

State of Nevada



DISASTER RECOVERY FRAMEWORK

Stabilizing, Rebuilding, and Revitalizing Nevada Communities after a Disaster

May 2018

Prepared by:

Nevada Department of Public Safety Division of Emergency Management





This Framework was developed in 2016 as a component of the statewide Nevada Disaster Recovery Planning Project. The project was funded by Nevada Homeland Security Commission.

LETTER OF TRANSMITTAL

The State of Nevada Disaster Recovery Framework (Framework) has been developed to address how the State of Nevada will address recovery activities in the aftermath of a disaster. The Framework delineates the policies, procedures, and organizational structures that the state will use in coordinating state recovery activities in support of local and tribal governments, community-based organizations, and the private sector.

This Framework refines the procedures and organization that Nevada has successfully used to manage recovery from emergencies and disasters in the past. This Framework is the culmination of months of effort from members of the State of Nevada Department of Public Safety, Division of Emergency Management (DEM) and our partners through the Statewide Recovery Task Force.

When utilizing the Framework, it is important to note that in most cases the responsibility for first response and managing recovery operations rests at the local government level. All state agency recovery activities, coordinated through the established State Recovery Organization, are supplemental and complementary to local efforts.

Periodic changes will be made to this Framework through a scheduled review process, incident-specific lessons learned, and technological changes.

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FRAMEWORK ADMINISTRATION

The State Disaster Recovery Framework will be reviewed on an annual basis by DEM staff having planning responsibilities and Recovery Support Function (RSF) Primary Agencies. Every four years, the Framework will be revised by DEM planning staff in partnership with other recovery planning stakeholders.

Record of Framework Changes

All updates and revisions to the Framework will be tracked and recorded in the following table. This process will ensure that the most recent version of the Framework is disseminated and implemented by members of the State Recovery Organization.

Date	Change No.	Department	Summary of Change
12/2016	000	Nevada Public Safety Department, Division of Emergency Management	Original Release
1/2018	001	Nevada Public Safety Department, Division of Emergency Management	RSF 1 Annex Update Roles & Responsibilities
1/2018	002	Nevada Public Safety Department, Division of Emergency Management	RSF 2 – Annex Update Roles & Responsibilities
1/2018	003	Nevada Public Safety Department, Division of Emergency Management	RSF 3 – Annex Update Roles & Responsibilities
1/2018	004	Nevada Public Safety Department, Division of Emergency Management	RSF 4 – Annex Update Roles & Responsibilities
1/2018	005	Nevada Public Safety Department, Division of Emergency Management	RSF 5 – Annex Update Roles & Responsibilities
1/2018	006	Nevada Public Safety Department, Division of Emergency Management	RSF 6 – Annex Update Roles & Responsibilities

FRAMEWORK REVIEW AND MAINTENANCE

The following state agencies are assigned as the Primary Agencies for an RSF. As such, each assigned agency is responsible for continued review and maintenance of assigned RSF Annexes and supporting documents. All suggested revisions will be submitted to DEM for approval.

Section/Annex	Primary Agencies
Basic Plan	State of Nevada Department of Public Safety, Division of Emergency Management
RSF Annexes	
RSF 1 - Community Planning and Capacity Building	State of Nevada Department of Public Safety, Division of Emergency Management Nevada Department of Health and Human Services
RSF 2 - Economic Recovery	State of Nevada Department of Public Safety, Division of Emergency Management
RSF 3 - Health and Social Services	State of Nevada Department of Public Safety, Division of Emergency Management Nevada Department of Health and Human Services
RSF 4 - Disaster Housing	State of Nevada Department of Public Safety, Division of Emergency Management
RSF 5 - Infrastructure Systems	State of Nevada Department of Public Safety, Division of Emergency Management Nevada Department of Administration – Public Works
RSF 6 - Natural and Cultural Resources	State of Nevada Department of Public Safety, Division of Emergency Management Nevada Department of Conservation and Natural Resources

PLAN DISTRIBUTION

The Framework will be distributed to the state agencies listed in the table below.

Department/Agency	Recipient(s)
Governor's Office	Governor
Department of Administration	Director
Department of Public Safety	Director
State of Nevada Department of Public Safety, Division of Emergency Management	Chief and Homeland Security Advisor Emergency Management Program Manager Recovery and Mitigation Section Manager All RSFs Coordinating Agency
Department of Health and Human Services	RSF 1 and 3 Primary Agency
Governor's Office of Economic Development	RSF 2 Primary Agency
Nevada Housing Division	RSF 4 Primary Agency
Department of Administration – Public Works	RSF 5 Primary Agency
Department of Conservation and Natural Resources	RSF 6 Primary Agency

The Framework Administrator (DEM) will be responsible for ensuring the Framework, and any updates, are distributed. The DEM will be responsible for dissemination of the Framework to identified Primary and Supporting Agencies in the RSF annexes. Unless otherwise noted, Framework updates will be distributed electronically.

This Framework is classified as confidential and may only be released to authorized disaster recovery personnel under the requirements of Nevada Revised Statute 239C.210.

ACKNOWLEDGEMENTS

Development of this Framework represents significant commitment from DEM personnel and our partners. The Framework was made possible thanks to the exceptional efforts, valuable feedback, and participation in meetings of the Statewide Disaster Recovery Task Force members.

We would like to acknowledge the following additional entities that were instrumental in the development of the Framework:

American Red Cross	Reno-Sparks Indian Colony
Bookmark Events	Reno-Tahoe Airport Authority
Boyd Gaming Corporation	Sands Corporation
Carson City	Southern Nevada Health District
Churchill County	Southern Nevada Voluntary Organizations Active in Disaster
Circus Circus	Storey County Emergency Management
City of Henderson	Team Rubicon
City of Las Vegas	The Church of Jesus Christ of Latter-day Saints
City of North Las Vegas	The Venetian Resort
City of Reno	Truckee Meadows Water Authority
Civil Air Patrol	U.S. Department of Homeland Security
Clark County Fire Department	U.S. Department of Housing and Urban Development
Clark County Office of Emergency Management and Homeland Security	U.S. Small Business Administration
Clark County Sheriff's Office	University Medical Center of Southern Nevada
Ecology and Environment, Inc.	University of Nevada Las Vegas
Henderson Hospital	Veterans Affairs Southern Nevada Medical Center
Henderson Libraries	Washoe County Adult Services
Indian Springs Volunteer Fire Department	Washoe County Emergency Management and Homeland Security Program
Nevada Department of Agriculture	Washoe County Health District
Nevada Department of Transportation	Washoe County Medical Examiner's Office
Nevada Division of Public and Behavioral Health	Washoe County Planning and Development
Nevada Division of Water Resources	Washoe County Regional Animal Services
Nevada Multimedia	Washoe County School District
NV Energy	Washoe County Sheriff's Office
Nye County Emergency Management	

TABLE OF CONTENTS

LETTER OF TRANSMITTAL	i
FRAMEWORK ADMINISTRATION	iii
FRAMEWORK Review and Maintenance	iv
Plan Distribution	v
Acknowledgements	vi
TABLE OF CONTENTS	vii
1. INTRODUCTION	1
1.1 Authority	1
1.2 Purpose and Scope	1
1.2.1 Purpose	1
1.2.2 Scope	2
1.3 Vision and Guiding Principles	2
1.3.1 Vision and Mission	2
1.3.2 Guiding Principles	3
1.3.2.1 Understanding Disaster Risk	3
1.3.2.2 Local Primacy	3
1.3.2.3 Long-Term Recovery Planning	3
1.3.2.4 Resilience and Sustainability	4
1.3.2.5 Accessibility and Recovery	4
1.3.2.6 Coordination with Mitigation Planning Efforts	4
1.3.2.7 Equitable Recovery	4
1.4 Framework Organization	5
1.4.1 Basic Plan	5
1.4.2 RSF Annexes	5
1.5 Relationship to Other Plans	6
1.5.1 Federal Plans	6
1.5.1.1 National Disaster Recovery Framework	6
1.5.1.2 Recovery Federal Interagency Operational Plan	6
1.5.2 State-Level Plans	7

1.5.2.1	State Comprehensive Emergency Management Plan	7
1.5.2.2	State Response and Recovery Guide to Emergencies and Disasters for State, Local Governments, and Tribal Governments	7
1.5.2.3	State of Nevada Enhanced Hazard Mitigation Plan	8
1.5.2.4	State Agency Recovery Plans and Procedures	8
1.5.3	Local and Tribal Recovery Plans	8
2.	SITUATION AND PLANNING ASSUMPTIONS	9
2.1	Situation.....	9
2.2	Planning Scenarios	9
2.3	Recovery Continuum	9
2.3.1	Preparedness	12
2.3.2	Short-Term Recovery	12
2.3.3	Intermediate Recovery	13
2.3.4	Long-Term Recovery.....	14
2.4	Framework Assumptions	14
3.	ROLES AND RESPONSIBILITIES	17
3.1	Policy	17
3.1.1	Governor	17
3.1.2	Executive Policy Group.....	17
3.2	DEM – Recovery/Grants Section.....	18
3.3	Coordinating Team	18
3.3.1	State Coordinating Officer.....	18
3.3.2	State Disaster Recovery Coordinator.....	19
3.3.3	Governor’s Authorized Representative	20
3.3.4	State Recovery Coordination Team	20
3.3.5	State Agencies.....	20
3.4	SEOC Staff.....	20
3.4.1	State Emergency Response Team.....	20
3.4.2	SERT Chief	20
3.4.3	RSFs and the Transition from ESFs	21
3.4.4	SEOC Sections	21

3.4.4.1	Operations Section	21
3.4.4.2	Planning Section	22
3.4.4.3	Logistics Section.....	22
3.4.4.4	Finance/Admin Section.....	22
3.5	Relationship to Federal, Tribal, and Local Organizations.....	22
3.5.1	Federal Recovery Organization	22
3.5.1.1	Federal Coordinating Officer	22
3.5.1.2	Federal Disaster Recovery Coordinator.....	23
3.5.1.3	Federal Recovery Support Functions.....	23
3.5.2	Local and Tribal Recovery Organizations.....	23
3.5.2.1	Chief Executive	24
3.5.2.2	General Manager.....	24
3.5.2.3	Local Disaster Recovery Manager	25
3.5.2.4	Tribal Disaster Recovery Coordinator.....	25
3.5.2.4	Utilities and Special Districts	25
3.5.2.5	Businesses, Non-Governmental Organizations, and Residents	26
4.	STATE RECOVERY ORGANIZATION	27
4.1	Overview	27
4.2	Coordination	28
4.2.1	Preparedness/Steady State Coordination	29
4.2.2	Short-Term Recovery Coordination.....	30
4.2.3	Intermediate Recovery Coordination	31
4.2.4	Long-Term Recovery Coordination	32
4.3	Activation	33
4.3.1	Levels of Recovery.....	33
4.4	State Emergency Operations Center	34
4.5	Disaster Recovery Centers.....	34
4.6	Establishment of a Joint Field Office	35
4.7	State Recovery Action Planning.....	35
4.8	Public Information	36

4.9	Information Sharing and Situational Awareness	37
4.10	Demobilization	37
5.	TRANSITION FROM RESPONSE	39
5.1	Local, State, and Federal Response	39
5.1.1	Local Response	39
5.1.2	State Response	39
5.1.3	Federal Response	41
5.2	Transition to Short-Term Recovery.....	41
5.2.1	Damage Assessment	41
5.2.1.1	Rapid Assessment.....	41
5.2.1.2	Preliminary Damage Assessment	42
5.2.1.3	Joint Preliminary Damage Assessment.....	42
5.2.2	Declaration Process.....	42
5.2.2.1	Local Process.....	43
5.2.2.2	County Process	44
5.2.2.3	Tribal Nation Process.....	44
5.2.2.4	State Process	45
5.2.2.5	Federal Process.....	45
5.2.3	Disaster Assistance.....	45
5.2.3.1	Assistance without a State Declaration.....	46
5.2.3.2	Assistance with a Federal Declaration.....	46
5.2.3.3	Individual Assistance	47
5.2.3.4	Public Assistance.....	47
5.2.3.5	Other Recovery Support	48
5.3	Transition to Intermediate and Long-term Recovery	48
6.	RECOVERY SUPPORT FUNCTIONS	51
6.1	Overview	51
6.1.1	Preparedness	51
6.1.2	Activation and Transition from ESFs	52
6.1.3	Coordination	54

6.1.3.1	State Disaster Recovery Coordinator	55
6.1.3.2	DEM – RSF Coordinating Agency	56
6.1.3.3	Primary Agencies, Supporting Agencies, and Community Partners	56
6.2	Responsibilities by Recovery Support Function	56
6.2.1	RSF 1: Community Planning and Capacity Building	57
6.2.2	RSF 2: Economic Recovery	58
6.2.3	RSF 3: Health and Social Services	59
6.2.4	RSF 4: Disaster Housing	60
6.2.5	RSF 5: Infrastructure Systems	61
6.2.6	RSF 6: Natural and Cultural Resources	62
6.3	RSF Interactions	63
7.	IMPLEMENTATION AND MAINTENANCE	65
7.1	Plan Adoption	65
7.2	Plan Modifications	65
7.3	Recovery Support Function Ongoing Preparedness	65
7.4	Hazard Mitigation	66
7.5	Coordination with the Whole Community	66
7.6	Training and Exercises	67
	Appendix A References	69
	Appendix B Resources	73
	Appendix C Acronyms and Abbreviations	77
	Appendix D RSF Matrices	83
	Appendix E State Recovery Action Plan Form	91
	Appendix F Sample Recovery Transition Meeting Agenda	99
	Recovery Support Function Annexes	103

Recovery Support Function Annexes

RSF 1	Community Planning and Capacity Building
RSF 2	Economic Recovery
RSF 3	Health and Social Services
RSF 4	Disaster Housing
RSF 5	Infrastructure Systems
RSF 6	Natural and Cultural Resources

Figures

Figure 2-1	Recovery Continuum.....	11
Figure 4-1	State Recovery Organization	28
Figure 4-2	Preparedness/Steady State SRO	29
Figure 4-3	Short-Term Recovery SRO	30
Figure 4-4	Intermediate Recovery SRO	31
Figure 4-5	Long-Term Recovery SRO	32
Figure 5-1	Emergency Declaration Process.....	43
Figure 5-2	Transition from Short-Term to Intermediate and Long-Term Recovery ..	49
Figure 6-1	RSF Organizational Structure.....	51
Figure 6-2	Internal RSF Organization.....	55

Tables

Table 4-1	State Recovery Levels.....	33
Table 4-2	Public Information Throughout Recovery Phases.....	37
Table 6-1	Transition from ESFs to RSFs	53
Table 6-2	Primary RSF Focuses.....	54
Table 6-3	Community Planning and Capacity Building RSF	57
Table 6-4	Economic Recovery RSF	58
Table 6-5	Health and Social Services RSF	59
Table 6-6	Disaster Housing RSF	60
Table 6-7	Infrastructure Systems RSF	61
Table 6-8	Natural and Cultural Resources RSF.....	62

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1. INTRODUCTION

Section 1 establishes the authority, purpose, and scope in which this Framework exists, and how it aligns with existing plans. Additionally, the section outlines the guiding principles that led to the Framework's development.

1.1 AUTHORITY

The State of Nevada Disaster Recovery Framework (Framework) is developed under the authority of Nevada Revised Statutes (NRS) Chapter 414, which assigns responsibility for development of “comprehensive and coordinated plans for emergency management...for the response to and recovery from emergencies and disasters (NRS 141.040).” The Governor has delegated the responsibility for coordination of the state’s emergency program, including coordination of recovery planning activities, to the Division of Emergency Management (DEM).

The Framework has also been designed to be consistent with the National Incident Management System (NIMS), the principles outlined in the National Disaster Recovery Framework (NDRF), and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).

1.2 PURPOSE AND SCOPE

The development and maintenance of the Framework relies upon ongoing collaboration between and among state and local partners. A Statewide Recovery Task Force has been formed to ensure the Framework responds to the needs of local communities. This task force brought together representatives from all aspects of disaster recovery for four planning meetings and three recovery trainings throughout the state to gather input to inform development of the Framework.

1.2.1 Purpose

The purpose of the Framework is to provide State of Nevada Department of Public Safety, Division of Emergency Management (DEM) 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:

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

- Identify points of coordination with local, tribal, federal, private sector, community, and faith-based partners to coordinate recovery activities;
- Facilitate the stabilization, rebuilding, and revitalization of local and tribal communities impacted by a disaster; and
- Provide a seamless transition from Emergency Support Function (ESFs) to Recovery Support Functions (RSFs).

1.2.2 Scope

Consistent with the state's all-hazards approach in its efforts of prevention, mitigation, preparedness, and response, the Framework is intended to be an all-hazards document providing the state with a scalable recovery organization that can be implemented for incidents of varying levels of size and complexity. When a disaster impacts one or more locales or regions of the state, the Framework will be implemented at the direction of the Governor or another official authorized by state law. Such occurrences may include natural, technological, or human-caused disasters and may impact one or more counties or regions. The Framework is intended to guide the state's recovery operations while complementing and supporting the response and recovery plans and procedures of responding agencies, local and tribal governments, special districts, and other public, non-profit/volunteer, and private sector entities.

The basic details to provide government recovery efforts for all potential disasters is incorporated within the Framework.

1.3 VISION AND GUIDING PRINCIPLES

1.3.1 Vision and Mission

DEM's Vision:

Nevada's Essential Emergency and Disaster Coordinating Partner.

DEM's Mission:

Coordinating preparedness, response, recovery, and mitigation resources through partnerships to sustain safe and livable communities for Nevada's residents and visitors.

1.3.2 Guiding Principles

The delivery of effective disaster recovery support will be guided by the following seven principles.

1.3.2.1 *Understanding Disaster Risk*

Establishing an effective disaster recovery framework requires an understanding of the local- and state-level risks and vulnerabilities. This applies to hazards (e.g., earthquakes, floods, fires, and terrorism attacks), as well as community stressors (e.g., economic downturns, poverty, and aging populations). A successful framework also includes a rigorous assessment and understanding of risks and vulnerabilities that could pose additional recovery challenges. The Framework approach recognizes that each disaster will be unique in its impacts and the communities it affects, and, therefore, the level and type of support provided by the state may vary according to a disaster's characteristics and location.

1.3.2.2 *Local Primacy*

Communities understand their needs, values, capabilities, and capacities better than anybody else does. Therefore, the Framework establishes the State Recovery Organization (SRO) that is designed to integrate with local and tribal recovery organizations. Local disaster recovery efforts will be shaped by the impacted communities and the state will offer its expertise and resources as requested. These principles apply to planning for disasters through preparedness, mitigation, response, and recovery plans, as well as supporting vulnerability and risk assessments, resiliency and sustainability plans, and other community-specific disaster planning efforts.

1.3.2.3 *Long-Term Recovery Planning*

Disaster recovery planning is an ongoing process. Planning efforts begin prior to a disaster unfolding and must continue long after essential services have been restored and debris has been removed. The lingering effects of a disaster can remain for years, or even decades, and communities may require ongoing support. The Framework is rooted in the idea that individuals and households, non-governmental and private sectors, and local, tribal, state, and federal partners must take ownership for continuing to strengthen and revitalize impacted communities in the long-term.

1.3.2.4 *Resilience and Sustainability*

A successful recovery framework promotes practices that minimize a community's risk to future impacts from all hazards and strengthens its ability to withstand and bounce back from future disasters, which constitutes the community's resiliency. Resilience and sustainability relate to all aspects of a community:

- Comprehensive and all-inclusive planning processes that engage all regions of Nevada;
- Robust public safety and emergency management systems;
- Thriving economies with diversified and sustainable industries;
- Healthy families, and effective education systems;
- Access to affordable and safe housing and services;
- Infrastructure that stimulates economic growth and provides for future Nevadan needs; and
- Protection of the natural and cultural resources that make Nevada a great place to live, and promote the important tourism industry.

1.3.2.5 *Accessibility and Recovery*

Populations with access and functional needs may be more likely to be impacted by a disaster and may find recovery to be most challenging. This population can include individuals with or without disabilities who may require specialized support. Special considerations should be made in regards to planning for meeting the needs of these populations.

1.3.2.6 *Coordination with Mitigation Planning Efforts*

Recovery and mitigation are closely linked, with ongoing mitigation planning efforts and implementation of mitigation projects playing a key role in ensuring the state's preparedness to recover. The State Enhanced Hazard Mitigation Plan identifies projects that have direct impacts on long-term recovery activities. This Framework recognizes that recovery planning efforts must work in concert with mitigation planning activities and that there may be an overlap between the two aspects of emergency planning.

1.3.2.7 *Equitable Recovery*

Nevada is a unique state with many remarkable cities and towns. A large-scale disaster has the potential to affect all corners of Nevada, and will require concerted effort to ensure all areas receive the resources and support they need. Recovery cannot be achieved until all components of the impacted community have adequately improved. Successful recovery efforts must consider the varying needs and

capabilities within the community. Recognition of these varying needs will ensure equitable and effective recovery planning. In addition, it is the responsibility of those leading the recovery efforts to ensure resources are deployed in an equitable and fair manner. Resources will be allocated based upon need, and attention will be paid to all geographies, populations, and interests.

1.4 FRAMEWORK ORGANIZATION

The Framework exists as an annex to the State Comprehensive Emergency Management Plan (SCEMP). It is structured as a Basic Plan supported by RSF annexes.

1.4.1 Basic Plan

The Basic Plan establishes the framework within which the State of Nevada will support recovery efforts during disasters. It consists of the following sections:

1. Introduction. Identifies the authority, purpose, scope, and guiding principles for the plan; describes the plan's organizational structure; and explains the plan's relationship to other planning processes.

2. Situation and Planning Assumptions. Describes the scenarios that the Framework is designed to address; describes the recovery continuum; and identifies special considerations for recovery in Nevada.

3. Roles and Responsibilities. Assigns essential functions to those with authority and responsibility for disaster recovery in Nevada.

4. State Recovery Organization. Establishes the organization by which the state will coordinate recovery activities, and identifies recovery levels to allow for a scalable recovery organization.

5. Transition from Response. Addresses key short-term recovery issues including damage assessment, the declaration process, and disaster assistance programs.

6. Recovery Support Functions. Introduces key roles and responsibilities for members of the state recovery organization, and identifies Coordinating, Primary, and Supporting agencies and key tasks for each RSF Annex.

7. Framework Implementation and Maintenance. Describes how the Framework will be implemented and sustained to ensure the preparedness of all partner entities.

1.4.2 RSF Annexes

The Framework is supported by a series of RSF Annexes. These annexes break recovery activities out by function and phase, and provide additional detail on Primary and Supporting Agencies, roles and responsibilities, as well as supporting

plans and procedures for each function. The Framework includes the following RSF Annexes:

RSF 1. Community Planning and Capacity Building

RSF 2. Economic Recovery

RSF 3. Health and Social Services

RSF 4. Disaster Housing

RSF 5. Infrastructure Systems

RSF 6. Natural and Cultural Resources

1.5 RELATIONSHIP TO OTHER PLANS

1.5.1 Federal Plans

Presidential Policy Directive 8 (PPD-8) established a National Planning System that integrates planning across all levels of government and with the private and non-profit sectors. Under PPD-8, recovery activities are guided by the NDRF and the Recovery Federal Interagency Operational Plan.

1.5.1.1 *National Disaster Recovery Framework*

The NDRF defines how federal agencies operate and organize to promote effective disaster recovery and to provide support to local, tribal, and state jurisdictions, which includes partnerships with all levels of government, as well as private and non-profit organizations. It is therefore designed for the use of anyone involved in recovery operations.

The NDRF advances the concept that recovery not only consists of the physical repairs needed by affected communities but also encompasses a wide range of elements to restore communities to pre-disaster vibrancy while rendering them more resilient to future disasters. One way this is accomplished is through a designated structure of six RSFs based on functional areas for which jurisdictions may require assistance. The six RSFs are analogous to the RSFs established in this framework.

The NDRF serves as the conceptual framework for this document, and the concepts outlined in this framework are designed to align with federal organizational structures to ensure coordination of state and federal recovery efforts.

1.5.1.2 *Recovery Federal Interagency Operational Plan*

The Recovery Federal Interagency Operational Plan describes the concept of operations for integrating and synchronizing existing national-level federal

capabilities to support local, tribal, state, territorial, insular area, and federal plans and is supported by federal department-level operational plans, where appropriate.

The plan establishes the operational framework in which the federal government will coordinate with the state recovery organization.

1.5.2 State-Level Plans

1.5.2.1 *State Comprehensive Emergency Management Plan*

The SCEMP is the foundation document for identifying the overarching roles and responsibilities of state, local, and tribal governments during response to, and recovery from, an emergency or disaster. It provides guidance for the development, implementation, and sustainment of Nevada's emergency management and coordination efforts. The SCEMP is designed to address the following:

- The SCEMP is focused on providing an executive overview of coordinated emergency response functions and short-term recovery processes. Goals and objectives of the SCEMP are centered on safeguarding the well-being of Nevada's populations; protection of property, the infrastructure, and environment; and the economic stability of the state.
- The SCEMP is an operational plan. It identifies Nevada's methodology for ensuring that all levels of government and associated stakeholders receive adequate assistance during steady-state conditions and, when appropriate, response support for effective and efficient resource mobilization as a unified organization. Coordination of emergency response capabilities is established and enhanced through steady-state planning, training, and exercise activities; mitigation efforts; and improvements learned during operational periods. Accordingly, the SCEMP is a "living" document and is periodically updated.
- The SCEMP identifies ESFs to guide specific state activities. ESF 14 guides recovery activities, largely focused on short-term stabilization.

1.5.2.2 *State Response and Recovery Guide to Emergencies and Disasters for State, Local Governments, and Tribal Governments*

The Response and Recovery Guide (RRG) was developed to provide an operational framework to coordinate, communicate, and function as a cohesive organization in the event of a classified disaster exceeding the local/tribal, and state resource capabilities. The RRG identifies statewide preparedness principles, concepts, and methodologies for efficient and consistent response and recovery operations.

1.5.2.3 *State of Nevada Enhanced Hazard Mitigation Plan*

The State Enhanced Hazard Mitigation Plan (SHMP) identifies the state's goals, strategies, and priorities for mitigating hazards. It presents an assessment of the risks and potential losses posed by hazards throughout the state. Further, it identifies specific actions to mitigate against such risks. Through the implementation of mitigation projects, the plan supports and enhances long-term recovery efforts.

1.5.2.4 *State Agency Recovery Plans and Procedures*

Individual state agencies tasked in the Framework and its annexes are responsible for the development of continuity of operations, recovery plans, and/or procedures that allow for implementation of identified recovery roles and responsibilities. The plans should accomplish the following objectives:

- Describe how the agency will organize with the state recovery organization;
- Describe how the agency will coordinate tasks assigned in the Framework; and
- Identify key resources and capabilities available to help state recovery efforts.

1.5.3 Local and Tribal Recovery Plans

Pursuant to the SCEMP and NRS 414.090, local response and recovery operations are to be established through a local organization of emergency management in accordance with the SCEMP. Local recovery organizations are the driving force for coordination of recovery activities after a large-scale or catastrophic disaster. Local jurisdictions should have a plan in place that accomplishes the following objectives:

- Establish the local recovery organization and describe how the jurisdiction will coordinate with its community partners and the state;
- Describe which local entities will be responsible for coordinating recovery functions; and
- Identify how the jurisdiction will prioritize recovery activities.

Tribal recovery organizations share similar drivers for development of recovery organizations with local jurisdictions; however, the tribes' unique position as sovereign nations require some additional planning considerations, including:

- Recognizing the tribes' ability to directly request support from the federal government under the Sandy Recovery Improvement Act; and
- Protecting key natural and cultural resources.

