administrators at the Appointed or Senior Executive Service (SES)/GS15 level and Directors of voluntary organizations.

Required: 10 years' experience in an EM position or applicable work experience will be considered for exceptional candidates.

- E0680 - Systems Thinking and Research Methods for Executives - 4 days.
 - Systems thinking for EM, Leading Complex Systems, Methodologies to take Idea Inception to Innovation, Net centric Visioning & Designing, Presenting for Impact
- E0682 - Executive EM Leader Core Competencies I - 4 days

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- Critical Thinking, Applying Decision Making Models & Theory, Continuous Learning, EM Ethics, Conflict Management, Leadership & Collaboration, Social Intelligence
- E0684 - Executive EM Leader Core Competencies II - 4 days
 - Disaster Risk Management, Scientific Considerations, Geographic Considerations, Sociocultural Considerations, Evolving Technology Application & Adoption
- E0686 - Executive EM Leaders Core Competencies III - 4 days
 - Facilitating Community Risk Ownership, Civics/Governance Considerations, Political Skills, Influence Skills

For more information: FEMA-EMPP-Executive-Academy@fema.dhs.gov

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2.16. DEM In-State Administrative Course Policies

Attendance and Cancellation

Participants should attend all sessions of each course, seminar or workshop and be prepared to interact in course activities. Credit for course completion and reimbursement (if applicable) will not be granted to participants if more than 20% of the program is missed. You must notify DEM Training Staff or Lead Instructor if you expect to miss any class sessions.

If an individual is unable to attend a course for which he/she has been accepted, he/she must provide notification of intent to cancel a minimum of 72 hours in advance of the course in writing, via or email.

Participants who do not cancel in writing or by phone at least 72 hours prior to the start time of the registered course, may be denied admission to ALL future courses for a one-year period; any waiver of this policy will be determined on a case-by-case basis. Failure to cancel may also jeopardize a participant's ability to register for off-site training (i.e., Emergency Management Institute, and/or any of the National Domestic Preparedness Consortium courses held throughout the country).

Participant Expenses

Eligible state and local government employees, and other approved individuals attending courses may request reimbursement for per diem, lodging (if applicable and when approved) and mileage expenses. Reimbursement procedures will be reviewed at the beginning of each course. Students who fail to attend all sessions of a course risk loss of this reimbursement.

Class Size

Maximum size will vary depending on the course. If an insufficient number of people register for a course, the course may be canceled and may or may not be rescheduled within the current year. Courses may be conducted by DEM with fewer students if the curriculum allows.

Course Locations

The Training Section strives to provide the best possible instruction at times and locations that are intended to be convenient for all those served. Training courses can be delivered for a local government in their jurisdiction as time, personnel and budget resources allow. Any special requests should be made as far in advance as possible. A State Driver's License or Federal ID with expiration is required to enter the DEM security gate.

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Lodging and Food

It is the responsibility of the participant to make logistical arrangements in advance of the course. All receipts must be kept as they are required for reimbursement.

Smoking & E-cigarettes

In accordance with Department policy, smoking is not permitted in the classroom or any area inside the building. Breaks will be scheduled throughout the class. Smoking will only be permitted in designated areas.

Dress Code

Business casual attire is acceptable for routine classroom settings (i.e., emergency management and domestic preparedness courses)—however, if other attire is required notification will be provided prior to the course.

Firearms

Firearms are prohibited except for those worn by sworn certified peace officers.

Pagers/ Cellular Phones/ 2-Way Radios

The use of pagers, cellular telephones and 2-way radios is not permitted in the classroom. If devices are left on, they must be in silent or vibrate mode. Use of cellular telephones and 2-way radios are limited to areas outside of the classroom where their use will not interfere with class activities.

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2.17. DEM Out of State Administrative Policy

Course participants enrolled or attending any out of state offering shall follow the policies and procedures of the sponsoring institution.

Resident Courses offered by EMI or Consortium (EMI or Consortium courses taught in residence at NETC or other training locations)

Applicant Categories:

- **Category 1:** Local, State, tribal nation, and trust territories (eligible for EMI student stipend reimbursement and no charge lodging).
- **Category 2:** Department of Homeland Security organizations and agencies (e.g., FEMA, TSA, USCG).
- **Category 3:** Other Federal agencies.
- **Category 4:** Private industry.
- **Category 5:** International/foreign students.

Any **private industry personnel** wanting to be considered as a Category 1 applicant:

- Must have an established not-for-pay relationship with a sponsoring local or state agency which must be documented by a letter from the sponsoring agency.
- To avoid any future conflicts of interest, the applicant will enter into a memorandum of agreement with DEM agreeing that any capabilities developed or enhanced as a result of this training will not be used in a product for which governmental agencies will be charged.
- Must submit a Letter of Recommendation from the local jurisdiction's Emergency Manager.

Course Requests

The Nevada Division of Emergency Management and Homeland Security publishes and promotes an annual calendar identifying the emergency services training offered to individuals, organizations, jurisdictions, and/or agencies. This information is posted on the DEM website and distributed through mass emails, handouts, and upon individual request. Those participating in emergency services training are strongly encouraged to integrate these scheduled offerings into their programs in order to meet their specific training requirements.

Requests for course offerings outside of the published calendar can also be made to the DEM Training Section. These requests must be received by DEM at least 45 days prior to the desired offering date of the course. Please provide a selection of three (3) potential dates for desired course

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offering. All requests are to be submitted on the DEM Course Request Form or via the internet at http://dem.nv.gov/training/DEM_jurisdiction/. Completed request forms are to be forwarded to the DEM Training Section for review and approval.

Minimum Participants

It is recommended that there be 15 participants for courses 12-40 hours in length, and 10 participants for trainings 2-8 hours in length.

If the training is a mobile delivery from the consortium partners, a minimum of 25 participants is required per federal regulations.

Course Host Guidelines

Venue Site Arrangement

The requesting organization is considered the “host” for the requested training. It is the responsibility of the host to locate an appropriate training site. Room arrangement, set-up requirements and other facility logistics will be coordinated between the DEM training staff and the host.

Recruitment of Participants

The recruitment of course participants is the primary responsibility of the requesting organization. However, at the request of the organization, the DEM training staff can help to advertise the course and coordinate registration.

Attendance of Participants

It is the responsibility of the host to ensure that students attend at least 80% of the course for documented successful completion.

Administrative Logistics

Course logistics will be coordinated between the DEM training staff and the host organization. DEM will typically provide for the instructor(s); course announcement and acceptance letters; registration process; and certificates of completion, as needed. The provision of equipment and supplies will be negotiated as appropriate.

The host organization will provide a point of contact and telephone number for the facility. This will help to ensure that the facility is open and accessible at least one hour before course instruction begins and to ensure it is secured at the end of the day. The contact information will also be used to resolve any unexpected issues that may arise regarding the facility during course delivery. The

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host will also be required to provide a representative to be present at all times during the course delivery and to provide copying and printing capabilities for the instructor(s).

Miscellaneous Costs

If desired, coffee/refreshments are the responsibility of the host organization.

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2.18. Local Course Delivery of Incident Command System (ICS) Courses

In order to better serve the citizens of Nevada, DEM is implementing the following procedure to attain materials for the delivery of ICS training courses.

Qualified Adjunct Instructors can apply to instruct an ICS course following these steps:

ICS- IS 100/200/700/800

1. Complete course request and forward to DEM staff for further coordination.
2. Coordinate availability of materials and dates.
3. Instruction of Course .
4. Instructor will return to DEM:
 - a. Course sign-in sheet with pre and post test scores for each student.
 - b. DEM evaluation for each student.
5. FEMA IS system will issue an “EMI” certificate; he/she must go online and take the test through EMI’s Independent Study Program (ISP).

For ICS 300/400

1. Complete course request and forward to DEM staff for further coordination.
2. Coordinate availability of materials and dates.
3. Instructor will conduct the course.
4. All instructors will be given DEM evaluation forms to be completed for the courses conducted. Students will complete evaluation form and return with material.
5. Instructor will return to DEM:
 - a. Course sign-in sheet with pre and post test scores for each student,
 - b. DEM evaluation for each student, and
 - c. DEM (Or approved jurisdiction) will issue course completion certificates.

Local Delivery of All Hazard Position Specific Courses

The Department of Homeland Security (DHS) grant funds can be used to conduct NIMS ICS Position Specific Courses. DEM maintains information on qualified instructors in the state of Nevada. Please see the guidance outlined in the NIMS All-Hazards Courses Delivery Process.

2.19. Local Delivery of Courses Using HSGP Funds

Requests for the use of Homeland Security Grant Program (HSGP) funding in support of training programs/and or individual requests must be coordinated and approved by:

1. Your local jurisdiction,

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2. Your county/local Emergency Manager or their designated Training Coordinator,
3. State Administrative Agency (SAA) Nevada Division of Emergency Management, and
4. State Training Officer (POC).

The jurisdiction/ or individuals must obtain this approval prior to any commitment for any requested training utilizing Homeland Security Grant Program funds. All requests must be directed through the local emergency manager. DEM has developed an application to assist you with your request. This form must be completed in order to proceed. Programs contained in the following catalogs have already been deemed "eligible training", but expenses to support these programs still need to be coordinated with the SAA/POC.

The following steps will provide guidance on how best to complete the application.

- **Step 1:** Check to see if the program is already listed at <https://www.firstrespondertraining.gov/frts/>, approved training catalogs. If it is, the course is eligible for HSGP funding, but coordination is still required with the SAA /POC. Each training provider has their own process for scheduling training. Contact DEM with the course number and title, and you will be assisted with your request.
- **Step 2:** If your requested training is NOT in any of the catalogs, the next step is to ensure that the requested program meets the grant guidelines for "training not provided by FEMA (DHS)." The SAA/POC can assist with this determination, but the more information provided, the better you can be assisted.
- **Step 3:** The SAA/POC will review the course and determine if it is eligible to be funded through use of HSGP funds.
- **Step 4:** If this is a request for a specialized course for an individual or group, the applicant must submit the application 45 days in advance to the designated county emergency manager or their appropriate point of contact. Please keep in mind that the approval must be in place prior to course attendance. Failure to meet this requirement could result in a denial of reimbursement for any expenses incurred.

If the program you're requesting is NOT in any of these catalogs, it is considered **NON-FEMA Training**. Non-FEMA courses are those courses that are either State sponsored or Federal sponsored, coordinated and approved by the State Administrative Agency (SAA) or State Training Officer and fall within the FEMA mission scope to prepare State, local and tribal personnel to prevent, protect, respond to, and recover from acts of terrorism or catastrophic events. These training programs include, but are not limited to, Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) terrorism, catastrophic events, cyber/agriculture/food security, and citizen preparedness.

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Criteria for Eligibility

In order to be eligible for HSGP funding, the requested training must:

1. Build additional capabilities that a) support a specific training need identified by the state, territory, and urban area/local, and b) comply with the State or Urban Area Homeland Security Strategy.
2. Address specific tasks and/or competencies articulated in FEMA's Emergency Responder Guidelines and the Homeland Security Guidelines for Prevention and Deterrence.
3. Address specific capabilities and related tasks articulated in the Target Capabilities List.
4. Support the specific program training activities identified in the individual HSGP grant programs (SHSP, UASI, MMRS, CCP) for which the funding will be used.
5. Meet the standards with all applicable Federal, State, and local regulations, certifications, guidelines, and policies deemed appropriate for the type and level of training.

Request of Mobile Delivery

These courses are developed for and/or are delivered by institutions and organizations funded directly by FEMA. The majority of these programs are offered at NO COST. This includes programs offered by the institutions listed previously in the National Domestic Preparedness Consortium. All course requests must be coordinated with the State Training Officer for approval. Each training provider has their own process for scheduling training. Contact our office with the course number and title and DEM will assist you with your request.

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Needs Assessment

Needs assessments are conducted annually to identify the gap between desired capabilities and existing capabilities. DEM uses a similar assessment tool each year. As capabilities improve, additional training needs are identified, and the priorities are subsequently aligned to achieve the goals specified by the needs.

2.20. *Integrated Preparedness Plan Workshop (IPPW)*

The State of Nevada Multi-Year Integrated Preparedness Plan (IPP) is the roadmap for the State of Nevada to accomplish the priorities described in its Homeland Security Strategy. The State of Nevada has pursued a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen Nevada's emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing Nevada with a means of attaining, practicing, validating, and improving new capabilities.

A IPPW is a workshop (using HSEEP guidance) and is conducted annually and provides the opportunity to review the State's homeland security strategy and develop or update the Multi-Year Training and Exercise Plan. The focus is on coordination of all training and exercise activities occurring throughout the jurisdictions or agency, including activities sponsored by Federal agencies, States, local governments, tribal governments, and the private sector by utilizing the State/Jurisdictional Threat and Hazard Identification Risk Assessment (THIRA), After Action Reports (AAR's) and the Nevada Training Working Group (NTWG).

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2.21. *Records Maintenance Policy*

Agency Employees

DEM's training section is responsible for the maintenance of employee records for NIMS compliance, and courses required within guidance through the EMPG. These records are stored within the Training Section.

Length: Throughout Existing Employment

Classroom Delivered Attendees Records

DEM's training section is responsible for the maintenance of course attendee's records for NIMS compliance, and courses required within guidance through the EMPG. These records are stored within the Training Section.

Length: DEM will maintain hard files on courses conducted and sponsored by our agency for a period of three years.

DEM Out of State – Consortium Records

DEM's training section is responsible for the maintenance of course attendee's records for NIMS compliance, and courses required within guidance through the EMPG. These records are stored within the Training Section.

Length: DEM will maintain hard files on student's courses that were processed for the various consortium schools for a period of three years.

Emergency Management Institute Independent Study Records

Information received from the EMI via E-mail and is only accessible through the State Training Officer at the request of the agency head, or a written request by an individual. These documents contain sensitive personal information.

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Retention Schedule:

After a period of three years, the records are destroyed. Copies of the sign in sheets will be maintained electronically in files by year in the training folder.

Applications for the consortium schools fall under the same guidelines as above. It is the responsibility of the local jurisdiction, or state agency to maintain files for NIMS compliance.

Example of student records:

- [DEM Course records](#)
- [CDP Course Records](#)
- [EMI Student Example](#)
- [Employee Example](#)
- [Completed Classroom File](#)

2.22. Position Task Books

The purpose of the PTB's is have each activated member complete training, participate in exercises, and activate for events/incidents to develop a level of knowledge, skills, and abilities to have a seat at a position in the EOC. DEM has developed and implemented Position Task Books (PTB's) for qualification purposes of Emergency Operations Center (EOC) staff. The books are intended to be used at the state level and all county, tribal and local jurisdictions that have EOC structures and support staff. .

The state has developed task books by section and by Emergency Support Functions. Each section book builds from the Unit Leaders up to the Section Chief. This allows the user of the book to work on multiple positions within the section and cross train to complete the PTB in a timely fashion. The three specific ESF books are detailed and designed to qualify as a high functioning level as they are staffed by DEM staff. The books developed are as follows:

| | |
|---|---|
| EOC Manager | Operations Section |
| Planning Section | Logistics Section |
| Finance Section | Mass Care (ESF-6) |
| Recovery, PDA and Mitigation (ESF-14) | Public Information Officer (PIO) (ESF-15) |
| General ESF (all other support offices) | |

The Section Chief and the State Training Officer work to coordinate training and exercises to meet the tasks in the book. Each employee is required to manage their book and work with their Section Chief for qualification approval and signature. When the book is complete, the STO will manage the records of the qualification.

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Incident Management Assistance Team

The Position Task Book qualification will allow the state DEM to create intrastate Incident Management Assistance Teams (IMAT). The IMATs will be created by region North, South and East to allow resource/personnel sharing across the state in time of need to support jurisdictions with disasters. A completed PTB, or near completion as a trainee, will be used to qualify persons for IMATs.

The IMAT will be utilized during disasters that impact a jurisdiction or region that will require full activation for multiple operational periods. The impacted jurisdiction can submit a resource request to DEM to activate an intrastate IMAT team for support. Based upon the incident and availability of individuals to staff an IMAT, the funding for travel and per-diem will be managed on a case-by-case basis.

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DEM and the Nevada Emergency Preparedness Association (NEPA) have developed the Nevada Certified Emergency Manager. The program will utilize a schedule of formal education and/or minimum training standards, formal participation in another jurisdiction's exercise or activation, a document detailing the applicant's emergency management experience and a letter from their supervisor confirming their experiences. The process will not use "grand fathering" as a means of qualification.

DEM will develop and manage the training program. Formal education in Emergency Management will account for a majority of the training standards. For those that do not have a bachelor's degree or higher in Emergency Management, the FEMA Professional Development program will be required (Basic, Advanced or Executive Academy). Classes will be identified by category to create a required list and a select any 5 from the elective list.

To promote mutual aid and support of or partner organizations, a requirement to support another jurisdiction in an exercise or activation has been instituted. This process will not only "Nevadanize" the process but show support for the long-term intrastate Incident Management Assistance Teams. This requirement will also allow individuals from one jurisdiction to share techniques and information with other jurisdictions and develop best practices for Nevada.

3. Nevada Division of Emergency Management Certified Instructor Policy

3.1 Introduction

The Nevada Division of Emergency Management (DEM) training program is a primary source of emergency management and homeland security training for local and state emergency management professionals, first responders and others who partner prior to and during times of emergency. To ensure that students attending courses supported by DEM receive the highest quality instruction, instructors will be required to complete the enclosed application and submit necessary documents for each course they are interested in instructing.

DEM Training staff will review the application and make the final determination on whether or not the applicant meets the instructor criteria for each course. DEM will notify approved instructors and add them to the certified instructor list.

The certified instructor program is designed to encourage qualified individuals to become vetted instructors. Besides having the title of a DEM Certified Instructor, it is an excellent testament to being a knowledgeable professional in the field of emergency management. Obtaining this status is an excellent addition to a resume and you will have an opportunity to work with professionals from around the state.

3.2 General Instructor Qualifications

The following are general qualifications required of **ALL** instructors. Applicants will be vetted to ensure qualifications are satisfactory.

1. Successful completion of the course(s) for which the application is being submitted to instruct. This is documented by training certificates and there are no substitutes for classes.
2. Successful completion of a formal instructor training or instructional skills course or possession of an instructing certificate or degree from an accredited college or university or documented experience successfully instructing adult learners. This is documented by training certificates, diplomas or a brief explanation of experience delivering adult education.
3. Successful completion of a course train-the-trainer if applicable; DEM will waive this requirement for courses that do not have a train-the-trainer course available.
4. Operational experience in the subject matter of the course; the instructor's resume or curriculum vitae can document this experience.
5. Instructors should be extremely proficient in course materials and capable of using audio visual equipment.

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In addition to the general qualifications listed above, instructors desiring to teach the attached courses must meet the course specific qualifications listed within this document.

3.3 Code of Conduct

If certified as an instructor you may be asked to periodically deliver courses to students of various backgrounds including, but not limited to: Law Enforcement, Fire, Emergency Management, Public Health and Hospitals, etc. It is imperative that those who attend courses receive the best instruction and curriculum as possible so that they might effectively plan for and respond in time of an emergency.

Below are some details for instructors regarding conduct and professionalism that is expected at all times while instructing for DEM.

3.4 Instructor Expectations

- Instruct no less than 90% of the course hours as listed in this policy and the training and exercise catalog.
- Ensure that students attend at least 90% of the course.
- Instructors must confirm that students have completed the required prerequisites on day one of the course.
- Instructors must grade the tests when applicable.
- Contact DEM Training staff immediately if there are any student and/or course related issues.
- Instructors should communicate directly with the course location host to ensure that all audio-visual equipment and room set up is in place prior to the training.
- Accommodate students that need tests read to them or when possible, give them extra time to complete exams. If a student cannot complete an exam in the allotted time, DEM staff will make arrangements with that student to allow them to test at another time.
- Instructors must be prepared to potentially use their own laptop computer when instructing at various locations.
- Refrain from public criticism of students, other instructors, FEMA, DEM staff or policies.
- Be considerate of students and treat them with respect and dignity, regardless of gender, place of origin, race, physical or mental disabilities, sexual orientation, religion, political beliefs, or economic status.
- Be prepared for each course.
- Start and end courses and all breaks at scheduled times.

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- Be available during the course hours for student questions and if you cannot answer a question, refer students to appropriate DEM staff or the State Training Coordinator.
- Respond as promptly as possible to student requests, questions, or comments that are relevant to the course.
- Never penalize a student for raising a legitimate complaint about the course, as long as that complaint is raised in an appropriate and civil manner. Advise the student to write the complaint on the course evaluation form so DEM staff can take appropriate action.
- Ensure each student completes all course related activities / exercises and participates fully in each course; failure to abide by this expectation may result in course failure.
- Refrain from inappropriate jokes and comments, and from using profane, insulting, harassing, or otherwise offensive language.
- Refrain from using multi-media, audio or video demonstration that contains inappropriate language or content.
- Instructors are expected to dress in business casual attire (i.e., slacks, skirts, and collared shirts).
- Under no conditions are t-shirts, hats, jeans, shorts, tank tops, or flip-flops to be worn while instructing.

3.5 Professionalism

Instructors shall follow and promote the ideals of honesty, courtesy, capability, personal development, accuracy, and the exchange of knowledge when dealing with students, other instructors, the public, employers, and the educational training agency.

The instructor shall adhere to the following principles:

- Conduct a safe instructional experience that meets the course objectives and embraces community safety.
- Train emergency services personnel to perform to the best of their ability and competency.
- Serve the profession with honor.
- Conduct themselves in a manner which will command respect and confidence.
- Present only those principles, practices, and information, which represent accepted state and national standards.
- Promote health and safety standards that ensure the protection of everyone participating in the training.
- Attend recognized training courses, seminars, workshops and/or conferences at least once a year to increase knowledge and improve instructional skills.

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- Have a positive attitude and focus on the instruction of the course with the attention expected by the students and the State of Nevada.

3.6 Instructor Duties

- **Arrival** – Instructors should arrive at least 30-60 minutes prior to the course to become familiar with the classroom arrangement and meet with other instructors to adjust to last minute changes or updates.
- **Opening Course** – Instructors are responsible for opening the course. During the course opening emergency exits must be identified along with other housekeeping information such as restroom locations, break locations, use of electronic devices, smoking areas and anything else pertinent to the course location.
- **Instruction** – Please limit personal stories and additional information, otherwise consistency of the course will change. Personal examples are certainly welcome, but make sure you use examples from various disciplines (emergency management, law enforcement, school officials, public health, chaplains, etc.). Instructors are responsible for making sure they use and follow the materials provided by DEM. For classes with multiple instructors all instructors should be present to assist during the entire class. Please try to incorporate an all-hazards approach in the curriculum delivery as examples and scenarios (i.e., terrorism, earthquakes, floods, etc.). Students are required to attend all sessions of the course; failure to do so may result in failure of the course and it is the instructor's discretion on whether or not to allow a student to miss a portion of the course, due to an emergency. If a student misses more than 10% of the course, the student will be required to retake the course.
- **Breaks** – Instructors will coordinate releasing and bringing students back from breaks.
- **Grading Exams** – For courses that have a final exam, instructors should grade these prior to dismissing students.
- **Evaluations** – Students should evaluate the course when it is completed; they should complete evaluations prior to taking the test (if the course requires a test). All instructors should review the evaluations prior to leaving at the end of the course, but please wait until all students have exited the room. Instructors should note any major issues so they can be corrected prior to future courses. The instructor must return course evaluations to DEM. DEM staff will review the evaluations and follow up as necessary.

3.7 Pre and Post Course Documentation

Any courses requesting State Certification must complete the following documents.

Pre-Course

- **Course Coordination Worksheet.** (Attachment A) This must be submitted four weeks prior to the start of the course so it can be added to the DEM calendar. Please include course title, date/time, location, and Instructor names.

Post-Course

It is the Instructor's responsibility to ensure the following documents are sent to DEM within seven (7) business days of course completion:

- **Sign-in sheets** for each day of class - must include original signatures, including yours, and the appropriate number of initials per date. The FEMA Student Identification (SID) number is required for classes resulting in a FEMA certificate in lieu of a state certificate. (Attachment B)
- **Evaluation forms** must be completed by students. There must be one evaluation included in the final packet from each participant. (Attachment C)
- **Final Exams** for students when applicable.
- **Course Manager Evaluation** to be completed by Course Manager or Lead Instructor. (Attachment D)

3.8 Course Audits

DEM training staff will periodically attend parts of trainings to ensure that courses are being taught to the expectations listed within this policy. These periodic audits may be unannounced, or the training staff may notify instructors and course hosts of their attendance prior to arrival. Audits may be random or the result of following up on previous comments made through the course evaluation.

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3.9 Adjunct Instructor Policy

DEM Adjunct Instructor Program is intended to support DEM's educational needs for state-wide training, as well as the training needs of our state and local emergency services partners. An Adjunct Instructor is classified as an expert in the field, that is not employed by a state agency or the local jurisdiction where the course is being delivered.

