Clark County, Nevada
EMERGENCY OPERATIONS PLAN

November 2019

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Immediate Action Checklist

Use the following Immediate Action Checklist to initiate Clark County's response to and support of an emergency incident.

1. Receive alert of incident. Alerts may be received through 9-1-1 dispatch, responding agencies, on-scene Incident Commander, or the public. (*See ESF 2 – Telecommunications for more information*)
Alert the Emergency Manager.
If the Emergency Manager is unavailable, alert alternates based on line of succession. (*See Section 1.8.1*).
2. Determine need to implement the Emergency Operations Plan (EOP).
Determined by Emergency Manager, in coordination with the on-scene Incident Commander, what level of support is needed from the County for the incident. This may range from the Emergency Manager being on stand-by to full activation of the Clark County Multi-Agency Coordination Center (MACC).
Utilize Incident Command System in managing the MACC.

Primary MACC Location	Clark County Fire Department, 575 E. Flamingo Rd., Las Vegas, NV
Alternate MACC Locations	**Alternate 1:** NVTF1 Program Office, 1280 W Cheyenne Ave, Las Vegas
	Alternate 2: Harry Reid International Airport, Department of Aviation Administrative Bldg., 1845 E. Russell Rd., Las Vegas

Implement County Continuity of Operations (COOP) procedures, as appropriate.
Identify the key personnel needed to support emergency operations, including staffing the MACC, if activated.
3. Notify key personnel and response partners. (*See Emergency Contact List maintained by Emergency Manager.)*
Based on incident needs, the Emergency Manager will notify Clark County Emergency Management and the Nevada Office of Emergency Management (NVOEM) of the MACC activation.
Notify appropriate emergency response agencies using the calling tree or calling roster. Initial notification requests will be made by the Incident Commander through County Dispatch as the primary 9-1-1 entry point, and requests for support will be forwarded to the Emergency Manager to determine the incident's jurisdiction.   - Contact the NDEM Duty Officer or the State Emergency Operations Center (SEOC) at 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, the Nevada Division of Environmental Protection at 888-331-6337, the Nevada State Emergency Response Commission at 775-684-7511, and the local fire department if they have not been contacted already. If radioactive materials are involved, call 877-438-7231.

4. Establish communications with the on-scene Incident Commander. (*See ESF 2 – Telecommunications for more information on communications systems*.)
Identify primary and back-up means to maintain contact with the on-scene Incident Commander.

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

6. Declare a State of Emergency, as appropriate. (*See Section 1.7 for information on the disaster proclamation process. See Appendix A for a sample disaster proclamation form*.)
- If the incident exceeds or will exceed the County's resources to respond, the County should declare a State of Emergency. - A proclamation may be made by the Emergency Manager and will be ratified by the Board of Commissioners within seven days. - The proclamation should be submitted to Nevada Office of Emergency Management.

Preface

This Emergency Operations Plan (EOP) is an all-hazard plan that describes how Clark County (County) 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 (NRF), and Nevada Office of Emergency Management (NVOEM) plans.

A primary responsibility of government is response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage. It is the goal of the County that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. Therefore, this EOP utilizes the National Incident Management System (NIMS) for managing emergencies involving multiple jurisdictions and agencies.

Consisting of a Basic Plan, Emergency Support Function (ESF) Annexes, and Incident Annexes, this EOP provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how the County and its departments will coordinate their resources and activities with other jurisdictions and agencies (federal, state, local) and the private sector (community organizations, faith-based organizations, and others).

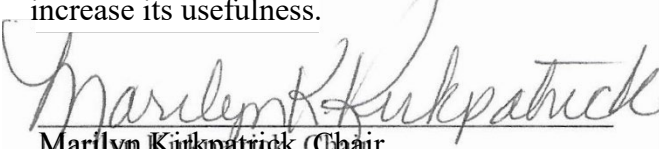**THIS PAGE LEFT BLANK INTENTIONALLY**

Letter of Promulgation

To all Recipients:

Promulgated herewith is the Emergency Operations Plan for Clark County. This plan supersedes any previous plans. It provides a framework within which the County can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County 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 the County.

Focused on response and short-term recovery activities, this Emergency Operations Plan provides a framework for how the County will conduct emergency operations. The plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordinating with response partners, and establishes a system for incident management. The outlined framework is consistent with the Incident Command System and the National Incident Management System.

This plan has been approved and adopted by the Clark Board of County Commissioners at the recommendation of the Clark County Emergency Manager. All recipients are requested to advise the Clark County Emergency Manager of any changes that might result in its improvement or increase its usefulness.

Marilyn K. Kirkpatrick

Marilyn Kirkpatrick, Chair
Clark County Board of Commissioners

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EOP Administration

The County's Emergency Manager will coordinate review, revision, and re-promulgation of this Emergency Operations 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 without formal Board of County Commissioners approval.

Record of EOP 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 to and implemented by emergency response personnel.

Date	Change No.	Summary of Change
2019	001	Update information and bring overall information in line with EOPs throughout the State of Nevada.
2025	002	Personnel update, Replaced McCarran to Harry Reid Airport, Changed NDEM to NVOEM, Added CCERF to Donation Management section, Added new State Cybersecurity Office of the Governor, Changed Alternate MACC from Government Center to NVTF1 Program Office, Changed lead agency in ESF9 to LVMPD SAR, Added Southern Nevada Off Road Rescue (SNORR) to ESF9 Supporting Community Partner list, Changed date of MJHMP from 2018 to 2024.

		EOP Administration

EOP Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and nongovernmental organizations electronically. Updates will be provided electronically, when available. Recipients will be responsible for updating their copies of the plan when they receive changes. The County Emergency Manager is ultimately responsible for dissemination of all plan changes. Copies of the plan will also be maintained by the County Emergency Manager at the Multi-Agency Coordination Center (MACC) and posted online at: https://www.clarkcountynv.gov/government/departments/fire/emergency-response-plans

Jurisdiction/Agency/Organization	Title/Name
American Red Cross	
Boulder City Emergency Management	
City of Henderson Emergency Management	
City of Las Vegas Emergency Management	
City of Mesquite Emergency Management	
City of North Las Vegas Emergency Management	
Clark County Animal Control	
Clark County Building and Fire Prevention	
Clark County District Attorney Civil Division	
Clark County Economic Development	
Clark County Family Services	
Clark County Fire Department	
Clark County Information Technology	
Clark County Managers Office	
Clark County Office of Public Communications	
Clark County Parks and Recreation	
Clark County Public Works	
Clark County Social Services	
Clark County Water Reclamation District	
Las Vegas Metropolitan Police Department	
Las Vegas Valley Water District	
NV Energy	
Southern Nevada Health District	
Southwest Gas	

EOP Review Assignments

Unless otherwise stated, the County Emergency Manager is responsible for coordinating with County personnel to update all components of the EOP. Changes will be forwarded to the County Emergency Manager for incorporation into the plan and dissemination of the changes to the jurisdictions, agencies, and organization that are identified on the EOP Distribution List. This does not preclude other jurisdictions, agencies, and organizations with an interest in the EOP from providing input to the document; such input is encouraged. It is also encouraged that the plan be reviewed concurrently with the promulgation of other County emergency plans and procedures to enhance compatibility and accuracy.

Section/Annex	Responsible Party
Basic Plan	Office of Emergency Management
ESF 1 Transportation	Public Works Department - Road Division
ESF 2 Communications	Information Technology Department
ESF 3 Public Works	Public Works Department
ESF 4 Firefighting	Fire Department
ESF 5 Information and Planning	Office of Emergency Management
ESF 6 Mass Care	Family Services Department Social Service Department Office of Emergency Management
ESF 7 Logistics Management and Resource Support	Office of Emergency Management – Resource Coordinator
ESF 8 Public Health and Medical	Southern Nevada Health District (SNHD)
ESF 8-1 Behavioral Health	Family Services Department Southern Nevada Health District (SNHD)
ESF 9 Search and Rescue	Fire Department
ESF 10 Hazardous Materials	Fire Department Office of Emergency Management
ESF 11 Agriculture and Natural Resources	Parks and Recreation Department Administrative Services Department – Animal Control Southern Nevada Health District (SNHD)
ESF 12 Energy & Utilities	Clark County Water Reclamation District
ESF 13 Public Safety and Security	Las Vegas Metropolitan Police Department (LVMPD)

Section/Annex	Responsible Party
ESF 14 Cross-Sector Business and Infrastructure	Building and Fire Prevention Department Economic Development Community Development Information Technology Department Las Vegas Metro Police Department (LVMPD)
ESF 15 Public Information and External Affairs	County Manager, Board of Commissioners Office of Public Communications Office of Emergency Management
Legal Support Procedure	District Attorney Civil Division
Protective Actions Support Procedure	Las Vegas Metro Police Department (LVMPD)

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Base Plan Table of Contents

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1 Introduction

Section 1 establishes the framework within which this Emergency Operations Plan exists and how it fits into existing plans. Additionally, the section outlines federal, State of Nevada, and Clark County emergency management authorities pertaining to the community's roles and responsibilities.

1.1 General

Clark County has determined that an integrated approach to emergency operations will enhance their ability to respond to and recover from disaster. Therefore, the County has developed and adopted by resolution this Emergency Operations Plan (EOP) to provide guidance and practical tools for conducting joint operations in response to any incident or event affecting their shared boundaries. The County emergency management mission is to ensure that the County is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce the impacts of disasters on the community.

While the principles described in the EOP can be applied to small, routine 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 first 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 for the County 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 County.

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

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, recover from, and mitigate the effects of disasters. This includes all emergency management partners, both traditional and non-traditional, such as volunteer-, faith-, and community-based organizations; the private sector;

and the public, including survivors of an incident. Whole community planning also means engaging populations and partners who may not traditionally have been engaged and considering how actions guided by an emergency plan may impact disadvantaged communities.

Every person who lives or works in the community 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 County will inform and assist their constituencies, residents, and visitors in carrying out this responsibility by offering preparedness information, public information during an emergency, and critical public services during a disaster.

1.2   Purpose and Scope

1.2.1   Purpose

The primary purpose of the EOP is to outline the County's all-hazard approach to emergency operations in order to protect the safety, health, and welfare of their citizens throughout all emergency management mission areas. Through this EOP, the County designate the National Incident Management System (NIMS) and the Incident Command System (ICS) as the frameworks to conduct all emergency management activities.

1.2.2   Scope

The EOP is implemented whenever the County must respond to an emergency incident or planned event for which the size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact any area of the county. This plan is intended to guide the County's emergency operations while complementing and informing the emergency response plans and procedures of other local, State of Nevada (State), and federal entities, as well as private-sector resources such as community- or faith-based organizations.

The primary users of this plan are elected and appointed governmental officials, agency and department heads and their senior staff members, emergency management staff, lead response agencies, and other stakeholders that support emergency operations, such as Voluntary Organizations Active in Disasters, school districts, assisted living facilities, and other nonprofit and for-profit organizations. The public is also welcome to read the EOP for their own information about how the County plans to prepare for and manage emergencies.

The EOP provides the framework for emergency operations throughout the community. It does not replace the need for departmental-level standard operating procedures (SOPs) and standard operating guides (SOGs) to perform their EOP responsibilities and assignments. While other governmental and nongovernmental resources are identified in this EOP as having specific roles and responsibilities, those resources are responsible for developing and implementing their own EOP/SOP/SOG.

1.3 Plan Implementation

As adopted by the Clark Board of County Commissioners, this EOP is in effect and may be implemented in whole or in part to respond to incidents in or affecting the County.

An emergency proclamation is not required in order to implement the EOP or activate the County Multi-Agency Coordination Center (MACC). The County 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

EOP Basic Plan
The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the County's emergency management structure. It serves as the primary document outlining roles and responsibilities of County departments and partners during an incident.

Emergency Support Function Annexes	Incident Annex
The Emergency Support Functions (ESFs) focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County'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 agencies. The ESFs, which supplement the information in the Base Plan, are: • ESF 1 Transportation • ESF 2 Communication • ESF 3 Public Works • ESF 4 Firefighting • ESF 5 Information and Planning • ESF 6 Mass Care • ESF 7 Logistics Management and Resource Support • ESF 8 Public Health and Medical • ESF 8.1 Behavioral Health • ESF 9 Search and Rescue • ESF 10 Hazardous Materials • ESF 11 Agriculture and Natural Resources • ESF 12 Energy • ESF 13 Public Safety and Security • ESF 14 Cross Sector Business and Infrastructure • ESF 15 Public Information and External Affairs • Legal Support Procedures • Protective Actions Support Procedures	While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, the Incident Annex supplements the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the most current Hazard Identification and Vulnerability Assessment. **Support Annexes** Support annexes provide detailed guidance related to specific response and recovery activities. These may include damage assessment guidelines, debris management operations, or shelter plans. The County does not currently maintain Support annexes, but these may be added at a later date.

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 5 and 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 Frameworks.** The following National Planning Frameworks, one for each preparedness mission area, describe how the whole community works together to achieve the National Preparedness Goal: Prevention, Protection, Mitigation, Response, and Recovery.

- **Federal Interagency Operational Plans.** Describes how the federal government aligns resources and delivers core capabilities in line with each National Framework.

- **National Contingency Plan.** Describes how the federal government organizes to respond to hazardous materials releases.

1.5.2   State Plans

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

- **State of Nevada 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. Purposes of the SCEMP are focused on providing an executive overview of coordinated emergency response functions and recovery processes. Goals and objectives of the plan 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.

- **State of Nevada Disaster Recovery Framework.** Supporting the SCEMP, the State of Nevada Disaster Recovery Framework the provides State of Nevada Office of Emergency Management (NVOEM) and other state agencies with a structure within which to effectively recover from a disaster. The Framework is intended to accomplish the following disaster recovery objectives:

  o Establish a recovery organization that provides a framework in which the state will support local and tribal recovery activities during large-scale or catastrophic disasters;

  o Assign roles and responsibilities to state agencies for supporting state recovery activities;

  o Identify points of coordination with local, tribal, federal, private sector, community, and faith-based partners to coordinate recovery activities;

  o Facilitate the stabilization, rebuilding, and revitalization of local and tribal communities impacted by a disaster; and

  o Provide a seamless transition from Emergency Support Function (ESFs) to Recovery Support Functions (RSFs).