To the extent possible, local and tribal jurisdictions should consider aligning their recovery organizations and recovery plans with the principles presented in the Framework. Technical planning support may be requested through DEM.

2. SITUATION AND PLANNING ASSUMPTIONS

Section 2 builds on the scope discussion in Section 1 by profiling scenarios in which the Framework may be used, introducing the recovery continuum, and identifying Framework assumptions.

2.1 SITUATION

The State of Nevada is subject to a variety of hazards that could result in the need for small- or large-scale coordination of recovery activities. Damage from flooding, wildfire, and severe winter storms can have lasting impacts that go unresolved for years. Furthermore, many local and tribal governments lack the resources to effectively recover from these disasters. Given the isolated nature of many Nevadan cities and towns, needed outside recovery support may not arrive in a timely manner. For this reason, the state has developed the Framework. *Refer to the SHMP for descriptions of hazards and risks identified within the state.*

2.2 PLANNING SCENARIOS

The Framework is scalable to the full range of recovery activities. It is most likely that the Framework will be fully implemented following large-scale or catastrophic events that involve any one or a combination of the following characteristics:

- Exceeds community capacity across multiple counties or regions;
- Causes large-scale economic disruption;
- Disrupts public health or emergency medical and hospital services;
- Displaces a large number of people from their homes;
- Creates widespread damage to infrastructure, including public works and transportation systems; and
- Damages natural or cultural resources.

2.3 RECOVERY CONTINUUM

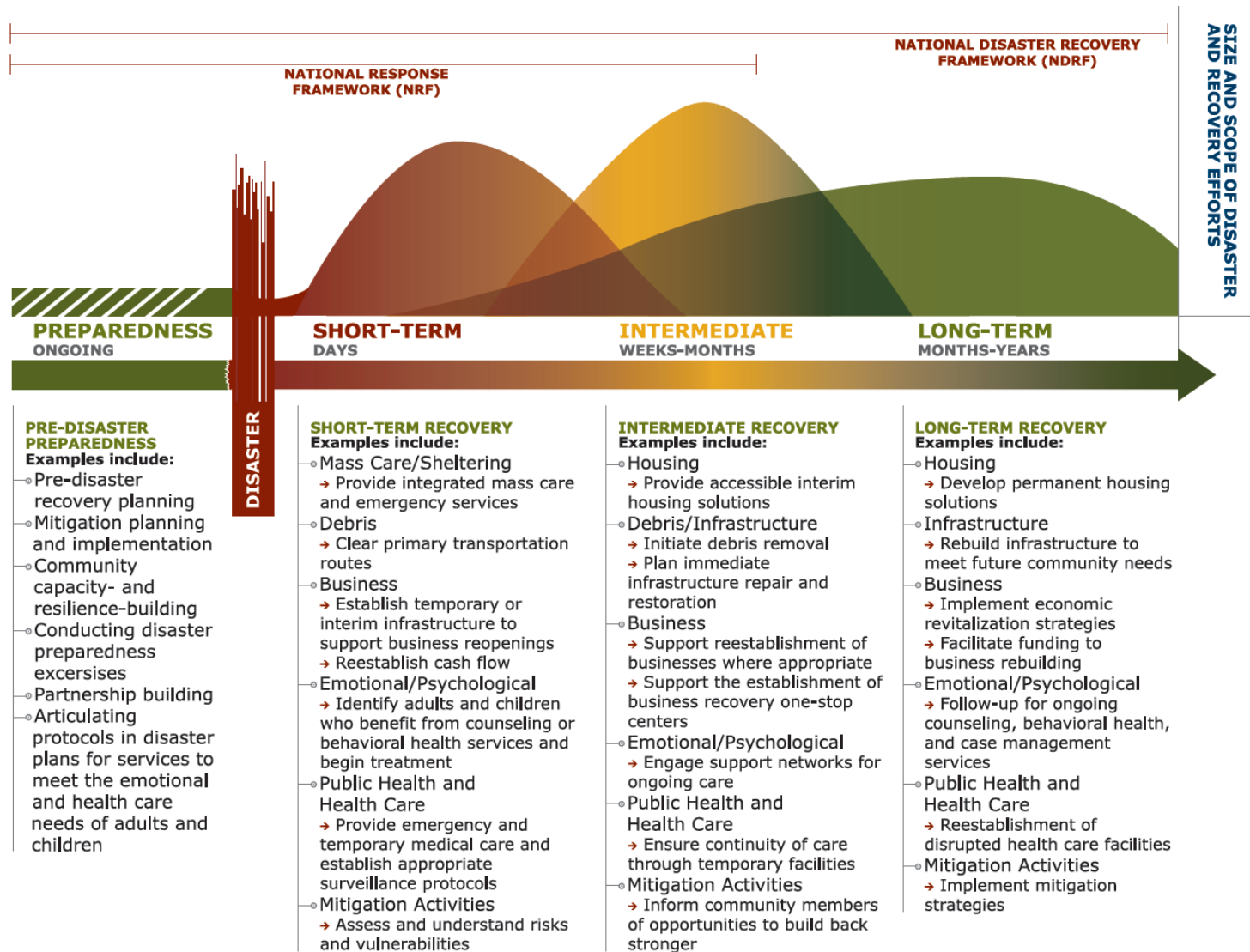
Recovery capacity is defined as the capabilities necessary to assist communities affected by a disaster to effectively recover. Such capabilities include, but are not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources. The timeframes identified below for each phase in the recovery continuum are meant as guidelines, but the timeline of actual recovery activities may vary depending on the size and complexity of the disaster. These timelines of recovery phases overlap one

another and may occur at different times depending upon the nature of the disaster. The Framework identifies activities in four phases of disaster recovery:

- Pre-Disaster Planning and Preparedness (Preparing to recover from a disaster);
- Post-Disaster Short-Term (Efforts to stabilize the community);
- Post-Disaster Intermediate (Efforts to rebuild from the disaster); and
- Post-Disaster Long-Term (Efforts to revitalize impacted communities for long-term resiliency and sustainability).

Figure 2-1 below illustrates the overlapping nature of disaster recovery efforts.

Figure 2-1 Recovery Continuum



2.3.1 Preparedness

Focus: Preparing **Timeline:** Ongoing

Preparedness efforts that build community and organization resiliency are paramount to the initiation, implementation, and success of recovery efforts. Specific efforts that must be undertaken in the preparedness phase include:

- Identify hazards, assess risks and vulnerabilities;
- Pre-disaster planning, including maintenance and improvements of this Framework, as well as local and tribal recovery plans, based on lessons learned and after action reports;
- Mitigation planning and project implementation at all levels (local, tribal, state) for natural, technological, and human-caused disasters;
- Build community capacity, including policy development and implementation, resource management, community education, infrastructure protection, recovery organization maintenance, and whole community planning and coordination;
- Conduct disaster preparedness exercises and after action meetings; and
- Partnership building and resource identification activities to ensure full capabilities are in a readied state.

2.3.2 Short-Term Recovery

Focus: Stabilizing **Timeline:** Days to Weeks

Short-term recovery **focuses on stabilizing communities to begin recovery**. Short-term recovery is often interlaced with the response phase. This phase of recovery addresses health and safety needs beyond rescue, the assessment of damages and needs, the prioritization and restoration of basic infrastructure, and the mobilization of recovery organizations and resources.

Short-term recovery activities may include the following:

- Monitor for secondary and ongoing hazards;
- Mass care and sheltering;
- Identify, assess, and stabilize damaged buildings and infrastructure;
- Removal of debris on primary transportation routes;
- Support to businesses with temporary infrastructure;
- Provide ongoing surveillance and response to the public health impacts of a disaster;
- Identify those in need of emotional/psychological support;
- Protect the social safety net;

- Provide emergency and temporary continuity of medical care;
- Assess and understand risks and vulnerabilities to mitigate impacts;
- Protect natural and cultural resources from damage caused by secondary hazards, as well as response and recovery efforts; and
- Request immediate recovery support from the federal government.

Short-term recovery activities are guided by the SCEMP and coordinated through the State Emergency Operations Center (SEOC).

2.3.3 Intermediate Recovery

Focus: Rebuilding **Timeline:** Weeks to Months

Intermediate recovery **focuses on rebuilding the community**. This phase of recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

Intermediate recovery activities may include the following:

- Provide interim housing;
- Repair and restore infrastructure;
- Provide support to reestablish businesses;
- Engage support networks to provide ongoing emotional/psychological support to those in need;
- Provide economic support to impacted individuals (i.e., employment assistance);
- Ensure continuity of public health and health care services;
- Provide social services assistance to vulnerable populations, including food programs, unemployment programs, and self-sufficiency programs;
- Restructure zoning and development codes to protect against future losses;
- Mitigate future impacts through education of the community on ways to rebuild stronger and more resilient infrastructure and housing; and
- Provide systematic updates to the public regarding the status of recovery efforts.

2.3.4 Long-Term Recovery

Focus: Revitalizing **Timeline:** Months to Years

Long-term recovery focuses on revitalizing the community. This phase of recovery may continue for years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and the transition to lasting self-sufficiency, sustainability, and resilience.

Long-term recovery activities may include:

- Provide long-term housing solutions;
- Rebuild stronger and smarter infrastructure to meet future needs;
- Implement long-term economic revitalization;
- Provide ongoing psychological/emotional support;
- Reestablish disrupted public health and health care resources;
- Revitalize and protect natural systems affected by the disaster;
- Ensure continuation of key social services to support vulnerable populations; and
- Implement long-term mitigation strategies.

2.4 FRAMEWORK ASSUMPTIONS

The Framework is based on the following assumptions:

- Large-scale disasters may occur in Nevada in both rural and urban settings and may take place in multiple locations simultaneously;
- Recovery activities will be initiated concurrently with response and will occur in short-term, intermediate, and long-term phases, with the initial focus on population protection;
- Prompt and effective recovery operations will require coordination across the whole community, including emergency services, disaster relief, volunteer organizations, the private sector, and the public. All entities requested to assist will do so to the fullest extent of their ability;
- Recovery will be managed at the local level, with state support provided as local capabilities or resources are exceeded;
- The SEOC will be activated and implementation of the Nevada's SCEMP will begin before emergency conditions subside. This allows recovery actions to be implemented according to this Framework, quickly and efficiently;
- Implementation of state recovery operations will require partnerships between local, tribal, state, federal, voluntary organizations, and private partners;

2. Situation and Planning Assumptions

- Events that do not meet damage threshold standards for federal assistance may require more long-term recovery actions by local, tribal, and state agencies to make up for the lack of federal assistance program resources;
- Local, tribal, and state level planning efforts may not rely on the assumption that federal level assistance will be available;
- Catastrophic disasters of national significance will be subject to modified, expedited actions and will not follow routine information gathering and detailed analysis of data prior to seeking supplemental federal disaster assistance; and
- Short-term ESF 14 recovery operations address essential and immediate community and citizen needs by restoring vital services, stabilizing the situation and preserving property. These short-term operations frequently overlap with the response operations, as well as intermediate and long-term recovery operations.

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3. ROLES AND RESPONSIBILITIES

Section 3 outlines the responsibilities of agencies and positions active during state recovery operations. Certain positions will have already been activated during the response phase, while other positions may only be activated during recovery operations.

3.1 POLICY

Priorities, goals, and objectives drive state recovery operations. These policy decisions will be guided by the Governor and Executive Policy Group. These will be disaster-specific and will provide a roadmap to ensure a community will recover, rebuild, and revitalize following a disaster.

3.1.1 Governor

As detailed in the SCEMP, the Governor is responsible for meeting the needs of the state and its people in the event of emergencies and disasters. This responsibility applies to the response to, and recovery from, such disasters.

The Governor directs the state recovery organization and bears ultimate responsibility for state actions. Following the declaration of a state of emergency, the Governor has the authority to shift state resources to meet emerging needs, as allowed under state law. When a major redirection of resources is required, the Governor is responsible for seeking authorizations and/or appropriations of funds from the state Legislature.

3.1.2 Executive Policy Group

When conditions warrant, the Governor may activate the Executive Policy Group. In the context of recovery, members of the Executive Policy Group define the policy, funding, and resource orientations of the state recovery organization, and make the executive and legislative decisions necessary to enable members of the Coordinating Team to implement these orientations. Additional responsibilities of the Executive Policy Group include:

- Provide recommendations regarding policies, procedures, and priorities outlined within the Framework.
- Evaluation of recommendations to promote coordination among the six RSFs.

Refer to the State Emergency Operations Center Standard Operating Guidelines for more details related to the Executive Policy Group.

3.2 DEM - RECOVERY/GRANTS SECTION

The Recovery/Grants Section is designated to prepare all requests for federal disaster assistance, and provide them to the Chief of DEM for consideration. In addition, the Recovery/Grants Section is the primary agency assigned to ESF 14-Community Recovery.

3.3 COORDINATING TEAM

Coordination of recovery activities is managed primarily through the SEOC and activated ESFs and RSFs. The SCEMP tasks the Chief of DEM with ensuring that the state is prepared to deal with any disaster. This includes the recovery from such a disaster. It is the responsibility of the Chief of DEM to ensure overall coordination of the state recovery organization. SEOC recovery personnel are responsible for executing the decisions and recovery orientations taken by the Executive Policy Group using the tools and resources made available. The State Coordinating Officer (SCO) and State Disaster Recovery Coordinator (SDRC) are also responsible for requesting any required additional tools (statutory or funding) from the Executive Policy Group as necessary to continue pursuing recovery efforts.

Members of the Coordinating Team are outlined in this section.

3.3.1 State Coordinating Officer

Appointed by the Governor, the Chief of DEM will assume the role of the SCO. The SCO's primary role is to coordinate recovery efforts among all state agencies, as well as between state and federal efforts with regard to initial recovery. The SCO coordinates the transition from response to recovery, using the ESF model as expressed in the SCEMP and following the decisions and orientations of the Executive Policy Group. The SCO has authority to commit any and all state resources necessary to respond to an emergency or disaster. In recovery operations, the SCO may appoint a deputy whom reports directly to them (the SDRC) to provide additional coordination and oversight of recovery activities.

The Governor will typically appoint the SCO when requesting a major disaster declaration. Upon Presidential approval, a Federal Coordinating Officer (FCO) is designated (see Section 3.5.1 – Federal Recovery Organization). The SCO shall be an officer from DEM, in continuity with DEM's statewide emergency response coordination role. Over the course of intermediate recovery, the primary coordination of recovery efforts transitions from the SCO to the SDRC.

3.3.2 State Disaster Recovery Coordinator

As the state's efforts transition to recovery, the SCO may designate a SDRC who will coordinate the state's recovery activities, including oversight of activated RSFs, in response to requests for assistance expressed at the local and/or tribal level, as well as directions flowing from the Executive Policy Group.

The role of the SDRC will, in most cases, be filled by the DEM Recovery/Grants Section Manager but may be an outside officer assigned to the role by the Governor or the Executive Policy Group.

Pre-disaster responsibilities of the SDRC include the following:

- Serve as the primary point of contact for disaster recovery preparedness with local, tribal and federal governments, and liaising with their counterpart at the federal level – the Federal Disaster Recovery Coordinator (FDRC);
- Coordinate development, training, and exercise of plans and procedures;
- Establish and maintain networks for disaster recovery resources and support systems; and
- Promote resiliency and sustainability and their integration into disaster recovery principles.

Post-disaster responsibilities of the SDRC include the following:

- Coordinate the completion and reassessment of the Recovery Action Plan.
- Establish and lead statewide recovery activities, and provide support to local and tribal governments impacted by a disaster;
- Coordinate with DEM Duty Officer and serve as intake point for all recovery support requests from local and tribal governments;
- Communicate the expectations, and roles and responsibilities of the state to local and tribal governments;
- Work with counterparts at the local, tribal, and federal levels of government to develop a unified communication strategy;
- Support recovery planning processes that are inclusive of all aspects of the community;
- Facilitate communication of recovery priorities for all impacted communities;
- Encourage incorporation of resiliency and sustainability ongoing recovery efforts;
- Coordinate with all levels of government to determine funding streams to facilitate recovery efforts; and
- Develop and track recovery progress measures and communicate needed adjustments to applicable stakeholders and authorities.

3.3.3 Governor's Authorized Representative

Appointed by the Governor, the Governor's Authorized Representative (GAR) is empowered to execute all necessary documents for disaster assistance on behalf of the state, including certification of application for public assistance. The GAR will also coordinate and supervise the state disaster assistance program to include serving as its grant administrator. The GAR is designated in the Federal Emergency Management Agency (FEMA)-State Agreement.

3.3.4 State Recovery Coordination Team

Led by the SCO and/or SDRC, the State Recovery Coordination Team (SRCT) is made up of the Coordinating, Primary, and Support Agencies of each activated RSF. The team is tasked with coordinating and completing recovery activities.

3.3.5 State Agencies

All directors of state agencies are responsible for contributing their agencies' resources to the efforts of the state recovery organization as requested by the Governor, within the limits of their legal authorities and available resources.

See RSF Annexes for function-specific roles and responsibilities of state agencies active during recovery operations.

3.4 SEOC STAFF

The SEOC may remain fully or partially activated through one or more phases of recovery operations.

3.4.1 State Emergency Response Team

The State Emergency Response Team (SERT) is comprised of the agencies tasked with coordinating and completing response and recovery activities within the SEOC. During the response phase, SERT fulfills this mission through the 17 state ESFs.

Upon a determination that the operational focus must shift to recovery, SERT may transition into the role of the SRCT, as described in Section 3.3.4. The team will shift from the ESF organization, to the RSF organization, as outlined in Section 3.4.3.

3.4.2 SERT Chief

The SERT Chief coordinates the rendering of all state assistance, and is responsible for overall management and operation of the SERT. Upon request and approval, the SERT Chief will issue mission assignments to the appropriate ESF to fulfill. All requests for

assistance are reviewed and prioritized by the SERT Chief. The SERT Chief will coordinate with the 17 ESFs to fulfill these requests. All requests for assistance, and ESFs designated to respond to the request, are tracked in the SEOC.

3.4.3 RSFs and the Transition from ESFs

As ESFs facilitate effective response operations, RSFs are the organizing principle behind the state's support to local and tribal recovery organizations. As response activities decrease, a shift from ESF to RSF organization may occur. Lead ESF agencies will work with the coordinating agencies for each RSF to ensure an effective and efficient handoff of operations. To ensure effective coordination, a transition from ESFs to RSFs will also coincide with a transition of operations being coordinated by the SERT Chief to the SDRC.

RSFs mobilize the authorities and expertise of multiple state agencies under DEM, as the single Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such due to the frequency and degree of involvement in the RSF's scope of operations. RSF Coordinating Agencies report to the SDRC and channel requests for other RSFs and/or external support through the SDRC.

The Framework includes six RSFs, analogous to the six federal RSFs. This structure facilitates efficient flow of information and resources from federal sources through the state recovery organization.

State RSFs assume an advisory role to support recovery efforts at the local and tribal levels. This role can be expanded at the request of local or tribal governments.

RSF organization is explained in detail in Section 6 – Recovery Support Functions.

3.4.4 SEOC Sections

As response and immediate recovery efforts decrease, SEOC sections may remain activated but may shift their efforts from response to recovery-focused functions.

3.4.4.1 Operations Section

- Implement the Preliminary Damage Assessment.
- Establish Disaster Recovery Centers.
- Coordinate all resources and assets in the field and available through partners.
- Organize and deploy recovery assignments.
- Manage operational objectives of the recovery effort.
- Implement the priorities outlined within the Recovery Action Plan.

3.4.4.2 Planning Section

- Collect, evaluate, process, and disseminate information about impacts, recovery needs, and the status of resources.
- Assist with damage assessment needs.
- Assist with the completion of the Recovery Action Plan.

3.4.4.3 Logistics Section

- Procure and deploy resources for recovery operations.
- Acquire additional resources as requested.

3.4.4.4 Finance/Admin Section

- Track financial impacts of the recovery efforts to include recordkeeping, time and expenses, funding sources, resources, mutual aid, and contracts.
- Oversee contracting and acquisition of resources.
- Track federal and grant funding for the recovery effort.

3.5 RELATIONSHIP TO FEDERAL, TRIBAL, AND LOCAL ORGANIZATIONS**3.5.1 Federal Recovery Organization**

Federal recovery policy is ultimately the responsibility of the President of the United States and the United States Congress. The coordinating team in the federal response and recovery organization is described by the NRF and the NDRF.

Per the NRF, the principal agent in domestic incident management is the Secretary of Homeland Security. The Administrator of FEMA assists the Secretary and the President in implementing response and recovery activities.

In cases where an emergency or major disaster is declared under the Stafford Act, an FCO is appointed to coordinate federal government actions in the response and short-term recovery phase. As the level of disaster response activities declines, an FDRC takes on the responsibility of coordinating intermediate and long-term recovery.

3.5.1.1 Federal Coordinating Officer

The FCO coordinates the actions of federal agencies through the federal ESFs and manages FEMA's support to disaster response efforts as well as the transition from response to recovery. The FCO establishes the federal presence in a disaster area and coordinates relationships between local, tribal, state, and federal personnel with their counterpart at the state level (the SCO).

The President appoints the FCO upon declaration of a major disaster or emergency under the Stafford Act. The FCO is typically a FEMA official, and serves as the direct federal liaison to the SCO.

3.5.1.2 Federal Disaster Recovery Coordinator

The FDRC coordinates and directs resource requests originating at the tribal and state levels to the appropriate RSFs. The FDRC serves as the direct liaison to the SDRC and, where appropriate, involved Tribal Disaster Recovery Coordinators.

In recovery situations following a major disaster declared under the Stafford Act, the FDRC is initially appointed as a deputy to the FCO, before taking over the full scope of federal recovery coordination. However, it should be noted that an FDRC may be activated without a Stafford Act declaration and that FDRCs have been appointed for each FEMA region, including FEMA Region IX, which includes Nevada.

3.5.1.3 Federal Recovery Support Functions

RSFs are also the organizing principle behind federal support for recovery. Federal RSFs are organized under a Coordinating Agency and use Primary and Supporting Agencies to implement required actions.

While higher-level coordination between the state and federal organizations will typically take place at the SCO/FCO or SDRC/FDRC level, day-to-day actions, as well as information and resource sharing, may take place directly between federal and state RSFs.

3.5.2 Local and Tribal Recovery Organizations

Local and tribal recovery organizations are the primary drivers of the recovery process. In order to function effectively, these organizations must mobilize resources and actors from the whole community and identify and communicate needs that exceed locally available resources or capabilities.

Local recovery organizations interact with the state, which coordinates distribution of state and federal resources. Local recovery organizations may consist of one or multiple local governments, as well as special districts, utilities, businesses, non-governmental organizations (NGOs), and private citizens. A typical local recovery organization will be coordinated by the local government with primary jurisdiction (city or county). In cases where multiple incorporated and/or unincorporated communities are involved in a disaster recovery, the local recovery organization will typically be headed by the county.

Tribal recovery organizations represent individual sovereign nations recognized by the federal government as representatives of sovereign nations. They may elect to interact primarily with either the state or federal recovery organization, or with both.

Many different players may be involved within a local or tribal recovery organization. The following sections describe the typical key players and establish levels of interaction with the state recovery organization.

The local emergency manager serves as a liaison to the SCO, SDRC, or the Duty Officer at the SEOC and is the primary point of contact for an emergency or disaster that occurs in a particular jurisdiction. In addition, the local emergency manager is responsible for coordinating response and recovery efforts at the local level. DEM encourages all communication within each respective jurisdiction or tribal nation to be routed through the local emergency manager or their designee.

3.5.2.1 *Chief Executive*

The local or tribal chief executive is typically an elected official such as a mayor, county chair, or tribal chair. These officials represent the citizens and/or members of their jurisdictions and typically control the resources at the disposal of their city, county, or tribe. This control may be subject to approval from a city, county, or tribal council, as described in the local or tribal government's charter or constitution. The chief executive is often the ultimate responsible party for the actions taken by his or her jurisdiction. The chief executive may also have day-to-day responsibility for the functioning of the jurisdiction's departments and agencies, or such responsibility may be delegated to a general manager or city manager.

As an elected representative of a jurisdiction, the chief executive may interact on a policy level with the state recovery organization, seeking assistance from the SEOC, from the state legislator(s) representing the jurisdiction, or directly from the Governor's Office.

3.5.2.2 *General Manager*

In many local and tribal jurisdictions, a general manager, city manager, or equivalent official assumes responsibility for the operation of the departments and agencies that form the local or tribal government. Over the course of a recovery, the general manager is responsible for providing the resources and support available from the local or tribal government to the community.

The general manager may assist the chief executive in identifying policy-level needs to be addressed with the state recovery organization. In certain cases, the general

manager may also act as the Local Disaster Recovery Manager (LDRM) or Tribal Disaster Recovery Coordinator (TDRC).

3.5.2.3 *Local Disaster Recovery Manager*

The LDRM coordinates the day-to-day actions of the local recovery organization, facilitating cooperation between the cities, counties, special districts, utilities, and NGOs.

Within a single city or county, the LDRM may typically be designated as agreed between the appropriate jurisdiction's chief executive and general manager, or with the approval of the local council. The role could be filled by a city manager or another prominent local official or citizen. In major disaster recovery scenarios, an LDRM may be designated to coordinate recovery resources among multiple incorporated and/or unincorporated communities within a county. In such cases, the county general manager may be the most appropriate person to serve as LDRM.

The LDRM interacts with RSFs, and with the SCO or SDRC as necessary, to ensure flow of needed resources and information to the appropriate local players. The LDRM directs recovery resources flowing from state and federal sources to their appropriate recipients and helps ensure that administrative requirements for receiving any assistance are met, in coordination with the appropriate state or federal entity.

3.5.2.4 *Tribal Disaster Recovery Coordinator*

In contrast to the LDRM, the TDRC has a tribe-specific role and may interact directly with state and federal recovery organizations in addition to adjacent local jurisdictions. Tribal geographic operating scale in Nevada varies as some tribes have lands in multiple counties, and tribes typically have working relationships with their adjacent local governments and special districts.

TDRC objectives and partners are therefore similar to those of an LDRM, but their level of authority is analogous to that of an SDRC. As sovereign entities, each tribe can decide who fills the role of TDRC and which level of non-tribal government to coordinate with during disaster recovery.

3.5.2.4 *Utilities and Special Districts*

Utilities and special districts are independent entities that operate at the local level, typically providing a defined public service (e.g., power, water, fire and emergency medical services, public transit, schools, waste management, etc.) within a bounded geographic area. A utility or special district's geographic area of service may span one or more incorporated and unincorporated communities.

In a recovery situation, utilities and special districts may seek or provide assistance to local government in ensuring the restoration of services at pre-disaster levels and mitigating future disaster damage potential. Utilities and special districts should coordinate with the LDRM(s) and TDRC(s) for their area of service.

3.5.2.5 *Businesses, Non-Governmental Organizations, and Residents*

Businesses, industries, and NGOs, as well as local residents and/or tribe members, are all highly vested parties in the recovery process. Recovery efforts should focus on helping the whole community restore and revitalize their pre-disaster activities, through a combination of restoring public services and mitigating future risks.

NGOs and citizens may also provide invaluable support to the recovery effort, assisting each other and local and tribal government, utilities, and special districts in restoring services and economic activity. The LDRM/TDRC role needs to be widely publicized within a community to allow businesses, industries, NGOs, and individuals and families to access recovery resources and assistance.

