



STAFF REPORT

Report To: Board of Supervisors **Meeting Date:** May 7, 2020

Staff Contact: Nancy Paulson , City Manager

Agenda Title: For Possible Action: Discussion and possible action regarding a proposed cost share agreement between the counties that make up the Multi-Agency Coordinating (MAC) Group, comprised of Carson City and Douglas, Lyon, and Storey Counties, in response to the COVID-19 public health emergency. (Nancy Paulson, npaulson@carson.org)

Staff Summary: To increase regional participation and to share costs associated with the emergency, the MAC Group combined resources to open a single emergency operations center (EOC) to create a shared incident management team in support of the operations already underway at CCHHS. This cost share agreement outlines how costs will be reimbursed and how costs will be shared among the parties comprising the MAC Group.

Agenda Action: Formal Action / Motion **Time Requested:** Consent

Proposed Motion

I move to approve the agreement as presented.

Board's Strategic Goal

Efficient Government

Previous Action

March 19, 2020 - The Board of Supervisors declared a state of emergency in Carson City due to the global COVID-19 pandemic.

April 4, 2019 - The Board of Supervisors approved the Quad County Multi-Agency Coordination Guide.

Background/Issues & Analysis

As the result of the global COVID-19 pandemic, Governor Sisolak declared a state of emergency in Nevada on March 12, 2020. On March 13, President Trump declared a national state of emergency. The Carson City Board of Supervisors subsequently declared a state of emergency in Carson City on March 19, 2020. The Board of Supervisors approved the Quad County Multi-Agency Coordination Guide on April 4, 2019. The MAC Guide provides the framework for the Quad Counties to plan, prepare, respond and recover from an emergency. The Quad County MAC includes Carson City, Douglas County, Lyon County, and Storey County along with Quad County Public Health Preparedness which has been delegated to Carson City Health and Human Services (CCHHS).

On March 18, 2020, the MAC Group combined resources to open a single emergency operations center (EOC) to create a shared incident management team. Shared incident expenditures will be divided between the four counties based upon population. These percentages are:

Carson City	34.15%
Lyon County	33.31%

Douglas County 30.00%
Storey County 2.54%

Applicable Statute, Code, Policy, Rule or Regulation

NRS 277.180

Financial Information

Is there a fiscal impact? Yes

If yes, account name/number: Grant Fund - Grant Operating Supplies 2750600-501225 / Grant ID # G070120017

Is it currently budgeted? No

Explanation of Fiscal Impact: It is anticipated that most of the expenditures incurred in response to the COVID-19 public health emergency will be reimbursed by Federal Grants. In addition to the Public Health Emergency Preparedness (PHEP) COVID-19 and Federal Emergency Management Agency (FEMA) grants noted in the agreement, the Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law on March 27, 2020. This new law provides funding to local governments for expenditures incurred during the period of March 1, 2020 to December 31, 2020. This funding source would not have a required local match.

Alternatives

Do not approve the agreement and provide alternate direction.

Attachments:

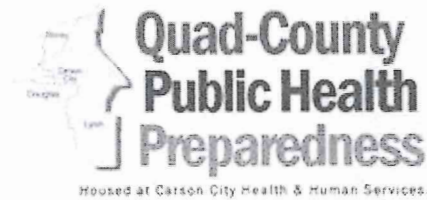
[COVID19 QCEM COST SHARE AGREEMENT.pdf](#)

[Quad County MAC Guide.pdf](#)

Board Action Taken:

Motion: _____	1) _____	Aye/Nay
	2) _____	_____

(Vote Recorded By)



COST SHARE AGREEMENT

The following is the Cost Share Agreement between the Agencies identified below as it was negotiated for the COVID-19 incident.

History

Carson City, Douglas County, Lyon County, and Storey County have previously worked together under a multi-agency coordinating (MAC) group format that was approved by all four respective elected bodies. Carson City Health and Human Services (CCHHS) has been delegated responsibility for public health preparedness for the four counties from the State Health Officer.