- **Nevada Emergency Alert System Plan.** Mandated by the Federal Communications Commission, this plan outlines the organization and implementation of the State of Nevada Emergency Alert System (EAS). It is the guideline for Nevada State broadcasters, cable television operators, and state and local entities authorized to use EAS, to determine: distribution of the emergency message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and state emergency agencies.

1.5.3   County Plans

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

- **Clark County Multi-Jurisdictional Hazard Mitigation Plan (2024).** Creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Mitigation plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

- **Continuity of Operations (COOP) plan.** The County's COOP plan details the processes for performing administrative and operational functions during emergencies that may disrupt normal business activities. This plan identifies essential functions of County government and delineates procedures to support their continuation. COOP plan elements include, but are not limited to:

  o Identification and prioritization of essential functions;

  o Establishment of orders of succession for key positions;

- o Establishment of delegations of authority for making policy determination and other decisions;

- o Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options such as telework;

- o Development of interoperable communications systems;

- o Protection of vital records needed to support essential functions;

- o Management of human capital;

- o Development of a test, training, and exercise program for continuity situations;

- o Devolution of control planning; and

- o Reconstitution and resumption of normal operations.

- ▪ **Clark County Local Emergency Planning Committee (LEPC) Hazardous Materials Emergency Response Plan.** The purpose of this plan is to establish common guidelines for planning and responding to a hazardous materials incident(s) anywhere within Clark County, and to meet the statutory requirements of the Superfund Amendments and Reauthorization Act of 1986 (Public Law 99-499), SARA Title III. The objective of this plan include:

  - o Ensure alignment with the National Response Framework and the State of Nevada Hazardous Materials Response Plan.

  - o Use the information provided by industry to identify the facilities and transportation routes where hazardous substances are present.

  - o Establish emergency response procedures, including evacuation plans, for dealing with accidental chemical releases.

  - o Set up notification procedures for those who will respond to an emergency.

  - o Establish methods for determining the occurrence and severity of a release and the areas and populations likely to be affected.

  - o Establish ways to notify the public of a release.

  - o Identify the emergency equipment available in the community, including equipment at facilities.

  - o Contain a program and schedules for training local emergency response and medical workers to respond to chemical emergencies.

  - o Establish methods and schedules for conducting "exercises" (simulations) to test elements of the emergency response plan.

  - o Designate a community coordinator and facility coordinators to carry out the plan.

1.6 Authorities

This EOP is issued in accordance with, and under the provisions of, Nevada Revised Statutes Chapter 414, authorizing Clark County to establish a local emergency management program

referred to generally in this EOP as the Clark County Office of Emergency Management (OEM). In accordance with the SCEMP, OEM should be prepared to:

- Maintain an emergency management program at the county level which involves all local government agencies, private, nongovernmental, and volunteer organizations.

- Implement a broad-based public awareness, education, and information program designed to reach all county residents and visitors, including those needing special media formats, non-English speaking persons, and persons with sensory impairment or loss.

- Ensure the County's ability to maintain and operate a 24-hour warning point with the capability of warning the public of an imminent threat or actual threat and coordinate public information activities during an emergency or disaster. This includes maintaining the state EAS and the National Warning System (NAWAS).

- Develop a county emergency management plan consistent with the SCEMP.

- Coordinate the emergency management needs of all communities within the county and work to establish mutual aid agreements to render emergency assistance to one another.

- Designate a location for the County MACC.

- Declare a county State of Emergency and requesting assistance from the State.

- Coordinate emergency response efforts within the various political jurisdictions, including coordinating shelter activation, and requesting outside assistance when necessary. A county or city emergency management director will be responsible for recommending to the board of county commissioners, city manager, or mayor that a local State of Emergency be declared.

- Activate mutual aid agreements with neighboring counties and among municipalities within the county in accordance with the Nevada Emergency Management Assistance Compact (NEMAC), Emergency Management Assistance Compact (EMAC), and other mutual aid agreements.

- Provide evacuation shelter facilities during a federal, state or local emergency or disaster. Through the school district and other appropriate agencies, a county shall provide sites, facilities and necessary personnel to staff such facilities.

- Each school board that provides transportation assistance in an emergency evacuation shall coordinate the use of its vehicles with the local emergency management agency.

- Maintain cost and expenditure reports associated with emergencies and disasters, including resources mobilized as a result of mutual aid agreements.

As approved by the Board of Commissioners, OEM has been identified as the lead agency for response to and recovery from emergencies and disasters within Clark County. The County Emergency Manager has the authority and responsibility for the organization, administration, and operations of OEM. The Emergency Manager may delegate any of these activities to designees, as appropriate.

1.6.1   Legal Authorities

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

Table 1-1   Legal Authorities

Federal
— Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness
— Homeland Security Presidential Directive 5: Management of Domestic Incidents
— National Disaster Recovery Framework (NDRF)
— National Incident Management System (NIMS)
— National Preparedness Goal
— National Response Framework (NRF)
— Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
— Presidential Policy Directive 8: National Preparedness
— Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.

State of Nevada
— Nevada Revised Statutes (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, as amended)
— 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
— Executive Order 2018-4 – Implementation of Nevada's Statewide Resilience Strategy

Clark County
— Clark County Code Chapter 3.04 – Emergency Management and associated sections

1.6.2   Mutual Aid and Intergovernmental Agreements

When local emergency response resources are exhausted, the County may find it necessary to procure additional resources from partners. A number of mutual aid and intergovernmental agreements exist to allow outside resources to be accessed by the County.

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

The following agreements may be activated to support access to outside resources during a time of emergency:

- Nevada Intrastate Mutual Aid System (NIMAS) – An all-hazard agreement designed to provide mutual aid to local jurisdictions within Nevada. Once a Declaration of Emergency has been issued, accessing NIMAS initiates the following key components:

    o Establishes a statewide mechanism for augmentation of emergency operational and resource efforts among local jurisdictions;

    o Provides for a means of obtaining operational personnel to support in local emergency operations centers (EOCs);

    o Provides for requesting resources from and supplying resources to compact agreement counties;

    o Outlines processes for payment of costs associated with support provided among jurisdictions; and

    o Describes legal and liability stipulations for invited responders operating under the auspices of the compact within each respective jurisdiction.

- Emergency Management Assistance Compact (EMAC) – Neighboring states may come to the aid of Nevadan jurisdictions through EMAC. Assistance requests will be made through NDEM.

1.7 Emergency Powers

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

- Diverting funds and resources to emergency operations in order 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 their resources.

Refer to County Code Section 3.04.060 – Emergency Powers for additional guidance under emergency conditions.

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

1.7.1   Local Declaration of Emergency

In the event of an emergency or disaster, OEM will coordinate the emergency response effort within Clark County. If necessary, the County will activate the NIMAS, the intrastate mutual aid agreement for the exchange of emergency mutual aid assistance. This agreement is implemented strictly for emergency purposes. When the event is beyond the capacity of the local government, the OEM will request State assistance through NDEM at the State Emergency Operations Center (SEOC).

Criteria	Procedure

Are or will local government resources be exhausted and does a significant need exist for State and/or federal resources?
▪ If yes, a declaration is necessary
▪ If no, a declaration is not needed
	1. Analyze/identify/confirm that an emergency/disaster has occurred
	2. Provide available assistance to contain the incident
	3. Use Rapid Assessment information
	4. Use other information as available
	5. Identify the nature, severity and potential impacts
	6. Using available forms and templates, the Planning Section drafts a proclamation declaring an emergency with the support of:
	  a. Policy Group
	  b. Assistance from District Attorney and MACC as needed
	7. Submit for review and signature by the County Manager and District Attorney's Office
	8. If necessary, convene the Board of Commissioners to adopt the Declaration of Emergency

1.7.2   Requesting State Assistance

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 County Manager or the Board of County Commissioners to declare that an emergency exists through a formal procedure. 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.

Criteria	Procedure

Are resources deployed and/or obtained within local and State budgets determined to be sufficient to mitigate and eliminate the threat to life and property?
Has the economy of the jurisdiction been impaired beyond its capability to recover?
	1. Plan and outline necessary resources that cannot be obtained locally
	2. Obtain information on available funding mechanisms, laws and ordinances
	3. Contact NDEM, describe the situation, and provide a copy of the Rapid Assessment information to NDEM for review
	4. Order resources necessary for appropriate response
	  a. Channel all requests through a central point of contact within the County
	  b. Remember that generally the County is initially responsible for costs of the resources obtained from the State

Criteria	Procedure

	5. Plan for receipt of resources
	    a. Staging area(s)
	    b. Distribution points

1.7.3   State Declaration of Emergency (pursuant to NRS 414)

Following the local declaration of an emergency, and based upon the intensity of the incident, the recommendation provided to the Governor by the NDEM Chief may include a Governor's Declaration of Emergency for the areas affected by the event. A State of Emergency will activate certain components of the SCEMP. Such a proclamation by the Governor is also a prerequisite for the range of federal disaster recovery programs available to the State and a condition for requesting interstate mutual aid through the EMAC.

Criteria	Procedure

1. State Preliminary Damage Assessment (PDA) process is completed
2. Dollar amount obtained from the PDA is greater or equal to $3.61 per capita of uninsured damage to public property within the county (countywide impact indicator)
3. Factors that may cause a variation from the above dollar amount:
    a. County budget surplus or deficit
    b. Damages to industry and tax base
    c. Potential elimination of essential business/industry
    d. Negative effects to the governmental structure
    e. Environmental impact considerations
    f. Other impacts and considerations that show a significant impairment to normal life and welfare of the population
	1. Determination is made that County is in need of substantial assistance
	2. Determination is made that a State proclamation is warranted using the base dollar formula
	3. County prepares a request package
	4. Package must be submitted to the NDEM within 48 hours of the emergency's onset
	5. Required contents:
	    a. Letter from the County Manager or Board of Commissioners requesting the Governor declare a state of emergency
	    b. Proclamation/Resolution signed by the County Manager or Board of Commissioners requesting the Governor to proclaim a state of disaster for the County
	      ▪ Identifying and declaring the local emergency is beyond the County's ability and resources to control
	    c. Description of local damage
	    d. Identification of damage location(s)
	    e. Reliable/responsible estimate of amount or cost of loss
	    f. Number of deaths, injuries and/or residents and visitors impacted

1.7.4   Federal Assistance

Pursuant to Title 44, Code of Federal Regulations, the Governor may request that the President of the United States issue an emergency or a major disaster declaration. Before making a request,

the Governor must declare a State of Emergency and ensure that all appropriate state and local actions have been taken.

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. The Federal Emergency Management Agency (FEMA) coordinates the Governor's Presidential request for assistance in accordance with the National Response Framework (NRF).

1.7.5   Available Resources

a. **Without a local declaration:**

1. Within the regular duties, budget and authority of State and federal agencies

2. County may incur expenses for some or all resources

3. Requests are made through:

- Existing agreements with agencies

- NDEM

b. **With a local declaration:**

1. To augment local efforts in providing for life safety activities

2. Expenses are generally the responsibility of the County

3. Limited State resources are available at little to no cost, provided they are coordinated within normal State agency budget requirements

4. Requests are coordinated through NDEM

c. **With a State declaration:**

1. All available State resources may be used for response and recovery efforts

2. Resources are ordinarily provided from within the budget of a State agency coordinating the resources

3. The Governor's Emergency Contingency Fund may be used to augment budget and resource deficiencies

4. Monetary resources are available through NRS 353.2705.2771 to provide for shortfalls in resource funding and recovery needs for public property

d. **With a Presidential declaration:**

1. All federal resources through the activation of the NRF

1.7.6   Damage Assessment

The documentation of disaster-related damages is necessary to ensure receipt of public assistance. The County will establish a damage assessment team from among County

departments (e.g., Public Works Department, Assessor's Office) with assessment capabilities and responsibilities. Additional activities may include:

- Training and providing damage plotting team members to the MACC.
- 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 County's economic index, tax base, bond ratings, insurance ratings, etc., for use in long-range recovery planning.

NDEM is available to provide support and guidance on damage assessment policy and activities.

1.7.7 Disaster Termination

A decision and actions to formally terminate the emergency or disaster will be necessary at some time during an emergency event. The criteria and actions associated with the termination process are outlined below.

Criteria	Procedure

When the County determines that emergency or disaster response activities are no longer necessary to save lives and protect property.
 	
Where recovery is the primary concern necessary to reconstruct the infrastructure and to bring normalcy back to the lives of residents.
	1. Analyze/identify/confirm that the emergency/disaster can be terminated
	  a. Use the above criteria
	  b. Use information as available
	2. Draft a Termination of Emergency resolution
	  a. Policy Group
	  b. Assistance from District Attorney
	  c. Assistance from the Emergency Management or MACC as needed
	  d. Use County forms available through District Attorney
	3. Convene the Board of Commissioners to adopt the Termination of Emergency

1.8 Continuity of Government

A major disaster, emergency, or attack could result in great loss of life and property, including the injury or death of key government officials, the partial or complete destruction of established seats of government, and the destruction of public and private records essential to the continued operation of government and industry. In the aftermath of an emergency, disaster, or attack, law and order must be preserved, and government services must be maintained to the extent possible. This is an implicit responsibility of government. Therefore, it is essential that local units of government continue to function.

Refer to the County's Continuity of Operations Plan for additional details.

1.8.1   Lines of Succession

The people to whom responsibilities have been assigned must know their assignments and must be available to carry them. Emergencies may happen when some critical personnel are absent from the County. The emergency may isolate, incapacitate or otherwise eliminate some critical personnel. To prepare for this occurrence, each primary County position has a pre-determined sequence of succession. Each person listed in the line of succession should be aware and familiar with his or her potential responsibilities. Table 1-2 presents the County lines of succession.

▪ **Emergency Coordination:** Personnel responsible for providing coordination support to Emergency Management personnel throughout the incident.

▪ **Emergency Policy and Governance:** Personnel responsible for maintaining governmental function and guiding priorities throughout the incident.