4. STATE RECOVERY ORGANIZATION

Section 4 provides a concept for coordinating and organizing state recovery operations. The state will organize based upon needs from a specific disaster, and this organizational structure may change through the phases of recovery. The section also outlines key structural components related to the state recovery organization including activation, establishment of operations/coordination centers, recovery action planning, public information, information sharing, and demobilization.

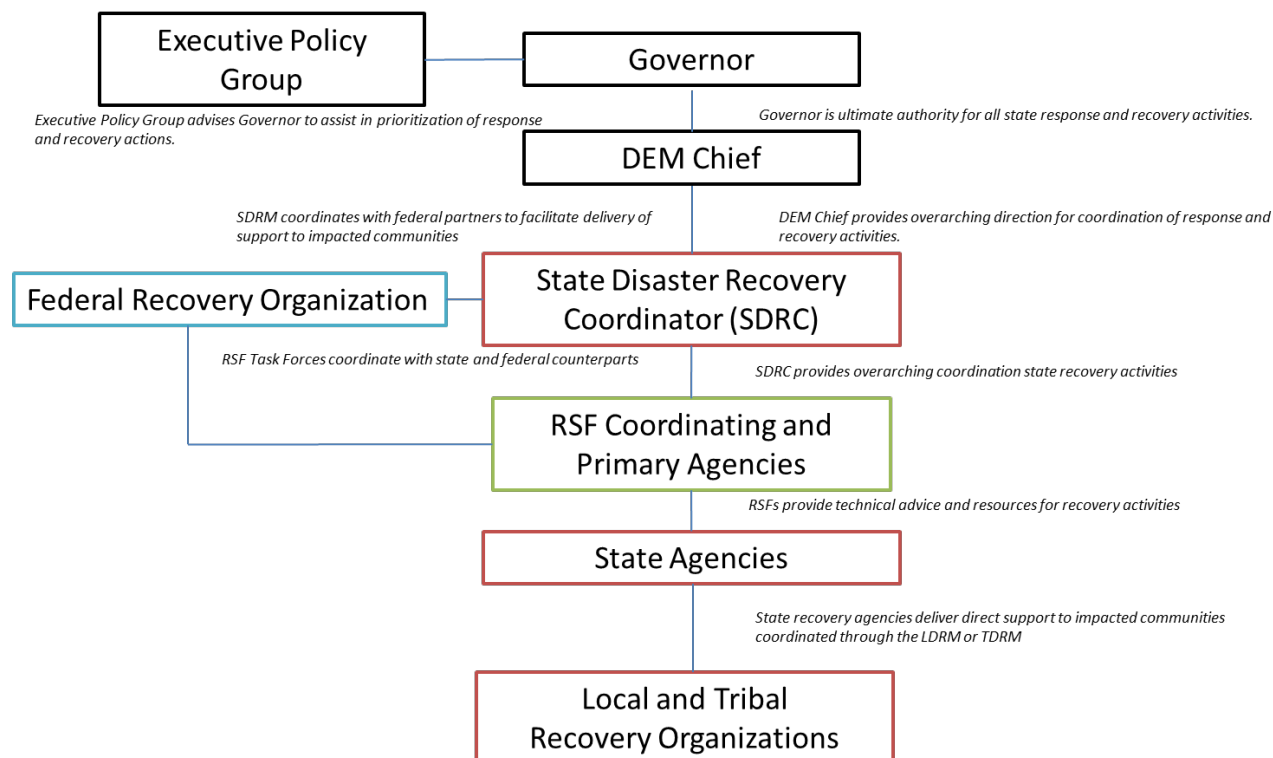
4.1 OVERVIEW

Consistent with NIMS and NRS Chapter 414, disaster preparedness and recovery will be driven at the local level by local and tribal recovery organizations. The state's role will be to assist in preparedness activities and recovery efforts when the required actions are beyond the capacity of the local jurisdiction where a disaster has occurred. This role will be fulfilled by the state recovery organization.

DEM is the primary agency for disaster recovery and DEM recovery personnel will staff the SEOC and will coordinate with appropriate support agencies, federal partners, tribal, county, and local governmental entities.

In the absence of a Presidential Disaster Declaration, the coordination of these activities will transition to the appropriate units within DEM Recovery Section. In the absence of a Presidential Disaster Declaration under the Stafford Act, recovery and mitigation assistance will be limited to assistance authorized under the State Disaster Declaration/Proclamation and supporting implementation memorandum. This assistance may also include federal relief programs that are authorized independently from the Stafford Act, and assistance from NGOs.

The state recovery organization is designed to provide both policy direction for recovery activities as well as coordination of recovery support to impacted partners. The state recovery organization coordinates with the federal recovery management structure and local and tribal recovery organizations to harness federal and state resources in assisting with recovery. An organizational chart representing how the state will organize recovery operations is provided in Figure 4-1.

Figure 4-1 State Recovery Organization

4.2 COORDINATION

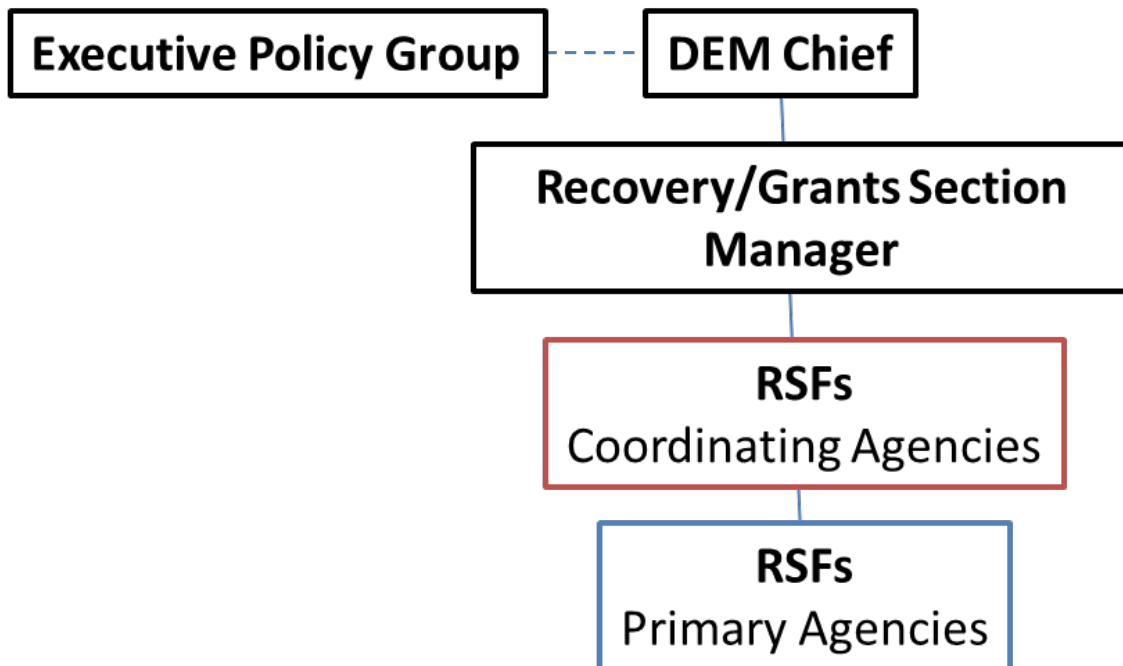
The SRO relies upon a flexible structure to ensure recovery efforts seamlessly meld with and feed off existing state procedures and coordination mechanisms. These mechanisms will change as operations move through the phases of disaster recovery. The following subsections outline those mechanisms.

4.2.1 Preparedness/Steady State Coordination

The SRO exists in a state of preparedness prior to a disaster unfolding. The organizational structure of the SRO in a preparedness/steady state is shown in Figure 4-2. During the preparedness/steady state, the SRO will be coordinated as follows:

1. Recovery planning efforts will be coordinated through the DEM Chief using the planning procedures outlined in the Framework and supporting documents.
2. Policy and planning recommendations and prioritizations will be provided by the Executive Policy Group.
3. The Recovery/Grants Section Manager will facilitate planning processes in collaboration with DEM staff (acting as the Coordinating Agency) and RSF Primary Agencies.
4. RSF Primary and Support Agency involvement will depend upon the specific planning needs and priorities.
5. Public information may be provided through DEM, and agency-specific recovery planning outreach will be coordinated through the responsible agency.

Figure 4-2 Preparedness/Steady State SRO

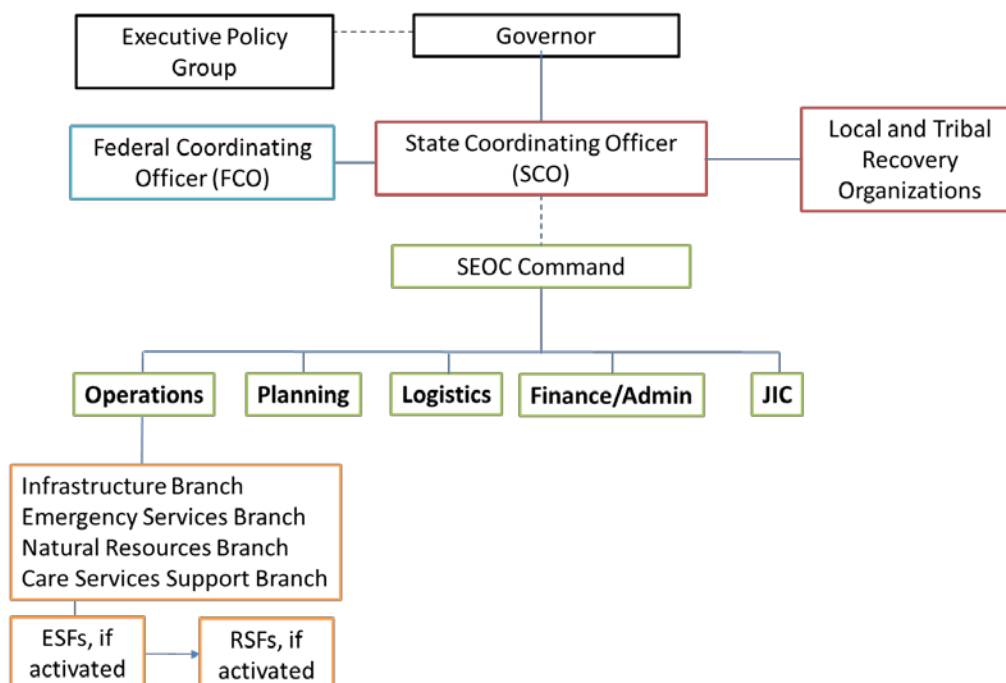


4.2.2 Short-Term Recovery Coordination

The organizational structure of the SRO in short-term recovery is shown in Figure 4-3.

1. Short-Term Recovery activities will be coordinated through the SEOC using the procedures outlined in the SCEMP and the Framework.
2. The SEOC will be managed using the Incident Command System (ICS) and will be managed by the SEOC Command.
3. Policy direction will be provided by the Executive Policy Group.
4. Public information will be provided through the Public Information Officer or the Joint Information Center (JIC), if activated.
5. As required by the disaster, ESFs may be activated to coordinate function-specific assistance to aid response and short-term recovery activities.
6. Initial coordination of recovery support at the SEOC is the responsibility of ESF 14 – Community Recovery. ESF 14 will be responsible for developing an initial Recovery Action Plan (refer to Section 4.7), in coordination with the Planning Section and SEOC SERT Chief.
7. As immediate response activities ramp down, an ESF may be deactivated or transitioned to an RSF that will support coordination of function-specific activities as operations transition into recovery. An RSF may be staffed by the same personnel from the transitioned ESF or may be passed on to other more appropriate personnel based on recovery needs.

Figure 4-3 Short-Term Recovery SRO

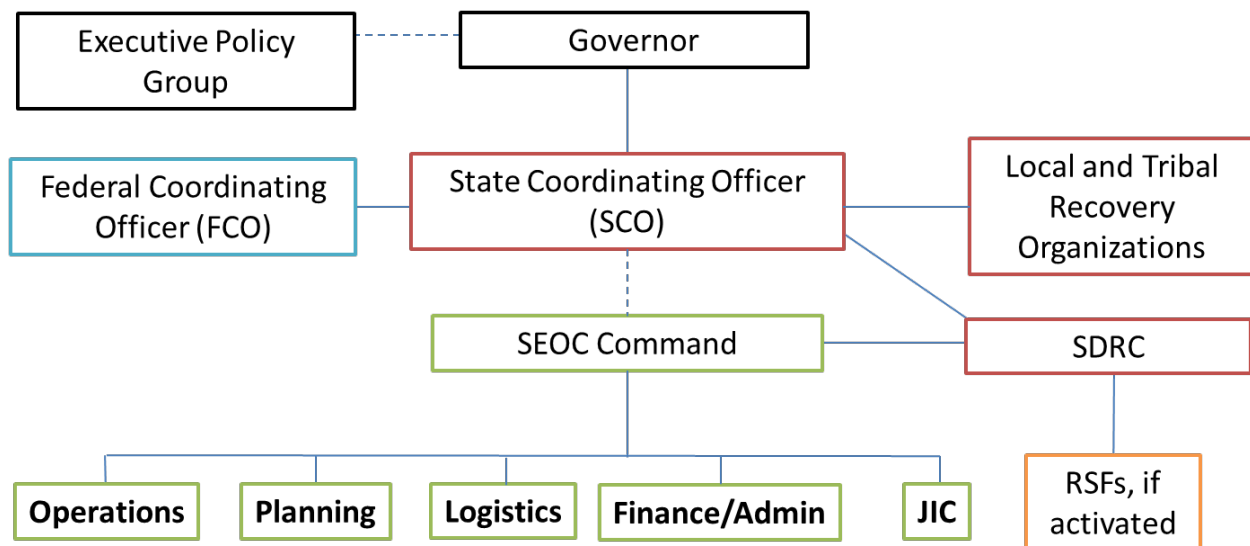


4.2.3 Intermediate Recovery Coordination

The organizational structure of the SRO in intermediate recovery is shown in Figure 4-4.

1. During a large-scale disaster, Intermediate Recovery activities may continue to be coordinated through the SEOC, which may have transitioned to a focus on recovery.
2. The SCO will coordinate overarching recovery objectives and activity and provide the SDRC with primary objectives.
3. Recovery will continue be managed using the Incident Command System. The SDRC will serve in the role of Incident Commander.
4. The Executive Policy Group will continue to provide overarching policy guidance to the SRO.
5. Public information may continue to be coordinated through the JIC.
6. The SCO, and/or SDRC, in coordination with activated RSFs, will be responsible for ongoing development and updates of the Recovery Action Plan.
7. At this point, all ESFs will have been demobilized or transitioned to the appropriate RSF.

Figure 4-4 Intermediate Recovery SRO

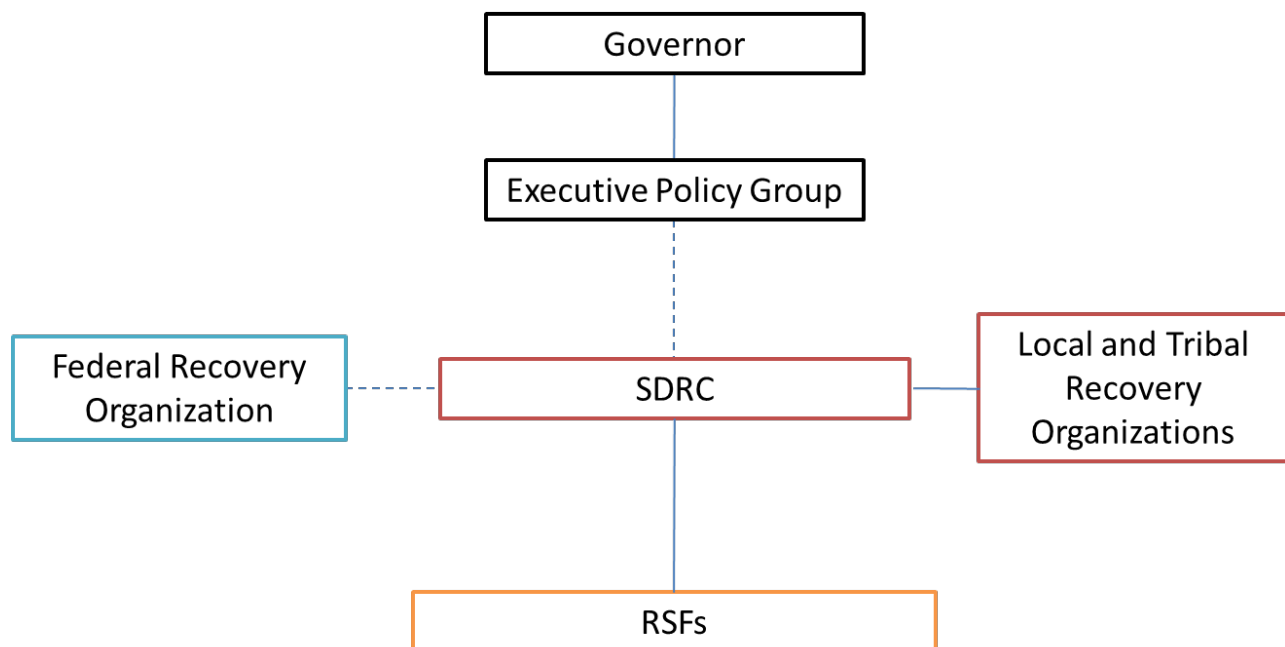


4.2.4 Long-Term Recovery Coordination

The organizational structure of the SRO in long-term recovery is shown in Figure 4-5.

1. When the decision to demobilize the SEOC is made, Long-Term Recovery coordination may continue using the same structure presented for Intermediate Recovery but virtually rather than in a defined physical location.
2. The SCO may no longer be involved in coordination efforts, depending upon needs.
3. The SDRC will continue to coordinate with the recovery management structure and any remaining RSFs.
4. The Executive Policy Group will continue to provide overarching policy guidance to the SRO.
5. The JIC may no longer be involved, but the Public Information Officer will continue to provide updates and information as required by recovery milestones.
6. The SDRC, in coordination with activated RSFs, will be responsible for ongoing development and updates of the Recovery Action Plan.
7. The SDRC, in coordination with the Executive Policy Group, will determine RSF status and needs and the overall SRO may demobilize.

Figure 4-5 Long-Term Recovery SRO



4.3 ACTIVATION

Activation of the state recovery organization typically follows prior activation of the state's response functions as described in the SCEMP. The only exception to this is the Executive Policy Group, which may be activated by the Governor prior to an anticipated disaster. It should be noted that RSFs also exist in the preparedness phase, even when they are not activated (see Section 6 – Recovery Support Functions).

This section describes the typical levels of activation for the state recovery organization, and the portions of the state recovery organization typically activated at each level.

4.3.1 Levels of Recovery

Activation of the state recovery organization is scalable based on the level of outside assistance required by local and tribal recovery organizations. Certain communal aspects may require a higher degree of recovery assistance (i.e., a flood heavily impacting a residential area but not impacting the community's economic structure). The SCEMP deploys State Readiness Levels that are analogous with the NIMS incident typing criteria. The Recovery Activation Levels align with the levels identified in the SCEMP. The following Recovery Activation Levels, outlined in Table 4-1, are based on levels of mobilization, the potential for major disaster declarations, and the anticipated complexity of the recovery.

Table 4-1 State Recovery Levels	
Level	Description
Steady State	No assistance required to support any jurisdiction. Personnel involvement consists only of the Duty Officer.
Level V	The incident can be handled with one or two single resources. SCO may be activated, but likely only as a precaution.
Level IV	SCO activated, no written State Recovery Action Plan (SRAP), but documentation for planning is required.
Level III	SEOC partially to fully activated, SCO activated, ESFs and RSFs activated as needed, a written SRAP may be required.
Level II	State or national declaration likely, SCO and SDRC activated, ESFs and RSFs activated as needed, and a written SRAP is required for each operational period.
Level I	National resources required, all recovery personnel activated, state support agencies notified, SRAP required for each operational period.

4.4 STATE EMERGENCY OPERATIONS CENTER

The activation of the SEOC occurs in order to support emergency conditions with state-owned resources, to provide technical expertise, as well as to coordinate information.

Typically, activation occurs when the Duty Officer confers with the DEM Chief indicating a level of activity is overwhelming, or the need associated with the type of emergency is complex and better suited for a multi-agency response. Catastrophic emergencies will prompt activation just by the nature of the conditions typically associated with the type of disaster. Activation of the SEOC is based upon a decision process and is not automatically done due to any particular conditions.

It is important to understand the flexible nature of the SEOC. It is incumbent upon SEOC Manager and Section Chiefs to anticipate the need to expand and contract their support structure based upon the mission. *Refer to the SCEMP Section 4, Subsection D, Emergency Operations Center for more information on the SEOC.*

Key elements of the SRO will be present within the SEOC as soon as it has been activated. The presence of SRO personnel will ensure that decision-making processes take into account their impact on short-term, intermediate, and long-term recovery efforts.

As the intensity of immediate response activities decrease, the SEOC may shift its efforts toward recovery planning and coordination. In anticipation of a transition toward recovery efforts, a recovery transition meeting should be held to discuss immediate priorities and needs. At the meeting, ESF 14 will facilitate the handoff from ESFs to RSFs. This meeting will produce the initial State Recovery Action Plan (SRAP). A template Recovery Action Plan can be found in Appendix E of the Framework. In addition, a Sample Recovery Transition Meeting Agenda can be found in Appendix F.

Many short-term recovery efforts may be coordinated through the SEOC, but as efforts shift into intermediate and long-term activities, the SEOC function may be unnecessary or burdensome.

4.5 DISASTER RECOVERY CENTERS

The state may establish Disaster Recovery Centers (DRCs) throughout disaster areas to provide communities with information on a range of assistance programs. Federal, state, local, and tribal agencies, community partners, subject matter experts, NGOs, and the private sector may be present to support the following:

- Guidance regarding the disaster recovery;
- Clarification of any written correspondence received;
- Assistance program information (to be further discussed in Section 5);
- Answers to questions, resolution to problems, and referrals to agencies that may provide further assistance;
- Status of application being reviewed and processed by FEMA, state agencies, and other support partners;
- Small Business Administration (SBA) information;
- Crisis counseling support;
- Disaster legal services to include insurance policy clarification; and
- Unemployment services.

4.6 ESTABLISHMENT OF A JOINT FIELD OFFICE

A Joint Field Office (JFO) is established following disasters of great severity, magnitude, or complexity for which a Presidential disaster is declared and state and local response agencies require federal support. A JFO is a temporary multiagency coordination center established at the disaster site to provide a central location for coordination of local, state, federal, tribal, non-governmental, and private-sector organizations with primary responsibility for response and recovery oversight, direction, and/or assistance to effectively coordinate recovery actions.

4.7 STATE RECOVERY ACTION PLANNING

The SRAP is the guiding document that establishes the unified approach of the Executive Policy Group, the SCO and/or SDRC, and the activated RSFs. The SRAP is not meant to replace local or tribal recovery strategies, but rather to identify recovery needs and issues and how the state recovery organization is mobilizing to address them.

Completion of the SRAP will support the following goals of the SRO:

- Assess recovery-related impacts in relation to existing capabilities at the local, tribal, and state levels;
- Identify which impacted jurisdictions may require enhanced state recovery support;
- Identify gaps in resources that may or may not be filled by state support;
- Determine the breadth of support needed from each RSF;
- Establish timelines for recovery support activities; and
- Identify issues and challenges.

The SRAP is developed by the SCO or SDRC, in coordination with activated RSFs and SEOC Planning Section. The SDRC will also engage local and tribal recovery organizations in its development to ensure that there is coordination between the state's objectives and local and tribal priorities.

The targeted goal for completion of the SRAP is within 45 to 90 days of activation of the state recovery organization. The actual milestones and timelines for scoping the state's recovery support mission and developing the SRAP will be determined by the SDRC, in consultation with the RSFs. Recovery timelines will take into account:

- Type of recovery support and deliverables to be provided;
- Methods for tracking the effectiveness of the support being provided; and
- Measures to ensure effective coordination and collaboration.

The SRAP will be approved by the Executive Policy Group, and the SDRC is responsible for coordinating its implementation. The SRAP will be reevaluated throughout the recovery effort and during transition periods between short-term, intermediate, and long-term recovery activities.

A sample SRAP form can be found in Appendix D.

4.8 PUBLIC INFORMATION

Emergency public information is a cornerstone to an effective response but is frequently an afterthought as the intensity of response operations decrease. An effective public information program is critical to ensuring an effective recovery. Public information will continue throughout short-term, intermediate, and long-term recovery phases and will be coordinated through the SCO and/or SDRC, or their designee, and activated RSF Primary Agencies. An effective public information program through the recovery phases should include the following:

Table 4-2 Public Information Throughout Recovery Phases

Short-term
▪ A summary of the known impacts regarding the disaster and actions taken. ▪ Ongoing public safety warnings and information. ▪ Shelter locations and information. ▪ Emergency Medical Services information. ▪ Infrastructure, services, and business damage and closure notices. ▪ Service restoration information releases. ▪ Contact information for existing resident and community needs.
Intermediate
▪ Financial assistance information. ▪ Temporary housing inquiries. ▪ Tourism outreach and business re-opening notices. ▪ Ongoing recovery effort updates.
Long-term
▪ Ongoing community recovery and revitalization effort updates. ▪ Permanent housing inquiries. ▪ A summary of actions taken to recover from the disaster. ▪ Lessons learned and preparedness information for community members.

4.9 INFORMATION SHARING AND SITUATIONAL AWARENESS

Information sharing tactics outlined within the SCEMP will continue to be deployed to ensure situational awareness. All RSFs will provide information updates to DEM and RSF Primary Agencies, who will provide these updates to the SCO and/or SDRC. Information sharing will include:

- An accurate analysis of ongoing hazards and their impacts on communities;
- Estimates of the costs of those impacts;
- A list of impacted critical infrastructure and needs;
- List of resources available for the recovery operation; and
- Intelligence information pertaining to the recovery operation.

4.10 DEMOBILIZATION

Demobilization is a function of the activated entities in the state recovery organization.

The SDRC activates and demobilizes RSFs as needed, based on requests from the Executive Policy Group and local and tribal recovery organizations, and coordinates

needs with the federal recovery organization. RSFs may be demobilized and deactivated at varying points during the overall recovery operation.

In cases where the SDRC is selected within DEM, the DEM Director activates and demobilizes the SDRC. If the SDRC is appointed by the Governor, the SDRC is demobilized by the Governor.

5. TRANSITION FROM RESPONSE

Section 5 establishes a process for transitioning state operations from a focus of response to one focused on recovery. The section outlines key activities to prompt this transition.

5.1 LOCAL, STATE, AND FEDERAL RESPONSE

Once the immediate response phase has been completed, the state will turn towards recovery to restore government function and community services. During a large-scale disaster, a transition from response to recovery may occur at different times in different areas of the state.

5.1.1 Local Response

Maintaining the concept that “all emergencies are local,” local government responds with all available resources to save lives, protect property and the environment, meet basic human needs, stabilize the incident, restore basic services and community functionality, and establish a safe and secure environment moving toward the transition to recovery. This includes any resources available through local automatic or mutual aid agreements. Resources are identified as equipment, personnel, and funding necessary to respond. When depletion of resources becomes eminent, a request for assistance is forwarded to the state.