Selection of Adjunct Instructors

Adjunct Instructors will be required to follow procedures listed below in addition to the guidelines for a General Instructor mentioned above.

1. The Adjunct Instructor will be selected based on knowledge of the course materials, demonstrated training skills and professional experience. Adjunct Instructors who provide emergency management training will be in compliance with all guidelines of FEMA, NFA, NWCG or other training partners.
2. DEM shall maintain a file for each Adjunct Instructor. It is the responsibility of the Instructor to notify DEM of any changes or updates to their file.
3. DEM will follow all state procurement procedures when selecting Adjunct Instructors to present training. The selection of Adjunct Instructors is usually dictated by course location, length, course content, Instructor experience and discipline.

Instructor Compensation

1. Adjunct Instructors will be compensated for instructional time. Lodging and per diem at the GSA rate will be granted when applicable.
2. The Instructors will be allowed an additional hour on the first day of the course for set up, one-half hour each consecutive morning and one-half hour each afternoon for clean-up.
3. Instructors will be required to contact the current provider of temporary services to establish their account.
4. If travel is involved, the Instructor must set-up their travel request with DEM a minimum of four weeks in advance
5. Subject Matter Experts (SMEs) may receive compensation if approved in advanced by DEM. An Adjunct Instructor must remain in the room while the SME is instructing.

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Other Instructor Compensation

1. A person that is currently employed by a state agency or local jurisdiction may be requested to teach. If this is the case, no financial compensation will be given for the instructional period. However, if the person is traveling out of their normal work area, they will be granted travel and per diem at the current GSA rate.

3.10 Available Courses for Instruction with Requirements

Please review the instructor qualifications section of this policy. There are base requirements in addition to the below that must be met.

The requirements listed below are required by the National Integration Center (NIC) and reflect a combination of FEMA and DEM qualifications to ensure that those persons that DEM uses for instruction are qualified to be delivering courses.

Each candidate must submit certificates and specific information on how they meet the criteria listed below. Packets must be grouped by course and labeled. One Set of Certificates is all that is necessary and need not be submitted for each course the candidate is applying for.

ICS – 100 Introduction to the Incident Command System

Note: (# Instructors needed – 1 to 2) (6-hour course)

- Successful completion of ICS 100, ICS 200, and IS-700.
- Service in a mid-level emergency management and incident response position within the past five years during real-world incidents, planned events, or accredited exercises.
- Recommended: E/L0449.

ICS – 200 Incident Command Systems for Single Resources

Note: (# Instructors needed – 1 to 2) (1-day course)

- Successful completion of ICS 100, ICS 200, IS-700, and IS-800.
- Service in a mid-level emergency management and incident response position within the last five years during real-world incidents, planned events, or accredited exercises.
- Recommended:
 - Experience using ICS 100/200 principles and concepts in a real-world event or full-scale exercise
 - E/L0449.

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E/L/G – 120/130 Exercise Design and Evaluation (HSEEP) Course

Note: (# Instructors needed -2-3) (3.5-day course)

Note: Upon delivery of the course at least one **DEM/MEP** instructor must be onsite to ensure the DEM standard is being maintained.

Instructors should have formal instructor training or at least three years of experience in offering trainings.

- Successfully completed ICS-100, 120a, 200, 300, 400, 700, 800, and G-130.

*Instructors used for this course will support DEM instructors in the delivery. Instructors should have already completed this course in Nevada and should meet with a DEM training officer/exercise officer to learn about the specific delivery of this course before they will be taken into consideration as an instructor.

E/L/G – 191 EOC/ICS Interface

Note: (# Instructors needed - 2) (1-day course)

- ICS 100 thru ICS 400, IS700, and IS 800 .
- IS-0700, IS-2200, IS-702, and IS-706.
- E/L/G0191 and E/L/G2300.
- Served in the ICS Command Staff or in a General Staff (supervisory position).
- Served in a leadership position at an EOC.
- Recommended:
 - E/L0449.

E/L/G – 197 Emergency Planning and Special Needs Populations

Note: (# Instructors needed - 1) (2.5-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 400, 700, 800 and G-197.

*Instructor has been involved in Functional Needs planning at the local level

Knowledge of the local area Nevada, its hazards and vulnerabilities, and its special needs populations. Instructor is familiar with Public Health's role along with other local response agencies in responding and planning for functional needs persons

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E/L/G – 202 Debris Management

Note: (# Instructors needed - 1) (3-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 400, 632, 700, 800 and G-202.
- Please explain how you are familiar with current debris planning, removal, and disposal activities.

*Instructors should have disaster experience. Please elaborate on this experience and whether it was at the Federal, State, and/or local levels.

E/L/G – 235 Emergency Planning Course

Note: (# Instructors needed - 1) (2-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 235, 300, 400, 700, 800 and G-235.

*Instructors must have experience in writing emergency operations plans, NIMS and should be familiar with CPG-101

E/L/G – 250.7 Rapid Assessment Planning

Note: (# Instructors needed - 1) (1-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 250.7, 300, 400, 700, 800 and G-250.7.

*Instructor has experience with collecting and reporting disaster intelligence immediately following an event, including procedures and forms needed to conduct a rapid assessment

*Instructor is familiar with developing procedures for collecting and organizing data, and then testing the procedures.

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E/L/G – 270.4 Recovery from Disaster: The Local Government Role

Note: (# Instructors needed - 1) (1-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies

- Successfully completed ICS-100, 200, 300, 400, 700, 800 and G-270.4.

*Instructor has experience during and after a disaster in local emergency management.

*Instructor is familiar with federal, state, and local disaster recovery operations.

E/L/G – 288 Donations Management Workshop

Note: (# Instructors needed - 1) (1-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 400, 700, 800, and G-288.

E/L/G – 290 Public Information Officer (PIO)

Note: (# Instructors needed - 3) (2-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 400, 700, 702, 800, G-290, and E-388 Advanced PIO Class.

* Instructor should have completed all current PIO G-Series Courses (Basic PIO & JIC),

*Instructor has experience in staging areas, media pools, and news briefings/conferences to illustrate what works and what doesn't work at the scene.

*Instructor has served at least a year as an agency PIO, served as a PIO in at least 2 actual incidents or served as a media representative.

E/L/G ICS-300- Intermediate Incident Command System

Note: (# Instructors needed - 2) (18-hour course)

- Successful completion of ICS-100, ICS-200, IS-700, and IS-800.
- Lead instructor should have successfully completed ICS-400.

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- Unit instructors should have successfully completed ICS-300.
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP or encompassed more than one operational period.
- Recommended:
 - Experience using ICS 100/200/300 principles and concepts in a real-world event or full-scale exercise
 - G0191 and E/L0449

E/L/G – 364 Multi-Hazard Emergency Planning for Schools

Note: (# Instructors needed - 1) (2-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies

- Successfully completed ICS-100, 200, 300, 362, 400, 700 and 800.

*Completion of L/E – 362 Train-the-Trainer

E/L/G – 386 Mass Fatalities Incident Course

Note: (# Instructors needed - 1) (2-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 400, 700, 702, 800, G-386.

*Instructor should have a working knowledge of the medical examiner/coroner, funeral director, and responder roles in a mass fatality incident.

E/L/G – 393 Mitigation for Emergency Managers

Note: (# Instructors needed - 2) (3-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 300, 393.a, 400, 700, 702, 800, G-393 and Nevada All- Hazards Mitigation Planning Workshop.

*Instructor should have experience in Mitigation planning at the local level.

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E/L/G ICS-400- Advanced Incident Command System

Note: (# Instructors needed - 2) (14-hour course)

- Successful completion of ICS 100 thru ICS 400, IS-700, and IS-800.
- Service in an emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP or encompassed more than one operational period. Recognized qualifications in techniques of instruction and adult education methodologies.
- Recommended:
 - Experience using ICS 100/200/300/400 principles and concepts in a real-world event or full-scale exercise.
 - G0191 and E/L0449.

ICS-402 Incident Command System (ICS) Overview for Executives / Senior Officials

Note: (# Instructors needed - 1) (2-hour course)

- The instructor qualifications to teach this course will be defined by the Authority Having Jurisdiction (AHJ) that will issue the course completion certificate.
- It is recommended that instructors are mid- or senior-level emergency management and incident response practitioners with experience in utilizing ICS in real-world incidents, planned events, or accredited activities.
- It is recommended that AHJs utilize trained instructors that have successfully completed ICS 100 thru ICS 400, IS700, IS 800, and E/L/G0191.
- Recommended:
 - E/L0449.

G – 556 FEMA Local Damage Assessment

Note: (# Instructors needed - 1) (1-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies.

- Successfully completed ICS-100, 200, 120a, 130, 300, 400, 556, 700, 800 and G-556.

*Lead instructor should be familiar with ICS and damage assessment policies/procedures as they relate to local and State Government.

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G – 775 Emergency Operations Center Operations (combined with G-191)

Note: (# Instructors needed - 2) (2-day course)

Instructors should have formal instructor training or at least three years of experience in delivering training using adult education techniques and methodologies

- Successfully completed ICS-100, 200, 300, 400, 700, 800, G-191 and G-775.

*Instructor is familiar with EOC activation and deactivation procedures, activation levels, multiagency coordination, the relationship between the EOC and the on-scene Incident Command System (ICS) structure as well as identifying staffing, information, systems, and equipment needs at the EOC

O - 305 Type 3 AHIMT training course

Note: (Instructors needed – 3-5 depending on participant number) (5-day course)

Instructors must have a minimum of 5 years of experience delivering emergency management type training (including exercises that test team and individual performance) to a target audience comprised of incident management level emergency response personnel.

- Successfully completed ICS-100, 200, 300, 400, 700, 800, the relevant position specific course(s) to the ICS position(s) for which they are qualified in All-Hazards Incident Management Team (AHIMT), and USFA 0-305, or S-420, or S-520, Complex Incident Management Course (CIMC), or Advanced All-Hazards Incident Management (AAIM).

*Lead Instructor must have a minimum of 8 years' operational field experience at the Command or General Staff level on a recognized federal, state, or local Incident Management Team (Type I-III) with an emergency management discipline. Disciplines may include:

- Fire
- Emergency Medical Service
- Law Enforcement
- Public works
- Public health
- Wild-land fire agency

Lead instructors must have participated in the development of an Incident Action Plan at an emergency incident as a member of the Command and General Staff.

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NIMS ICS All-Hazards Position Specific Courses

If a request for a position specific course is submitted to the training section, the staff will select an instructor from the FEMA approved list. Those instructors will be required to adhere to all of the information and requirements contained in this Certified Instructor Program Policy.

All prospective position specific instructors must have the following trainings/qualifications completed to be eligible for consideration:

- Successfully complete the most current (at time of application submittal) IS-100, 200, 700 and 800.
- Successfully complete a recent version E/L-300 and E/L-400.
- Successful completion, as a student, of the most recent version of the position specific training(s) being applied for.
- Successfully complete the Position Specific Instructor Train-the-Trainer that matches the course(s) being applied.
- Must have experience in the role you are applying for during a real-world event.
- Be fully qualified in the position they seek the TtT qualification and have completed Position Task Book (PTB).
- Lead Instructors must have 5 years documented experience serving in the position on Type III, Type II or Type I Incident Management Team (IMT). Have completed the Train-the-Trainer (TtT).
- Unit / Support instructors must have 3 years documented experience serving in the position on Type III, Type II or Type I IMT. Note: Unit / Support instructors are not required to complete the TtT but must be otherwise fully qualified in the position.
- Instructors must be experienced in emergency management, first response or other related functional areas with expertise in the subject matter they are wanting to instruct.
- In conjunction with the above requirements, Instructors must hold certification from a recognized program of instruction or hold a recognized qualification in techniques of instruction and adult education methodologies. Some instructor qualifications and courses include:
 - NFA educational methodology course
 - National Wildfire Coordinating Group (NWCG) Facilitative Instructor course (M-410)
 - Center for Domestic Preparedness (CDP) Instructor Training Course

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- State-certified Level II (or higher) fire, rescue, or EMS instructor course (for example, NFPA 1041 Level II)
- FEMA EMI E/L0141, Instructional Presentation and Evaluation Skills or the state delivered G0265, Basic Instructional Skills Course
- U.S. Army Small Group Instructor Training Course (SGITC), Basic Instructor Course (ABIC) (formerly called the Total Army Instructor Training Course (TAITC)), or other US Military Formal Instructor courses.
- State teaching certificate
- Advanced degree in education, educational psychology, technical education, or a related program

For more information on FEMA Instructor Qualification guidelines please visit: <https://training.fema.gov/nims/docs/nims%20ics%20instructor%20qualifications.pdf>.

The Position Specific courses list below:

- NIMS ICS All-Hazard Incident Commander Course (E/L-0950) (35 Hour Course)
- NIMS ICS All-Hazards Public Information Officer Course (E/L-0952) (35 Hour Course)
- NIMS ICS All-Hazards Safety Officer Course (E/L-0954) (28 Hour Course)
- NIMS ICS All-Hazards Liaison Officer Course (E/L-0956) (14 Hour Course)
- NIMS ICS All-Hazards Operations Section Chief Course (E/L-0958) (28 Hour Course)
- NIMS ICS All-Hazards Division/Group Supervisor Course (E/L-0960) (21 Hour Course)
- NIMS ICS All-Hazards Planning Section Chief Course (E/L-0962) (28 Hour Course)
- NIMS ICS All Hazards Situation Unit Leader Course (E/L-0964) (35 Hour Course)
- NIMS ICS All Hazards Resource Unit Leader Course (E/L-0965) (28 Hour Course)
- NIMS ICS All-Hazards Logistics Section Chief Course (E/L-0967) (35 Hour Course)
- NIMS ICS All-Hazards Communications Unit Leader Course (E/L-0969) (21 Hour Course)
- NIMS ICS All-Hazards Supply Unit Leader Course (E/L-0970) (28 Hour Course)
- NIMS ICS All-Hazards Facilities Unit Leader Course (E/L-0971) (35 Hour Course)
- NIMS ICS All-Hazards Finance/Administration Section Chief Course (E/L-0973) (21 Hour Course)
- NIMS ICS All-Hazards Finance/Administration Unit Leader Course (E/L-0975) (21 Hour Course)
- NIMS ICS All-Hazards Task Force/Strike Team Leader Course (E/L-0984) (21 Hour Course)
- NIMS ICS All-Hazards Introduction to Air Operations Course (/L-0986) (21 Hour Course)

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- NIMS ICS All-Hazards Air Operations Group Supervisor Course (E/L-0987) (14 Hour Course)

3.11 National Emergency Management Basic Academy

Instructors MUST complete the E/L-110 Basic Academy Train the Trainer course to be eligible to instruct the components of the FEMA Basic Academy (additionally there are supplementary requirements as listed below).

L-101 Foundation of Emergency Management

(40-hour course)

FEMA's Emergency Management Institute and Nevada DEM strongly recommends that individuals that teach the L-101 Foundation of Emergency Management course complete the E/L-101 Foundations of Emergency Management course prior to teaching this course. Additionally, instructors MUST complete the E/L-110 Basic Academy Train the Trainer course to be eligible.

L-102 Science of Disaster

(24-hour course)

Instructors must be an experienced trainer with demonstrated expertise in teaching scientific concepts and hold at least a bachelor's degree from a regionally accredited college or university. In addition to the lead instructor, DEM may invite individuals with a strong background in the following areas to serve as Subject Matter Experts: Science, Climatology, Flood Insurance Program, Flood Plain Management, Weather, Geology, Earth Science, and Chemical, biological, radiological, and nuclear defense (CBRN defense or CBRNE defense).

L-103 Planning: Emergency Operations

(16-hour course)

FEMA's Emergency Management Institute and Nevada DEM strongly recommends that individuals that teach the L-103 Planning course complete the L-103 or other Planning course prior to teaching. Additionally, instructors MUST complete the E/L-110 Basic Academy Train the Trainer course to be eligible.

L-E/L/K 0146 Homeland Security Exercise and Evaluation Program

(16-hour course)

FEMA's Emergency Management Institute and Nevada DEM strongly recommends that individuals that teach the 0146 Homeland Security Exercise and Evaluation Program course

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complete the course prior to teaching this course. Additionally, instructors **MUST** complete the E/L-110 Basic Academy Train the Trainer course to be eligible.

L-105 Public Information Basics

(24-hour course)

FEMA's Emergency Management Institute and Nevada DEM strongly recommends that individuals that teach the L-105 Public Information and Warning course complete this or other PIO course prior to teaching this course. Additionally, instructors **MUST** complete the E/L-110 Basic Academy Train the Trainer course to be eligible.

Instructor Application Form

Instructor applications must be completed fully, signed, and dated. All certifications of the courses that the applicant is requesting to teach must be attached to the application.

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Instructor Application

Applicant Information

Last Name _____ First Name _____ Middle Initial _____

Home Address _____ City _____ ST _____ Zip _____

Personal Email Address _____

Work Email Address _____

Phone _____ Cell _____ FEMA SID # _____

Education and Experience

Are you a current instructor? Name of current organization or agency you teach or are employed by: _____

Yes No _____

What is your current job position or duties? _____

Please describe your training experience. _____

Please list all the courses you are qualified to teach and attach certifications:

Additional Information

Would you be interested in teaching for the Division of Emergency Management as an Adjunct Instructor? Yes No

If so, how far would you be willing to travel to teach? _____

Signature

I certify that my answers are true and complete to the best of my knowledge. I also agree to follow all policies, procedures and processes set forth by DEM Training Division.

Signature of Applicant _____ Date _____

Signature of Agency Approval _____ Date _____

Approved by DEM Training _____ Date _____

Nevada Division of Emergency Management

Attachment A

Course Coordination Worksheet

NDEM Training Unit Course Coordination Worksheet

Title: _____ Course Code*: _____ Dates: _____
Class Day 1 - Start Time _____ End Time _____ Class Day 2 - Start Time _____ End Time _____
Class Day 3 - Start Time _____ End Time _____ Class Day 4 - Start Time _____ End Time _____
Maximum # Students: _____ List course prerequisites: _____
Is NDEM providing student certificates? Yes No Special Course: _____ By Invitation Only/Closed, etc

One individual will be responsible for coordinating and completing registration and course close-out activities.

Name _____
Course Mgr. (POC): _____ Phone: _____ Fax: _____ Email: _____
Address: _____ City: _____ Zip: _____
Lead Instructor: _____ Phone: _____ Fax: _____ Email: _____
Address: _____ City: _____ Zip: _____
Adjunct (Opt.): _____ Phone: _____ Fax: _____ Email: _____
Adjunct (Opt.): _____ Phone: _____ Fax: _____ Email: _____

Person Completing Form: _____ Phone and/or Extension: _____

Remarks: _____

Date Entered Into DEM System _____

By _____

*The course code will be either G, ICS, IS or L followed by a number. i.e. G610, IS-100, L449

Nevada Division of Emergency Management

Attachment C

Student Evaluation Forms

Course Completion Survey:

1. What course is this survey for?

| |
|--|
| |
|--|

2. What is the beginning date of the course which you attended?

| | | | | | |
|--------------|--|------------|--|-------------|--|
| Month | | Day | | Year | |
|--------------|--|------------|--|-------------|--|

3. What level of Government do you work in? *check one*

| | | | |
|--------------------------|----------------|--------------------------|------------------------------|
| <input type="checkbox"/> | Federal | <input type="checkbox"/> | Local |
| <input type="checkbox"/> | State | <input type="checkbox"/> | Tribal |
| <input type="checkbox"/> | County | <input type="checkbox"/> | Other NGO: Enter name |

4. What is the name of your agency?

| |
|--|
| |
|--|

5. How many years have you served in your primary discipline?

| |
|--|
| |
|--|

6. Who was/were the Instructor(s) in this course?

| | |
|-----------|--|
| 1. | |
| 2. | |
| 3. | |
| 4. | |

7. How was the registration process for this course? *check one*

| | |
|--------------------------|-----------------------|
| <input type="checkbox"/> | Extremely Easy |
| <input type="checkbox"/> | Easy |
| <input type="checkbox"/> | Few Problems |
| <input type="checkbox"/> | Challenging |
| <input type="checkbox"/> | Difficult |

8. Quality of course content and instruction: *check box*

| | | | | | | |
|---------------------------|--------------------------|-----------------|----------------------------------|--------------|-----------------------|------------|
| | Strongly disagree | Disagree | Neither agree or disagree | Agree | Strongly Agree | N/A |
| Was well organized | | | | | | |

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Attachment D



Course Manager Evaluation Worksh

Nevada DEM

Division of Emergency Management

Course Manager Evaluation Worksheet

| | | |
|--|-----------|--------|
| Course Description: | | |
| Start Date: | End Date: | Hours: |
| City: | County: | |
| Course Managers: Indicate course materials submitted with this course packet. | | |

- Course Managers Evaluation
 Other:
- Original Sign-In Sheet
- Participant Evaluations

| | |
|--|----------------|
| List each instructor assisting with course instruction. Estimate % of instruction for each instructor. Ensure all instructors are credited. | |
| Name (Last, First): | % Instruction: |
| Course Manager: | Phone No. |

| Manager Evaluation | Yes | No |
|--|--------------------------|--------------------------|
| Course materials are technically accurate and current | <input type="checkbox"/> | <input type="checkbox"/> |
| Course materials are appropriate for target audience | <input type="checkbox"/> | <input type="checkbox"/> |
| Course content was current, relevant, well organized, and complete | <input type="checkbox"/> | <input type="checkbox"/> |
| Course objectives were met, and sessions facilitated learning | <input type="checkbox"/> | <input type="checkbox"/> |

| | |
|---|-------|
| Evaluate course materials and objectives. Any "no" response, please provide additional information below in the comment field. | |
| Manager Signature: | Date: |

| |
|-----------|
| Comments: |
|-----------|

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Policy Acknowledgement

I acknowledge that I have received a copy of the State of Nevada Training Instructor Policy.

I have read and understand the contents of this program and will act in accordance with these policies and procedures as a condition of my involvement with the Nevada Division of Emergency Management, Instructor Program.

By completing and signing this form, I hereby certify that I meet the criteria described in this policy and will adhere to the listed guidelines.

APPLICANT PRINTED NAME: _____ **DATE:** ____ / ____ /20 ____

APPLICANT SIGNATURE: _____ **PHONE:** (____) _____

EMAIL: _____@_____ **COUNTY:** _____

ADDRESS: _____

4. Pandemic / Novel Influenza Training Guidelines



Classroom and Training Safety Precautions Guidelines in Response to Pandemic / Novel Influenza

The following guidelines are required to be followed by agencies hosting state sponsored classes

If anyone shows any signs of being symptomatic, they are not allowed to participate and shall not be allowed to stay at the facility

1. Social Distancing measures shall be followed to increase physical space between all participants while attending state sponsored classes or training events. A minimum six-foot separation shall be maintained by all participants as much as possible.
2. All participants must wear a face covering while in the facility where the class or training event is to be held. Areas include the classroom, open areas, bathrooms, breakrooms, hallways, elevators, and training grounds. Participants shall provide their own face coverings that are appropriate for a classroom setting. If a person does not wear a face covering, they will not be allowed to attend the class or training event.
3. Participants include all instructors, students and anyone who will be assisting during the class or training event. There shall be no additional people allowed to be present.
4. All participants are to receive a temperature check prior to the start of any state sponsored class or training event. If a person's temperature registers at 100.4 or higher, they shall not be allowed to participate in the class or training event and will not be allowed to remain at the facility. Temperature checks will be provided by the host agency. If a class or training event is scheduled for multiple days participants shall receive a temperature check at the start of each day.
5. All participants shall read through the Health Self-Check screening questions prior to the start of the class or training event. The questions shall be displayed to allow participants to review them prior the start of the class or training event. The instructor shall ensure that all participants review the questions and has had a temperature check.
6. *The Health Self-Check screening questions are located on the last page of this document.*
7. After a person has reviewed the self-check questions and answers "Yes" to any of the questions that person shall not be allowed to participate. After each of the participants have

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reviewed the self-check questions and acknowledges they do not have any symptoms or conditions listed, they are confirming they are healthy enough to participate. If any class or training event is scheduled for multiple days participants shall review the questions at the start of each day.

8. Participants shall be encouraged to conduct frequent and thorough handwashing throughout the duration of the class or training event. Hand sanitizer must be provided by the host agency to be utilized throughout the course.
9. Increased sanitation is encouraged. Surfaces frequently touched by multiple participants, such as doors, door handles, desks, phones, light switches, tables, chairs, etc. should be cleaned and disinfected. Classrooms shall be cleaned and disinfected prior to the start of each day of the class or training event.
10. In the classroom participants shall wear face coverings and are to be seated in a way to maintain the required six-foot separation. Classes sizes will be determined by the classroom space available to maintain the required distance.
11. Participants shall limit the number of items that they bring to the class or training event. They should only bring items that are required for the class or training event to limit possible contamination.
12. Participants are not allowed to have any food in the training facility, classroom, or breakout sessions. Food is not to be shared with others. Food only allowed in designated areas.
13. During breakout sessions groups shall maintain social distancing. Participants should avoid sharing handouts, writing utensils or any other materials during the class or training event. If items are shared, they must be disinfected in between use. Instructors shall limit the number of handouts or items given to the participants and if possible, documents should be sent electronically.
14. Participants shall stay in the classroom or designated areas maintaining social distancing and limit their travel in and around the facility as much as possible. Participants shall not congregate without maintaining social distancing measures and shall stay in small groups.
15. Equipment is not to be shared between individuals whenever possible. If it is not possible to issue each person their own individual piece of equipment, each piece of equipment shall be thoroughly disinfected prior to it being used by another individual. Equipment shall be cleaned and disinfected using manufacturer recommendations.