Table 1-2   Clark County Lines of Succession

Governor's Appointing Authority	County Manager Succession
1. Successors to the Office of District Court Judge 2. Successors to vacancies on the Clark County Commission 3. County Commissioners' Appointing Authority 4. Sheriff 5. District Attorney 6. County Clerk 7. County Manager 8. County Treasurer 9. Other elected officials 10. Other appointed department heads and directors	1. Assistant County Manager – Government Services 2. Assistant County Manager – Public Services 3. Assistant County Manager – Legal/Judicial Services
Assistant Manager Succession	**Emergency Manager Succession**
1. Director of Administrative Services 2. Chief Financial Officer	1. Assistant Emergency Manager 2. Chief Fire Officer
Note: Lines of succession for each department and agency heads shall be in accordance with standard operating procedures (SOPs) established by each department and agency in their respective Continuity of Operations Plans (COOP).	

1.8.2   Preservation of Vital Records

Each County department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are 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. Each agency should have a maintenance program 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 to achieving the agency mission. County departments and agencies should follow established

records retention policies and operating procedures as set forth by County Administrative Guidelines and continuity of operations plans.

For specific information on the protection of vital records go to the County's Records Protection Plan administered by the County Auditor and considered a supporting plan to this EOP.

1.9   Administration and Logistics

1.9.1   Request, Allocation, and Distribution of Resources

Resource requests may be submitted by the MACC or Emergency Manager according to provisions outlined under NIMS. NIMS additionally allows for discipline-specific mutual aid systems whereby additional resource requests may be submitted by local government functional coordinators to appropriate State agencies. For example, a city fire chief may submit a request for resources through the State of Nevada Fire Mutual Aid Agreement.

The Incident Commander is responsible for the direction and control of the County's resources during an emergency. All assistance requests are to be made through the County via the MACC, if activated. The MACC processes subsequent assistance requests to the State.

As outlined in County Code Section 3.04.090, the Board of County Commissioners may appoint an emergency resources management board to advise on policies, priorities, and problems concerning the conservation, distribution, use, and resupply of resources under County control.

See ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the County.

1.9.2   Financial Management

During an emergency, the County is likely to find it necessary to redirect their funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Board of County Commissioners. If an incident requires major redirection of County fiscal resources, the general procedures below will be followed:

- The Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs.

- The Emergency Manager will advise the County Manager or the Board of County Commissioners to declare a State of Emergency, and/or the Board of County Commissioners will ratify it within seven days.

- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the County Manager (or designee) may act on emergency funding requests. The Board of Commissioners will be advised of such actions as soon as practical.

- 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 County Finance Department and managed through the County Finance Department to identify budgetary shortfalls. The Chief Financial

Officer or designee will also support procurement issues and financial 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 (in the case of a federally declared disaster). During activation of the MACC, financial management will be handled by the Finance Section, which will be staffed by the County Finance Department, County Purchasing and/or Fire Department, OEM staff.

1.9.3　Legal Support and Liability Issues

The District Attorney provides legal support for the County's emergency management organization. District Attorney legal services include:

- Advising County officials regarding the emergency powers of local government and necessary procedures for invocation of measures, including but not limited 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; and
    - Remove debris from publicly or privately owned property.
    - Developing mutual aid agreements
- Reviewing and advising County officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising County officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

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 County and its surrounding areas.

1.9.4　Reporting and Documentation

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

- Incident Support Plans (ISPs)
- Incident Action Plans (IAPs)
- Incident and damage assessment reports

- Incident Command logs

- Cost recovery forms

- Incident critiques and After-Action Reports (AARs)

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees while working. 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. Department heads should ensure that notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

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.

It is the responsibility of all County employees to prepare themselves for disaster service duties by ensuring that they and their families are ready for an emergency. Employees should familiarize themselves with County and department emergency worker policies. While all County department employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. If an employee is at home, they may be called in to work. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible. NRS 281.405 requires public employees to report to work if called upon to do so. NRS 414 and Chapter 41 provide civil liability protection for any worker providing services in relation to "necessary emergency procedures or other precautionary measures enacted by any political subdivision of the State" as long as their actions do not constitute gross negligence or willful misconduct.

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Situation and Planning Assumptions

Section 2 of this EOP provides the context for the County's emergency management program and lays the foundation for a risk-driven plan. It profiles the County's risk environment, identifies specific planning considerations, and describes the predicate assumptions underlying this plan.

2.1 Situation

The County is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the County may be exposed include droughts and floods. The threat of a technological or human-caused chemical, biological, radiological, nuclear, or explosive (CBRNE) 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

The Clark County community profile, including geography and climate, demographics and housing, education, transportation, and community events, is identified in the following sections. Information contained in this community profile was provided by the U.S. Census Bureau, American Fact Finder, and the County.

2.1.1.1 Geography and Climate

The County comprises a total area of 8,061 square miles. The climate is generally noted for its long, hot summers and short, mild winters. The lack of neighboring communities can make it difficult to receive support from outside areas within short timeframes.

2.1.1.2 Demographics

Historically, 80% of the burden following a disaster has fallen on the public, with a disproportionate amount of that shouldered by vulnerable populations. For emergency planning purposes, children, elderly adults, the disabled, people whose primary language is not English, and low-income residents are considered vulnerable populations. Demographic information for the County is provided below.

Based on the 2012-2016 American Community Survey 5-year estimates, the population of the County for 2018 is 2,183,310. Table 2-1 presents the County's population, distinguished between the incorporated cities and unincorporated areas of the County. Of the total population, approximately 24% is under the age of 18, and 13% under 9. Approximately 13% of the total population is 65 years or older. Approximately 10.8% of the total population within the County had incomes below the poverty level.

Table 2-1   Population of Clark County (2020)

Jurisdiction	Populations
Las Vegas	641,903
Henderson	317,610
North Las Vegas	262,527
Mesquite	20,471
Boulder City	14,885
Unincorporated	1,008,065

2.1.1.3   Economy

The County's economy is noted for its gaming and tourism industries. Clark County School District is the largest employer within the County.

2.1.1.4   Education

The Clark County School District supports 324,093 students with 15,422 teachers supported by 2,883 staff. In addition, the County is home to the University of Nevada-Las Vegas, Nevada State College, and several other smaller colleges and universities.

2.1.1.5   Transportation

Interstates 15, 215, and 515 are the primary highways within the County, supported by numerous State routes.

The Regional Transportation Commission (RTC) provides mass transit service throughout the Las Vegas Valley.

Harry Reid International Airport, Henderson Executive Airport, and North Las Vegas Airport are general aviation airports.

2.1.2   Threat/Hazard Identification

The County may be subject to a variety of natural, technological, and human-caused hazards and threats. Table 2-2 identifies the hazard/threat most likely to impact the County based on the community's vulnerability and the resulting potential impacts of the hazard or threat as identified in the Clark County Multi-Jurisdictional Hazard Mitigation Plan (2024).

Table 2-2   Identified Threats/Hazards

Natural *Results from Acts of Nature*	Technological *Results from Accidents or Failures of Systems and Structures*	Human-Caused / Adversarial Threats *Result from Intentional Actions of an Adversary*
▪ Climate Change ▪ Drought ▪ Earthquake ▪ Flood ▪ Subsidence and Fissures ▪ Wildfire	▪ Dam Failure ▪ Hazardous Materials ▪ Infectious Disease ▪ Infestation	▪ Terrorism ▪ Chemical, biological, radiological, nuclear, and explosive (CBRNE)

See the Clark County Multi-Jurisdictional Hazard Mitigation Plan (2024) for more information regarding hazards for the area.

2.1.3   Hazard Assessment

The County works with statewide partners and through NDEM to identify threats and hazards through the State Preparedness Report and Threat and Hazard Identification and Risk Assessment (THIRA). The THIRA identifies the top threats and hazards to be addressed in the coming year and allocates recommendations and funding associated with the findings. In addition, the County performs formal hazard assessments through the update of the Clark County Multi-Jurisdictional Hazard Mitigation Plan.

2.1.4   Capability Assessment

The availability of the County's physical and staff resources may limit its capability to conduct short- and long-term response actions on an independent basis (see Figure 2-1). County response capabilities are also limited during periods when essential staff are on vacation, sick, or under furlough due to budgetary constraints.

Figure 2-1   Core Capabilities List

PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-Term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazard Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Supply Chain Integrity and Security		On-Scene Security and Protection	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

2.1.5   Protection of Critical Infrastructure and Key Resources

Critical infrastructure and key resources support the delivery of critical and essential services that support the security, health, and economic vitality of the County. Examples include the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation; disruption of 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 County servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.

- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.

- All key emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.

- Each responding County agency will utilize existing directives and procedures in responding to major emergencies and disasters.

- 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 nonresidents and other travelers during an emergency or disaster.

- All or part of the County may be affected by environmental and technological emergencies.

- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazards 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 County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.

- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.

- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations may be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

  o Familiar with established policies and procedures;

- o Assigned pre-designated tasks;

- o Provided with assembly instructions; and

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

3   Concept of Operations

Section 3 of the EOP states the County's response and recovery priorities, provides concepts to guide the County through the phases of emergency operations, and provides a guide for multi-jurisdictional coordination and incident command.

3.1   General

The County is responsible for emergency management and developing plans to aid in protecting the lives and property of individuals within their jurisdictions. This EOP provides a concept of operations for managing emergency response when individual response agencies are reaching or have exceeded their capabilities to respond to an emergency. The concept of operations is scalable and adaptable and may also be used during non-routine incidents or pre-planned events when the normal organization and functions of County government are determined insufficient to effectively meet potential response requirements.

3.2   Emergency Management Mission Areas

3.2.1   Response and Recovery Priorities

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 County in the following five mission areas (see Figure 3-1).

Figure 3-1   Emergency Management Mission Areas

Prevention
To avoid, intervene, or stop an incident from occurring in order to protect lives and property

Protection
To reduce the vulnerability of Critical Infrastructure and Key Resources by deterring, mitigating, or neutralize terrorist attacks, major disasters, and other emergencies

Recovery
To restore vital services; personal, social, and economic wellbeing of citizens; and communities to pre-event or updated conditions.

Response
To address the short-term and direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs

Mitigation
To comprehensively reduce hazard related losses with the goal of ensuring the safety and security of citizens, infrastructure protection, and economic stability

3.2.1.1   Response

Response activities within the County are undertaken immediately after an incident. The County'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 critical infrastructure and minimize property damage.

3. **Environment:** Efforts to mitigate long-term impacts to the environment.

3.2.1.2   Recovery

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. The County's short-term recovery priorities are defined below:

1. **Initial Damage Assessment (DA):** Determine structural impacts to the County.

2. **Debris Removal:** Coordinate debris clearance, collection, and removal.

3. **Infrastructure Restoration:** Facilitate restoration of critical infrastructure.

3.3   State Readiness Levels

Table 3-1 presents the State of Nevada's readiness levels. The readiness levels are based on NIMS incident types and associated characteristics used in determining if a local government needs external resources and in State declarations of emergencies.

Table 3-1   Readiness Levels

Level	Characteristics
Steady State	Standard operations are occurring that do not require assistance to any jurisdiction. Nevada Department of Public Safety, Office of Emergency Management (NVOEM) personnel involvement consists only of the Duty Officer to respond to and requests and to monitor the situation.
Type V	▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the State Emergency Operations Center [SEOC] State Emergency Response Team Chief) are not activated. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on the scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type IV	▪ 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 ensures the complexity analysis and delegations of authority are updated. ▪ No written Incident Support Plan (ISP) is required, but documented operational briefings will be completed for all incoming resources. ▪ The role of the SEOC SERT Chief includes operational plans including objectives and priorities.
Type III	▪ When capabilities exceed initial emergency response, the appropriate Incident Command System (ICS) positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated; Essential Support Functions (ESFs), as well as Division/Group supervisor and/or Unit Leader level positions, may be assigned. ▪ A Type 3 Incident Management Team (IMT) 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 II or Type I team. ▪ The incident may extend into multiple operational periods. ▪ A written ISP may be required for each operational period.

Table 3-1   Readiness Levels

Level	Characteristics
Type II	▪ This type of incident extends beyond the capabilities of local control and is expected to go into multiple operational periods. ▪ A Type II 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, as are ESF positions. ▪ A written ISP is required for each operational period. ▪ The number of operations personnel normally does not exceed 200 per operational period. ▪ The SEOC SERT Chief is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type I	▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff, ESF positions are activated. ▪ The number of operations personnel often exceeds 500 individuals per operational period and total incident personnel will usually exceed 1000. ▪ The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated. ▪ on the local jurisdiction, requiring additional staff for office administrative and support functions.

Source: Nevada SCEMP

3.4   Incident Management

Upon implementation of all or part of this EOP, the Incident Commander (or designee) will immediately take the following actions: (Some of these are IC duties and some are EM duties)

▪ Alert threatened populations and initiate evacuation as necessary.

▪ Initiate emergency sheltering procedures with the American Red Cross (ARC) and other community partners, if evacuation procedures are activated.

▪ Instruct appropriate County emergency service providers to activate necessary resources.

▪ Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.

▪ Request the Board of Commissioners to prepare and submit a formal declaration of emergency through the Office of Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.

▪ Prepare to staff the County MACC as appropriate for the incident with maximum 12-hour shifts.

▪ Deploy County personnel and support staff to restore normal activity and provide essential community services as soon as possible following the emergency.

3.4.1 Implementation of the EOP

When an emergency situation arises, and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the 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 may partially or fully activate and staff the MACC based on an emergency's type, size, severity, and anticipated duration. An emergency proclamation is not required in order to implement the EOP or activate the MACC. Upon identifying the need to activate the EOP and/or MACC, a call-out notification will be made depending on the activation level (discussed in Section 5.4.1): the Incident Commander will notify the Emergency Manager. If the Emergency Manager cannot be reached, notification will be made to the Assistant Emergency Manager.

The Emergency Manager will take appropriate and responsive actions that may range from monitoring the situation for possible escalation to directing a partial or full MACC activation. Once notified that the MACC has been activated and/or an emergency has been declared, all involved agencies will implement their respective plans and procedures and provide the Emergency Manager 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.

3.4.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager via the Las Vegas Combined Communications Center, which serves as the primary receiver of 9-1-1 calls. Response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers, internet/email, 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 MACC, if activated and as appropriate.

In addition, alerts and warnings are critical to informing the public on an imminent threat. Electronic news media such as radio, television, and the internet will serve as the primary sources of emergency information for the public. All alert and warning functions will be managed through the Office of Emergency Management, serving as the local warning point. Additional alert and warning resources to protect the public include:

- The Nevada EAS is used to transmit warning messages and instructions from local government to broadcasters.

