



STAFF REPORT

Report To: Board of Supervisors **Meeting Date:** April 4, 2019

Staff Contact: Sean Slamon

Agenda Title: For Possible Action: Discussion and possible action regarding the Carson City Emergency Operations Plan (EOP) Revision. (Sean Slamon, sslamon@carson.org)

Staff Summary: The Emergency Operations Plan must be reviewed at a minimum of every five years to comply with State requirements. This marks the end of the five year period with revisions made globally to the EOP. The Letter of Promulgation will need signatures from the Mayor and the Board of Supervisors signifying their approval.

Agenda Action: Formal Action / Motion **Time Requested:** 5 minutes

Proposed Motion

I move to approve the global revisions to the Emergency Operations Plan as submitted.

Board's Strategic Goal

Safety

Previous Action

The Emergency Operations Plan was last revised and approved in 2015.

Background/Issues & Analysis

EOP Revisions Included:

1. References to Emergency Support Function (ESF) positions were taken out of the Immediate Action Checklist. Pages iii-v.
2. Signatory changes on Letter of Promulgation. Page ix.
3. Addition of global update for 2019. Page xi.
4. Addition of how ESF positions apply to the Carson City Emergency Operations Center (EOC) structure. Page xv.
5. Table of Contents updated to match current changes. Pages xvii to xxi.
6. Emergency Coordination Center (ECC) changed to Emergency Operations Center (EOC) throughout the plan.
7. Table 1-4 updated to current succession plan. Page 1-13 to 1-15.
8. 2.1.1.5 updated. Page 2-3.
9. Figure 2.1 – Map of Carson City updated. Page 2-5.
10. Table 4-1 – Type of Incident changed to Level of Incident. Page 4-4 to 4-5
11. Quad County Multi-Agency Coordination (MAC) Agreement added to Appendix D. Page D-4.
12. Current Carson City map added to Appendix E. Page E-2.

Applicable Statute, Code, Policy, Rule or Regulation

NRS Chapter 414 and NRS 414.090

Financial Information

Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted? No

Explanation of Fiscal Impact:

Alternatives

None.

Attachments:

[Carson City EOP 2019 Final.pdf](#)

Board Action Taken:

Motion: _____

- 1) _____
- 2) _____

Aye/Nay

(Vote Recorded By)

CARSON CITY, NEVADA EMERGENCY OPERATIONS PLAN



March 2019

Prepared for:

**Carson City
Emergency Management Division
777 South Stewart Street
Carson City, NV 89701**

Originally prepared October 2015 by:





This document was prepared in 2015 under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of Carson City and do not necessarily represent the official position or policies of the Office of Grants and Training or the U.S. Department of Homeland Security.

**THIS DOCUMENT IS DESIGNATED
UNCLASSIFIED/FOR OFFICIAL USE ONLY (FOUO)**

This document contains information exempt from mandatory disclosure under the FOIA (NRS 239).

Immediate Action Checklist

Use the following Immediate Action Checklist to initiate Carson City's response to and support of an emergency incident. If you are not qualified to implement this plan, dial 9-1-1 and ask for assistance.

1. Receive alert of incident.

- Alerts should be directed to the Carson City Emergency Manager (Fire Chief).
- If the Emergency Manager is not available, alerts should be directed to the Deputy Emergency Manager based on the line of succession outlined in Section 1.8.1 of this plan.
- Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public or other sources.
- If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.

2. Determine need to implement Carson City's Emergency Management Organization.

- The Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the incident. This may range from the Emergency Manager and/or Deputy Emergency Manager being on stand-by to full activation of the Emergency Operations Center.
- Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated.

3. Notify key Carson City personnel and response partners.

- The Emergency Manager and/or Deputy Emergency Manager will notify key personnel to staff the Emergency Operations Center based on incident needs.
- Notify appropriate emergency response agencies.

Immediate Action Checklist

- *See the Emergency Contact List maintained by the Deputy Emergency Manager.*

4. Activate the Emergency Operations Center as appropriate.

- Carson City will utilize the Incident Command System in managing the Emergency Operations Center.
- Primary Emergency Operations Center Location: Carson City Fire Department Administration, 777 S. Stewart Street
- Alternate Emergency Operations Center Location: Carson City Fire Department Station 52, 2400 E. College Parkway
- *See Section 5.4 of this plan for information on Emergency Operations Center operations.*

5. Establish communications with the on-scene Incident Commander.

- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
- The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.

6. Identify, in coordination with the on-scene Incident Commander, key incident needs.

- Consider coordination of the following, as required by the incident:
 - Protective action measures, including evacuation and shelter-in-place
 - Shelter and housing needs for displaced citizens
 - Emergency public information and coordination with the media
 - Provisions for Access and Functional Needs Populations, including unaccompanied children
 - Provisions for animals in disaster

7. Inform Nevada Division of Emergency Management/Homeland Security of Emergency Operations Center activation and request support as needed.

- NDEM Duty Officer: (775) 687-0400
- If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.

8. Declare a State of Emergency for Carson City, as appropriate.

- If the incident has threatened or threatens to overwhelm Carson City's resources to respond, Carson City should declare a State of Emergency.
- A declaration may be made by the Board of Supervisors.
- The declaration should be submitted to NDEM via the Duty Officer.
- *See Section 1.7 of this plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form.*

THIS PAGE LEFT BLANK INTENTIONALLY

Preface

This Emergency Operations Plan is an all-hazard plan that describes how Carson City will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Nevada, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, and Nevada Office of Emergency Management plans.

Response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the Carson City that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, Carson City has, in addition to promulgating this plan, formally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Emergency Support Function Annexes that complement the federal and State of Nevada Emergency Support Function Annexes and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in Carson City will coordinate resources and activities with other federal, State, local, tribal, community- and faith-based organizations, and private-sector partners.

THIS PAGE LEFT BLANK INTENTIONALLY

Letter of Promulgation

To all Recipients:

Promulgated herewith is the Emergency Operations Plan for the Consolidated City of Carson City (Carson City). This plan supersedes any previous plans. It provides a framework within which Carson City can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan attempts to be all-inclusive in combining the five mission areas of emergency management to ensure that Carson City is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to Carson City. This includes the following:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism
- **Protection:** activities necessary to secure the City against acts of terrorism and natural or human-caused disasters
- **Mitigation:** activities that reduce loss of life and property by lessening the impact of disasters
- **Response:** activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred
- **Recovery:** activities necessary to assist the community in recovering effectively from a disaster

This plan has been reviewed by the City Manager and Emergency Manager and approved by the Carson City Mayor and Board of Supervisors. It will be revised and updated as required. All recipients are requested to advise the Deputy Emergency Manager of any changes that might result in its improvement or increase its usefulness. Plan changes will be transmitted to all addressees on the distribution list.

Robert Crowell, Mayor

Stacey Giomi, Supervisor Ward 1

Brad Bonkowski, Supervisor Ward 2

Lori Bagwell, Supervisor Ward 3

John Barrette, Supervisor Ward 4

DATE

THIS PAGE LEFT BLANK INTENTIONALLY

Plan Administration

The Deputy Emergency Manager will coordinate review, revision, and re-promulgation of this plan every two years or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Emergency Manager and/or Deputy Emergency Manager without formal approval by the Board of Supervisors.

Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Department	Summary of Change
2014	000	Carson City Fire Department, EMD	Carson City EOP Global Update
2015	001	EMD	Updates to ESF responsibilities
2016	002	EMD	ESF Delegation of Responsibility
2017	003	EMD	Revision of Annex A-F
2019	004	EMD	Carson City EOP Global Update

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The Deputy Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained at Carson City Emergency Management.

Agency	Department/Title
Carson City	Board of Supervisors, Mayor and Ward Supervisors
Carson City	City Manager's Office, City Manager
Carson City	Department of Alternative Sentencing, Chief
Carson City	Nevada Humane Society
Carson City	Assessor's Office, Assessor
Carson City	Business Resource Innovation Center, BRIC Manager
Carson City	Clerk-Recorder's Office, Clerk Recorder
Carson City	CDD Building Division, Chief Building Official
Carson City	CDD Engineering Division, Deputy Public Works Director
Carson City	CDD Planning Division, Community Development Director
Carson City	CDD Code Enforcement Division, Senior Code Enforcement Officer
Carson City	Courts, Court Administrator
Carson City	District Attorney's Office, District Attorney
Carson City	Finance Department, Finance Director
Carson City	Finance Department, Risk Manager
Carson City	Fire Department, Fire Chief
Carson City	Fire Department, Deputy Emergency Manager
Carson City	Health and Human Services, Health Director
Carson City	Health and Human Services, PHP Program Manager
Carson City	Public Works, Public Works Director
Carson City	Sheriff's Office, Sheriff
Carson City	Treasurer's Office, Treasurer
Douglas County	Fire Chief/Emergency Management Director
Lyon County	City Manager/Emergency Management Director
Storey County	Emergency Management Director
NDEM	Nevada Division of Emergency Management, Chief

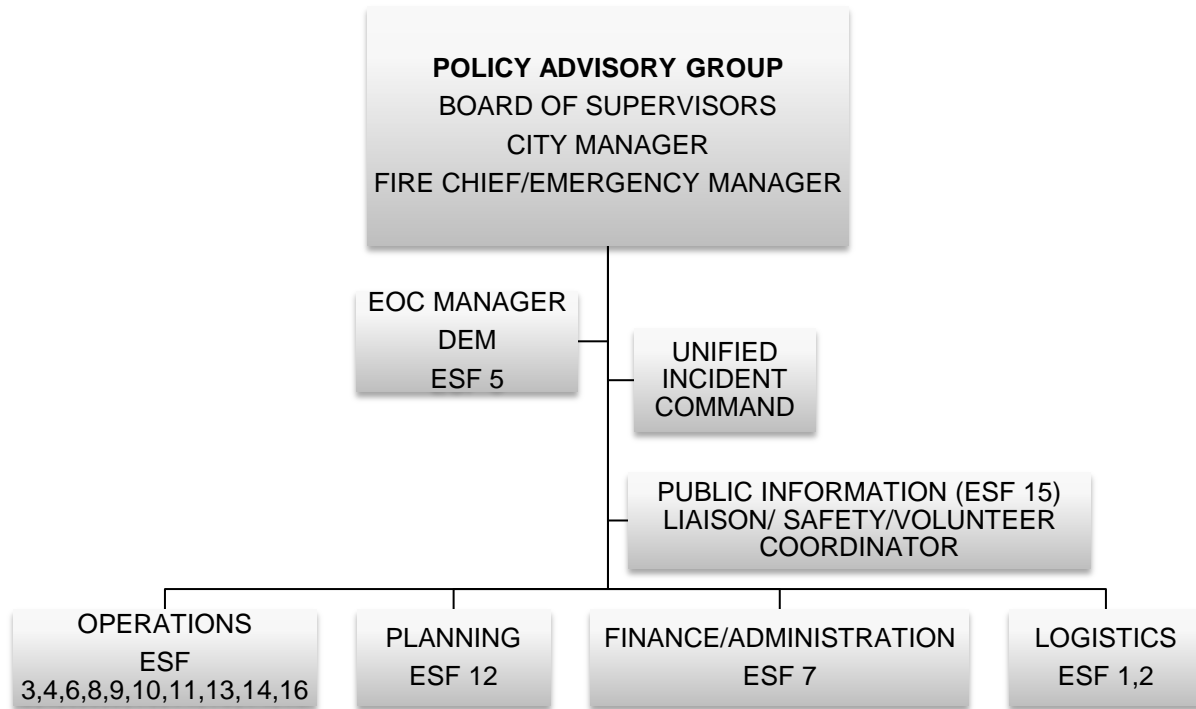
Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the Deputy Emergency Manager for incorporation into the plan and dissemination of the revised version. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is encouraged. It is also encouraged that plan review be performed concurrently with review of other related emergency plans and procedures to enhance consistency.

Section/Annex		Responsible Party
Basic Plan		Fire Department EMD
Emergency Support Function Annexes (ESFs)		
ESF 1	Transportation	Public Works Department
ESF 2	Communications	Public Works Department/Sheriff's Office
ESF 3	Public Works and Engineering	Public Works Department
ESF 4	Firefighting	Fire Department
ESF 5	Emergency Management	Fire Department/ EMD
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services	Fire Department/EMD Health and Human Services
ESF 7	Logistics Management and Resource Support	Fire Department/EMD/Finance
ESF 8	Public Health and Emergency Medical Services	Health and Human Services Fire Department/EMS
ESF 9	Search and Rescue	Sheriff's Office Fire Department
ESF 10	Oil and Hazardous Materials	Quad County HazMat Team Fire Department
ESF 11	Agriculture and Natural Resources	Parks Department
ESF 12	Energy/Utilities	Public Works Department
ESF 13	Public Safety and Security	Sheriff's Office
ESF 14	Long-Term Community Recovery	Emergency Management Department City Manager's Office
ESF 15	External Affairs	City Manager's Office

Section/Annex		Responsible Party
ESF 16	Evacuation and Population Protection	Sheriff's Office
ESF 17	Damage Assessment	Public Works
ESF 18	Legal Services	District Attorney's Office
ESF 19	Volunteer and Donation Management	Fire Department/EMD
ESF 20	Coordination with Special Facilities	Fire Department/EMD
Incident Annexes (IAs)		Lead Departments
IA 1	Drought	Public Works Department
IA 2	Earthquake	Public Works Department
IA 3	Major Fire	Fire Department
IA 4	Flood	Public Works Department
IA 5	Severe Weather	Public Works Department
IA 6	Hazardous Materials Incident	Fire Department Quad County HazMat
IA 7	Public Health Incident	Health and Human Services
IA 8	Terrorism	Sheriff's Office
IA 9	Transportation Accidents	Sheriff's Office/Public Works Department
IA 10	Utility Failure	Public Works Department

The Emergency Support Functions correspond to the Carson City EOC sectors as follows:



Carson City relies on a functional based organizational chart. The ESF positions on page xiii and xiv correspond to the functional system developed by the City’s Emergency Operations Plan.

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

Immediate Action Checklist	iii
Preface	vii
Letter of Promulgation	ix
Plan Administration	xi
Table of Contents	xvii
List of Tables and Figures	xxi
Basic Plan	xxiii
1 Introduction	1-1
1.1 General	1-1
1.1.1 Whole Community Planning.....	1-2
1.2 Purpose and Scope	1-2
1.2.1 Purpose	1-2
1.2.2 Scope.....	1-2
1.3 Plan Activation	1-3
1.4 Plan Organization	1-3
1.4.1 Basic Plan.....	1-4
1.4.2 Emergency Support Function Annexes.....	1-4
1.4.3 Incident Annexes	1-5
1.5 Relationship to Other Plans	1-6
1.5.1 Federal Plans.....	1-6
1.5.2 State Plans	1-7
1.5.3 Carson City Plans	1-7
1.5.4 Regional Emergency Plans.....	1-8
1.6 Authorities.....	1-8
1.6.1 Legal Authorities	1-8
1.6.2 Mutual Aid and Intergovernmental Agreements.....	1-10
1.7 Emergency Powers.....	1-10
1.7.1 General.....	1-10
1.7.2 Carson City Disaster Declaration Process	1-11
1.7.3 State Assistance	1-12
1.7.4 Federal Assistance	1-13
1.8 Continuity of Government	1-13
1.8.1 Lines of Succession.....	1-13

1.8.2 Preservation of Vital Records 1-15

1.9 Finance and Administration 1-15

1.9.1 Financial Management..... 1-15

1.9.2 Legal Support and Liability Issues 1-16

1.9.3 Reporting and Documentation 1-16

1.10 Safety of Employees and Family 1-16

2 Situation and Planning Assumptions2-1

2.1 Situation..... 2-1

2.1.1 Community Profile 2-1

2.1.2 Threat/Hazard Identification..... 2-5

2.1.3 Hazard Analysis..... 2-6

2.1.4 Capability Assessment..... 2-7

2.1.5 Protection of Critical Infrastructure and Key Resources 2-8

2.2 Assumptions 2-8

3 Roles and Responsibilities3-1

3.1 General..... 3-1

3.2 Emergency Management Organization..... 3-1

3.2.1 Emergency Manager..... 3-1

3.2.2 Deputy Emergency Manager 3-2

3.2.3 Policy Advisory Group..... 3-3

3.2.4 Responsibilities of All Departments 3-4

3.2.5 Responsibilities by Function 3-5

3.3 Local and Regional Response Partners..... 3-19

3.3.1 Private Sector 3-19

3.3.2 Nongovernmental and Faith-Based Organizations 3-20

3.3.3 Individuals and Households 3-20

3.4 State Response Partners..... 3-21

3.5 Federal Response Partners 3-21

4 Concept of Operations4-1

4.1 General..... 4-1

4.2 Emergency Management Mission Areas 4-1

4.3 Response and Recovery Priorities..... 4-2

4.3.1 Response..... 4-2

4.3.2 Recovery..... 4-2

4.4 Incident Levels..... 4-3

4.5 Incident Management 4-5

4.5.1 Activation 4-5

4.5.2 Alert and Warning 4-6

4.5.3 Communications 4-6

4.5.4 Situational Awareness and Intelligence Gathering..... 4-7

4.5.5 Resource Management..... 4-7

4.5.6 Access and Functional Needs Populations..... 4-9

4.5.7 Children and Disasters..... 4-10

4.5.8 Animals in Disaster 4-10

4.5.9 Demobilization 4-11

4.5.10 Transition to Recovery 4-11

5 Command and Control 5-1

5.1 General 5-1

5.2 On-Scene Incident Management 5-1

5.3 Emergency Operation Center Support to On-Scene
Operations 5-1

5.4 Emergency Operation Center 5-2

5.4.1 Emergency Operation Center Activation 5-2

5.4.2 Emergency Operations Center Location 5-3

5.4.3 Emergency Operations Center Staffing 5-4

5.4.4 Access and Security 5-5

5.4.5 Incident Management Software 5-5

5.4.6 Deactivation 5-5

5.5 Incident Command System 5-5

5.5.1 EOC Manager 5-6

5.5.2 Emergency Operations Center Command Staff 5-7

5.5.3 Emergency Operations Center General Staff 5-8

5.5.4 Unified Command 5-10

5.5.5 Area Command 5-10

5.5.6 Multi-Agency Coordination 5-11

**6 Plan Development, Maintenance, and
Implementation 6-1**

6.1 Plan Review and Maintenance 6-1

6.2 Training Program 6-1

6.3 Exercise Program 6-2

6.4 Event Critique and After Action Reporting 6-3

6.5 Community Outreach and Preparedness Education 6-3

6.6 Funding and Sustainment 6-3

A Sample Disaster Declaration Forms A-1

B Incident Command System Forms B-1

**C Emergency Operations Center Position
Checklists C-1**

D Mutual Aid Agreements D-1

E Maps E-1

F References F-1

G Acronyms and Glossary G-1

List of Tables and Figures

Figures

Figure 1-1	Carson City Emergency Operations Plan Organization	1-3
Figure 2-1	Map of Carson City	2-5
Figure 2-2	Core Capabilities and Mission Areas	2-7
Figure 4-1	Carson City Emergency Management Mission Areas.....	4-2
Figure 5-1	Primary EOC Location	5-3
Figure 5-2	Alternate EOC Location	5-4
Figure 5-4	Example of an ICS for Carson City	5-6
Figure 5-5	Example of Unified Command for Carson City.....	5-12
Figure C-1	EOC Position Organizational Chart.....	C-76

Tables

Table 1-1	Emergency Support Functions.....	1-4
Table 1-2	Incident Annexes	1-5
Table 1-3	Legal Authorities	1-9
Table 1-4	Carson City Lines of Succession	1-13
Table 2-1	Identified Threats/Hazards	2-6
Table 3-1	Primary and Support Agencies by Function.....	3-22
Table 4-1	Carson City Incident Levels	4-4
Table 6-1	Minimum Training Requirements	6-2

THIS PAGE LEFT BLANK INTENTIONALLY

Basic Plan

THIS PAGE LEFT BLANK INTENTIONALLY

1

Introduction

1.1 General

The Consolidated Municipality of Carson City's (City) emergency management mission is to ensure that the City is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively in the City every day. These "routine" emergencies are managed by emergency responders as part of their day-to-day responsibilities and are the most common emergency management activities that the City encounters. For the most part, these emergencies are handled by individual responders or a team of responders who work together regularly to save lives, contain threats, and minimize damage. While the principles described in this Emergency Operations Plan (EOP) can also be applied to these daily responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of front line responders.

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This plan promulgates such a framework within the City that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders to bear on any incident. This EOP provides the foundation and guidance for use of National Incident Management System (NIMS) principles necessary to effectively manage incidents within or affecting the City.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capability.

1. Introduction

1.1.1 Whole Community Planning

The “Whole Community” planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, mitigate against, and recover from disasters. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

Every person who lives or works in the City (including vulnerable populations) shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the City will assist its citizens in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster. However, a major emergency is likely to damage the City’s critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens prepared to take care of themselves, their families, and assist neighbors in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the City’s all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP the City designates NIMS and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted.

1.2.2 Scope

The EOP is implemented whenever the City must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations; such occurrences may include natural, technological, or human-caused disasters. This plan is intended to guide City emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

A community’s emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, City departments and agencies that operate under this plan are

1. Introduction

expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how emergency tasks will be performed. Training and equipment necessary for response operations should be maintained by City departments and agencies.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand how the City manages emergency operations.

1.3 Plan Activation

Once promulgated by the Carson City Board of Supervisors, this EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the City.
- Health emergencies in or affecting the City.
- Non-routine life-safety issues in or affecting the City.

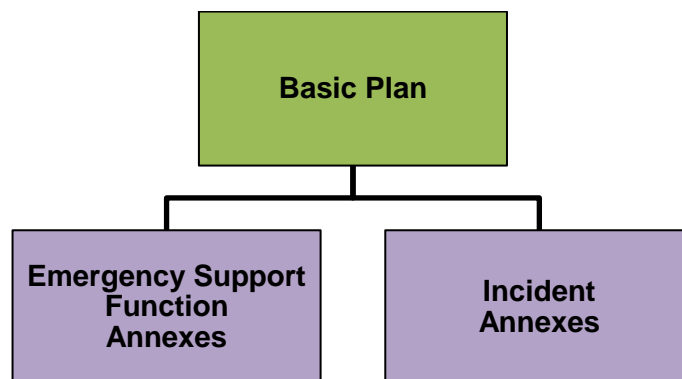
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager and/or Deputy Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

1.4 Plan Organization

The Carson City EOP is composed of three main elements:

- Basic Plan (with appendices)
- Emergency Support Function Annexes (ESF)
- Incident Annexes (IAs)

Figure 1-1 Carson City Emergency Operations Plan Organization



1. Introduction

1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the City’s emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials during an incident. Specifically, the Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Hazards and threats facing the community, including planning assumptions based on the City’s response capabilities.
- Roles and responsibilities for elected officials, City departments, and key response partners.
- A concept of operations that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The City’s emergency response structure, including activation and operation of the EOC and implementation of ICS.
- The City’s protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Emergency Support Function Annexes

The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City’s capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting resources and seeking additional support from State of Nevada (State) agencies. The ESFs, which supplement the information in the Basic Plan, are:

Table 1-1 Emergency Support Functions	
Annex	Function
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services
ESF 7	Logistics Management and Resources Support

1. Introduction

Annex	Function
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials Response
ESF 11	Agricultural and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long-Term Community Recovery
ESF 15	External Affairs
ESF 16	Evacuation and Population Protection
ESF 17	Damage Assessment
ESF 18	Legal Services
ESF 19	Volunteer and Donation Management
ESF 20	Coordination with Special Facilities

1.4.3 Incident Annexes

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the City's most current Hazard Identification and Vulnerability Assessment. The IAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

Annex	Hazard
IA 01	Drought
IA 02	Earthquake
IA 03	Major Fire
IA 04	Flood (including Dam Failure)
IA 05	Severe Weather
IA 06	Hazardous Materials Incident (Accidental Release)
IA 07	Public Health Incident
IA 08	Terrorism
IA 09	Transportation Accident
IA 10	Utility Failure

1. Introduction

Note: Resource shortages and civil disobedience are considered secondary risks during any emergency situation.