***These guidelines may be updated regarding mandated requirements
for Pandemic / Novel Influenza safety***



Health Self-Check Screening Questions

Participants are required to answer the following questions

**Do you have a cough that you cannot attribute to another health condition?
YES / NO**

Do you have shortness of breath that you cannot attribute to another health condition? YES / NO

Do you have any two of the following symptoms: Fever (100.4°F or higher), chills, repeated shaking with chills, muscle pain, headache, sore throat, or loss of taste or smell? YES / NO

Have you been in close contact (within six feet) with someone who has a laboratory-confirmed Pandemic Virus diagnosis in the past 14 days? YES / NO

IF YOU ANSWER YES TO ANY OF THE QUESTIONS

PLEASE ADVISE THE INSTRUCTOR

5. Pandemic / Novel Influenza Questionnaire



Nevada Department of
Public Safety
Division of Emergency Management

Course Manager,

The following guidelines are required to be followed by agencies hosting state sponsored classes.

Please complete survey and submit it with your pre-course documentation.

Course Name _____ **Date** _____

Location _____

Host Agency _____

POC Name _____ **Phone** _____

Number of Students _____

Required Primary Health and Safety Measures (host responsibility):

If you answer NO to any of the follow please explain.

1. Is the classroom set-up for social distancing?
2. Will social distancing movement be controlled and maintained at all times?
3. Will students and instructors' temperatures be taken daily?
4. Will masks be required to be worn by all students and instructors at all time?
5. Will the host provide masks for any student that arrives without mask?
6. Will hand sanitizer be available at all times?

Submitted by and Title: _____

Date: _____

Volume IV: Exercise

1. Overview

Volume IV of the Framework contains the “State of Nevada Exercise Program Guide.” The NIMS Matrix in Table 1, Volume I, Section 1.2, provides a roadmap for the Nevada Department of Emergency Management to guide the efforts of itself and its whole community partners across the State to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity. Specifically, the NIMS Matrix outlines the activities that are appropriate for emergency management programs of all sizes. In that regard, the NIMS Matrix outlines the exercises for each size/type of emergency management program.

2 State of Nevada Exercise Program Guidance

2.1 Introduction

The primary purpose of this guidance is to promote the importance of establishing and maintaining a progressive, comprehensive exercise program; a program which will ensure that local jurisdictions have realistic, tested, and proven plans with policies and procedures that reflect the specific needs of each community. Principles set forth in this document will encompass the notion that state, local, and tribal governments have direct responsibility to train and exercise their own homeland security professionals.

DEM is required to maintain and implement this guidance by the Nevada Revised Statutes chapter 414.040 4(b-2) “Prepare state and local governmental agencies, private organizations and other persons to be capable of responding appropriately if an emergency or disaster occurs by fostering the adoption of plans for emergency operations, conducting exercises to test those plans....”, and again in chapter 414.060 3(c) “In accordance with the plan and program for the emergency management in this State, procure supplies and equipment, institute planning, training and exercise programs....”

In order for this type of program to be effective, it will require a concentrated effort by state and local personnel to create a *partnership* dedicated to improving the delivery of emergency services through an objectives-driven capabilities-based approach. This will require joint planning, ongoing training, and exercising the various functions and capabilities identified through the five mission areas of homeland security: prevention, protection, mitigation, response, and recovery. Constant focus remains on encouraging more and more governmental agencies, private industry, and the “Whole Community” to hold a pro-active stance that will improve their abilities to respond effectively to and recover efficiently from emergency and disaster situations.

This guidance has been designed to provide information pertaining to the requirements and documentation of emergency management exercises consistent with law as outlined in the Nevada Revised Statutes (NRS) and the principles contained within the new Homeland Security Exercise Evaluation Program (HSEEP) dated January 2020, the National Incident Management System (NIMS), National Preparedness Goal (NPG), National Preparedness System (NPS), National Exercise Program NEP Baseline Plan (NEP Base Plan), and all current Department of Homeland Security (DHS) Grants Guidance related to exercises.

2.2 *Homeland Security Exercise and Evaluation Program (HSEEP)*

The Homeland Security Exercise and Evaluation Program (HSEEP) document dated January 2020 provides a set of fundamental principles for exercise programs, as well as a common approach to program management, design and development, conduct, evaluation, and improvement planning. Exercises are an important component of preparedness, by providing the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement. An exercise is an event or activity, delivered through discussion or action, to develop, assess, or validate plans, policies, procedures, and capabilities that jurisdictions/organizations can use to achieve planned objectives. Figure 6 below depicts HSEEP exercise program management as a continuously improving, progressive model.

Adherence to the policy and guidance presented in HSEEP ensures that exercise programs conform to established best practices and helps provide unity and consistency of effort for exercises at all levels of government.

This document will help define the key requirements for an entity to meet DHS grant guidance.



Figure 6. HSEEP Exercise Cycle.

Integrated Preparedness Cycle

The Integrated Preparedness Cycle of planning, organizing/ equipping, training, exercising, and evaluating/improving is a continuous process that ensures the regular examination of ever-changing threats, hazards, and risks, as shown in Figure 6. The Cycle involves the assessment of threats, hazards, and risks; new and updated plans; and improvements implemented from previously identified shortfalls or gaps and the State Threat and Hazards Identification Risk Assessment/Stakeholders Preparedness Review (THIRA/SPR). The preparedness priorities are developed to ensure that the needed preparedness elements are incorporated. This cycle provides a continual and reliable approach to support decision making, resource allocation, and measure progress toward building, sustaining, and delivering capabilities based on a jurisdiction's / organization's threats, hazards, and risks.

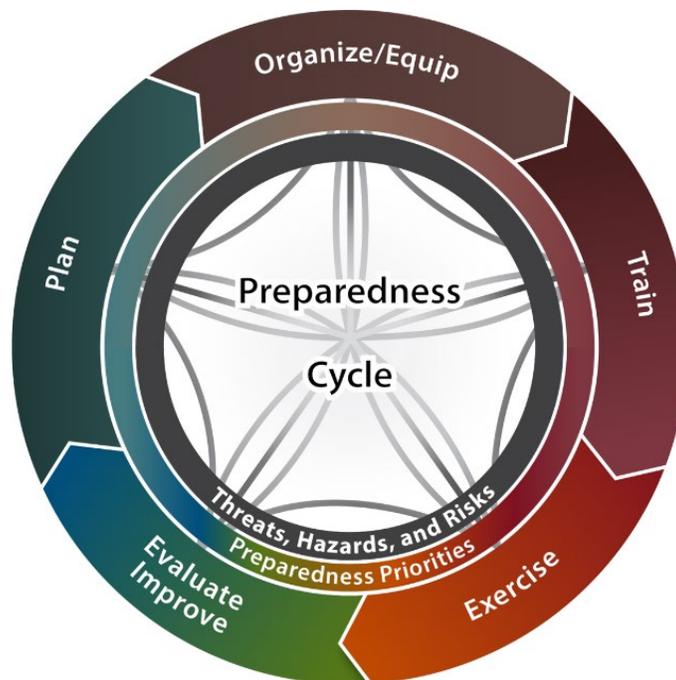


Figure 7. Preparedness Cycle.

Linking Integrated Preparedness Cycle and HSEEP:

The exercise phase of the Integrated Preparedness Cycle is linked to the program management process and starts the design and development of individual exercises within HSEEP. Multi-year preparedness priorities guide the exercise program to produce quality individual exercises. These

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individual exercises are used to build, sustain, and deliver capabilities. This is accomplished by performing the following components:

- Engaging senior leaders,
- Establishing multi-year preparedness priorities,
- Conducting an Integrated Preparedness Planning Workshop (IPPW),
- Developing a multi-year Integrated Preparedness Plan (IPP),
- Maintaining program reporting of exercise outcomes, and
- Managing exercise program resources.

Senior Leaders

The early and frequent engagement of senior leaders is the key to the success of any exercise program. Senior leaders provide the overarching guidance and direction for the exercise and evaluation program as well as specific intent for individual exercises. This includes all senior leaders not just elected or appointed officials.

Multi-year Preparedness Priorities

Preparedness priorities should be established by senior leaders and informed by risk and capability assessments, findings, and corrective actions from previous events and external requirements like regulations and grant guidance. Preparedness priorities should be comprehensive to meet whole community needs and drive preparedness activities throughout the Integrated Preparedness Cycle. For exercises, these priorities guide the development of exercise objectives, related training, staffing, resourcing, and other planning activities to ensure individual exercises assess and validate preparedness in an integrated and coordinated way.

Integrated Preparedness Planning Workshop (IPPW):

The Integrated Preparedness Planning Workshop (IPPW) is a meeting that establishes the strategy and structure for an exercise program, in addition to broader preparedness efforts, while setting the foundation for the planning, conduct, and evaluation of individual exercises. This meeting occurs on a periodic basis depending on the needs of the program and any grant or cooperative agreement requirements.

Multi-Year Integrated Preparedness Plan (IPP):

The Integrated Preparedness Plan (IPP) is a document for combining efforts across the elements of the Integrated Preparedness Cycle to make sure that a jurisdiction/organization has the capabilities to handle threats and hazards. Through effective program management, each planning,

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organizing/equipping, training, exercising, and evaluating/improving activity becomes a supporting component of the larger preparedness priorities. These preparedness priorities help exercise planners design and develop a multi-year exercise program of individual exercises that target resources to where they are most useful. Reference the National Preparedness Goal for information regarding how resources are critical for those responsible in delivering capabilities toward national preparedness. This progressive approach ensures jurisdictions/organizations select the appropriate exercise types.

Program Reporting:

Program reporting is intended to provide senior leaders with an analysis of issues, trends, and key outcomes from all exercises conducted as part of the exercise program, along with a continuous update on corrective actions. Reporting is a communications tool to inform senior leaders and guides the development of future preparedness activities. Program reporting, similar to the Rolling Summary Report, is not a collection of After-Action Reports, but it does feed into the IPP and is part of a continuous improvement process.

Managing Exercise Program Resources:

An effective exercise program utilizes the full range of available resources. Exercise program managers should plan an exercise budget, appropriate program staffing, and other needed resources.

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Exercise Types

A consistent terminology and methodology for exercises is critical to avoid confusion, and to ensure that entities can exercise together seamlessly. To lay an effective foundation for a successful exercise program, the below descriptions and accompanying tables give the proper terminology and definitions of the exercise types.

There are seven (7) types of exercises defined within HSEEP, each of which is either *discussions-based* or *operations-based*.

Discussions-Based Exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises familiarize players with or develop new plans, policies, procedures, and agreements. Discussion-based exercises focus on strategic, policy-oriented issues, and facilitators or presenters lead the discussion, keeping participants moving towards meeting the exercise objectives. Types of Discussion-Based Exercises include:

| Type | Purpose | Structure | Participant Goals | Conduct Characteristics | Outcomes |
|-------------------------|---|--|--|---|---|
| Seminar | <ul style="list-style-type: none"> • Common framework of understanding • Starting point for developing or changing plans, policies, or procedures | <ul style="list-style-type: none"> • Presentations, SME's, Case studies • Lecture-based • Facilitator, Presenter • Limited feedback | <ul style="list-style-type: none"> • Gain awareness or assess capabilities, operations • Set objectives for future capabilities | <ul style="list-style-type: none"> • Minimal time constraints • Effective for small or large groups | <ul style="list-style-type: none"> • Report that captures discussions, issues, and action items • AAR/IP |
| Workshop | <ul style="list-style-type: none"> • Focus is on building a product • To focus on specific issues | <ul style="list-style-type: none"> • Uses a venue conducive to discussion • Lectures, presentations, panel/case study discussions • Working breakout sessions • Facilitator, Presenter | <ul style="list-style-type: none"> • Develop a product as a group • Obtain consensus • Information sharing, collection | <ul style="list-style-type: none"> • Participant discussion • Relevant Stakeholder participation • Uses clear objective/ goals • Breakout sessions • Small or large groups | <ul style="list-style-type: none"> • Emergency Ops Plans • Mutual Aid Agreements • SOP's • Continuity Plans • Summary Report • AAR/IP |
| Tabletop Exercise (TTX) | <ul style="list-style-type: none"> • Discussion of issues regarding Exercise scenario • Identify strengths and areas of | <ul style="list-style-type: none"> • Scenario based • Players use knowledge and skills • Problems worked by group • Plenary or Breakout | <ul style="list-style-type: none"> • Enhance awareness, roles, and responsibilities • Validate plans and procedures • Discuss concepts or | <ul style="list-style-type: none"> • Experienced Facilitator • In-depth discussions • Problem-solving environment • No -fault | <ul style="list-style-type: none"> • Recommend revisions to plans, policies, procedures • AAR/IP |

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| Type | Purpose | Structure | Participant Goals | Conduct Characteristics | Outcomes |
|------|--|---|---|---|--|
| | improvement | sessions <ul style="list-style-type: none"> • Facilitator, Presenter | assess systems | environment | |
| Game | <ul style="list-style-type: none"> • Simulate Operations of player decisions • Critical decision points are major factor in evaluation | <ul style="list-style-type: none"> • Team based, using actual or hypothetical situation • Decision-making based on design and objectives • Open, decision-based format can use “what if” questions • Pre-scripted or dynamic decision based on player actions | <ul style="list-style-type: none"> • Explore decision processes and consequences • Conduct analysis of existing plans • Evaluate existing and potential strategies | <ul style="list-style-type: none"> • No resources used • Uses multiple teams • Uses models and simulations with increasing complexity • Can use pre-scripted activities | <ul style="list-style-type: none"> • Validate plans, policies, procedures or evaluating resources • AAR/IP |

Table 6. Types of Discussion-Based Exercises.

Operations-Based Exercises include drills, functional exercises (FE), and full-scale exercises (FSE). These exercises validate plans, policies, procedures, and agreements; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises include a real-time response such as initiating communications or mobilizing personnel and resources. Types of Operations-Based Exercises include:

| Type | Purpose | Structure | Participant Goals | Conduct Characteristics | Outcomes |
|-----------------|--|--|--|---|--|
| Drill | <ul style="list-style-type: none"> • Coordinated activity to validate function or capability in an agency/organization • Training on new equipment, validate procedures, maintain skills | <ul style="list-style-type: none"> • Standalone or series of drills • Defined plans, procedures, and protocols need to be in place | <ul style="list-style-type: none"> • Evaluate new procedures, policies, equipment • Practice and maintain skills • Prepare for future exercises | <ul style="list-style-type: none"> • Immediate feedback • Realistic environment • Narrow focus • Performance in isolation • Results are measured against established standards | <ul style="list-style-type: none"> • Determine if plans can be executed as designed • Assess whether more training is required • Reinforce best practices • An After-Action Report (AAR)/Improvement Plan (IP) |
| Functional (FE) | <ul style="list-style-type: none"> • Validate and evaluate capabilities, multiple functions and/or | <ul style="list-style-type: none"> • Events are projected through a realistic exercise scenario with event updates | <ul style="list-style-type: none"> • Validate and evaluate capabilities • Focused on plans, | <ul style="list-style-type: none"> • Conducted in a realistic environment • Usually, simulated deployment of | <ul style="list-style-type: none"> • Management evaluation of Emergency Operations Center (EOCs), |

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| Type | Purpose | Structure | Participant Goals | Conduct Characteristics | Outcomes |
|---------------------------|--|--|---|---|--|
| | <p>sub-functions, or interdependent groups of activities</p> <ul style="list-style-type: none"> • Exercise plans, policies, procedures, and staffs involved in management, direction command, and control functions • Apply established plans, policies, and procedures under crisis conditions | <p>that drive activity typically at the management level</p> <ul style="list-style-type: none"> • Controllers typically use a Master Scenario Events List (MSEL) to ensure participant activity remains within predefined boundaries • Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable) | <p>policies, and procedures</p> | <p>resources and personnel</p> <ul style="list-style-type: none"> • Use of Simulation Cell and Master Scenario Events List (MSEL) • Simulators can inject scenario elements • Include controller and evaluators | <p>command post, headquarters, and staffs</p> <ul style="list-style-type: none"> • Performance analysis • Cooperative relationships are strengthened • An After-Action Report (AAR)/Improvement Plan (IP) |
| Full-Scale Exercise (FSE) | <ul style="list-style-type: none"> • Often includes many players operating under cooperative systems such as the Incident Command System (ICS) Unified Command • Focus on implementing and analyzing the plans, policies, and procedures that may have been developed in discussion-based exercises and honed during previous, smaller exercises | <ul style="list-style-type: none"> • Events are projected through an exercise scenario with event updates that drive activity at the operational level • Involves multiple agencies, organizations, and jurisdictions • Use of a MSEL drives player actions • SimCell controllers inject scenario | <ul style="list-style-type: none"> • Demonstrate roles and responsibilities as addressed in plans and procedures • Coordinate between multiple agencies, organizations, and jurisdictions | <ul style="list-style-type: none"> • Rapid problem solving; critical thinking • Mobilization of personnel and resources • Exercise site is usually large with many activities occurring simultaneously • Site logistics require close monitoring • Safety issues, particularly regarding the use of props and special effects, must be monitored • Demonstrate roles and responsibilities as addressed in | <ul style="list-style-type: none"> • Validate plans, policies, and procedures • Evaluate resource requirements • An After-Action Report (AAR)/Improvement Plan (IP) |

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| Type | Purpose | Structure | Participant Goals | Conduct Characteristics | Outcomes |
|------|---------|--|-------------------|-------------------------|----------|
| | | elements <ul style="list-style-type: none"> • The level of support needed may be greater than that needed for other types of exercises • Conducted in a realistic environment to mirror a real incident by presenting complex problems | | plans and procedures | |

Table 7. Types of Operations-Based Exercises.

Exercise Documentation

Exercise documentation provides the framework for exercise conduct and evaluation. The documentation helps the planning team apply the HSEEP Cycle. The most commonly used exercise design and development documents for Discussion-Based and Operations-Based exercises are listed below and more information can be found at: <https://preptoolkit.fema.gov/web/hseep-resources>.

- A ***Situation Manual (SitMan)***, A document that provides background information and serves as the primary reference material for exercise participants (core document for discussion-based exercises).
- The ***Exercise Plan (ExPlan)***, A document that provides general information to exercise participants, including exercise objectives and scope, not including the scenario information.
- The ***Controller and Evaluator (C/E) Handbook***, A document that provides specific exercise information and guidance for controllers and evaluators, may be a standalone document or supplement to the Exercise Plan, and adjusted accordingly.
- The ***Master Scenario Events List (MSEL)***, A document or system that is a chronological timeline of expected actions and scripted events to be injected into exercise play by controllers to generate or prompt player activity. It ensures necessary events happen so that

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all objectives are met. Larger, more complex exercises may also use a procedural flow, which differs from the MSEL in that it contains only expected player actions or events. The MSEL links simulation to action, enhances the exercise experience for players, and reflects an incident or activity meant to prompt players to action.

- **A *Player Handout***, A document that supplements the Exercise Plan and provides players with a quick-reference guide; sometimes referred to as “a pocketsize trifold or bifold.”
- ***Exercise Evaluation Guides (EEGs)***, A document that captures information specifically related to the evaluation requirements developed by the exercise planning team. The EEG provides evaluators with a standardized tool to guide data collection and capture performance results. Since each jurisdiction/organization has unique targets and critical tasks, EEGs are developed specific to their plans, policies, procedures, and protocols.
- An ***After-Action Report/Improvement Plan (AAR/IP)***, The AAR/IP is a document that generally includes an exercise overview, analysis of capabilities, and a list of corrective actions. The length, format, and development timeframe of the AAR/IP depend on the exercise type and scope. The AAR/IP should include an overview of performance related to each exercise objective and associated capabilities.
- **NOTE: *Seminars and Workshop may use a summary form of AAR/IP.*** The summary form still needs to list the core capabilities addressed, purpose for the Seminar or Workshop, participating organizations, issues discussed and recommendations.

Planning and After-Action Meetings

The types of planning activities most useful in exercise design and development are listed below. The primary planning activities include establishing an exercise timeline and assembling the exercise planning team. The exercise planning team members decide the type and number of additional planning meetings necessary.

| Type | Meeting Focus | Discussion Points | Exercise Tools | Outcomes |
|-----------------------------------|--|--|--|--|
| Concept & Objective Meeting (C&O) | <ul style="list-style-type: none"> • Formal beginning of the planning process • Priorities and objectives are determined | <ul style="list-style-type: none"> • Scope • Aligned Capabilities • Location, Date, Duration • Planning Team makeup • Assumptions and Artificialities | <ul style="list-style-type: none"> • Meeting agenda and briefing • Background and rationale for exercise | <ul style="list-style-type: none"> • Exercise Concept • Timeline (group consensus) • Extent of Participation • Identifying Planning Team • Timelines, Milestones, and |

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| Type | Meeting Focus | Discussion Points | Exercise Tools | Outcomes |
|--------------------------------|---|---|---|---|
| | | <ul style="list-style-type: none"> • Security • Resources, Logistics • Timeline, Milestones • Concerns, Sensitivities, Local Issues • Guidance and Intent | | meeting dates |
| Initial Planning Meeting (IPM) | <ul style="list-style-type: none"> • Formal start to development phase • Refining scope and objectives for exercise | <ul style="list-style-type: none"> • Defined Objectives and Capabilities • Evaluation requirements • Relevant plans, policies, and procedures to evaluate • Scenario creation • Modeling and Simulations • Extent of Play • Duration of Exercise • Planners' roles and responsibilities • Concerns, Sensitivities, Local Issues • Date, Time, Location for next meeting | <ul style="list-style-type: none"> • Meeting agenda • Overview of exercise and meeting discussion points • THIRA assessment • Room layout (Discussion) • Venue layout (Operations) • Proposed Timelines, Milestones | <ul style="list-style-type: none"> • Defined Objectives and Capabilities • Initial Capability Targets and Critical Tasks • Scenario Variables • List of participating organizations • Develop Exercise Documents • Identify SME's |
| Midterm Planning Meeting (MPM) | <ul style="list-style-type: none"> • Continued development phase • Scenario development • Exercise product development | <ul style="list-style-type: none"> • Draft exercise documentation • Scenario timeline building • Development of MSEL (if no MSEL meeting planned) • Venue artificialities | <ul style="list-style-type: none"> • Agenda • Briefing overview of exercise discussion points • IPM minutes • Draft scenario timeline • Draft exercise | <ul style="list-style-type: none"> • Review exercise documentation • Draft Facilitator Guide or C/E Handbook, and EEG's • Well-developed scenario with injects • Agreement on exercise site |

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| Type | Meeting Focus | Discussion Points | Exercise Tools | Outcomes |
|------------------------------------|---|---|---|---|
| | | <ul style="list-style-type: none"> and/or limitations • Agreement of final logistical items | <ul style="list-style-type: none"> documentation • Other selected documentation for planning guidance | <ul style="list-style-type: none"> • Logistics planning requirements • Date, Time, Location for MSEL (if done) and FPM |
| Master Scenario Events List (MSEL) | <ul style="list-style-type: none"> • Reviewing timeline and developing injects • Identify activities that must occur in exercise | <ul style="list-style-type: none"> • Tasks, conditions, standards to meet objectives • Key events, critical tasks • Event originator, target player, expected actions, timeframes • Contingency injects to prompt player | <ul style="list-style-type: none"> • Agenda • Previous meeting minutes • Draft exercise documentation • Applicable plans, policies, procedures • Agreed-upon MSEL template | <ul style="list-style-type: none"> • Event injects and delivery timeline created • Assignment of responsibility for conducting events • Revisions of draft scenario- based documents • Timeline for completion |
| Final Planning Meeting (FPM) | <ul style="list-style-type: none"> • Ensure all elements of exercise are ready for conduct. • Receive final drafts of exercise materials prior to meeting • No changes to scope, design, or supporting documentation | <ul style="list-style-type: none"> • Comprehensive final review • Approve all remaining draft documents, presentation materials • Resolve any open planning issues • Identify last minute concerns • Review all exercise logistical activities | <ul style="list-style-type: none"> • Agenda • Meeting minutes from IPM, MPM, MSEL for review • All draft exercise documents and documentation • Previously finalized documents | <ul style="list-style-type: none"> • Final approval of exercise documents/materials • Identified issues resolved • Approve exercise processes and procedures • Assignments, facilities, equipment, schedules, and logistics are confirmed ready |

Table 8. Planning and After-Action Meetings.