COVID-19 Incident

Emergency Management from the four counties along with Carson City Health and Human Services began communicating about the potential COVID-19 incident in January 2020. Even before this date, the group has worked on developing regional plans for medical countermeasures, family assistance centers, medical surge, mass casualty, healthcare facility evacuation, and other scenarios. The group has also collaboratively worked on tabletop and full-scale exercises to prepare for the implementation of these plans.

On March 12, 2020, Governor Steve Sisolak issued a declaration of emergency due to COVID. On March 13, 2020, President Donald J. Trump declared a nationwide emergency according to the Stafford Act. On March 16, 2020, both the Douglas County Board of County Commissioners and the Lyon County Board of County Commissioners declared an emergency due to COVID-19. On March 17, 2020, the Storey County Board of County Commissioners and on March 19, 2020, the Carson City Board of Supervisors declared an emergency.

To increase regional participation and to share costs associated with the emergency, the MAC Group combined resources to open a single emergency operations center (EOC) to create a shared incident management team to support the operations already under way at CCHHS. The

MAC issued a delegation of authority to the incident management team on March 23, 2020 even though the organization was set up before this date.

Grant or Reimbursement Sources Currently Identified

This cost share agreement outlines how costs will be reimbursed and how costs will be shared between the signature agencies. Two federal grant sources are considered under this agreement:

1. Public Health Emergency Preparedness (PHEP) COVID-19: A cooperative agreement between the Centers for Disease Control and Prevention, State of Nevada, and Carson City for Public Health Emergency Preparedness activities relative to the COVID-19 incident. This is 100% grant funding with no match requirements.
2. Federal Emergency Management Agency (FEMA) reimbursement: This is a reimbursement process through FEMA as a result of the local, state, and federal recognition of a state of emergency through the Robert T. Stafford Act. As of the date of this agreement, it is a 75/25 grant whereas the federal government will reimburse 75% of costs with the remaining 25% a match from the agency submitting for reimbursement.

All signatory agencies should continue to pursue additional grants and/or reimbursement streams that can offset incident costs.

How Costs will be Divided

1. While CCHHS's Department Operations Center is open, all employees assisting them will be paid from the PHEP COVID-19 grant. Agencies will submit reimbursement requests to Carson City for reimbursement from the grant. Cost is recovered at 100%.
2. Once the EOC opened on 3/18/2020:
 - a. CCHHS employees not paid from Carson City's General Fund and responding to the emergency will be reimbursed from the PHEP COVID-19 grant at 100% of the costs. Overtime will be requested for reimbursement from FEMA funding by the employee's home agency. The 25% match for overtime costs is sharable.
 - b. The Douglas County Public Health Nurse that is working with CCHHS on the COVID-19 response will be reimbursed from PHEP COVID-19 funds for regular hours and Douglas County will request reimbursement from FEMA funding for any overtime. The 25% match for overtime costs is sharable.
 - c. For employees not currently paid from PHEP COVID-19 funds, reimbursement will be sought from FEMA funding for overtime hours. The 25% match for overtime costs and 100% of regular time hours are sharable. This includes agencies that have provided staffing for the incident that are not component units of government of one of the counties, such as fire protection districts.
 - d. Disposable supplies ordered by the incident, and not provided free of charge by either the federal or the state government, will be a shared cost. Carson City will submit for FEMA reimbursement. The 25% match amount is sharable.
 - e. Hard supplies that are retained by an agency once ordered by the incident are billed to the requesting agency and their sole responsibility to fund. The

requesting agency may seek FEMA reimbursement for their hard supplies on their own accord.