5.1.2 State Response

The DEM Chief has the statutory authority to act on behalf of the Governor under NRS 414 to assist local jurisdictions in times of need. As outlined in the SCEMP, the DEM Chief, acting as the SERT Chief, will coordinate effective state support through the activation of ESFs within SERT. Simultaneously, the SERT Chief may appoint a Deputy SERT Chief responsible for preparing for and leading recovery operations (functioning as the SDRC). The lead for recovery operations will initiate the following measures:

- Assist the SERT Chief at the SEOC;
- Coordinate with local impacted communities and request FEMA and the SBA to deploy Preliminary Damage Assessment (PDA) teams to determine the extent of damage to communities. PDA teams are comprised of personnel from FEMA, the SERT, local officials, and the SBA;
- Coordinate with SERT Legal to determine the type of public and/or individual assistance necessary in a request for a Presidential emergency or major disaster declaration;

- Once an area has received a Presidential Disaster Declaration, transition Emergency Support Centers (ESCs) to Disaster Recovery Centers (DRCs), as described in Section 4.5;
- Coordinate with other local, state, and federal agencies to assist impacted communities;
- Coordinate with local and state agencies to identify and track all eligible federal costs incurred;
- Depending on the type of Presidential Disaster Declaration received, activate the state assistance programs in the JFO; and
- Coordinate with FEMA to establish the JFO.

When a disaster occurs that the local jurisdiction cannot effectively handle or has a reasonable expectation of exhaustion of resources and/or capabilities, including resources available through local, automatic, or mutual aid agreements, DEM encourages the local emergency manager to request assistance from the next higher level of government prior to reaching out to DEM for assistance. Initial contact will be made to the DEM Duty Officer. The DEM Duty Officer will assign an incident number to track the activities related to the reported disaster. **The issuance of an incident number does not indicate nor guarantee financial responsibility for the deployed resources by DEM or the State of Nevada.** Should a cost be incurred, DEM Duty Officer will consult the local jurisdiction for approval prior to mobilization of the resource.

Initial contact with DEM most likely is verbal. As an event develops, a written situation report may be expected from the local emergency manager. If the response is prolonged, periodic situation reports may be required as determined by the situation.

DEM maintains and coordinates a number of agreements in partnership with local governments that allow for the mobilization of resources to assist impacted jurisdictions. For example, the Nevada Intrastate Mutual Aid System (NIMAS), the State of Nevada Fire Mutual Aid Agreement, the authorities granted under NRS 414 to task ESF agencies, etc. These resources may come with an expectation of reimbursement.

DEM participates in the (Emergency Management Assistance Compact (EMAC), which allows for the sharing of resources between states once a Governor declares an emergency. An EMAC request can be made prior to engaging a federal response (e.g., FEMA) or in conjunction with a federal response.

Any resources deployed to the impacted jurisdiction should be documented on an Action Request Form (ARF) and assigned a Resource Number. Should the response escalate into a partial or full activation of the SEOC, the ordering of resources may transfer from the DEM Duty Officer to the Ordering Manager in the Logistics Section of the SEOC.

5.1.3 Federal Response

If the state determines the response and recovery objectives of the situation are beyond its resources and capability to save lives and protect property, it is appropriate to request assistance from the federal government.

The factors that must occur to request federal assistance are:

1. The declaration of an emergency or disaster from the Governor; and
2. Expectation of exhaustion of resources, including mutual aid.

If the magnitude of the disaster becomes greater than the state's capability, the governor may request that FEMA petition the President of the United States to approve a Presidential declaration. A first step in seeking approval for a Presidential declaration is to conduct a joint preliminary damage assessment (JPDA).

5.2 TRANSITION TO SHORT-TERM RECOVERY

Short-term recovery activities will commence while response activities are ongoing. These activities may be coordinated through the SEOC and its existing structure with the RSFs integrated directly into the structure. This may coincide with the SERT transitioning to the SRCT. While this section provides an overview of initial recovery activities, an expanded description can be found in the RRG.

5.2.1 Damage Assessment

Damage assessment activities may begin during the immediate response to a disaster. These initial assessments will provide the SRO with key details to inform intermediate and long-term recovery activities.

5.2.1.1 *Rapid Assessment*

A rapid assessment is normally conducted within the first 24 hours of a disaster to determine injury/death of persons and damage to public infrastructure, essential lifelines, and property. This process may also be referred to as a "windshield assessment," "ground assessment," "rapid impact assessment," or "situation analysis." Information obtained through this process becomes the initial milestone for requesting assistance from the state, and for preparation of a local/tribal declaration

of emergency. This should not be interpreted as mandatory to obtain state assistance when there is a threat to life. While this process must be performed at some point, when reasonably possible, response for any threat to life will supersede any and all policy or procedural requirements until the situation is completely eliminated.

5.2.1.2 Preliminary Damage Assessment

The PDA is a venture between the local, state, and federal governments to document the impact and magnitude of the disaster on both private and public sectors. DEM has primary responsibility to provide technical assistance for the assessment, which is a more detailed review of the affected area and augments the rapid assessment previously completed by the locals.

The DEM may activate State Technical Assistance Response Teams (STARTs) upon request of the affected jurisdiction(s) to complete this assessment. A recommendation from the START that the incident constitutes a disaster is a requirement for local jurisdictions to apply to the State Disaster Relief Account.

Before the arrival of the START, in order to expedite the damage assessment process, the local jurisdiction should appoint a local representative knowledgeable about the affected area. For larger scale emergencies or disasters, it may be necessary to provide more than one local representative.

Additional information related to PDA can be found in Section 2 of the RRG.

5.2.1.3 Joint Preliminary Damage Assessment

A team of local, state, and federal personnel conducts the JPDA. The JPDA is a specific process used to gather supporting information for the Governor's request for a Presidential Disaster Declaration. The JPDA includes the overall economic impact, demographic information, and comparison of insured versus uninsured losses and the commitment level of local and state resources.

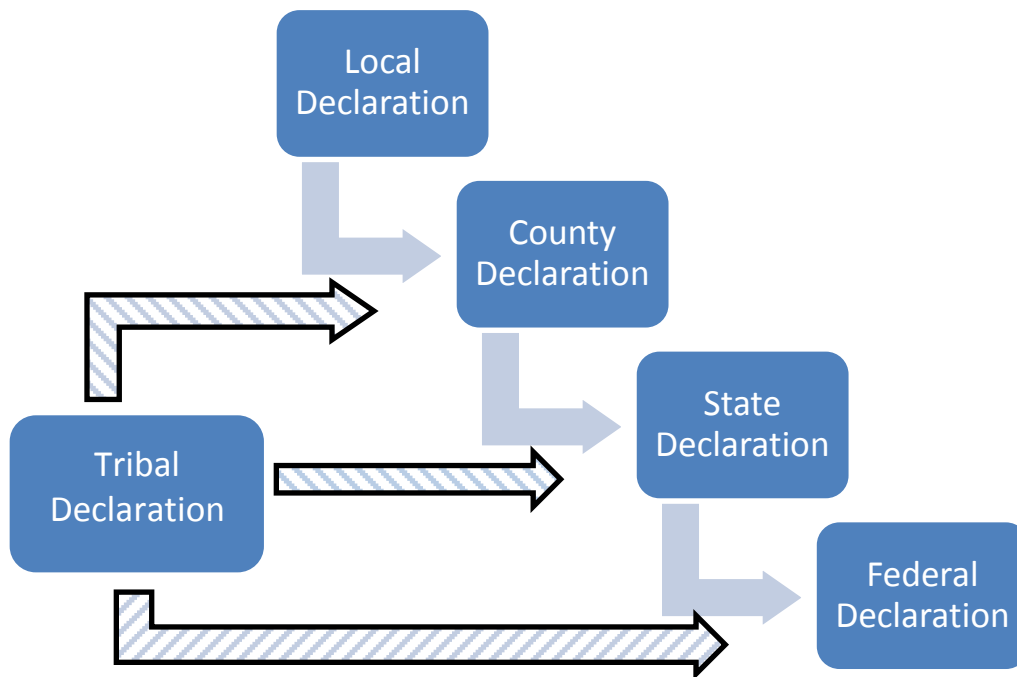
The JPDA team should plan its inspections with priorities set so that the jurisdictions are inspected in order of greatest to least damage.

A Presidential declaration requires damages to meet federally established indicators and guidelines. The JPDA process continues after the damage indicator is reached and the Governor sends the declaration request to the FEMA Regional Administrator. Additional jurisdictions may be added to the declaration at a later date but the initial goal is to get the declaration requested as quickly as possible.

5.2.2 Declaration Process

The emergency declaration process paves the way for receiving state and federal response and recovery resources. In addition, the declaration provides the public with an understanding of the magnitude of the disaster, and the government's concern for the impacted community. Additional information related to the declaration process can be found in Section 6, Subsection I of the SEMP. The declaration process is outlined in Figure 5-1.

Figure 5-1 Emergency Declaration Process



5.2.2.1 Local Process

Emergency or disaster response agencies from city government or tribal nation, supported by community partners, will respond to an emergency or disaster within their limits and coordinate activities in accordance with their standard operating procedures (SOPs), emergency operations plans (EOPs), and mutual aid agreements.

When an emergency or disaster situation is, or is likely to be, beyond the scope of control of the city or tribal nation, the mayor, city council or tribal chair/board may declare an emergency or disaster. The local declaration and any requests for assistance should be forwarded to the County Emergency Manager. The County Emergency Manager will consolidate declarations, add the County declaration, and forward them all to the State Emergency Manager.

When a local emergency or disaster has been declared, the mayor or tribal chair/board has the authority to impose all necessary regulations to preserve the peace and order of the city or tribal nation.

5.2.2.2 County Process

Upon receipt of the declaration of an emergency or disaster from an incorporated city of the county or tribal nation, the County Emergency Manager should:

- Provide available assistance to contain the situation (e.g., law enforcement, public works, health, etc.); and
- Notify DEM that a situation exists that may require the declaration of a local/county emergency or disaster.

In the event a situation exists in the unincorporated portions of the county that may affect lives and property, the county will take necessary measures to stabilize the situation, utilizing all county government resources.

If the situation, either on tribal nation lands, incorporated or unincorporated portion of the county is beyond the capability and resources or there is reasonable expectation of exhaustion of resources, the chairperson of the board of county commissioners or tribal chairman/board may declare an emergency or disaster.

The County Emergency Manager will notify DEM that the county has declared an emergency or disaster, and that the county has implemented its EOP. The notification should state that the county has committed all available resources. If state supplemental assistance is needed to assist the county's response effort, the type of assistance should be clearly stated. The declaration and request for state assistance may be provided verbally and then submitted in writing to DEM.

5.2.2.3 Tribal Nation Process

Tribal nations located within Nevada are recognized as sovereign. The residents of these tribal nations are also citizens of the state and county within which they reside.

County/state/federal involvement for resolution of the situation requires that the tribal nation/tribe request assistance using the same procedures as any other incorporated community within a county. However, the tribe must provide an agreement, which grants immunity to first responders from cities and counties of this state and for responders from state agencies who enter onto tribal enclaves. The affected tribal nation(s) will need to agree to a limited waiver of sovereignty to allow for response and recovery from the event. These agreements should be established with the various agencies before an emergency or disaster.

Tribal nations can apply through the county, state, or directly to FEMA. They must have a state of emergency or disaster declaration from the Governor to request a Presidential declaration.

5.2.2.4 State Process

Upon notification that the local jurisdiction or tribal nation seeks state assistance, the Governor may declare a State of Emergency or Disaster and implement all or portions of the SCEMP. The Governor may declare an emergency or disaster in the absence of a local request. Emergency or disaster declarations shall indicate the nature of the emergency or disaster, the areas threatened, areas subject to the proclamation, and the conditions that are causing the emergency or disaster.

Only the Governor can originate the request for a Presidential declaration. The request will include an estimate of the types and amounts of supplementary federal assistance required.

Additional information related to the state declaration process can be found in Section 1 of the RRG.

5.2.2.5 Federal Process

FEMA monitors developing or actual disaster emergency occurrences. Before, during, and after an emergency or disaster, the FEMA Region IX Liaison Officer assigned to Nevada will be in close contact with the DEM, as well as with federal agencies having disaster emergency assistance responsibilities and capabilities.

The completed request, addressed to the President, is sent to the FEMA Region IX Regional Administrator. The Regional Administrator evaluates the damage and requirements for federal assistance, and makes a recommendation to the Director of FEMA, who recommends a course of action to the President.

Without a Presidential Disaster Declaration, there is no funding available for FEMA's Public Assistance, Hazard Mitigation, Other Needs Assessment, or Individual Assistance programs.

Other federal programs may be available with a federal declaration. See Section 5.2.3.2, Disaster Assistance with a Federal Declaration.

5.2.3 Disaster Assistance

When a disaster or emergency occurs which overwhelms the capability of a local government to effectively recover, assistance from the state and federal government may become necessary to stabilize the event.

5.2.3.1 Assistance without a State Declaration

Listed below are three Nevada programs that may be available for assistance to local governments in a disaster or emergency with or without a state declared disaster or emergency:

- Emergency Assistance Account (EAA)
- State Disaster Relief Account (SDRA)

Additional federal disaster assistance programs, their eligibility requirements, purpose and managing agency are found in Section 5.2.3.2, Disaster Assistance with a Federal Declaration.

5.2.3.2 Assistance with a Federal Declaration

Upon receiving a Presidential Disaster Declaration, ESCs may be transitioned into DRCs to provide assistance support to impacted communities.

However, not all programs are activated for every disaster. The determination of which programs are activated is based on the needs found during the JPDA and any subsequent information that may be discovered. The current statute authorizing FEMA's disaster assistance program is the Stafford Act.

FEMA, in coordination with state and local officials, will widely publicize the assistance programs that are made available after a Presidential Disaster Declaration. These programs are designed to provide funds for expenses not covered by insurance or other state and federal programs. Four main types of assistance may be available:

1. **Individual and Households Program (IHPs)** provides resources to assist residents such as temporary housing, unemployment aid, food stamps, grants, and loans;
2. **Public Assistance (PA) Grant Programs** provide technical and financial assistance to public agencies and certain private non-profit organizations for the repair or replacement of damaged facilities;
3. **Hazard Mitigation Grant Program (HMGP)** provides technical and financial resources to reduce susceptibility to damage from future disasters; and
4. **The Fire Management Assistance Grant (FMAG)** is available for the cost of responding to a wildfire. The FMAG is managed by the Nevada Division of Forestry.

5.2.3.3 *Individual Assistance*

The IHP is a combined FEMA and state program. When an emergency or disaster occurs, this program provides money and services to eligible residents in the declared area whose property has been damaged or destroyed and whose losses are not covered by insurance. In every case, those affected by the disaster must register for assistance and establish eligibility.

These programs are designed to provide funds for expenses that are not covered by insurance. They are available only to homeowners and renters who are United States citizens, non-citizen nationals, or qualified aliens affected by the disaster. FEMA annually determines the maximum amounts allowable for applicants, based on the current Consumer Price Index (CPI) for IHP. Additional forms of Individual Assistance are as follows:

- Other Needs Assistances (ONA);
- Unemployment Assistance;
- Food Coupons and Distribution;
- Food Commodities;
- Relocation Assistance;
- Legal Services;
- Crisis Counseling Assistance and Training; and
- Community Disaster Loans

5.2.3.4 *Public Assistance*

PA, oriented to public entities, can supplement funding the repair, restoration, reconstruction, or replacement of a public facility or infrastructure that is damaged or destroyed by a disaster.

Eligible applicants include state governments, local governments and any other political subdivision of the state, and federally recognized tribal nations. Certain private non-profit organizations may also receive assistance. Eligible non-profit organizations include educational, utility, irrigation, emergency, medical, rehabilitation, and temporary or permanent custodial care facilities (including those for the aged and disabled), and other non-profit facilities that provide essential services of a governmental nature to the general public. All other non-profit organizations must first apply to the SBA for a disaster loan. If the non-profit organization is declined for an SBA loan or the loan does not

Public Assistance Categories of Works

- A – Debris Removal
- B – Emergency Protective Measures
- C – Road Systems and Bridges
- D – Water Control Facilities
- E – Public Buildings and Contents
- F – Public Utilities
- G – Parks, Recreational, and Other

cover all eligible damages, the applicant may reapply for FEMA assistance through the state.

Additional information regarding PA can be found in the RRG.

5.2.3.5 Other Recovery Support

If a state does not receive a Presidential emergency or major disaster declaration, the SBA can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance. The SBA can provide three types of disaster loans to qualified homeowners and businesses:

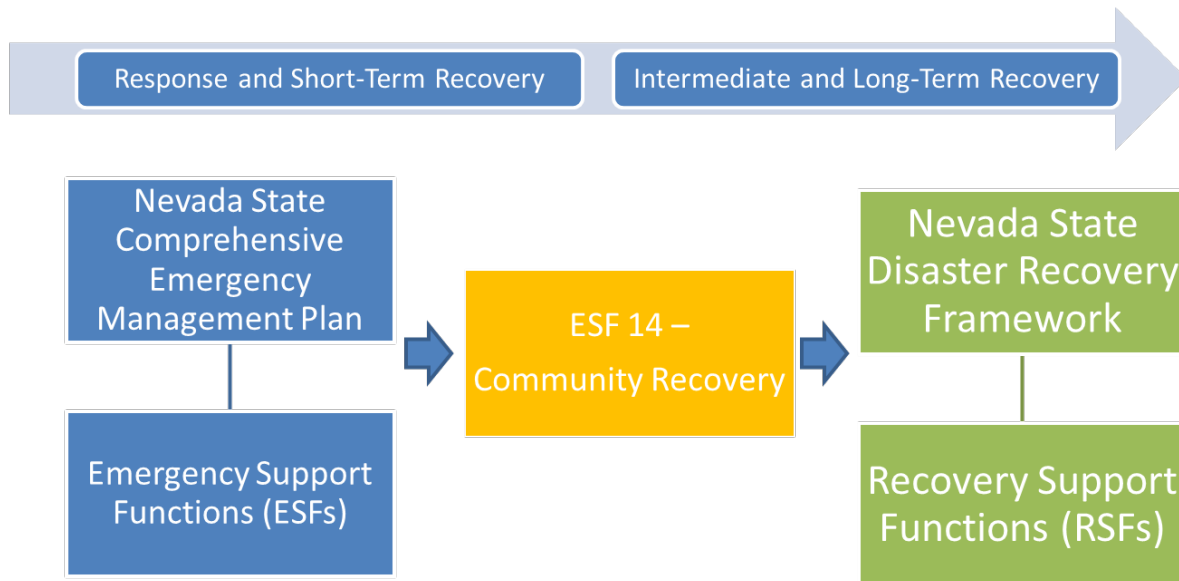
- Home Disaster Loans to homeowners and renters to repair or replace disaster-related damages to their home or personal property;
- Business Physical Disaster Loans to business owners to repair or replace disaster-damaged property, including inventory and supplies; and
- Economic Injury Disaster Loans (EIDL), which provide capital to small businesses and to small agricultural cooperatives to assist them through the disaster recovery period.

A more thorough explanation of recovery operations and procedures, including needs and damage assessments, can be found in the RRG.

5.3 TRANSITION TO INTERMEDIATE AND LONG-TERM RECOVERY

A timeframe for the transition into longer-term recovery activities may vary based on the nature and complexity of a given disaster. Typically, a decrease of short-term recovery activities may coincide and overlap with an increase in intermediate and long-term recovery activities. Not all functions and efforts within the overall recovery operation may follow the same timeframes for transitions, as certain portions and aspects of a community may have been impacted more adversely than others may.

Response and short-term recovery activities will largely be driven through concepts outlined in the SCEMP and coordinated through ESFs. However, upon a move toward intermediate and long-term recovery activities, a more comprehensive, recovery-focused planning tool may be required. State activities may then largely be driven by the Framework and coordinated through RSFs. This process is outlined in Figure 5-2.

Figure 5-2 Transition from Short-Term to Intermediate and Long-Term Recovery

As recovery operations progress, state support and resources may decrease, and information sharing with federal, local, tribal, and community partners will serve to ensure efforts continue in earnest.

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6. RECOVERY SUPPORT FUNCTIONS

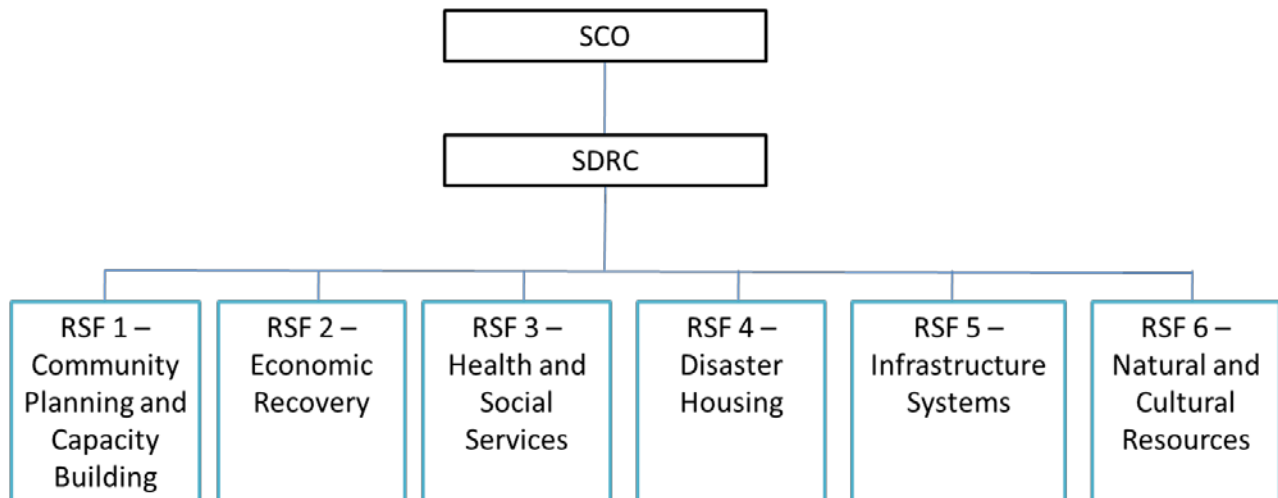
Section 6 introduces the concept of Recovery Support Functions (RSFs) and provides an overview of key activities to be carried out by each of the six RSFs.

6.1 OVERVIEW

RSFs are the organizing principle behind the state's support to local and tribal governments. Recovery processes are largely driven by the specific needs of a recovery, and are flexible and scalable. Dependent upon the disaster, RSFs may be required to support and augment the efforts of one another. The RSF organizational structure is outlined in Figure 6-1. The six state RSFs are:

- RSF 1 – Community Planning and Capacity Building;
- RSF 2 – Economic Recovery;
- RSF 3 – Health and Social Services;
- RSF 4 – Disaster Housing;
- RSF 5 – Infrastructure Systems; and
- RSF 6 – Natural and Cultural Resources.

Figure 6-1 RSF Organizational Structure



6.1.1 Preparedness

RSFs require continual planning, training, and maintenance to ensure operational preparedness. The role of an RSF may change over time as statewide capabilities and capacities change. The Coordinating Agency of each RSF should regularly convene representatives from the identified Primary Agencies to ensure necessary plans and procedures are in place to support prompt action upon activation of the RSFs. Supporting Agencies should also be engaged to ensure preparedness and identify

potential needs. In addition, the following activities should take place prior to a disaster, and on an ongoing basis:

- Ensure the proper identification of partners;
- Identify gaps in recovery services and align these gaps with the proper RSF;
- Collaborate on delivery and support mechanisms;
- Identify future support and resource needs; and
- Consider potential changes that could impact current support mechanisms (e.g., climate and hazards, demographics, funding sources).

6.1.2 Activation and Transition from ESFs

RSFs will be activated as soon as it is apparent that a disaster's impacts exceed the capabilities of existing response and short-term recovery plans and procedures, as described in the SCEMP. As described in the Recovery Continuum in Section 2.3, the phases of recovery are not static, but overlap with one another. Certain ESFs, identified in the SCEMP may transition and morph into RSFs, while other ESFs may continue performing response operations. RSFs may be activated to varying degrees and at varying times. It is possible that not all RSFs are required and, in these cases, some RSFs may not be activated. The activation of RSFs will be coordinated through the SEOC and the SDRC to ensure a thoughtful handoff from response to recovery. Potential triggers of an RSF activation include:

- Identification of intermediate and long-term community needs;
- Requests for state support from local and tribal governments; and
- The activation of local recovery operations.

The SDRC works with DEM as the Coordinating Agency for each RSF to identify existing short-term objectives, as well as define intermediate and long-term objectives. These objectives will be accompanied by performance measurements and critical tasks to ensure milestones in the recovery operation are met.

DEM, serving as the Coordinating Agency is responsible for coordinating the transition from ESFs to their respective RSFs. Lead state agencies for each ESF are responsible for supporting this transition. Table 6-1 identifies the responsible agencies in response and recovery.

6. Recovery Support Functions

Table 6-1 Transition from ESFs to RSFs	
ESFs	RSFs
ESF 5 – Emergency Management: Division of Emergency Management ESF 7 – Purchasing: Department of Administration ESF 14 – Recovery: Division of Emergency Management ESF 15 – Emergency Public Information: Division of Emergency Management	RSF 1 – Community Planning and Capacity Building: Division of Emergency Management, Department of Health and Human Services
ESF 7 – Purchasing: Department of Administration ESF 14 – Recovery: Division of Emergency Management	RSF 2 – Economic Recovery: Division of Emergency Management
ESF 8 – Public Health and Medical Services: Division of Public and Behavioral Health ESF 8-1 – Mental Health: Division of Public and Behavioral Health ESF 14 – Recovery: Division of Emergency Management	RSF 3 – Health and Human Services: Division of Emergency Management, Department of Health and Human Services
ESF 6 – Mass Care: Division of Emergency Management ESF 6 – Mass Care: Housing Division	RSF 4 – Disaster Housing: Division of Emergency Management, Nevada Housing Division
ESF 1 – Transportation: Department of Transportation ESF 2 – Telecommunications and Information Technology: Enterprise Information Technology Services ESF 3 – Public Works and Engineering: State Public Works Board ESF 12 – Energy: Office of Energy	RSF 5 – Infrastructure Systems: Division of Emergency Management, Department of Administration – Public Works
ESF 3 – Public Works and Engineering: State Public Works Board ESF 10 – Oil and Hazardous Materials Response: Division of Environmental Protection ESF 11 – Agriculture and Natural Resources: Department of Agriculture ESF 12 – Energy: Office of Energy	RSF 6 – Natural and Cultural Resources: Division of Emergency Management, Department of Conservation and Natural Resources

Upon activation of an RSF, the SDRC may seek resources to increase the capacities and capabilities of the RSF. These resources may also be requested by DEM, as the Coordinating Agency, in collaboration with Primary and Supporting Agencies.