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NIMS and Grant Guidance Requirements/HSEEP

NIMS Compliance

- Jurisdictions receiving Grant Funds must work toward ensuring that all county plans, policies, procedures, and emergency response personnel are compliant with National Incident Management System (NIMS).
- Exercises conducted using Emergency Management Program Grants (EMPG) funding **must** be NIMS compliant. This includes the following:
 - Developing/enhancing systems to monitor exercise program
 - Conducting all-hazards exercises, based on the likely hazards/risks as identified in a vulnerability assessment and/or THIRA
 - Conducting exercises which include the testing of the Incident Command System structure
 - Any future NIMS mandated exercise requirements

Grant Guidance Requirements

Entities that receive and utilize DHS/FEMA Grant funds (e.g., EMPG) are required to test periodically HSEEP Core Capabilities in exercises in accordance with new HSEEP 2020 Policy. The specific year Grant Guidance will inform them of these requirements, and NDEM Grant Managers can assist jurisdictions in understanding these requirements. Specific requirements can be seen wherever the bolded word **must** appear in the discussion below.

In general, the below represents what Grant Guidance requires:

- All entities receiving Grant Funds **must** take part in or conduct an IPPW that establishes the strategy and structure for a training and exercise program, in addition to broader preparedness efforts, while setting the foundation for the planning, conduct, and evaluation of individual exercises each calendar year that is used to develop a multi-year IPP. The IPPW should include:
 - The entities' training and exercise priorities, a jurisdiction's gap analysis, and the state strategy.
 - The Core Capabilities that the entity will train for and exercise against.
 - An Integrated Preparedness Planning Workshop (IPPW) which:
 - Reflects the training activities which will take place prior to an exercise, allowing exercises to serve as a true validation of previous training.
 - Reflects all exercises in which the entity participates.
 - Employs a progressive and whole community approach for training and exercise activities.

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- All entities receiving Grant Funds **must** publish the new Multi-Year Integrated Preparedness Plan and *should* be part of the state's IPP. Integrating with NDEM IPP counts as publishing. DEM publishes the coordinated IPP in its WebEOC calendar, which is a living document.
- EMPG Grantees (e.g., NDEM) **must** take part in four exercises within a 12-month period, one of which must be a full-scale exercise.
- Individuals whose salaries are funded in whole or in part by EMPG funds **must** participate in a minimum of three exercises per year. Participating as either a Planner or as Exercise Staff (e.g., Controller, Evaluator, or within a Simulation Cell) counts toward this requirement and needs to be documented in the AAR/IP and/or sign-in sheets.
- DEM's Grants Compliance Officer is responsible to ensure Grants compliance by jurisdictions.

NOTE: Entities are encouraged to take part in the annual State IPPW and Preparedness Summit, which counts toward two exercises for each individual attending both.

HSEEP

The HSEEP program guidance document provides a proven and comprehensive set of exercise planning procedures for which it is *recommended* that entities using DHS/FEMA Grant funds follow. These recommendations can be seen wherever the italicized word *should* appear in the discussion below.

- The type of exercise selected by the entity *should* be consistent with the entity's IPP.
- Exercise specific objectives *should* be based on Core Capabilities and their associated critical tasks, which are contained within formal plans, policies, and procedures and should be addressed in EEGs.
- In addition, the exercise specific objectives chosen for an exercise, as much as possible, *should* be linked to a jurisdiction's priorities developed from following the Strategic Planning Process and results of the IPPW.
- The scenarios used in exercises *should* be tailored toward validating the Core Capabilities and exercise specific objectives *should* be based on the entity's hazard/risk vulnerability assessment and/or the Threat/Hazard Identification Risk Assessment (THIRA).
- Exercise planners *should* develop the following documents to support exercise planning, conduct, evaluation, and improvement planning:
 - For Discussion-based Exercises:

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- Situation Manual (SITMAN)
- Exercise Evaluation Guides (EEG)
- For Operations-based Exercises:
 - Exercise Plan (EXPLAN)
 - Player Handout
 - Master Scenario Events List (MSEL)
 - Controller/Evaluator Handbook (C/E Handbook)
 - Exercise Evaluation Guides (EEG)
- Exercise planners **must** develop and turn in an After-Action Report/Improvement Plan to DEM Grants Program Officer and/or Exercise Officer in an electronic format.

Sample templates and formats for all documents are available at:

<https://preptoolkit.fema.gov/web/guest/welcome>.

- AAP/IPs created for exercises *should* use the templates provided within HSEEP as guides.
- Following each exercise, a draft AAR/IP *should* be developed based on information gathered through use of EEGs, participant feedback (written and gathered through an after-action Hot Wash), and evaluator notes.
- Following every exercise, an After-Action Meeting (AAM) *should* be conducted, in which:
 - Key personnel and the exercise planning team are presented with findings and recommendations from the draft AAR/IP.
 - Corrective actions addressing a draft AAR/IP's recommendations are developed and assigned to responsible parties with due dates for completion.
- A final AAR/IP with recommendations and corrective actions derived from discussion at the AAM **must** be completed within a reasonable time after the completion of each exercise. 30-90 Days is reasonable in almost all cases depending on exercise complexity.
- Dissemination of the Final AAR/IP *should* be made to all participating agencies. Submission of a copy of the Final AAR/IP **must** be made to the DEM Grants Program Officer and/or State Exercise Officer in electronic format (Microsoft Word or PDF file) for review and inclusion into the HSEEP database hseep@fema.dhs.gov, the state's EMPG Grants program database, and FEMA R-IX Grants program manager.
- Corrective actions derived from an *AAM* are associated with the recommendations and should be linked to a capability element as defined in the Core Capabilities.

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- Corrective actions included in the improvement plan should be SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) and written as actionable steps intended to resolve capability gaps and shortcomings identified in exercises.
- Corrective actions included in the plan should designate a projected start date and completion date.
- Corrective actions included in the improvement plan *should* be assigned to an organization and a point of contact (POC) within that organization for tracking of improvement.
- Corrective actions *should* be continually monitored and reviewed as part of an organizational Improvement Planning Program. An individual (usually identified in the improvement plan) needs to be designated as each organization's POC who is responsible for managing and reporting the corrective actions resulting from exercises, policy discussions, and real-world events are resolved. Monitoring should take place often, but especially during the Strategic Planning Process.
- Entities **must** have a process for tracking of corrective actions from exercises and real-world events in place and report progress on quarterly reports. A suggested process of tracking such corrective actions is discussed elsewhere in this document.
- Entities *should* consider the revision of current plans, policies, and procedures based on information contained in the AAR/IP to reflect necessary changes and improve performance. Following the development of an AAR/IP, jurisdictions can utilize a Workshop exercise designed to create, modify, and/or update plans by including as participants stakeholders and NDEM State Planners for assistance. Assistance for scheduling and developing such a Workshop could be requested from NDEM anytime but should be scheduled at each annual IPPW.

Substitute Exercise Credit for a Real-World Event

It is understood that the occurrence of an actual emergency or disaster can create difficulties that will affect a jurisdiction's exercise program, capability, and schedule. Therefore, jurisdictions experiencing an actual, substantial response to an emergency or disaster may be eligible to receive substitute credit to satisfy exercise requirements.

To be considered for substitute exercise credit, the documentation of the event does not have to utilize the exact AAR/IP template, but should mirror the intent of the after-action review and improvement planning process of HSEEP Policy, to include:

- A summary or general description of the event(s) that took place

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- The participating organizations in the event.
- What it was about this incident that proved a heightened or exceptional test of the local plan and related resources (*please include any successes, accomplishments, lessons learned, and Core Capabilities tested by the incident*).
- Recommendations for improvement of performance (suggested use of an improvement planning matrix similar to the AAR/IP template).

All submissions should include documentation to the best extent possible – pictures, newspaper articles, etc. The decision to accept or reject the actual incident for substitute exercise credit rests with the Chief, Nevada Division of Emergency Management and Homeland Security.

FEMA Region IX Grants lists these two requirements to meet in order for them to give exercise credit for real-world event:

1. The real-world event must impact the ability of the jurisdiction/entity to conduct the scheduled exercise due to timing of the real-world event, number of whole community partners impacted by the real-world event, capabilities tested by the real-world event nearly mirror those to be tested by the scheduled exercise.
2. Though a local or State Declaration will suffice to add strength to request, the complexity and/or size of necessary response and/or recovery to the real-world event adds necessary strength to request.

Additional Resources and Information

HSEEP Resources

- <https://preptoolkit.fema.gov/web/guest/welcome> provides HSEEP Policy and Guidance along with many templates and helps assisting users to plan for, evaluate, conduct, and track corrective actions from exercises. This site is also home to FEMA's Prep Toolkit that each emergency manager and training/exercise positions throughout the state should register with to access all the HSEEP and exercise helps.

Register at: <https://sso.preptoolkit.fema.gov/register>.

After Action Report / Improvement Plan

- The goal of the DHS exercise evaluation and improvement process is to validate strengths and identify improvement opportunities for the participating organization(s). This is accomplished by observing the exercise based on pre-determined evaluation data to be collected, analyzing the data to compare performance against expected outcomes, and determining what changes need to be made to any procedures, plans,

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staffing, equipment, communications, organizations, and interagency coordination efforts.

Suggested Tracking Process for Improvement Planning

Tracking Corrective Actions

Having a process to track corrective actions contained in AAR/IP's is a requirement for all HSEEP users. Agencies and jurisdictions **must** have a process to track corrective actions to completion. The below process, used by NDEM is a useful and acceptable process and meets all requirements set by HSEEP.

- Collect all improvement plan matrices from exercises your agency/jurisdiction has taken part in over several years.
- Identify all particular improvements assigned specifically to your agency/jurisdiction to track to completion.

NOTE: Responsibility in tracking corrective actions belongs to the agency or jurisdiction as noted in the AAR/IP.

- Create a table or spreadsheet that contains a minimum of columns and column titles that cover the following: Name of exercise, Date of exercise, Corrective action description, Responsible agency/jurisdiction and POC, (suggested) completion date from AAR/IP, and status. Below is an example:

| Exercise | Date | Corrective Action | Responsibility | Completion Date | Status |
|-------------------|----------------|---|-------------------------|-----------------|--|
| County HazMat FSE | June 2021 | Develop Pre-scripted Public Information messages regarding shelter and evacuation | County PIO | Jan. 1, 2022 | County PIO waiting for approval of pre-scripted messages. |
| Bombs are Us | September 2021 | Hold ICS 300 and ICS 400 training for all Incident Command personnel | County Training Officer | June 1, 2022 | IC personnel are scheduled to attend training at NDEM in April 2022. |

Table 9. Corrective Action Plan Template.

- Set up a *recurring schedule* to check on status of these corrective actions. E.g., NDEM checks the status on the 1st of every other month and makes appropriate changes.
- Updating the tracking of corrective actions should follow one of three possible

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outcomes:

1. *Completion.* When the corrective action is completed, remove from the current table and/or spreadsheet and add to a “Completed Corrective Actions” table and/or spreadsheet. Eventually such a list will outnumber the current list and be evidence of improvements made.
2. *Completion Date Change.* If more time is needed to complete the corrective action, change the completion date to a more realistic goal.
3. *No Longer Applicable.* If changes within the emergency management program make a particular corrective action no longer necessary or possible, remove from the current corrective action table and/or spreadsheet and add to the “Completed Corrective Actions” noting it is no longer applicable.

Training and Assistance available from NDEM

The below training is available for individuals and jurisdictions and can be requested through the Emergency Management Institute (EMI) or from the State Exercise Officer:

- Homeland Security Exercise and Evaluation Program (HSEEP) course from NDEM or the web cast course from the Emergency Management Institute (EMI)
- Specialized and/or Just-in-Time training for exercise planning teams and emergency management personnel to include:
 - Controller/Evaluator/Simulation Cell training.
 - AAR/IP writing.
 - Exercise Program Management.
 - Technical training and/or periodic reviews.
- Evaluations of jurisdiction and/or agency plans, policies, and capabilities (e.g., Emergency Operations Plan – EOP; current policies vs. changing Grant requirements/HSEEP policy; etc.

Special Programs Available

FEMA’s National Preparedness Directorate (NPD) and Grant Programs Directorate (GPD) Technical Assistance (TA) program assists states, tribes, and local jurisdictions to build and sustain specific emergency management program capabilities by providing services and analytical capacities drawn from within FEMA, from other Federal Departments and Agencies and from other subject matter experts. Within a requesting jurisdiction, TA provides the relevant practitioners and their leadership with specialized, practical tools and information in order for the jurisdiction to create more resilient, more comprehensive, and better coordinated

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plans and planning. TA differs from training in that TA presumes participants already possess sufficient topical knowledge to consider and discuss new, practical aspects of the TA subject and are able on their own authority to subsequently adjust their emergency management plans and programs.

FEMA NPD provides Preparedness TA activities in support of the four homeland security mission areas of prevention, protection, response, and recovery. FEMA GPD provides Program Management TA that directly supports effective and efficient grant program management. TA is provided free-of charge and is available to all qualified Department of Homeland Security (DHS) FEMA preparedness grantees and subgrantees.

Volume V: Resource Management

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1. Introduction

This Resource Management Guide supports the mission of DEM to provide the closest, most appropriate resources in the support of local jurisdictions during the response to and recovery from an emergency or disaster. It also serves to incorporate provisions of Nevada Revised Statute (NRS) 414A Nevada Intrastate Mutual Aid System (IMAS), the IMAS Policy and Operation Procedures, State Comprehensive Emergency Response Plan (SCEMP), and State Emergency Operations Center (SEOC) Standard Operating Guidelines (SOG) as well as the State of Nevada Response and Recovery Guide for State, Local Governments and Tribal Nations (RRG). The guide incorporates, by reference, other logistics policies and procedures, plans and agreements including the NIMS promulgated under separate authority.

The guide will adhere to the NIMS and address accepted processes of resource management. These processes include personnel credentialing, asset inventorying, identifying resource requirements, ordering and acquiring resources, mobilizing resources, tracking and reporting, demobilizing, recovering, and reimbursement.

2. Purpose

This guide describes the resource management processes and functions that support the state emergency response and recovery operations. It describes the capabilities, process and procedures, and resources available to support the emergency response and recovery efforts.

3. Authorities and References

- Nevada Revised Statutes Chapters 414, 414A and 415
- Nevada Revised Statute Chapter 277
- Nevada Administrative Code 414A, 333
- Intrastate Mutual Aid Policy and Operation Procedures
- State Comprehensive Emergency Management Plan
- State Emergency Operations Center Standard Operating Guidelines
- State Response and Recovery Guide for State, Local Governments and Tribal Nations
- Stafford Act (Disaster Relief Act of 1974)(Public Law 93-288)

4. Situation and Assumptions

a. Situation

The State of Nevada and its political jurisdictions must be capable of responding to any declared or undeclared emergency or disaster affecting the people and property within the State. Emergencies and disasters may result from natural, technological, or manmade threats; they may be local, regional, statewide, or national in scope.

The Governor and other State and Local officials must have the capability to direct, control and coordinate emergency response and recovery resources to reduce the loss and suffering of persons and property. As depicted in the chart below, DEM will coordinate resource support at the SEOC. These resources may be state assets, local assets from other counties, assistance and services from non-governmental organizations (NGO), donations by the public, private sector contracts, and intra-state or inter-state mutual aid.

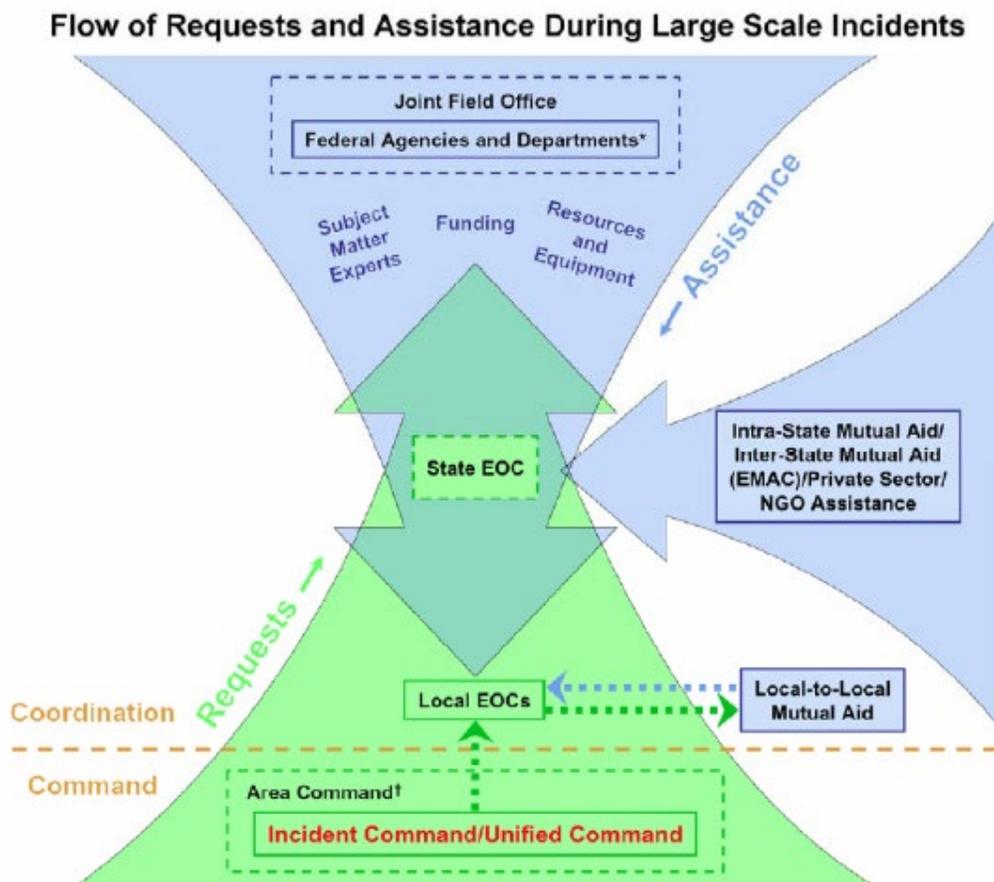


Figure 8. Flow of Requests and Assistance During Large Scale Incidents.

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Whether an incident is local or requires a state and/or federal response, it is assumed that the incident commander will require resources beyond what is available at the scene. Incident Commanders will rely on local response assets and local mutual aid, as well as requests for assistance from County EOCs. If the incident exceeds the capability of local response organizations, the EOC may request assistance from the state.

If the incident grows to such a magnitude or scope beyond the capability of the state to respond effectively, federal assistance may be requested by the Governor. In all cases except an immediate local response, DEM will be the focal point for resource management.

Mutual Aid and Assistance-by-Hire

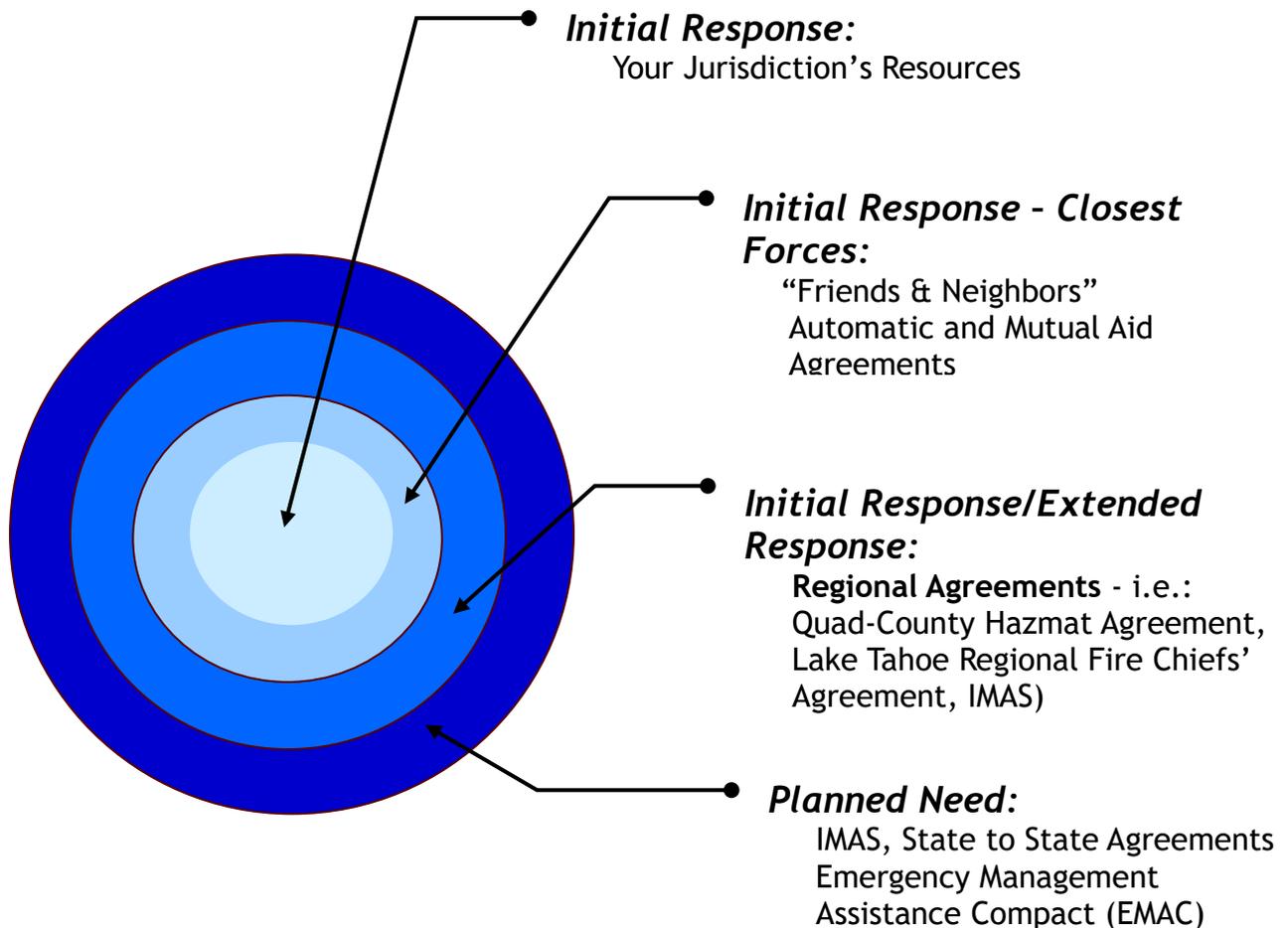


Figure 9. Mutual Aid and Assistance-by-Hire.

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Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, inventorying, organizing, and tracking will facilitate the dispatch, deployment, and recovery of resources before, during and after an incident.

The preparedness activities (resource typing, credentialing, and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.

b. Assumptions

The hazards identified in the State of Nevada Hazard Mitigation Plan and Threat and Hazard Risk Identification Assessment will occur.

The naturally occurring and man-made hazards will cause damage and threaten life, safety, property, natural resources, and the economy.

Individuals and jurisdictions will execute their assigned responsibilities.

Assistance may be needed and, if so, will be available.

A well developed, comprehensive resource management program will enhance response and recovery.

Resource management is a critical, continuous process.

5. *Concept of Operations*

The activation and deactivation of emergency response procedures, including this guide will be in accordance with the SCEMP, IMAS Policy and Operational Procedures, and the SEOC SOG. Local government will conduct resource management according to their respective plans and the state will manage resources according to this guide. Federal resource management actions in support of the State's efforts will be carried out following the National Response Framework (NRF).

Emergencies and disasters are typically handled at the lowest jurisdictional level with defined escalation processes as required. Response levels and basic sequence of actions before, during and after an incident are outlined in the SCEMP and the SEOC SOG. Effective resource management during an incident response is critical to successful operations. However, resource management does not begin and end with disaster response and recovery. As described in this guide, resource management is a continuous process that never ends.

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Resource requirements are fluid and need close coordination between response agencies at all levels. Coordination must be done before, during and after the incident response. Effective resource management requires the development of resource strategies that include a resource assessment (pre-incident, during and post-incident), gap analysis, acquisition, activation, and deactivation.

As depicted in NIMS, resource management is a continuing cycle involving various processes. The following chart depicts the continuing cycle of resource management.



Figure 10. Continuing Cycle of Resource Management.

The Emergency Management Program has a resource management system that includes objectives and implementing procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials to address the hazards identified by the jurisdiction.

The resource management system includes procedures that address the following:

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- a. Activating those processes prior to and during an emergency or disaster.
- b. Mobilizing and dispatching resources prior to and during an emergency or disaster.
- c. Demobilizing, deactivating, or recalling resources during or after an emergency or disaster.

6. Credentialing Personnel

Credentialing is essential to the emergency management community in that it ensures and validates the identity and attributes (e.g., affiliations, qualifications, skills, or privileges) of individuals or members of response teams through standards.

Having established standards allows the community to plan for, request, and have confidence in resources deployed from other jurisdictions for emergency assistance. Credentialing ensures that personnel resources match requests, and it supports effective management of deployed responders. The credentialing and typing process identifies tools which emergency managers at all levels of government may use both routinely and to facilitate multijurisdictional coordinated responses. The PIV-I (Personal Identity Verification - Interoperable) standard encourages interoperability among Federal, State, local, territorial, tribal, and private sector officials in order to facilitate emergency responder deployment for response, recovery, and restoration. The intent is to build on existing processes and systems to improve the delivery of intra and interstate mutual aid.