- The Integrated Public Alert and Warning System (IPAWS) employs various electronic systems, including the Wireless Emergency Alert (WEA) to alert the public.

- The local National Oceanic and Atmospheric Administration (NOAA) weather radio station broadcasts weather watches and warnings, as issued by the National Weather Service.

- The Las Vegas National Warning System Weather Forecast Office will also issue weather warning messages.

- The SEOC may issue warnings to the County that will also be relayed using existing alert and warning resources.

- Business and industry loudspeakers and notifications, as appropriate.

See the Nevada State Emergency Alert System Plans for more details.

See ESF 2 – Communications for more details.

3.4.3 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 County personnel during emergencies. The use of common terminology enables emergency responders, MACC personnel, and County staff, as well as personnel from neighboring jurisdictions or the State, to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

The Clark County IT Telecommunications Division provides centralized coordination to support enhanced communications capabilities.

Local county, city, state and federal network links are fully established to support emergency response and recovery activities to include redundant systems. These systems are maintained and regularly monitored by the Clark County IT Telecommunications Division and the Southern Nevada Area Communications Council (SNACC). Other networks include:

- Individual amateur radio operators.

- Radio Amateur Civil Emergency Service is a Federal Communications Commission-sponsored program composed of amateur radio operators who, under declared emergencies, have exclusive use of specific radio frequencies to supplement state and local government communications systems in emergencies.

- Telecommunications and communications vendors with County contracts.

- Business/industry/volunteer group radio systems.

Each department and agency involved in emergency operations is responsible for maintaining their own communication systems.

See ESF 2 – Communication for more information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

3.4.3.1   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 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 the 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. Interoperable communications among local agencies within Clark County in support of law enforcement, fire, emergency medical, emergency management and other response agencies are supported by the respective Information Technology Departments for each agency and fall under ESF 2 in the MACC organizational structure.

3.4.4   Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and are 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 severe weather forecasts issued by 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 low-level incidents when the MACC is not fully activated, the County, 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 the EOC is activated, the Planning/Intelligence Section Chief within the MACC will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Las Vegas Metro Police Department will notify the State Fusion Center. During a terrorist incident, the Fusion Center may support situational awareness and intelligence gathering functions.

3.4.4.1   Cyber Security

Cyber security is an additional concern during both normal operations and emergency situations. Information Technology (IT) specialists are involved in MACC security protocols and the

following tasks have been addressed through county-wide cybersecurity incident response planning and the cybersecurity annex to this EOP:

- Develop a cyber security system: Malware and viruses can allow hackers to access confidential and proprietary information within the MACC network. Technology departments are developing cyber security tools to prevent such attacks.

- Identify weaknesses throughout the system: IT specialists are identifying areas that are especially prone to attack or have inherent weaknesses. Information stored online can have considerable vulnerability to attacks, and steps are being taken to lessen this vulnerability.

- Establish web access policies: Personnel are educated on the risks posed by certain types of websites and the risks of opening suspicious emails. In addition, policies are in place to decrease the likelihood of a security breach.

In addition, the Nevada Office of Cyber Defense Coordination within the Department of Public Safety serves as the primary State contact for cyber security planning and coordination.

Refer to the County's Cyber Security Annex for additional details.

3.4.5   Emergency Public Information

Emergency public information involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders under all hazard conditions. To ensure that appropriate information is distributed to all populations, the Public Communications Department within the County Manager's Office has been designated to lead public information efforts and develop public and private partnerships, including:

- Organize media events and photo opportunities.

- Develop and approve all news releases.

- Interact with the media for all interviews.

- Provide formal and informal media training for all County employees.

- Manage the County's social media sites and website.

- Manage government access cable television news station.

These efforts help provide overall guidance of emergency public information message development, standards of practice, and evaluation tools and help refine public information plans and procedures.

The Public Communications Department maintains two Public Information Officers (PIOs) on staff, as well as a webmaster, social media lead, and media relations specialists. In addition, several County departments have PIOs. Additional public information staffing and resources may be available from the State and Federal levels, and interpreters are available through agreements through the Las Vegas Urban Area.

The PIO is a member of the MACC Command Staff responsible for interfacing with the public, media, and other agencies during all emergency mission phases. During an emergency, the PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information and is an important link between the EMO and the community. The information the PIO provides to

the community can call people to action, educate and inform, change behavior and attitudes, create a positive impression of the County's EMO, and prepare the community for an emergency.

See Section 5.5.2 for additional information regarding PIO responsibilities and Section 5.3.4 for information regarding establishing a Joint Information Center.

3.4.5.1 Methods of Public Information Dissemination

Clear, accurate, and consistent information must be disseminated to the public during an emergency in order for the public to take appropriate protective actions. The information must be distributed in a variety of methods to ensure accessibility and comprehensive penetration of the message. Methods of public information dissemination include the following:

- Press releases – A press release is a prepared written news release that uses current data and information.

- Media briefing or conference – A briefing is an exchange of information on a single topic and typically includes a question-and-answer period, whereas a conference is a gathering of media where reporters expect to be able to ask questions on a variety of topics.

- Print Media – Print media, including newspapers and magazines, allow PIOs to disseminate public information, such as detailed information, background, and input from subject matter experts.

- Radio – In addition to warnings issued by the EAS, radio allows PIOs to release audio clips and sound bites to the public.

- Television – PIOs may utilize television to disseminate visuals, sound bites, and graphics to the public.

- Internet – The internet is a dynamic communication conduit that includes webpages, RSS feeds, and email and can be used as a strategic path for sharing information during an emergency.

- Newsletters/Mailers – Information sent directly to the public can provide details on events and activities as well as background information on the County's emergency management programs.

- Social Media – Web-based platforms may be used for alerting the public in the sudden onset of and rapidly developing disasters, directly communicating with large groups of constituents, building situational awareness, fostering transparency and accountability, obtaining feedback, and responding quickly to rumors and misinformation. Common types of social media are:
  - Blogs;
  - Social networking (e.g., Facebook, Twitter);
  - Media sharing (e.g., YouTube, Flickr, Pinterest, Instagram); and
  - Wiki.

- Call Center – May be used as a way to divert unnecessary calls away from the 9-1-1 system, gather information to increase situational awareness of the incident, and disseminate emergency public information.

Each distribution method has strengths and weaknesses. The PIO must determine the best methods of media distribution to reach all populations within the County and must ensure that the weakness of each system is covered by the strength of another. Additionally, the PIO must ensure that all public communications are accessible to all residents and visitors, regardless of physical or language barriers, including vulnerable populations with access and functional needs. All public communications must be accurate, consistent, and coordinated to avoid public confusion. Pre-planning, message maps, easily adapted messages for recording, and creating partnerships can help the PIO determine what message formats and dissemination methods will be the most accessible to the County population.

See ESF 15 – External Affairs for more details.

3.4.6   Resource Management

When the MACC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and, under emergency conditions, have authority to establish priorities for the assignment and use of all County resources. The Office of Emergency Management Resource Coordinator shall serve as the Resource Manager within the MACC and tasked with planning, organizing, and carrying out resource management activities throughout the emergency situation. Resources will be allocated according to the following guidelines:

- When activated, the MACC will track resources through the WebEOC Resource Management tool.

- 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 resources expended.

- The District Attorney's Office, Purchasing Director, and Chief Financial Officer will support determination of fiscal and administrative guidelines, policies, and statutes surrounding procurement in an emergency setting.

- Support PIO and/or Public Communications Officer to coordinate citizen appeals for assistance at the MACC or Joint Information Center (JIC).

- Activate mutual aid agreements as necessary to supplement local resources.

- Coordinate requests to business and industry partners to lease and/or purchase additional needed equipment.

3.4.6.1   Resource Typing

The County will utilize resource typing when appropriate, 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. Response personnel and support staff are trained and exercised using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

3.4.6.2   Credentialing of Personnel

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

3.4.6.3   Volunteer and Donations Management

Following a disaster, members of the public may offer unsolicited assistance and support. The County's established Volunteer and Donation Management (VDM) program is supported by a Volunteer and Donations Management Plan that outlines the following:

- Analysis of VDM needs.

- Determination of VDM support plans.

- Implementation of VDM support plans.

- Utilization of the Clark County Emergency Response Fund (501c3).

- Continued VDM support.

- Demobilization of resources.

See ESF 6 – Mass Care and Human Services for more details.

3.4.7   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 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 impaired vision.

- Individuals with limited English proficiency.

- Children and the elderly.

- Individuals without vehicles.

- Individuals with special dietary needs.

- Individuals who experience physical disabilities.

- Individuals with medical equipment requiring power (e.g., ventilators).

- Pregnant women.

Persons with Access and Functional Needs within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. The County will make every effort to comply with Title II of the Americans with Disabilities Act (ADA) and other applicable laws related to emergency and disaster-related programs, services, and activities for individuals with disabilities and with Access and Functional Needs.

3.4.7.1　Emergency Communications

Access and Functional Needs Populations may require targeted outreach following an incident. The County's PIO and JIC will ensure that public messaging and communications are accessible to these populations through targeted tactics, including:

- Provide certified sign language interpreters for individuals who are deaf or hard of hearing, as available (use of signage if personnel are unavailable).

- Provide alternatives to signage for individuals who are blind or have poor vision (braille, support personnel, recordings).

- Provide translation services for persons with limited English proficiency or for non-English-speaking individuals.

3.4.7.2　Evacuation Support

Evacuations can be difficult for all members of the community, and especially difficult for those with Access and Functional Needs. The County EMO will support these populations through targeted tactics including:

- Ensure that emergency communications procedures identified in Section 3.4.7.1 are integrated into evacuation orders.

- Provide accessible transportation services through the Regional Transportation Commission and Clark County School District and other service providers.

- Support individuals to contact their families and/or care providers.

3.4.7.3　Sheltering

Access and Functional Needs Populations may require support within shelters that cannot be provided at a number of potentially feasible shelter locations. As such, all general population shelters within the County should be outfitted to support these populations, including:

- Equipped with accessible resources (i.e., ADA accessible bathrooms, living areas, showers, etc.).

- Staffed with support personnel trained to provide care to Access and Functional Needs Populations (i.e., personal care providers, service animals, etc.).

See ESF 6 – Care and Shelter for additional details.

3.4.7.4　Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the County, and, whenever possible, the County 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 on themselves and their children through personal preparedness activities. To the greatest extent possible, County Family Services will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

3.4.8   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 County 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. In addition, the Southern Nevada Health District (SNHD) through volunteers with the Medical Reserve Corp, is minimally available to support animal shelter operations and resource needs. The County may elect to coordinate a volunteer group to lead animal evacuation and shelter planning needs as able.

If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through NDEM.

The County maintains a Household Pets and Service Animals Appendix, which outlines five main components to address the needs of animals in disaster. These components are as follows:

- Animal transportation support.
- Shelter operations.
- Veterinary care.
- Search and rescue.
- Emergency feeding.

See the ESF 6 Annex, Household Pets and Service Animals Appendix for more details.

3.4.9   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.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or MACC Manager.
- Repair and maintenance of equipment, if necessary.

The Emergency Manager, with advice from the on-scene Incident Commander, will determine when a State of Emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

3.5 Transition to Recovery

Once immediate response activities have been completed, the County will turn towards recovery to restore government function and community services. Certain recovery activities may begin prior to the completion of all response activities. For example, restoration of lifeline utilities may commence while emergency sheltering is still ongoing.

It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster may disrupt employment, interrupt government services, impact the ability of businesses to function, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take place concurrently until life safety and emergency protective actions are completed. Recovery planning should begin as soon after start of the incident as possible, as assigned to personnel within the MACC. Recovery plans should align with the provisions of Chapter 3.04, Clark County Code.

See ESF 14 – Recovery for more information.

Figure 3-2   Disaster Recovery Continuum
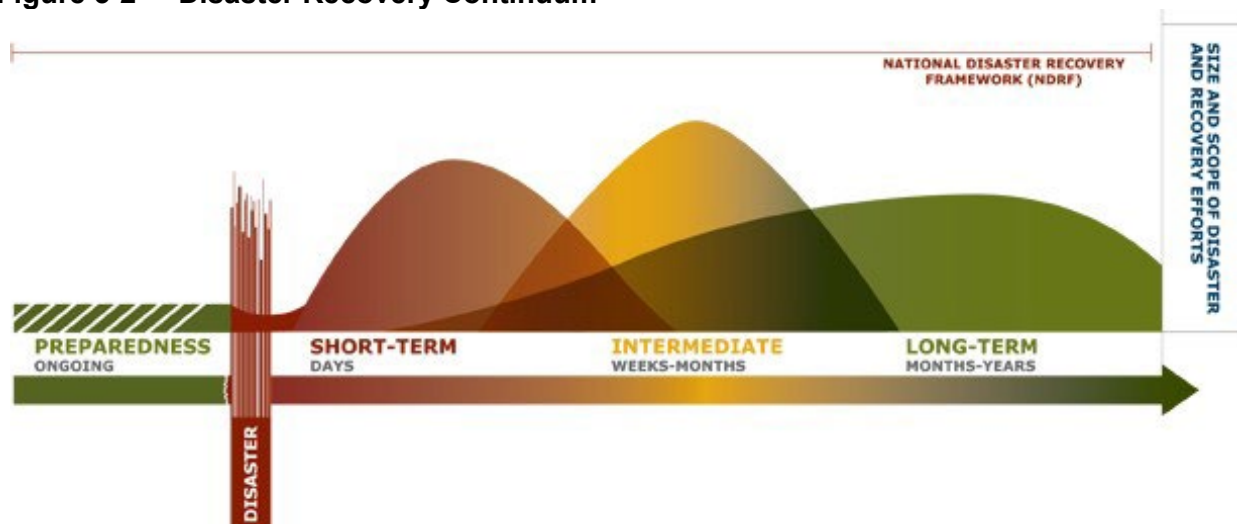
Source: National Disaster Recovery Framework

Short-term recovery operations take place in the days to weeks following an incident and focus on stabilizing activities. This phase of recovery involves restoring vital services to the community and providing 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 County can concentrate on intermediate and long-term recovery efforts, which focus on restoring the community to a "new normal" or improved state. Short-term recovery activities may include maintaining shelters, establishing a Family Assistance Center, and coordinating hotlines and other public information methods.