1.5 Relationship to Other Plans

1.5.1 Federal Plans

The following federal plans guide emergency preparedness, response and recovery at the federal level and provide support and guidance for state and local operations:

- **Presidential Policy Directive 8.** Describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation’s security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.
- **National Response Framework.** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.
- **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted States, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize

1. Introduction

the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1.5.2 State Plans

1.5.2.1 Nevada State Comprehensive Emergency Management Plan

The State Comprehensive Emergency Management Plan (SCEMP) is the foundation document for identifying the overarching roles and responsibilities of State, Local, and Tribal governments. It provides guidance for the development, implementation, and sustainment of Nevada's emergency management and coordination efforts.

The SCEMP is focused on providing an executive overview of coordinated emergency response functions and recovery processes. Goals and objectives of the SCEMP are centered on safeguarding the well-being of Nevada's populations; protection of property, the infrastructure, and environment; and the economic stability of the State.

The SCEMP is an operational plan. It identifies Nevada's methodology for assuring all levels of government and associated stakeholders receive adequate assistance during steady-state conditions, and when appropriate, response support for effective and efficient resource mobilization as a unified organization. Coordination of emergency response capabilities are established and enhanced through steady-state planning, training, and exercise activities; mitigation efforts; and improvements learned during operational periods. Accordingly, the SCEMP is a 'living' document.

1.5.3 Carson City Plans

The Carson City EOP is part of a suite of plans that address various elements of the City's emergency management program. While the EOP is focused on short-term recovery, other plans address the City's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the Carson City EOP, and are outlined below:

Carson City Hazards Mitigation Plan

Carson City Evacuation, Sheltering and Mass Care Plan

Carson City Fatality Management Plan

Health and Human Services Public Health Preparedness Plans

Tactical Interoperable Communications Plan (TICP)

Emergency Public Warning and Public Information Plan

Continuity of Operations/Continuity of Government (COOP/COG)

1.5.4 Regional Emergency Plans

The City is a partner in a number of regional planning efforts, including:

- Quad County (Carson City, Douglas County, Lyon County, Storey County) Emergency Coordination Guide
- Quad County Hazardous Materials Team Plan
- Quad County Emergency Coordination Center SOPs
- Quad County Multi-Agency Coordination Group SOPs

1.6 Authorities

1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of the Nevada Revised Statutes (NRS) Chapter 414, which establishes the authority for the City to establish an Emergency Management Organization (EMO) and appoint an ‘Emergency Management Director’ (Emergency Manager) who will be responsible for the organization, administration and operation of the EMO (NRS 414.090).

Through promulgation of this plan, the Fire Department has been identified as the lead agency in the EMO. The Fire Chief, or Emergency Manager, has authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees, as appropriate.

The City’s EMO is consistent with NIMS and procedures supporting NIMS implementation and training for the City will be developed and formalized by the Emergency Manager and/or Deputy Emergency Manager.

Table 1-3 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-3 Legal Authorities	
Federal	
–	Federal Emergency Management Agency (FEMA) Policy
–	– Crisis Response and Disaster Resilience 2030 (January 2012)
–	– FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
–	– FEMA Administrator’s Intent (2015-2019)
–	– FEMA Incident Management and Support Keystone (January 2011)
–	– FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
–	– FEMA Strategic Plan 2011-2014
–	– National Disaster Housing Strategy (January 2009)
–	– National Disaster Recovery Framework (September 2011)
–	– National Incident Management System (December 2008)
–	– National Preparedness Goal (September 2011)
–	– National Response Framework (January 2008)
–	– Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
–	– Presidential Policy Directive 8: National Preparedness (2008)
–	– Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
–	– Public Law 107-296 The Homeland Security Act of 2002
–	– Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)

Table 1-3 Legal Authorities	
State of Nevada	
–	NRS Chapter 234 – Appointment by Governor
–	NRS Chapter 239 – Records Management
–	NRS Chapter 244 – Counties: Government
–	NRS 244.335 - Grants power to regulate business
–	NRS 244.2961 - Grants power to maintain a fire department, establish a fire code, and regulate the storage of explosive, combustible, and inflammable material
–	NRS 245 – Appointments by County Commission
–	NRS Chapter 248 – Sheriffs
–	NRS Chapter 278 – Planning and Zoning
–	NRS 414 (All) - Authorizes local emergency management programs (Nevada Civil Defense Act of 1953, and 414A as amended)
–	NRS 415 (All) – Ratification of the interstate Emergency Management Assistance Compact
–	NRS 455.80 -455.180 – Nevada One Call Law. This law requires Nevadans to call 1-800-227-2600 before they start digging, blasting, drilling, or any other kind of excavating.
–	NRS 459 (all) – Governs the storage and transportation of hazardous materials
–	NRS 474.160 – Grants fire departments/districts the power to regulate the hazards of fires and explosion relating to the storage, handling and use of hazardous substances, materials or devices
Carson City	
–	Carson City Municipal Code Title 6 Chapter 6.02

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (NRS 414.100) authorizes local governments to “develop or cause to be developed agreements for reciprocal aid and assistance in case of an emergency or disaster for which the local organization requires such assistance.”

See Appendix D for existing mutual aid agreements.

Copies of these documents can be accessed through the Emergency Manager and/or Deputy Emergency Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

Based on local ordinances and State statutes, a local declaration by the Board of Supervisors allows for flexibility in managing resources under emergency conditions, such as:

1. Introduction

- Diverting funds and resources to emergency operations to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting its resources.

The District Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

1.7.2 Carson City Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State, or federal disaster assistance. To declare a state of emergency, the Mayor or City Manager will either call a regular or special meeting of the Board of Supervisors to request a declaration of emergency or immediately declare an emergency in writing.

A declaration by the Board of Supervisors will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within City boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.

1. Introduction

- Estimate the length of time during which the designated area will remain in an emergency status.
- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. The District Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If State or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required.

EOC Command and General Staff have the following responsibilities in the declaration process:

- **Emergency Manager:** Present the package to Board of Supervisors.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- **Planning:** Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).
- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

See Appendix A for sample Declaration of Emergency forms.

1.7.3 State Assistance

Nevada Division of Emergency Management (NDEM) coordinates with the agencies represented in the State EOC (SEOC) to determine the best way to support local government requests. Emergency assistance to local governments is available from the State and federal governments when specific conditions are met. Some resources and assistance may be obtained without a local declaration of an emergency. Other resources and assistance require the Board of Supervisors to declare that an emergency exists through a formal proclamation (see Section 1.7.2). Additional resources and assistance are available after the Governor declares a “State of Emergency.” Significant federal resources and assistance become available if the President of the United States proclaims a Presidential Declaration.

1. Introduction

1.7.3.1 Procedure

Contact the Nevada Division of Emergency Management (NDEM)

Describe the situation

Provide a copy of the Rapid Assessment information to NDEM for review

Order resources necessary for appropriate response

Plan for receipt of resources

- Staging area(s)
- Distribution points

1.7.4 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support State and local jurisdictions when requested by the Governor.

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, federal assistance may be requested. NDEM coordinates all requests for federal assistance through the SEOC. FEMA coordinates the Governor’s Presidential request for assistance in accordance with the National Response Framework.

1.8 Continuity of Government

The purpose of continuity of government in time of emergency or disaster is to preserve lawful leadership and authority, prevent unlawful assumption of authority, assure direction and control mechanisms are in place, and assure delivery of government services.

1.8.1 Lines of Succession

Lines of succession within the Carson City Board of Supervisors depends on whether a quorum is present or not. If a quorum is present all members of the Board are equal and the Board will carry out their emergency duties as defined in Title 6 of the Carson City Municipal Code Chapter 6.02.

The City has established predetermined lines of succession for all key positions as presented in Table 1-4. Persons who are assigned succession responsibility must be proficient in their potential responsibilities.

Table 1-4 Carson City Lines of Succession	
<p>City Manager’s Office</p> <ol style="list-style-type: none"> 1. City Manager 2. Deputy City Manager 3. Designated City Department Head 	<p>Board of Supervisors</p> <ol style="list-style-type: none"> 1. Board of Supervisors (quorum) 2. City Manager (no quorum)

1. Introduction

Table 1-4 Carson City Lines of Succession	
<p>Fire Department</p> <ol style="list-style-type: none"> 1. Fire Chief 2. Deputy Chief 3. Designated Battalion Chief 	<p>Emergency Manager</p> <ol style="list-style-type: none"> 1. Emergency Manager 2. Deputy Emergency Manager
<p>Sheriff's Office</p> <ol style="list-style-type: none"> 1. Sheriff 2. Undersheriff 3. Assistant Sheriff 	<p>Division of Community Development</p> <ol style="list-style-type: none"> 1. Community Development Director 2. Planning Manager 3. City Engineer 4. Public Works Operations Manager
<p>Division of Parks and Recreation</p> <ol style="list-style-type: none"> 1. Parks and Recreation Director 2. Parks Operations Superintendent 3. Recreation Superintendent 4. Open Space Administrator 	<p>Health and Human Services</p> <ol style="list-style-type: none"> 1. Director of Health and Human Services 2. Public Health Preparedness Manager 3. Disease Control and Prevention Manager
<p>District Attorney's Office</p> <ol style="list-style-type: none"> 1. District Attorney 2. Chief Deputy District Attorney – Criminal Division 3. Chief Deputy District Attorney – Civil Division 	<p>Human Resources</p> <ol style="list-style-type: none"> 1. Human Resources Director 2. Human Resources Generalist 3. Human Resources Generalist
<p>Juvenile Detention and Probation</p> <ol style="list-style-type: none"> 1. Chief of Juvenile Services 2. Deputy Chief of Juvenile Services 3. Detention Manager 	<p>Information Technology</p> <ol style="list-style-type: none"> 1. Chief Information Officer 2. Project Information Technology Manager (Temp.)
<p>Assessor's Office</p> <ol style="list-style-type: none"> 1. Assessor 2. Chief Deputy Assessor 3. Chief Appraiser 	<p>Public Works</p> <ol style="list-style-type: none"> 1. Public Works Director 2. Public Works Deputy Director 3. Operations Manager 4. City Engineer
<p>Division of Finance</p> <ol style="list-style-type: none"> 1. Chief Financial Officer 2. Deputy Chief Financial Officer 3. Proprietary Accounting Manager 	<p>Treasurer's Office</p> <ol style="list-style-type: none"> 1. Treasurer 2. Deputy Treasurer 3. Accountant I
<p>District Court Clerk Division</p> <ol style="list-style-type: none"> 1. Court Administrator 2. District Court Supervisor 3. Senior Clerk 	<p>Justice Court</p> <ol style="list-style-type: none"> 1. Court Administrator 2. Justice Court Supervisor 3. Senior Clerk

1. Introduction

Table 1-4 Carson City Lines of Succession	
Recorder & Elections Division	
1. Clerk Recorder	
2. Chief Deputy Clerk - Recorder	
3. Chief Deputy Clerk - Elections	

The Emergency Manager and/or Deputy Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP/COG plans to ensure continued delivery of essential functions during an emergency.

1.8.2 Preservation of Vital Records

Each City department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are rights and interests records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the agency's ability to conduct business or carry out essential functions. The Information Technology Department has a maintenance program in place for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

1.9 Finance and Administration

1.9.1 Financial Management

During an emergency, the City is likely to find it necessary to redirect its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Board of Supervisors. If an incident in the City requires major redirection of City fiscal resources, the Board of Supervisors will meet in emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency, and request assistance as necessary. The following general procedures will be carried out:

- The Board of Supervisors will meet in emergency session to decide how to respond to the emergency funding needs.
- The Board of Supervisors will declare a State of Emergency and direct the Emergency Manager to request assistance through the State.
- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Board of Supervisors will be advised of such actions as soon as practical.

1. Introduction

- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Finance Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests. During activation of the EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

1.9.2 Legal Support and Liability Issues

Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas.

1.9.3 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the City to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. City staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include:

- Incident and damage assessment reports
- Incident Command logs and IAPs.
- Cost recovery forms
- Incident critiques and After Action Reports (AARs)

All documentation related to the City's emergency management program will be maintained in accordance with Nevada's public records and meetings law (NRS 239), subject to applicable exemptions such as for "Public Safety Plans," as appropriate.

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

1. Introduction

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have been developed by the Department of Health and Human Services. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Nevada Department of Business and Industry's Occupational Safety and Health Administration, in coordination with the Nevada Division of Public and Behavioral Health, may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in Health and Human Services emergency public health preparedness plans and procedures.

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing COOP planning.

THIS PAGE LEFT BLANK INTENTIONALLY

2

Situation and Planning Assumptions

2.1 Situation

Carson City is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the City may be exposed include droughts, floods, wildfires, and winter storms. The threat of a technological and human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

Carson City, officially the Consolidated Municipality of Carson City, is an independent City and the capital of the State of Nevada.

2.1.1.1 Geography

Carson City is located in northwestern Nevada in the foothills of the Sierra Nevada range. It lies 30 miles south of Reno, Nevada in the Carson River Valley near Lake Tahoe, which is 14 miles to the west. Carson City includes an area that stretches across the Carson Range of the Sierra Mountains to Eagle Valley and the Pine Nut Mountains. It is bordered on the north by Washoe and Storey counties and on the west by the state of California.

Carson City features a semi-arid climate with cool but not inordinately cold winters and hot summers. The City is situated in a high desert river valley approximately 4,802 feet (1,464 m) above sea level. There are four fairly distinct seasons, all of which are relatively mild compared to many parts of the country and to what one may expect given its elevation. Winters see typically light to moderate snowfall, with a median of 8.9 inches (23 cm). Most precipitation occurs in winter and spring, with summer and fall being fairly dry, drier than neighboring California. There are 37 days of over 90 °F (32 °C) highs annually, with 100 °F (38 °C) plus temperatures occurring in some years.

The Carson River flows from Douglas County through the southwestern edge of Carson City.

2. Situation and Assumptions

2.1.1.2 Demographics

As of the 2010 census there are 55,274 people, 23,890 households, and 13,252 families residing in the City. The population density is 366 people per square mile (141/km²). There are 21,283 housing units at an average density of 148/sq mi (57/km²). The racial makeup of the City is 81.1% White, 1.9% Black or African American, 2.4% Native American, 2.1% Asian, 0.2% Pacific Islander, 9.4% from other races, and 2.9% from two or more races. 21% of the population is Hispanic or Latino of any race.

As of the 2010 census, there are 21,186 households, out of which 29.6% have children under the age of 18 living with them, 44.6% are married couples living together, 12% have a female householder with no husband present, and 37.9% are non-families. 37.9% of all households are made up of individuals and 13% have someone living alone who is 65 years of age or older. The average household size is 2.41 and the average family size is 3. The City's age distribution is: 21.4% under the age of 18, 6% from 20 to 24, 24.7% from 25 to 44, 29.1% from 45 to 64, and 16.5% who are 65 years of age or older. The median age is 41.7 years.

Data from the 2010 census indicates that the median income for a household in the City is \$51,957. The per capita income for the City is \$26,264. 16.2% of the population.

2.1.1.3 Economy

Carson City has one of the most diversified and balanced economies in Nevada. There are over 1,800 business establishments in Carson City, employing over 27,380 persons.

Largest Employers:

Carson City School District

Carson Tahoe Health

City of Carson City

Nevada Department of Transportation

Western Nevada College

Nevada Department of Motor Vehicles

Nevada Department of Corrections

Casino Fandango

Wal-Mart Supercenter

Chromalloy Nevada

Nevada State Legislative Counsel Bureau

2. Situation and Assumptions

PCC Structural

Click Bond, Inc.

Gold Dust West

Costco Wholesale

Nevada Environmental Protection

Nevada Employment Security Division

Nevada State Welfare Division

Average Wage:

Average hourly wage: \$21.85

Average Annual wage: \$45,446

2.1.1.4 Education

The Carson City School District operates ten schools in Carson City. The six elementary schools are Bordewich-Bray Elementary School, Empire Elementary School, Fremont Elementary School, Fritsch Elementary School, Mark Twain Elementary School, and Al Seeliger Elementary School. The two middle schools are Carson Middle School and Eagle Valley Middle School. Carson High School and the alternative Pioneer High School serve high school students. Carson High is on Saliman Road.

Western Nevada College (WNC) is a regionally accredited, two-year and four-year institution which is part of the Nevada System of Higher Education.

2.1.1.5 Transportation

There are two highways in the City, Interstate 580 and US Route 50. Carson City's bus system is 'Jump Around Carson' (JAC). JAC uses a smaller urban bus that is ideal for Carson City.

Carson City is also served by the Carson Airport, which is a regional airport in the northern part of the City. Reno-Tahoe International Airport, which is 28 miles (45 km) away, handles domestic commercial flights.

2.1.1.6 Community Events

As the State Capital the City sees a large influx of people during when the Nevada legislature is in session (odd numbered years).

The City sees an influx of people annually on the last Saturday of October for Nevada Day festivities as well as Epic Rides in the spring months.

2. Situation and Assumptions

2.1.1.7 Access and Functional Need Populations

The City has a significant amount of the following populations with access and functional needs:

Senior/aging population

Transient population

Non-English speaking communities

Two prisons

General population with medical needs

2.1.1.8 Federal, State, and Local Governmental Facilities

The City serves as seat of government for the State of Nevada and is home to several federal and state governmental facilities. This high concentration of governmental facilities presents unique planning considerations for the City, including:

Increased threat of terrorism

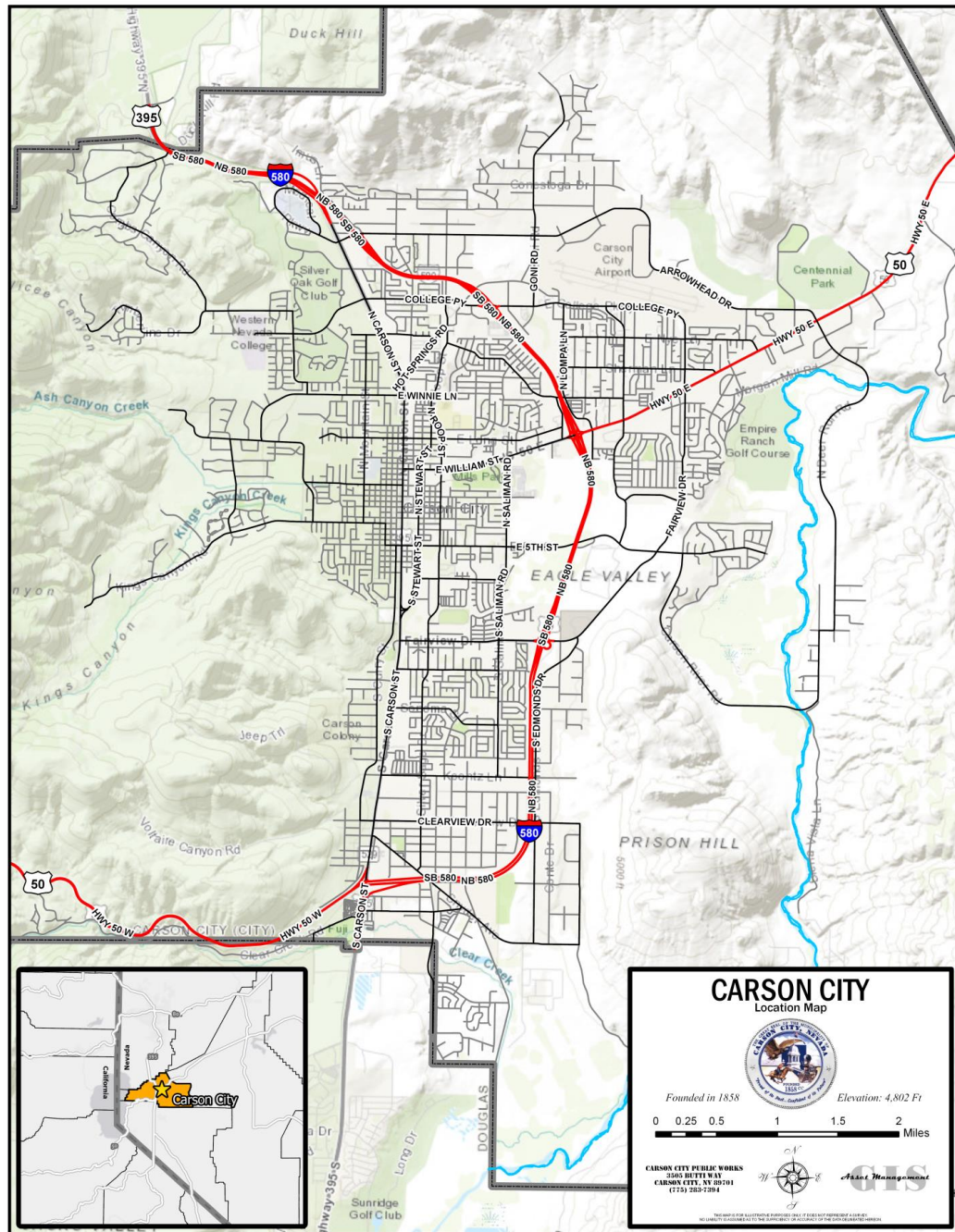
The presence of critical state information technology and infrastructure (e.g. State servers).

Non-residential governmental employees

Location of the primary State Emergency Operations Center (SEOC)

2. Situation and Assumptions

Figure 2-1 Map of Carson City



Path: C:\Users\jhanderson\Documents\ArcGIS\Projects\CC Hazard Mitigation Plan Map\CC Hazard Mitigation Plan Map.aprx

2.1.2 Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats. Table 2-1 identifies the hazard/threat most likely to impact the City based on the community’s vulnerability and the resulting potential impacts of the hazard or threat. An annual Threat and Hazard Identification and Risk Assessment (THIRA) is done in the last quarter of each calendar year. The

2. Situation and Assumptions

THIRA is completed by the Deputy Emergency Manager and submitted to the Nevada State Division of Emergency Management office for inclusion into the State THIRA.