3. Social/Human Services cost will be borne by jurisdictional agency who may seek FEMA reimbursement. These costs are not sharable.
4. Carson City will be the responsible agency for collecting actual cost/expenditure data that will make up the final cost pool of shareable costs for this incident.
 - a. PHEP COVID-19 is reimbursed monthly – any costs attributed to PHEP COVID-19 must be provided to the incident within 30-days.
 - b. Quad MAC will work with the State Division of Emergency Management (DEM) to obtain a monthly FEMA reimbursement schedule.
 - c. Carson City will detail to the participating agencies the format in which they wish to receive invoices and supporting documentation.
 - d. The Incident Management Team will report costs weekly to the Quad MAC who are responsible to share with their appropriate appointed and elected officials.
5. Sharable costs (supplies, the 25% FEMA match and other costs indicated above) will be divided between the four counties based upon population used to determine the PHEP COVID-19 grant from the State of Nevada. These percentages are:

Carson City	34.15%
Lyon County	33.31%
Douglas County	30.00%
Storey County	2.54%

Reasons to Renegotiate this Agreement

This agreement will be renegotiated if:

- A. All PHEP COVID-19 funds are expended, or
- B. Additional funding/reimbursement streams are found that alter the cost share principles identified above, or
- C. An agency signatory to this agreement wishes to exit this agreement and cease the collaborative services of the four county entities including CCHHS.

Final Cost Settlement

The final cost settlement will occur within 10 months of the conclusion of the state of emergencies, based upon the last one adopted.

This agreement and the allocation are our best judgement of agency cost responsibilities.

For Carson City:

Nancy Paulson
City Manager

Date

For Douglas County:

Patrick Cates
County Manager

Date

For Lyon County:



Jeff Page
County Manager

April 21, 2020

Date

For Storey County:

Austin Osborne
County Manager

Date



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 approval of the Quad County Multi-Agency Coordination Guide. (Sean Slamon, sslamon@carson.org)

Staff Summary: This guide reflects the collaboration among Carson City, Douglas County, Lyon County, and Storey County, collectively referred to as the Quad County, and how these counties will work together to respond effectively to emergencies and disasters of a larger scale. With Board approval, the letter of intent will be signed by the City Manager.

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

Proposed Motion

I move to approve the Quad County Multi-Agency Coordination Guide as submitted.

Board's Strategic Goal

Safety

Previous Action

The Quad County Multi-Agency Coordination Guide was previously approved by the Board of Supervisors.

Background/Issues & Analysis

N/A

Applicable Statute, Code, Policy, Rule or Regulation

None

Financial Information

Is there a fiscal impact? No

If yes, account name/number:

Is it currently budgeted?

Explanation of Fiscal Impact:

Alternatives

None.

Attachments:

[Quad County MAC Guide.pdf](#)

Board Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

(Vote Recorded By)

Quad County MULTI-AGENCY COORDINATION GUIDE



Last Updated: August 2018

Prepared For:

Carson City
777 S. Stewart Street
Carson City, NV 89701

Douglas County
1694 County Road
Minden, NV 89423

Lyon County
27 S. Main Street
Yerington, NV 89447

Storey County
26 South B Street,
Virginia City, NV 89440

Prepared By:

Your Quad County Emergency Managers

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Introduction

1.1 Purpose

This Multi-Agency Coordination (MAC) Guide provides the framework for the Quad Counties to plan, prepare, respond, and recover from an emergency. The Quad County MAC includes Carson City, Douglas County, Lyon County, and Storey County (Quad Counties) along with Quad County Public Health Preparedness. The MAC is designed to get the key emergency management and public health leaders to maintain situational awareness, plan for an event, make policy recommendations, maintain a joint information system, share resources, and allocate scarce resources in a virtual environment.

1.2 Scope

Day-to-day operations, policy decisions, and resource allocations are managed by local authorities under the authority of Nevada Revised Statutes, Nevada Administrative Code, and local codes/ordinances. The MAC provides an opportunity for the Quad Counties to remain local, but assist one another without giving up their legal authorities or having to immediately transition to a state-assisted disaster.

1.3 Situation and Assumptions

1.3.1 Situation

- The region is subject to many hazards that would require the use of a MAC to facilitate policy-making, coordination, and control of response resources in a large-scale emergency or disaster situation.
- Each county will activate their Emergency Coordination Center/Emergency Operations Center (ECC/EOC) if needed to manage their community during an emergency or disaster.
- Field operations will be controlled from one or more Incident Command Post(s) which will be located near the emergency or disaster scene. These field operations report to their community's ECC/EOC and retains all authorities granted to them.