Intermediate recovery operations take place in the weeks to months following an incident and focus on rebuilding activities. This phase of recovery involves repairing damaged infrastructure

and buildings; providing financial, social, and psychological support to community members; and mitigating future risks. Intermediate recovery activities may include maintenance of a Family Assistance Center and establishment or maintenance of a Resiliency Center and related public information.

Long-term recovery operations take place in the months to years following an incident and focus on revitalizing activities. This phase of recovery addresses complete redevelopment and revitalization of the impacted area; continued rebuilding activities; and a focus on building self-sufficiency, sustainability, and resilience. Long-term recovery may also include maintenance of a Resiliency Center.

During the recovery period, the County 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 any unanticipated issues or problems and take corrective actions.

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4 Roles and Responsibilities

Section 4 identifies roles and responsibilities for staff and agencies that are part of the County's emergency management structure and for departments and agencies at all levels of government, and community partners that may perform emergency functions under the EOP.

4.1 General

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.

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, law enforcement services, and public works agencies. Depending on the type of incident, initial response also may include hospitals, the Southern Nevada Health District, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the County and emergency response personnel.

Other departments that may be involved in emergency response 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.

4.2 Emergency Management Organization

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

The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other County 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 the EMO can vary depending upon the location, size, and impact of the incident. The EMO is divided into two general groups, organized by function—the Policy Group and Emergency Response Agencies.

4.2.1   Policy Group

Primary County Entities: Board of Commissioners, County Manager, District Attorney, Emergency Manager, and Department heads, as appropriate

The Policy Group may include representation from each County department with primary responsibilities during an event. The Policy 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:

   o The jurisdiction, including persons, property, and structures;

   o Access and Functional Needs Populations, including unaccompanied children and those with service animals; and

   o Individuals with household pets.

▪ Leading and encouraging all citizens (including Access and Functional Needs Populations) to take preparedness actions.

▪ Encouraging residents to participate in volunteer organizations and training courses.

4.2.1.1   Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of County Commissioners. 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 Commissioners will provide an elected liaison with the community and other jurisdictions. In the event that proclamation of emergency is needed, the Board of Commissioners will initiate and terminate the State of Emergency through a proclamation.

General responsibilities of the Board of Commissioners include:

▪ Establishing emergency management authority by County resolution.

▪ Adopting this EOP and other emergency management-related resolutions.

- Declaring a State of Emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.

- Acting as liaison to the community during activation of the MACC.

- Acting on emergency funding needs.

- Attending PIO briefings.

Other elected officials may have responsibilities related to their elected status and should be kept updated regarding activities that relate to their roles.

4.2.1.2   County Manager

The County Manager is responsible for continuity of government, overall direction of administrative 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 to the extent there are funds available.

- Implementing the policies and decisions of the governing body.

- Ensuring that plans are in place to protect and preserve County records.

4.2.1.3   Emergency Manager

The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Policy Group to ensure that there are unified objectives with regard to the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. The 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 Emergency Manager is responsible for:

- Serving as staff advisor to the Board Commissioners and County Manager 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 MACC.

- Activating the MACC.

- Keeping the Board of Commissioners and County Manager apprised of the County's preparedness status and anticipated needs.

- Serving as day-to-day liaison to NDEM.

- Maintaining liaison with organized emergency volunteer groups and private agencies.

4.2.1.4 County Department Heads

Department and agency heads collaborate with the Policy Group during development of local emergency plans and provide key response resources. County 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 exercises 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 County Manager.

4.2.2 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 County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All County departments are responsible for:

- Supporting MACC operations to ensure that the County is providing for the safety and protection of the citizens they serve.

- 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 County 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 MACC 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 SOPs.

- Notifying the Emergency Manager of resource shortfalls.

- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments.

- Assigning personnel to the MACC, as charged by this plan.

- Developing and implementing procedures for protecting vital records, materials, and facilities.

- Promoting family preparedness among employees.

- Ensuring that staff complete 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).

4.2.3   Responsibilities by Function

ESFs include services required for an effective emergency management program, of which response is a key element. ESFs are performed by agencies including fire departments/districts; law enforcement; Emergency Medical Service (EMS) providers; and public health, environmental health, and public works departments.

Agencies with responsibilities under an ESF may serve in one of the following roles:

- **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. Departments or agencies assigned as primary may not be responsible for all elements of a function and will coordinate with primary agencies at other levels of government and supporting agencies to ensure operational continuity.

- **Supporting Agency(s)** – Identify agencies with substantial support roles during major incidents.

- **Community Partners** – Identify nongovernmental organizations that provide subject matter expertise and support emergency operations.

- **State and Federal Agencies** – Identify the appropriate primary agencies at both the State and federal levels.

4.2.3.1   Transportation

Primary County Agency: Public Works Department – Road Division
Supporting County Agencies: Clark County School District, Regional Transportation Commission, Department of Aviation, Emergency Management, Las Vegas Metropolitan Police Department, Finance Department, Office of Public Communications, Office of Diversity
Community Partners: Solid Waste Management Companies, Energy Transmission Companies Rail Transportation Companies, Rideshare programs
Primary State Agencies: Nevada Department of Transportation, Department of Public Safety, Nevada Highway Patrol
Primary Federal Agency: Department of Transportation (Federal Aviation Administration; Federal Highway Administration; Federal Railroad Administration; Pipeline and Hazardous Materials Safety Administration

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.

- Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.

- Coordinating the restoration and recovery of County transportation systems and infrastructure.

- Coordinating support of emergency operations activities among transportation stakeholders within the County's authorities and resources limitations.

See ESF 1 – Transportation for more details.

4.2.3.2   Communications

Primary County Agency: Information Technology, SNACC
Supporting County Agencies: Office of Emergency Management, Public Works Department
Office of Public Communications, Fire Department, Las Vegas Metropolitan Police Department, Department of Aviation, Park Police, Public Response Office, Animal Control, Justice Court Marshals, Office of Diversity
Other Supporting Community Partners: Southern Nevada Area Communications Council (SNACC) 800 MHz land mobile radio trunked system, Water Reclamation District, Las Vegas Valley Water District, Moapa Indian Law Enforcement, Las Vegas Paiute Tribe Police Department, Las Vegas Metropolitan Police Department, Incorporated SNACC System Cities (Las Vegas, North Las Vegas, Henderson, Boulder City) Amateur Radio Services/Radio Amateur Civil Emergency Services (ARES/RACES), Local, long-distance, wireless, broadband, microwave, and satellite telephone/data companies (County Information Technology Department to maintain list – see agency actions section 4.1.2), Hospitals and Ambulance Services
Private Utility Companies (e.g. Nevada Power, Southwest Gas Corporation, Kern River Gas)
Primary State Agencies: Department of Public Safety, Office of Emergency Management, Highway Patrol, Department of Administration, Enterprise Information Technology Services, Chief Information Officer, Department of Transportation, Gaming Control Board,
National Guard92nd Civil Support Team (Unified Command Suite communications vehicle)
Primary Federal Agency: Department of Homeland Security: National Protection and Programs Directorate, Office of Cybersecurity and Communications, Federal Emergency Management Agency, Department of Defense, Department of Transportation 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, MACC Manager, or PIO.

- Receiving and disseminating warning information to the public and key County officials.

- Activating the reverse dialing system.

- Delivering prompt, actionable, and clear information using culturally and linguistically appropriate methods to inform emergency responders and the public about recommended or required protective measures.

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 MACC, once activated.

- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

- Coordinate with service providers to restore sufficient communications infrastructure in affected areas to support life-sustaining activities, provide basic human needs, and facilitate the transition to recovery.

See ESF 2 – Communications for more details.

4.2.3.3   Public Works and Engineering

Primary County Agency: Public Works Department
Supporting County Agencies: Building Department -Inspection Services, Economic Development Department, Office of Emergency Management, Finance Department, Fire Department, Parks and Recreation Department, Office of Public Communications, Office of Diversity
Other Supporting Community Partners: Southern Nevada Health District, Clark County Regional Flood Control District, Clark County Water Reclamation District, Las Vegas Valley Water District, Southern Nevada Water Authority, NV Energy, Southwest Gas Corporation, Kern River Gas Transmission Company, Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES), Republic Services, Nevada Water/Wastewater Agency Response Network (NVWARN)
Primary State Agencies: State Public Works Board
Primary Federal Agency: Department of Defense/U.S. Army Corps of Engineers, Department of Homeland Security, U.S. Forest Service (USFS), Bureau of Land Management (BLM)

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 lifesaving and life-sustaining services.

- Coordinating stabilization and repair of damaged public infrastructure and critical facilities.

- Coordinating repair and restoration of the County's critical infrastructure.

- Coordinating disaster debris management activities.

See ESF 3 – Public Works and Engineering for more details.

4.2.3.4   Firefighting

Primary County Agency: Clark County Fire Department
Supporting County Agencies: Building Fire Prevention Department, Office of Emergency Management, Finance Department, Las Vegas Metropolitan Police Department
Office of Public Communications, Public Works Department, Office of Diversity
Other Supporting Community Partners: Las Vegas Valley Water Authority, American Red Cross, Salvation Army, NV Energy, Southwest Gas Corporation, Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES)
Primary State Agencies: Division of Forestry
Primary Federal Agency: Department of Agriculture, Forest Service, Bureau of Land Management, National Weather Service

Fire Services

Responsibilities related to fire services include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.

- Providing hazardous materials spills emergency response, planning, and coordination.

- Conducting search and rescue operations to locate and rescue people in distress.

- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.

See ESF 4 – Firefighting for more details.

4.2.3.5   Information and Planning

Primary County Agency: Office of Emergency Management
Supporting County Agencies: Office of Public Communications, Building and Fire Prevention Department, District Attorney's Office, Clerk's Office, Community Development, Economic Development Office, Finance Department, Fire Department, Human Resources, Information Technology Department, Parks and Recreation Department, Las Vegas Metropolitan Police Department, Public Works Department, Animal Control, Coroner's Office, Social Services, Office of Diversity
Other Supporting Community Partners: Regional Transportation Commission of Southern Nevada, Southern Nevada Health District, Clark County Regional Flood Control District, Clark

County Water Reclamation District, Clark County School District, Southern Nevada Water Authority, National Weather Service, American Red Cross, Salvation Army
United Blood Services, Commercial Broadcasters, Cox Communications, Las Vegas Convention Center / Visitor's Authority, Print Media, Local, Long Distance, Wireless, and Broadband Telephone/Data Companies, Ambulance Services (air/ground)
Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES), NV Energy, Southwest Gas, Kern River Gas Transmission Company
Republic Services of Southern Nevada
Primary State Agencies: Nevada Office of Emergency Management
Primary Federal Agency: U.S. Department of Homeland Security/ FEMA

Multi-Agency Coordination Center

The County Emergency Manager is responsible for maintaining the readiness of the MACC, which serves in the place of an EOC, even during single jurisdiction activations, identifying support staff, and ensuring that they are adequately trained to perform their position duties. Departments will be requested to designate personnel who can be made available to be trained by Office of Emergency Management staff and to work in the MACC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the County to activate and utilize the MACC 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 MACC in an operating mode, as required by the incident, or ensuring that the MACC space can be converted into an operating condition.

- Requesting department representatives (by title) to report to the MACC and developing procedures for crisis training.

- Activating and deactivating ESFs as required by the incident.

- Coordinating an effective response among ESFs when an emergency occurs.

- Providing support to ESFs as requested.

- Ensuring that MACC 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 MACC activation.

Additional information technology resources that may be utilized are WebEOC, Impacted Person Database (IPD), Geographic Information Systems (GIS) and associated tools.

See Chapter 5 – Command and Control and ESF 5 – Information and Planning for more details.

4.2.3.6   Mass Care, Emergency Assistance, Housing and Human Services

Primary County Agency: Parks and Recreation Department, Family Services Department, Social Services Department, Office of Emergency Management
Supporting County Agencies: Animal Control – Administrative Services Department Real Property Management Department, Building and Fire Prevention Department, Human Resources Department, Finance Department, Fire Department, Office of Public Communications, Public Works Department, Las Vegas Metropolitan Police Department Justice Courts, Office of Diversity

Other Supporting Community Partners: Las Vegas Convention Center and Visitors Authority, Las Vegas Valley Water District, Regional Transportation Commission of Southern Nevada Southern Nevada Health District, Clark County School District, Ambulance Services (air/ground), American Red Cross, Blood Donation and Blood Bank Services Salvation Army, Trauma Intervention Program of Southern Nevada, Inc., Voluntary Organizations Active in Disaster, Humane Society and other local animal nonprofit organizations
Primary State Agencies: Nevada Office of Emergency Management, Southern Nevada Adult Mental Health Services (Nevada Division of Public and Behavioral Health), Nevada Department of Agriculture (livestock)
Primary Federal Agency: U.S. Department of Health and Human Services, Department of Homeland Security / Federal Emergency Management Agency

The Department of Parks and Recreation, Family Services Department, Social Service Department and Office of Emergency Management with support from the ARC and other VOAD, is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Responding to incidents frequently exceeds the County's resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERT), Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks. Coordination among established volunteer agencies is essential. The MACC Manager/Emergency Manager may initiate the convening protocol for the VOAD once specific needs have been identified. VOAD partner agencies may be deployed to provide care, comfort, supplies, and other resources as needed throughout the response and recovery phases of the incident. Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the County plan ahead to effectively incorporate volunteers and donated goods into its response activities. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services. Responsibilities related to mass care, emergency assistance, housing, and human services include:

▪ Maintaining and implementing procedures for care and shelter of displaced citizens and animals.

▪ Delivering resources and capabilities to feed and shelter displaced citizens, including those with access and functional needs (may coordinate with the ARC, Salvation Army, or other disaster relief organizations).

▪ Identifying, establishing, staffing, and equipping emergency shelters, ensuring that shelters are accessible for individuals with access and functional needs.

- Providing emotional support to affected individuals.

- Coordinating support with other departments, relief agencies, and volunteer groups.

- Designating a coordinator/liaison to participate in all phases of the 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 ARC and Salvation Army).

- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the ARC and other members of the VOAD.

- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

- Transitioning displaced people to interim housing.

See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for more details.