Credentialing will be in accordance with the *NIMS Guidelines for the Credentialing of Personnel* (August 2011) and the standards set forth in the *Federal Information Processing Standards* (FIPS) security requirements for Personal Identity Verification - Interstate (PIV-I).

DEM will establish a state credentialing system to ensure that response personnel are credentialed prior to deploying out of state on interstate mutual aid assignments. The state credential system is currently being developed with input from state, county, local, private sector, and NGO organizations.

7. Inventorying

a. Management

Resource management uses various resource inventory systems to assess and catalog the availability of assets. Resource inventories are best when assets are recorded by type. Resource typing is grouping by capability.

The resource categories identified in NIMS are described in Volume I, Section 1.2 of this Framework.

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Inventory Systems

NIMS requires that resource inventories conform to national resource typing definitions.

DEM utilizes Resource Request and Deployment Module (RRDM), a “Board” in WebEOC, as the primary resource inventory tool. This module is provided to state agencies, local jurisdictions, and tribal nations by DEM to inventory their resources available for intra and inter-state deployments. The module is flexible enough to allow the user to define resource types beyond the standard four types. The Intrastate Mutual Aid Committee (IMAC), made up of emergency management and public safety professionals serves as the conduit to review and define non-standard resource types and to enhance data sharing for resource deployment and mutual aid purposes.

| Resource Name | Owner | Location Name | Address | Jurisdiction/Zone | Available | Committed | Type | Delete | Request |
|--|----------------------------------|----------------------------|--|-------------------|-----------|-----------|---|--------|---------|
| Mobile Feeding Kitchen (Mobile Field Kitchen) | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Mobile Feeding Kitchen (Mobile Field Kitchen), Type:I | | >> |
| Mobile Feeding Kitchen (Mobile Field Kitchen) | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Mobile Feeding Kitchen (Mobile Field Kitchen), Type:I | | >> |
| Shelter Management Team/Trailer | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Shelter Management Team, Type:I | | >> |
| Shelter Management Team/Trailer | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Shelter Management Team, Type:I | | >> |
| Shelter Management Team/Trailer | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Shelter Management Team, Type:I | | >> |
| Shelter Management Team/Trailer | American Red Cross, Clark County | American Red Cross | 1771 E. Flamingo Rd, Ste 206B, Las Vegas, NV 89119 | Clark County | 1 | 0 | Shelter Management Team, Type:III | | >> |
| Air Compressor Unit ID 7300 | Carson City | Carson City Fire Station 1 | 777 S. Stewart St | Carson City | 1 | 0 | Mobile Air Unit, Type:Other | | >> |
| All Terrain Rescue Vehicle Polaris Ranger Unit ID 9023 | Carson City | Carson City Fire Station 1 | 777 S. Stewart St | Carson City | 1 | 0 | All Terrain Rescue Vehicle , Type:Other | | >> |
| All Terrain Vehicle Unit ID 531 | Carson City | CCSO | 911 East Musser St | Carson City | 1 | 0 | All Terrain Vehicle 4x4, Type:Other | | >> |
| All Terrain Vehicle Unit ID 532 | Carson City | CCSO | 911 East Musser St | Carson City | 1 | 0 | All Terrain Vehicle 4x4, Type:Other | | >> |
| Ambulance Ground Unit ID 3010 | Carson City | Carson City Fire Station 2 | 2600 College Parkway | Carson City | 1 | 0 | Ambulances (Ground), Type:I | | >> |
| Ambulance Ground Unit ID 3010 | Carson City | Carson City Fire Station 3 | 4649 Snyder Ave | Carson City | 1 | 0 | Ambulances (Ground), Type:I | | >> |
| Ambulance Ground Unit ID 3011 | Carson City | Carson City Fire Station 1 | 777 S. Stewart St | Carson City | 1 | 0 | Ambulances (Ground), Type:I | | >> |
| Ambulance Ground Unit ID 3003 | Carson City | Carson City Fire Station 1 | 777 S. Stewart St | Carson City | 1 | 0 | Ambulances (Ground), Type:I | | >> |
| Ambulance Ground Unit ID 3009 | Carson City | Carson City Fire Station 2 | 2600 College Parkway | Carson City | 1 | 0 | Ambulances (Ground), Type:I | | >> |
| Box Trailer DUI Unit ID 8828 | Carson City | CCSO | 911 East Musser St | Carson City | 1 | 0 | Box Trailer DUI Check , Type:Other | | >> |

Figure 11. Page from RRDM.

b. Other Inventory Systems

Additional resource inventories are managed by various state and local agencies. DEM serving as the Division of Emergency Management Coordination Center (DEMC) as part of the National

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Wildfire Coordination System maintains an inventory of local government wildland firefighting resources utilizing the Interagency Resource Ordering Capability (IROC).

The Nevada Division of Forestry utilizes IROC as well related to wildland fire response; the Division of Public and Behavioral Health, State Emergency Registry of Volunteers-Nevada (SERV-NV) is a secure, web-based system used to register, qualify, and credential Nevada's health care professionals before a public health or medical emergency. It is also used as Nevada's registry for System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) which is a national network of state-based systems; the Amateur Radio Emergency Service (ARES) maintains an inventory of amateur radio volunteers available to assist in the event of an emergency; and DEM in concert with local emergency managers, coordinates the Citizen Corps program consisting of various community volunteer preparedness programs. Access to these agency inventories will be via agency liaison staff in the SEOC.

8. Identifying Resource Requirements

Identifying resource requirements will be in accordance with the Resource Asset Assessment and this guide. Identifying resource requirements means knowing the following:

- What and how much is needed?
- Where and when it is needed?
- Who will be receiving or using it?

The Incident Commander (IC) will identify resources required at the incident. The IC makes these needs known through the resource request process that provides a pathway for support from the incident response level to the county and state if necessary. The five W's (who, what, where, when, and why) are typically relayed by the requesting IC when additional resources are requested. DEM annually conducts resource needs assessments and gap analysis to identify required resources and shortfalls. These analyses are described in later sections.

9. Ordering and Acquiring Resources

Those resources not available locally or through automatic and local mutual aid agreements, will typically be requested "up the chain" from the IC to the county EOC. If the resource is not available at the County level, the County may request resource assistance from the SEOC. NRS 414A – Nevada Intrastate Mutual Aid System (IMAS) is a comprehensive statewide mutual aid system allowing any participant or tribal nation who by resolution has chosen to opt-in, to request assistance from any other participant.

It is essential that requests for resources include the following information. The preferred method is to complete the SEOC Resource Request Form (RRF). Resource managers at the incident, local,

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tribal, and state level must coordinate this information to ensure the correct resources reach the incident. The ordering process is defined in the SEOC SOG if the asset cannot be found locally.

Information needed to complete the RRF (Figure 12) is as follows:

- Requesting Agency and Authorized Representative (Emergency Manager, Fire Chief, Sheriff, County Manager, etc.) approval and contact information.
- Staging Area Point of Contact (name and phone #).
- The Agreement being ordered under: (IMAS, State to State-CalOES, EMAC).
- Incident Name.
- Incident Location.
- Agency Having Jurisdiction.
- Local Incident Number.
- Incident Billing Codes, if applicable.
- Resource Requested (type, kind, number).
- When they're needed (date and time).
- Where they're needed.
- Incident Contact and Radio Frequencies.

10. Mobilizing

DEM's mobilization process recognizes that some resources are fixed facilities, such as EOCs, shelters, and health related facilities (laboratories). These facilities assist operations without moving into the incident area in the way that other resources are mobilized. Other resources include systems and programs to manage resource acquisition and distribution, information, and communications.

DEM functions primarily as a resource coordinator for state, county, and local responders. This coordination includes identifying needs, finding resources, and coordinating the deployment of those resources.

DEM has several resources available to assist local jurisdictions. These resources include fixed facilities such as the SEOC and an Alternate SEOC. Other assets include automated processes such as the WebEOC, a common operating picture platform, RRDM - the states' resource inventory system, DEM Liaison Officers, the Preliminary Damage Assessment Teams (PDS) primarily tasked with technical assistance to local jurisdictions regarding preliminary damage assessment, the Emergency Alert System (EAS), and a robust Communications capability. The state does not have the mechanism or authority to stockpile any resources.

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The SEOC is the focal point for intra-state mutual aid through NRS 414A and inter-state mutual aid through the Emergency Management Assistance Compact (EMAC).

11. Tracking and Reporting

Resources must be tracked continually from mobilization through demobilization. Resource tracking and reporting will be accomplished using a number of systems including RRDM, IROC, SERV-NV, EMAC Emergency Operating System (EOS), and the National Shelter System (NSS).

WebEOC is the main emergency information system used by the state to record all information relating to emergencies and disasters, declared and undeclared. The WebEOC is managed in the SEOC by the Logistics Section. WebEOC is a secure web-hosted software package which gives those involved in the incident the ability to collaborate and manage their efforts, across multiple organizations, from a single common view and coordination point. DEM provides access to WebEOC to all state agencies, counties, cities, tribes.

Resource Request and Deployment Module (RRDM) is a “Board” within WebEOC. This module provides a web-based platform in which resides the state of Nevada’s inventory of resources available for intra and interstate deployments to emergencies and disasters. The collection of this data is required under NRS 414A. An update to the inventory is conducted by DEM Operation staff annually in conjunction with the Threat, Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). DEM provides access to RRDM to all state agencies, counties, cities, tribes.

The **Interagency Resource Ordering Capability (IROC)** is a dynamic, modern, flexible, and scalable application that aligns with interagency business needs for resource ordering for all hazard incidents. IROC is web-based and supports both PCs and mobile devices. IROC provides the Dispatch Community with a fast and stable system that works well even during peak activity. It also supports a simple reporting user interface.

The **State Emergency Registry of Volunteers-Nevada (SERV-NV)** is a secure, web-based system used to register, qualify, and credential Nevada’s health care professionals before a public health or medical emergency. It is also used as Nevada’s registry for System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) which is a national network of state-based systems

The **Emergency Management Assistance Compact (EMAC) EOS** is the web-based data system managed by the National Emergency Management Association (NEMA) EMAC staff. State managed resources available for interstate mutual aid, EMAC deployments and state incidents utilizing EMAC resources are documented and managed in this system.

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The **National Shelter System (NSS)** is a comprehensive web-based, data system created to support agencies (government and non-government) responsible for elements of shelter management. The NSS allows users to identify, track, analyze, and report on shelter data in a consistent and reliable manner. The NSS will be implemented in Nevada in accordance with SCEMP and FEMA protocols.

12. Demobilizing

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Demobilization is a function of the Demobilization Unit within the Finance Section of the SEOC. Demobilization will be in accordance with the demobilization plan developed in accordance with the Incident Action Plan (IAP). Demobilization is closely tied to the next process in the resource management cycle, Recovering.

The Demobilization plan defines the provisions for when resources may be demobilized, the return of resources to their original location and status and notification of demobilization to resource providers. Demobilization plans will include the documentation of transportation and travel of resources and any costs associated with the resource deployment.

13. Recovering

The Recovery process in the resource management cycle is different from the disaster recovery process outlined in the State Response and Recovery Guide (RRG).

The RRG describes Recovery activities as state and federal government programs of assistance, support, and technical services that facilitate recovery actions for those impacted — such as federal grants and low-interest loans for lodging, rent, repair, rebuild or replacement of homes, businesses, property, and infrastructure, for technical assistance, education, and public information.

Recovering resources involves the final disposition of all response assets. Recovering and Demobilizing go hand in hand toward closing out an incident response. Non-expendable resources (people, apparatus, equipment, and other durable items) must be fully accounted for during demobilization and returned to the organization which provided them for restoration to full readiness status. Expendable resources (water, food, fuel, and other one-time use items) must be fully accounted for by the incident management organization expending the item for full financial/reimbursement accountability.

DEM will demobilize and recover the Division's fixed and mobile assets in accordance with the SEOC SOG. The Logistics Section will ensure that the resources are refurbished to full functionality in preparation for future mobilization. DEM will recover from disasters that impact the agency directly by following the Division's Continuity of Operations Plan (COOP).

14. Reimbursement

Reimbursement provides a mechanism to recoup funds expended for incident specific activities. Reimbursement processes play an important role in establishing and maintaining the readiness of resources and should be in place to ensure that resource providers are reimbursed in a timely

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manner. Reimbursement procedures for state activations of DEM will be in accordance with the SEOC SOG, NRS 414, 414a, 415; NAC 414, 414A, 333; State Administrative Manual (SAM) and other applicable statutes.

15. Organization and Assignment of Responsibilities

The organizational structure of the state resource management for response and recovery is SCEMP and the SEOC SOG. The Operations Section within DEM has overall responsibility for resource management to state, county, tribal and local responders.

16. Administration and Logistics

This section will cover resource management objectives, needs assessment, shortfalls, priorities and gap analysis, policies, acquisition (internal and external), mutual aid, volunteer, and donation management.

a. Resource Management Objectives

The objective of this guide is to outline strategies and procedures for the identification, location, acquisition, testing, storage, maintenance, timely distribution, and accounting of resources.

DEM is unfunded, and does not have authority, for the purpose of stocking and maintaining emergency resources. Emergency funds to acquire response and recovery resources at the state level come from various statutorily defined funds (Emergency Assistance Account, Disaster Relief Account, and the Governor's Emergency Fund) depending upon the severity and duration of the emergency or disaster. Consequently, the Division must maintain a current listing of emergency response sources and through ESF 7 vendor agreements to enable quick logistical response.

The identification, locating, acquisition and timely distribution of resources is accomplished by utilizing the following: the Intrastate Mutual Aid Policy and Operational Procedures; SEOC Resource Request Procedure, the state inventory in RRDM, IROC, EMAC and other systems, and by partnerships with other local, tribal, state agencies, NGOs and with vendor contracts.

The storage, maintenance, testing and accounting for services and materials will be accomplished by various means. Because the Division of Emergency Management maintains so few tangible emergency response assets, storage, maintenance, and testing is managed by Operations Section staff or the actual owners of resources. Real assets maintained in DEM include radios, various telecommunication and RF systems, backup power systems, several emergency related facilities, and a variety of software programs mainly related to communications and IT. DEM does not stockpile emergency resources.

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All communications systems are tested at least monthly. Backup generators are tested weekly and facility inspections are conducted monthly. Accounting of services is done through the use of WebEOC to log all resource requests and incident actions unless otherwise dictated (i.e., EMAC documentation).

b. Resource Needs Assessment and Gap Analysis

An assessment of the required emergency response resources and shortfalls, if any, is a continuous process. Generally, resource requirements fall into two categories: personnel and funding. NRS 414A requires an assessment and inventory of resources available for deployments to emergencies and disasters. The Threat, Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) process provides an opportunity for DEM, ESF agencies, local jurisdictions, tribal nations, NGO's, and private sector partners to prioritize, assess, budget for, acquire, and enable executive processes directly related to resources prior to and during the occurrence of a disaster or other major emergency.

Each hazard threatening the state of Nevada presents unique resource requirements. For example, the most prevalent threat to the state typically in Southern Nevada (our most populous area) is flash floods. Floods result in more disaster declarations than any other threat. Floods typically require sandbags, pumps and heavy equipment for road clearing and other flood cleanup efforts.

Wildfires, the most frequently occurring threat statewide, are usually resource intensive from a state and local government perspective within the wildland urban interface, significant threats to natural habitat, the economy and critical infrastructure. Wildfires regularly result in resources coordinated by DEM for firefighting equipment and personnel, incident management teams, air assets from the Nevada National Guard, and support for evacuations which require additional law enforcement personnel, road barricades and traffic signage sourced by the state.

Resources most frequently needed during disasters are personnel and funding. Personnel are a critical need at all levels of the response, from the local incident response team to the county and state EOCs. The state may receive requests for personnel augmentation to local EOCs, communication technicians, cleanup crews, firefighting and hazardous materials response, search and rescue aviation assistance, law enforcement officers, and damage assessment and recovery personnel. Equipment requested is typically aviation assets, firefighting equipment, heavy construction equipment and communications vehicles.

Without exception, funding is always a required resource. Every disaster declaration has required expending funds.

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c. Resource Shortfalls - DEM

Because the Division is unfunded for stockpiling large amounts of emergency resources, other strategies have been developed for overcoming resource shortfalls. These include tasking of other state agencies for needed resources, partnering with various agencies for resource support, mutual aid agreements, contracting with private sector and EMAC.

17.Resource Strategies

a. Personnel

The Division may use trained volunteers such as amateur radio operators or CERT members to fill specialty skill and administrative staff position.

Temporary reassignment of fulltime state employees to disaster specific positions is one of the key strategies that DEM utilizes. The Chief of DEM is authorized by statute to task other state agencies for personnel upon a disaster declaration.

As needed, commercial temporary staff will be acquired to meet shortages which cannot be filled by volunteers and state temporary employees.

Emergency management personnel may be acquired via intra-state and inter-state mutual aid should the experience/skills not be available within the jurisdiction.

b. Equipment

The Division will maintain a current listing of emergency response sources and vendor agreements to enable quick logistical response.

State owned equipment will be secured via tasking to state agency representatives.

Equipment available via mutual aid agreements may be tasked by the State to support other local jurisdictions. The RRDM data base will be accessed to determine availability of equipment.

Commercial equipment may be procured when government owned resources are not available. Commercial items will normally be rented/leased unless cost-beneficial to purchase.

c. Services

State owned services will be secured by issuing taskings to the agency offices responsible for the service.

Commercial services may be procured when government owned resources are not available. Commercial services will normally be rented/leased unless cost-beneficial to purchase.

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18.Resource Priorities

Based on the resource needs assessment and shortfalls described above, the following emergency resources are considered priority:

- Funding
- Personnel
- Equipment
- Special Skills
- Expert Knowledge

19.Acquisition and Policies

Procurement policies and procedures are established by Division policy, SEOC SOG, Department directive, Nevada Administrative Code, and Nevada Revised Statutes.

1. Procurement Policies

- a. ESF 7, Resource Support and support annex Logistics in the SCEMP.
- b. The SEOC SOG provides procedures and checklists for logistical activities.
- c. DPS Procurement, dictates departmental logistics procedures.
- d. Nevada Administrative Code 333 establishes the administrative policies and procedures for all State agencies.
- e. DEM Administrative Policy and Procedures Manual addresses administrative logistics policy and procedure.

2. Emergency Procurement

ESF 7 – State Purchasing is responsible for the policies and procedures and utilization of emergency procurement processes.

Emergency resource requests, tracking, and recovery will be documented using a Resource Request Form (RRF) and/or a Resource Order Form. This is documented in WebEOC along with scanned copies of the RRF (Figure 12) and Resource Order.

Duty Officers and Ordering Managers will assess availability of resources using resource data from various sources and request/coordinate resources based on the following priority:

- a. Closest, most appropriate resource, based on
 - a. Life safety,
 - b. Preference of jurisdiction,
 - c. Availability of resource, and
 - d. Cost effectiveness.

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Finance and Accounting policies and procedures are published separately from this Resource Management Guide. Finance and Accounting policies and procedures are established by the following:

- a. The Administrative Policies and Procedures, Division of Emergency Management (DEM) supplements higher policies and procedures; the Division's Administrative Policies and Procedures Manual establishes agency specific financial policies and procedures.
- b. The Finance Section establishes responsibilities relating to finance and accounting. The CFO establishes specific policies for the administrative and financial elements of the State's emergency/disaster response team.
- c. The SEOC SOG provides organizational structure of the Finance Section. They are responsible for developing and maintaining specific procedures for the administrative and financial elements of the SEOC emergency/disaster response team.
- d. The State Administrative Manual (SAM) establishes specific State policy and procedures.

3. Personnel Management

The Division will publish personnel Policies and Procedures as necessary to augment policies and procedures published by the Department of Administration.

4. Guide Development and Maintenance

Responsibility for the development, coordination and revision of this guide, and related resource management annexes, appendices and associated documents belongs to the DEM Operations Chief. The DEM Operations Chief with input from DEM staff and Nevada Emergency Management Program stakeholders will ensure the Resource Management Guide is reviewed after any mutual aid response or any other significant resource management or logistics response action for possible revision. If there is not a mutual aid response or any other significant resource management or logistics response action sufficient to require a review, the Guide will be reviewed at least annually; updated as required; and republished in a timeframe not to exceed every five years. The Operations Chief will ensure the Guide supports and is in line with the SCEMP, SEOC SOG, NRS 414A IMAS Policy and Operational Procedures and other guiding policy.

20. *Appendix A to Volume V: Ordering and Acquiring Resources from the SEOC*

The SEOC is a resource coordination, ordering and distribution point to assist in acquiring response and recovery resources for an incident. As such, resource coordination is a critical function of the SEOC.

Proper authorization from the effected jurisdictions Emergency Manager (EM) or designee, must be established to eliminate confusion or duplication of resources ordered. This authorization shall be established in writing by the requesting EM or designee and maintained through the course of the incident.

Resource Request Process:

1. ALL requests for resources shall be initiated using a Resource Request Form (RRF) with Sections I-II completed by the Requestor or Logistics Section.
2. The request, and accompanying RRF (Figure 12), shall be approved by the County Emergency Manager or his Designated Ordering Point. The Requestor prioritizes the RRF in Section II, #6 Priority. The priorities are:
 - a. Lifesaving,
 - b. Life Sustaining,
 - c. High, and
 - d. Normal.
3. The RRF shall be transmitted to the Logistics Section.
 - a. The order may be in person, by phone, via email, or other means, but shall always be followed up on as soon as possible with a Resource Request Form (RRF), with Sections I-II completed.
 - b. The RRF may be initiated by the Logistics Section with information provided by the designated ordering point at the local jurisdiction by phone if the document cannot be transmitted to the SEOC due to technical difficulties. If this is the case, the time, date, and authorizing individual shall be noted on the RRF.
 - c. If, in the course of doing business, a request is made directly to anyone within the SEOC other than the Logistics Section, that call/request must be transferred/routed directly to Logistics. This will ensure the request is handled through the single point of ordering for the SEOC.
4. The Logistics Section will assign the RRF a number - The number shall be noted at the top of the RRF in the block "Resource Order #.

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5. The Logistics Section Chief (LSC) or designee shall determine if the order can be filled within Logistics.
6. If the order can be filled by Logistics, the LSC approves the request and forwards to the SEOC Manager and Finance Section Chief (FSC) for approval and procurement.
 - a. Approval: the order is then filled.
 - b. Disapproval: Section V, check “rejected” block and provide the reason, the RRF is then sent back to the originating ordering point.
7. When the order cannot be filled by Logistics, Logistics submits the RRF with the order number to the Operations Section.
8. The Operations Section completes Section III and forwards the RRF to the appropriate source to fill the request (i.e.: ESF, RSF, etc.).
9. The Assigned ESF/RSF completes Section IV and returns RRF to Operations.
10. The Operations Section forwards the RRF to the SEOC Manager for approval.
11. The SEOC Manager, in consultation with the Finance Section Chief, approves or denies the RRF, Section V and returns the RRF to the Operations Section Chief.
 - a. **NOTE**: this process may also require consultation with the appropriate ESF/RSF due to estimated cost of the resource considered.
 - b. Approval: Approved RRF provided to the ESF/RSF to execute the assignment. The Assigned ESF/RSF completes Section VI and returns RRF to Operations. Operations will document in WebEOC.
 - c. Disapproval: Rejected RRF returned to Operations Section Chief for notification to the Requestor of the disapproval and reason. There may be the opportunity for alternatives. The original RRF will be returned to the Logistics Section for dissemination back to the originating ordering point.
12. The assigned ESF/RSF fills the order using the most capable / least expensive resource available.
13. If the RRF requires multiple ESF/RSF involvement, the Lead ESF/RSF notifies the Operation Section of the need to task a Supporting ESF/RSF.
 - a. The Operation and Logistics Section will assign unique character to the RRF to document the request.
 - b. The Supporting ESF/RSF completes Section VI and returns the completed form to the Lead ESF/RSF.
14. The ESF/RSF then forwards the completed RRF with associated supporting documentation (Mission Assignments, Statements of Work, etc.) to Operations.
15. The Operations Section documents the action in WebEOC and forwards the RRF and documents to the Finance and Logistics Sections.

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16. All requests for order status are made to the Operations Section. Requests must include the Order Number for proper tracking.
17. All Overhead personnel will be demobilized by their Section Chief or SEOC Manager. SEOC Checkout procedures will be followed. Immediately upon release from the incident.
18. If local or state resources are unavailable or inadequate to properly fill the RRF, the SEOC Manager may determine the RRF will be filled using interstate resources (EMAC).
 - a. A REQ-A, Part I, shall be completed by the assigned EMAC A-Team personnel. See the Nevada Intrastate Mutual Aid System Policies and Procedures, Pages 30-42 for EMAC procedures and information.
19. If local, state or EMAC resources are unavailable or inadequate to properly fill the RRF, the RRF may be forwarded to the FEMA Operations Section for sourcing the request.
20. When the UCG is formed and /or an IMAT is present the ordering process may be modified slightly to accommodate the federal process accordingly.