1.3.2 Assumptions

This MAC Guide is based on the following assumptions:

1. Introduction

- The majority of emergency situations will be handled by an on-scene Incident Commander using response resources from one or more departments.
- Close coordination will be maintained between the jurisdiction and any established Incident Command Posts to identify special considerations, secondary threats, and available resources.
- Emergency operations will be conducted by the jurisdiction's departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, state, and federal support will be requested if the situation dictates and the jurisdiction's resources have been or will be expended.
- Department heads and jurisdiction leaders are responsible for emergency functions assigned to their activities, as outlined in their Emergency Operations Plan.
- Once local resources are expended, mutual aid will be used. MAC assists in situational awareness, policy decision recommendations, resource allocations, and joint information systems during these times.
- If the capabilities of local and/or regional response are not sufficient to meet the needs of the situation, the Governor may be asked to declare a disaster allowing state assistance. The MAC may be used to assist in gaining state resources and/or allocate them to priority incidents within the region.
- If the combined capabilities of local, regional, and state resources are not sufficient to meet the needs of the situation, the Governor may request the President of the United States to declare a major disaster or emergency that would require federal assistance.

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Concept of Operations

2.1 Overview

Each county will ensure jurisdictional ECC/EOC capability to provide interagency coordination and executive-decision making for managing disaster and emergency response and recovery. The ECC/EOC allows for centralized coordination and support of response and recovery activities, continuity of operations, enhanced access to and sharing of information, and coordinated identification and deployment of available resources.

The ECC/EOC may be activated to monitor a potential emergency situation or to respond to or recover from an emergency situation which is occurring or has occurred. The ECC/EOC will be activated at a level necessary to carry out the tasks which must be performed. The level of activation may range from a minimal staffing situation to a full staffing situation at the discretion of the Emergency Manager.

2.2 Operational Levels

2.2.1 Incident or Field Level

The Incident or Field Level involves the initial on-scene response to an emergency and will be supported by local response agencies (i.e. fire, sheriff, public works). Emergencies may include law enforcement incidents, fire incidents, medical incidents, hazardous materials incidents, transportation accidents, and other emergencies. Local response agencies will size up the incident and establish an Incident Command Post (ICP) and command using the Incident Command System (ICS) to manage incident resources.

Some incidents, particularly those involving hazardous materials or natural disasters, can escalate to become area-wide emergencies and overwhelm the capabilities of the initial response units. When such an event occurs, centralized coordination and direction may require ECC/EOC activation. Requests for ECC/EOC activation would be made by the on-scene Incident Commander through local dispatch.

2.2.2 Local Level

Support to on-scene operations may be coordinated through local emergency management organizations. Jurisdictions will be notified of the incident through dispatch and will implement emergency procedures as described in their respective emergency operations plan. The primary purpose of local level support

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is to provide support and coordination to the field response level and may come in four different modes:

- Decentralized coordination and support (local ECC/EOC not activated)
- Centralized coordination and decentralized support (local ECC/EOC may be activated)
- Centralized coordination and support (local ECC/EOC activated)
- Multi-Agency coordination and support (MAC Group established)

When the local ECC/EOC is activated, communications and coordination will be established between the ICP(s) and the ECC/EOC. Communications and coordination shall be established between the local ECC/EOC, when activated, and any state or local emergency response agency having jurisdiction at an incident occurring within the jurisdiction's limits.

At the local level, the ECC/EOC will be responsible for the following activities:

- Coordinate information, resources, and priorities among the local governments within the county geographical area.
- Coordinate information, resources, and priorities between the state level and the local government level.
- Coordinate fire and law enforcement resources through their respective mutual aid systems.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall county geographical area emergency response activities.

Local partners may use a Unified Command for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the State Emergency Operations Center (SEOC) and the local ECC/EOC(s) of the political subdivisions. Multi-agency or inter-agency coordination will be used to facilitate decisions for overall emergency response activities.

2.2.3 Quad County Level

The counties and jurisdictions may use the Quad County Multi-Agency Coordination Group (MAC Group) for the coordination and allocation of resources, and to serve as a link in the system of communications and coordination between the SEOC and the county ECC/EOC(s).