Table 2-1 Identified Threats/Hazards		
Natural <i>Results from acts of nature.</i>	Technological <i>Results from accidents or failures of systems and structures.</i>	Human-Caused / Adversarial Threats <i>Result from intentional actions of an adversary</i>
<ul style="list-style-type: none"> • Drought • Dust Storm • Earthquake • Fire (wildland-urban interface) • Flood • Landslide/Debris Flow • Windstorm • Winter Storm • Disease Outbreak: Human • Disease Outbreak: Animal 	<ul style="list-style-type: none"> • Dam Failure • Levee Failure • Hazardous Materials Incident • Urban Conflagration • Wide-area Power Outage 	<ul style="list-style-type: none"> • Cyber-incident • Enemy Attack • Multiple Victim Shooting • Riot • Sabotage • Violent Extremism • Bomb Detonations • Terrorist Acts <ul style="list-style-type: none"> ○ Eco-terrorism ○ Bio-terrorism

See the City’s Natural Hazards Mitigation Plan for more information regarding natural hazards for the area.

2.1.3 Hazard Analysis

The Hazard Analysis (THIRA) identifies the relative risk of the City to each of the hazards and threats described above, in order to ensure that high priority hazards are addressed in the City’s hazard mitigation planning, emergency response, and recovery procedures. Each natural and technological/human-caused hazard is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion’s severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

2. Situation and Assumptions

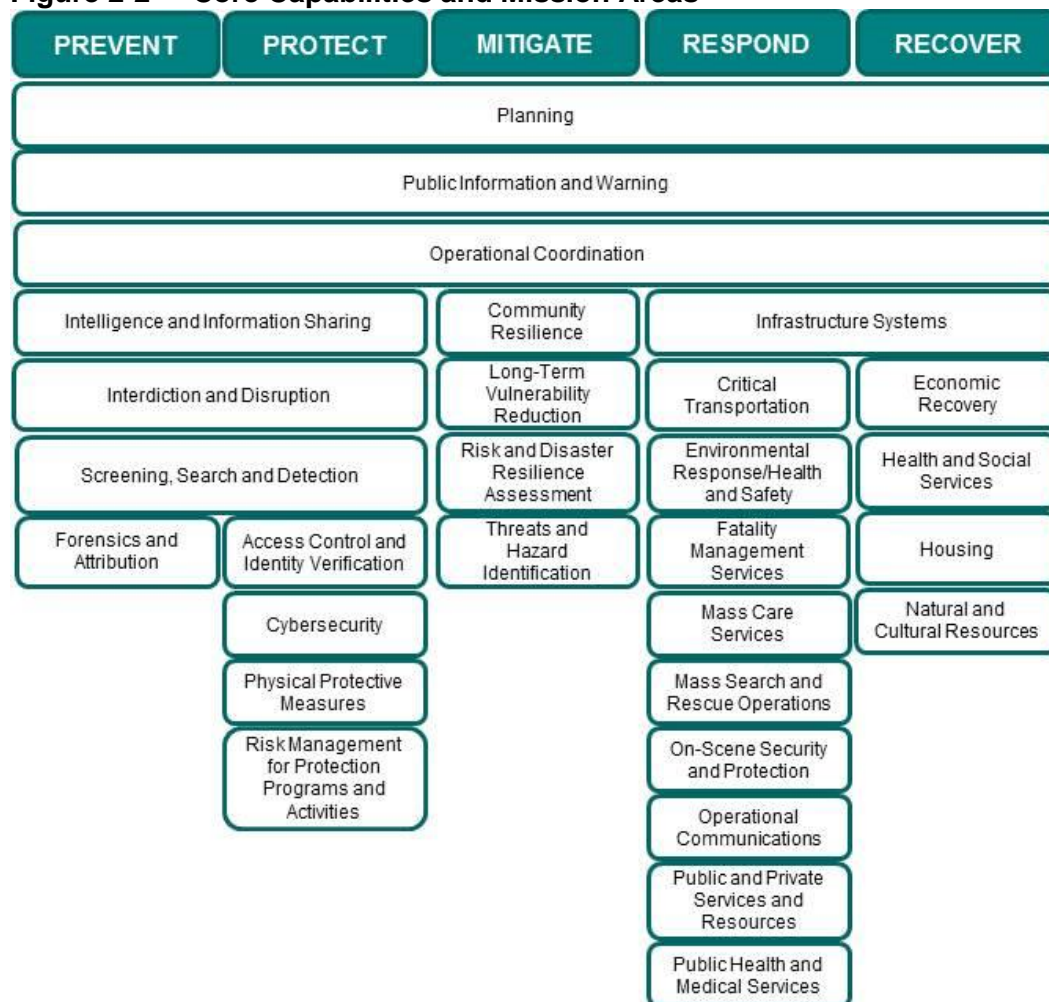
The current Carson City hazard analysis matrix may be obtained through the Fire Department Emergency Management Division.

2.1.4 Capability Assessment

The availability of the City’s physical and staff resources may limit its capability to conduct short- and long-term response actions on an independent basis. City response capabilities are also limited during periods when essential staff is on vacation, sick, or under furlough due to budgetary constraints.

The City is in the process of defining its core capabilities in-line with the National Preparedness Goal. The ongoing assessment will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. The assessment is continually changing as our hazards evolve and mission plans are revised on a 2 year basis. A community capability assessment is a low impact systematic approach to evaluate the City’s emergency plan and capability to respond to hazards.

Figure 2-2 Core Capabilities and Mission Areas



2. Situation and Assumptions

2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that supports the security, health, and economic vitality of the City. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation, disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

Key facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events
- Communications and cyber systems, assets and networks such as secure City servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding City agency will utilize existing directives and procedures in responding to major emergencies and disasters.

2. Situation and Assumptions

- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the City could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over City resources will remain at the local level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions

2. Situation and Assumptions

- Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

3

Roles and Responsibilities

3.1 General

Carson City agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

Most City departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

For the purposes of this plan, the City's emergency management structure will be referred to generally as the Emergency Management Organization (EMO). Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

3.2.1 Emergency Manager

Per Title 6 Chapter 6.02.050 of the Carson City Municipal Code the City Manager has appointed the Fire Chief as the City's Emergency Manager. Per statute the Emergency Manager is responsible for:

- Establishing an organization for emergency management

- Coordinating the implementation for the emergency management

- Planning, organizing, and conducting emergency and disaster training and exercises

- Preparing and presenting to the Board of Supervisors for approval the EOP

- Assisting with negotiations and recommendations to the Board of Supervisors for adoption of mutual aid agreements within the region.

Under the authority granted by the City Manager and Board of Supervisors, the Emergency Manager has delegated day-to-day emergency management

3. Roles and Responsibilities

programmatic responsibilities to the Deputy Emergency Manager (see Section 3.2.2).

When the City experiences the threat or presence of emergency conditions the Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other City staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for City's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the City is divided into two general groups, organized by function – the Policy Advisory Group and Emergency Response Agencies.

3.2.2 Deputy Emergency Manager

Working within the Fire Department's Emergency Management Division (EMD), the Deputy Emergency Manager has been delegated the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Deputy Emergency Manager works with the Policy Advisory Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Deputy Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Deputy Emergency Manager is responsible for:

- Serving as a staff advisor to the Board of Supervisors, City Manager, and Emergency Management for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory (including call-down lists).
- Ensuring the operational capability of the City EOC.
- Activating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and NDEM.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3. Roles and Responsibilities

3.2.3 Policy Advisory Group

The Policy Advisory Group may include representation from each City department during an event. The Policy Advisory Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
 - The jurisdiction, including persons, property, and structures
 - Vulnerable populations, including unaccompanied children and those with service animals
 - Individuals with household pets
- Leading and encouraging all citizens (including vulnerable populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

3.2.3.1 Board of Supervisors

The ultimate responsibility for policy, budget, and political direction for the City's government is borne by the Board of Supervisors. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the Board of Supervisors will provide elected liaison with the community and other jurisdictions. In the event a declaration of emergency is needed the Emergency Manager and/or the City Manager will initiate and terminate the State of Emergency by requesting a declaration by the Board of Supervisors.

General responsibilities of the Board of Supervisors include:

3. Roles and Responsibilities

- Establishing emergency management authority by Municipal Ordinance.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a State of Emergency.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

3.2.3.2 City Manager

The City Manager is responsible for continuity of government, overall direction of emergency operations, and dissemination of public information, including the following tasks:

- Ensuring that all departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring that plans are in place to protect and preserve City records.

3.2.3.3 City Department Heads

Department and agency heads collaborate with the Policy Advisory Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the City Manager.

3.2.4 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, the majority of City departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All City departments are responsible for:

3. Roles and Responsibilities

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Manager.
- Developing alert and notification procedures for department personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard SOPs.
- Notifying the Emergency Manager, Deputy Emergency Manager, EOC Manager, or Logistics Section of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff completes required training (including required NIMS and ICS training).
- Dedicating staff time for participation in training exercises.
- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

3.2.5 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire

3. Roles and Responsibilities

departments/districts, law enforcement, emergency medical service (EMS) providers, and public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

Primary Agency(s)

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

Supporting Agency(s)

- Identify City agencies with substantial support roles during major incidents.

Adjunct Agency(s)

- Identify non-City agencies with substantial support roles during major incidents.

3.2.5.1 Transportation (ESF 1)

Primary Agency: Public Works

Supporting Agencies: N/A

Adjunct Agencies: NDOT, Airport Authority

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the City's transportation system and infrastructure.
- Identifying temporary alternative transportation solutions that can be implemented by others when City systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of City transportation systems and infrastructure.
- Coordinating support of emergency operations activities among transportation stakeholders within the City's authorities and resources limitations.

3. Roles and Responsibilities

3.2.5.2 Communications (ESF 2)

Primary Agency: Emergency Management

Supporting Agencies: Sheriff's Office

Adjunct Agencies: ARES/RACES

Alert and Warning

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or PIO.
- Receiving and disseminating warning information to the public and key City Officials.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

3.2.5.3 Public Works and Engineering (ESF 3)

Primary Agency: Public Works

Supporting Agencies: N/A

Adjunct Agencies: Mutual Aid Partners

Responsibilities related to public works and engineering include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating repair of damaged public infrastructure and critical facilities.
- Coordinating repair and restoration of the City's critical infrastructure.

3. Roles and Responsibilities

- Coordinating disaster debris management activities.

3.2.5.4 Firefighting (ESF 4)

Primary Agency: Fire Department

Supporting Agencies: N/A

Adjunct Agencies: Mutual Aid Partners

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Performing life-safety inspections and recommendations for activated emergency shelters.

3.2.5.5 Information and Planning (Emergency Management) (ESF 5)

Primary Agency: Fire Department EMD

Supporting Agencies: Community Development, Public Works

Adjunct Agencies: Fusion Center (NTAC)

Emergency Operations Center

The Emergency Manager and Deputy Emergency Manager are responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. City departments will be requested to designate personnel who can be made available to be trained by an Independent Contractor and/or Deputy Emergency Manager and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the City to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.

3. Roles and Responsibilities

- Ensuring that EOC personnel operate in accordance with ICS.
- Ensuring accurate record keeping.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

3.2.5.6 Mass Care, Emergency Assistance, Housing, and Human Services (ESF 6)

Primary Agency: Health and Human Services

Supporting Agencies: Parks and Recreation

Adjunct Agencies: American Red Cross

Carson City Health and Human Services, with support from the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.
- Maintaining and implementing procedures for the care and shelter of animals in an emergency.
- Coordinating support with other City departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the City emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).

3. Roles and Responsibilities

- Coordinating operation of shelter facilities operated by the City, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

3.2.5.7 Logistics Management and Resource Support (ESF 7)

Primary Agency: Fire Department EMD

Supporting Agencies: Public Works, Parks and Recreation, Finance

Adjunct Agencies: N/A

Responsibilities related to logistics management and resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

3.2.5.8 Public Health and Emergency Medical Services (ESF 8)

3.2.5.8.1 *Public Health Services*

Primary Agency: Health and Human Services

Supporting Agencies: Sheriff's Office, Fire Department EMD

Adjunct Agencies: Carson Tahoe Healthcare

Carson City Health and Human Services is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. Carson City Health and Human Services provides the public health representative for the City EMO.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public

3. Roles and Responsibilities

health, medical, and behavioral health services, including making provisions for populations with functional needs.

- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.
- Designating a coordinator/liaison to participate in all phases of the City emergency management program, when necessary or as requested.

3.2.5.8.2 *Emergency Medical Services*

Primary Agency: Carson City Fire Department EMS

Supporting Agencies: Carson City Health and Human Services

Adjunct Agencies: Care Flight and CalSTAR

Responsibilities related to EMS include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.

3.2.5.8.3 *Behavioral Health*

Primary Agency: Health and Human Services

Supporting Agencies: N/A

Adjunct Agencies: Carson Community Mental Health Center, Nevada Division of Behavioral and Public Health

Responsibilities related to behavioral health include:

- Providing behavioral health services to incident victims and emergency response personnel.
- Coordinating critical incident stress management activities.
- Supporting Family Assistance Center operations during mass fatality incidents.

3. Roles and Responsibilities

- Supporting healthcare decompression by triaging existing patients with chronic behavioral health needs exacerbated by the incident (including Legal 2000 [Nevada's civil commitment process] patients being held within emergency departments).

3.2.5.9 Search and Rescue (ESF 9)

Primary Agency: Sheriff's Office, Fire Department

Supporting Agencies: N/A

Adjunct Agencies: Citizen Corps, Mutual Aid Partners

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

3.2.5.10 Oil and Hazardous Materials Response (ESF 10)

3.2.5.10.1 *Hazardous Materials Response*

Primary Agency: Fire Department

Supporting Agencies: N/A

Adjunct Agencies: Quad County HazMat Team

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.

3. Roles and Responsibilities

3.2.5.10.2 Radiological Protection

Primary Agency: Fire Department

Supporting Agencies: N/A

Adjunct Agencies: Nevada Division of Public and Behavioral Health Radiation Control Program and the Quad County HazMat Team

Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing City officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

3.2.5.11 Agriculture and Natural Resources (ESF 11)

Primary Agency: Health and Human Services

Supporting Agencies: Public Works, Parks and Recreation

Adjunct Agencies: Humane Society, Nevada Department of Agriculture, Nevada Environmental Protection Agency

Responsibilities related to agriculture and natural resources include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Coordinating with pet-owners in protecting the safety and well-being of household pets.

3. Roles and Responsibilities

3.2.5.12 Energy and Utilities (ESF 12)

Primary Agency: Public Works

Supporting Agencies: Information Technology

Adjunct Agencies: NV Energy, Southwest Gas, telecommunications utilities

Responsibilities related to energy and utilities include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

3.2.5.13 Public Safety and Security (ESF 13)

Primary Agency: Sheriff's Office

Supporting Agencies: N/A

Adjunct Agencies: Nevada Silver Shield, NNRIC

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.

3. Roles and Responsibilities**3.2.5.14 Long-Term Community Recovery (ESF 14)**

Primary Agency: Fire Department EMD

Supporting Agencies: City Manager's Office, Community Development, Assessor's Office, Public Works, Parks and Recreation, Health and Human Services

Adjunct Agencies: N/A

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.
- Participating with State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support, providing assistance as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the City.
- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

3.2.5.15 External Affairs (ESF 15)

Primary Agency: Human Resources

Supporting Agencies: City Manager's Office, Library

Adjunct Agencies: N/A

Responsibilities related to external affairs include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.

3. Roles and Responsibilities

- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the City and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

3.2.5.16 Evacuation and Population Protection (ESF 16)

Primary Agency: Sheriff's Office

Supporting Agencies: Fire Department EMD

Adjunct Agencies: NDEM

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control
 - Health and medical requirements
 - Transportation needs
 - Emergency Public Information materials
 - Shelter and reception location
- Developing procedures for sheltering in place.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with City policy.

3. Roles and Responsibilities

- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

See the Carson City Evacuation, Sheltering and Mass Care Plan for more details

3.2.5.17 Damage Assessment (ESF 17)

Primary Agency: Public Works

Supporting Agencies: Assessor's Office

Adjunct Agencies: N/A

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

3.2.5.18 Legal Services (ESF 18)

Primary Agency: District Attorney's Office

Supporting Agencies: Municipal Courts

Adjunct Agencies: N/A

Responsibilities related to legal services include:

- Advising City Officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources
 - Establish curfews
 - Restrict or deny access
 - Specify routes of egress
 - Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property

3. Roles and Responsibilities

- Reviewing and advising City Officials in determining how the City can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising City Officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current NRS 414, 414A and 415 provisions as they apply to City government in disaster events.

3.2.5.19 Volunteer and Donation Management (ESF 19)

Primary Agency: Fire Department EMD

Supporting Agencies: Carson City Health and Human Services, Human Resources

Adjunct Agencies: American Red Cross, Salvation Army

Government-Sponsored/ Organized Volunteers

Responding to incidents may exceed the City's resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERTs), Red Cross, Fire Corps and/or Medical Reserve Corps, Volunteers in Police Service, and volunteers associated with the faith-based community provide vital support to emergency response agencies in completing their assigned tasks.

Unaffiliated Volunteers and Donations

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers and donated goods into its response activities. Carson City Health and Human Services maintains a Volunteer Reception Center Plan that will provide guidance to receive and direct unaffiliated volunteers to organized volunteer agencies such as CERT, Red Cross or pre-designated organization within the faith-based community so that they may be incorporated into the response effort.

3.2.5.20 Coordination with Special Facilities (ESF 20)

Primary Agency: Fire Department EMD

Supporting Agencies: Senior Center, Carson City Health and Human Services

Adjunct Agencies: N/A

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

3. Roles and Responsibilities

- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

3.2.5.21 Other Agency Responsibilities

Other City department and agency heads not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the Emergency Manager and/or Deputy Emergency Manager.

3.3 Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector.

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.

3. Roles and Responsibilities

- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the City, nongovernmental/faith-based organizations such as the Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental and faith-based organizations in an emergency may include, at the request and direction of emergency management:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food, shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

Although not formally a part of the City's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3. Roles and Responsibilities

3.4 State Response Partners

Under the provisions of NRS 414.060, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The NDEM Chief is delegated authority by NRS 414.040 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. Responsibility for conducting ESFs is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. Some State agencies may call upon their federal counterparts to provide additional support and resources following established procedures and policies for each agency.

See the State Comprehensive Emergency Management Plan for details on the State's emergency management organization and detailed roles and responsibilities for State departments.

3.5 Federal Response Partners

Federal response partners are typically requested by NDEM in the event that State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Nevada SCEMP and, if necessary, the NRF.

See the National Response Framework for details on the federal government's emergency management organization and detailed roles and responsibilities for federal departments.

3. Roles and Responsibilities

Related City Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
Key: P – Primary S – Support A- Adjunct	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning (Emergency Management)	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy and Utilities	Public Safety and Security	Long-Term Community Recovery	External Affairs
Carson City															
City Manager’s Office														S	P
Finance Department							S								
Fire Department				P					P	P					
Fire Department EMD					P		P							P	
Health & Human Services (HHS)						P		P			P			S	
Human Resources															S
Parks and Recreation						S									
Public Works	P	P	P				S				S	P			
Senior Center	S														
Sheriff’s Office		S			S			S	P				P		

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function															
Related City Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
Key: P – Primary S – Support A- Adjunct	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning (Emergency Management)	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy and Utilities	Public Safety and Security	Long-Term Community Recovery	External Affairs
Special Districts															
LEPC								S		S					
Quad-County HazMat										S					
Private/Nonprofit Organizations															
Salvation Army						S									
American Red Cross						S									
Carson Tahoe Healthcare						S		S							
Humane Society											A				
NV Energy												S			
Southwest Gas												S			
State of Nevada															
Dept. of Administration	S		S		S	S					S			S	

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function															
Related City Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
Key: P – Primary S – Support A- Adjunct	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning (Emergency Management)	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy and Utilities	Public Safety and Security	Long-Term Community Recovery	External Affairs
Dept. of Agriculture					S				S	S	S	S	S		
Dept. of Business and Industry	S						S			S				S	
Dept. of Conservation & Natural Resources	S		S	S	S	S	S	S	S	S	S	S	S	S	
Dept. of Health and Human Services	S	S			S	S	S	S	S	S	S	S	S	S	
Dept. of Transportation	S		S				S						S		
Federal															
Department of Agriculture				S							S			S	
Department of Defense			S						S						
Department of Energy												S			
Department of Health and Human Services								S							
Department of Homeland Security		S	S		S	S	S		S	S				S	S

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function															
Related City Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
Key: P – Primary S – Support A- Adjunct	Transportation	Communications	Public Works and Engineering	Firefighting	Information and Planning (Emergency Management)	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy and Utilities	Public Safety and Security	Long-Term Community Recovery	External Affairs
Department of Housing and Urban Development														S	
Department of Interior									S		S				
Department of Justice													S		
Department of Transportation	S														
Environmental Protection Agency										S					
General Services Administration							S								
Small Business Administration														S	

THIS PAGE LEFT BLANK INTENTIONALLY

4

Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the City.

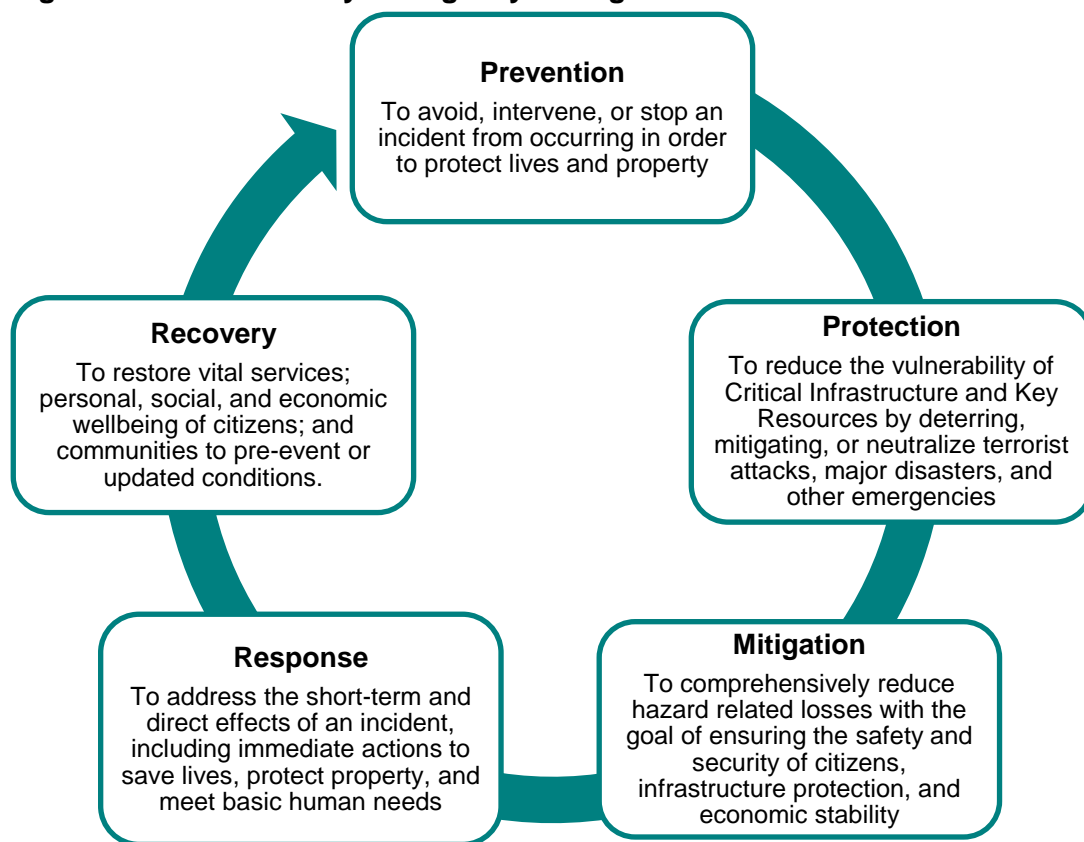
The City is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the City or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where City resources are limited and/or have been expended.