4.2.3.7   Logistics Management and Resource Support

Primary County Agency: Office of Emergency Management – Resource Coordinator
Supporting County Agencies: Board of Commissioners, Fire Department, Finance Department Administrative Services Department – Purchasing and Contracts Division, Office of Public Communications, Public Works Department, Las Vegas Metropolitan Police Department Office of Diversity
Other Supporting Community Partners: Las Vegas Valley Water Authority, Southern Nevada Health District, District Attorney's Office, American Red Cross, Salvation Army, Volunteer Organizations Active in Disaster
Primary State Agencies: Nevada Office of Emergency Management, Nevada Department of Administration
Primary Federal Agency: General Services Administration, Department of Homeland Security/Federal Emergency Management Agency (FEMA)

Responsibilities related to logistics management and resource support include:

- Following County Human Resources Guidance procedures for:
    - Employing temporary personnel for disaster operations;
    - Maintaining a staffing reserve, in cooperation with law enforcement; and
    - Deploying reserve personnel to departments requiring augmentation.

- Establishing emergency purchasing procedures and/or a disaster contingency fund.

- Maintaining records of emergency-related expenditures for purchases and personnel.

- Coordinating mutual aid request to NDEM.

The County follows FEMA resource typing guidelines when appropriate. Volunteer organizations such as the ARC and Salvation Army may be utilized to coordinate donation management. Clark County Finance manages financial donations through the Clark County Emergency Response Fund (501c3)

See ESF 7 – Logistics Management and Resource Support for more details.

4.2.3.8   Public and Behavioral Health and Medical Services

Primary County Agency: Southern Nevada Health District, Fire Department
Supporting County Agencies: Office of Coroner and Medical Examiner, Fire Department
Office of Emergency Management, Human Resources Department, Las Vegas Metropolitan
Police Department, Office of Public Communications, Social Service Department
Family Services Department, Office of Diversity
Other Supporting Community Partners: Ambulance Services, Public Ground (Boulder City
Fire Department, Clark County Fire Department, Henderson Fire Department, Las Vegas Fire &
Rescue, North Las Vegas Fire Department, Mesquite Fire & Rescue) Trauma Intervention
Program, American Red Cross, Air Ambulance Services, Ambulance Services, Private Ground,
Blood Donation and Blood Bank Services Funeral Homes and Mortuaries
Primary State Agencies: Nevada Department of Health and Human Services, Division of
Public and Behavioral Health
Primary Federal Agency: U.S. Department of Health and Human Services

Public Health

The Southern Nevada Health District (SNHD) is responsible for coordinating the public health and welfare services required to cope with the control of communicable and noncommunicable 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. The Chief Health Officer, or designee, also serves as the public health representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care and ESF 8 – Public Health and Medical Services.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care providers, and behavioral health organizations for potential surge needs.

- Coordinating public health surveillance including emergency health preparedness, vector control, and epidemiology.

- Coordinating medical countermeasure receipt, distribution and dispensing in support of treatment or mass prophylaxis (oral or vaccination), if needed.

- Coordinating isolation and/or quarantine actions, as needed

- Coordinating dissemination of public health information.

    1. Health surveillance and epidemiological analyses of community health status.

    2. Assurance of food safety.

    3. Assist in management of exposure to hazardous agents.

4. Assist in coordination of mental health services.

5. Provision of medical and health public information protective action recommendations.

6. Assist in coordination of vector control services.

7. Assurance of drinking water safety.

8. Assurance of the safe management of liquid, solid, and hazardous wastes.

9. Investigation and control of communicable disease.

- Designating a coordinator/liaison to participate in all phases of the County's emergency management program, when necessary or as requested.

Medical Services

The Fire Department is the primary agency for all EMS-related responsibilities including:

- Providing emergency medical care and transport.

- Coordinating EMS resources.

- Requesting additional EMS assets as necessary.

Responsibilities related to County Coroner include:

- Coordinating mass fatality operations under the County's Multi-jurisdictional Mass Casualty Incident Plan, Mass Fatality Annex with the Medical Examiner and funeral directors to provide identification and disposal of the dead.

- Sharing information with ESF 6 to assist in family reunification.

- Providing counseling to the bereaved.

See ESF 8 – Public Health and Medical Services for more details.

4.2.4.9   Search and Rescue

Primary Agency: Las Vegas Metropolitan Police Department Search and Rescue
Supporting Agencies: Clark County Fire Department, Nevada Urban Search and Rescue Task Force 1
Other Supporting Community Partners: Office of Public Communications, Public Works Department, Office of Diversity, Regional Transportation Commission of Southern Nevada, Civil Air Patrol, Nevada Wing (multiple squadrons in Clark County) Red Rock Search and Rescue, Ambulance Services American Red Cross, Volunteer Fire Departments, Southern Nevada Off Road Rescue (SNORR)
Responsible State Agency: Nevada Office of Emergency Management, Nevada National Guard, Nevada Board for Search and Rescue (policies, standards, training)
Primary Federal Agency: Department of Homeland Security/Federal Emergency Management Agency
Search and rescue responsibilities 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.

See ESF 9 – Search and Rescue for more details.

4.2.3.10 Oil and Hazardous Materials

Primary County Agency: Clark County Fire Department
Supporting County Agencies: Office of Emergency Management, Parks and Recreation Department, Office of Public Communication, Public Works Department, Las Vegas Metropolitan Police Department, Office of Diversity

Other Supporting Community Partners: Fire Department Hazmat Teams, All-hazards Regional Multi-organizational Operations Response Team (ARMOR), Southern Nevada Health District, National Guard 92nd Civil Support Team, National Nuclear Security Administration Federal Radiological Monitoring and Assessment Center (FRMAC) and Radiological Assistance Program (RAP) Team, private hazmat contractors, National Weather Service, Southern Nevada Health District, Clark County School District, Utility Providers, Ambulance Providers
Primary State Agencies: Nevada Division of Environmental Protection (oil and hazardous materials) Nevada State Health Division, Radiation Control Program (radiological materials) 92nd Civil Support Team (based in Carson City)
Primary Federal Agency: U.S. Environmental Protection Agency Region 9 Oil and Hazardous Materials, U.S. Department of Energy Nuclear Fuel, Low-level Waste, Transuranic Material, U.S. Department of Defense Nuclear Weapons, Special Nuclear Material, Federal Bureau of Investigation, Bureau of Alcohol Tobacco and Firearms/Expl., Department of Homeland Security – U.S. Coast Guard / Federal Emergency Management Agency

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 releases for the public and responding agencies.

- Conducting environmental short- and long-term cleanup.

Radiological Response
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 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.

See ESF 10 – Oil and Hazardous Materials and the Clark County Hazardous Materials Response Plan for more details.

4.2.3.11 Agriculture and Natural Resources

Primary County Agency: Parks and Recreation Department, Administrative Services Department – Animal Control, Southern Nevada Health District (SNHD), Office of Emergency Management
Supporting County Agencies: Administrative Services Department – Purchasing and Contracts, Las Vegas Metropolitan Police Department, Social Service Department, Public Works Department, Office of Public Communications, Office of Diversity
Other Supporting Community Partners: Clark County School District, Las Vegas Valley Water District, Clark County Reclamation District, American Red Cross, Salvation Army, Nevada Preservation Foundation
Primary State Agencies: Nevada Department of Agriculture
Primary Federal Agency: Department of Agriculture, Department of the Interior

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 (working alongside ESF 6)

See ESF 11 – Agriculture and Natural Resources for more details.

4.2.3.12   Energy and Utilities

Primary County Agency: Clark County Water Reclamation District
Supporting County Agencies: Office of Emergency Management, Public Works Department
Fire Department, Las Vegas Metropolitan Police Department, Sheriff's Civil Process Section
Information Technology Department, Office of Public Communications, Office of Diversity
Other Supporting Community Partners: Southwest Gas, NV Energy, Southern Nevada Water
Authority, Kinder Morgan, Kern River, UNEV, Las Vegas Valley Water District
Southern Nevada Water Authority, Colorado River Commission of Nevada, Southern Nevada
Health District
Primary State Agencies: Public Utilities Commission of Nevada (PUCN) Office of Energy
Primary Federal Agency: U.S. Department of Energy

Responsibilities related to energy and utilities include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.

- Identifying customers with special utility service needs (i.e., assisted living centers or those requiring electricity for medical needs) and establishing service recovery priorities.

- Coordinating with local utilities to reduce the risk of physical or cyberattack 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 MACCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See ESF 12 – Energy and Utilities for more details.

4.2.3.13   Public Safety and Security

Primary County Agency: Las Vegas Metropolitan Police Department (LVMPD)
Supporting County Agencies: Office of Emergency Management Animal Control –
Administrative Services Department, District Attorney's Office, Public Works Department,
Finance Department, Fire Department, Human Resources, Information Technology Department,
Justice Courts, Office of Public Communications
Other Supporting Community Partners: *Enforcement Support*: Railroad Police, Taxicab
Authority, North Las Vegas Police Department, Henderson Police Department
Subject Matter Support: Clark County Coroner – Medical Examiner, Southern Nevada Health
District (SNHD) *Operational Support:* Las Vegas Valley Water District and Other Utilities
Amateur Radio Emergency Service/Radio Amateur Civil Emergency Service (ARES/RACES)
River City Petroleum (fuel supplier) NV Energy, Southwest Gas Corporation, Century Link
Cox Communications
Primary State Agencies: Nevada Department of Public Safety
Primary Federal Agency: Department of Justice: Federal Bureau of Investigation (FBI);
Bureau of Alcohol, Tobacco, Firearms, and Explosives, Department of Homeland Security,

Bureau of Land Management (Federal Lands), Nellis Air Force Base Security, U.S. Forest Service Law Enforcement, U.S. Fish and Wildlife Service Office of Law Enforcement

In the event of terrorist activity, the Federal Bureau of Investigation (FBI) will be the lead agency for any response.

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.

- Protecting critical infrastructure during prevention activities or emergency response, when requested.

- Providing law enforcement and criminal investigation.

- Providing traffic control, crowd control, and site security.

- Isolating damaged areas.

- Providing damage reconnaissance and reporting.

- Conducting search and rescue operations (particularly lost person search and rescue), including all necessary training for search and rescue responders (coordinate with ESF 9 – Search and Rescue).

- Coordinating and planning evacuation procedures and operations.

- Maintaining mutual aid agreements.

Evacuation and Population Protection

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and private sector groups.

- Identifying high-hazard areas and corresponding numbers of potential evacuees.

- Coordinating evacuation planning, including:

    1. Movement control

    2. Health and medical requirements

    3. Transportation needs

    4. Emergency Public Information materials

    5. Shelter and reception location.

- Developing procedures for sheltering in place.

See ESF 13 – Public Safety and Security for more information.

4.2.3.14   Cross-Sector Business and Infrastructure

Primary County Agency: Building Department and Fire Prevention Department, Economic Development, Information Technology Department, Las Vegas Metro Police Department
Supporting County Agencies: Office of Emergency Management, Office of Diversity
Other Supporting Community Partners: Chamber of Commerce Business Entities
Primary State Agencies: Nevada Office of Emergency Management, Nevada Department of Public Safety, Office of Cyber Defense Coordination
Primary Federal Agency: Department of Homeland Security, Cybersecurity and Infrastructure Security Agency, Federal Emergency Management Agency

Coordination of cross-sector operations, including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses, and their government partners.

See ESF 14 – Cross-Sector Business and Infrastructure for more details.

4.2.3.15   External Affairs

Primary County Agency: Office of Public Communications
Supporting County Agencies: County Manager, Board of Commissioners, departmental PIOs, Office of Emergency Management
Other Supporting Community Partners: All Agency/Department Public Information Officers (PIOs), Office of Diversity, Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES)
Primary State Agencies: Nevada Office of Emergency Management
Primary Federal Agency: U.S. Department of Homeland Security/FEMA

Individual departments may also be tasked with providing public information specific to their respective agencies' functions and the emergency.

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.

- During emergency response, compiling and disseminating critical information related to hazards, response operations, evacuations and evacuation routes, shelters, and other information to support live-saving and life-sustaining activities and protection of property.

- Coordinating with other agencies to ensure consistency of education and emergency information.

- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.

- Securing printed and photographic documentation of the disaster situation.

- Handling unscheduled inquiries from the media and the public.

- Escorting media representatives within restricted areas.

- Identifying non-English-speaking bilingual and functional needs population centers within the County and preparing training and news releases to enhance communications in those communities.

- Monitoring traditional media outlets and social media services and correcting misinformation.

- Overseeing and providing information to call-takers who receive requests for assistance from the public.

- Continuing to provide public information updates into the long-term recovery phases

See ESF 15 – External Affairs for more details.

4.3   Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including private sector organizations, nongovernmental organizations, and individuals and households. While not a part of the County's formal EMO, each of these entities has an important role to play in ensuring the community's ability to respond effectively to a disaster.

4.3.1   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 County 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.

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

4.3.2   Community and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. Nongovernmental/faith-based organizations such as the ARC 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:

- 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.

4.3.3   Individuals and Households

Although not formally a part of the County's EMO, 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.

4.4   State Response Partners

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

4.5   Federal Response Partners

Federal response partners are typically requested by the Nevada Office of Emergency Management 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 EMO and detailed roles and responsibilities for federal departments.

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5   Command and Control

Section 5 of the EOP highlights the setting in which the MACC exists. It details the location, capabilities, and policies of the MACC. Additionally, it outlines a process for establishing operations within the MACC, including activation, MACC procedures, and deactivation.

5.1   General

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

5.2   On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Las Vegas Metro Police Department, 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 (ICP) and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander may notify the Emergency Manager and request activation of the MACC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with County and State leads.

5.2.1   Incident Command Post

An ICP or multiple command posts will be established in the vicinity of the incident site, unless an emergency situation threatens the location. The Incident Commander will direct all emergency response activities from the established ICP.

5.3   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 County will utilize ICS to manage resources and activities during an emergency response to communicate with other responding agencies using common terminology and operating procedures (Figure 5-1).

The County 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 and a variety of disciplines. The County ICS structure can also be utilized for lower-level emergencies such as a minor incident involving a single resource (Level 1). The County has established an EMO, supporting MACC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan (Appendix C); however, this document does not outline the full function of the Southern Nevada EOC SOPs.