This level consists of management staff from the four counties and/or various agencies and jurisdictions. The purpose of the Quad County level is to provide support and coordination to the County, Tribal, or local level in three different modes. The three modes of operations are reflective of overall regional

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emergency activities, specific incident activity, resource commitment, and predicted weather patterns that may result in continued or increased resource commitments:

- Mode 1 is a non-critical situation and reflects a normal situation with no significant resource impacts.
- Mode 2 reflects a serious situation and may require the Quad County MAC Group to provide incident resource information and Mode 3 conference calls.
- Mode 3 reflects a total regional commitment or statewide effort requiring the Quad County MAC Group activation. Regional coordination may require a face-to-face meeting at the Multi-Agency Coordination Center (MACC). However, this is usually determined by group consensus. Conference calls are also effective and are often used, especially for short duration events.

When the MAC Group is activated, communications and coordination will be established between the county ECC/EOC(s) or other ECC/EOC(s) as appropriate for the emergency. If a county ECC/EOC is not activated, coordination of scarce resources will be accomplished through the MAC.

2.2.4 State Level

Access to state resources is available upon a Governor's proclamation of state of emergency. Considerations for support at the state level include:

- The Governor, through the Nevada Division of Emergency Management (NDEM), will coordinate statewide operations.
- The operation may include mutual aid and support to local jurisdictions and the redirection of essential supplies and other resources, as required.
- The NDEM Director, assisted by representatives from state agencies, will constitute the State Emergency Management staff.
- The State EOC (SEOC) may be activated when the county ECC/EOC/MAC is activated or upon the Governor's proclamation of a state of emergency.
- The lead agency for establishment of the SEOC is NDEM.
 - When the SEOC is activated, communications and coordination will be established with the city level ECC/EOC(s), county level ECC/EOC(s)/county level MAC(s), regional MAC(s), state level EOC(s), and federal emergency response agencies.

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- Coordination of fire and law enforcement resources shall be accomplished through their respective mutual aid systems.

2.2.5 Federal Level

Access to federal resources is available after a Presidential Disaster Declaration. Federal support to local operations will be coordinated through the State.

Considerations for support at the federal level include:

- Authority is provided for the Federal government to respond to disasters and emergencies in order to provide assistance to save lives and protect public health, safety, and property.
- Federal response will mobilize resources and conduct activities to augment state and local response efforts.
- Federal assistance will be provided to the State under the overall coordination of the Federal Coordinating Officer (FCO) appointed by the Director of the Federal Emergency Management Agency (FEMA) on behalf of the president of the United States.

2.3 MAC Activation

2.3.1 Activation Criteria

The Quad MAC will activate at the request of one of the partners when an identified need to plan, prepare, respond, or recover from a perceived or actual incident.

2.3.2 Authority to Activate

Personnel authorized to activate the MAC include the following:

- City/County Manager
- Emergency Manager
- Deputy Emergency Manager
- Public Health Preparedness staff

2.3.3 Activation

MAC operations are deemed to exist by the partners for the purpose of situational awareness.

Situational awareness and routine monitoring will be shared via text, email, telephone call, or meetings on a regular basis.

Should the need arise, conference calls, especially routine, pre-scheduled ones during an incident, is the preferred method to meet. Planning for events may

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occur during meetings as well as the recovery portion of an incident where in-person meetings are best. During an emergency, use of non-invasive processes should occur.

2.4 Notification Procedures

Each Quad County dispatch center is encouraged to create a group within Code Red or Reverse 911 to immediately notify the Quad MAC of situational awareness items that may lead to the need for the MAC. If any of the entities express the need for a MAC, notification to other partners will occur via text, phone call, or Reverse 911 notification.

2.5 Public Information

Effective coordination of public messaging is critical during response to any emergency. Each county maintains a Public Warning and Public Information Plan that includes a detailed description of how they will conduct public information activities.