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. The focus of this EOP is response and short-term recovery actions. Nevertheless, this plan impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the City in the following five mission areas.

4. Concept of Operations

Figure 4-1 Carson City Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

Response activities within the City are undertaken immediately after an incident. The City's response priorities are defined below:

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to CIKR and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

4.3.2 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the City. This EOP is not a recovery plan; however,

4. Concept of Operations

the City recognizes that response and recovery activities often take place concurrently until the life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or “new normal” conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The City’s recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment:** Determine structure impacts to the City.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

4.4 Incident Levels

Incident levels assist City, regional, and State response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations within the City will not always fit neatly into these levels, and any incident has the potential to intensify or expand to a higher level. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

The City uses incident levels that are consistent with the SCEMP and NIMS. Incident types are based on the five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the City and requiring national response resources (source: U.S. Fire Administration).

During an incident,

- Where federal agencies are involved in response and recovery operations (Type 3), or
- Where national resources are impacted (such as waters of the U.S.), requiring response from federal agencies

Incident levels identified in this EOP will transition to the NIMS incident levels. Refer to Table 4-1 for further information on NIMS incident levels.

4. Concept of Operations

Table 4-1 Carson City Incident Levels	
Level 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Level 4	<ul style="list-style-type: none"> ■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Level 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

4. Concept of Operations

Table 4-1 Carson City Incident Levels	
Level 2	<ul style="list-style-type: none"> ■ The incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the Operations, Command, and General Staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Level 1	<ul style="list-style-type: none"> ■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises, and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the Emergency Manager or Deputy Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, the Emergency Manager and/or Deputy Emergency Manager may partially or fully activate and staff the City EOC based on an emergency’s type, size, severity, and anticipated duration. An emergency declaration is not required in order to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved City emergency services will implement their

4. Concept of Operations

respective plans and procedures, and provide the Emergency Manager, Deputy Emergency Manager, or EOC Manger with the following information:

- Operational status
- Readiness and availability of resources
- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.)
- Significant concerns and issues dealing with potential or actual loss of life or property

Refer to the immediate actions checklist for further information on initial actions to be taken by the Emergency Manager (or designee) upon implementation of all or part of this EOP.

4.5.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by City personnel will be relayed to the Emergency Manager and/or Deputy Emergency Manager. City response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the City EOC as appropriate.

4.5.3 Communications

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety, and will be used by all City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and City staff, as well as personnel from neighboring jurisdictions or State to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the City, a public warning and broadcast system has been established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster.

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful

4. Concept of Operations

emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

4.5.4 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and is the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the City, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Sheriff's Office will notify the Northern Nevada Regional Intelligence Center (NNRIC). During a terrorist incident, the NNRIC will support situational awareness and intelligence gathering functions.

4.5.5 Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of

4. Concept of Operations

all City resources. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. City resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:
 1. Protection of life
 2. Protection of responding resources
 3. Protection of public facilities
 4. Protection of private property
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the SEOC for State and federal resources through an emergency declaration.

Resource requests to the state must be submitted by the Emergency Manager, Deputy Emergency Manager, City Manager, EOC Manager, or Logistics Section Chief to NDEM/SEOC according to established plans, policies, and procedures.

4.5.5.1 Resource Typing

The City utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. City response personnel and support staff are trained and exercise using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

4.5.5.2 Credentialing of Personnel

At this time, the City has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from NDEM and provide for documenting personnel and authenticating and verifying their qualifications.

4. Concept of Operations

4.5.5.3 Volunteer and Donations Management

At this time, the City does not have a formal volunteer and donations management program in place. Should one be developed, the program will work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents. Technical assistance for implementing NIMS/ICS volunteer and donations management procedures is available from NDEM.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Emergency Manager, Deputy Emergency Manager, or designee will coordinate and manage volunteer services and donated goods through the City EOC, with support from the Red Cross, Salvation Army, and other volunteer organizations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards. Elements of the City's volunteer and donations management program may include:

■ Volunteer Management

- Activation of a Volunteer and Donations Manager within the City's emergency management organization to address volunteer and donations management, including coordination with neighboring jurisdictions and the State's donation management system.
- Implementation, as appropriate of the Carson City HHS Volunteer Reception Center Plan.
- Coordination with State and local volunteer agencies and Volunteer Organizations Active in Disaster groups,

■ Donations Management

- Implementation of a system for tracking and utilizing donations (including cash contributions).
 - Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.
- Communications support such as coordination of a call center and public information.
 - Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

4.5.6 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and

4. Concept of Operations

Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

Examples of individuals who have access and functional needs include, but are not limited to:

Individuals who are deaf or hard of hearing

Individuals with limited English proficiency

Children and the elderly

Individuals without vehicles

Individuals with special dietary needs

Individuals who experience physical disabilities

Persons with access and functional needs within the City have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the Emergency Manager and/or Deputy Emergency Manager will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

4.5.7 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City and, whenever possible, the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters to themselves and their children through personal preparedness activities. To the greatest extent possible, the Emergency Manager and/or Deputy Emergency Manager will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

4.5.8 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by people affected by disasters. Preparing for the care of animals during a disaster is the responsibility of owners. However, the City may coordinate with local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency as required by state statute (NRS 414.095). If local resources are

4. Concept of Operations

insufficient to meet the needs of animals during a disaster, the City may request assistance through NDEM.

4.5.9 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for emergency coordination to agencies involved with short- and long-term recovery operations.

The following issues will be considered when demobilizing:

Identification of surplus resources and probable resource release times

Demobilization priorities as established by the on-scene Incident Commander and/or EOC Manager

Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Manager

Repair and maintenance of equipment, if necessary.

The City Manager with advice from the Emergency Manager; Deputy Emergency Manager; EOC Manager; and/or on-scene Incident Commander, will determine when a state of emergency no longer exists, emergency operations can be terminated, and normal City functions can be restored.

4.5.10 Transition to Recovery

Planning for recovery begins during the first operational period; however, once the incident has been stabilized the City will turn towards engaging in recovery operations to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the City.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

During the recovery period, the City will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the City demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

THIS PAGE LEFT BLANK INTENTIONALLY

5

Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Manager; however, the Emergency Manager will maintain direction and control of the City EMO, unless otherwise delegated. City emergency operations, both on-scene and in the City EOC, will be conducted in a manner consistent with NIMS, including use of ICS.

During a City-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Sheriff's Office, and/or Fire Department), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of Incident Command Systems, the on-scene Incident Commander will notify the Emergency Manager or Deputy Emergency Manager and request activation of the City EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with City and State leads.

5.3 Emergency Operation Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the City may activate the EOC and assign an EOC Manager. The EOC and EOC Manager support on-scene operations and coordinate City resources. The request will be submitted to the Emergency Manager, who will determine whether to activate the City EOC and will assume, or designate, the role of EOC Manager. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the City EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the City EOC to serve as part of the Unified Command or Multi-Agency Coordination Group, ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and

5. Command and Control

used as an adjunct to existing City services, and then only when a situation threatens to expand beyond the City's response capabilities.

Upon activation of the City EOC, the EOC Manager is empowered to assume executive control over all departments, divisions, and offices of the City during a State of Emergency. If appropriate, the on-scene Incident Commander, Deputy Emergency Manager, or EOC Manager may request that the Board of Supervisors declare a State of Emergency.

5.4 Emergency Operation Center

The EOC supports incident response activities including tracking the management and allocation of appropriate resources and personnel, and may also serve as a Multi-Agency Coordination Center, if needed. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the City seat of government for the duration of the crisis.

5.4.1 Emergency Operation Center Activation

During emergency operations, and upon activation of the EOC, EOC staff will assemble and exercise direction and control, as outlined below.

- The EOC will be activated by the Emergency Manager and/or Deputy Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing City resources in support of emergency operations.
- The EOC Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. City, State, and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.
- The EOC may, as appropriate, operate on a 24-hour basis.

5. Command and Control

- The Emergency Manager, Deputy Emergency Manager, and/or EOC Manager will immediately notify the City Manager’s Office upon activation of the City EOC. Periodic updates will be issued to the City for the duration of EOC activation.

5.4.2 Emergency Operations Center Location

The **primary location** for the City EOC is:

Carson City Fire Department Administration
 777 S. Stewart St.
 Carson City, Nevada 89701

Figure 5-1 Primary EOC Location

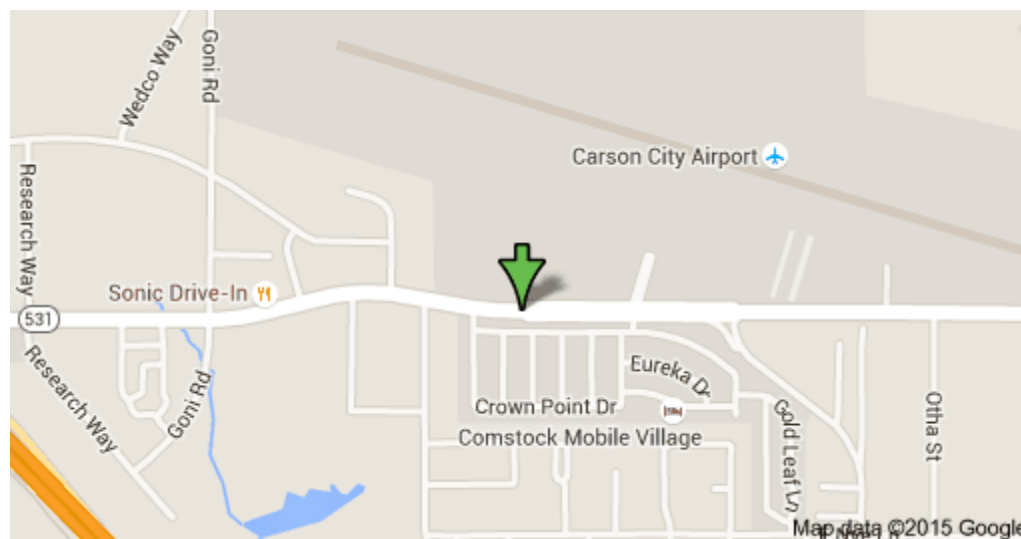


5. Command and Control

If necessary, the **alternate location** for the City EOC is:

Carson City Fire Department Station 52
Training Facility
2400 E. College Parkway
Carson City, Nevada 89706

Figure 5-2 Alternate EOC Location



The location of the EOC can change, as required by the needs of the incident. Coordination and control for City emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Manager will designate an alternate facility.

5.4.3 Emergency Operations Center Staffing

Depending on the incident type, City departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain City EOC, the City may request support from the State.

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles,

5. Command and Control

with volunteers and other support staff will improve overall EOC operation efficiency.

5.4.4 Access and Security

During an emergency, access to the City EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.5 Incident Management Software

The City has access to WebEOC incident management software to help gather, analyze, and disseminate information in the City EOC. The Deputy Emergency Manager is responsible for training EOC staff on the use of software, and a User's Manual is maintained in the City EOC. Technical support can be accessed through the NDEM.

5.4.6 Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Manager, Emergency Manager, or City Manager.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring the City Manager and staff to manage recovery operations as part of their daily responsibilities.

The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager and/or Deputy Emergency Manager.

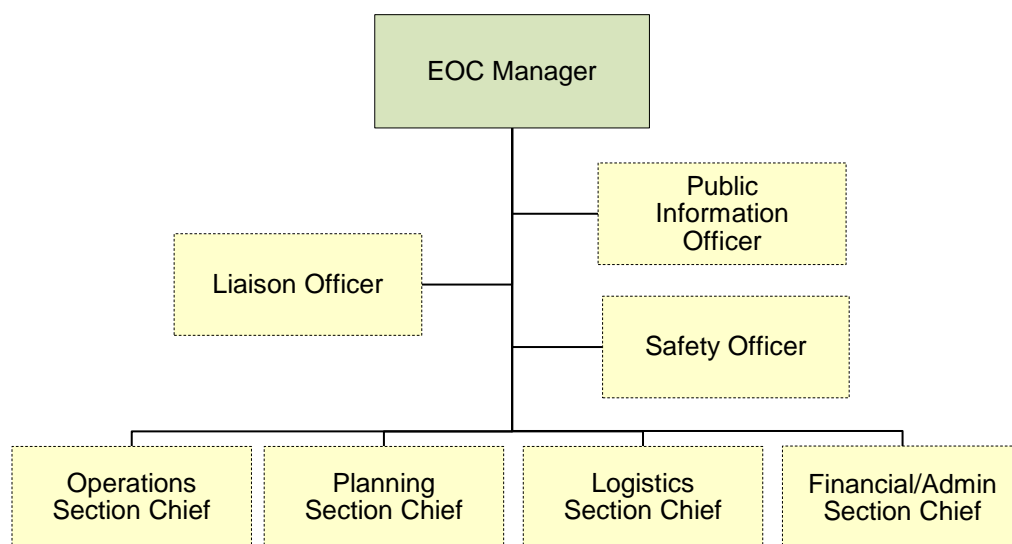
5.5 Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The City will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-4).

5. Command and Control

The City ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The City ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The City has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan (Appendix C); however, this document does not perform the full function of an EOC manual.

Figure 5-4 Example of an ICS for Carson City



See ESF 5—Information and Planning (Emergency Management) for more information on the City's EMO command structure.

5.5.1 EOC Manager

The EOC Manager is responsible for EOC operations when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Manager is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.
- Coordinating activities supporting in support of emergency operations.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer

5. Command and Control

- PIO
- Liaison Officer

- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may change to meet the needs of the incident.

5.5.2 Emergency Operations Center Command Staff**5.5.2.1 Safety Officer**

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

5.5.2.2 Public Information Officer

The PIO will coordinate and manage the City's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include, with approval from the Incident Commander:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a JIC.
- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5. Command and Control

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as healthcare facilities, the school district, tribes, public works/utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

The annexes within this plan contain general guidelines for City staff, volunteer organizations, neighboring jurisdictions, City officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the City EOC, as well as at EOCs of neighboring jurisdictions.

5.5.3 Emergency Operations Center General Staff

5.5.3.1 Operations Section Chief

The Operations Section Chief position is typically filled by the lead agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations. The following agencies and organizations are typically included in the Operations Section:

- **Fire** - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:

5. Command and Control

- Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need
- Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP.
 - Managing field response activities
 - Directing implementation of unit operational plans
 - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

5.5.3.2 Planning Section Chief

The Planning Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting and evaluating information, and distributing incident information through status summaries.
 - For terrorist incidents, liaise with the NNRIC
- Maintaining resource status.
- Preparing and disseminating the IAP including developing alternatives for tactical operations
- Conducting planning meetings.

5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.

5. Command and Control

- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

The Finance/Administration Section is activated for large-scale or incidents that require emergency funding or use of specialized services and equipment that are not within the City's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. Conversely, during some incidents, responding agencies may not require outside assistance, or relatively minor finance or administrative operations are otherwise required. In these instances, the Finance/Administration section can be staffed by a technical specialist in the Planning Section. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.5.4 Unified Command

Unified Command is when several local, regional, state, and federal agencies share response authority. This allows EOC Management and on-scene Incident Command positions to be shared among several agencies and for organizations/agencies to retain their jurisdictional authority. Additionally, each of the four General Staff sections may also be further subdivided, as needed. Therefore, Unified Command provides operational flexibility to expand or contract staffing, depending on the incident's nature and size, similar to a traditional ICS structure.

Unified Command has the advantage of combining different agencies into the same organizational system to maximize coordination of response activities, and of avoiding duplication of efforts. This structure should be implemented during large incidents involving multiple jurisdictions and/or regional, state, and federal response partners. Figure 5-5 shows an example of a Unified Command organizational chart for the City.

5.5.5 Area Command

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involves multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Command:

Sets overall incident-related priorities:

5. Command and Control

- De-conflicts incident management objectives with other ICS organizations and established policies.
- Allocates critical resources according to incident-related priorities.
- Identifies critical resource needs and reports them to the EOCs.

Conducts oversight:

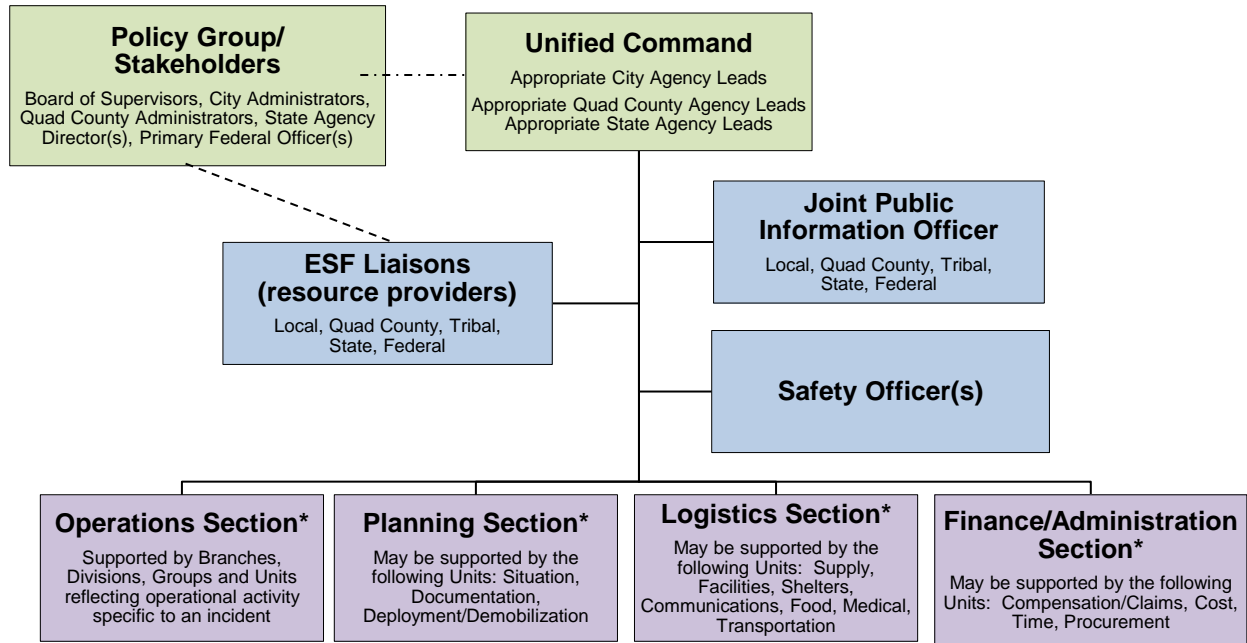
- Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.5.6 Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include “multiagency committees” and “emergency management committees.” A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

5. Command and Control

Figure 5-5 Example of Unified Command for Carson City



*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

6

Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the Emergency Manager and/or Deputy Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in the plan to ensure their continued viability.

Recommended changes should be forwarded to:

*Deputy Emergency Manager
Carson City Fire Department Administration
777 S. Stewart Street
Carson City, Nevada 89701*

6.2 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The City Emergency Manager and/or Deputy Emergency Manager coordinates training for City personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City (see minimum training requirements in Table 6-1). The Deputy Emergency Manager maintains records and lists of training received by City personnel. Training requirements apply to all first

6. Plan Development, Maintenance, and Implementation

responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- EMS personnel
- Firefighters
- Law enforcement personnel
- Public works/utility personnel
- Skilled support personnel
- Other emergency management response personnel
- Support/volunteer personnel at all levels

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100, -200, -300 IS-700a
Management in an Area Command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
Public Information Officers	ICS-100, IS-702a,
Resource management	ICS-100, IS-703a
Communication or incident information systems	ICS-100, IS-701
Development of mutual aid agreements and/or mutual aid operational plans	ICS-100, IS 706
Planning	ICS-100, IS-800b

6.3 Exercise Program

The City will conduct exercises, as resources are available, to test and evaluate this EOP. The City will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

6. Plan Development, Maintenance, and Implementation

As appropriate, the City will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

The Emergency Manager and/or Deputy Emergency Manager will work with City departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Manager and/or Deputy Emergency Manager will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager and/or Deputy Emergency Manager will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the City’s readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stories and lessons learned should be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Manager and/or Deputy Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

6.5 Community Outreach and Preparedness Education

The City will educate the public about threats, disasters, and what to do when an emergency occurs. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City’s overall readiness.

Information about the City’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City’s website: www.carson.org

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an EMO that ensures the City’s ability to respond to and recover from disasters. The Emergency Manager and Deputy Emergency Manager will work with the City Manager, Board of Supervisors, and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.

6. Plan Development, Maintenance, and Implementation

- Ensure that the Board of Supervisors is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.

A

Sample Disaster Declaration Forms

Appendix A. Declaration of Emergency

Resolution No. 2017 – R – XX

BEFORE THE BOARD OF SUPERVISORS FOR CARSON CITY, NEVADA

DECLARATION OF EMERGENCY/DISASTER

This matter came before the BOARD OF SUPERVISORS at an emergency meeting on *insert month, day, year*, involving an emergency situation created by *insert incident type* which is threatening life and property; and

WHEREAS, *insert month, day, year; military time of occurrence, and description of the emergency incident*; and

WHEREAS, *insert specific geographic boundaries of event*; and

WHEREAS, *insert deaths, injuries, and population at risk*; and

WHEREAS, the following conditions, *insert current conditions* exist in the impact area; and

WHEREAS, the City EOC has been implemented and the following actions have been taken and resources have been committed by the City, *insert what actions have been implemented and resources committed by the City*; and

BE IT RESOLVED that the BOARD OF SUPERVISORS, under the emergency powers granted by NRS 414.090, declares that a State of Emergency exists within Carson City. Further, Carson City's Emergency Services is hereby directed to take all necessary steps authorized by law to secure the persons and property of the citizens of Carson City.

It is declared and ordered that this declaration be made through the Director of the Nevada State Division of Emergency Management and state assistance is requested immediately. It is further ordered that a copy of the declaration be forwarded to the Governor of the State of Nevada, requesting that he proclaim Carson City to be in a state of emergency and/or disaster.