5.3.1 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 involve 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:
  - De-conflicts incident management objectives with other ICS organizations and established policies;
  - Allocates critical resources according to incident-related priorities; and
  - Identifies critical resource needs and reports them to the other EOCs activated in the region.
- Conducts oversight:
  - Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment; and
  - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.3.2 Unified Command

Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single ISP. Each participating agency maintains its individual authority, responsibility, and accountability.

Table 5-1 presents a comparison of a single Incident Commander and Unified Command.

Table 5-1   Comparison of Single Incident Commander and Unified Commander

Single Incident Commander	Unified Command
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to

**Table 5-1   Comparison of Single Incident Commander and Unified Commander**

Single Incident Commander	Unified Command
	execute integrated incident operations and maximize the use of assigned resources.

Source: ICS-300: Intermediate ICS for Expanding Incident Student Manual.

A Policy Group will serve in an advisory function within Unified Command in the MACC. This group is composed of the following:

- Board of Commissioners

- County Manager

- Emergency Manager

- District Attorney

- Incorporated cities representatives (if participating in a Unified Command)

- Special districts representatives (if participating in a Unified Command)

- Representatives from State or federal agencies involved in the response

Figure 5-1   Example of Unified Command for Clark County
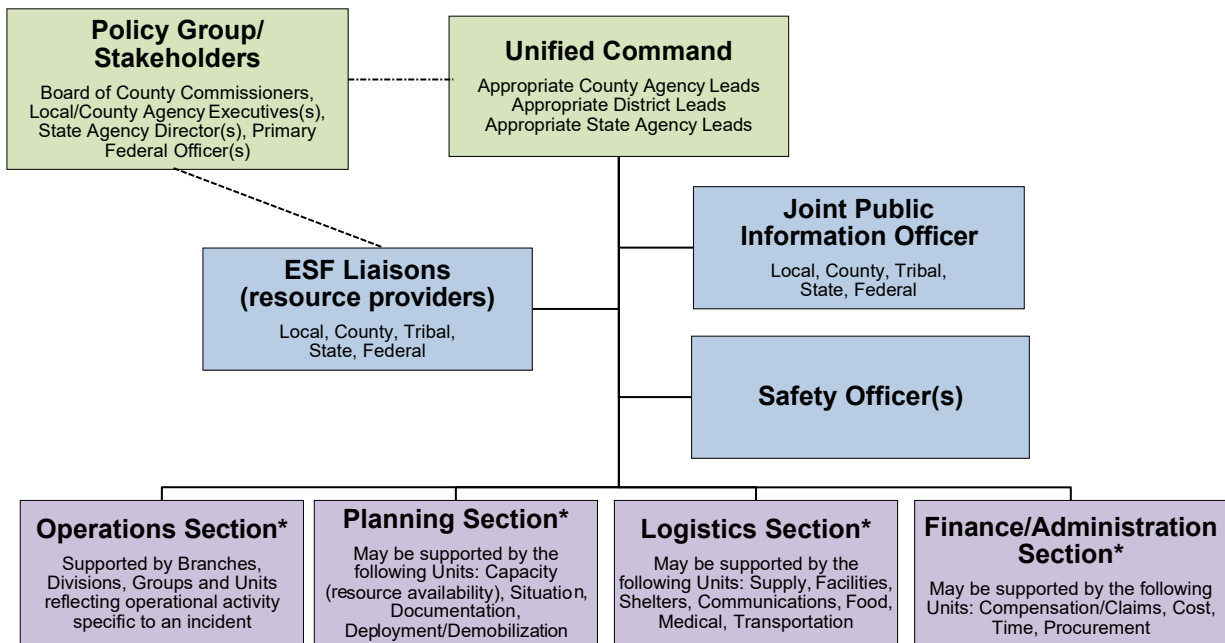
*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist related.

5.3.3   Multi-Agency Coordination

In the event that the County 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) and establish the MACC. 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.

5.4   Multi-Agency Coordination Center

Jurisdictions generally refer to the location used to support and coordinate an incident as an EOC. During incidents in which more than one EOC among regional partners is established, a transition from an EOC to a MACC may take place to facilitate centralized support and coordination. However, due to extensive regional coordination, the County has elected to minimize confusion and always refer to this location as the MACC, even if the incident is only affecting unincorporated Clark County.

The MACC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel. During large-scale emergencies, the MACC may become the County seat of government for the duration of the crisis. The MACC does not provide tactical direction to the various incidents that are being conducted in the field using ICS. On-Scene Incident Commanders have clear authority to command and tactically direct the resources under their control.

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the MACC and assign a MACC Manager. The MACC Manager supports on-scene operations and coordinates mobilization of County resources. The request will be submitted to the Emergency Manager, who will determine whether to activate the MACC and will assume, or designate, the role of MACC Manager. In a more complex incident, the Incident Commander may relocate to the MACC to serve as part of the Unified Command or MAC Group, ensuring proper coordination of resources across agencies.

The following individuals and their designees are authorized to activate the MACC:

- County Manager
- Assistant County Manager
- County Emergency Manager

Requests to activate the MACC can be submitted by:

- County Manager
- Local Emergency Managers
- Fire Chief
- Police Chief

- Sheriff

- Tribal Chair

- Chief Health Officer

Refer to the Southern Nevada Emergency Operations Center Standard Operating Procedures for additional information.

5.4.1   MACC Activation

The MACC will be activated when an emergency situation occurs that exceeds local and/or in-field capabilities to adequately respond to and mitigate an incident(s). The scope of an emergency, rather than the type, will largely determine whether the MACC will be activated, and to what level. When an emergency occurs in or affects the County, the EMO will operate at one of the escalating MACC activation levels defined below in Table 5-2.

Table 5-2   MACC Activation Levels

Level	Characteristics
Steady State/ Level 0	▪ Normal monitoring status reflective of day-to-day operations. A planned or special event may be imminent which may require minor information or resource coordination. The Multi-Agency Coordination Center (MACC) will not be formally activated.
Level 3	▪ A minor to moderate incident has occurred whereas local resources are adequate and available, or intelligence information suggests an event may be impending. A 'LOCAL EMERGENCY' may or may not be declared. Emergency Management functions will typically operate remotely. The MACC may or may not be formally activated.
Level 2	▪ A moderate to severe incident where local resources are not adequate and mutual aid may be required on a county or statewide basis. A 'LOCAL EMERGENCY' may be declared and a 'STATE OF EMERGENCY' may also be declared. The MACC may be activated on a full or partial basis.
Level 1	▪ A major disaster or emergency has occurred whereas resources in or near the impacted area are overwhelmed and extensive state and/or federal resources may be required. A 'LOCAL EMERGENCY' will be declared and a 'STATE OF EMERGENCY' may be declared. Further, a 'PRESIDENTIAL DECLARATION OF DISASTER OR EMERGENCY' may also be requested. The MACC will be fully activated.

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

1. The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the MACC.

2. The MACC will be activated by the County Emergency Manager, who may assume or designate the role of MACC Manager. While the on-scene Incident Commander retains tactical control of the incident, the MACC Manager assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.

3. The MACC Manager will determine the level of staffing required within the MACC and will alert the appropriate personnel, agencies, and organizations.

4. Emergency support operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and federal support will be requested if the situation dictates.

5. Communications equipment in the MACC will be used to receive information, disseminate instructions and notifications, and coordinate resources.

6. Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the EFs.

The MACC may operate on a 24-hour basis, as appropriate.

5.4.2   Multi-Agency Coordination Center Locations

The **primary location** for the MACC is:

Clark County Fire Department
575 E Flamingo Rd, Las Vegas

Figure 5-2   Primary MACC Location

If necessary, the **Alternate 1 location** for the MACC is:
NVTF1 Program Office
1280 W Cheyenne Ave, Las Vegas

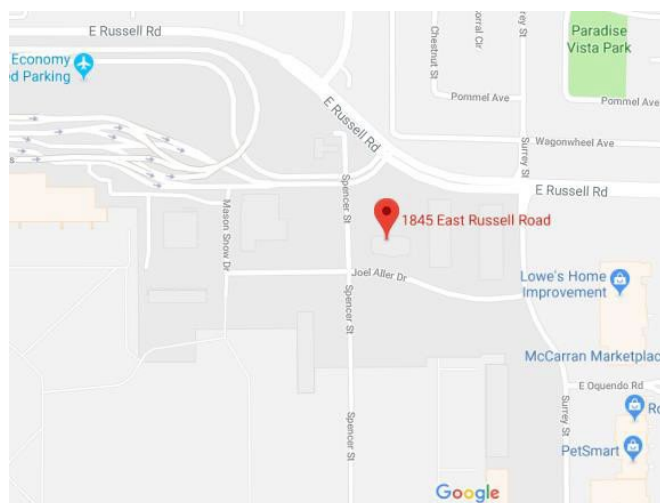**Figure 5-3   Alternate location 1**

If necessary, the **Alternate 2 location** for the MACC is:

Harry Reid International Airport
Department of Aviation Administrative Building
1845 E. Russell Rd., Las Vegas

Figure 5-4   Alternate MACC Location

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

5.4.3   Incident Action Plan/Incident Support Plan

Incident Action Planning and Incident Support Planning are an essential element of NIMS at the local government level. Action planning is an important management tool that involves:

▪ A process for identifying priorities and objectives for emergency response coordinating, supporting, or recovery efforts.

▪ Plans that document the priorities and objectives, and the tasks and personnel assignments, associated with meeting the objectives.

Incident Action Plans may be developed by the Incident Commander in the field. However, this may not always be possible, and large-scale incidents may require multiple Incident Action Plans. If field-generated plans are not possible, the MACC may be assigned or volunteer to develop an Incident Action Plan for each shift.

The planning process should involve the MACC Manager and General Staff, along with other MACC elements, special district representatives, and other agency representatives, as needed. The Planning Section is normally responsible for development of the Incident Action Plan and Incident Support Plan and for facilitation of action planning meetings.

Action and/or Incident Support plans are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex but should be sufficiently detailed to guide MACC elements in implementing the priority actions.

See Appendix B for documentation to developing an Incident Action Plan and details regarding the "Planning P".

5.4.4   Joint Information

5.4.4.1   Joint Information Center

The JIC is a central location to facilitate consistent and coordinated public information during operation, established by the Incident Command. This JIC is established when the singular PIO is overtaxed by their responsibilities, or multiple agencies become involved in the incident. The JIC serves to ensure that the County, impacted cities, and supporting agencies are providing the public with coordinated interagency messages. Each participating jurisdiction's PIO may support staffing the JIC. The JIC helps to ensure that rumors and inaccurate information are minimized to maintain public confidence in the incident operations. The JIC location should be identified as soon as multi-agency coordination begins, and the location should be supplied with necessary equipment and resources.

Operations within the JIC are scalable. The JIC may exist as a meeting place for the PIOs to coordinate messaging, or may exist as a location for multiple agencies to develop complex

information campaigns. JICs may be established at the State and federal level as well, to ensure consistency of messaging at those levels. Incident Command may elect to establish a number of types of JICs, including:

- Incident JIC – Physical location integrated with the Incident Commander and easy for media to access.

- Virtual JIC – Established when a physical location is impractical; incorporates the use of technology and communication devices.

- Satellite JIC – A small-scale, off-site location from Incident Command or the MACC. Generally established to support a more robust JIC.

See ESF 15 – External Affairs for more information related to the JIC.

5.4.4.2   Joint Information System

A Joint Information System (JIS) is 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; advising the Incident Commander 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.

5.4.5   Access and Security

During an emergency, access to the MACC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. Authorized personnel in the MACC include MACC staff, county or city officials, and those with legitimate business in the MACC. The MACC Manager or Security Officer (if designated) 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. All authorized MACC staff, visitors, and the media will be issued identification cards for MACC access. These identification cards will identify the bearers as visitors or members of the emergency management team.

5.4.6   Incident Management Software

The County utilizes WEBEOC, the incident management software to help gather, analyze, and disseminate information in the MACC. The Emergency Manager is responsible for training MACC staff on the use of software, and a user's manual is maintained in the MACC.

5.4.7   Deactivation

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

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the MACC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information.

The Emergency Manager has the final approval authority for activation and closure of the MACC. Once the decision has been made to limit hours/staff or close the MACC, notification must be disseminated to the same agencies that were notified of its activation. If necessary, the MACC 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 MACC occurs at the direction of the Emergency Manager.

5.5 MACC Staffing

Depending on the incident type, assigned departments will provide staff to the MACC. 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 MACC Manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain the MACC, the County may request support from the State.

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

All primary and alternate MACC staff should be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall MACC operation efficiency.

- MACC staffing requirements for a Level 0 (monitoring) and/or Level 3 (partial) activation will be based on the scope and nature of the emergency, as well as current requirements.

- The County Manager will ensure that the appropriate functions of the emergency management organization are notified for Level 2 and 1 MACC activations.

- Staffing requirements for Level 1 (full) activations will require full staffing in the MACC, including all sections, as well as the JIC, and public health and medical personnel for medical surge support.

- Extended MACC operations may require the use of multiple shifts and position alternates; the Policy Group will make this determination as the situation dictates.