2.5.1 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A Joint Information System (JIS) will be implemented in conjunction with ICS, and a local and/or regional Joint Information Center (JIC) will be established under Unified Command. During a regional or statewide event, the Quad County jurisdictions will ensure that procedures are coordinated with those implemented by state and regional Public Information Officers (PIO)s.

Depending on the size and nature of an incident, the JIC may be co-located with an existing ECC/EOC/command post or designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the ECC/EOC Manager.
- Schedule media briefings in a designated location away from the EOC/EOC and other emergency operations.

2.5.2 Resource Management

When the ECC/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

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and use of all jurisdictional resources. In a situation where resource allocations are in dispute, the jurisdiction's Administrative Authority (e.g., City Manager, County Manager, and Tribal Chair) has the final allocation authority. Resources will be allocated according to the following guidelines:

- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- Do not forget to utilize all types of local government to assist (GID, special districts, towns, etc.)
- Place resource requests jointly for scarce resources to NDEM.

3

MAC Operational Guidelines

3.1 General

When possible, situation awareness information will be shared before meetings so the meeting can focus on decision making and organizational impacts.

3.2 MAC Group Meeting Objectives

- Updated situational awareness
- Prioritize incidents
- Identify, clarify, and resolve any regional issues (pro-active)
- Recommend new or adjusted policy to Policy Group of respective ECC/EOC
- Allocate critical resources
- Make and document decisions
- Provide/recommend overall MAC group objectives to ECC/EOC Policy Group

3.3 MAC Group Decision Making

MAC group decisions should always consider and strive to maintain local authority to maintain essential services while maintaining an ethical framework. Key elements of an ethical framework include common good, justice, prudence, and respect.

Decisions are best reached by consensus to maintain local authority.

MAC decisions may be printed on MAC Group letterhead or contain the MAC group logo.

4

Coordination

4.1 Multi-Agency Coordination

In the event that response requires a higher level of coordination, Quad County partners may choose to implement a 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. 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.

4.2.1 Quad County MAC Group

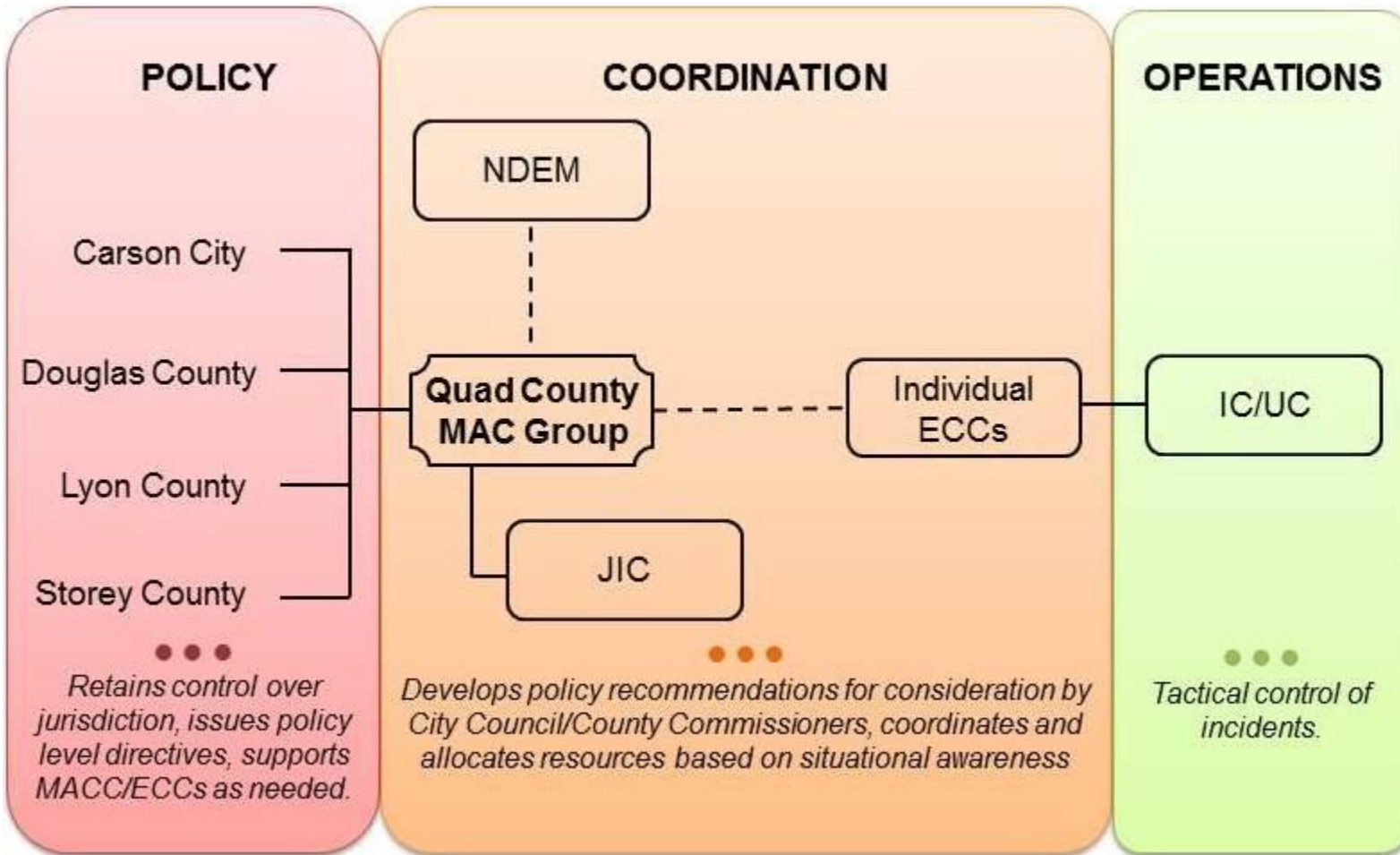
The Quad County MAC Group is a multi-disciplinary, multi-jurisdictional, decision-making group. Membership of the MAC Group would be based on incident characteristics and is subject to change as the situation evolves.