Appendix A. Declaration of Emergency

Dated at Carson City, Nevada this _____ day of _____

CARSON CITY BOARD OF SUPERVISORS

Mayor

Supervisor Ward 1

Supervisor Ward 2

Supervisor Ward 3

Supervisor Ward 4

Attest:

Clerk/Recorder

Mayor


B

Incident Command System

ICS Form No.	Form Title
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-in List
ICS Form 213	General Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan



INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: HHMM
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): 		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
6. Prepared by: Name: _____	Position/Title: _____	Signature: _____ 115
ICS 201, Page 1	Date/Time: _____	

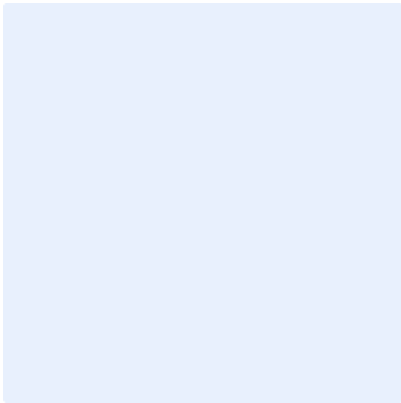
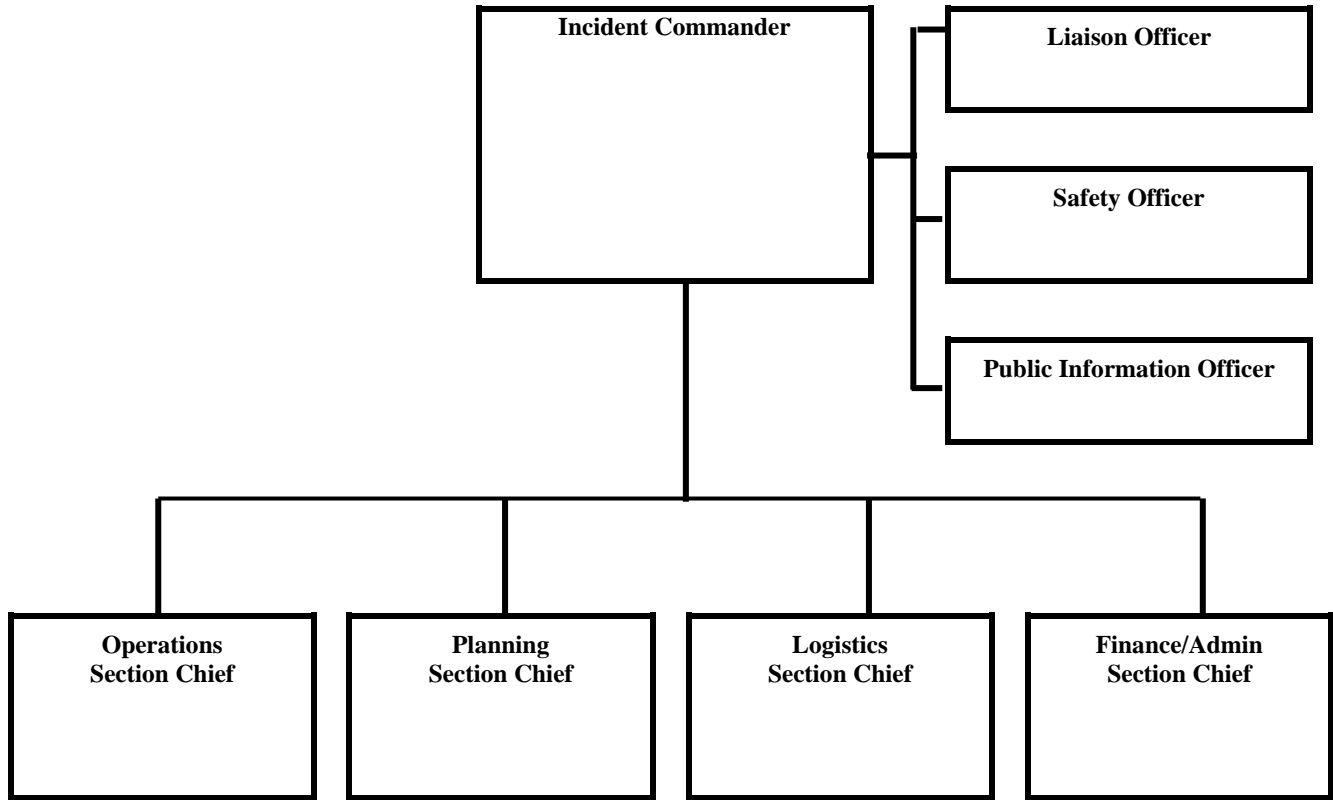
INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: HHMM
7. Current and Planned Objectives:		
8. Current and Planned Actions, Strategies, and Tactics:		
Time:	Actions:	
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
HHMM		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 2	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: HHMM
--------------------------	----------------------------	--

9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: Date _____	

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: ____:____
--------------------------	----------------------------	---

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	

6. Prepared by:	Name: _____	Position/Title: _____	Signature: _____
------------------------	-------------	-----------------------	------------------

ICS 201, Page 4	Date/Time: _____
-----------------	------------------

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period:	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM											
3. Objective(s):														
4. Operational Period Command Emphasis:														
General Situational Awareness														
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at: _____														
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <table style="width:100%; border: none;"> <tr> <td><input type="checkbox"/> ICS 203</td> <td><input type="checkbox"/> ICS 207</td> <td rowspan="5" style="vertical-align: top;"><u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 204</td> <td><input type="checkbox"/> ICS 208</td> </tr> <tr> <td><input type="checkbox"/> ICS 205</td> <td><input type="checkbox"/> Map/Chart</td> </tr> <tr> <td><input type="checkbox"/> ICS 205A</td> <td><input type="checkbox"/> Weather Forecast/Tides/Currents</td> </tr> <tr> <td><input type="checkbox"/> ICS 206</td> <td></td> </tr> </table>				<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> ICS 206	
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____												
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208													
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart													
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents													
<input type="checkbox"/> ICS 206														
7. Prepared by: Name: _____		Position/Title: _____ Signature: _____												
8. Approved by Incident Commander: Name: _____		Signature: _____												
ICS 202	IAP Page	Date/Time: Date _____												

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period:		Date From: Date	Date To: Date
				Time From: HHMM	Time To: HHMM
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC/UCs		Chief			
		Deputy			
Deputy		Staging Area			
Safety Officer		Branch			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
4. Agency/Organization Representatives:			Division/Group		
Agency/Organization	Name	Division/Group			
		Division/Group			
		Division/Group			
		Division/Group			
		Division/Group			
		Branch			
		Branch Director			
		Deputy			
5. Planning Section:			Division/Group		
Chief		Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		Branch			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
		Division/Group			
		Division/Group			
		Division/Group			
6. Logistics Section:			Division/Group		
Chief		Division/Group			
Deputy		Division/Group			
Support Branch		Air Operations Branch			
Director		Air Ops Branch Dir.			
Supply Unit					
Facilities Unit		8. Finance/Administration Section:			
Ground Support Unit		Chief			
Service Branch		Deputy			
Director		Time Unit			
Communications Unit		Procurement Unit			
Medical Unit		Comp/Claims Unit			
Food Unit		Cost Unit			
9. Prepared by: Name:		Position/Title:		Signature: _____	
ICS 203	IAP Page	Date/Time: Date			

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:	2. Date/Time Prepared: Date: Date Time: HHMM	3. Operational Period: Date From: Date Time From: HHMM Date To: Date Time To: HHMM
--------------------------	---	---

4. Basic Radio Channel Use:										
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NA C	TX Freq N or W	TX Tone/NA C	Mode (A, D, or M)	Remarks

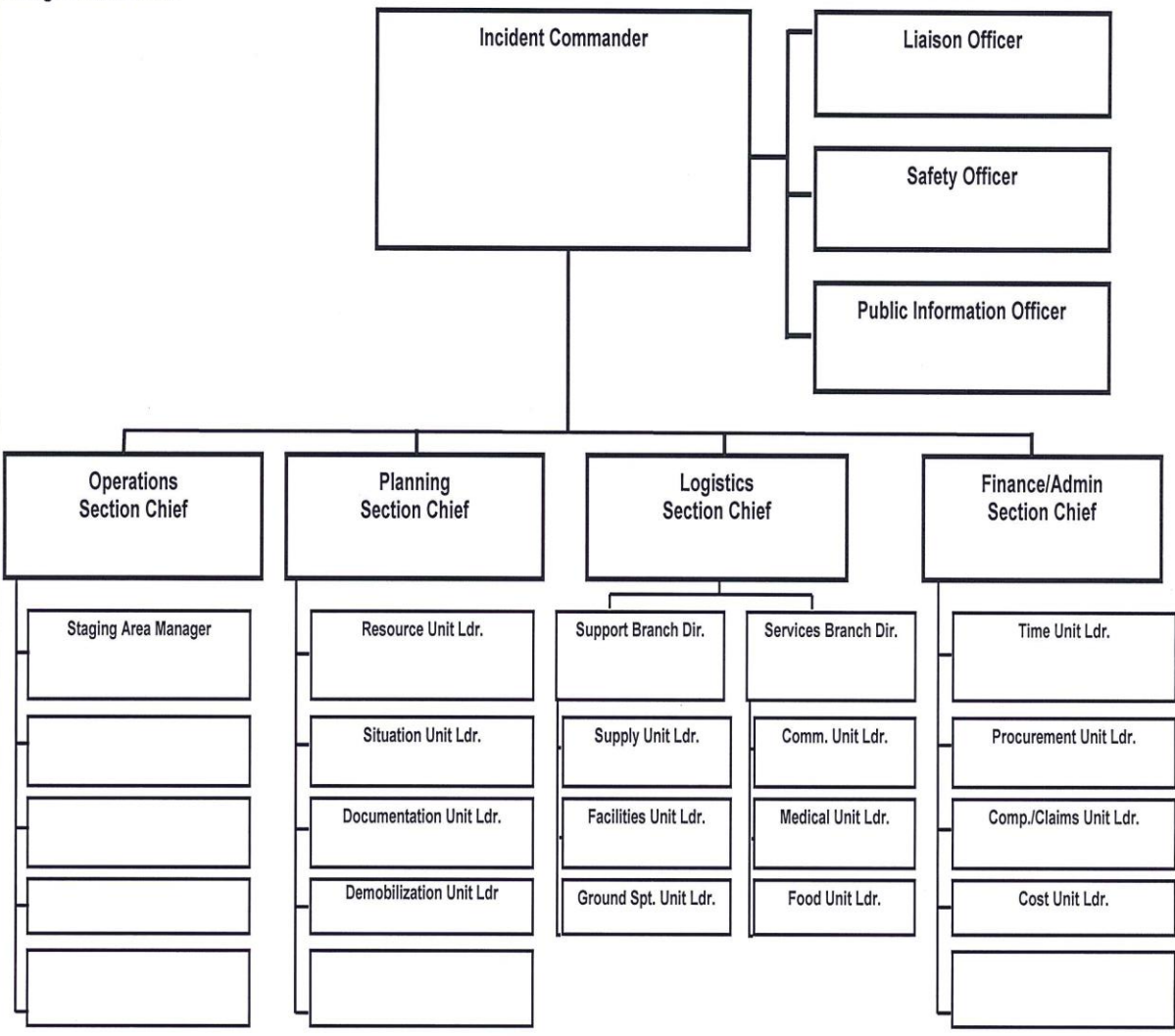
5. Special Instructions:

6. Prepared by (Communications Unit Leader):	Name: _____	Signature: _____
ICS 205	IAP Page	Date/Time: Date

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period:		Date From: Date	Date To: Date		
				Time From: HHMM	Time To: HHMM		
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures:							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader):				Name: _____ Signature: _____			
8. Approved by (Safety Officer):				Name: _____ Signature: _____			
ICS 206	IAP Page	Date/Time: Date					

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:		2. Operational Period: Date From: Date Time From: HHMM		Date To: Date Time To: HHMM	
3. Organization Chart					
 <pre> graph TD IC[Incident Commander] --- LO[Liaison Officer] IC --- SO[Safety Officer] IC --- PIO[Public Information Officer] IC --- OSC[Operations Section Chief] IC --- PSC[Planning Section Chief] IC --- LSC[Logistics Section Chief] IC --- FASC[Finance/Admin Section Chief] OSC --- SAM[Staging Area Manager] OSC --- OSC1[] OSC --- OSC2[] OSC --- OSC3[] OSC --- OSC4[] PSC --- RUL[Resource Unit Ldr.] PSC --- SUL[Situation Unit Ldr.] PSC --- DUL[Documentation Unit Ldr.] PSC --- DUL2[Demobilization Unit Ldr.] PSC --- PSC1[] LSC --- SBD[Support Branch Dir.] LSC --- SBD1[Supply Unit Ldr.] LSC --- SBD2[Facilities Unit Ldr.] LSC --- SBD3[Ground Spt. Unit Ldr.] LSC --- SBD4[Services Branch Dir.] LSC --- SBD41[Comm. Unit Ldr.] LSC --- SBD42[Medical Unit Ldr.] LSC --- SBD43[Food Unit Ldr.] FASC --- TUL[Time Unit Ldr.] FASC --- PUL[Procurement Unit Ldr.] FASC --- CUL[Comp./Claims Unit Ldr.] FASC --- CUL2[Cost Unit Ldr.] FASC --- FASC1[] </pre>					
ICS 207	IAP Page	4. Prepared by: Name:		Position/Title:	Signature: _____
				Date/Time:	

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period:	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM
4. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:			
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>			
Approved Site Safety Plan(s) Located At:			
5. Prepared by:	Name:	Position/Title:	Signature: _____
ICS 208	IAP Page	Date/Time: Date	126

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:		
*3. Report Version (check one box on left): <input type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final	*4. Incident Commander(s) & Agency or Organization:		5. Incident Management Organization:	*6. Incident Start Date/Time: Date: _____ Time: _____ Time Zone: _____
7. Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”):	8. Percent (%) Contained Completed	*9. Incident Definition:	10. Incident Complexity Level:	*11. For Time Period: From Date/Time: _____ To Date/Time: _____
*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____			*13. Date/Time Submitted Time Zone:	
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____			*15. Primary Location, Organization, or Agency Sent To:	
*16. State:	*17. County/Parish/Borough:		*18. City:	
19. Unit or Other:	*20. Incident Jurisdiction:		21. Incident Location Ownership (if different than jurisdiction):	
22. Longitude (indicate format): Latitude (indicate format):	23. US National Grid Reference:		24. Legal Description (township, section, range):	
*25. Short Location or Area Description (list all affected areas or a reference point):			26. UTM Coordinates:	
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels):				
*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.):				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			
ICS 209, Page 1 of		* Required when applicable.		

*1. Incident Name:	2. Incident Number:
--------------------	---------------------

Additional Incident Decision Support Information

	A. # This Reporting Period	B. Total # to Date		A. # This Reporting Period	B. Total # to Date
*31. Public Status Summary:			*32. Responder Status Summary:		
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing (note if estimated)			G. Missing		
H. Evacuated (note if estimated)			H. Sheltering in Place		
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations		
J. In Temporary Shelters (note if est.)			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations (note if est.)					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:		
			A. Check if Active		
			A. No Likely Threat	□	
			B. Potential Future Threat	□	
			C. Mass Notifications in Progress	□	
			D. Mass Notifications Completed	□	
			E. No Evacuation(s) Imminent	□	
			F. Planning for Evacuation	□	
			G. Planning for Shelter-in-Place	□	
			H. Evacuation(s) in Progress	□	
			I. Shelter-in-Place in Progress	□	
			J. Repopulation in Progress	□	
			K. Mass Immunization in Progress	□	
			L. Mass Immunization Complete	□	
			M. Quarantine in Progress	□	
			N. Area Restriction in Effect	□	
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):					
36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:					
12 hours:					
24 hours:					
48 hours:					
72 hours:					
Anticipated after 72 hours:					
37. Strategic Objectives (define planned end-state for incident):					

*1. Incident Name:	2. Incident Number:
--------------------	---------------------

Additional Incident Decision Support Information (continued)

<p>38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>
<p>39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>
<p>40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <ul style="list-style-type: none"> 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>
<p>41. Planned Actions for Next Operational Period:</p>
<p>42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):</p>
<p>43. Anticipated Incident Management Completion Date:</p>
<p>44. Projected Significant Resource Demobilization Start Date:</p>
<p>45. Estimated Incident Costs to Date:</p>
<p>46. Projected Final Incident Cost Estimate:</p>
<p>47. Remarks (or continuation of any blocks above – list block number in notation):</p>

ICS 209, Page 3 of	* Required when applicable.
--------------------	-----------------------------

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:
--------------------------	----------------------------

Incident Resource Commitment Summary

48. Agency or Organization:	49. Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):												50. Additional Personnel not assigned to a resource:	51. Total Personnel (includes those associated with resources – e.g., aircraft or engines –and individual overhead):
52. Total Resources														

53. Additional Cooperating and Assisting Organizations Not Listed Above:

RESOURCE STATUS CHANGE (ICS 210)

1. Incident Name:		2. Operational Period:	Date From: Date	Date To: Date
			Time From: HHMM	Time To: HHMM
3. Resource Number	4. New Status (Available, Assigned, O/S)	5. From (Assignment and Status):	6. To (Assignment and Status):	7. Time and Date of Change:
8. Comments:				
9. Prepared by: Name:		Position/Title:	Signature: _____	
ICS 210		Date/Time: Date		

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply):					4. Start Date/Time:
		<input type="checkbox"/> Base	<input type="checkbox"/> Staging	<input type="checkbox"/> ICP	<input type="checkbox"/> Helibase	<input type="checkbox"/> Other	Date: _____ Time: HHMM

Check-In Information (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:								6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit		
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF														

ICS 211	17. Prepared by:	Name: _____	Position/Title: _____	Signature: _____	Date/Time: _____
----------------	-------------------------	-------------	-----------------------	------------------	------------------

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date: Date	6. Time HHMM
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: Date	

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM
--------------------------	---

3. Name:	4. ICS Position:	5. Home Agency (and Unit):
-----------------	-------------------------	-----------------------------------

6. Resources Assigned:		
Name	ICS Position	Home Agency (and Unit)

7. Activity Log:	
Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____	
ICS 214, Page 1	Date/Time: Date

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:				2. Operational Period: Date From: <input type="text"/> Date Date To: <input type="text"/> Date Time From: <input type="text"/> HHMM Time To: <input type="text"/> HHMM																	
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources															7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																		
			Have																		
			Need																		
			Req.																		
			Have																		
			Need																		
			Req.																		
			Have																		
			Need																		
			Have																		
			Need																		
			Req.																		
			Have																		
			Need																		
			Req.																		
			Have																		
			Need																		
ICS 215		11. Total Resources Required	/														14. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: Date				
		12. Total Resources Have on Hand	/																		
		13. Total Resources Need To Order	/																		

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date: Date Time: HHMM		4. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM	
5. Incident Area	6. Hazards/Risks	7. Mitigations	
8. Prepared by (Safety Officer): Name: _____		Signature: _____	
Prepared by (Operations Section Chief): Name: _____		Signature: _____	
ICS 215A	Date/Time: Date		

SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

1. Incident Name:	2. Incident Number:	3. Date/Time Prepared: Date: <input type="text"/> Time: <input type="text"/>	4. Vehicle/Equipment Category:
--------------------------	----------------------------	--	---------------------------------------

5. Vehicle/Equipment Information											
Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time

ICS 218	6. Prepared by: Name: <input style="width:80%;" type="text"/>	Position/Title: <input style="width:80%;" type="text"/>	Signature: <input style="width:90%;" type="text"/>
----------------	--	---	--

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:		2. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM				3. Sunrise: HHMM Sunset: HHMM	
4. Remarks (safety notes, hazards, air operations special equipment, etc.):			5. Ready Alert Aircraft: Medivac: New Incident:			6. Temporary Flight Restriction Number: Altitude: Center Point:	
			8. Frequencies:		AM	FM	9. Fixed-Wing (category/kind/type, make/model, N#, base):
			Air/Air Fixed-Wing				
7. Personnel:	Name:	Phone Number:	Air/Air Rotary-Wing – Flight Following				
Air Operations Branch Director		XXX-XXX-XXXX	Air/Ground				
Air Support Group Supervisor		XXX-XXX-XXXX	Command			Other Fixed-Wing Aircraft:	
Air Tactical Group Supervisor		XXX-XXX-XXXX	Deck Coordinator				
Helicopter Coordinator		XXX-XXX-XXXX	Take-Off & Landing Coordinator				
Helibase Manager		XXX-XXX-XXXX	Air Guard				
10. Helicopters (use additional sheets as necessary):							
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks	
11. Prepared by: Name:		Position/Title:		Signature: _____			
ICS 220, Page 1		Date/Time: Date					

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM	3. Sunrise: HHMM Sunset: HHMM
--------------------------	---	---

12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.):				
Category/Kind/Type and Function	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	Mission Start	Fly From	Fly To

11. Prepared by: Name: _____	Position/Title: _____	Signature: _____
-------------------------------------	-----------------------	------------------

ICS 220, Page 2	Date/Time: Date
-----------------	-----------------

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name: _____		2. Incident Number: _____																																																																																											
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released: _____	5. Order Request Number: _____																																																																																										
<p>6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).</p> <p>LOGISTICS SECTION</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:5%;"></th> <th style="width:25%;">Unit/Manager</th> <th style="width:30%;">Remarks</th> <th style="width:20%;">Name</th> <th style="width:20%;">Signature</th> </tr> </thead> <tbody> <tr><td><input type="checkbox"/></td><td>Supply Unit</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Communications Unit</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Facilities Unit</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Ground Support Unit</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Security Manager</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>FINANCE/ADMINISTRATION SECTION</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:5%;"></th> <th style="width:25%;">Unit/Leader</th> <th style="width:30%;">Remarks</th> <th style="width:20%;">Name</th> <th style="width:20%;">Signature</th> </tr> </thead> <tbody> <tr><td><input type="checkbox"/></td><td>Time Unit</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>OTHER SECTION/STAFF</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:5%;"></th> <th style="width:25%;">Unit/Other</th> <th style="width:30%;">Remarks</th> <th style="width:20%;">Name</th> <th style="width:20%;">Signature</th> </tr> </thead> <tbody> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>PLANNING SECTION</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:5%;"></th> <th style="width:25%;">Unit/Leader</th> <th style="width:30%;">Remarks</th> <th style="width:20%;">Name</th> <th style="width:20%;">Signature</th> </tr> </thead> <tbody> <tr><td><input type="checkbox"/></td><td></td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Documentation Leader</td><td></td><td></td><td></td></tr> <tr><td><input type="checkbox"/></td><td>Demobilization Leader</td><td></td><td></td><td></td></tr> </tbody> </table>					Unit/Manager	Remarks	Name	Signature	<input type="checkbox"/>	Supply Unit				<input type="checkbox"/>	Communications Unit				<input type="checkbox"/>	Facilities Unit				<input type="checkbox"/>	Ground Support Unit				<input type="checkbox"/>	Security Manager				<input type="checkbox"/>						Unit/Leader	Remarks	Name	Signature	<input type="checkbox"/>	Time Unit				<input type="checkbox"/>					<input type="checkbox"/>						Unit/Other	Remarks	Name	Signature	<input type="checkbox"/>					<input type="checkbox"/>						Unit/Leader	Remarks	Name	Signature	<input type="checkbox"/>					<input type="checkbox"/>	Documentation Leader				<input type="checkbox"/>	Demobilization Leader			
	Unit/Manager	Remarks	Name	Signature																																																																																									
<input type="checkbox"/>	Supply Unit																																																																																												
<input type="checkbox"/>	Communications Unit																																																																																												
<input type="checkbox"/>	Facilities Unit																																																																																												
<input type="checkbox"/>	Ground Support Unit																																																																																												
<input type="checkbox"/>	Security Manager																																																																																												
<input type="checkbox"/>																																																																																													
	Unit/Leader	Remarks	Name	Signature																																																																																									
<input type="checkbox"/>	Time Unit																																																																																												
<input type="checkbox"/>																																																																																													
<input type="checkbox"/>																																																																																													
	Unit/Other	Remarks	Name	Signature																																																																																									
<input type="checkbox"/>																																																																																													
<input type="checkbox"/>																																																																																													
	Unit/Leader	Remarks	Name	Signature																																																																																									
<input type="checkbox"/>																																																																																													
<input type="checkbox"/>	Documentation Leader																																																																																												
<input type="checkbox"/>	Demobilization Leader																																																																																												
7. Remarks: _____ _____ _____																																																																																													
<p>8. Travel Information:</p> Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No Estimated Time of Departure: _____ Actual Release Date/Time: _____ Destination: _____ Estimated Time of Arrival: _____ Travel Method: _____ Contact Information While Traveling: _____ Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No Area/Agency/Region Notified: _____ Number: _____																																																																																													
<p>9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> Incident Name: _____ Incident Number: _____ Location: _____ Order Request Number: _____																																																																																													
<p>10. Prepared by: Name: _____ Position/Title: _____ Signature: _____</p>																																																																																													
ICS 221		Date/Time: _____																																																																																											