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| | | | | |
|--|--|---|---|---|
| State of Nevada NDEM/SEOC Resource Request Form | | Incident # <input style="width: 150px;" type="text"/> | Resource Order # <input style="width: 150px;" type="text"/> | <input type="checkbox"/> Originated as verbal |
| I. REQUESTING ASSISTANCE (To be completed by Requestor or Logistics) | | | | |
| 1. Date & Time Request Initiated: | | 2. Requestor's Name (Please Print) | | 3. Contact Number: |
| <input style="width: 150px;" type="text"/> | | <input style="width: 300px;" type="text"/> | | <input style="width: 100px;" type="text"/> |
| 4. E-Mail: | | 5. Requestor's Organization: | | |
| <input style="width: 150px;" type="text"/> | | <input style="width: 300px;" type="text"/> | | |
| II. REQUESTING ASSISTANCE (To be completed by Requestor) <input type="checkbox"/> Resources <input type="checkbox"/> Technical Assistance <input type="checkbox"/> Other | | | | |
| 1. Description of capability or resource needed: (Be as specific as possible. Include the Who, What, When, Where and Why of the request.) | | | | |
| <input style="width: 100%; height: 30px;" type="text"/> | | | | |
| 2. Size: | | 3. Amount: | | |
| <input style="width: 150px;" type="text"/> | | <input style="width: 150px;" type="text"/> | | |
| 4. Location: | | | | |
| <input style="width: 100%; height: 20px;" type="text"/> | | | | |
| 5. Time/Date Needed: | | 6. Priority: <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> High <input type="checkbox"/> Normal | | |
| <input style="width: 150px;" type="text"/> | | <input style="width: 150px;" type="text"/> | | |
| 7. Site Point of Contact(POC): | | 8. 24 Hour Phone #: | | |
| <input style="width: 150px;" type="text"/> | | <input style="width: 150px;" type="text"/> | | |
| <input type="checkbox"/> Logistics Review By: _____ | | | | |
| III. SOURCING THE REQUEST (To be completed by Operations) | | | | |
| 1. Sourced To: <input type="checkbox"/> Internal/Logistics <input type="checkbox"/> Requisitions/PO <input type="checkbox"/> ESF <input type="checkbox"/> Federal Asset <input type="checkbox"/> Other | | | | |
| 2. Assigned To: ESF <input style="width: 50px;" type="text"/> ESF <input style="width: 50px;" type="text"/> Other <input style="width: 50px;" type="text"/> Other <input style="width: 50px;" type="text"/> | | | | |
| <input type="checkbox"/> Operations Review By: _____ | | | | |
| IV. RESOURCE ESTIMATED COST (To be completed by assigned ESF) | | | | |
| 1. Estimated Cost: | | 2. Estimated Time of Departure from home base: | | 3. Estimated Time of Arrival at staging area: |
| <input style="width: 100px;" type="text"/> | | <input style="width: 100px;" type="text"/> | | <input style="width: 100px;" type="text"/> |
| V. SEOC MANAGER/FINANCE APPROVAL | | | | |
| SEOC Manager | | | | |
| <input type="checkbox"/> Approved <input type="checkbox"/> Rejected | | If Rejected, why? <input style="width: 300px;" type="text"/> | | |
| SEOC Manager Signature: | | Finance Manager Signature: | | |
| <input style="width: 200px;" type="text"/> | | <input style="width: 200px;" type="text"/> | | |
| VI. RESOURCE DETAILS (To be completed by assigned ESF) | | | | |
| Details of sourced request: (Who, What, When & Where of how the request will be filled) | | | | |
| <input style="width: 100%; height: 40px;" type="text"/> | | | | |
| <input type="checkbox"/> Requestor Notified of Request Fulfillment & Delivery Information Initials: _____ | | | | |
| VII. RESOURCE RELEASE INFORMATION (ESF/NDEM Use Only) | | | | |
| Released By: (Name & Organization) | | Estimated Time of Departure from Incident: | | Estimated Time of Arrival at Home Base: |
| <input style="width: 200px;" type="text"/> | | <input style="width: 100px;" type="text"/> | | <input style="width: 100px;" type="text"/> |
| Final Review (NDEM): | | | | |
| <input style="width: 100%; height: 20px;" type="text"/> | | | | |

NDEM RRF - Revised 12/16 White - Finance Yellow - Logistics Pink - Finance

Figure 12. State of Nevada NDEM/SEOC Resource Request Form.

21. *Appendix B to Volume V: Demobilizing Resources*

The **Demobilization Unit Leader** (DUL) is responsible for the preparation of the Demobilization Plan and Schedule.

- The **Chief of DEM, SEOC Manager, Operations Section Chief, Finance Section Chief, Planning Section Chief,** and the **Logistics Section Chief** in consultation with the **affected jurisdiction's Emergency Manager** will determine the objectives, priorities, schedules, and constraints regarding demobilization of the SEOC.
- The **DUL** obtains briefing from the **Finance Section Chief**.
 - a. Obtain objectives, priorities, schedules, and constraints for the demobilization plan.
 - b. Establish timeframe for completion of the plan.
- The **DUL** gathers resource information from various sources needed to develop the plan.
 - a. Incident Briefing.
 - b. Incident Support Plan.
 - c. Check-in Information.
 - d. Resource Orders.
 - e. Section Chiefs and Unit Leaders:
 - i. Monitor ongoing operational needs, and
 - ii. Liaison with sections to determine draw-down requirements.
- The **DUL** will prepare the demobilization plan within the established timeframes. The plan will include:
 - a. General information section.
 - b. Responsibility section.
 - c. Release section.
 - d. Release procedure section.
 - e. Travel information section.
 - f. Emergency demobilization section.
- DEMOBILIZATION PROCESS:**
 - a. Prior to a full demobilization of an **ESF's** being demobilized:
 - i. The **ESF Branch Director** and **ESF Lead** will ensure that any pending or outstanding resource requests / RRF will be reviewed with the local jurisdiction to determine the status and disposition of the request.
 - ii. Upon verification of the status of any resource requests/RRF the **Resource Requests/RRF's** and proper documentation received by the appropriate parties, the **ESF(s)** will sign out on the SEOC Sign-out Sheet, ICS-211.

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- iii. The Demobilization Checklist in the Position Guides will be used to ensure a thorough handoff of the function occurs within the affected section.
- b. Prior to a full demobilization of the SEOC the following must occur:
 - i. The **Operations Section Chief** will ensure that all pertinent paperwork is submitted to the **DUL** and all Operations staff will sign out on the ICS-211.
 - ii. The **Planning Section Chief** will ensure that all pertinent paperwork is submitted to the **DUL** and all Planning staff will sign out on the ICS-211.
 - iii. The **Finance Section Chief** will ensure that all pertinent paperwork is submitted to the **DUL** and all Finance staff will sign out on the ICS-211.
 - iv. The **Logistics Section Chief** will ensure that all pertinent paperwork has submitted to the **DUL** been collected from the incident and all Logistics staff will sign out on the ICS-211.
 - v. Once all of the paperwork has been submitted to the **DUL**, the complete package will be sent to the **Documentation Unit** in the **Finance Section** for filing.
- Obtain review and approval of the demobilization plan from the **Finance Section Chief**.
 - a. **Planning Section Chief** will obtain review, approval, and signature of the **SEOC Manager**.
- DUL** will distribute the Demobilization Plan and Schedule to the following:
 - a. Command and General Staff of the SEOC.
 - b. ESF Representatives
 - c. Chief of DEM

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22. Appendix C to Volume V: Mutual Aid

1. Mutual Aid

Nevada Revised Statutes 414 and 415, provides the basis and authority for the Division of Emergency Management to establish and to enter into mutual aid agreements. Mutual aid agreements enable State and Local governments to quickly secure disaster response resources from neighboring jurisdictions. Nevada is a participant in several mutual aid agreements.

2. NRS 414A – Nevada Intrastate Mutual Aid System (IMAS).

This legislation provides for the sharing of resources between political subdivision and public agencies within Nevada. It provides an Opt-In for Tribal Nations within Nevada to participate by resolution of their Tribal Council. Reference: Nevada Intrastate Mutual Aid System Policy and Operational Procedures.

3. Supplemental Interstate Compact for Emergency Mutual Assistance

State to State agreement signed by Governor Gibbons in 2007 allowing for the sharing of resources between California and Nevada.

4. Emergency Management Assistance Compact (EMAC)

Nevada enacted NRS 415, Emergency Management Assistance Compact in 2005.

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23. *Appendix D to Volume V: Donated Resources*

Resource Management Donated Resources Standard

The Emergency Management Program shall have an implemented resource management process allowing for acceptance, management, and distribution of donation of goods and materials, services, personnel, financial resources, and facilities either solicited and/or unsolicited.

Reference the Nevada Volunteer and Donations Management Plan 2018.

Donations Management

Lead Agency for Donations Management Support. In accordance with the Shelter and Mass Care Services (ESF #) in the SCEMP, the Nevada Division of Emergency Management (DEM) has Primary Agency responsibilities for coordinating necessary human services for disaster victims. As indicated in ESF #6, DEM works with various governmental agencies and nongovernmental organizations to fulfill this assigned responsibility. Volunteer & donations management falls under the purview of disaster human services; however, DEM has historically taken on the coordinating role. When a donations management operation is required, a State Donations Liaison will be appointed from within DEM to coordinate the volunteer & donations management support at the state level. The State Donations Liaison is, by virtue of position, the leader of the State Donations Coordination Liaison Team.

State Donations Coordination Liaison Team. The State Donations Coordination Liaison Team consists of appropriate representatives of the following Nevada state agencies and nongovernmental organizations:

- Division of Emergency Management (DEM), (State Individual Assistance Officer, Public Information Officer, and management, coordination & plan development)
- American Red Cross – Northern Nevada & Southern Nevada
- Nevada Humane Societies (if domestic animal-related needs and issues arise)
- Nevada Volunteers Organization – Volunteer information outlet
- Nevada 211 – Phone bank information outlet
- Nevada Department of Health & Human Services, Division of Welfare and Housing Services

The exact composition of the State Donations Coordination Team for each disaster will be determined by the SEOC Manager and/or Operations Section Chief, based on the disaster conditions and the anticipated scope and magnitude of the donations management effort. For most disaster situations involving a donations management operation, the entire membership of the

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Team will not be needed. However, particularly severe, or catastrophic incidents may require the full activation

If the State Donations Coordination Liaison Team is activated, it will become part of the ESF 6 in the SEOC and coordinate all donations-related decisions with other members of that ESF. If the Team is not activated, any donations-related issues that may arise over the course of the disaster response and recovery will be addressed to the extent possible by the ESF 6 lead, the DEM Volunteer & Donations Liaison and the SEOC Operations Section Chief. Any requests for resources, information and/or technical assistance will be handled in accordance with the SEOC SOG.

24. Attachment 1 to Volume V: Resource Asset Management

Overview

Nevada Revised Statute 414 Emergency Management and NRS 414A Intrastate Mutual Aid provide the statutory foundation and requirements for resource management in the State of Nevada.

The SCEMP serves as the foundation by which Nevada responds and recovers from a disaster or other major emergency. Outlined within the SCEMP and attendant documents is the process and policy for resource accountability. State agencies assigned a role in the SCEMP are required to maintain listings of equipment that may be used throughout an incident. Similarly, each agency is required to maintain equipment, commodities, and stores in an operable condition.

However, threats to Nevada are dynamic and require a forward-looking approach that identifies shortfalls and unmet needs well in advance of an incident. Although careful pre-planning and experience play a large part in the ability of Nevada to respond with a variety of resources, a full-capacity inventory of possible resources is not possible or practical. To minimize the dynamic nature of an incident and build on current capabilities Nevada has in place a Resource Asset Assessment Program. The program is specific to emergency management ensuring an orderly approach to an ever-changing need for capability.

1) Policy

It is the policy of Nevada to provide assistance to local governments, upon request, that aids in the response and recovery from disasters or other major emergencies. Assistance is provided based on availability, on-going operations, and prioritization of assets.

2) Objective

To provide an orderly and comprehensive system for maintenance, allocation, purchasing/budgeting of equipment, and training of response personnel committed to response or recovery operations.

3) Resource Asset Assessment Processes

Nevada conducts ongoing, assessments of assets available for response and recovery. Assessment processes are based on historic disaster response needs, exercises, and results from the THIRA/SPR. As designed, assessments are completed to establish an identification process for resources needed by threat; identify capabilities or limitations of resources available; and calculate acceptable timeframes for deployment of resources within the State. By identifying resources,

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locations, and associated capabilities/limitations, and purpose against an identified threat, Nevada can more efficiently deploy and mobilize assets throughout an incident.

Typing of resources is consistent with the NIMS and Federal Emergency Management Agency (FEMA) typing listings, as amended. Typing and inventory will be accomplished using RRDM.

Resource assessment processes attempt a full accounting of assets available to Nevada, for any given hazard, and identification of shortfalls and unmet needs that the program might encounter during an incident. Nevada identifies by hazard, what assets are needed; acceptable timeframes for response; and shortfalls that must be addressed through the State Enhanced Hazard Mitigation Plan and the THIRA/SPR. Unmet needs and shortfalls may be addressed through activation of mutual aid agreements, compacts, and/or vendor supplied agreements.

a) Resource Asset Management Objectives

Resource asset management objectives shall be established by conducting an annual gap analysis.

The Resource Asset Assessment process will be conducted annually by DEM.

b) Resource Asset Management Needs, Shortfalls and Gaps

Resource asset needs and shortfalls are identified by the Emergency Management Program through a comprehensive assessment that is conducted on an annual basis. DEM, ESF agencies, local jurisdictions, tribal nations, NGO's, private sector partners and other stakeholders collaborate utilizing the THIRA/SPR and Resource Inventory processes to assess their capabilities based on the identified hazards. The resources needed to respond to and recovery from each hazard in an efficient and effective manner utilizing current capabilities may lead to identification of shortfalls and gaps. Prioritizing the shortfalls and gaps is a crucial step towards identifying potential solutions required to meet them. Once prioritized, solutions are identified and addressed through a variety of initiatives which may include: the budget process, executive process, mutual aid agreements, regional collaborative partnerships, memoranda of understanding, contractual service agreements, and/or business partnerships.

4) Inventory - Determining Resource Requirements

Nevada will use information obtained through the State Enhanced Hazard Mitigation Plan, THIRA/SPR and historical response information to define probable hazards requiring planning and pre-determination of resources. Hazards identified incorporate threats that can be attributed to natural, human-caused, and technological factors.

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Determinations for identifying and maintaining inventory lists is the responsibility of each agency, as directed through the SCEMP, ESF 7. As such, SEOC ESF Liaisons are responsible for identifying and inventorying all available assets under their control and working with Resource Management staff at DEM to ensure those resources are entered into RRDM as appropriate.

Timeframes for Response

Nevada has established and implemented a process for determining acceptable timeframes for delivery of first response resources. The intent is valid and consistent timeframes for response anywhere in Nevada.

In a rapidly developing threat environment response timeframes can and will vary dependent on the type of hazard, incident location, availability of assets, and other factors. Response timeframes will be adjusted and prioritized accordingly.

Response timeframe objectives are prioritized at three levels:

a. Initial Response – within 5 to 30 minutes of notification to respond:

- The health and safety of persons in the impact area(s).
- **The health and safety of responders (short and long-term).**
- Reduction of impact on properties, facilities, and infrastructure.

b. Extended Response –within 1 – 4 hours of notification to respond:

- The ability of government and industry to delivery essential services.
- Reduce the potential or real impact on the environment.
- The ability of government and business to continue operations.

c. Planned Need – within 8 hours of notification to respond:

- Reduction of impact of the event on economic and financial arenas.
- Reduction of impact on government and industry to maintain regulatory requirements and contractual obligations/services.
- Reduction of the government’s ability to maintain trust and credibility, necessary for the implementation of necessary actions and routine operations, with the populace.

Response times can only be estimated and not fixed within a rapidly developing threat environment. However, working with the various response disciplines acceptable timeframes can be developed for response, allowing for optimization of asset response times.

Timeframes for response are documented in Nevada Resource Management Performance Objective and will be annotated on the Resource Management status matrix, as amended.

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5) Resource Capability Gaps and Shortfalls

DEM conducts an annual assessment of response assets contained within the RRDM software. The RRDM software is the central repository for all state, local and tribal resources available for an emergency or disaster. Purpose of this assessment is to:

- Review and update an Emergency Support Function (ESF) agency, jurisdictions, and tribal nation mutual aid inventory,
- Conduct a gap analysis as to state inventory measured against the THIRA, the Consequence Analysis, and the SPR, and
- Identify resource needs and shortfalls that can be prioritized and addressed through a variety of means, i.e.: budget, mutual aid agreements, MOU's, business partnerships, contractual services, etc.

During the course of this review, all organizations that maintain inventory within the RRDM are queried as to:

1. Current inventory available for mutual aid, counts of specific type and kind of resource.
2. Changes to the current inventory, counts of inventory increase or decrease.
3. Causation for the increase or decrease of inventory.
4. Targeted inventory count, the level at which that entity meets THIRA and SPR requirements for response.
5. How that entity plans to meet any gaps in inventory, methods to include:
 - a. Increases in budget.
 - b. Grant funding.
 - c. Reduction in requirements (targeted inventory count).
 - d. Mutual Aid Agreements.
 - e. Contractual Services.
 - f. Business Partnerships.
 - g. Other methods.

This assessment shall be conducted by the DEM Operations Section annually in conjunction with the THIRA/SPR process. DEM will provide the ESF agencies, jurisdictions and tribal nations with a survey form to be completed.

Once the assessment is completed and submitted to the DEM Operations Section, the data will be analyzed and documented as an appendix to the Resource Management Guide following submittal of the THIRA/SPR to FEMA or no later than February 1 each year. A document

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detailing the results of the assessment will be provided to each ESF agency and jurisdiction that participated that they may utilize as they see fit.

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| Resource Capability Gaps & Solutions | | | | |
|--------------------------------------|------------------------------|---|---|---|
| Hazard | Resource Description | | Estimated Range of Shortfall | Solution |
| Major Wildfire | Emergency Management | Operations Center Staff Public Information Officers | 10-100 5-50 | IMAC, EMAC, BLM, USFS |
| | Heavy Construction Equipment | Road Graders Bulldozers Water Tenders Fuel Trucks | 2-6 2-20 2-15 1-10 | IMAC, EMAC, Vendor Supplied |
| | Mass Care & Sheltering | Shelters and staffing | 1-5 | IMAC, EMAC, FEMA, NGO's, ARC |
| | Search and Rescue | Ground Search Civil Air Patrol | 12 teams 1-5 | IMAC, EMAC, AFRCC |
| | Law Enforcement Officers | Category 1 Peace Officers CERT Volunteers | 25-100 6-12 teams | IMAC, EMAC |
| | Public Works Specialists | Water & Sewer Specialists Roads & Bridges Inspectors Debris Removal | 1-12 1-12 12-72 | IMAC, EMAC, FEMA, Vendor Supplied |
| | Fire Resources | Incident Management Teams Rotary Aircraft Fix-Wing Aircraft Type 3 Brush Trucks Type 1 Structure Engines Water Tenders Bulldozers Hand crews | 1-12 3-10 1-7 3-25 strike teams 5-15 strike teams 1-5 strike teams 1-15 5-20 crews | IMAC, EMAC, BLM, US Forest Service, National Guard |
| Major Earthquake | Mass Care & Sheltering | Shelters and staffing | 1-10 | IMAC, NGO's, EMAC, FEMA, ARC |
| | Medical Services | Ambulance Triage Facility Immediate / ER Care Hospitals Long-Term Care Special Needs Staff Triage – Dr/RN Immediate / ER Care – DR/RN | 1-10 Strike Teams 1-5 1-5 1-5 1-5 1-5 teams 100-500 100-500 | NMAC, EMAC, FEMA, MMRS, Vendor Supplied, ARC, NGO's |
| | Search and Rescue | Urban Search and Rescue Civil Air Patrol Ground Search teams | 1-6 teams 1-5 planes 5-20 teams | IMAC, EMAC, FEMA, AFRCC |
| | Emergency Management | Operations Center Staff Public Information Officers IMT/IMAT | 50-200 5-100 1-10 | IMAC, EMAC, FEMA |
| | Mortuary | DMORT Body Bags | 1-5 teams 25K | HHS / CDC, EMAC, FEMA, Vendor Supplied |
| | Law Enforcement Officers | Category I Peace Officers CERT Volunteers | 50-250 6-30 teams | IMAC, EMAC |
| | HazMat | Civil Support Team (CST) CERFP Hazmat Teams | 1-3 1-6 1-5 | IMAC, NVNG, EMAC, Vendor Supplied |

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| Resource Capability Gaps & Solutions | | | | |
|--------------------------------------|---|-----------------------------|------------------------------|--|
| Hazard | Resource Description | | Estimated Range of Shortfall | Solution |
| | Heavy Construction Equipment | Road Graders | 6-12 | IMAC, EMAC, Vendor Supplied |
| | | Bulldozers | 12-24 | |
| Water Tenders | | 2-10 | | |
| Fuel Truck | | 1-5 | | |
| Backhoes | | 2-25 | | |
| Dump Trucks | | 6-50 | | |
| | Public Work Specialists | Structural Engineers | 5-100 | IMAC, EMAC, FEMA, Private Sector |
| | | Water/Sewer Specialists | 1-50 | |
| Roads & Bridges Inspectors | | 1-100 | | |
| Debris Removal | | 12-100 | | |
| Major Flood | Emergency Management | Operations Center Staff | 10-100 | IMAC, EMAC, FEMA |
| | | Public Information Officers | 5-50 | |
| | | IMT/IMAT | 1-10 | |
| | Mass Care & Sheltering | Shelters and staffing | 1-6 | IMAC, EMAC, FEMA NGO's, ARC |
| | Heavy Construction Equipment | Road Graders | 2-12 | IMAC, EMAC, Vendor Supplied |
| | | Bulldozers | 2-20 | |
| | | Back Hoes | 2-20 | |
| | | Dump Trucks | 2-25 | |
| | Haz Mat | Civil Support Team/CERFP | 1-3 | IMAS, NVNG, EMAC, Vendor Supplied |
| | | Hazmat Teams | 1-5 | |
| CERFP | | 1-3 | | |
| Search and Rescue | Ground Search | 1-25 teams | IMAS, EMAC, FEMA | |
| | Civil Air Patrol | 1-5 | | |
| | Urban Search and Rescue | 1-3 teams | | |
| Law Enforcement Officers | Category 1 Peace Officers | 25-100 | IMAS, EMAC | |
| | CERT Volunteers | 6-25teams | | |
| Sandbags | | 50K – 1 million | Vendor Supplied | |
| Public Works Specialists | Water & Sewer Specialists | 1-12 | IMAS, EMAC, Vendor Supplied | |
| | Roads & Bridges Inspectors | 1-25 | | |
| | Debris Removal | 12-72 | | |
| Pandemic / Epidemic | Emergency Management | Operations Center Staff | 10-100 | IMAS, EMAC, FEMA, HHS |
| | | Public Information Officers | 5-50 | |
| | | IMT/IMAT | 1-5 | |
| | Mortuary Services | DMORT | 1-5 teams | HHS / CDC, EMAC, FEMA, Vendor Supplied |
| | | Body Bags | 50K-250K | |
| Medical Services | Medical Services | Doctors | 12-100 | EMAC, FEMA, HHS / CDC, MMRS, IMAS |
| | | Nurses | 50-500 | |
| | | Paramedics | 50-250 | |
| | | Long Term Care | 50-500 | |
| | | Alternate Care Sites | 1-10 | |
| DMAT | 1-5 teams | | | |
| Medical Supplies | Strategic National Stockpile CHEMPAC Federal Medical Aid Stations | Population Allotment | HHS, CDC | |

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| Resource Capability Gaps & Solutions | | | | |
|--------------------------------------|----------------------------|--|--|--------------------------|
| Hazard | Resource Description | | Estimated Range of Shortfall | Solution |
| | Law Enforcement Officers | Category 1 Peace Officers CERT Volunteers | 25-100 6-12teams | IMAS, EMAC |
| Active Assailant/ Active Shooter | Law Enforcement | Category 1 Peace Officers SWAT Teams/MACTAC Bomb Squads Public Information Officers | 100-500 3-25 teams 1-10 squads 5-50 | IMAS, EMAC, FEMA, FBI |
| | Fire/EMS | Paramedics Ambulance | 100 1-15 Strike Teams | |
| | Emergency Management | Operations Center Staff Public Information Officers IMT/IMAT | 50-150 50-150 1-10 | IMAS, EMAC |
| | Civil Support Team / CERFP | | 1-3 teams | EMAC, National Guard |
| | Medical Services | Ambulance Triage – Dr/RN Immediate / ER Care – DR/RN Hospitals Special Needs Staff | 1-10 Strike Teams 12-100 12-100 1-5 1-5 teams 100 | EMAC, FEMA, MMRS |
| Cyber | Law Enforcement | Category 1 Peace Officers SWAT Teams Public Information Officers | 25-100 1-5 teams | IMAS, EMAC, FEMA, FBI |
| | Cyber Security | Analysts Investigators | 1-50 | EMAC, FBI, DOJ, DOD |

Table 10: Resource Capability Gap Analysis and Solutions.