The MAC Group is responsible for the following activities:

- Prioritizing regional incidents using situation status reports.
- Allocating only scarce resources based on prioritized incidents.
- Providing timely, consistent, and accurate public information.
- Recommending regional policy.
- Resolving common issues.
- Communicating regional MAC decisions to local ECC/EOC(s).

It is important to note that the MAC Group does not exercise command authority or assume control of operations and will not direct resources or serve as an ordering point. This MAC Group serves as a vehicle for consensus-based regional decision-making during an event that impacts multiple jurisdictions in the Quad County Planning area.

Figure 4-1 Quad County MAC Group Structure



5

Administration and Support

5.1 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/National Incident Management System (NIMS) concepts in all facets of an emergency, each agency and department within the Quad County 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 Quad Counties will work together to coordinate training for 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 each jurisdiction in the Quad County.

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/Managing role in expanding incidents	ICS-100, -200, -300, -400 IS-700a, -800
Employees working within the ECC/EOC	IS-776, G-775, G-191, IS-800, IS-700, ICS-100, Orientation to Quad EM plus position specific classes
Policy Group/Elected Officials	I-402 and Orientation to Quad EM

5.2 Exercise Program

Each of the jurisdictions within the Quad County will conduct exercises throughout the year together and separate to test and evaluate this ECC Guide and their individual Emergency Operations Plans (EOP)s. The Quad County will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and state and federal government to participate in joint

5. Administration and Support

exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

The Quad County Emergency Managers will work with departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

5.3 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Quad County Emergency Managers will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Managers will also coordinate an After Action Review (AAR), which will describe the objectives of the exercise, document the results of the evaluation, and improve the Quad County’s readiness.

Reviews and AAR(s) 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 Managers will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by each jurisdiction within the Quad County.

5.4 Guide Development and Maintenance

The MAC Guide, including appendices, will be reviewed by the MAC Group a minimum of every five years. This review will be coordinated by the Douglas Emergency Manager and will include participation by members from each of the jurisdictions within the Quad County.

Recommended changes should be forwarded to the Douglas Emergency Manager.