THIS PAGE LEFT BLANK INTENTIONALLY

C

Emergency Operations Center Position Checklists



Index of EOC Position Checklists

Emergency Operations Center Command Staff

- EOC Manager
- Public Information Officer
- Liaison Officer
- Safety Officer
- Policy Advisory/Legal

Operations Section Chief

- Law Enforcement Branch
- Fire and EMS Branch
- Public Works Branch
- Health/Medical Branch
- Care & Shelter Branch

Planning Section Chief

- Situation Status Unit
- Action Planning Unit
- Resource Status Unit
- Advance Planning Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialist Unit

Logistics Section Chief

- Food Unit
- Transportation Unit
- Communications & IT Support Unit
- Facilities Unit
- Personnel Unit

Finance/Administration Section Chief

- Cost Recovery Unit
- Compensation & Claims Unit
- Fiscal Unit

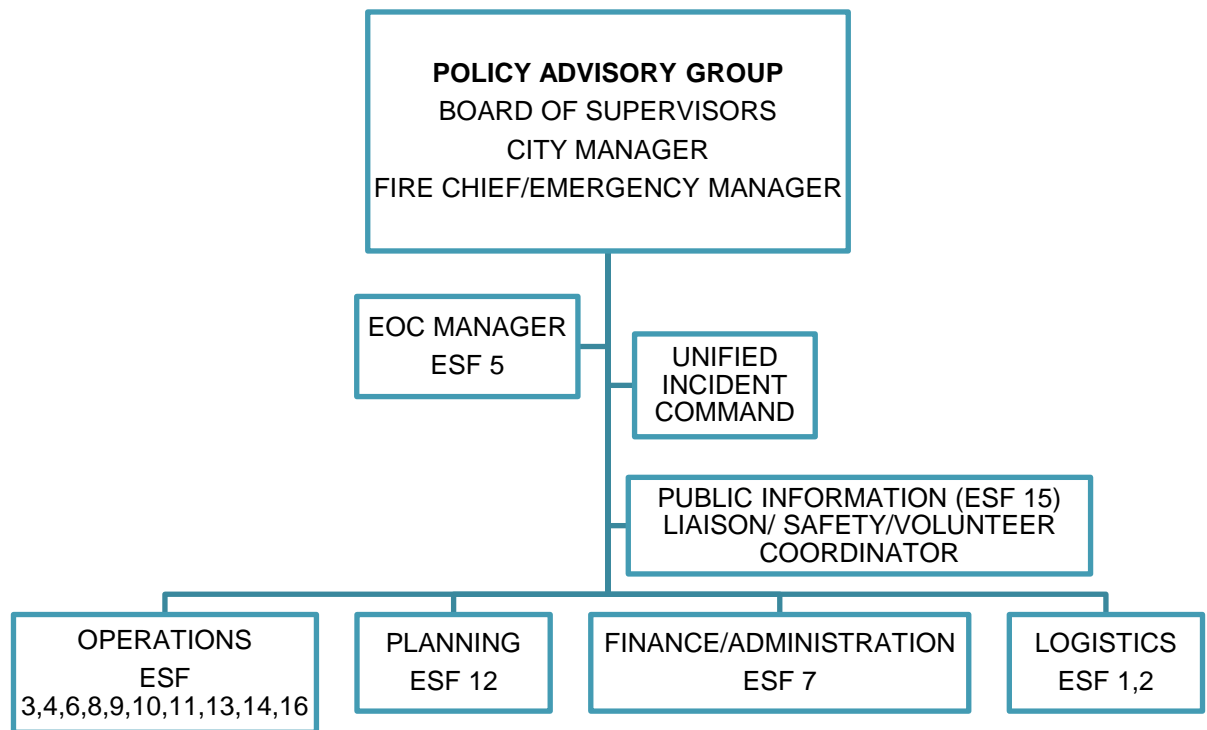
1. Air Operations Branch Director
2. Communication Unit Leader
3. Compensation/Claims Unit Leader
4. Cost Unit Leader
5. Demobilization Unit Leader
6. Division-Group Supervisor
7. Documentation Unit Leader
8. Facilities Unit Leader
9. Finance – Administration Section Chief
10. Food Unit Leader
11. Ground Support Unit Leader
12. Incident Commander
13. Liaison Officer
14. Logistics Section Chief
15. Medical Unit Leader
16. Operations Branch Director
17. Operations Section Chief
18. Planning Section Chief
19. Procurement Unit Leader
20. Public Information Officer
21. Resources Unit Leader
22. Safety Officer
23. Service Branch Director
24. Situation Unit Leader
25. Staging Area Manager
26. Strike Team-Task Force Leader
27. Supply Unit Leader
28. Support Branch Director
29. Technical Specialist
30. Time Unit Leader

Command/Management Staff

Purpose

The Command/Management staff directs Emergency Operations Center (EOC) staff, by establishing operational priorities, ensuring development and implementation of strategies to meet the needs of the emergency, work with Elected Officials on issues related to emergency response and recovery, communicate with the media, coordinate response with outside agencies including federal and state resources, and ensure the safety of responders. The Command/Management staff must evaluate the potential economic, social and environmental impacts of the disaster on its citizens, while managing the response to the conditions within the City. Additionally, the Command/Management staff must consider whether an emergency in a neighboring city or county could impact Carson City, draw upon resources, or interrupt transportation routes normally used in the City.

EOC Command/Management Staff Organization



When fully staffed, Command/Management staff may include the positions shown in the organizational chart above. If staffing is not available for each position, the duties assigned to the unfilled position are the responsibility of the Carson City Emergency Manager.

Objectives

The overall objective of emergency management is to ensure the effective management of response forces and coordinate resources in preparing for and responding to situations associated with disasters. To carry out its responsibilities, the Command/Management staff will accomplish the following objectives during a disaster/emergency:

- Overall management and coordination of emergency response and recovery operations.
- Coordinate and liaise with appropriate federal, state and other local government agencies, as well as applicable segments of private sector entities and volunteer agencies.
- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to inform, alert and warn the public.
- Disseminate damage information and other essential data.

EOC Manager Position Checklist (Position filled by Emergency Manager or designee)

Read entire position checklist before taking any action!

- Review Common Responsibilities – All personnel.
- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Establish the appropriate staffing level for the Carson City EOC and continuously monitor organizational effectiveness, ensuring that appropriate modifications occur as required.
- Exercise overall management responsibility for the coordination between emergency response agencies.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which Command/Management staff positions are required and ensure they are filled as soon as possible.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
- In coordination with Section Chiefs, set priorities for response efforts.
- Ensure that all agency actions are accomplished within the priorities established.
- Ensure that Inter-Agency coordination is accomplished effectively within the EOC.
- Ensure that communications with emergency response agencies are established and functioning.
- Confer with the Section Chiefs to determine what representation is needed at the EOC from community partners, area jurisdictions and State representation.
- Assign a liaison officer to coordinate outside agency response to the EOC, and to assist as necessary in establishing an Interagency Coordination Group.
- Monitor Section Chiefs activities to ensure that all appropriate actions are being taken.
- In coordination with the Public Information Officer (PIO), conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.

- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Based on current status reports, establish initial strategic objectives for the EOC.
- In coordination with Command/Management staff, prepare management function objectives for the initial Incident Action Planning Meeting.
- Convene the initial Incident Action Planning meeting. Ensure that all Section Chiefs, Command/Management staff, and other key agency representatives are in attendance. Ensure that appropriate Incident Action Planning procedures are followed (refer to Planning Section, "Incident Action Planning") and the meeting is facilitated by the Planning Section.
- Once the Incident Action Plan (IAP) is completed by the Planning Section, review, approve, and authorize its implementation.
- Conduct periodic briefings with the Section Chiefs to ensure strategic objectives are current and appropriate.
- Conduct regular briefings for the Elected and Executive representatives and/or their designee.
- Formally issue Emergency Declaration and coordinate with other agencies as appropriate.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Authorize deactivation of sections, branches, and units when they are no longer required.
- Notify the other activated EOCs, emergency response agencies, and other appropriate organizations of the planned deactivation time.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Deactivate the EOC at the designated time, as appropriate.
- Proclaim termination of the emergency and proceed with recovery operations.
- Participate in post-emergency debriefing and critique session.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.

- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Public Information Officer (PIO) Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Serve as the coordination point for all media releases for the Carson City EOC.
- Represent the Carson City EOC as the lead Public Information Officer (PIO).
- Ensure the public, within the affected area, receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate media releases with PIOs representing other affected emergency response agencies within the jurisdiction.
- Coordinate the provision of situation information on the City's website and ensure that rumor control is provided with the same information throughout the event.
- Organize the format for press conferences in coordination with the EOC Manager.
- Maintain a positive relationship with the media representatives.
- Supervise the Rumor Control function (IF ACTIVATED).
- Establish and manage the Joint Information Center (JIC), as necessary.
- Determine staffing requirements and make required personnel assignments for the JIC function as necessary.
- Obtain policy guidance from the EOC Manager on media releases.
- Keep the EOC Manager advised of all unusual requests for information and all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- Coordinate with the Situation Status Unit and identify method for obtaining and verifying significant information as it develops.
- Develop and publish a media briefing schedule, to include location, format, preparation, and distribution of handout materials.
- Implement and maintain an overall information release procedure.
- Establish a Media Information Center, as necessary, providing necessary space, materials, telephones, computers, and electrical power.
- Maintain up-to-date status boards and other references at the media information center. Provide adequate staff to answer questions from members of the media.
- Interact with other EOC sections, branches, and units to provide and obtain information relative to public information operations.

- Develop content for State Emergency Alert System (EAS) releases. Monitor Emergency Alert System releases as necessary.
- In coordination with other EOC sections, as approved by the EOC Manager, issue timely and consistent advisories and instructions for life safety, health, and assistance to the public.
- At the request of the EOC Manager, prepare media briefings for Elected/Executive representatives and/or their designees, other government officials, and provide assistance as necessary to facilitate their participation in media briefings and press conferences.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas.
- Provide sufficient staffing and/or brief call center operations to efficiently handle incoming media and public calls.
- Prepare, update, and distribute to the public disaster assistance information which contains locations to obtain food, shelter, supplies, health services, etc.
- Ensure that announcements, emergency information, and materials are translated and prepared for people with access and functional needs.
- Monitor broadcast media using information to develop follow-up news releases and rumor control.
- Ensure file copies are maintained of all information releases (for submission to Planning Section).
- Provide copies of all releases to the EOC Manager.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Rumor Control Unit Position Checklist

(Usually used in large disasters, otherwise PIO performs this function)

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Provide staffing for rumor control telephone bank.
- Establish a "Disaster Hotline" with an up-to-date recorded message.
- Supervise the Rumor Control Unit.
- Obtain "confirmed" disaster information.
- Operate a telephone bank for receiving incoming inquiries from the general public.
- Correct rumors by providing factual information based on confirmed data.
- Establish a "Disaster Hotline" recorded message and provide updated information periodically.
- Refer inquiries from members of the media to the lead PIO or designated staff.
- Participate in post-emergency debriefing and critique session.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Liaison Officer Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Oversee all liaison activities, including coordinating outside agency representatives assigned to the Carson City EOC and handling of requests from other EOCs for Carson City EOC agency representatives.
- Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
- Ensure that position specific guidelines, policy directives, situation reports, and a copy of the EOC Incident Action Plan (IAP) is provided to agency representatives upon check-in.
- In coordination with the General Staff/Management section, provide orientations for VIPs and other visitors to the EOC.
- Contact agency representatives already on-site, ensuring they:
 - Sign into the EOC organization
 - Understand assigned functions
 - Review and understand Carson City's EOC organization and floor plan
- Determine if additional agency representation is required from:
 - Other agencies (Schools, Hospitals, Utilities, Volunteer or Private Organizations, etc.)
- Arrange and coordinate VIP tours with the PIO and the Elected/Executive members or their designees.
- Determine the status and resource needs and availability of other agencies.
- Notify and coordinate with adjacent jurisdictions on facilities and/or dangerous releases which may impose risk across boundaries.
- Request agency representatives maintain communications with their agencies and obtain Situation Status Reports regularly.
- Act as liaison with state or federal emergency response officials.
- With the approval of the EOC Manager, provide agency representatives from the Carson City EOC to other EOCs, as required and requested.
- Maintain a roster of agency representatives located at the EOC. Roster should include the assignment within the EOC (Section or Interagency Coordination Group). Roster should be distributed internally on a regular basis.
- Release agency representatives that are no longer required in the EOC when authorized by the EOC Manager (be sure to get contact information from representative before demobilization.)
- Participate in post-emergency debriefing and critique session.

- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Safety Officer Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure that all buildings and other facilities used in support of the Carson City EOC are in safe operating condition.
- Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
- Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner, considering the existing situation and conditions.
- Stop or modify all unsafe operations outside the scope of the EOC Incident Action Plan (IAP), notify the EOC Manager of actions taken.
- Prepare Incident Action Plan Safety and Risk Analysis (ICS Form 215A).
- Participate in the development of Incident Action Plan (IAP):
 - Review and approve Medical Plan (ICS Form 206).
 - Provide Safety Message (ICS Form 202) and/or approved document.
 - Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.
- Tour the entire EOC facility and evaluate conditions. Advise the EOC Manager of any conditions and actions that might result in liability - e.g., oversights, improper response actions, etc. Include these when writing the EOC Safety Plan.
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility and reduce their threats.
- Prepare and present safety briefings for the EOC Manager and general staff.
- Ensure that the EOC facility is free from any environmental threats - e.g., radiation exposure, air purity, water potability, etc.
- Keep the EOC Manager advised of unsafe conditions; take action when necessary.
- Coordinate with the Finance Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.

- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Policy Advisory/Legal Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Facilitate requests for Local Emergency Declarations with City Manager and Board of Supervisors.
- Provide legal opinion on requests from management on actions which may have impacts on jurisdictional policy and authority by ordinances, statutes and under state and federal laws (e.g., evacuations, quarantines, etc.)
- Check-in with the EOC Manager and clarify any issues regarding authority and assignment, including the functions of others in the EOC organization.
- Review rules, regulations and laws required for acquisition and/or control of critical resources within the City.
- Develop necessary ordinances and emergency orders to provide legal basis for enforcement of emergency actions or protective measures.
- Establish communications with other jurisdictional legal offices for support.
- Facilitate requests for support or information as requested.
- Review and/or prepare the templates for declarations and other actions.
- Provide appropriate Declaration status to the Planning Section.
- Keep the jurisdictional Executives and/or their designees informed and provide policy guidance and clarification for the EOC Management staff as required.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

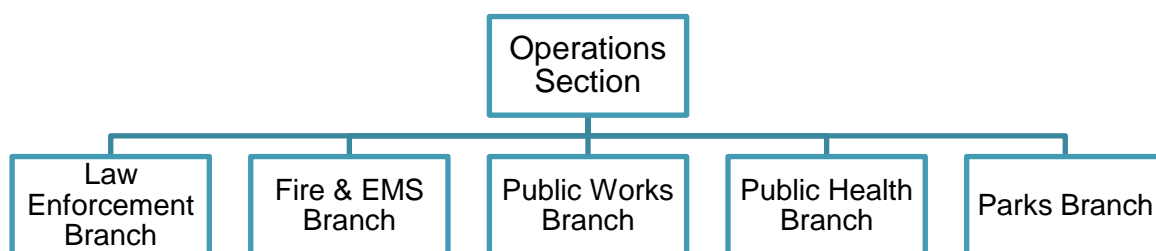
OPERATIONS SECTION

Purpose

The Operations Section supports all tactical emergency response assets, regardless of agency affiliation or type. The Operations Section orchestrates strategic support to all emergency response operations.

The Operations Section implements the EOC Incident Action Plan (IAP) and facilitates the direction of and makes changes based on the needs of the emergency. The Operations Section staff must evaluate the potential economic, social and environmental impacts of the disaster on its citizens, while managing response to the conditions within the City.

Additionally, the Operations Section staff must consider whether an emergency in a neighboring jurisdiction could impact Carson City or draw upon resources normally available to the City.



EOC Operations Section Organization

When fully staffed, the Operations Section may include the positions shown in the organizational chart above, and additional units and divisions. The duties assigned to the unfilled positions are the responsibility of the Operations Section Chief.

Objectives

The Operations Section carries out the objectives of the EOC IAP and requests additional resources as needed. The Operations Sections primary responsibilities in a disaster/emergency are to:

- Provide coordination and support to field operations.
- Assist in the development of the Operations Section portion of the EOC IAP.
- Request, coordinate, and manage resources needed to implement the Operations Section tactics as a part of the EOC IAP development.
- Ensure operational efficiency, personnel safety, and adequate span of control.

THIS PAGE LEFT BLANK INTENTIONALLY

Operations Section Chief Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure the Operations function is carried out including coordination of response for all operational functions assigned to the EOC.
- Ensure operational objectives and assignments identified in the EOC Incident Action Plan are carried out effectively.
- Establish operational period.
- Establish and demobilize Staging Areas.
- Attend Operations Briefing and assign Operations personnel in accordance with the IAP.
- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- Develop and manage tactical operations to meet incident objectives.
- Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring its effectiveness and modifying accordingly.
- Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
- Ensure the Planning Section is provided with Branch Status Reports on a regular schedule.
- Conduct periodic Operations briefings for the EOC Manager as required or requested.
- Provide overall supervision of the Operations Section.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Meet with Planning Section Chief to obtain a preliminary situation briefing.
- Determine the need for Mutual Aid.
- Obtain a current communications status briefing from Telecommunications in Logistics and ensure there is adequate equipment and frequencies available for the section.
- Confer with the EOC Manager to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for response operations.

- Coordinate with the Liaison Officer regarding the need for agency representatives in the Operations Section.
- Establish radio or cell phone communications with Incident Commander(s) operating in the field.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.
- Identify key issues currently affecting the Operations Section; meet with Section personnel to determine appropriate section objectives for the first operational period.
- Review responsibilities of branches in section to develop an Operations Plan detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.
- Ensure that all media contacts are referred to the PIO.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in EOC Incident Action Planning meetings.
- Provide the Planning Section Chief with the Operations Section's objectives prior to each Incident Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current IAP, are being addressed.
- Ensure that the branches coordinate all resource needs through the appropriate Mutual Aid Coordinators or the Logistics Section.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Law Enforcement Branch Director Position Checklist ESF #9 Search and Rescue ESF #13 Public Safety and Security

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Establish and maintain communication with the Law Enforcement Operations Section Chief.
- Respond to requests for Law Enforcement resources from the field in a timely manner, following established priorities (life safety, protection of property, and then the environment).
- Monitor and track law enforcement resources utilized during the event.
- Provide general support to field personnel as required.
- Supervise the Law Enforcement Operations Unit.
- Establish and maintain radio or cell-phone communication with the Law Enforcement Branch Directors at the field level.
- Obtain regular status reports on the law enforcement situation from the Law Enforcement branch at the field level.
- Assess the impact of the disaster/event on the Carson City Sheriff Office's operational capability.
- Establish the objectives of the Law Enforcement Operations Unit based on the nature and severity of the disaster, and provide them to the Operations Section Chief and Planning Section Chief prior to the first Incident Action Planning meeting.
- Ensure that the assignment of the law enforcement resources are closely monitored and coordinated, and that on-scene time is logged at the field level.
- If not addressed at the Incident Command Post (ICP), ensure that incident facilities are established (staging areas, etc.) to coordinate incoming law enforcement mutual aid and resources, as requested.
- In coordination with Situation Status Unit, determine if current and forecasted weather conditions will affect law enforcement operations.
- Coordinate with the Fire Operations Branch to determine geographical boundaries of evacuations.
- Assist with coordination of deceased with the Carson City Sheriff's Office Coroner and Washoe County Medical Examiner.
- Coordinate with the Health Department (Mass Care and Human Services) to establish suitable shelter locations and appropriate shelter facilities for evacuated population and/or animals.
- Reinforce the use of proper procedures for media contacts.
- Participate in post-emergency debriefing and critique session.

- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Fire/EMS Branch Director Position Checklist

ESF #4 Firefighting ESF #9 Search and Rescue ESF #10 HazMat

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Coordinate fire, hazardous materials, and search and rescue operations.
- Establish and maintain communication with Fire Divisions and Units in the field for incidents occurring in the City.
- Complete and maintain branch status reports for major incidents requiring or potentially requiring operational area, state, and federal response, and maintain status of unassigned fire & rescue resources.
- Implement the objectives of the EOC Incident Action Plan (IAP) assigned to the Fire & Rescue Branch.
- Provide overall supervision of the Fire & Rescue Branch.
- Prepare and submit a preliminary branch status report as appropriate to the Operations Section Chief.
- Prepare objectives for the Fire & Rescue Branch and provide them to the Operations Section Chief prior to the first Incident Action Planning meeting.
- Ensure that Branch and Unit position logs and other files are maintained.
- Maintain current status of Fire & Rescue missions being conducted in your area of responsibility.
- Provide the Operations Section Chief and the Planning Section Chief with an overall summary of Fire & Rescue Branch operations periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Fire & Rescue Branch Status Report.
- Refer all contacts with the media to the Public Information Officer (PIO).
- Establish the objectives for the Fire & Rescue Branch for the subsequent operations period, and provide them to the Operations Section Chief prior to the end of the shift and the next Incident Action Planning meeting.
- Monitor and track Fire/EMS resources utilized during the event.
- Provide general support to field personnel, as required.
- Assess the impact of the disaster/event and the Carson City Fire Department's operational capabilities.
- Assist in establishing camp facilities through the Logistics Section, if not addressed at the ICP.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.

- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Public Works Branch Director Position Checklist
ESF #1 Transportation ESF #2 Communications ESF #3 Public
Works and Engineering ESF #12 Energy and Utilities

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Coordinating with utility service providers, restore systems that have been disrupted.
- Survey all public and private facilities, assessing the damage to such facilities and coordinating the repairs of damage to public facilities.
- Supervise the Public Works Branch.
- Based on the situation, activate the necessary units within the Public Works Branch per the EOC Organization Chart.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives prepare objectives for the Public Works Branch and provide them to the Operations Section Chief prior to the first Incident Action Planning meeting.
- Maintain current status on all public works activities being conducted in your area of responsibility.
- Ensure that damage and safety assessments are being carried out for both public and private facilities, as required.
- Gather information about the status of rivers, creeks, streams, storm drain systems, and roadways and provide information about flooding and road impact status to the Operations Section Chief.
- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning Section Chief with an overall summary of the Public Works Branch operations periodically during the operational period or as requested.
- Ensure that all Public Works Status Reports, as well as the initial damage estimates are completed and maintained.
- Provide road closure and traffic light outage information to the EOC.
- Coordinate with Fire and Law on road closures and openings.
- Ensure that current road closures and traffic signal outage information is displayed in the EOC.
- Refer all contacts with the media to the Public Information Officer (PIO).
- Prepare objectives for the Public Works Branch for the subsequent operations period, and provide them to the Operations Section Chief prior to the end of the shift and the next Incident Action Planning meeting.

- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Public Health and Human Services Position Checklist ESF #6 Mass Care and Human Services ESF #8 Public Health and Medical Services

Read entire position checklist before taking any action!

- Review Common Responsibilities – All personnel.
- Report to the EOC check-in and obtain briefing from the Operations Section Chief
 - Magnitude and scope of event
 - Areas of County impacted
 - Current situation and priorities
 - Actions taken
 - Existing or anticipated problems/issues
 - Anticipated need for shelter(s), including location(s), estimated number of displaced, duration, any special needs (e.g., special needs populations, etc.)
- Initiate and maintain a function log and record the following:
 - By date and time, note arrival time, decisions made, positions activated, personnel assigned to report to the Medical Branch, directions given, and actions taken.
 - Information to be shared with other EOC functions
 - Items that require follow-up
 - Information/data needed for recovery operations
 - Issues that involve potential liability
- Assign and brief Unit Leaders, as indicated.
- Participate in regular Section briefings and provide input to the EOC Incident Action Plan (IAP).
- Establish and maintain communications link with Public Health Department Operations Center (DOC) and establish a schedule for regular situation reports.
- Establish liaison with the following, as appropriate and necessary:
 - Medical and health providers
 - Long term care, residential, rehabilitation, assisted living, etc.
 - Healthcare Coalition, if indicated
- Compile regular situation reports from the Unit Leaders and advise EOC, DOCs, and other medical and health staff on objectives, strategies, and priorities based on the initial EOC IAP.
- If necessary, confer with Logistics Section to obtain any non-personnel resources requested by field units or the EOC and DOCs, including

vehicles to transport casualties and medical resources to health care facilities or locations, or to other areas as the situation demands.

- Request assistance from the EOC Personnel Unit to identify potential sources and to recruit any personnel requested by the field.
- Coordinate the procurement and allocation of mental health resources required to support disaster operations.
- Coordinate with the American Red Cross (Red Cross) on the overall management of mass care shelters, including the preparation of Incident Action Plans, listing objectives to be accomplished, and formation of strategies to achieve those objectives as well as advanced planning considerations.
- Confer with other EOC personnel, as necessary, to identify potential sources for any health or medical resources not available within Carson City.
- In conjunction with other Operations Section staff, arrange for Critical Incident Stress Management or other appropriate mental health interventions for groups of emergency responders, upon request.
- Maintain liaison with the City Health Officer regarding the need for medical resources, including mutual aid.
- Coordinate medical and health system recovery activities within Carson City. Establish liaison with the State, and medical and health resources, as appropriate and necessary.
- Participate in regular Section briefings and provide input to EOC IAP.
- Monitor response activities and identify any potential issues that require prompt attention.
- Keep the Operations Section Chief advised of status and activities and on any problem areas.
- Review situation reports as they are received. Verify information where questions exist.
- Conduct periodic briefings for all Branch personnel.
- Upon EOC deactivation, release resources and make notifications as appropriate. Provide information on who to contact and how to contact them for any follow-up issues.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.

- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Parks, Recreation and Open Space Branch Chief Position Checklist

ESF #6 Mass Care and Sheltering ESF #11 Agricultural and Natural Resources

Read entire position checklist before taking any action!

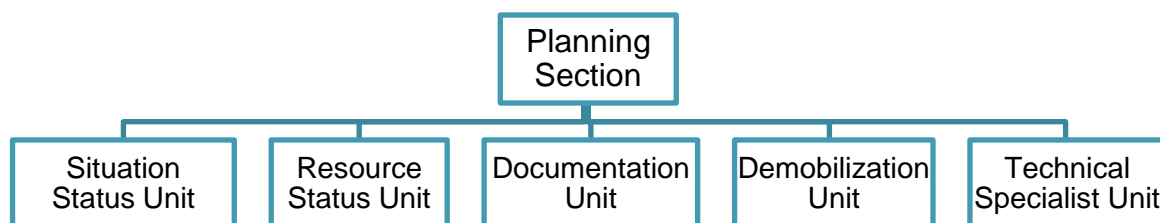
- Review Common Responsibilities – All Personnel.
- Coordinate with other Carson City and other County Operations Section counterparts to ensure support services are provided to shelters, including medical, public and behavioral health, security, fire/safety, and building inspection.
- Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
- Ensure acquired buildings, building floors, and/or workspaces are returned to their original state when no longer needed.
- Survey all public and private facilities, assessing the damage to such facilities and coordinating the repairs of damage to public facilities.
- Coordinate the gathering of information about the status of parks, trails, public facilities, open space, sports complexes, and roadways and provide information about damage and road impact status to the Operations Section Chief.
- Assist with the coordination of debris removal services, as required.
- Provide the Operations Section Chief and Planning Section Chief with updates and/or reports as requested or appropriate.
- Refer all contacts with the media to the Public Information Officer (PIO).
- Upon EOC deactivation, release resources and make notifications as appropriate. Provide information on who to contact and how to contact them for any follow-up issues.
- Participate in post-emergency debriefing and critique session.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.

- Maintain ICS 214 unit/activity log.

PLANNING SECTION

Purpose

The Planning Section is responsible for directing and managing the creation of a comprehensive situation status report, development of EOC Incident Action Plans (IAPs) for each operational period, and maintenance of all documentation related to the emergency. The Planning Section staff must evaluate the potential economic, social, and environmental impacts of the disaster, while managing response to the conditions within the City. Additionally, the Planning Section staff must consider whether an emergency in a neighboring jurisdiction could impact Carson City or draw upon resources normally available to the City.



EOC Planning Section Organization

The Planning Section Chief identifies whether full or partial staff is required to respond. When fully activated the section may include the positions shown in the organizational chart above. The duties assigned to the unfilled position are the responsibility of the Planning Section Chief.

Objectives

The Planning Section will accomplish the following specific objectives during a disaster/emergency:

- Collect initial situation and damage assessment information.
- Display situation status information in the EOC using maps and visual aids.
- Conduct mapping and documentation operations.
- Disseminate summary situation status and damage assessment reports to other EOC sections, neighboring EOCs, and the State EOC.
- Determine the City's post-event condition and prepare a post-disaster recovery plan.
- Provide planning support to other sections.
- Ensure accurate recording and documentation of the incident.
- Prepare the City's EOC IAP.

- Maintain proper and accurate documentation of all actions taken to ensure that all required records are preserved for future use and State DEM and FEMA filing requirements.
- Acquire technical experts for special interest topics or special technical knowledge subjects.

Planning Section Chief Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure that the responsibilities of the Planning Section are carried out, to include:
 - Ensure collecting, analyzing, and displaying of situation information
 - Preparing periodic Situation Reports
 - Preparing and distributing the EOC Incident Action Plan (IAP)
 - Facilitating the Incident Action Planning meeting
 - Conducting Advanced Planning activities and reports
 - Providing technical support services to the various EOC sections and branches
 - Documenting and maintaining files on all EOC activities
- Establish the appropriate level of organization for the Planning Section.
- Ensure the early and continued coordination with the Planning Sections of other activated EOCs within the jurisdiction (i.e. hospital, school district, or State DEM).
- Supervise and assume overall responsibility for the coordination of unit activities within the Planning Section.
- Keep the EOC Manager informed of significant issues or events.
- In coordination with the other Section Chiefs, ensure that Branch Status Reports and situation Status Reports are used to develop the EOC IAP.
- Ensure that the Planning Section is set up properly and appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate within the section as needed and designate Unit Leaders for each element per the EOC Organization Chart.
- Request additional personnel for the section as necessary to maintain a 24-hour operation.
- Meet with Operations Section Chief and obtain and review any major incident reports.
- Review responsibilities of branches in section and develop plan for carrying out all responsibilities.
- Make a list of key issues to be addressed in the EOC IAP process by consulting with Section Chiefs, including specific objectives to be accomplished during the initial Operational Period.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

- Ensure that the Situation Analysis Unit is maintaining current information for the Situation Status Report.
- Ensure major incident reports and branch status reports are completed by the Operations Section and are accessible by the Planning Section.
- Ensure a Situation Status Report is produced and distributed to all EOC Sections and the State EOC at least once, prior to the end of the operational period.
- Ensure all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure the Public Information Officer has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the EOC IAP meeting by ensuring the following actions occur in the meeting:
 - Provide a short briefing on situation and resource status.
 - Set control objectives for the event – desired management outcomes.
 - Plot control lines and division boundaries for the event.
 - Specify tactics for each Section.
 - Specify resources needed by each Section.
 - Specify Operations facilities and reporting locations – plot on map.
 - Place resource and personnel orders.
 - Consider Communications, Medical, and Traffic Plan requirements.
 - Finalize, approve, and implement EOC IAP.
- Prepare a draft IAP and submit it to the EOC Manager/Planning Section Chief for approval by the Incident Commander.
- Print and distribute the approved EOC IAP as directed by the Planning Section Chief. (Ensure that a copy is provided to all EOC positions).
- Facilitate the EOC Manager’s Incident Action Planning meetings approximately one hour before the end of each operational period.
- Ensure objectives for each section are completed, collected, and posted in preparation for the next Incident Action Planning meeting.
- Ensure the EOC IAP is completed and distributed at the start of the next operational period.
- Work closely with each unit within the Planning Section to ensure the section objectives as defined in the current EOC IAP are being addressed.
- Ensure the Planning Section develops and distributes a report that highlights forecasted events or conditions likely to occur beyond the forthcoming operational period (usually within the next 24-72 hours),

particularly those situations which may influence the overall strategic objectives of the EOC.

- Ensure the Documentation Unit maintains files on all activities related to the event, and provides reproduction services for the EOC as required.
- Provide technical services, such as utility advisors and other technical specialists to all EOC sections as required.
- Upon EOC deactivation, release resources and make notifications as appropriate. Provide information on who to contact and how to contact them for any follow-up issues.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Situation Status Unit Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Oversee the collection, organization, and analysis of disaster situation information.
- Ensure that information collected from all sources is validated prior to posting on status boards.
- Ensure that Situation Status Reports are developed for dissemination to EOC staff and as needed to the State EOC.
- Ensure that an EOC Incident Action Plan (IAP) is developed for each operational period, based on objectives developed by each EOC Section.
- Ensure that all maps, status boards, and other displays contain current and accurate information.
- Supervise Situation Analysis Unit.
- Ensure there is adequate staff available to collect and analyze incoming information, maintain the Situation Status Report, and facilitate the Incident Action Planning process.
- Prepare Situation Analysis Unit objectives for the initial Incident Action Planning meeting.
- Oversee the collection and analysis of all event or disaster related information.
- Oversee the preparation and electronic distribution of the Situation Status Report. Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- Ensure that each EOC Section provides the Situation Analysis Unit with Branch Status Reports on a regular basis.
- Meet with the Public Information Officer to determine the best method for providing them with up-to-date information.
- Prepare a situation summary for the EOC Incident Action Planning meeting.
- Ensure each section provides an update on their objectives at least 60 minutes prior to each Incident Action Planning meeting. This includes those completed, and the status of those not completed, as well as new objectives to be added to the IAP.
- Work with the Planning Section Chief to convene and facilitate the Incident Action Planning meeting following the meeting process guidelines.

- In preparation for the Incident Action Planning meeting, ensure that all EOC objectives are posted and the meeting room is set up with appropriate equipment and materials (easels, markers, Situation Status Reports, etc.).
- Following the meeting, ensure that the Documentation Unit publishes and distributes the IAP at the beginning of the next operational period.
- Ensure that adequate staff is assigned to maintain all maps, status boards, and other displays.
- Maintain ICS 214 unit/activity log.

Resource Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Prepare and maintain displays, charts, and lists which reflect the current status and location of controlled resources, transportation, and support vehicles.
- Establish a resources reporting system for field and EOC units.
- Prepare and process resource status change information.
- Coordinate with city/county/state counterparts.
- Prepare Resources Tracking Unit objectives for the initial Action Planning meeting.
- Develop a system to track resources deployed for disaster response.
- Establish a reporting procedure for resources at specified locations.
- Direct the collection, organization, and display status of incident resources to include allocation, deployment, and staging areas.
- Maintain a master list of all resources reported.
- Provide for an authentication system in case of conflicting resources status reports.
- Provide a resources overview and summary information to the Situation Status Unit as requested and written status reports on resources allocations as requested by the Section Chiefs.
- Assist in strategy planning based on the evaluation of the resources allocation, resources in route and projected resources shortfalls.
- Ensure available resources are not overlooked by the Operations Section staff.
- Make recommendations to the Planning Section Chief of resources that are not deployed or should be deactivated.
- Prepare a situation summary for the EOC Action Planning meeting.
- Ensure that adequate staff is assigned to maintain all maps, status boards, and other displays.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Documentation Unit Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Collect, organize, and file all completed event or disaster related forms, to include: all EOC ICS 214 Unit/Position Logs, Situation Status Reports, EOC Incident Action Plans (IAPs), and any other related information, just prior to the end of each operational period.
- Provide documentation reproduction services to EOC staff.
- Distribute the EOC Situation Status Reports, EOC IAP, and other documents, as required.
- Maintain a permanent electronic archive of all Situation Reports and Incident Action Plans associated with the event or disaster.
- Assist the EOC Manager in the preparation and distribution of the After Action Report.
- Supervise the Documentation Unit.
- Meet with the Planning Section Chief to determine what EOC materials should be maintained as official records.
- Meet with the Planning Section Chief to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of the City EOC staffing to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Reproduce and distribute the Situation Status Reports and IAPs either manually or electronically. Ensure distribution is made to the State EOC/Division of Emergency Management.
- Keep extra copies of reports and plans available for special distribution, as required.
- Set up and maintain document reproduction services for the EOC.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Demobilization Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Develop a Demobilization Plan for the EOC based on a review of the pertinent planning documents and status reports. Ensure demobilization is coordinated in the activated jurisdictional DOCs as well as the Logistics Section as they will carry out the Demobilization Plan.
- Supervise personnel assigned to the Demobilization Unit.
- Monitor the current situation report to include recent updates.
- Meet individually with the EOC Manager and Section Chiefs to administer the section worksheets for the demobilization plan.
- Utilizing the worksheets, develop the Demobilization Plan and circulate to the EOC Manager and Section Chiefs for review.
- Formalize the Demobilization Plan for the EOC Manager.
- Demobilization planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete all reports, timesheets, and exit surveys in coordination with the Personnel Unit prior to leaving the EOC.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Technical Specialists Unit Position Checklist

Please read entire position checklist before taking any action!

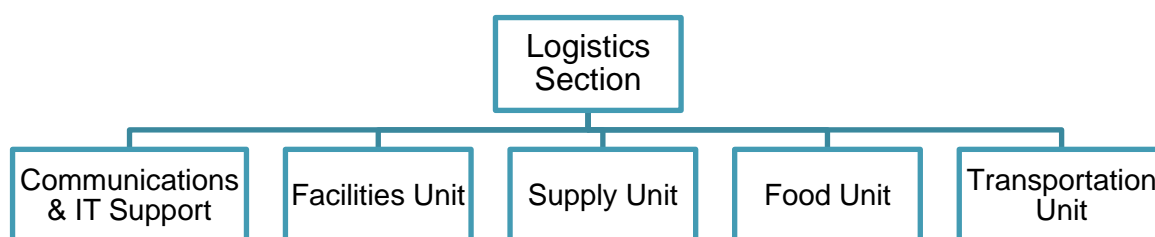
- Review Common Responsibilities – All Personnel.
- Provide technical observations and recommendations to the EOC in specialized areas, as required.
- Ensure that qualified specialists are available in the areas required by the particular event or disaster.
- Supervise the Technical Services Unit.
- Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
- Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
- Assign technical staff to assist the Logistics Section in interpreting specialized resources.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

LOGISTICS SECTION

Purpose

The Logistics Section's primary responsibility is to ensure the acquisition, transportation, and mobilization of resources are available to support the response effort at the disaster sites, public shelters, EOC, etc. This Section provides all necessary personnel, supplies, and equipment procurement support. Methods for obtaining and using facilities, equipment, supplies, services, and other resources to support emergency response at all operational sites during emergency conditions will be the same as those used during normal operations unless authorized by the Carson City Emergency Manager. The difference is the coordination will be from the EOC.



EOC Logistics Section Organization

When fully activated the section may include the positions shown in the organizational chart above. If staffing is not available for each position, the duties assigned to the unfilled position are the responsibility of the Logistics Section Chief.

Objectives

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies or services required by the other sections, except mutual aid resources requested through law enforcement and fire mutual aid channels, will be ordered through the Logistics Section.

The Logistics Section will accomplish the following specific objectives during a disaster:

- Collect information from other sections to determine needs and prepare for expected operations.
- Coordinate provision of logistical support with the EOC Manager.
- Prepare required reports identifying the activities performed by the Logistics Section.
- Determine the City's logistical support needs and plan for both immediate and long-term requirements.

- Maintain proper and accurate documentation of all actions taken and all items procured to ensure that all required records are preserved for future use for State DEM and FEMA filing requirements.

Logistics Section Chief Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure the logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation services as well as arranging for food, lodging, and other support services to the EOC and its supporting facilities.
- Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
- Ensure section objectives, as stated in the EOC Incident Action Plan (IAP) are accomplished within the operational period or within the estimated time frame.
- Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to the field and activated EOC within the jurisdiction.
- Keep the EOC Manager informed of all significant issues relating to the Logistics Section.
- Supervise the Logistics Section.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Mobilize sufficient Section staffing for 12-hour operations and multiple operating periods.
- Advise Logistics Section Branches and Units to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from within the jurisdiction. This should be done prior to acting on the request.
- Meet with the EOC Manager and Section Chiefs and identify immediate resource needs.
- Meet with the Finance Section Chief and determine level of purchasing authority for the Logistics Section.
- Assist Branch and Unit Leaders in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the IAP.
- Provide periodic Section Status Reports to the EOC Manager.

- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur, especially regarding the acquisition, movement, and deployment of resources.
- Meet regularly with Section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Provide the Planning Section Chief with the Logistics Section objectives at least 60 minutes prior to each Incident Action Planning meeting.
- Attend and participate in EOC Incident Action Planning meetings.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Communications & Information Technology (IT) Unit Position Checklist

Read entire position checklist before taking any action!

- Provide computer systems support to EOC.
- Ensure all laptop, desktop and printer hardware is fully functional, coordinating with hardware vendors where necessary.
- Prepare and implement Incident Communications Plan (ICS Form 205).
- Install needed hardware.
- Ensure latest systems and programs are ready, available, and installed on all supported computers.
- Ensure the latest security updates and software versions are installed.
- Provide support and troubleshooting activities as necessary in EOC.
- Keep team members informed of developments and bring members up to speed at shift changes.
- Perform evaluation of IT functions from incident management reports and submit reports to designated EOC contact, following the event/disaster.
- Monitor and maintain Anti-Virus service to assure servers, laptops, and desktops are protected from virus spyware.
- Monitor and maintain shared file and print servers to assure file and print services are available.
- Monitor and maintain backup service to assure servers and files are being backed up and recoverable.
- Maintain adequate documentation of systems and services supporting EOC activations.
- Ensure that all necessary voice and data communications lines remain operational.
- Monitor and maintain network devices to assure local area network connectivity and Internet access.
- Monitor and maintain servers to assure network authentication services are available.
- Monitor and maintain email servers to assure email service is available.
- Monitor and maintain telephone service support for end-users.
- Maintain adequate documentation of systems and services supporting EOC activations.
- Attend any necessary EOC Operations training as recommended from EOC staff.
- Ensure that all user requests and/or service incidents are maintained
- Keep EOC personnel informed of the status of communications systems.

- Review and update procedures for supported systems as needed or as requested by EOC staff.
- Maintain ICS 214 unit/activity log.

Facilities Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
- Ensure acquired buildings, building floors, and/or workspaces are returned to their original state when no longer needed.
- Supervise the Facilities Branch.
- Work closely with the EOC Manager and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches and units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Develop and maintain a status board or other reference which depicts the location of each facility a general description of furnishings, supplies, and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- As facilities are vacated, coordinate with the Facility Manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Keep the Logistics Section Chief informed of significant issues affecting the Facilities Branch.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Supply Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common responsibilities – All Personnel.
- Oversee the procurement and allocation of supplies and material not normally provided through mutual aid channels.
- Coordinate delivery of supplies and material as required through the Logistics section.
- Supervise the Procurement Branch.
- Determine procurement spending limits. Obtain a list of pre-designated emergency purchase orders as required in coordination with the Finance Section Fiscal Unit.
- In conjunction with the Resource Tracking Unit, maintain a status board or other reference depicting procurement actions in progress and their current status. For example:
 - resources readily available
 - resource requests
 - status of shipments
 - priority resource requirements
 - shortfalls
- Determine if the procurement item can be provided without cost from another jurisdiction or organization within the jurisdiction.
- Determine unit costs of supplies and material from suppliers and vendors, and if they will accept purchase orders as payment prior to completing the order.
- Orders exceeding the purchase order limit must be approved by the Finance Section before the order can be completed.
- Keep the Finance Section Chief informed of significant issues affecting the Procurement Branch.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Food Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Determine feeding requirements for the EOC and supporting facilities.
- Complete menu planning including determining the required catering options and food distribution facilities.
- Provide water and general maintenance of the food service areas.
- In conditions wherein food preparation is conducted relative to the response scenario, direct food preparation including serving.
- Determine location of working assignment of catering and service staff at the EOC and supporting facilities.
- Determine method of feeding to best fit each situation.
- Obtain necessary equipment and supplies to operate food service facilities.
- Set up food unit equipment.
- Prepare menus to ensure personnel of well-balanced meals, appropriate snacks, and an adequate supply of drinks available.
- Ensure that sufficient water is available to meet all personnel needs.
- Ensure that all appropriate health and safety measures are taken.
- Supervise all food unit personnel.
- Keep inventory of food on hand and check in food orders.
- Provide Procurement Branch with food supply orders.
- Keep the Logistics Section Chief informed of significant issues affecting the Food Unit.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Transportation Branch Position Checklist

Please read entire position checklist before taking any action!