Table 6-2 Primary RSF Focuses

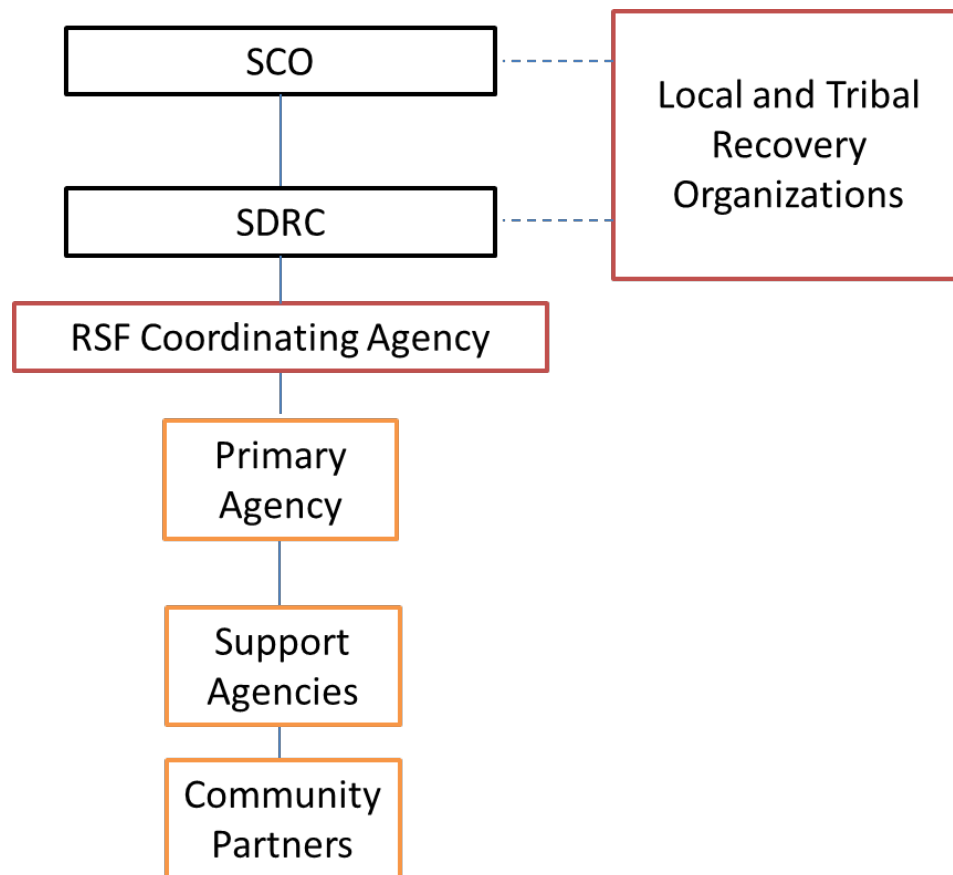
RSF	Primary Focus
RSF 1 - Community Planning and Capacity Building	Long-range and master plans, community planning, land use, permitting, zoning
RSF 2 - Economic Recovery	Assessment, re-development, business, tourism
RSF 3 - Health and Social Services	Public health system, environmental risk, mental health, unmet needs, advocacy, social systems
RSF 4 - Disaster Housing	Housing programs, Community Development Block Grant, shelter
RSF 5 - Infrastructure Systems	Utilities, flood control, engineering, roadways/bridges, debris management
RSF 6 - Natural and Cultural Resources	Trails, rivers, parks, historical sites, animal species, records, art, museums

6.1.3 Coordination

Overall coordination of the RSFs is the responsibility of the SDRC. Within each RSF, action is guided by DEM as the Coordinating Agency, with the assistance of Primary and Supporting Agencies. Coordination activities, as required by the situation include:

- Ongoing emergency public information and coordination with the media after response operations have ceased;
- Streamlined and efficient resource sharing;
- Consistent communication between SDRC and RSF coordinating agencies indicating:
 - o Resource needs;
 - o Interactions and conflicts with the missions of other RSFs;
 - o Situation assessments; and
 - o Estimated completion of projects and programs, if applicable.
- Equitable, targeted support to all segments of the impacted community.

Figure 6-2 outlines the organizational structure within each RSF.

Figure 6-2 Internal RSF Organization

6.1.3.1 State Disaster Recovery Coordinator

As soon as an SDRC is designated, he or she has authority over all RSFs, activating and demobilizing them as necessary.

- The SDRC receives requests for assistance from local and tribal recovery organizations.
- The SDRC uses the RSFs to organize state agency action and ensure that requests for assistance from recovery communities are met, following directives established by the Executive Policy Group and using available resources.
- The SDRC helps direct resources appropriated by the Governor to state agencies in support of RSF actions.
- For requests that cannot be fulfilled with state resources or that require further assistance, the SRC will coordinate with the FDRC and the appropriate RSF coordinating agencies.
- The SDRC coordinates development of the SRAP.

6.1.3.2 DEM - RSF Coordinating Agency

DEM will serve as the Coordinating Agency for all six RSFs. This coordinating role requires DEM to engage with Primary Agencies from each RSF to determine needed and available resources. DEM is responsible for ensuring that the RSF serves its purpose during the preparedness and activated states. In the preparedness state, DEM ensures the continuity of the RSF by convening representatives from Primary and Supporting Agencies and ensuring that plans and procedures are in place, key staff are trained, and expected resources are available if needed. In the activated state, the Coordinating Agency takes a lead role in defining and directing actions to be taken by the deployed Primary Agencies in support of recovery.

6.1.3.3 Primary Agencies, Supporting Agencies, and Community Partners

Each RSF will also be comprised of Primary Agencies, support agencies, and community partners:

- **Primary Agencies** have statutory authorities and/or established programs directly related to the RSF and are therefore at the forefront of service delivery and coordination to recovery communities. Primary Agencies are responsible for function-specific recovery planning and coordinating with Supporting Agencies. Primary Agencies perform ongoing maintenance of RSF-related capabilities during the preparedness state;
- **Supporting Agencies** are available to assist the coordinating and Primary Agencies when the RSF is activated. Their role is specialized and, where possible, should be identified in advance by the coordinating and Primary Agencies. Supporting Agencies' participation may not be needed at all times during recovery, though it should be available upon request from an RSF Primary Agency; and
- **Community partners** are existing governmental agencies, private companies, or NGOs and volunteers with subject matter expertise in an area of recovery. Community partners' participation may only be required for specific recovery efforts or programs.

Matrices detailing state and federal agency roles can be found in Appendix D.

6.2 RESPONSIBILITIES BY RECOVERY SUPPORT FUNCTION

This section identifies the Coordinating, Primary, and Supporting Agencies for each of the six RSFs within the state recovery organization. In addition, each sub-section provides a general description of the goals and responsibilities of the corresponding RSF. Additional RSF details on roles and responsibilities and functions can be found in the *Recovery Support Function Annexes*.

6.2.1 RSF 1: Community Planning and Capacity Building

Table 6-3 Community Planning and Capacity Building RSF	
RSF 1 Tasked Agencies	
State Coordinating Agency	Division of Emergency Management (DEM)
State Primary Agency	Division of Emergency Management (DEM)
Federal Coordinating Agency	U.S. Department of Homeland Security - Federal Emergency Management Agency
Scope	
RSF 1 provides support to augment the capacity building and community planning resources of local and tribal governments to effectively plan for, manage, and implement disaster recovery activities.	
Primary Objectives	
▪ Return the community to a sense of normalcy. ▪ Integrate recovery planning with other planning processes including preparedness and mitigation planning. ▪ Develop scalable, geographically based, mobile, and deliverable support mechanisms.	
Roles and Responsibilities - Preparedness State	
▪ Provide technical assistance to local and tribal governments for recovery planning. ▪ Maintain inventory of available funding sources to support local and tribal partners in recovery. ▪ Facilitate training opportunities to ensure effective implementation of recovery planning activities. ▪ Facilitate the development and maintenance of Continuity of Operations Plans. ▪ Monitor ongoing local and tribal recovery and mitigation planning projects. ▪ Coordinate with other RSFs to ensure program coordination and avoid duplication of efforts in planning. ▪ Pre-identify funding sources for economic recovery projects. ▪ Conduct stakeholder outreach to educate state and local partners on funding opportunities. ▪ Regularly update RSF 1 annex, in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
▪ Continue to assess impacted areas. ▪ Coordinate transition from response support activities to community recovery activities. ▪ Develop community planning and capacity building recovery objectives to inform the overall SRAP. ▪ Provide transparent resource allocation procedures and updates. ▪ Provide technical support to local and tribal recovery organizations for identifying recovery and mitigation projects. ▪ Coordinate resources to address skill sets where communities may lack capacity after large-scale and catastrophic disasters. ▪ Develop action plans for administration and distribution of federal funding to support community planning. ▪ Monitor post-disaster local and tribal recovery and mitigation projects to ensure proper oversight. ▪ Document lessons learned to inform planning activities in the preparedness state.	

See the RSF 1 – Community Planning and Capacity Building annex of this plan for additional details.

6.2.2 RSF 2: Economic Recovery

Table 6-4 Economic Recovery RSF	
RSF 2 Tasked Agencies	
State Coordinating Agency	Division of Emergency Management (DEM)
State Primary Agency	Governor's Office of Economic Development (GOED)
Federal Coordinating Agency	U.S. Department of Commerce
Scope	
RSF 2 integrates the expertise of state government to help local and tribal governments and the private sector sustain and rebuild businesses and employment, as well as develop economic opportunities that result in sustainable and economically resilient communities after disasters.	
Primary Objectives	
▪ Identify potential obstacles to fostering economic stabilization of impacted communities. ▪ Ensure community recovery plans incorporate economic revitalization and remove obstacles to post-disaster economic sustainability. ▪ Return impacted areas to a sustainable and vibrant economy within SRAP's specified timeframe. ▪ Develop long-term economic systems that discourage community displacement.	
Roles and Responsibilities - Preparedness State	
▪ Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery. ▪ Encourage and facilitate community economic development planning through appropriate state government agencies and programs. ▪ Develop initiatives to facilitate the integration of state efforts and resources with private capital and the business sector. ▪ Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques. ▪ Work with local and tribal officials to implement disaster-resistant building codes as well as incentives for businesses and individuals to conduct preparedness activities. ▪ Promote the adoption of resiliency policies and practices in state agency programs and stakeholder operations, wherever appropriate. ▪ Sustain pre-disaster engagement activities with the leadership of local economic development agencies. ▪ Encourage the establishment of disaster information networks for businesses. ▪ Regularly update the RSF 2 annex, in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
▪ Coordinate transition to economic recovery activities from response support activities. ▪ Leverage state and federal resources and programs to most effectively meet community recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement. ▪ Work closely with local and tribal community leadership during disaster recovery to provide technical assistance and data related to economic development. ▪ Incorporate mitigation measures into redevelopment following a disaster to build the community back stronger and minimize future risk. ▪ Engage the workforce development system, including state vocational rehabilitation programs, as a means of helping individuals who acquire a disability as part of the disaster so they can return to work with the appropriate supports, accommodation, and retraining. ▪ Develop an Economic Recovery Action Plan to ensure the coordinated action of all state agencies, stakeholders, and supporting entities in the support of local and tribal governments.	

See the RSF 2 – Economic Recovery annex of this plan for additional details.

6.2.3 RSF 3: Health and Social Services

Table 6-5 Health and Social Services RSF	
RSF 3 Tasked Agencies	
State Coordinating Agency	Division of Emergency Management (DEM)
State Primary Agency	Division of Emergency Management (DEM) Department of Health and Human Services (HHS)
Federal Coordinating Agency	U.S. Department of Health and Human Services
Scope	
RSF 3 assists locally led recovery efforts in the restoration of the public health, health care, and social service networks to promote the resilience, health, and well-being of affected individuals and communities.	
Primary Objectives	
▪ Restore basic health services functions. ▪ Identify critical areas of need for health and social services, including services for populations with access and functional needs. ▪ Restore and improve the resilience and sustainability of health and social services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline. ▪ Ensure long-term mental health and psychological support needs are met.	
Roles and Responsibilities - Preparedness State	
▪ Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 8, ESF 8-1, and ESF 14. ▪ Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans. ▪ Identify community programs and resources needed for RSF 3 recovery efforts. ▪ Develop strategies to address recovery issues for public health and healthcare, particularly the needs of response and recovery workers and access and functional needs populations. ▪ Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans. ▪ Regularly update the RSF 3 annex, in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
▪ Coordinate transition to health and social services recovery activities from response support activities. ▪ Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 8, ESF 8-1, and ESF 14. ▪ Coordinate and leverage applicable state and federal resources for public health and healthcare services. ▪ Conduct state health services assessments with Primary Agencies. ▪ Provide technical assistance in the form of impact analyses and support recovery planning for public health and healthcare systems infrastructure. ▪ Coordinate with local, tribal, and federal partners to assess food, animal, water, and air conditions to ensure safety. ▪ Establish communication and information-sharing forum(s) for public health and healthcare stakeholders. ▪ Develop and implement a plan to transition from public health and healthcare recovery operations back to a steady-state. ▪ Evaluate the effectiveness of public health and healthcare recovery efforts.	

See the RSF 3 – Health and Social Services annex of this plan for additional details.

6.2.4 RSF 4: Disaster Housing

Table 6-6 Disaster Housing RSF	
RSF 4 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Division of Emergency Management (DEM) Nevada Housing Division
Federal Coordinating Agency	U.S. Department of Housing and Urban Development (HUD)
Scope	
RSF 4 addresses pre- and post-disaster housing issues and coordinates and facilitates the delivery of state resources to assist local and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, and the development of other new accessible, long-term housing options.	
Primary Objectives	
- Assess preliminary housing impacts and needs; identify available options for emergency sheltering, temporary sheltering, temporary housing, and permanent housing. - Ensure that community housing recovery plans address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, equitable, and sustainable housing market. - Establish a resilient and sustainable housing market that helps local communities meet their needs, including accessible housing, within the specified timeframe of the SRAP.	
Roles and Responsibilities - Preparedness State	
- Identify strategies and options that address a broad range of disaster housing issues, such as those dealing with planning, zoning, design, production, logistics, codes, and financing. - Build accessibility, resiliency, sustainability, and mitigation measures into identified housing recovery strategies. - Assess the potential risks of hazards on community housing resources. - Ensure that the resources and authorities required to implement disaster housing recovery plans and procedures are available and coordinated within each Primary and Supporting Agency. - Facilitate coordination between the RSF 4 and local and tribal governments, as well as involved private sector and non-profit organizations. - Regularly update the RSF 4 annex, in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
- Coordinate the transition to disaster housing recovery activities from response support activities. - Coordinate and leverage state and federal resources to assist local and tribal governments in addressing housing-related recovery needs. - Encourage rapid and appropriate decisions regarding land use and housing location in the recovering communities or regions. - Identify gaps and coordinate the resolution of issues involving conflicting policies and programs. - Promote communications and information sharing throughout the recovery process between all involved partners. - Facilitate family reunification and temporary relocation efforts. - Develop an approach for evaluating and prioritizing the recovery of disaster housing assets. - Provide incentives for displaced or relocated residents to return to the community. - Provide support for home repairs that create resilient housing in preparation for future disasters. - Identify partners to assist with locating permanent housing options for remaining impacted community members.	

See the RSF 4 – Disaster Housing annex of this plan for additional details.

6.2.5 RSF 5: Infrastructure Systems

Table 6-7 Infrastructure Systems RSF	
RSF 5 Tasked Agencies	
State Coordinating Agency	Division of Emergency Management (DEM)
State Primary Agency	Division of Emergency Management (DEM) Nevada Department of Administration – Public Works (DOA-PW)
Federal Coordinating Agency	U.S. Army Corps of Engineers
Scope	
RSF 5 coordinates the capabilities of the state government to support local and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals and restore infrastructure systems.	
Primary Objectives	
▪ Restore and sustain essential services to maintain community functionality. ▪ Develop an Infrastructure SRAP with a specified timeline for redeveloping community infrastructure to contribute to resiliency, accessibility, and sustainability. ▪ Provide systems that meet community needs while minimizing service disruption during restoration within the specified timeline of the SRAP.	
Roles and Responsibilities - Preparedness State	
▪ Develop guidance and standard procedures for rapid activation of RSFs to support recovery. ▪ Identify relevant programs, capabilities, and limiting factors pertaining to recovery support for infrastructure systems. ▪ Provide a forum for interagency coordination, information sharing, and exchange of practices. ▪ Work with local, tribal, federal, and private sector partners to identify critical facilities/systems, and ensure that efforts are made to reduce risk pre- and post-disaster. ▪ Regularly update the RSF 5 annex, in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
▪ Coordinate transition to infrastructure systems recovery activities from response support activities. ▪ Coordinate state resources in support of the recovery of impacted infrastructure systems. ▪ Participate in the state-level coordination of damage and community needs assessments to ensure that infrastructure considerations are integrated into the post-disaster community planning process. ▪ Deploy Primary and Supporting Agency resources to the field to assist affected communities in developing an Infrastructure SRAP that: - o Avoids the redundant, counterproductive, or unauthorized use of limited capital resources. - o Helps resolve jurisdictional and other conflicts resulting from the competition for key resources essential to recovery. - o Sets a firm schedule and sequenced time structure for infrastructure recovery projects. ▪ Work with local, tribal, federal, and private sector partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the community's Infrastructure SRAP. ▪ Promote rebuilding infrastructure in a manner to reduce vulnerability to future disaster impacts. ▪ Review and identify codes, building permits, and waivers.	

See the RSF 5 – Infrastructure Systems annex of this plan for additional details.

6.2.6 RSF 6: Natural and Cultural Resources

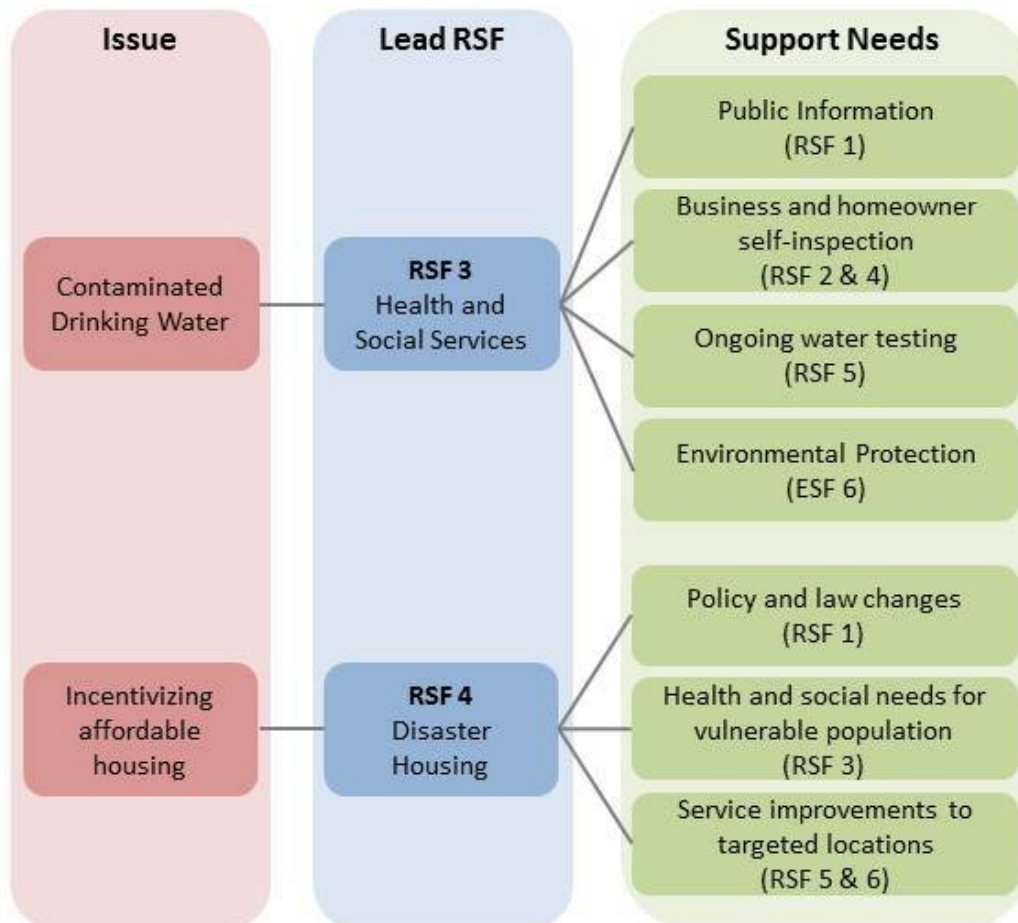
Table 6-8 Natural and Cultural Resources RSF	
RSF 6 Tasked Agencies	
State Coordinating Agency	Division of Emergency Management (DEM)
State Primary Agency	Division of Emergency Management (DEM) Department of Conservation and Natural Resources (DCNR)
Federal Coordinating Agency	U.S. Department of the Interior
Scope	
RSF 6 addresses restoration and revitalization of natural and cultural resources valued by communities and integrates state resources and capabilities to help local and tribal governments address long-term environmental and cultural resource recovery needs after disasters.	
Primary Objectives	
▪ Identify and prioritize restoration of natural and cultural resources. ▪ Implement measures to protect and stabilize records and culturally significant documents, objects, and structures. ▪ Assess impacts to natural and cultural resources and identify needed protections during stabilization efforts.	
Roles and Responsibilities - Preparedness State	
▪ Identify relevant state programs and resources supporting the preservation, protection, conservation, rehabilitation, and restoration of natural and cultural resources during recovery. ▪ Identify and report gaps and inconsistencies within and between regulations, policies, program requirements, and processes that are used in disaster recovery and that affect natural and cultural resources. ▪ Work with PNPs and other NGOs to encourage local and tribal governments and institutions to integrate natural and cultural resource issues in their emergency management plans. ▪ Identify sites and events of community value. ▪ Promote the principles of resilient communities through the protection of natural resources such as floodplains, wetlands, and other natural resources critical to risk reduction. ▪ As part of ongoing hazard mitigation planning, assess appropriate hazard mitigation strategies for the protection of cultural resources. ▪ Regularly update the RSF 6 annex in coordination with Primary and Supporting Agencies.	
Roles and Responsibilities - Activated State	
▪ Coordinate support of cross-jurisdictional natural and cultural resource issues. ▪ Identify opportunities to enhance natural and cultural resource protection with hazard mitigation strategies. ▪ Coordinate with tribal governments to identify restoration and cultural resource recovery needs. ▪ Assist affected communities in developing a Natural and Cultural Resources Action Plan that identifies how all involved partners will mobilize resources and capabilities to meet community needs. ▪ Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues. ▪ Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.	

See the RSF 6 – Natural and Cultural Resources annex of this plan for additional details.

6.3 RSF INTERACTIONS

Large-scale and catastrophic disasters affect a community's vitality and health. Though the framework is broken down into RSFs, each one complements and informs the other depending on the situation and issues at hand. Figure 6-2 provides an example of inter-RSF collaboration.

Figure 6-2 RSF Interactions



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7. IMPLEMENTATION AND MAINTENANCE

Section 7 prescribes plan maintenance and improvement processes, and provides plan training and exercise recommendations.

7.1 PLAN ADOPTION

Each RSF Primary Agency shall commit to participation in the Framework through formal adoption by authorized signature on the Letter of Transmittal indicating that this plan has been reviewed. Signature furthermore indicates the commitment of the signatory's agency to disseminating details of the plan to their Primary and Supporting Agencies and employees through a formalized mechanism to ensure that all who may become involved in recovery functions are prepared to do so. Signatures will be required for all subsequent updates to the plan.

The Framework will be reviewed and revised as appropriate, for formal review and adoption every five years, or more frequently based on significant lessons learned from exercises or real world disasters.

7.2 PLAN MODIFICATIONS

The Plan Administrator—the DEM Recovery/Grants Section Manager—will coordinate reviews, revisions, and re-adoption of this plan every five years or when changes occur, to incorporate lessons learned from exercises or real world disasters. All substantive changes will be reviewed and approved by the Executive Policy Group and representatives from DEM, and transmitted to the Governor's Office for review and approval. Changes to the annexes, excluding appendices, and non-substantive changes to the Basic Plan, may be made by the Plan Administrator with review by the Executive Policy Group.

RSF Annexes will be reviewed and revised by DEM, as the Coordinating Agency, with changes transmitted to the Plan Administrator for approval by the Executive Policy Group.

7.3 RECOVERY SUPPORT FUNCTION ONGOING PREPAREDNESS

It is essential that Primary Agencies and the whole community perform ongoing preparedness activities so they are prepared to implement their respective recovery functions in the wake of large-scale disasters that may occur with little or no warning. To ensure that preparedness activities are undertaken and sustained, as the Coordinating Agency, DEM will:

7. Implementation and Maintenance

- Assign work groups to undertake ownership of their respective RSFs;
- Create a work plan that describes how the plan will be maintained;
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation;
- Encourage ownership by agency staff through education about the framework and creating a mechanism to obtain feedback for its improvement; and
- Develop contracts and agreements with state agencies to perform the recovery roles assigned to them.

7.4 HAZARD MITIGATION

Hazard mitigation and disaster response and recovery have direct implications to the level of effort required of the other. A decrease in the level of hazard mitigation activities may lead to a substantial increase in the need for disaster recovery levels of effort and spending. However, these two phases of emergency management should be connected through long-term recovery and planning efforts. Future hazard mitigation planning should be informed by lessons learned through recent disaster recovery efforts, and resources should be made available to decrease repetitive losses.

7.5 COORDINATION WITH THE WHOLE COMMUNITY

Effective recovery requires full participation of the entire community, including local, tribal, state, territorial, and federal governmental partners; local recovery organizations; private and non-profit sectors, such as businesses, faith-based, and social service organizations; and the general public. Particular coordination should be made with infrastructure owners and operators who play a key role in planning, scheduling, and implementing recovery activities in long-term restoration and reconstruction. Whole community participation is best driven from the local level, but requires engagement by partners at all levels to be successful. The state recovery organization will support local recovery organizations' efforts to engage partners through the following activities:

- Share the Framework and update to its structure;
- Provide guidance for development of local recovery plans; and
- Provide outreach resources and tools.

7.6 TRAINING AND EXERCISES

All state entities involved in recovery efforts should be familiar with the NDRF and this plan, and should be trained and experienced in operating under the NIMS/ICS protocol.

As the Coordinating Agency, DEM will ensure that recovery staff are trained as part of ongoing preparedness so that the full resources and capabilities of the agency are available with little forewarning. Key staff should undertake initial, refresher, and just-in-time training on the Basic Plan portion of the *State Disaster Recovery Framework*, on the RSF Annex for which the agency is designated as the Primary Agency, and on all other RSFs for which the agency could have a supporting role. Training records must be kept and made available at the request of the Plan Administrator.

The state will conduct exercises to test and evaluate this plan. The exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises. After-action findings and improvement recommendations will be used to update the *State Disaster Recovery Framework* as appropriate.

Local recovery organizations should exercise their respective recovery plans annually with their community recovery partners, including local agencies; private and non-profit sectors such as businesses, faith-based, and social service organizations; and the general public. DEM and Department of Administration staff should be invited to attend. The exercises may consist of a variety of discussion- and operations-based exercises. Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools should be used to develop, conduct, and evaluate these exercises.

Local recovery organizations will work with DEM to transmit after-action recommendations and improvements as outcomes to these exercises.

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APPENDIX A REFERENCES

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Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, 2013 <https://www.fema.gov/pdf/recoveryframework/ndrf.pdf>
- Federal Emergency Management Agency, Recovery Federal Interagency Operations Plan, 2014 https://www.fema.gov/media-library-data/1471451918443-dbbb91fec8ffd1c59fd79f02be5afddd/Recovery_FIOP_2nd.pdf
- Federal Emergency Management Agency, National Response Framework, 2013 https://www.fema.gov/media-library-data/20130726-1914-25045-1246/final_national_response_framework_20130501.pdf
- Public Law 113-2, including:
 - o Disaster Relief Appropriations Act, 2013
 - o Sandy Recovery Improvement Act of 2013

State

- State of Nevada Disaster Recovery Framework, 2016
- Nevada State Comprehensive Emergency Management Plan, January 2014 <http://dem.nv.gov/uploadedFiles/demnvgov/content/Resources/2014-SCEMP.pdf>
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011 <http://dem.nv.gov/uploadedFiles/demnvgov/content/Resources/NDEMRespRecGuide.pdf>

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APPENDIX B RESOURCES

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Federal

- **Federal Emergency Management Agency (FEMA).** FEMA supports residents to prepare for, protect against, respond to, recover from, and mitigate all hazards. Further information on FEMA can be found at: <http://www.fema.gov/>.
- **National Oceanic and Atmospheric Administration (NOAA).** NOAA studies climate trends, and projects potential future impacts. Further information on NOAA can be found at: <http://oceanservice.noaa.gov/>.
- **National Renewable Energy Laboratory (NREL).** Located in Golden, CO, NREL researches innovating energy solutions. Further information on NREL can be found at: <http://www.nrel.gov/>.
- **U.S. Army Corps of Engineers (USACE).** The USACE is working to build resilience in their infrastructure to better serve and support the Nation. Further information on the USACE and its resiliency programs can be found at: <http://www.usace.army.mil/Missions/Sustainability/BuildingClimateResilience.aspx>.
- **U.S. Department of Housing and Urban Development (HUD).** The administrator of the National Disaster Resilience Competition (NDRC), HUD seeks to help communities produce more resilient systems. Further information on HUD and its resiliency programs can be found at: <http://portal.hud.gov/hudportal/HUD>; further information on NDRC can be found at: <https://www.hudexchange.info/programs/cdbg-dr/resilient-recovery/>.
- **U.S. Environmental Protection Agency (EPA).** The EPA works closely with communities to reduce risks to health and the environment due to natural disasters. Further information on the EPA can be found at: <http://www3.epa.gov/>; further information on EPA's emergency-specific tools can be found at: <http://www2.epa.gov/learn-issues/emergencies-resources#natural-disasters>.