Nevada, through THIRA/SPR, Consequence Analysis, and Resource Asset Assessment processes has identified resource capability gaps and shortfalls by hazard. Overarching process considerations for identifying gaps and shortfalls includes components of inventory, capability/limitation, and information and operational experience provided by SEOC agencies. Identified gaps and shortfalls, for the top six hazards are outlined in Table 10.

To address and overcome identified gaps and shortfalls, Nevada has entered into and activates additional function specific resources through mutual aid, contract, or memorandum of understanding in accordance with the NRS 414, 414A and 277.

Should a resource not be available through the agreements the State of Nevada will reach out to private sources for the requested/required asset. The Nevada Department of Administration, State Purchasing Office (SPO) has primary agency responsibility for procurement in Nevada.

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Procurement of resources necessary to overcome capability gaps and shortfalls will be in accordance with State of Nevada policies and procedures.

6) Operational Experience and Event Reporting - After Action Analysis

At the termination of each response an after-action review (AAR) is conducted to assess the State's actions, capabilities, and shortfalls. Three phases of the review are used and occur on different and distinct levels.

7) De-Briefing – DEM/Individual Operational Groups

- a. SEOC activities and status.
- b. SOPs.
- c. Equipment status and maintenance considerations.
- d. Consumables status and inventory.
- e. Staffing rosters.
- f. Alert/notification and recall.
- g. Emergency contact number(s) for off-duty personnel.
- h. Outstanding and un-resolved issues.
- i. Compilation of documentation and records.
- j. Return to pre-deployment status and schedule for re-supply.

8) Post-Incident Analysis – Outside Agencies / Liaisons and General staff

- a. Review of tactics and procedures.
- b. Status of personnel and equipment.
- c. Compilation of documentation and records.
- d. Accounting of equipment and inventory.
- e. Review of areas of concern and needs.
- f. Development and documentation of proposals and solutions to issues.

9) Critique – Senior Staff and Command Staff

- a. Review of strategy, tactics, and procedures.
- b. Review and report of issues and concerns (DEM).
- c. Review and report of issues and concerns (Executive staff).
- d. Accounting of financial / economic records.
- e. Proposals for resolution of issues, concerns, needs.
- f. Development and documentation of proposals and solutions to issues.
- g. Accounting of equipment and inventory.

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- h. Compilation of documentation and records.
- i. Completion of needs assessment document.

10) Exercises, Evaluations, and Corrective Actions - *Post-Exercise and Drill*

Nevada recognizes that at the conclusion of exercise play assessment processes does not end. Therefore, at the completion of each exercise and/or drill participants are required, through self or federal evaluation, to review outcomes, strategies, and tactics utilized. The State of Nevada follows the Homeland Security Exercise and Evaluation Program (HSEEP). Use of HSEEP processes are required for federally or state funded exercises.

Corrective actions and identified (resource capability or other) shortfalls resulting from exercise evaluation are addressed through submissions of an After-Action Report (AAR) to DEM's Exercise Program Manager. AAR documentation must include highlights outlining strengths of a program and make recommendations to improve operations. Finally, each jurisdiction/agency must modify operations or make changes to plans and procedures based on the findings documented in AARs.

11) Record-Keeping and Tracking

The DEM Operations Section Chief is responsible for the overall maintenance, storage, and tracking of needs assessment documentation that pertains to actual events. Documentation will be maintained in the SEOC using the Resource Management Asset Matrix and WebEOC.

The DEM Exercise Officer is responsible for receipt, distribution, and maintenance of the State's exercise documentation. This process is described in detail in the State of Nevada Exercise and Evaluation Manual, as amended.

12) After Action Review System

The Operations Section Chief in cooperation with the State Exercise Officer is responsible for maintaining the AAR system. AARs are designed to manage and coordinate ongoing efforts towards program enhancement. Needs and outstanding issues identified through actual events and needs assessment processes are tracked to completion using AARs. AAR documentation must include highlights outlining strengths of a program and make recommendations to improve operations. Forms are used by the program as the first step in identifying areas of concern and resource management capability shortfalls and unmet needs.

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25. Attachment 2 to Volume V: Resource Requirement Parameters

1. Resource Requirement Prioritization

Nevada has developed and utilizes prioritization for resource capability gaps and shortfalls. The following priority list will be used for prioritization. Prioritization may be adjusted based on sources and availability of funding.

- a. Life Safety.
- b. Immediate need (Disaster).
- c. Regulatory Requirement.
- d. Replacement Items and equipment.
- e. Non-State Asset (not available through vendor).
- f. Non-State asset (available through vendor).
- g. Enhancement of existing capability.
- h. Enhancement of non-existent capability.
- i. New Initiative N.O.S.

2. Fiscal Year Budget and Appropriations Request

Annually, Nevada agencies must provide the Governor and Legislature with a proposed budget that strives to achieve goals and objectives outlined in the Strategic Plan. All appropriations must be consistent with laws, rules, and regulations of Nevada and federal funding sources. Resource shortfalls identified through emergency management program processes will be included in annual budget requests, whenever practical. Funding, however, is based on factors including but not limited to the amount of general revenue funding available; the amount of federal funding available (DHS/FEMA, DOE, ODP, etc.), and the amount of funding available from specialized appropriations. Specific legislation pertaining to the State's Emergency Management Program can be found in Nevada Revised Statute 414.

Typically, the State of Nevada Emergency Management Program receives funding for approved appropriations from four (4) sources:

- a. State General Revenue Fund
- b. Department of Energy
- c. FEMA – Emergency Management Performance Grant
- d. Homeland Security Grants

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3. Funding Availability and Budgeting

Wherever practical, the State of Nevada will utilize existing funding to continue enhancement of emergency management program initiatives. Ultimately, funding levels appropriated by the Legislature and signed into effect by the Governor determines program ability to purchase and update equipment, commodities, and/or hire personnel. Nevada will actively seek and acquire funding from outside sources. Agencies are encouraged to look for and garner approval to request grant funding from other government and private organizations.

Regardless of funding sources, all funding and purchasing will be in compliance with established Nevada and federal financial and budgetary policy.

4. Executive Process

Nevada has statutes enabling the emergency management program to maintain a viable and robust network of assets and mandates. Primary enabling statutes for conduct of executive processes, statutory authorities to conduct emergency management activities, and the ability of the program to utilize all available assets from the State, local, non-governmental, and private not-for-profit sectors.

***Volume VI: Public Information and
Warning***

Nevada Division of Emergency Management

1. Purpose

The Division of Emergency Management (DEM) has, in the past, developed and provided guidance for the development of NIMS compliant Emergency Operations Plans (EOPs) for local governments, Tribal Nations, and State Agencies. Rather than produce a “how to” manual, DEM has endorsed the useful FEMA Comprehensive Preparedness Guide 101 Version 2 (CPG-101v2), *Developing and Maintaining State, Territorial, Tribal and Local Government Emergency Plans*, which provides a detailed guide for state, local and tribal emergency planners. This guide is intended to be a supplement to CPG-101 that focuses on Nevada specific information emergency planners needed to be consistent with the State Comprehensive Emergency Management Plan (SCEMP) and maintain compliance with Nevada Revised Statutes governing the development of emergency plans and compliance with NIMS concepts.

DEM firmly believes that the process of planning is equally as important as the product. Plans should never lay stagnant, but be in a constant motion of review, implementation, testing, evaluation, and improvement.



2. Public Information Overview

Public Information Officers (PIOs) are the communications coordinators, spokespersons and public relations officers for government agencies and large organizations. A primary responsibility of a PIO is to provide information to the media and public as required by law and according to their agency's protocol and standards. PIOs are responsible for developing media strategies that promote their agency's mission, vision, and strategic objectives. Through a variety of outreach measures the agency PIO informs the whole community on the programs available and their benefits.

The PIO contributes to fulfilling their agency's mission and meeting strategic objectives and program goals. This is accomplished by organizing and implementing public information activities in order to provide the partnering agencies, public and media with timely and accurate information during an incident and in matters of public interest and to provide a positive organizational image.

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Additionally, public information is a vital function in emergency/disaster operations. An important priority is to educate and prepare the public through relevant, prompt, and authoritative information during non-emergency and emergency incidents. Internally communication systems and networks are essential for protecting lives and property in the event of any kind of significant disaster or emergency. The media and the public seek information and guidance during times of natural and manmade disasters and emergencies. Therefore, public information officers have an inherent obligation to protect the public and their communities by disseminating pertinent information.



3. PIO Responsibilities

The NIMS Basic Guidance for Public Information Officers was developed in coordination with Federal, state, local, tribal, territorial, private sector, and nonprofit PIOs. This publication provides operational practices to help PIOs perform their duties within the Command and Coordination structures.

Before, during, and after an incident, coordinated and timely communication to the public is critical. Effective communication can save lives and property and can promote credibility and public trust. PIOs are key members of Incident Command System (ICS) and Emergency Operations Center (EOC) organizations, and they work closely with officials who are part of Multiagency Coordination Groups (MAC Groups). PIOs advise the Incident Commander (IC), Unified Command, and EOC director³ on public information relating to incident management.

PIOs also handle the following:

- Inquiries from the media, the public, and elected officials.
- Public information and warnings.
- Rumor monitoring and response.
- Media relations.
- Digital communications.
- Multimedia content.

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- Actions related to preparedness, incident response, Joint Information Systems (JIS), Joint Information Centers (JIC), incident recovery, and Federal public information support.
- Other functions necessary to gather, verify, coordinate, and disseminate accurate, accessible, and timely information (information on public health, safety, and protecting private property is particularly important).
- Monitoring media and other sources of public information and transmitting relevant information to appropriate personnel at the incident site, in an EOC, or in a MAC Group.

This Basic Guidance for Public Information Officers provides fundamentals for any person or group with PIO responsibilities. The material is adaptable to individual jurisdictions and specific incident conditions. This guide is not a substitute for initial and ongoing PIO training. Basic and advanced PIO training is available through many state emergency management departments and FEMA. Supersession: This document supersedes NIMS Basic Guidance for Public Information Officers issued in November 2007.

4. Comprehensive Preparedness Guide

Comprehensive Preparedness Guide (CPG) 101 provides guidance for developing emergency operations plans. It promotes a common understanding of the fundamentals of risk-informed planning and decision making to help planners examine a hazard or threat and produce integrated, coordinated, and synchronized plans. CPG 101 assists in making the planning process routine across all phases of emergency management and for all homeland security mission areas.

This Guide helps planners at all levels of government in their efforts to develop and maintain viable all-hazards, all-threats EOPs. Accomplished properly, planning provides a methodical way to engage the whole community in thinking through the life cycle of a potential crisis, determining required capabilities, and establishing a framework for roles and responsibilities.

It shapes how a community envisions and shares a desired outcome, selects effective ways to achieve it, and communicates expected results. Each jurisdiction's plans must reflect what that community will do to address its specific risks with the unique resources it has or can obtain.

As part of the public information and warning component at the SEOC, the Joint Information System Operations Plan was created using a systematic planning approach to bring state agencies and local jurisdiction stakeholders in the development of this comprehensive plan.



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During an emergency, disaster or major event, the State of Nevada must provide accurate, coordinated, consistent and timely information to the citizens of Nevada. Information during a time of crisis will be one of the most vital resources that will instill confidence that all levels of government are working in partnership to restore essential services and help individuals begin to put their lives back together. Using the concepts put forth in the JIS plan, the State of Nevada will be able to communicate vital information to the citizens of this state.

5. Joint Information System Operations Plan

The Nevada Joint Information System is the network of communicators who facilitate emergency management information sharing within the state, local and federal partners, public and the media.

The purpose of the State of Nevada Joint Information System Operations Plan (OPLAN) describes an integrated strategy to provide coordinated information during an emergency, disaster, or major event through the State JIS to support statewide and local response efforts. This OPLAN describes the state JIS mission, concepts of operations, organization structures and it identifies roles and responsibilities to meet mission requirements.

The mission of the State of Nevada Joint Information System is to provide a structure and system for developing and delivering accurate, coordinated, consistent and timely messages; developing, recommending, and executing public information plans and strategies on behalf of the Office of the Governor and the State Emergency Operations Center; advising the Office of the Governor, the State Emergency Operations Center, and local jurisdictions affected by disasters concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.



Objectives:

- Instill confidence in the state that all levels of government are working in partnership to restore essential services and help individuals begin to put their lives back together,
- Work with the media to promote a positive understanding of federal and state response, recovery, and mitigation programs,
- Provide all target markets with equal access to timely and accurate information about disaster response, recovery, and mitigation programs,
- Manage expectations so that disaster victims have a clear understanding of all disaster response, recovery, and mitigation services available to them, and
- Support local efforts to reach disaster victims with specific program information.

6. Components of the Joint Information System

The Emergency Support Function (ESF) #15 – Public Information is a component of the SEOC and plays the primary role of coordinating information for the state in support of local jurisdiction incident response. ESF #15 also is responsible to coordinate the efforts of state agencies for gathering and disseminating emergency information to government officials, the general public and the news media to contribute to the health, safety, and welfare of the communities of Nevada during an emergency or a disaster. Nevada employs 18 ESFs in its SEOC.

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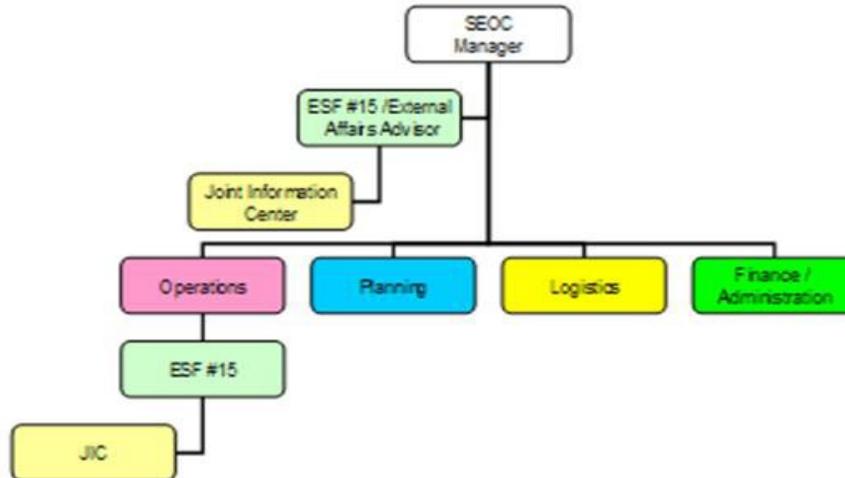


Figure 13. ESF #15 and the JIC in the SEOC Structure.

Each ESF has a main function and several support functions as determined by the State’s coordination of response resources at the request of the local jurisdiction to any incident. ESF #15 falls under the Operations Section and is responsible to coordinate public information mission assignments as directed by the Operations Section Chief, but also serves as the main advisor for public information and external affairs to the SEOC Manager.

The JIC is a component / extension of ESF 15. The JIC may be activated at the discretion of ESF #15. When the ESF #15 receives an external affairs mission assignment from SEOC Operations, if activated, the JIC activities ensure the coordinated and timely release of incident-related prevention, preparedness, response, recovery, and mitigation information to the public.

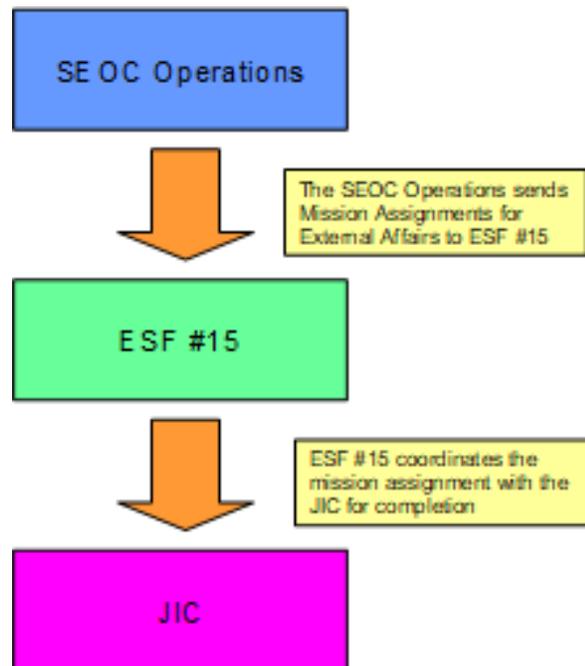


Figure 14. JIC Mission Assignment Flow.

7. Joint Information System Structure

The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

The Joint Information Center, which is “a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.” The JIC is a central location that facilitates operation of the JIS.

In modern emergency management practice, a JIC may be virtual, with its functions performed by trained PIOs operating in different locations with the common goal of information coordination during an emergency situation. A JIC may also be considered a satellite JIC if it is set up near the scene of emergency management efforts rather than at a central office.

The PIO should develop standard operating procedures on the actual use of the JIC and the equipment and staff that may be needed.

Sample Joint Information Center (JIC) Organizations and Functions Initial Response or Local Incidents

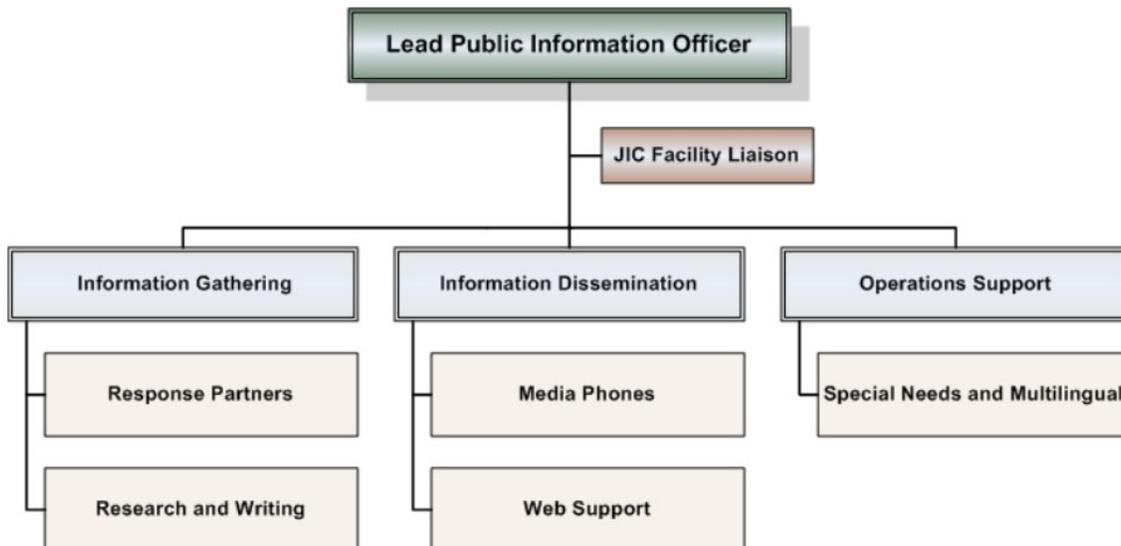


Figure 15. Sample Joint Information Center (JIC) Organizations and Functions Initial Response or Local Incidents Joint Information System – Training

Annex R –JIS was added to the SCEMP formalizing the creation and operation of the state JIS. It clarifies that the JIS includes all state PIOs as well as the PIOs for partner jurisdictions and non- government organizations (NGOs). It formalizes a system for training the state PIOs for work within the JIS, as well as within a JIC and the State Emergency Operations Center (SEOC).

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8. Training and Exercises

In emergency management, training and exercises are the most important factors in preparedness. Because emergencies are a departure from normal activities, emergency management—including PIO involvement in an emergency situation—must be practiced in a realistic setting to create an experiential understanding of the roles, challenges and actions encountered and required in an actual emergency.

PIOs may serve on one of four levels/ tiers of participation in the JIS: leadership, senior state PIOs, state PIOs or non-state PIOs.

Leadership - the DEM PIO, Lead PIO in any response involving activation of the SEOC, JIC Manager, and all personnel who serve in the SEOC in ESF 15, must have the following training:

- SEOC Basic Training – an overview of the SEOC and its role in a disaster
- IS-100 Introduction to Incident Command System
- IS-200 Basic Incident Command System
- Introduction to WebEOC- Crisis Management Software
- IS-700 – National Incident Management System
- IS- 800B – National Response Framework

These courses are required by NIMS within the first year of assignment for all people who work within the SEOC.

- IS-701 Multi-agency Coordination System
- IS-702.A Public Information System
- IS-703 NIMS Resource Management

PIOs in JIS leadership must complete the PIO classroom series within their first year of JIS service:

- [IS-29 – Public Information Officer Awareness.](#)
- [E/L0105 – Public Information Basics](#)

PIOs in JIS leadership are encouraged to also take:

- [E/L0388 – Advanced Public Information Officer](#)

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Senior state PIOs—all Nevada state PIO IIs and unclassified communications directors are considered candidates for service in a JIC and candidates for the JIS leadership positions listed above. Therefore, all Nevada state PIO IIs and unclassified communications directors are required to complete all 12 of the above-listed classes within one year of either the adoption of this annex, or the first anniversary of their hiring date, whichever comes later.

State PIOs—all Nevada state PIO Is are eligible to serve JIS functions, and, as such, are required to receive the following training:

- SEOC Basic Training – an overview of the SEOC and its role in a disaster
- IS-100 Introduction to Incident Command System.
- IS-200 Basic Incident Command System
- IS-700 – National Incident Management System
- IS-702.A Public Information System
- [IS-29 – Public Information Officer Awareness](#)
- [E/L0105 – Public Information Basics](#)



Non-state PIOs—while not required to take formal classes, all PIOs considered part of the JIS are encouraged to get the same training required of state PIOs. PIOs on the official state JIS list are

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encouraged to consult the Nevada Division of Emergency Management training calendar and participate in appropriate courses when offered in their area. They are also encouraged to take the FEMA “IS” online courses listed above, and to report successful course completion to the DEM PIO.

While DEM does not normally compensate employers or PIOs for their time or travel expenses, DEM offers these courses at no charge to PIOs serving the JIS.

Appropriately trained PIOs may serve in leadership roles even if they are not state employees if they are appointed by DEM PIO or Lead PIO. However, the top tier of courses is required for NIMS compliance for *all* who serve in the SEOC.

Within six months of the promulgation of this annex as part of the State Comprehensive Emergency Management Plan, senior state PIOs will begin training in key subject areas. Training will be conducted monthly for the first four months, after which they will continue to train quarterly every year. At least one training session per year is to include an exercise conducted either for JIS members only or as part of a joint exercise with SEOC staff or partner agencies and/or non-governmental organizations (NGOs) participating in the JIS.

It is best practice to coordinate at least one exercise every two years with partner agencies and NGOs in each major metropolitan area of the state (north or south). This emphasizes communication among agencies and NGOs and unified messaging to the public.

9. Public Information Training

The Emergency Management Institute (EMI) PIO training program is designed to provide PIOs with the essential knowledge, skills, and abilities to support proper decision-making by delivering the right message, to the right people, at the right time.

The EMI training program provides PIOs with the opportunity to learn and practice the tasks of gathering, verifying, coordinating, and disseminating public information at all levels of government. The training courses listed below include those delivered at the state, local, tribal, and territorial levels as well as higher-level training managed by EMI’s subject matter expert training teams.

- [IS-29 – Public Information Officer Awareness](#)
- [E/L0105 – Public Information Basics](#)

EMI managed courses:

- [E/L0388 – Advanced Public Information Officer](#)
- [Master Public Information Officer Program](#)
- E0389 – Master Public Information Officer Part 1

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- E0393 – Master Public Information Officer Part 2
- E0394 – Master Public information Officer Part 3
- FEMA-Master_PIO_Program@fema.dhs.gov

Additional Online Courses

- IS-100. Introduction to Incident Management
- IS-200. Incident Command System
- IS-250. ESF #15/External Affairs
- IS-650 Building Partnerships with Tribal Governments
- IS-700.a. National Incident Management System
- IS-702. NIMS Public Information Course
- E-750, 751, 752 & 753. Policy, Procedure and Practice for External Affairs
- IS-800.b. National Response Framework



10. Concepts of Operation

To achieve the Governor’s intent, the Governor’s Press Secretary (GPS) is Nevada’s oversight authority for all matters of public and emergency information. The ESF #15 will function as the lead for all public information operations during an event and as needed may activate and operate the JIC in a phased manner while coordinating with the GPS and the SEOC manager to develop and deliver accurate, coordinated, consistent and timely messages for the State.