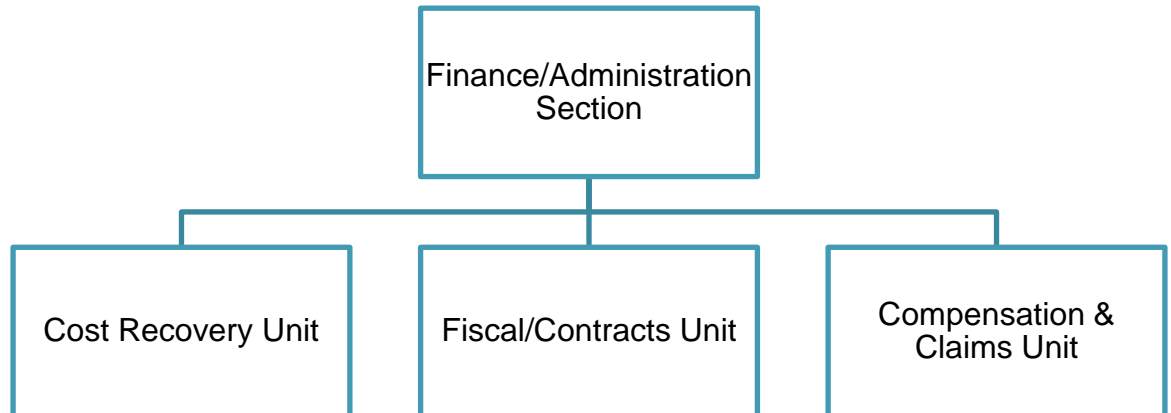
- Review Common Responsibilities -All Personnel.
- Coordinate with Fire, Law, and Public Works on road closures and traffic light outage information to the EOC.
- Ensure that current road closures and traffic signal outage information is displayed in the EOC.
- Participate in evacuation route planning, transportation routes, and resources to support operations.
- Coordinate transportation related resource needs with other operations units to include heavy equipment resources.
- Coordinate with the State DEM for highway status with Nevada Division of Transportation (NDOT) and Nevada Highway Patrol (NHP).
- Based on the situation, staff the branch to perform the following functions:
 - Coordinate transportation for evacuation purposes
 - Monitor road closure and traffic light outage
 - Maintain Situation report/mapping for EOC
 - Light and heavy equipment transportation resources
- Warn the Branch Chief immediately when the emergency situation escalates or there is a critical situation occurring.
- Assist with resource management by tracking transportation resources used in the response, or sent/received as mutual aid.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

FINANCE/ADMINISTRATION SECTION

Purpose

The Finance Section is responsible to organize and operate the finance and administration actions for the EOC; arrange for emergency purchasing and financing of resources and services; participate in development and implementation of the EOC Incident Action Plan; and activate and supervise the Finance Section staff.



EOC Finance/Administration Organization

When fully activated the section may include the positions shown in the organizational chart above. If staffing is not available for each position, the duties assigned to the unfilled position are the responsibility of the Finance Section Chief.

Objectives

To carry out its responsibilities, the Finance Section will accomplish the following objectives during a disaster:

- Determine the extent to which the City's computer systems are accessible and/or usable.
- Determine if the City's bank can continue handling financial transactions.
- Maintain to the extent possible the financial continuity of the City (payroll, payments, and revenue collection).
- Disseminate information about the disaster accounting process to other sections and departments as necessary.
- Upon declaration of a disaster by the State and/or federal governments, coordinate with disaster agencies to initiate the recovery of City costs.

- Coordinate with the other sections and departments the collection and documentation of costs pertaining to the disaster/emergency both for cost recovery purposes and to insure prompt vendor payments.
- Coordinate with disaster assistance agencies and the impacted county departments for the required inspections, documentation, audits, and other necessary work in order to recover costs.

Finance/Administration Section Chief Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Ensure that all financial records are maintained throughout the event or disaster.
- Ensure that all on-duty time is recorded for each person staffing the EOC.
- Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staff, who are assigned within the jurisdiction.
- Ensure that there is a continuum of the payroll process for all City employees responding to the event or disaster.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures. Determine the level of purchasing authority.
- Ensure that workers' compensation claims, resulting from the response to the event or disaster by employees, are processed within a reasonable time, given the nature of the situation.
- Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
- Provide administrative support to the EOC Sections as required, in coordination with Logistics.
- Activate units within the Finance Section as required and monitor section activities continuously and modify the organization as needed.
- Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to Emergency Management, State DEM and FEMA, as requested.
- Ensure that the Finance Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within the Section as needed and designate unit leaders for each element per the EOC Organization Chart.
- Ensure that sufficient staff is available for a 12-hour schedule, and multiple operational periods.
- Ensure there is coordination with all activated DOCs for the purpose of gathering and consolidating response cost estimates and other related information.
- Determine the initial Incident Action Planning objectives.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur. The EOC Manager needs to be informed

immediately if there is any indication that the jurisdiction can no longer support the costs of the response and/or recovery.

- Ensure that Finance position logs and other necessary files are maintained.
- Ensure that displays associated with the Finance Section are current and that information is posted in a legible and concise manner.
- Participate in all Incident Action Planning meetings.
- Keep the EOC Manager, General Staff, and individual City departments aware of the current fiscal situation and other related matters, on an on-going basis.
- Ensure the Cost Recovery Unit maintains all financial records throughout the event or disaster.
- Ensure the Time Keeping Unit tracks and records all staff time.
- Ensure departments are coding their time correctly in accordance with the specific SOPs for disaster cost tracking.
- Coordinate closely with the Logistics Section to process purchase orders and develop contracts in a timely manner.
- Ensure that the Compensation and Claims Unit processes all workers' compensation claims resulting from the disaster, in a reasonable time frame, given the nature of the situation.
- Ensure that the Time Keeping Unit processes all time sheets and travel/expense claims promptly through City budget and payroll office.
- Ensure that the Finance Section provides administrative support to other EOC Sections as required.
- Participate in post-emergency debriefing and critique session.
- Participate in the revision and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the After Action Report (AAR).
- Maintain ICS 214 unit/activity log.

Cost Recovery Unit Position Checklist

Read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Collect and maintain documentation of all disaster information for reimbursement from State DEM and/or FEMA.
- Coordinate all fiscal recovery with responding disaster assistance agencies.
- Prepare and maintain a cumulative cost report for the event or disaster. Be sure to provide this at least once a shift to the Situation Status Unit.
- Supervise the Cost Recovery Unit and ALL recovery operations.
- In coordination with the finance office, compute costs for use of equipment and facilities owned, rented, donated, or obtained through mutual aid.
- Obtain information from the Resources Unit regarding equipment use times.
- Ensure that each section is documenting cost recovery information from the onset of the event or disaster and collect required cost recovery documentation daily, at the end of each shift.
- Meet with the Documentation Unit in Planning and review EOC position logs, journals, all Status Reports, and Incident Action Plans to determine additional cost recovery items that may have been overlooked.
- Act as the liaison for the jurisdiction with the disaster assistance agencies to coordinate the cost recovery process.
- Prepare all required state and federal documentation as necessary to recover all allowable disaster response and recovery costs.
- Prepare and maintain a cost report for the Finance Chief, EOC Manager, City Manager, and Elected/Executive representatives. The report should provide cumulative analyses, summaries, and total expenditures for the jurisdiction (for information purposes).
- Organize and prepare records for final audit.
- Maintain ICS 214 unit/activity log.

THIS PAGE LEFT BLANK INTENTIONALLY

Fiscal/Contracts Unit Position Checklists

Please read entire position checklist before taking any action!

- Coordinate vendor contracts not previously addressed by existing approved vendor lists.
- Collaborate with the Supply Unit in Logistics on all matters involving the need to exceed established purchase order limits.
- Supervise the Fiscal Unit.
- Establish and maintain position logs and other necessary files.
- Review and be familiar with the emergency purchasing procedures.
- Prepare and sign contracts as needed and obtain concurrence from the Finance/Administration Section Chief, per existing policy and procedures.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental rates not already established, or purchase price with vendors as required.
- Warn vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters. There are both State and Federal penalties for price gouging during disasters.
- Finalize all agreements and contracts, as required.
- Complete final processing and send documents to Finance Department for payment.
- Verify costs data in the pre-established vendor contracts and/or agreements.
- In coordination with the Logistics Section, ensure the purchase orders are completed in a timely manner.
- Keep the Finance/Administration Section Chief informed of all significant issues involving the Fiscal Unit.
- Maintain ICS 214 unit/activity logs.

THIS PAGE LEFT BLANK INTENTIONALLY

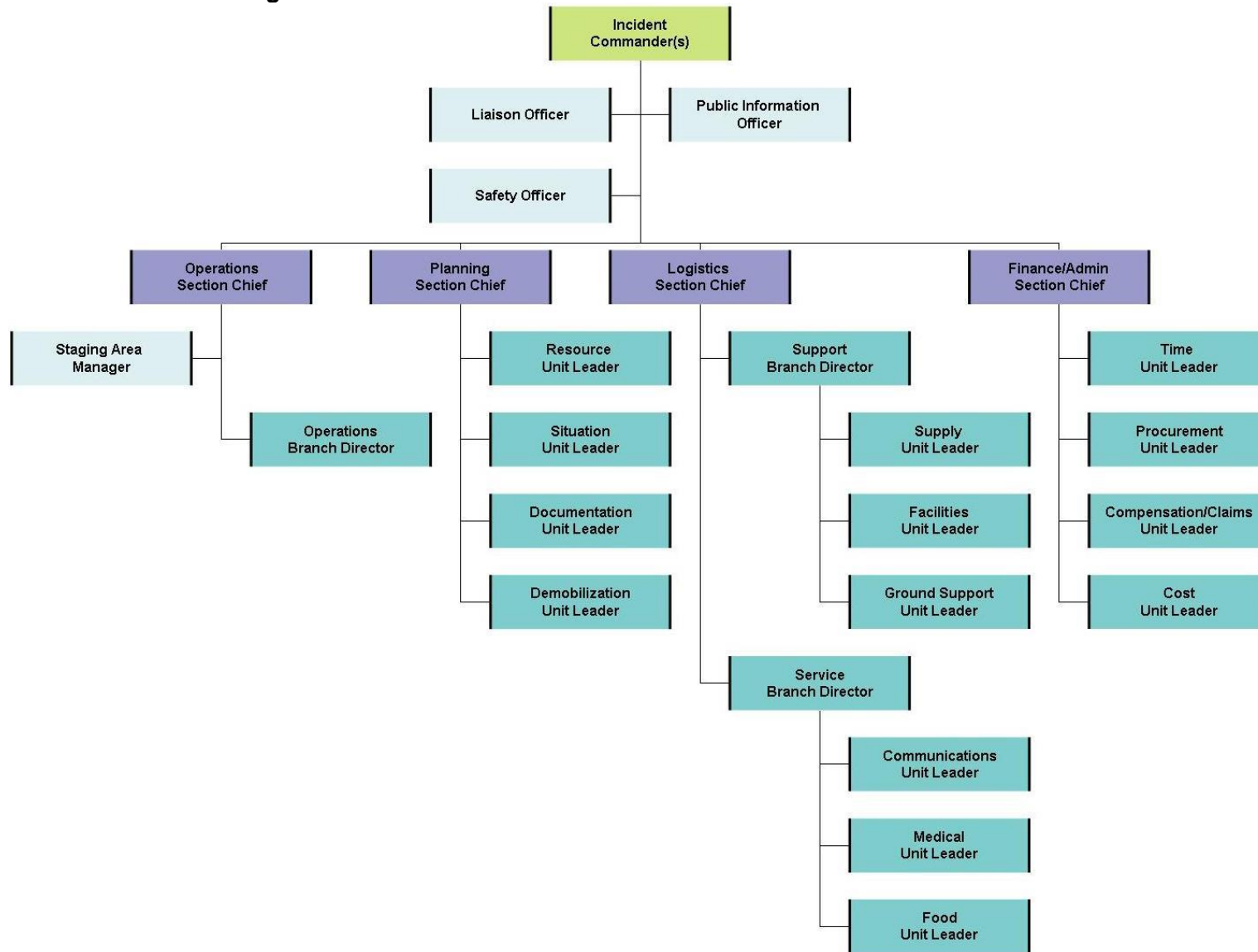
Compensation and Claims Unit Position Checklist

Please read entire position checklist before taking any action!

- Review Common Responsibilities – All Personnel.
- Oversee the investigation of injuries and property/equipment damage claims involving the jurisdiction and arising out of the event or disaster.
- Complete all forms required by Workers' Compensation program and the jurisdiction.
- Maintain a file of injuries and illnesses associated with the event or disaster, which includes results of investigations.
- Supervise the Compensation and Claims Unit.
- Maintain a chronological log of injuries, illnesses and property damage reported during the event or disaster.
- Investigate all injury and damage claims as soon as possible.
- Prepare appropriate forms for all verifiable injury claims and forward them to Workers' Compensation within the required time frame, consistent with existing Policy and Procedures.
- Coordinate with the Safety Officer regarding the mitigation of hazards.
- Keep the Finance Chief informed of significant issues affecting the Compensation and Claims Unit.
- Forward all equipment or property damage claims to the Cost Recovery Unit.
- Maintain ICS 214 unit/activity logs.

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



D

Mutual Aid Agreements

Appendix D. Mutual Aid Agreements**List of Mutual Aid Agreements**

The following mutual aid agreements are in place for Carson City:

Carson Zone Pre-Attack Plans

- This plan provides the different land management agencies with suggested management directions in managing and protecting both natural and personal property resources throughout the zone.
- Key contact and resources, hazard areas, facilities, water sources, and resource constraints are listed in the plan.
- Contacts can be reached through Carson City Dispatch.

Fire Mutual Aid Plan – Nevada Fire Chiefs Association

- This plan is an extension of the SCEMP. It provides systematic mobilization, organization, and operation of fire services of the state and its political subdivisions in mitigation the effects of fire or other related disasters.
- It provides an annually updated fire service inventory of all personnel, apparatus, and equipment in Nevada.
- The responsible local official of a jurisdiction is in charge of the incident and directs mutual aid equipment and personnel per agreement.

Lake Tahoe Regional Fire Chiefs Mutual Aid and Request Plan

- This plan provides a means to efficiently dispatch resources requested through the Regional Mutual Aid Program from participating agencies.
- The regional coordinator compiles and maintains data on fire dispatch centers in the region, communications facilities available, fire apparatus, equipment, personnel, and other appropriate information.
- During extreme emergency, the regional mutual aid coordinator or representative goes to the regional control center to serve as needed. He is not responsible for fire control unless it is his or her area of responsibility.

Quad County Hazardous Materials Agreement

- This is an agreement entered into between Carson City, Lyon County, Douglas County, and Storey County to provide for a regional hazardous materials response team.

Appendix D. Mutual Aid Agreements

- The resource is a multi-county team that can respond to any of the counties listed, statewide and beyond, at the request of the State of Nevada.

Quad County Multi Agency Coordination Agreement

- This is an agreement entered into between Carson City, Douglas County, Lyon County, and Storey County to provide for a regional approach to resource management and accountability.

Bureau of Land Management

- This is a mutual aid agreement with the BLM to handle wildland fires. Both agencies agree to assist each other upon request.

United States Forest Service

- This is a mutual aid agreement with USFS to handle wildland fires. Both agencies agree to assist each other upon request.

Tri-Net Agreement

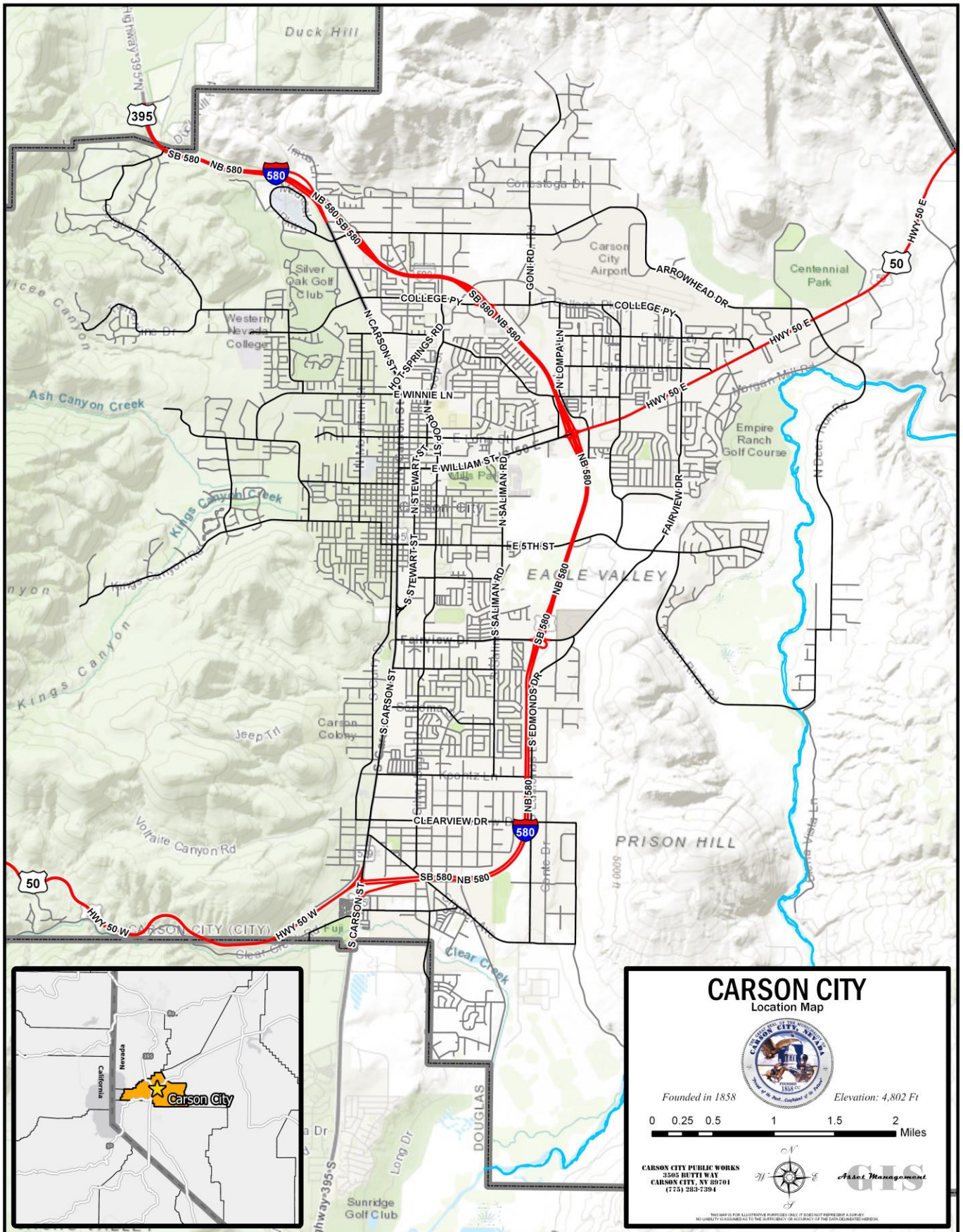
- Nevada Department of Public Safety – Division of Investigations, narcotics task force agreement between Carson City, Lyon, and Storey counties.

Nevada State Agencies

- See the SCEMP for a complete list of responsibilities.

E

Maps



Path: C:\Users\dhanderson\Documents\ArcGIS\Projects\CC Hazard Mitigation Plan Map\CC Hazard Mitigation Plan Map.aprx

FOR OFFICIAL USE ONLY

THIS PAGE LEFT BLANK INTENTIONALLY

F

References

Appendix F. References

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>
- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 20 December 2013 at: <http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 20 December 2013 at: <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

FEMA Policy

- The Federal Emergency Management Agency Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25272>
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, FDOC 104-008-1, December 2011. Accessed on 20 December 2013 at: http://www.emd.wa.gov/about/documents/FEMA_Whole_Community.pdf
- FEMA Incident Management and Support Keystone, January 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/26688>
- National Incident Management System, December 2008. Accessed on 20 December 2013 at: <http://www.fema.gov/national-incident-management-system>
- National Preparedness Goal, First Edition, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/national-preparedness-goal>

Appendix F. References

- FEMA Administrator’s Intent (FY 2015-2019). Pub. April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/31808>
- FEMA Strategic Plan, FY 2011-2014, FEMA P-806, February 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/fy-2011-2014-strategic-plan>
- Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty, January 2012. Accessed on 20 December 2013 at: <https://www.fema.gov/media-library/assets/documents/24174>
- National Response Framework, Second Edition, May 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/national-response-framework>
- National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24647?fromSearch=fromsearch&id=5124>
- National Disaster Housing Strategy, January 2009. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24600>
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25975>

Carson City

Copies of the following documents can be obtained by contacting the Deputy Emergency Manager:

- Natural Hazard Mitigation Plan
- Carson City Evacuation/Shelter-in-Place Plan
- Carson City Public Information Plan
- Regional Tactical Interoperable Communications Plan (TICP)
- Carson City Public Health EOP
- Memoranda of Agreement / Understanding
- Quad County Multi Agency Coordination Agreement

G

Acronyms and Glossary

Appendix G. Acronyms and Glossary

Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
CERT	Community Emergency Response Teams
CIKR	Critical Infrastructure and Key Resources
COOP	Continuity of Operations
DOC	Department Operations Center
EAS	National Emergency Alert System
EMO	Emergency Management Organization
EMD	Emergency Management Division
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multi-Agency Coordination Group
MACC	Multi-Agency Coordination Center
MOU	Memorandum of Understanding
NDEM	Nevada Division of Emergency Management
NDOT	Nevada Department of Transportation
NHP	Nevada Highway Patrol

Appendix G. Acronyms and Glossary

NIMS	National Incident Management System
NNRIC	Northern Nevada Regional Intelligence Center
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NRS	Nevada Revised Statutes
NSS	National Shelter System
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
Red Cross	American Red Cross
SA	Support Annex
SOP	Standard Operating Procedure
State	State of Nevada (governing body)
USDA	United States Department of Agriculture
VA	Veterans Administration
VOIP	Voice-over Internet Protocol

Appendix G. Acronyms and Glossary

Glossary of Key Terms

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental or private organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Appendix G. Acronyms and Glossary

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Appendix G. Acronyms and Glossary

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Appendix G. Acronyms and Glossary

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and

Appendix G. Acronyms and Glossary

Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, nongovernmental organizations, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, City), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Appendix G. Acronyms and Glossary

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Appendix G. Acronyms and Glossary

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is

Appendix G. Acronyms and Glossary

different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allow emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that 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 mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC 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.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Appendix G. Acronyms and Glossary

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Appendix G. Acronyms and Glossary

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-

Appendix G. Acronyms and Glossary

based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting Emergency Managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Personal Responsibility: The obligation to be accountable for one's actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies

Appendix G. Acronyms and Glossary

among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Appendix G. Acronyms and Glossary

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Appendix G. Acronyms and Glossary

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The Incident Command System organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any

Appendix G. Acronyms and Glossary

possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United

Appendix G. Acronyms and Glossary

States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Appendix G. Acronyms and Glossary

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

Source: <https://nimcast.fema.gov/nimscast/index.jsp>

THIS PAGE LEFT BLANK INTENTIONALLY