Publications

- **Achieving Disaster Resilience in U.S. Communities.** Executive, Congressional, and private-sector publication to address resilience strategies. Read full text at: http://csis.org/files/publication/141016_Kostro_DisasterResilience_Web.pdf.
- **Enhancing the Climate Resilience of America's Natural Resources.** Produced by the Council on Climate Preparedness and Resilience, agenda identifies strategies to make natural resources more resilient. Read full text

at: https://www.whitehouse.gov/sites/default/files/docs/enhancing_climate_resilience_of_americas_natural_resources.pdf.

- **Incorporating Disaster Resilience into Disaster Recovery.** Produced by the Natural Hazards Center, publication proposes more well-rounded recovery efforts. Read full text
at: http://www.colorado.edu/hazards/publications/holistic/ch8_disaster_resilience.pdf.
- **Moving Towards Sustainable and Resilient Smart Water Grids.** A concept paper that identifies weaknesses in current urban water systems, and provides resiliency solutions to these problems. Read full text
at: <http://repository.asu.edu/items/15928>.
- **Planning Fire-Resilient Counties in the Wildland-Urban Interface.** Produced by the National Association of Counties, this document provides case studies to guide future resilience from wildfires. Read full text
at: [http://www.naco.org/sites/default/files/documents/GuidetoWildfireRiskandMitigation-NACo2010%20\(2\).pdf](http://www.naco.org/sites/default/files/documents/GuidetoWildfireRiskandMitigation-NACo2010%20(2).pdf).
- **The Sendai Framework for Disaster Risk Reduction.** Adopted by the UN World Conference, this framework outlines steps to reduce disaster risks at the local, national, and global level. Read full text
at: http://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf.

Other Resources and Service Providers

- **Rockefeller Foundation.** The Rockefeller Foundation has played a leading national and international role in the promotion of local resiliency planning and implementation, through programs such as 100 Resilient Cities, the Global Resilience Partnership, and extensive assistance to the HUD Rebuild by Design competition and the NDRC. Further information on the Rockefeller Foundation and its resiliency programs and initiatives can be found
at: <https://www.rockefellerfoundation.org/our-work/topics/resilience/>
- **American Red Cross.** The American Red Cross prevents and alleviates the impacts of emergencies by mobilizing volunteers and funds. Further information on the American Red Cross can be found
at: <http://www.redcross.org/>.
- **Team Rubicon.** Team Rubicon's primary mission is providing disaster relief to those affected by natural disasters through incident management, damage and impact assessment, disaster mapping and work-order management, debris management, hazard mitigation, expedient home repair, and spontaneous volunteer management. Further information on Team Rubicon can be found
at: <http://www.teamrubiconusa.org/>.

APPENDIX C ACRONYMS AND ABBREVIATIONS

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ARF	Action Request Form
CPI	Consumer Price Index
DCNR	Nevada Department of Conservation and Natural Resources
DEM	Division of Emergency Management
DHHS	Nevada Department of Health and Human Services
DOA-PW	Nevada Department of Administration – Public Works
DRC	Disaster Recovery Center
EAA	Emergency Assistance Account
EIDL	Economic Injury Disaster Loan
EMAC	Emergency Management Assistance Compact
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
ESC	Emergency Support Center
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FMAG	Fire Management Assistance Grant
Framework	State of Nevada Disaster Recovery Framework
GAR	Governor’s Authorized Representative
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation Program
HUD	U.S. Department of Housing and Urban Development
ICS	Incident Command System
IHP	Individual and Household Program

JFO	Joint Field Office
JIC	Joint Information Center
JPDA	Joint Preliminary Damage Assessment
LDRM	Local Disaster Recovery Manager
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NREL	National Renewable Energy Laboratory
NRF	National Response Framework
NRS	Nevada Revised Statutes
ONA	Other Needs Assistance
PA	Public Assistance
PDA	Preliminary Damage Assessment
PNP	Private Non-Profit
PPD-8	Presidential Policy Directive 8
RRG	Response and Recovery Guide
RSF	Recovery Support Function
SBA	Small Business Administration
SCEMP	State Comprehensive Emergency Management Plan
SCO	State Coordinating Officer
SDRA	State Disaster Relief Account
SDRC	State Disaster Recovery Coordinator
SEOC	State Emergency Operations Center
SERT	State Emergency Response Team

SHMP	State Enhanced Hazard Mitigation Plan
SOP	Standard Operating Procedure
SRAP	State Recovery Action Plan
SRCT	State Recovery Coordination Team
SRO	State Recovery Organization
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act
START	State Technical Assistance Response Team
TDRC	Tribal Disaster Recovery Coordinator
USACE	U.S. Army Corps of Engineers

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APPENDIX D RSF MATRICES

The following matrices illustrate Coordinating, Primary, and Supporting Agencies at the state and federal levels for recovery functions addressed in the Framework.

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Related State RSF Annexes	RSF 1	RSF 2	RSF 3	RSF 4	RSF 5	RSF 6
	Community Planning and Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
State of Nevada						
Governor's Office	S	S	S	S	S	S
Department of Public Safety	S	S	S	S	S	S
Division of Emergency Management	C	C	C	C	C	C
Center for Environmental Remediation and Monitoring (Environment)			S			S
Commission for Cultural Affairs						S
Commission on Homeland Security					S	
Critical Infrastructure Committee					S	
Department of Administration – Public Works	S				P	
Department of Administration – Buildings and Grounds					S	
Department of Agriculture	S	S	S		S	S
Department of Business and Industry	S	S			S	
Department of Conservation and Natural Resources	S	S			S	C
Department of Corrections	S				S	
Department of Education	S				S	
Department of Employment, Training, and Rehabilitation	S	S	S			
Department of Health and Human Services	P		P	S	S	

Related State RSF Annexes	RSF 1	RSF 2	RSF 3	RSF 4	RSF 5	RSF 6
	Community Planning and Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Department of Taxation	S	S				
Department of Tourism and Cultural Affairs						S
Department of Transportation	S	S			S	
Department of Wildlife	S					S
Division of Child and Family Services						
Division of Environmental Protection			S			S
Enterprise Information Technology Services					S	
Governor's Office of Economic Development	S	S				
Housing Division	S			S		
Manufactured Housing Division				S		
Nevada Contractors Association	S	S		S	S	
Nevada Indian Commission						S
Nevada Museum and History						S
Nevada State Library, Archives, and Public Records						S
Nevada State Parks/State Historic Preservation Office						S
Office of the Military					S	
Office of Veterans Services			S			

Related State RSF Annexes	RSF 1	RSF 2	RSF 3	RSF 4	RSF 5	RSF 6
	Community Planning and Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Public Utilities Commission of Nevada						
Rural Community and Economic Development Division	S	S		S	S	

Key:**C - Coordinating****P - Primary****S - Support**

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Related Federal RSF Annexes	RSF 1	RSF 2	RSF 3	RSF 4	RSF 5	RSF 6
	Community Planning and Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Federal						
Department of Homeland Security/Federal Emergency Management Agency	C	P	P	P	P	P
Advisory Council on Historic Preservation						S
American Red Cross			S	S		
Corporation for National and Community Service	S	S	P	S		S
Department of Agriculture	S	P	S	P	S	
Department of Commerce	S	C		S	S	S
Department of Education			P		S	
Department of Energy				S	P	
Department of Health and Human Services	P	S	C	S	S	
Department of Interior	S	S	P		S	C
Department of Justice	S		P	P		
Department of Labor		P	P			
Department of Transportation	S		S		P	
Department of Treasury	S	P	S		S	
Environmental Protection Agency	S	S		S	S	P

Related Federal RSF Annexes	RSF 1	RSF 2	RSF 3	RSF 4	RSF 5	RSF 6
	Community Planning and Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Federal Communications Commission					S	
General Services Administration	S				S	
Housing and Urban Development	S			C		
Institute of Museum and Library Services						S
National Organizations Active in Disasters			S	S		
Small Business Administration	S	P	S	S		
U.S. Access Board				S		
U.S. Army Corps of Engineers					C	S
Veterans Affairs			P	S		

Key:**C - Coordinating****P - Primary****S - Support**

APPENDIX E STATE RECOVERY ACTION PLAN FORM

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STATE RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies. RSF-Specific Recovery Action Plan forms are included as an attachment to their respective RSF annex. All forms should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	RSF Interactions	Enter specific activities that require coordination across RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern (color coded by RSF).
10	Incident Objectives	
	10a. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10b. Strategies/Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10c. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10d. Need Assigned to	For each strategy/tactic, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

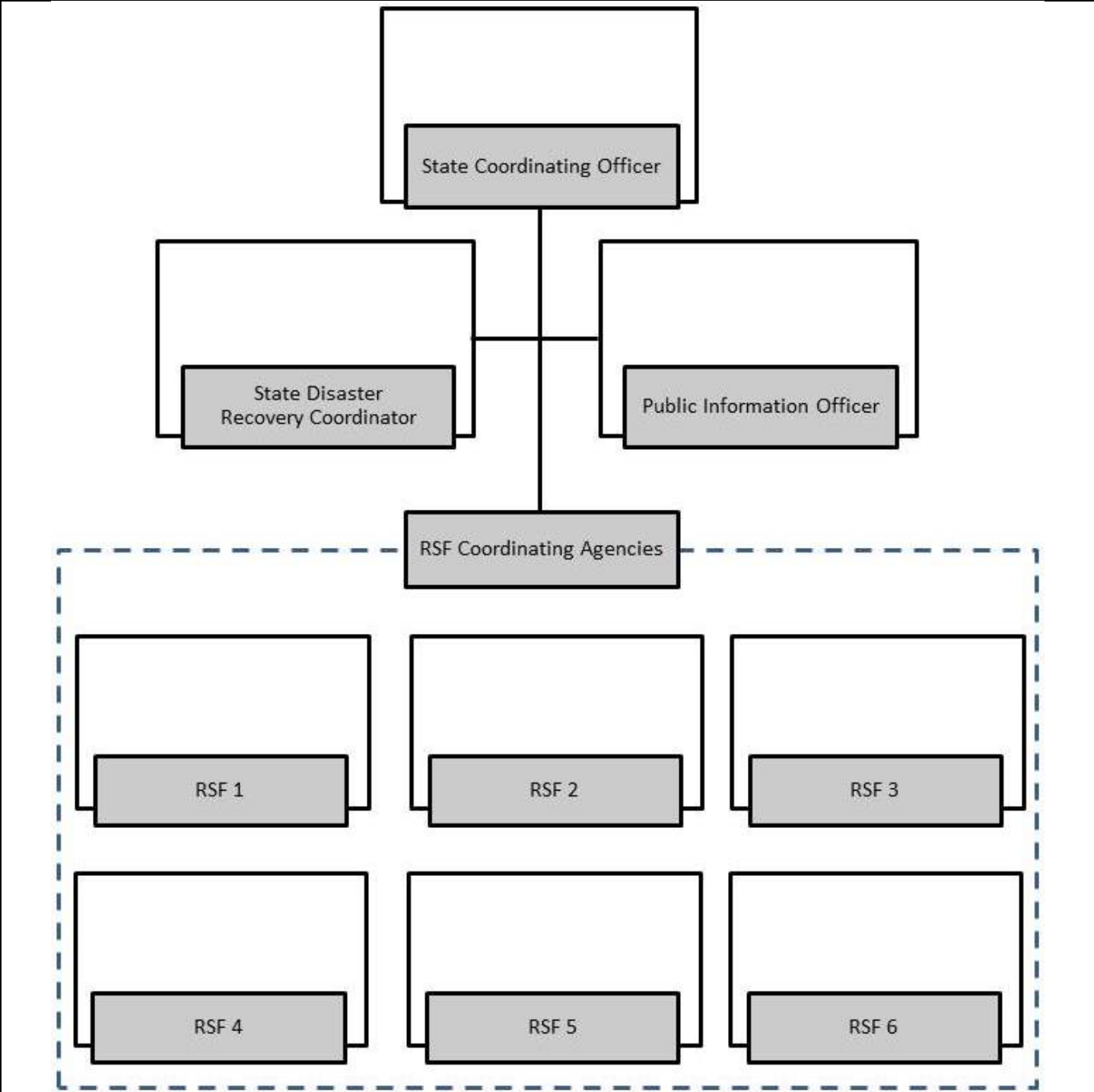
1. Incident Name**2. Operational Period (#_____)**

Date: FROM:_____ TO:_____

3. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term

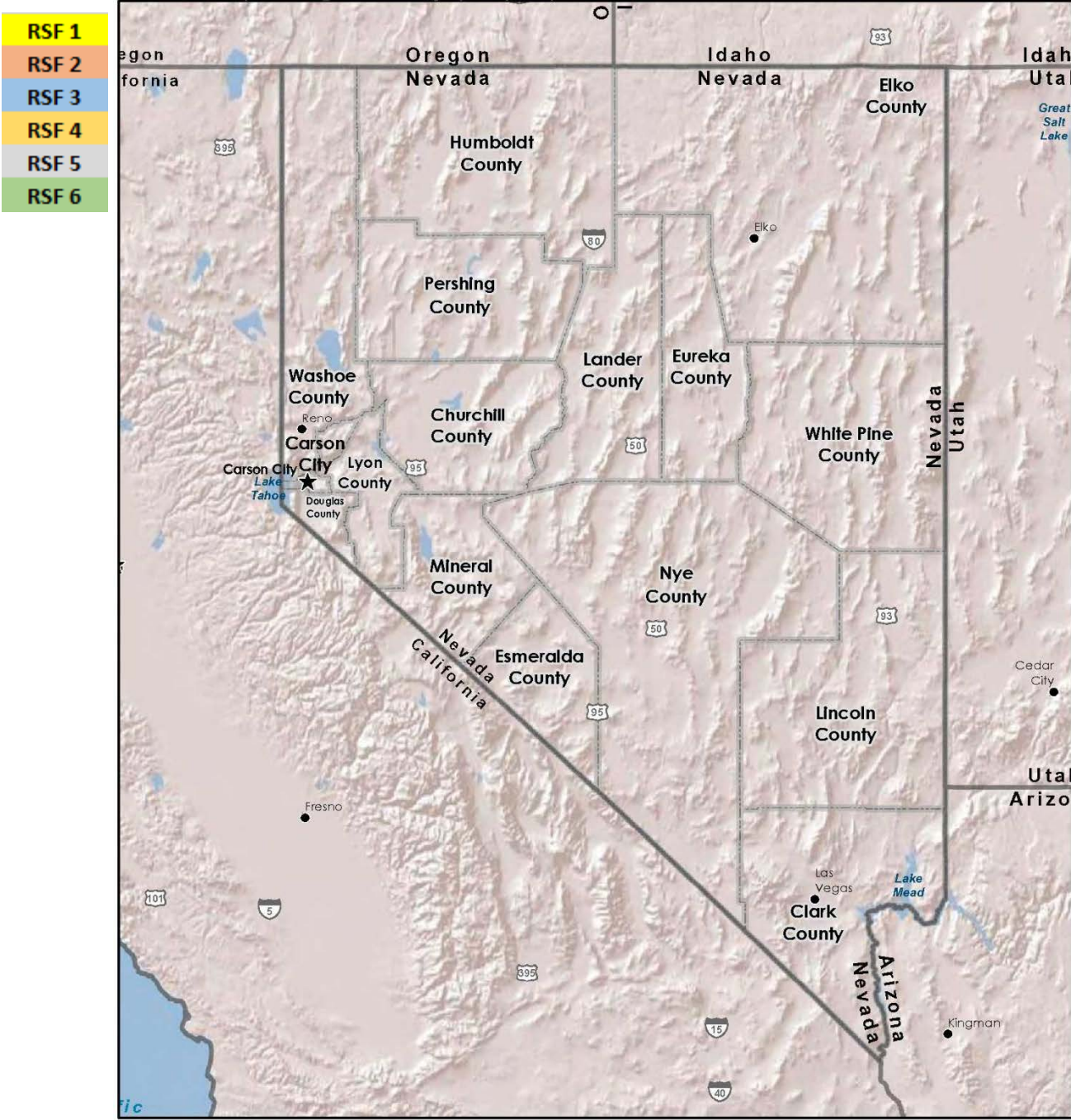
Phase Completion Target Date _____

4. Situation Summary**5. RSF Interactions****6. Public Information****7. Current Recovery Organization** (fill in additional positions as appropriate)



8. Health and Safety Briefing

9. Geographic Exent



Notes

10a. Objectives	10b. Strategies/Tactics	10c. Needs	10d. Needs Assigned to
11. Prepared by	PRINTED NAME:		SIGNATURE:
	DATE/TIME:		DEPARTMENT:

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APPENDIX F SAMPLE RECOVERY TRANSITION MEETING AGENDA

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Parties to be present

- SERT Chief
- SEOC Section Chiefs
 - o Operations
 - o Planning
 - o Logistics
 - o Finance/Admin
- Primary ESF Agencies Representatives
 - o ESF 14 to lead transition
- Public Information Officer
- SCO and/or SDRC
- Primary RSF Agencies

Agenda Item	Responsible Party
1. Briefing on situation/resource status.	SERT Chief, Planning/Operations Section Chiefs, SCO/SDRC
2. Discuss ongoing operations pertaining to recovery.	Operations Section Chief, ESF Primary Agencies
3. Establish/confirm incident objectives and refine for recovery operations.	SERT Chief, SCO/SDRC
4. Facilitate hand off of information and materials from ESFs to RSFs.	ESF 14, SERT Chief, SCO/SDRC, ESF Primary Agencies, DEM serving as RSF Coordinating Agency
5. Develop needs assessment.	Primary ESF Agencies, DEM, Logistics Section Chief
6. Provide financial update.	Finance/Admin Section Chief
7. Discuss information/public information issues and needs.	Public Information Officer/JIC
8. Finalize and implement the SRAP.	SCO/SDRC, DEM serving as RSF Coordinating Agency, RSF Primary Agencies

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RECOVERY SUPPORT FUNCTION ANNEXES

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RSF 1 - COMMUNITY PLANNING AND CAPACITY BUILDING

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RSF 1 - Community Planning and Capacity Building

RSF 1 – Community Planning and Capacity Building	1
1 Purpose and Scope	2
1.1 Purpose	2
1.2 Scope	2
2 Assumptions	2
3 Concept of Operations	3
3.1 Organization	3
3.1.1 Coordinating Agency	4
3.2 Preparedness	5
3.3 Activation	5
3.3.1 Transition from Response	5
3.4 Activated State	6
3.5 Return to Preparedness	6
4 Roles and Responsibilities	6
4.1 Primary Agencies	6
4.1.1 Nevada Division of Emergency Management	6
4.1.2 Nevada Department of Health and Human Services	7
4.2 Supporting Agencies	7
4.2.1 Nevada Bureau of Mines and Geology	7
4.2.2 Nevada Department of Administration	7
4.2.3 Nevada Department of Administration – Public Works	7
4.2.4 Nevada Department of Business and Industry	7
4.2.5 Nevada Department of Transportation	8
4.2.6 Nevada Division of Environmental Protection	8
4.2.7 Nevada Division of Forestry	8
4.2.8 Nevada Division of State Lands	8
4.2.9 Nevada Attorney General	8
4.2.10 Nevada Governor’s Office of Energy	9
4.2.11 Nevada Housing Division	9
4.3 RSF Action Plan	9

RSF 1 - Community Planning and Capacity Building

5	Activities by Recovery Phase	10
5.1	Preparedness	10
5.2	Short-Term Recovery	11
5.3	Intermediate Recovery	11
5.4	Long-Term Recovery	12
6	Community Partners	13
7	RSF Development and Maintenance	13
	Appendix A – Supporting Plans and Procedures	15
	Appendix B – RSF 1 Federal Programs	16
	Appendix C – RSF-Specific Recovery Action Plan Form	21

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RSF 1 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Division of Emergency Management (DEM)
Supporting Agencies	Governor's Office of Economic Development Department of Employment, Training and Rehabilitation Department of Conservation & Natural Resources Department of Agriculture Department of Public Safety Department of Corrections Department of Transportation Nevada Housing Division Department of Education Department of Health and Human Services Department of Administration-Public Works Department Business & Industry Department of Wildlife Department of Taxation Nevada Contractors Association Rural Community and Economic Development Division
Federal Coordinating Agency	U.S. Department of Homeland Security - Federal Emergency Management Agency
ESF Coordination	ESF 5 - Emergency Management ESF 7 - Purchasing and Resource Support ESF 14 - Community Recovery, Mitigation, and Economic Revitalization ESF 15 - Emergency Public Information and External Communications

1 PURPOSE AND SCOPE

1.1 Purpose

Recovery Support Function (RSF) 1, Community Planning and Capacity Building (CPCB), and the five other RSFs are essential annexes to the *State of Nevada Disaster Recovery Framework* (Framework). This document presents the mission of RSF 1; its objectives, key activities, and areas of support; and the roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 1 is to integrate state assets and capabilities to help local governments, tribal governments, and impacted communities address long-term community recovery needs after disasters.

1.2 Scope

RSF 1 is designed to provide guidance to state departments in aiding local and tribal partners in addressing recovery of the physical, economic, and social environment of the whole community. The following activities fall within the scope of RSF 1:

- Assist in the identification of community resources for recovery;
- Coordinate with disaster response, hazard mitigation, sustainability, and resiliency planning efforts;
- Assist in the development of communications strategies;
- Provide support to training and preparation of community planning and capacity building partners;
- Assist in the assessment of overall community recovery needs, resources, and challenges;
- Identify government and citizen goals, policies, priorities, plans, programs, and methods of recovery implementation;
- Support community disaster education efforts to promote individual, family, and community self-sufficiency;
- Coordinate with and augment all community disaster response and recovery services and resources; and
- Ensure the needs are met of those in isolated and vulnerable populations.

2 ASSUMPTIONS

The following assumptions guide RSF 1 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;

- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support;
- Local community recovery planning and recovery capacity building are essential for organizing, leading, and, most importantly, sustaining long-term recovery activity;
- An integrated, holistic, accessible, and simplified recovery management and planning process provides a forum for community input, expedites sound decision making, and sustains implementation of recovery at the local level; and
- Hazard mitigation and sustainability are emphasized during support efforts and integrated into overall CPCB planning and recovery activity.

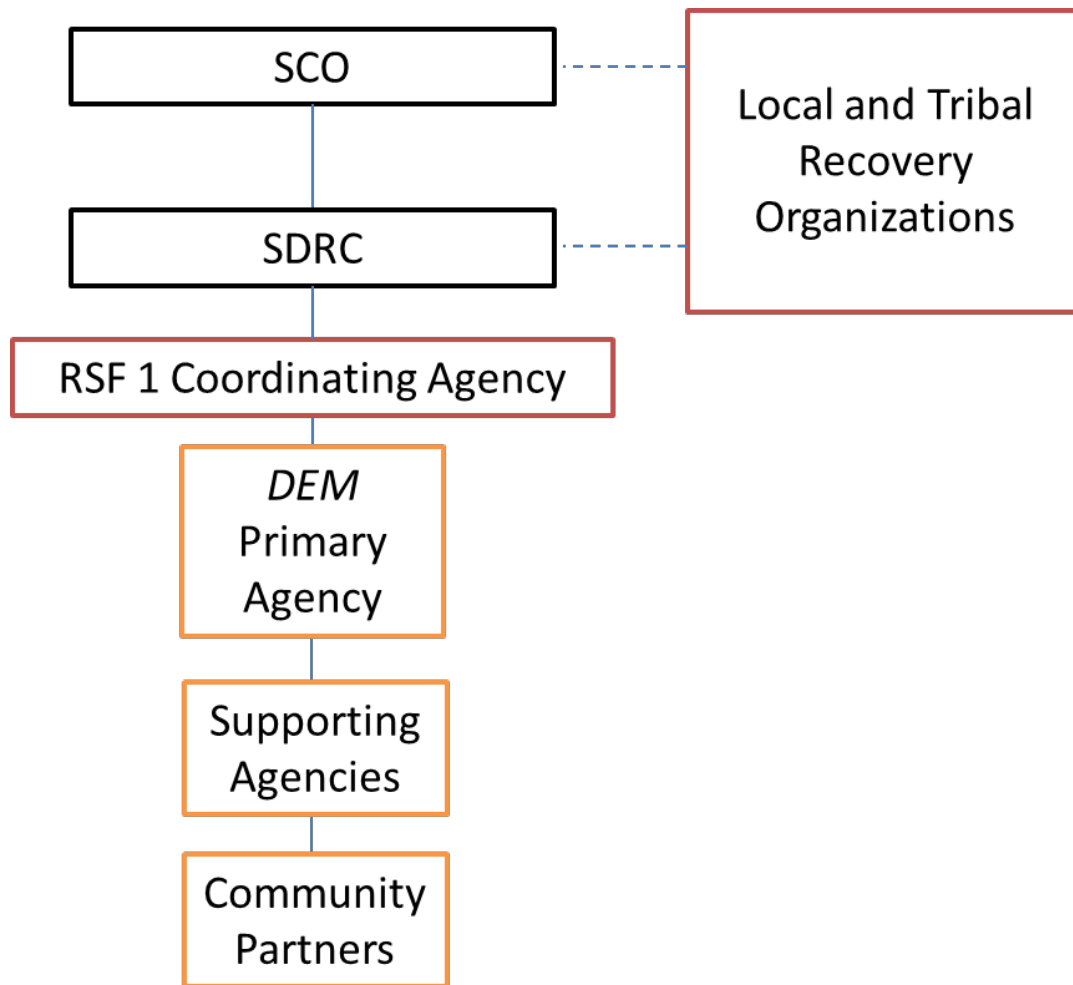
3 CONCEPT OF OPERATIONS

3.1 Organization

State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state's support to local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of involvement in the RSF's scope of operations. DEM, serving as each RSF's Coordinating Agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other RSFs and/or external support through the SDRC. Figure 1 illustrates the organizational structure of RSF 1.

Figure 1 RSF Organizational Structure

3.1.1 Coordinating Agency

As the Coordinating Agency for RSF 1, DEM is responsible for the following:

- Represent RSF 1 at Executive Policy Group meetings;
- Facilitate communication and collaboration between RSF 1 Primary and Supporting Agencies, as well as with other RSFs;
- Coordinate development and regular update of a Community Planning and Capacity Building Recovery Action Plan to inform the overall State Recovery Action Plan;
- Designate regional field coordinators as necessary to support local and tribal recovery activities;
- Designate a lead Public Information Officer (PIO) to represent RSF 1 in the Joint Information Center (JIC); and

- Assign a liaison to communicate with volunteer and community support organizations.