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Phased Operations

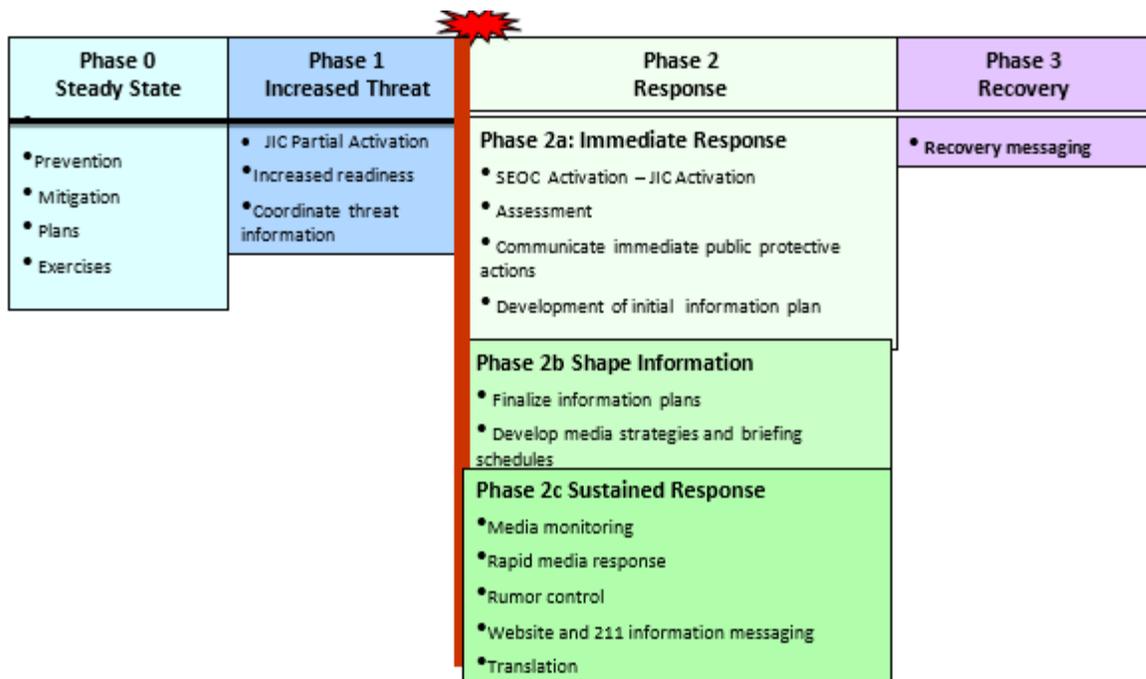


Figure 16. Phases of Operations.

Phasing is used in this plan as a methodology to describe the dynamic nature of how the State JIS prepares, responds, and recovers from an incident or emergency.

- **Phase 0: Steady State:** Phase 0 occurs when there is no specific threat or warning.
- **Phase 1: Increased Threat:** Phase 1 occurs in response to a credible threat or warning in the region or in Nevada.
- **Phase 2: JIC Activation and Employment:** Once an incident occurs, the JIC may be activated by the ESF #15 at the request of the SEOC manager.

Sub-Phase 2A (Immediate Response): Consists of activation of ESF #15, activation of the JIC, issuing of preliminary public protective action messaging (e.g., shelter in place, evacuation routes, shelter locations, etc.), and the initial development of an incident information plan.

Sub-Phase 2B (Shape Information): Consists of gathering information to develop a common picture of the incident and develop a consistent incident information plan and prepare a media briefing schedule.

Sub-Phase 2C (Sustained Response): Consists of implementing the incident information plan, monitoring media information, responding to media requests, implementing rumor control, and providing media briefings. During this phase the JIC may also activate information websites and 211 information messaging. The JIC may also employ translation services to reach non-English speaking citizens and visitors.

11. State JIC Organization Per NIMS Incident Type

The State JIC will be organized and staffed as determined by the size and requirements of the incident. Under the Incident Command System (ICS) the JIC is flexible and scalable. Incidents are typed in accordance with NIMS based on the complexity of the incident. The state JIC organization will maintain a core structure of functions but may increase or decrease in size based on the incident typing and the needs of the incident as determined by ESF #15 (Figures 13-16).

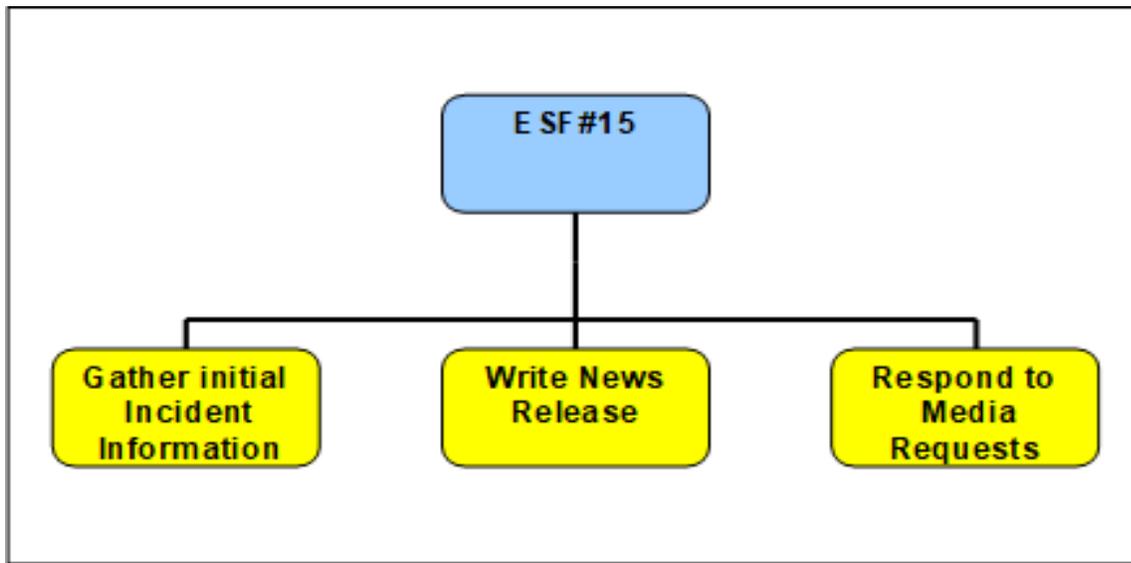


Figure 17. ESF #15 Organization for a Type 4 or Type 5 Incident.

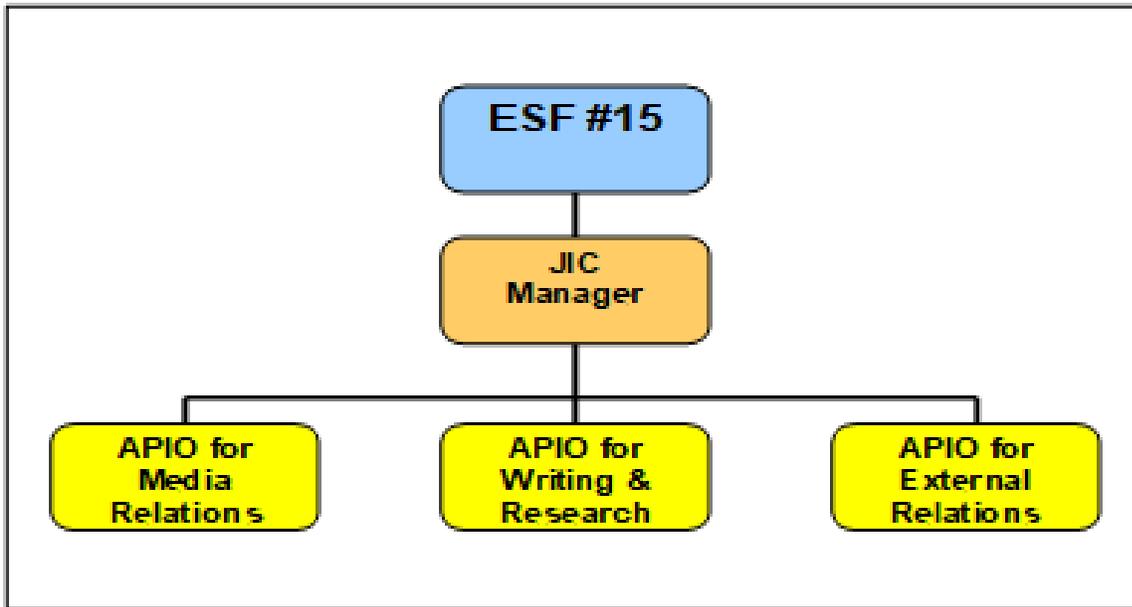


Figure 18. ESF #15 Organization for a Type 3 Incident.

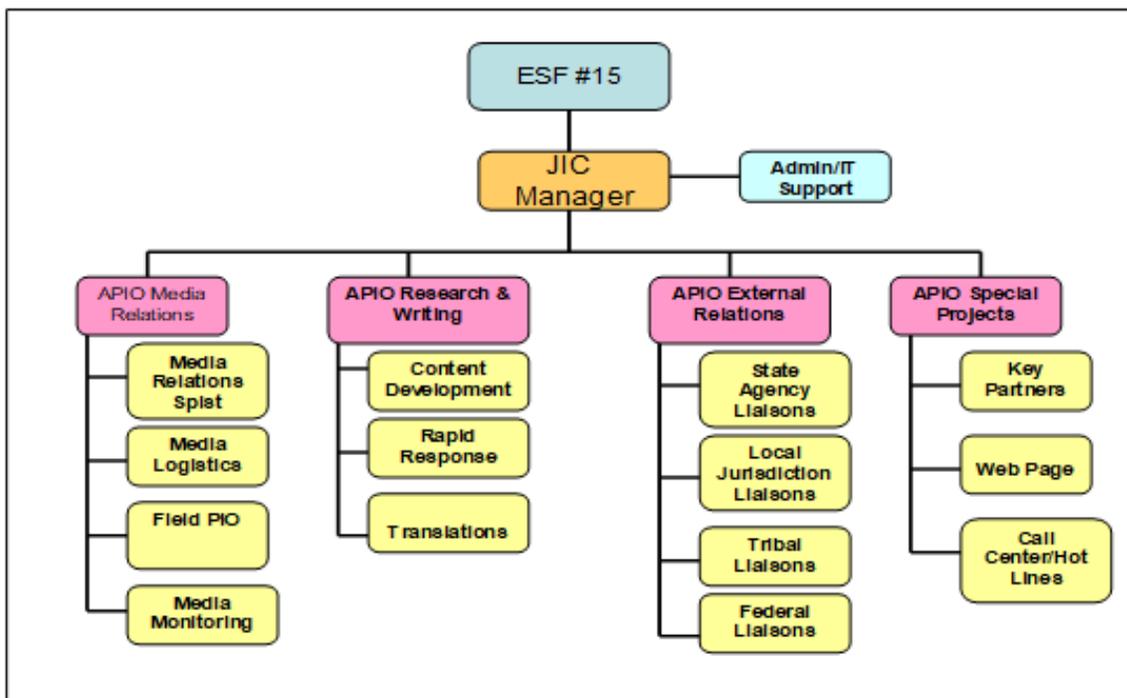


Figure 19. ESF #15 Organization for a Type 2 Incident.

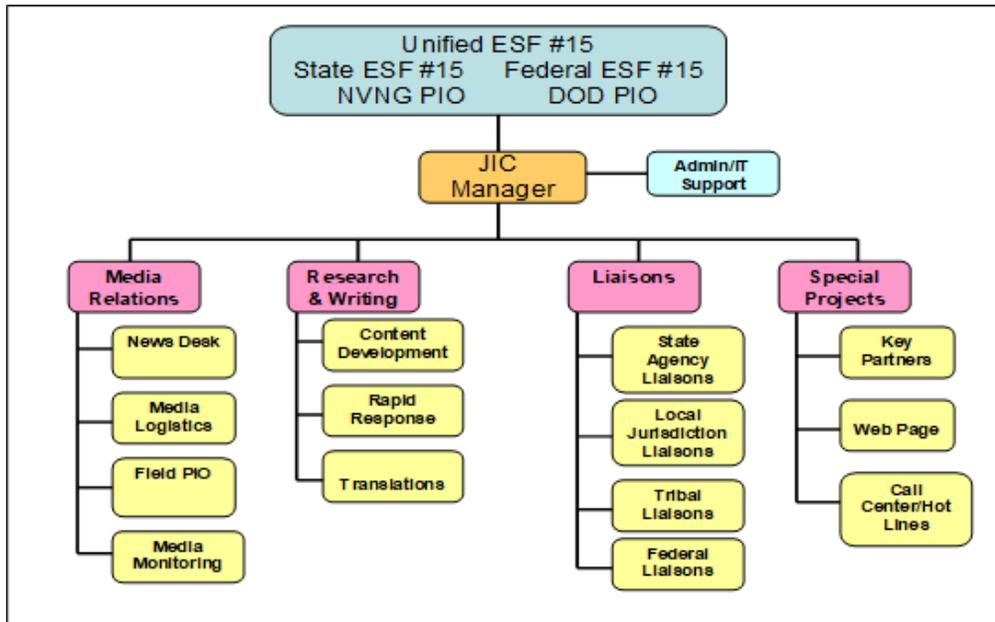


Figure 20. ESF #15 Organization for a Type 1 Incident.

12. Whole Community Approach

It takes all aspects of a community (volunteer, faith and community-based organizations, the private sector, and the public, including survivors themselves) — not just the government — to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. It is critical that emergency management works together to enable communities to develop collective, mutually supporting local capabilities to withstand the potential initial impacts of these events, respond quickly, and recover in a way that sustains or improves the community’s overall well-being.

How communities achieve this collective capacity calls for innovative approaches from across the full spectrum of community actors to expand and enhance existing practices, institutions, and organizations that help make local communities successful every day.

The whole community concept includes the following tenants:

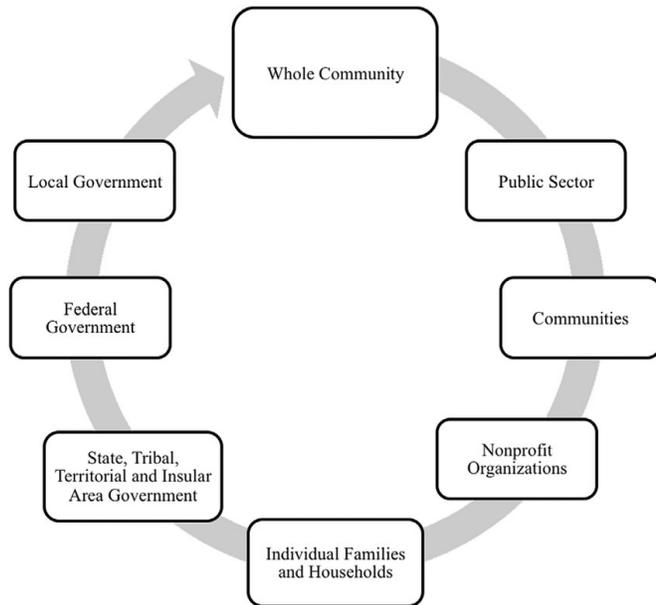
- Understanding and meeting the true needs of the entire affected community.
- Engaging all aspects of the community (public, private, and civic in both defining those needs and devising ways to meet them.
- Strengthening the assets, institutions, and social processes that work well in communities on a daily basis to improve resilience and emergency management outcomes.

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Effectively engage the whole community.

- Groups to Consider:

- ✓ Phone companies
- ✓ School Districts /Private Schools
- ✓ Churches/Faith-based
- ✓ Chamber of Commerce
- ✓ Community Service Organizations
- ✓ Farmer's Markets
- ✓ Businesses
- ✓ Seasonal Employment/Employers
- ✓ Insurance Companies
- ✓ National Service Teams: AmeriCorps, Senior Corps, National Civilian Community Corps



- Utilize free resources such as: Public Service Announcements (PSA), local press, free press
- Conduct Joint Exercises — include everyone at all phases

13. Emergency Management Standard

The [Emergency Management Standard](#) is designed as a tool for continuous improvement as part of the voluntary accreditation process for local, state, federal, higher education, and tribal emergency management programs. One of the 66 standards in this program is Emergency Public Education and Information.

4.15.1 Standard: The Emergency Management Program develops and maintains a documented plan and procedures for its public information function. The public information plan is designed to inform and educate the public about hazards, threats to public safety, and risk reduction through various media. The public information plan provides for timely and effective dissemination of information to protect public health and safety, including response to public inquiries and rumors. Protocols are developed to interface with public



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officials and VIPs. Procedures include a process for obtaining and disseminating public information materials in alternative formats.

4.15.2 Standard: The Emergency Management Program shall establish an emergency public information capability that includes:

- 1) A central contact facility for the media,
- 2) Pre-scripted information bulletins,
- 3) Method to coordinate and clear information for release,
- 4) Capability of communicating with special needs populations, and
- 5) Protective measure guidelines.

4.15.3 Standard: Procedures are in place and tested to support a joint information system and center.

4.15.4 Standard: The Emergency Management Program has designated and trained spokespersons.

4.15.5 Standard: The Emergency Management Program provides information and education to the public concerning threats to life, safety, and property. These activities include information about specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised. **Public Information and Public Warning**

The State of Nevada Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) evaluation processes identified communications as an important element of homeland security and government functions. These assessments form the foundational components of the state Emergency Management Program. A key item of these assessments is the emphasis on the need for Public Information and Public Warning (PIPW).

The PIPW project provides sustainment of the currently operating Emergency Alert System (EAS) and provides for an enhanced Public Information and Warning Program, as well as providing for the ability to monitor and post social media messaging. This project is in direct response to the Department of Homeland Security (DHS) core capability of Public Information and Warning. This project provides a common platform for Nevada's Public Safety Officials to quickly send out alerts and warnings.

Additionally, the projects within this investment produce and deliver a broad range of public information and warning messaging. This includes video content for social media platforms, state websites, TV, and radio broadcast. This messaging will cover the threats and hazards to Nevada as identified in the THIRA.

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This messaging promotes education and awareness of the five cornerstones in emergency management: prevention, protection, mitigation, response, and recovery to both public and private sectors.

14. PIPW Disaster and Emergencies Toolkits:

- [Flood Safety](#)
- [Earthquake](#)
- [Wildfire](#)
- [Drought](#)
- [Pandemic](#)
- [Avalanche](#)
- [Explosions](#)
- [Bioterrorism](#)
- [Cybersecurity](#)
- [Extreme Heat](#)
- [Power Outages](#)
- [Active Shooter](#)
- [Nuclear Explosion](#)
- [Emergency Alerts](#)
- [Pet Preparedness](#)
- [Life Saving Skills](#)
- [Attacks in Public Places](#)
- [Winter Weather Safety](#)
- [Severe Weather Safety](#)
- [Hazardous Materials Incidents](#)
- [Children and Youth Preparedness](#)



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- [Business Emergency Preparedness](#)
- [Financial Preparedness](#)
- [Recovering from Disaster](#)
- [Thunderstorms- Lightning](#)

15. References

- Nevada Revised Statute, Emergency Management (NRS) 414
- Nevada Revised Statute, State Financial Administration (NRS) 353
- Nevada Revised Statute, Chapter 239C (Homeland Security)
- Nevada Revised Statute, Chapter 433 (State of Emergency)
- Nevada Revised Statute, 277.080 – 277.180 (Inter-local Cooperation Act)
- Nevada Revised Statute, General Improvement Districts (NRS 318)
- Nevada Revised Statute, Planning and Zoning (NRS 278)
- Nevada Revised Statute, State Departments (NRS 232)
- Nevada Revised Statute, Governor (NRS 223)
- Nevada Revised Statute, Chapter 415 (Emergency Management Assistance Compact)
- Nevada State JIC Operational Plan
- State of Nevada Comprehensive Emergency Management Plan
- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
- Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
- Emergency Management and Assistance, 44 CFR
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Homeland Security Act of 2002
- Homeland Security Presidential Directive. HSPD-5, Management of Domestic Incidents
- Homeland Security Presidential Directive, HSPD-3
- National Response Framework
- National Incident Management System
- Incident Command System



Acronyms

| Acronym | Definition |
|----------|---|
| AAIM | Advanced All-Hazards Incident Management |
| AAM | After-Action Meeting |
| AAR | After-Action Report |
| AAR/IP | After-Action Review/Improvement Plan |
| ABIC | Basic Instructor Course |
| AHIMT | All-Hazards Incident Management Team |
| ARES | Amateur Radio Emergency Service |
| BSIR | Biannual Strategy Implementation Report |
| C/E | Controller/Evaluator |
| C&O | Concepts and Objectives |
| CAP | Corrective Action Plan |
| CDP | Center for Domestic Preparedness |
| CIMC | Complex Incident Management Course |
| COG | Continuity of Government |
| COOP | Continuity of Operations |
| CTOS | Counter Terrorism Operations Support |
| DEM | Nevada Division of Emergency Management |
| DEMC | Division of Emergency Management Coordination Center |
| DHS | Department of Homeland Security |
| EAS | Emergency Alert System |
| EEG | Exercise Evaluation Guide |
| EM | Emergency Management |
| EMAC | Emergency Management Assistance Compact |
| EMAP | Emergency Management Accreditation |
| EMI | Emergency Management Institute |
| EMPG | Emergency Management Program Grants |
| EMRTC | The Energetic Materials Research and Testing Center |
| EOC | Emergency Operations Center |
| EOG | Emergency Operating Guides |
| EOP | Emergency Operations Plans |
| EPG | Exercise Program Guide |
| ESAR-VHP | System for Advance Registration of Volunteer Health Professionals |
| EXCOM | Executive Committee for Planning |
| EXPLAN | Exercise Plan |

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| | |
|--------|--|
| FE | Functional Exercise |
| FEMA | Federal Emergency Management Agency's |
| FIPS | Federal Information Processing Standards |
| FPM | Final Planning Meeting |
| FSC | Finance Section Chief |
| FSE | Full-Scale Exercise |
| GPD | Grants Program Directorate |
| HMP | Hazard Mitigation Plan |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| HSGP | Homeland Security Grant Program |
| IAP | Incident Action Planning |
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IMAC | Intrastate Mutual Aid Committee |
| IMAS | Intrastate Mutual Aid System |
| IMAT | Incident Management Assistance Teams |
| IPM | Initial Planning Meeting |
| IPP | Integrated Preparedness Plan |
| IPPW | Integrated Preparedness Planning Workshop |
| IROC | Interagency Resource Ordering Capability |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| LSC | Logistics Section Chief |
| MACS | Multi Agency Coordination System |
| MEP | Master Exercise Practitioner Program |
| MEPP | Master Exercise Practitioner Program |
| MPM | Midterm Planning Meeting |
| MSEL | Master Scenario Exercise List |
| MYPS | Multi-Year Plan Schedule |
| NCBRT | National Center for Biomedical Research and Training |
| NDPTC | National Domestic Preparedness Training Center |
| NEP | National Exercise Program |
| NEPA | Nevada Emergency Preparedness Association |
| NERRTC | National Emergency Response and Rescue Training Center |
| NGO | non-governmental organizations |
| NIMS | National Incident Management System |

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| | |
|---------|---|
| NNSA | National Nuclear Security Administration |
| NNSS | Nevada National Security Site |
| NPD | National Preparedness Directorate |
| NPG | National Preparedness Goal |
| NPS | National Preparedness System |
| NQS | National Qualification System |
| NRF | National Response Framework |
| NRS | Nevada Revised Statute |
| NSS | National Shelter System |
| NTWG | Nevada Training Working Group |
| NWCG | National Wildfire Coordinating Group |
| OPLAN | Operations Plan |
| PDS | Preliminary Damage Assessment Teams |
| PIO | Public Information Officer |
| PIS | Public Information System |
| PIV-I | Personal Identity Verification - Interstate |
| POC | Point of Contact |
| POETE | Planning, Organization, Equipment Training, Exercise and Evaluation |
| PTB | Position Task Book |
| RRDM | Resource Request and Deployment Module |
| RRF | Resource Request Form |
| RRG | Response and Recovery Guide |
| SAA | State Authorized Agency |
| SAM | State Administrative Manual (SAM) |
| SCEMP | State Comprehensive Emergency Response Plan |
| SEOC | State Emergency Operations Center |
| SERV-NV | State Emergency Registry of Volunteers-Nevada |
| SGITC | Small Group Instructor Training Course |
| SHSGP | State Homeland Security Grant Program |
| SITMAN | Situation Manual |
| SME | Subject Matter Expert |
| SOG | Standard Operating Guidelines |
| SOP | Standard Operating Procedures |
| SPR | Stakeholder Preparedness Review |
| STO | State Training Officer |
| TA | Technical Assistance |
| TAITC | Total Army Instructor Training Course |

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| | |
|-------------|--|
| TEEX-NERRTC | Texas A&M Engineering Extension Service, National Emergency Response and Recovery Training Center |
| THIRA | Threat Hazard Identification Risk Assessment |
| THIRA/SPR | Threat Hazard Identification Risk Assessment/Stakeholder Preparedness Review |
| TTCI-SERTC | Transportation Technology Center, Inc., Security and Emergency Response Training Center TTCI-SERTC |
| TTX | Tabletop Exercise |
| URT | Unified Reporting Tool |