Figure 5-5   Example of a Scalable Command Structure for the County
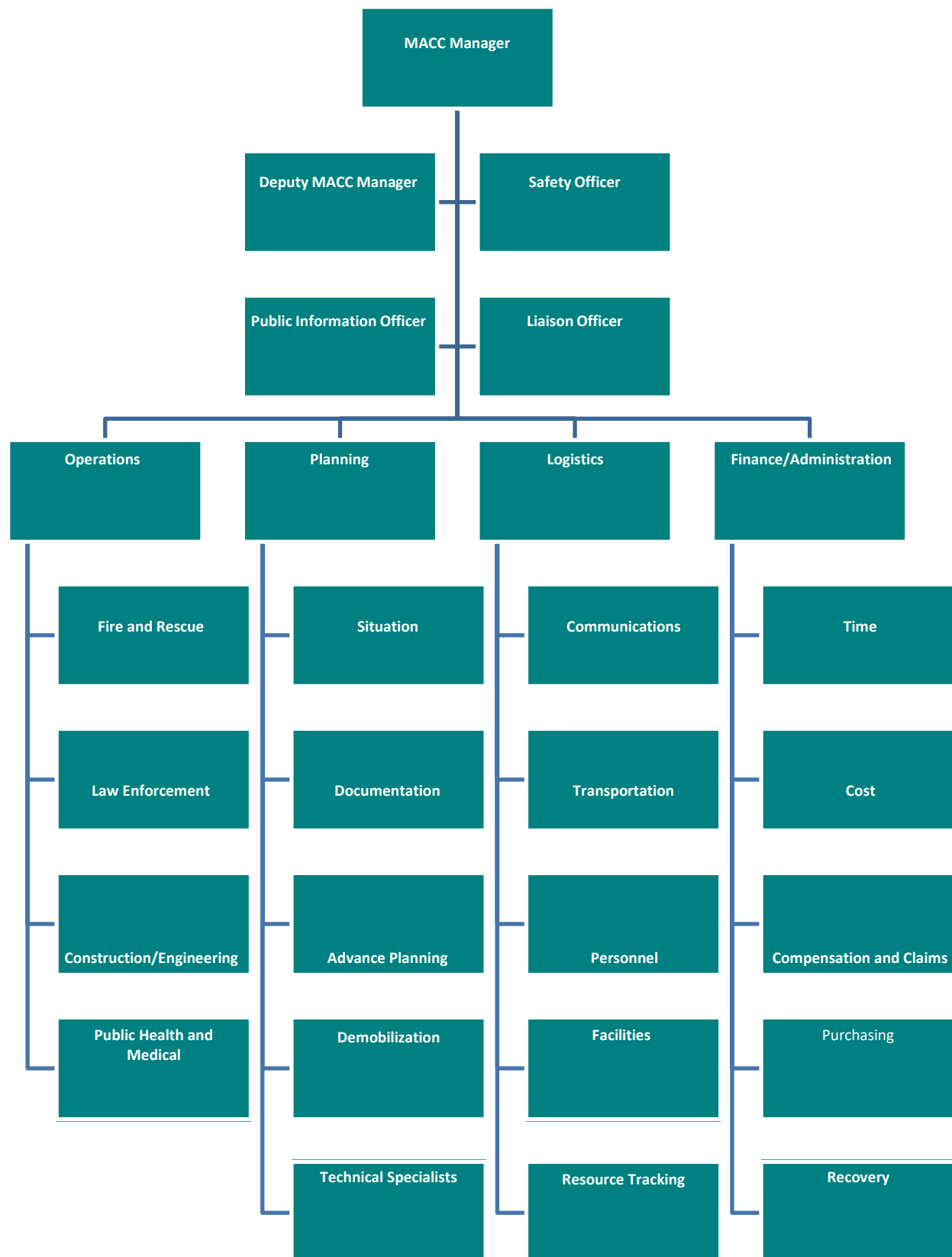
5.5.1   MACC Manager

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

- Maintaining MACC operations in accordance with the principles of ICS and NIMS.

- Approving and supporting implementation of an IAP and/or ISP.

- Coordinating activities 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;
  - PIO; and
  - Liaison Officer.

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

5.5.1.1   Policy Group

The Policy Group coordinates with the MACC Manager and Command Staff to establish priorities and set emergency policy. The Policy Group shall meet at the onset of MACC activation and as required, based on determination by the Policy Group or MACC Manager.

5.5.2   MACC Command Staff

5.5.2.1   Safety Officer

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

- Identifying the 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 MACC 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 County's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- 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 JIS and, if applicable, participating in a JIC established by Incident Command.

- Implementing information clearance processes with the MACC Manager.

- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

The Liaison Officer serves as the coordinator with outside agencies and organizations and communicates with potentially multiple other liaisons. Specific liaison roles may be incorporated into the command structure established at the MACC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the ARC. 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 MACC Manager, government officials, and stakeholders.

5.5.2.4 Security

The Security Officer(s) at the MACC is responsible for controlling access to the MACC and general security at the facility. Security Officer duties include:

- Maintaining the check-in and checkout rosters.

- Providing 24-hour security at the MACC.

- Addressing situations resulting from inappropriate personnel or personnel actions at the MACC.

5.5.3 MACC General Staff

5.5.3.1 Operations Section

The Operations Section Chief 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 ESFs may be activated to support the Operations Section:

- Fire/EMS Branch (ESF 4 – Firefighting, ESF 10 – Hazardous Materials, ESF 8 – Health and Medical [EMS]). Incidents dealing with fire, earthquake with rescue, or hazardous materials.

- Public Safety/Search and Rescue Branch (ESF 16 – Public Safety and Security, ESF 9 – Search and Rescue). Incidents involving civil disorder/disturbance, significant security/public

safety concerns, transportation-related accidents, and/or criminal investigations. Incidents requiring search and rescue operations.

▪ Health Branch (ESF 8 – Health and Medical [Public Health]). Contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.

▪ Human Services Branch (ESF 6 – Mass Care, ESF 11 – Agriculture and Natural Resources). Emergencies that require care and shelter of impacted populations.

▪ Infrastructure Branch (ESF 1 – Transportation, ESF 3 – Public Works, and ESF 12 – Energy). Incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse. Depending on the complexity of the incident, ESF 12 – Energy may be broken out as its own group.

▪ Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:

   o Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need; and

   o Nonhazardous debris clearance collection and disposal.

The Operations Chief is responsible for:

▪ Developing and coordinating tactical operations to carry out the ISP.

▪ 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

The Planning Section (ESF 5 – Information and Planning) 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 Section Chief is responsible for:

▪ Collecting and evaluating information, and distributing incident information through status summaries:

   o Weather, maps, data collection; and

   o For terrorist incidents, liaise with the State Fusion Center.

▪ Maintaining status of resources.

▪ Preparing and disseminating the IAP and/or ISP including developing alternatives for tactical operations.

▪ Conducting planning meetings.

See ESF 5 – Information and Planning for more detail.

5.5.3.3 Logistics Section

The Logistics Section (ESF 7 – Logistics Management and Resource Support) is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the type and size of the incident, these units can be divided into two branches: Service and Support. The Logistics Section Chief is responsible for:

▪ Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, MACC staff support services, supplies, facilities, and personnel.

▪ Coordinating with the Planning Section to estimate future support and resource requirements.

▪ Assisting with development and preparation of the ISP.

See ESF 7 – Logistics Management and Resource Support for more detail.

5.5.3.4 Finance/Administration Section

The Finance/Administration Section is activated for large-scale incidents or incidents that require emergency funding or use of specialized services and equipment that are not within the County'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 Section Chief is responsible for:

▪ Monitoring costs related to the incident.

▪ Maintaining accounting, procurement, and personnel time records.

▪ Conducting cost analyses.

5.5.3.5 Emergency Support Functions

Primary Agencies for each ESF will coordinate needs and operations with the appropriate Section Chief to ensure effective use and minimize duplication of efforts. The Primary Agencies will meet with the appropriate Section Chief at the onset of each operational period to determine needs and ongoing requests via standard communication methods.

5.6 Department Operations Centers

In some circumstances, a particular department may have primary responsibility for coordinating the County's response to an emergency without full activation of the MACC. In that case, the department would establish a Department Operations Center (DOC) to support operations.

Upon activation of a DOC, notification will be made to the Emergency Manager. The County may choose to activate the MACC to consolidate coordination efforts. In that case, the DOC would function as an ICP.

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6   Plan Development, Maintenance, and Implementation

Section 6 of the EOP outlines the plan development process, prescribes plan maintenance and improvement processes, and provides plan training and exercise requirements.

6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a newly elected or appointed official takes office, or 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 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.

In addition, lead agencies will review the annexes and appendices assigned to their respective departments.

Recommended changes should be forwarded to:

> Richard Simmons, Assistant Emergency Manager
> Clark County Office of Emergency Management
> 575 E. Flamingo Rd.
> Las Vegas, Nevada 89119
> Richard.Simmons@clarkcountynv.gov

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 Emergency Manager coordinates training for County 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 County (see minimum training requirements in Table 6-1). The Emergency

Manager maintains records and lists of training received by County personnel. Training requirements apply to all first 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

- Health and social services/public and environmental health personnel

- Skilled support personnel

- Other emergency management response personnel

- Support/volunteer personnel at all levels

Table 6-1   Minimum Training Requirements

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	IS-100, -700
First-line supervisors, mid-level management, and Command and General Staff	IS-100, -200, -700
Supervisory role in expanding incidents or a management role in an emergency operations center (EOC)	IS-100, -200, -700 ICS-300
Management capacity in an Area Command situation or EOC	IS-100, -200, -300, -700, -701 ICS-300, -400
Public Information Officers	IS-702
Resource management	IS-703
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS-706
Planning	IS-800
Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County 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.

As appropriate, the County 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 will work with County 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

To document and track lessons learned from exercises, the Emergency Manager will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Manager will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the County'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 stores and lessons learned should be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County's EMO.

6.5   Community Outreach and Preparedness Education

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

Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website at http://www.clarkcountynv.gov/fire/oem/Pages/default.aspx.

6.6   Funding and Sustainment

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

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

- Ensure that the Board 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.

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A References

Federal

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- 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

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- 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

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- Incident Action Planning Guide, January 2012. Accessed on 31 March 2014 at http://www.fema.gov/media-library-data/20130726-1822-25045-1815/incident_action_planning_guide_1_26_2012.pdf

State

- State of Nevada Comprehensive Emergency Management Plan, as revised January 2014. Accessed on 21 August 2018 at: http://dem.nv.gov/uploadedFiles/demnvgov/content/Resources/2014-SCEMP.pdf

- State of Nevada Response & Recovery Guide for State, Local Governments & Tribal Nations, as revised November 2012. Accessed on 21 August 2018 at: http://dem.nv.gov/uploadedFiles/demnvgov/content/About/Response_Recovery_Guide.pdf

- State of Nevada Disaster Recovery Framework, as revised May 2018. Accessed on 21 August 2018 at: http://dem.nv.gov/uploadedFiles/demnvgov/content/About/NV%20Recovery%20Framework%202018%20Rev.pdf

County

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

- Clark County Emergency Operations Plan, 2012 (Replaced by this Plan)

- Clark County Multi-Jurisdictional Hazard Mitigation Plan, 2018

- Memoranda of Agreement / Understanding

- Clark County Code Chapter 3.04 – Emergency Management

Other

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

B Acronyms and Glossary

Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
BLM	Bureau of Land Management
CBRNE	human-caused chemical, biological, radiological, nuclear, or explosive
CERT	Community Emergency Response Teams
CDC	Centers for Disease Control and Prevention
COOP	Continuity of Operations Plan
County	Clark County
DA	Initial Damage Assessment
DOC	Department Operations Center
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	emergency operations center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IPWAYS	Integrated Public Alert and Warning System
ISP	Incident Support Plan
IT	Information Technology

JIC	Joint Information Center
JIS	Joint Information System
LVVWD	Las Vegas Valley Water District
MAC Group	Multi-Agency Coordination Group
MACC	Multi-Agency Coordination Center
MACS	Multi-Agency Coordination System
NAWAS	National Warning System
NVOEM	State of Nevada Office of Emergency Management
NEMAC	Nevada Emergency Management Assistance Compact
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	National Response Center
NRF	National Response Framework
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
ARC	American ARC
RSF	Recovery Support Function
SCEMP	State Comprehensive Emergency Management Plan
SEOC	State Emergency Operations Center
SNACC	Southern Nevada Area Communications Council
SNHD	Southern Nevada Health District
SOG	standard operating guide
SOP	standard operating procedure
State	State of Nevada
THIRA	Threat and Hazard Identification and Risk Assessment
USDA	United States Department of Agriculture
USFS	United States Forest Service
USGS	United States Geological Survey
VOAD	Voluntary Organizations Active in Disaster
WEA	Wireless Emergency Alert
VDM	Volunteer and Donation Management

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.

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.

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).

Clark County Emergency Response Fund: Fund established to serve as repository for unsolicited public donations. The fund is an established 501c3 entity with applicable governance and structures in place.

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.

Appendix B. Acronyms and Glossary

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, 9-1-1 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.

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.

Disaster Recovery Center: FEMA Disaster Recovery Centers (DRCs) are accessible facilities and mobile offices set up after a disaster. They're set up in convenient locations to make them easier to find.

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 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, county), 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.

Family Assistance Center: In the event of a Mass Casualty Incident (MCI) a FAC serves as the single, authoritative source of information and services, providing a responsive and sensitive support system for those affected by the incident.

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.

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/Intelligence Section Chief], Logistics Section Chief and Finance/Administration Section Chief

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.

Homeland Security Presidential Directive 5 (HSPD-5): HSPD-5 was issued in 2003 and established a single, comprehensive National Incident Management System. This management system is designed to cover the prevention, preparation, response, and recovery from terrorist attacks, major disasters, and other emergencies. HSPD-5 requires the Department of Homeland

Security (DHS) to coordinate with other federal departments and state, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).

Homeland Security Presidential Directive 8 (HSPD-8): HSPD-8 was issued in 2003 to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of federal preparedness assistance to state and local governments, and outlining actions to strengthen preparedness capabilities of federal, state, and local entities. HSPD-8 mandates the development of a national preparedness goal, which was finalized in the National Preparedness Guidelines.

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.

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 different from the normal operational and situational intelligence gathered and reported by the Planning/Intelligence 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. Allows 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.

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 county, municipality, 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.

Multi-Agency Coordination Center (MACC): The MACC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel. During large-scale emergencies, the MACC may become the County seat of government for the duration of the crisis.

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.

National Disaster Recovery Framework: A guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions.

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-based charity organizations and the American ARC. 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.

Office of Emergency Management: Refers to the Clark County Office of Emergency Management and Homeland Security is a division of the Clark County Fire Department which is the central point of contact for emergency management functions of Clark County.

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/Intelligence 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 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 and Critical Infrastructure Sector Coordinating Councils).

Presidential Policy Directive 8: National Preparedness (PPD-8): A directive signed by the President in 2011 describing the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. PPD-8 requires the development of a national preparedness goal based on the risk of specific hazards and vulnerabilities, including natural disasters, pandemics, terrorism and cyber threats.

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).

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.

Resiliency Center: A place of healing and support dedicated to serving as a multi-agency resource and referral center for residents, visitors and responders affected by a violent or catastrophic incident. The center is staffed by knowledgeable and caring professionals to help people access resources to help them build strength and resiliency in the aftermath of an incident.

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.

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 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.

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 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.

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

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