3.2 Preparedness

RSF 1 exists in a state of preparedness at all times. In the preparedness state:

- As the Coordinating Agency, the DEM regularly convenes representatives from the DEM and the HHS to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- As Primary Agencies, DEM and HHS prepare their agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document; and
- Supporting Agencies are engaged by the relevant Primary Agency (DEM or HHS) to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer (SCO). As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate RSFs. All activations will be indicated to the Coordinating Agency, who in turn will notify the Primary and Supporting Agencies.

3.3.1 Transition from Response

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and the SCO are responsible for agreeing on the timing of transition from response to recovery.
- When the SDRC activates RSF 1, DEM is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - o ESF 5 – Emergency Management
 - o ESF 7 – Purchasing and Resource Support
 - o ESF 14 – Community Recovery, Mitigation, and Economic Stabilization
 - o ESF 15 – Public Information
- Primary Agencies for each ESF will be responsible for informing DEM of ongoing efforts that need to continue in the recovery phase and providing all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support in the field of community planning and capacity building;
- The SDRC and DEM define short-term, intermediate, and long-term recovery goals and objectives for community planning and capacity building. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM coordinates assignments for DEM, HHS, and Supporting Agencies as appropriate; checks regularly on the status of requests and assistance; and reports progress and issues to the SDRC;
- DEM may be called upon to provide RSF status reports and briefings to the Governor's Policy Group as needed;
- DEM and HHS deploy their capabilities according to prioritized needs identified by DEM, or the Policy Group. Deployed teams request additional support as needed; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM or HHS.

3.5 Return to Preparedness

As recovery proceeds, RSF activities will gradually shift from recovery support to normal business. The SDRC, with the support of DEM and HHS, will regularly assess whether current community planning and capacity building support continues to require special coordination under this RSF. When the SDRC determines that special coordination is no longer required, this RSF will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agencies

The Primary Agencies for RSF1 are DEM and HHS.

4.1.1 Nevada Division of Emergency Management

As a Primary Agency, DEM is responsible for the following:

RSF 1 - Community Planning and Capacity Building

- Provide hazard mitigation and grants technical assistance to local and tribal governments, including the Hazard Mitigation Grant Program, Homeland Security Grant Program, and Emergency Management Performance Grants;
- Support federal disaster assistance to local and tribal partners through federal public assistance and individual assistance programs; and
- Support community preparedness and readiness efforts in pre- and post-disaster settings.

4.1.2 Nevada Department of Health and Human Services

As a Primary Agency, HHS is responsible for the following:

- Administer assistance programs and funds that can be used for recovery of the healthcare and social services system; and
- Support the identification of community resources.

4.2 Supporting Agencies

The following agencies have been designated as Supporting Agencies to RSF 1 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Nevada Bureau of Mines and Geology

- Provide technical support for hazard mitigation activities including decisions on re-building locations, stability, and resilience.
- Provide scientific data and information for community planning recovery decisions.

4.2.2 Nevada Department of Administration

- Support the transition from ESF 7 to RSF 1.
- Administer procurement and purchasing systems.
- Develop transparent resource allocation procedures.
- Provide cost and resource estimates to the Governor's Policy Group.

4.2.3 Nevada Department of Administration - Public Works

- Facilitate and request capacity building support on behalf of RSF 5.

4.2.4 Nevada Department of Business and Industry

- Facilitate and request capacity building support on behalf of RSF 2.
- Provide economic assessment reports and subject matter expertise for economic recovery strategies post-disaster.

- Administer funding for recovery planning and projects under the Community Development Block Grant program.

4.2.5 Nevada Department of Transportation

- Administer transportation assistance programs and funds that can be used for repair or recovery of transportation systems.
- Supply information about transportation projects, plans, and programs relevant to the disaster-affected area.
- Provide technical assistance to efforts, including long-range planning and engineering of transportation infrastructure systems.

4.2.6 Nevada Division of Environmental Protection

- Provide technical assistance on human health and environmental protection issues, including sustainable planning, healthy, and efficient communities.
- Provide technical assistance on using environmentally sound and sustainable approaches in infrastructure projects.
- Provide oversight to ensure environmental protection throughout all phases of recovery.

4.2.7 Nevada Division of Forestry

- Provide technical assistance to local and tribal partners regarding planning activities that may impact state forest lands.
- Advise on planning practices that may impact the forest products industry.
- Promote sustainable forest management in all recovery activities.

4.2.8 Nevada Division of State Lands

- Provide technical assistance to local and tribal partners regarding planning activities that may impact state lands and waters of the state.
- Ensure that state and local planning activities are consistent with area management plans.

4.2.9 Nevada Attorney General

- Provide pre-disaster consultation on legal requirements for recovery activities.
- Ensure that state recovery activities are performed within the bounds of the law.
- Defend the civil rights of all Nevadans and support fair, impartial, efficient, and transparent administration of justice at the local, tribal, and state levels.
- Protect rights and prevent abuses wherever needed in coordination with disaster recovery partners.

RSF 1 - Community Planning and Capacity Building

- Ensure that individuals are protected through law and order during all recovery phases.

4.2.10 Nevada Governor's Office of Energy

- Administer assistance programs and funds that can be used for repair or recovery of utility systems.

4.2.11 Nevada Housing Division

- Provide assistance for housing, neighborhood stabilization, infrastructure, mortgage financing, and public housing repair and reconstruction.
- Administer assistance programs that address antipoverty, homelessness, energy assistance, and community service programs, including the Community Service Block Grants program.
- Assist in projects to promote the restoration or creation of inclusive, sustainable communities.

4.3 RSF Action Plan

The SDRC may request RSF 1, via DEM, to prepare a Community Planning and Capacity Building Recovery Action Plan to inform the overarching State Recovery Action Plan (SRAP). This strategy will provide information to guide state disaster housing recovery activities and should include the following information:

- Existing data on local and tribal needs for planning support;
- Initial priorities for community planning and capacity building; and
- Recommendations for RSF 1 support.

Activities and tasks that may support development of the Community Planning and Capacity Building Recovery Action Plan include the following:

- Gather and aggregate information for situational awareness on organizational challenges, planning needs, and recovery capacity among impacted local and tribal jurisdictions in the disaster areas;
- Designate a lead PIO to the JIC to help identify community needs and concerns, and provide resources via traditional and social media;
- Prepare summary profiles of conditions and potential limitations in the most impacted jurisdictions;
- Identify potential community planning and capacity building recovery partners and resources available, including any relevant federal programs;
- Identify and establish contracts with out-of-area partners who may be able to assist and augment local efforts following a disaster;

- Foster programs to strengthen communities' ability to self-contain recovery efforts and increase self-reliance; and
- Use the disaster recovery as an example of the strength and resilience of the impact community to attract people to the community.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 1 remains in a state of preparedness at all times through preparedness activities, such as coordinated community-wide planning, education, training, and resource augmentation. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and update of Coordinating, Primary, and Supporting Agency plans and procedures related to community planning and capacity building support to local and tribal governments and impacted communities during disaster recovery:
 - o Support creation of recovery strategies that are organized, inclusive, planned, sustainable, and resilient;
 - o Facilitate development of recovery partnerships and networks;
 - o Ensure that plans incorporate the whole community (local, tribal, state, and territorial partners; non-governmental organizations such as faith-based and nonprofit groups and private-sector industry; and individuals, families, and communities);
 - o Incorporate a transition to recovery in all response plans; and
 - o Implement or support plans that promote self-preparedness of community members.
- Ensure that the resources, abilities, capacities, and authorities required to implement community planning and capacity building are available and coordinated within each Primary and Supporting Agency:
 - o Ensure that government resources are available and sufficient to address recovery of the physical, economic, and social environment of the community; and
 - o Build recovery skills, competencies, resources, and abilities of the whole community, including Coordinating and Supporting Agencies; local, tribal, private, and nonprofit organizations; and individuals and families through:
 - Education,
 - Training, and

- Procurement.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families;
- Identify and maintain relevant contact information for RSF 1 representatives in each Primary and Supporting Agency;
- Strengthen partnerships among Coordinating, Primary, and Supporting Agencies, as well as community partners through ongoing exercises and workshops; and
- Re-evaluate and strengthen hazard identification tools and systems.

5.2 Short-Term Recovery

Short-term recovery for communities will be coordinated through the State Emergency Operations Center and ESFs. As the situation is stabilized, an SDRC may be appointed and may activate RSF 1 to support ongoing community planning and capacity building activities.

RSF 1 short-term recovery activities may include the following:

- Activate and establish the Nevada Intrastate Mutual Aid System (AB 90);
- Establish the formation of Disaster Recovery Centers, as outlined in Section 4.5 of the Basic Plan;
- Work with local governments, tribal governments, and impacted communities to assess and address immediate resource, capability, and capacity gaps;
- Identify, communicate, and provide available resources from partner agencies to impacted communities;
- Facilitate the extension of expertise to communities so that response activities support immediate and coordinated transition to recovery;
- Develop an approach for evaluating and prioritizing the recovery of community assets;
- Provide impacted communities with ongoing public information related to health hazards caused by the disaster; and
- Identify needs of out-of-state visitors and expedite travel out of the impacted area.

5.3 Intermediate Recovery

After the situation has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 1 intermediate recovery activities may include the following:

RSF 1 - Community Planning and Capacity Building

- Develop an RSF Recovery Strategy to establish priorities for RSF activities, updating as required;
- Identify specific communities with significant need or areas of concern.
- Identify potential funding streams to ensure adequate financial resources to support intermediate recovery efforts;
- Perform a Conditions Assessment to:
 - Gather situational awareness on organizational challenges, planning needs, and recovery capacity across affected communities;
 - Identify data sources to assess impacts in affected communities; and
 - Collate data on conditions, capacities, resources, and impacts on affected communities.
- Assess cross-cutting community planning and capacity building disaster issues, potential partners, opportunities, considerations, and challenges. Regularly reassess and provide prioritized and coordinated resources and technical expertise to promote recovery of the physical, economic, and social environment of affected communities.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and RSF 1 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 1 long-term recovery activities may include the following:

- Continue to update the RSF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities;
- Transition RSF activities back to responsible departments to manage through their routine operations;
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed;
- Conduct public outreach activities to educate the public on recovery success stories;
- Document lessons learned and update mitigation, response, and recovery plans and procedures;
- Increase public awareness through the engagement of existing groups:
 - Homeowners associations,
 - VOADs,
 - CERT, and
 - Neighborhood groups.

RSF 1 - Community Planning and Capacity Building

- Identify additional community resources to address gaps in recovery services;
- Develop long-term, holistic resiliency and sustainability plans for community planning and capacity building functions:
 - o Incentivize smart growth through existing and new taxation mechanisms; and
 - o Incorporate LEED and green development systems into the development process.
- Purchase and repurpose parcels in hazard zones (i.e., park development).

6 COMMUNITY PARTNERS

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of community planning and capacity building:

- Nevada National Guard
- Nevada Association of Counties
- City, county, and tribal planning departments
- City, county, and tribal emergency managers
- Tribal Enterprises
- U.S. Army Corps of Engineers (USACE) Silver Jackets
- American Red Cross
- Community and faith-based organizations
- Team Rubicon

Primary and Supporting Agencies for RSF 1 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase and for having the necessary tools to engage these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF Annex is essential to implementation of the community planning and capacity building function. To ensure preparedness activities are undertaken and sustained, DEM will:

- Assign work groups, as needed, to undertake ownership of their respective RSFs;
- Create a work plan that describes how the RSF will be maintained and implemented;
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community

RSF 1 - Community Planning and Capacity Building

outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and

- Encourage ownership by agency staff through education on the RSF and create a mechanism to obtain feedback for its improvement.

APPENDIX A - SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on community planning and capacity building include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan, January 2014
 - o ESF 5 – Emergency Management
 - o ESF 7 – Purchasing
 - o ESF 14 – Community Recovery, Mitigation, and Economic Stabilization
 - o ESF 15 – Emergency Public Information
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex A: Community Planning and Capacity Building Recovery Support Function, July 2014
- FEMA Long-Term Community Recovery ToolBox
- State Disaster Relief Account (SDRA)
- Individual Assistance Procedures
- Public Assistance Procedures

APPENDIX B - RSF 1 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Earth System Observations and Modeling	National Aeronautics and Space Administration (NASA) - Science Mission Directorate	Technical and scientific assistance to provide information on changes in the earth's surface (e.g., observations, predictions, mapping) related to disaster events. On a case-by-case basis, NASA technology and capabilities may provide data products and models related to earth observations that may have application for scaling or measuring change related to disaster events and their aftermaths.	Federal agencies and states	N/A	
Economic Adjustment Assistance Program	Department of Commerce – Economic Development Administration	The activating mechanism is a federal declaration, such as a declaration of disaster by the President. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to help affected communities accelerate economic recovery and implement strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.	Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.	See current EDA regulations	11.307 Economic Adjustment Assistance

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Fisheries Disaster Relief	Department of Commerce – National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Eligible applicants include agencies of state governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief
Flood Mitigation Assistance Program	Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)	Provides project grants to assist States, Federally - recognized Indian tribal governments, and communities with the goal of reducing or eliminating claims under the National Flood Insurance Program (NFIP). There are three types of FMA grants available to applicants: • Planning Grants - to prepare flood mitigation plans; • Project Grants - to implement measures to reduce flood losses, such as elevation, acquisition or relocation of NFIP-insured structures; and • Management Cost Grants - for the grantee to help administer the FMA program and activities.	The State or community must first develop (and have approved by FEMA) a flood mitigation plan that describes the activities to be carried out with assistance provided under this program. The plan must be consistent with a comprehensive strategy for mitigation activities, and be adopted by the State or community following a public hearing.	FEMA may contribute up to 100 percent Federal cost share for severe repetitive loss properties or the expected savings to the NFIP for acquisition or relocation activities (the GSTF value for property acquisition may be offered to the property owner if the project is not cost-effective using pre-event or current market value); FEMA may contribute up to 90 percent Federal cost share for repetitive loss properties; and FEMA may contribute up to 75 percent Federal cost share for NFIP-insured properties. The applicant or sub applicant is responsible for the remaining non-Federal share of eligible activity costs.	97.029 Flood Mitigation Assistance
National Disaster Resilience Competition (NRDC)	Department of Housing and Urban Development (HUD)	The National Disaster Resilience Competition (NDRC) will make nearly \$1 billion available to communities that have been impacted by natural disasters in recent	All states with counties that experienced a Presidentially Declared Major Disaster in 2011, 2012 or 2013 are eligible to submit applications that	None	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
		years. The competition is structured in two phases: (1) a framing phase and (2) an implementation phase. During Phase 1, applicants will consider their disaster recovery needs, vulnerabilities, stakeholder interests, resilience, community development objectives, and investment alternatives. In Phase 2, applicants will consider and refine approaches to meet their needs and objectives identified in Phase 1. HUD will invite a subset of applicants from Phase 1 to participate in Phase 2. HUD will make funding awards at the conclusion of Phase 2. At the end of Phase 2, HUD anticipates awarding grants to multiple winning applications, with funding levels ranging from \$1,000,000 to \$500,000,000. Phase 1 applicants that are not invited to continue to Phase 2, but have met all the requirements (as detailed in the NOFA) are eligible to receive CDBG-DR funds totaling up to \$2.5 million (for applicants that are not current CDBG-DR grantees under P.L. 113-2) or \$500,000 (for applicants that are current grantees under P.L. 113-2) or the total amount of demonstrated unmet needs, whichever is less.	address unmet needs as well as vulnerabilities to future extreme events, stresses, threats, hazards, or other shocks in areas that were most impacted and distressed as a result of the effects of the Qualified Disaster. This includes 48 of 50 states plus Puerto Rico and Washington, DC. In addition, 17 local governments that have received funding under PL 113-2 are also eligible.		
Pre-Disaster Mitigation (PDM) Program	Department of Homeland Security – Federal Emergency	This program provides planning and project grants for hazard mitigation planning and for implementing projects prior to a disaster	Eligible applicants include state emergency management agencies or a similar office of the state, the	N/A	97.047 Pre-Disaster Mitigation (PDM) Competitive Grants

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
	Management Agency	event. The PDM program provides funding to reduce loss of life as well as damage and destruction to property from natural hazards.	District of Columbia, US territories, and federally recognized Indian tribal governments. Each applicant may submit an unlimited amount of sub-applications for eligible planning/project activities that the applicant has reviewed and approved in eGrants.		
Silver Jackets Interagency Program	U.S. Army Corps of Engineers (USACE)	Silver Jackets teams are activated through discussions with the state Hazard Mitigation Officer, the State National Flood Insurance Program Coordinator, a Federal Emergency Management Agency Region representative, and a USACE District representative. Once established, the teams are ongoing and meet on a regular basis—not just in response to an event. This concept provides a more formal and consistent strategy for implementing an interagency approach to planning and implementing measures to reduce the risks associated with natural hazards. The Silver Jackets Program will serve as the mechanism for developing and maintaining interagency partnerships and collectively moving towards solutions to high priority issues.	States and local public agencies in areas identified in the governor's request. Local cooperation is required to provide necessary lands, easements, and rights of way; indemnify the federal government from damages due to authorized work; and satisfactorily maintain any permanent flood control works involved.	None	None

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APPENDIX C - RSF-SPECIFIC RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

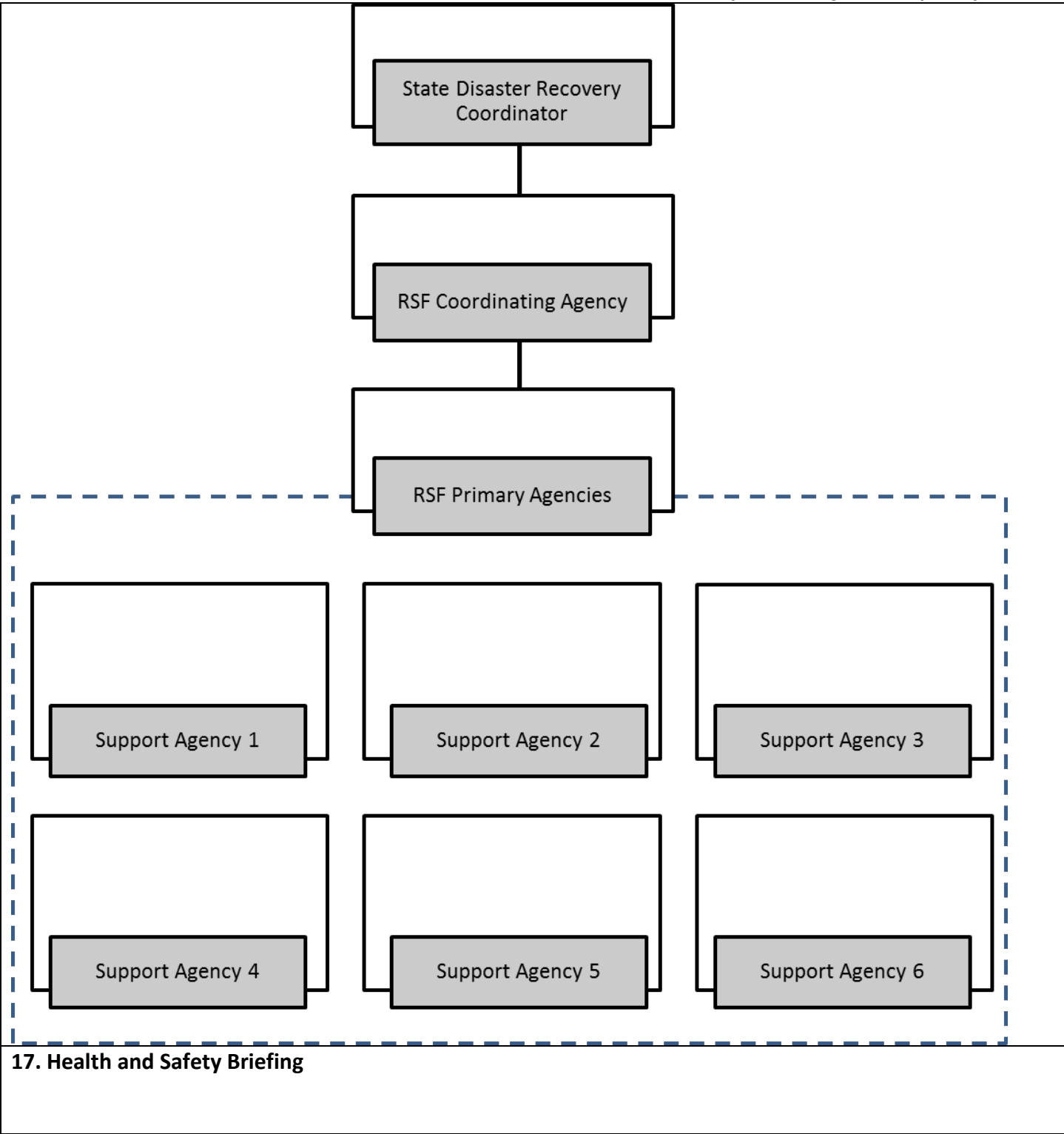
NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

Recovery Action Plan - RSF #1: Community Planning and Capacity Building**10. Incident Name****11. Operational Period (#_____)**

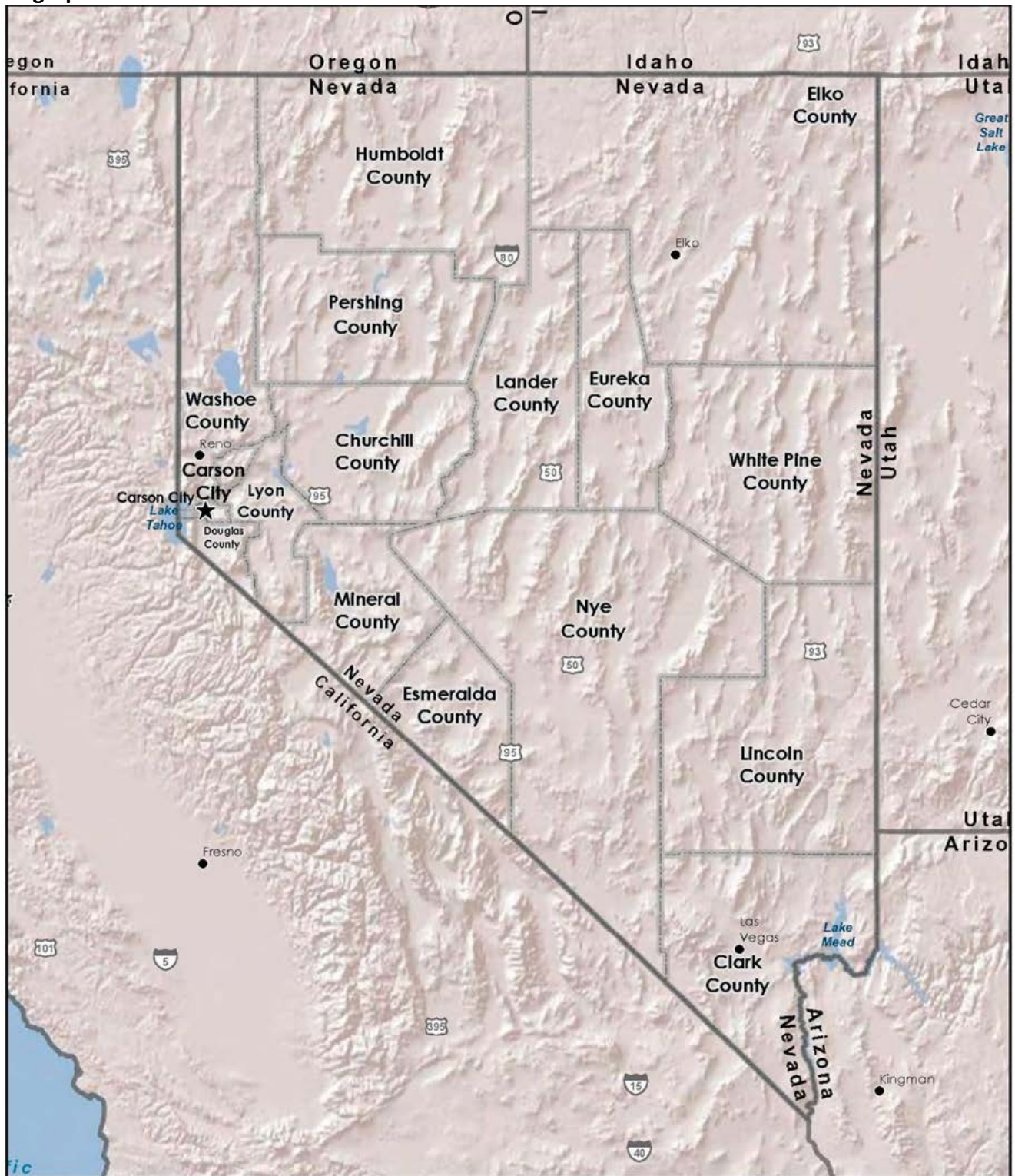
Date: FROM: _____ TO: _____

12. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**13. Situation Summary****14. Needs from Other RSFs****15. Public Information****16. Current RSF 1 Organization** (fill in additional positions as appropriate)

RSF 1 - Community Planning and Capacity Building



18. Geographic Extent



Notes

RSF-Specific Objectives for RSF #1: Community Planning and Capacity Building				
10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Equipment/Supply Procurement				
Funding Procurement				
Planning				
Staffing Levels				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	

RSF 2 - ECONOMIC RECOVERY

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RSF 2 – Economic Recovery	1
1 Purpose and Scope	1
1.1 Purpose	1
1.2 Scope	1
2 Assumptions	2
3 Concept of Operations	2
3.1 Organization	2
3.1.1 Coordinating Agency	3
3.2 Preparedness	4
3.3 Activation	4
3.3.1 Transition from Response	4
3.4 Activated State	5
3.3.3 Return to Preparedness	5
4 Roles and Responsibilities	5
4.1 Primary Agency	5
4.2 Supporting Agencies	6
4.2.1 Nevada Department of Administration	6
4.2.2 Nevada Department of Agriculture	6
4.2.3 Nevada Department of Business and Industry	6
4.2.4 Nevada Department of Conservation and Natural Resources	6
4.2.5 Nevada Department of Employment, Training, and Rehabilitation	7
4.2.6 Nevada Department of Taxation	7
4.2.7 Nevada Division of State Lands	7
4.2.8 Governor’s Office of Economic Development	7
4.2.9 Governor’s Office of Energy	7
4.2.10 Public Utility Commission of Nevada	7
4.2.11 Nevada Contractors Association	7
4.2.12 Rural Community and Economic Development Division	8
4.2.13 Travel Nevada (Nevada Tourism Commission)	8
4.2.14 U.S. Small Business Administration	8

4.3	Community Partners	8
4.4	RSF Action Plan	8
5	Activities by Recovery Phase	9
5.1	Preparedness.....	9
5.2	Short-Term Recovery	10
5.3	Intermediate Recovery	11
5.4	Long-Term Recovery	12
6	Community Partners	12
7	RSF Development and Maintenance	13
	Appendix A – Supporting Plans and Procedures	14
	Appendix B – RSF 2 Federal Programs	16
	Appendix C – RSF-Specific Recovery Action Plan Form	23

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RSF 2 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Governor's Office of Economic Development (GOED)
Supporting Agencies	Department of Employment, Training and Rehabilitation Department of Conservation & Natural Resources Department of Agriculture Department Business & Industry Department of Taxation Nevada Contractors Association Rural Community and Economic Development Division Rural Nevada Development Corporation
Federal Coordinating Agency	U.S. Department of Commerce
ESF Coordination	ESF 7 – Purchasing and Resources Support ESF 14 – Community Recovery, Mitigation, and Economic Stabilization

1 PURPOSE AND SCOPE

1.1 Purpose

Recovery Support Function (RSF) 2, Economic Recovery, and the five other RSFs, are essential parts of the *State of Nevada Disaster Recovery Framework*. This document presents the mission of RSF 2; its objectives, key activities, and areas of support; and the roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 2 is to integrate the expertise of state agencies to facilitate the efforts of local governments, tribal governments, and impacted communities to sustain and rebuild businesses and employment, and to develop economic opportunities that result in sustainable and economically resilient communities after significant natural and human-caused disasters.

1.2 Scope

RSF 2 is designed to provide guidance to state departments in aiding local and tribal partners in re-establishing financial conditions for continued function of the whole community for immediate, short-term, and long-term recovery. The following activities are encompassed within the scope of RSF 2:

- Support development of local, tribal, and private sector economic recovery plans;
- Provide financial and technical assistance to businesses impacted by the disaster to facilitate economic recovery;
- Assist in economic damage assessment; and
- Support individual economic recovery through workforce development activities.

Economic recovery in Nevada hinges upon reopening and re-establishing the leading business industries in the state (tourism and gaming, mining, gas and oil, and small, rural businesses), and further diversifying the state’s economy (technology and mass-job providers).

2 ASSUMPTIONS

The following assumptions guide RSF 2 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support; and
- Intermediate and long-term economic vitality and resilience are primary objectives of the recovery process and are essential in ensuring the success of other dimensions of recovery.

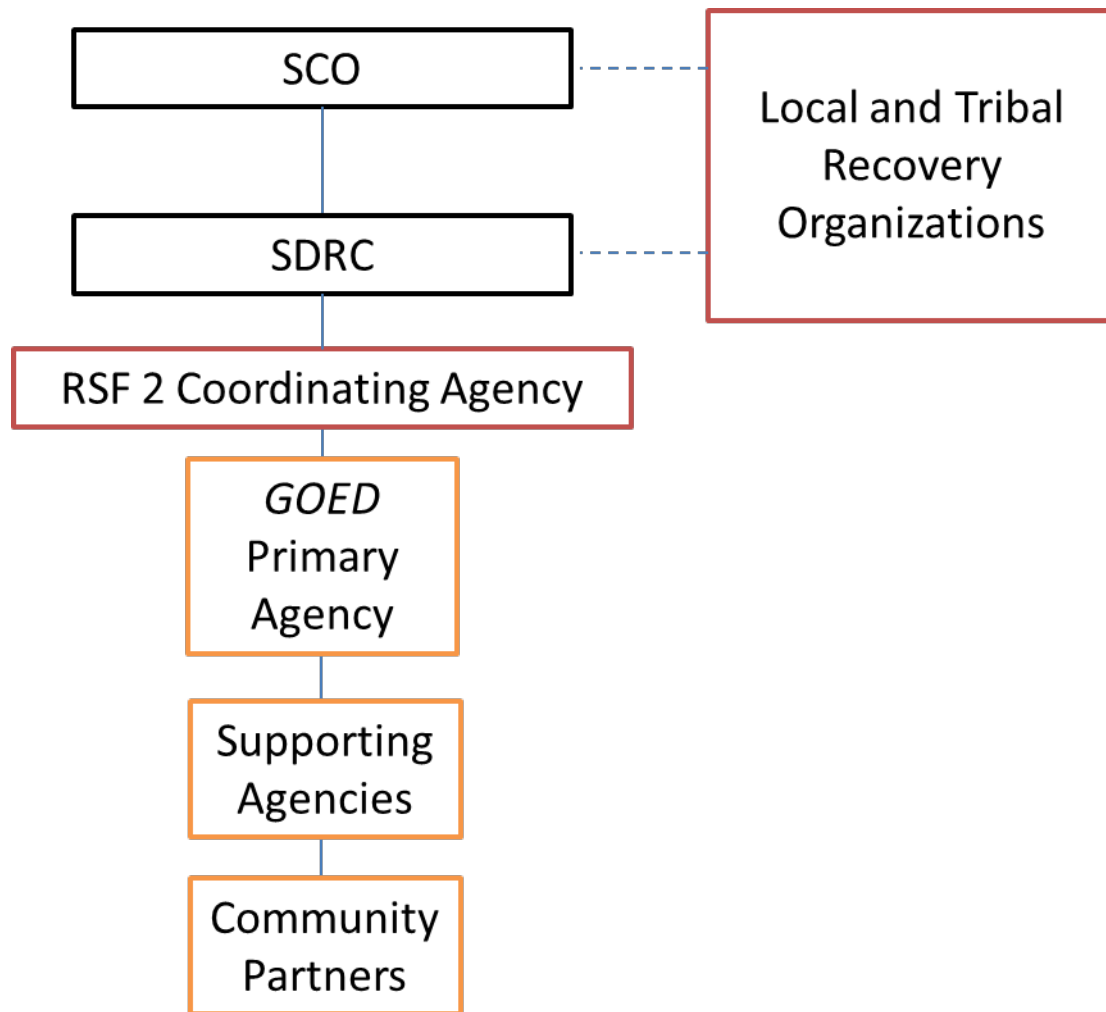
3 CONCEPT OF OPERATIONS

3.1 Organization

State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state’s support of local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of involvement in the RSF’s scope of operations. DEM, serving as each RSF’s Coordinating Agency, reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other RSFs and/or external support through the SDRC. Figure 1 illustrates the organizational structure of RSF 2.

Figure 1 RSF Organizational Structure

3.1.1 Coordinating Agency

The Coordinating Agency for RSF 2 is DEM. As the Coordinating Agency, DEM is responsible for the following:

- Represent RSF 2 at Executive Policy Group meetings;
- Facilitate communication with and between DEM, and Supporting Agencies for RSF 2;
- Coordinate efforts to implement economic recovery activities;
- Designate a lead Public Information Officer (PIO) to represent RSF 2 in the Joint Information Center (JIC);
- Coordinate development and regular update of an Economic Recovery Action Plan to inform the overall State Recovery Action Plan; and

- Designate regional field coordinators as necessary to support local and tribal recovery activities.

3.2 Preparedness

RSF 2 exists in a state of preparedness at all times. In the preparedness state:

- As the Coordinating Agency, DEM regularly convenes representatives from Supporting Agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- As the Primary Agency, DEM prepares plans and procedures and maintains the capabilities to deploy in the roles specified in this document; and
- Supporting Agencies are engaged by DEM to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of an emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate RSFs.

3.3.1 Transition from Response

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase:

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery;
- When the SDRC activates RSF 2, DEM is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - o ESF 7 – Purchasing and Resource Support
 - o ESF 14 – Community Recovery, Mitigation, and Economic Stabilization
- The Department of Administration is the Primary Agency for ESF 7, and DEM is the Primary Agency for ESF 14. The teams responsible for ESF 7 and 14 will inform DEM of ongoing efforts that need to continue in the recovery phase and will provide all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from the State Emergency Operations Center (SEOC), local governments, tribal governments, and impacted communities requiring state support for economic recovery;
- The SDRC develops a State Recovery Action Plan to guide actions throughout the recovery phase, activating RSF 2 as appropriate;
- The SDRC and DEM define short-term, intermediate, and long-term recovery goals and objectives for economic recovery. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM coordinates Supporting Agencies as appropriate; checks regularly on the status of requests and provided assistance; and reports progress and issues to the SDRC;
- DEM may be called upon to provide RSF status reports and briefings to the Policy Group; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM.

3.3.3 Return to Preparedness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DEM, will regularly assess whether current economic recovery support continues to require special coordination under RSF 2. When the SDRC determines that special coordination is no longer required, RSF 2 will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agency

The primary agencies for RSF 2 is NDEM. As the Primary Agency, NDEM is responsible for the following:

- Support the transition from ESF 14 to RSF 2;
- Provide technical assistance to support the development of business continuity plans, COOP plans, and overall business preparedness efforts;
- Assist communities and businesses located in impacted areas in obtaining competitive grant funds for economic recovery projects;

- Maintain continued coordination of occupational health and safety issues in impacted areas, and provide additional assistance as funds are authorized; and
- Provide grants and technologies to spur the recovery of ecosystem-dependent economies, to restore economically important habitats and to create mechanisms for the mitigation of damages.

4.2 Supporting Agencies

The following agencies have been designated as Supporting Agencies to RSF 2 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Nevada Department of Administration

- Support the transition from ESF 7 to RSF 2.
- Provide administrative and contracting support to state economic recovery activities.
- Provide support to economic damage assessment and development activities.

4.2.2 Nevada Department of Agriculture

- Provide technical assistance toward the restoration of agricultural business activities in impacted areas.
- Identify agriculture diversification opportunities for impacted communities.

4.2.3 Nevada Department of Business and Industry

- Compile demographic and economic baseline data (e.g., pre-disaster conditions) for impacted areas.
- Provide economic development technical assistance and subject matter expertise for regional economic recovery in impacted areas.
- Provide technical assistance and (as available and appropriate) capital and financial resources to businesses located in impacted areas seeking to rebuild operations.
- Maintain continued support for business development, as well as disadvantaged businesses in impacted areas.
- Provide technical assistance to businesses for accessing foreign markets to encourage outside investment.
- Through the Division of Industrial Relations, coordinate the filing of worker's compensation claims for injuries sustained in emergency response and recovery activities.

4.2.4 Nevada Department of Conservation and Natural Resources

- Provide technical assistance to facilitate environmental permits required to operate regulated facilities located in impacted areas.

4.2.5 Nevada Department of Employment, Training, and Rehabilitation

- Provide technical assistance for workforce development activities.
- Develop training opportunities for impacted economic sectors.

4.2.6 Nevada Department of Taxation

- Adjust tax collection and payment schedules to facilitate economic recovery.
- Support financial and tax literacy through education and outreach for individuals and businesses.

4.2.7 Nevada Division of State Lands

- Provide technical assistance for the restoration of economic activities permitted on state lands.
- Support recovery activities for state lands.

4.2.8 Governor's Office of Economic Development

- Protect consumers from potentially exploitative post-disaster practices in the financial and insurance industries.
- Provide technical assistance to homeowners, businesses, and local and tribal governments in impacted areas related to state and federal disaster insurance.
- Provide technical support to local building departments for issues relating to building code compliance in impacted areas with damaged buildings.
- Identify community needs for employment growth and economic development.

4.2.9 Governor's Office of Energy

- Monitor the availability of fuel in impacted areas.
- Work with petroleum industry partners to identify alternate fuel source, delivery systems, and allocate fuel to priority users to support recovery activities.
- Develop action plan for energy diversification.

4.2.10 Public Utility Commission of Nevada

- Maintain, strengthen, or relax the regulatory regime imposed on utilities in order to ensure continuity of service in recovering areas, as appropriate and authorized by law.

4.2.11 Nevada Contractors Association

- Provide liaison to support RSF 2 activities.
- As permitted, support construction and redevelopment efforts.

4.2.12 *Rural Community and Economic Development Division*

- Facilitate post-disaster business development throughout rural Nevada.
- Provide technical information for rural communities.
- Assess unmet needs of rural communities.

4.2.13 *Travel Nevada (Nevada Tourism Commission)*

- Collect economic impact data for Nevada's tourism industry after a disaster.
- Develop revitalization strategy for tourism industry.
- Liaise with tourism industry stakeholders.

4.2.14 *U.S. Small Business Administration*

- Provide small businesses with proper understanding of preparedness tools and procedures (i.e., business continuity, insurance).
- Provide low-interest loans to businesses and individuals impacted by a disaster.

4.3 Community Partners

The following organizations have been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of economic recovery:

- Local Chambers of Commerce
- Nevada Association of Counties
- Nevada League of Cities and Municipalities

Primary and Supporting Agencies for RSF 2 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase and for having the tools necessary to activate these partnerships upon RSF activation.

4.4 RSF Action Plan

The SDRC may request RSF 2, via DEM, to prepare an Economic Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state economic recovery activities and should include the following information:

- Existing data on local and tribal needs for economic recovery;
- Initial priorities for economic recovery; and
- Recommendations for RSF 2 support.

Activities and tasks that may support development of the Economic Recovery Action Plan include the following:

- Coordinate with Public Works and Building Services to gather and aggregate information regarding effects to businesses and tourism sites.
- Assess effects to tourism programs, based on timing or areas or facilities that have been affected by the disaster.
- Identify critical recovery needs, such as debris collection, based on the nature and scope of the disaster.
- Identify potential economic recovery partners and resources available, including any relevant federal programs.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 2 remains in a state of preparedness at all times through preparedness activities such as maintaining and enhancing the economic vitality of communities through development and implementation of economic strategies, and facilitating delivery of response and recovery funds. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Identify and facilitate delivery of state and federal funding sources that can be accessed for each phase of recovery;
- Perform pre-disaster recovery planning, including regular review and updating of Coordinating, Primary, and Supporting Agency plans and procedures related to economic support of local and tribal governments and impacted communities during disaster recovery:
 - o Maintain an inventory of public, private, and individual assistance funding programs, including grants and loans;
 - o Engage communities to ensure awareness of disaster funding resources;
 - o Develop and implement homeownership and business incentives to stabilize the tax base of local communities;
 - o Implement workforce development programs to address unemployment in prioritized communities;
 - o Foster partnerships with local business organizations to ensure awareness of resources and strengths and to address economic vulnerabilities:
 - Provide technical expertise to businesses for development of business continuity plans; and
 - Create or enhance business retention and expansion programs.

- Ensure that the resources and authorities required to implement economic recovery plans and procedures are available and coordinated within each Primary and Supporting Agency:
 - Ensure work force capacity to assist with requests for government, private, and individual financial assistance during and after disasters; and
 - Provide technical expertise to business' development of continuity of business plans.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families:
- Identify volunteer organizations to support businesses in the following areas:
 - Rebuilding; and
 - Understanding of insurance policies and litigation.
- Identify and maintain relevant contact information for RSF 2 representatives in each Primary and Supporting Agency.

5.2 Short-Term Recovery

Short-term recovery for communities will be coordinated through the State Emergency Coordination Center and ESFs. As the situation is stabilized, an SDRC may be appointed and may activate RSF 2 to support ongoing economic recovery activities.

RSF 2 short-term recovery activities may include the following:

- Expedite the electricity and power restoration to support the reopening of businesses;
- Work with local governments, tribal governments, and impacted communities to perform an economic impact assessment;
- Work with local governments, tribal governments, and impacted communities to assess and address economic capacity gaps:
 - Prioritize economic support of low and low/moderate income communities, and functional needs populations;
 - Provide resources to governments and business with short-term cash flow issues; and
 - Provide logistical support to local supply chains for maintenance of commerce.
- Facilitate the extension of expertise to communities so that government, businesses, and residents are provided with short-term monetary support to maintain vital procurements and operations:
 - Provide immediate funding sources for prioritized businesses that support the daily operations of communities to continue operations;

- o Provide immediate funding sources for identified residents and communities to purchase food, medical and pharmaceutical supplies, and transportation support;
 - o Provide immediate technical assistance to businesses critical to community recovery operations; and
 - o Provide technical support to businesses implementing business continuity plans.
- Develop an approach for evaluating and prioritizing the recovery of economically important community assets;
- Support businesses in understanding their insurance policies and litigating claims;
- Provide a security presence for businesses recovering from the disaster; and
- Support RSF 5 – Infrastructure Systems through the identification of infrastructure critical to immediate economic stabilization.

5.3 Intermediate Recovery

After the situation has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 2 intermediate recovery activities may include the following:

- Develop an RSF Recovery Action Plan to establish priorities for RSF activities, updating as required;
- Facilitate an expedited permitting and inspection process;
- Support efforts to engage unions in economic recovery needs identification;
- Provide public information identifying the establishment of Disaster Recovery Centers;
- Support efforts to rebuild impacted tourism sectors that bring money and resources from outside sources;
- Conduct intermediate recovery support activities, including:
 - o Continuous re-evaluation of unmet financial needs;
 - o Determine unemployment assistance needs and develop Recovery Action Plan;
 - o Determine opportunities for tax and regulatory relief for governments, businesses, and individuals;
 - o Provide technical and financial support for temporary relocation of government operations, businesses, individuals, and families;
 - o Provide technical support and financial incentives for community occupation or re-occupation by businesses, individuals, and families;
 - o Develop and implement strategies to re-establish self-maintaining supply chains;

- o Restore private sector capacity through permanent repairs and improvements to buildings, as well as transportation and utility infrastructure;
- o Promote and facilitate outside investment; and
- o Facilitate timely distribution of direct financial assistance.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and RSF 2 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 2 long-term recovery activities may include the following:

- Revitalize struggling business sectors and support tourism outreach;
- Lead and facilitate a media blitz to highlight the recovery of state businesses, with an emphasis on small and disadvantaged businesses;
- Continue to update the RSF Recovery Action Plan as the recovery progresses;
- Continually reassess intermediate recovery activities;
- Support local businesses through incentive programs and market the importance of the public's these businesses;
- Develop national recruitment campaign to entice re-entry into the impacted communities;
- Deliver unemployment assistance support;
- Transition RSF activities back to responsible departments to manage through their routine operations;
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed;
- Conduct public outreach activities to educate the public on recovery success stories; and
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 COMMUNITY PARTNERS

The following organizations have been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of economic recovery:

- Local Chambers of Commerce
- Nevada Association of Counties
- Nevada League of Cities and Municipalities

Primary and Supporting Agencies for RSF 2 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase and for having the tools necessary to activate these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF annex is essential to implementation of the economic recovery function. To ensure that preparedness activities are undertaken and sustained, DEM will:

- Assign work groups, as needed, to undertake ownership of their respective RSF;
- Create a work plan which describes how the RSF will be maintained and implemented;
- Implement preparedness efforts including: recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and
- Encourage ownership by agency staff through education on the RSF and creating a mechanism to obtain feedback for its improvement.

APPENDIX A – SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on economic recovery include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan, January 2014
 - o ESF 7 – Purchasing and Resource Support
 - o ESF 14 – Community Recovery, Mitigation, and Economic Stabilization
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex B: Economic Recovery Support Function, July 2014

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APPENDIX B – RSF 2 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Economic Adjustment Assistance Grants	Department of Commerce – Economic Development Administration	The grants are intended to address the needs of distressed communities experiencing adverse economic changes that occur suddenly or over time. The purpose is to enhance a distressed community's ability to compete economically by stimulating investment in targeted areas.	Eligible applicants include state, city, county, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of such political subdivisions. Institutions of higher education, Economic Development District organizations, private or public nonprofit organizations or associations, or Indian Tribes are also eligible.	0 – 50 percent	11.307 Economic Adjustment Assistance

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community Development Block Grant (CDBG)/ State Administered Program	Department of Housing and Urban Development (HUD)	Provides grants to states to develop viable urban communities (e.g. housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. CDBG funds may be used for activities which include, but are not limited to: • Acquisition of real property; • Relocation and demolition; • Rehabilitation of residential and non-residential structures; • Construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; • Public services, within certain limits; • Activities relating to energy conservation and renewable energy resources; and • Provision of assistance to nonprofit and profit-motivated businesses to carry out economic development and job creation/retention activities. Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available. A need is considered urgent if it poses a serious and immediate threat to the health or welfare of the community and has arisen in the past 18 months.	State governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas for use of funds for disaster-related projects. Alternatively, CDBG Disaster Recovery (CDBG-DR) funding may be allocated, as was done after Superstorm Sandy.	None	14.228 Community Development Block Grants /State's Program

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Economic Adjustment Assistance Program	Department of Commerce – Economic Development Administration (EDA)	The activating mechanism is a federal declaration, such as a declaration of disaster by the President. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to assist affected communities in accelerating economic recovery and implementing strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.	Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian Tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.	See current EDA regulations	11.307 Economic Adjustment Assistance
Economic Development Support for Planning Organizations	Department of Commerce – Economic Development Administration (EDA)	This program provides assistance to support planning organizations in the development, implementation, revision, or replacement of a Comprehensive Economic Development Strategy, short-term planning efforts, and state plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions. Planning activities must involve active participation of private sector representatives, public officials, and private citizens, and include: - Analyzing local economies - Defining economic development goals - Determining project opportunities Formulating and implementing an economic development program that includes systematic efforts to reduce unemployment and increase incomes	Eligible applicants include states, cities, or other political subdivisions of a state; special purpose units of a State or local government engaged in economic or infrastructure development activities; Indian Tribes or a consortium of Indian Tribes; institutions of higher education or a consortium of institutions of higher education; and public or private nonprofit organization or associations acting in cooperation with officials of a political subdivision of a state.	20-50 percent	11.302 Economic Development Support for Planning Organizations

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Economic Development Technical Assistance	Department of Commerce – Economic Development Administration (EDA)	EDA oversees three technical assistance programs (National, Local, and University Center) that promote economic development and alleviate unemployment, underemployment, and out-migration in distressed regions. These programs provide grants or cooperative agreements to (1) invest in institutions of higher education to establish and operate University Centers that provide technical assistance to public and private sector organizations with the goal of enhancing local economic development; (2) support innovative approaches to stimulate economic development in distressed regions; (3) disseminate information and studies of economic development issues of national significance; and (4) finance feasibility studies and other projects leading to local economic development.	Eligible applicants include state, city, county, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of such political subdivisions. Institutions of higher education, Economic Development District organizations, private or public nonprofit organizations or associations, or Indian Tribes are also eligible.	0-50 percent	11.303 Economic Development Technical Assistance
Fisheries Disaster Relief	Department of Commerce - National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Eligible applicants include agencies of state governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief
Intermediary Relending Program	Department of Agriculture	The purpose is to finance business facilities and community development projects not located within the outer boundary of any city having a population of 25,000 or more. Funds will also be available to intermediaries who will make loans for expenses that come as a consequence of a natural disaster.	Eligible applicants include nonprofit corporations, public agencies (states/localities), Indian Tribes, and cooperatives.	N/A	10.767 Intermediary Re-lending Program

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Investments for Public Works and Economic Development Facilities	Department of Commerce – Economic Development Administration	Grants support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments; attract private sector capital; and promote regional competitiveness, innovation, and entrepreneurship, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, accelerate new business development, and enhance the ability of regions to capitalize on opportunities presented by free trade.	Eligible applicants include state, city, county, or other political subdivision of a State. All investments must be consistent with a current EDA-development plan for the region in which the project will be located.	0-50 percent	11.300 Investments for Public Works and Economic Development Facilities
Minority Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interested in entering, expanding, or improving their efforts in the marketplace. Examples of the wide range of services include preparing financial packages, business planning and counseling, and accounting.	Eligible applicants include Individuals, nonprofit organizations, for-profit firms, local and State governments, Indian Tribes, and educational institutions.	Minimum 15 percent	11.800 Minority Business Enterprise Centers
Minority Business Opportunity Center	Department of Commerce	Project grants and cooperative agreements promote access to key decision makers in the public and private sectors, facilitate the brokering of contracts and financial transactions, and identify and coordinate local business resources to benefit minority business entrepreneurs.	Eligible applicants include federal, state, or local government entities or quasi-governmental entities; Indian Tribes; colleges/universities; and nonprofit organizations.	0-50 percent	11.803 Minority Business Opportunity Center
Native American Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interest in entering, expanding or improving their efforts in the marketplace.	Eligible applicants include individuals, nonprofit organizations, for-profit firms, local and State governments, Indian Tribes, and educational institutions.	None	11.801 Native American Business Enterprise Center

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Saltonstall-Kennedy Grant Program (Fisheries Development/Utilization Research and Development)	Department of Commerce - National Oceanic and Atmospheric Administration	Project grants and cooperative agreements greatly increase the Nation's wealth and quality of life through sustainable fisheries that support fishing industry jobs, safe and wholesome seafood, and recreational opportunities.	Eligible applicants include units of coastal states or local governments, and individuals	None	11.427 Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program

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APPENDIX C – RSF-SPECIFIC RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

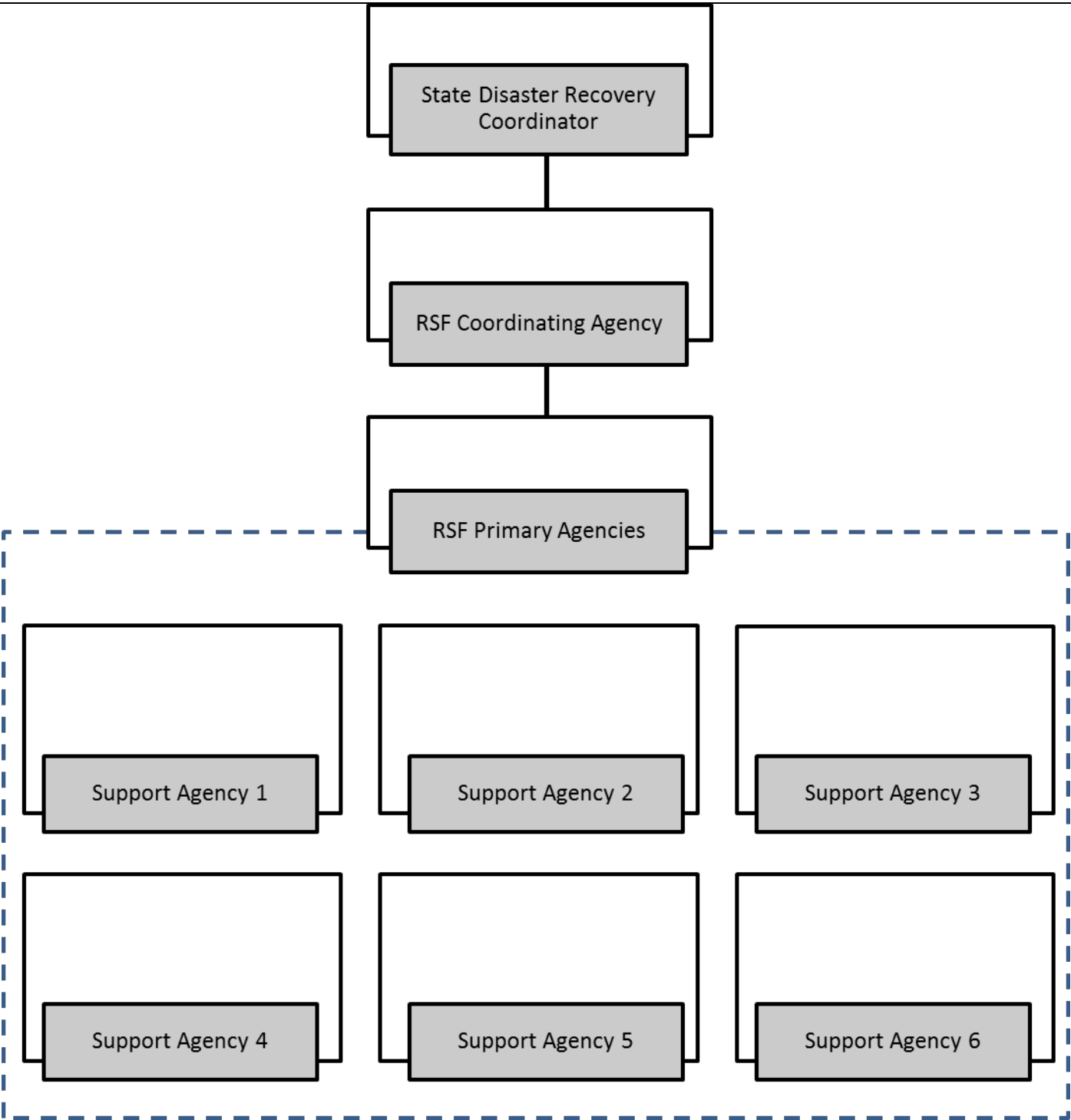
The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

Recovery Action Plan - RSF #2: Economic Recovery**19. Incident Name****20. Operational Period (#_____)**

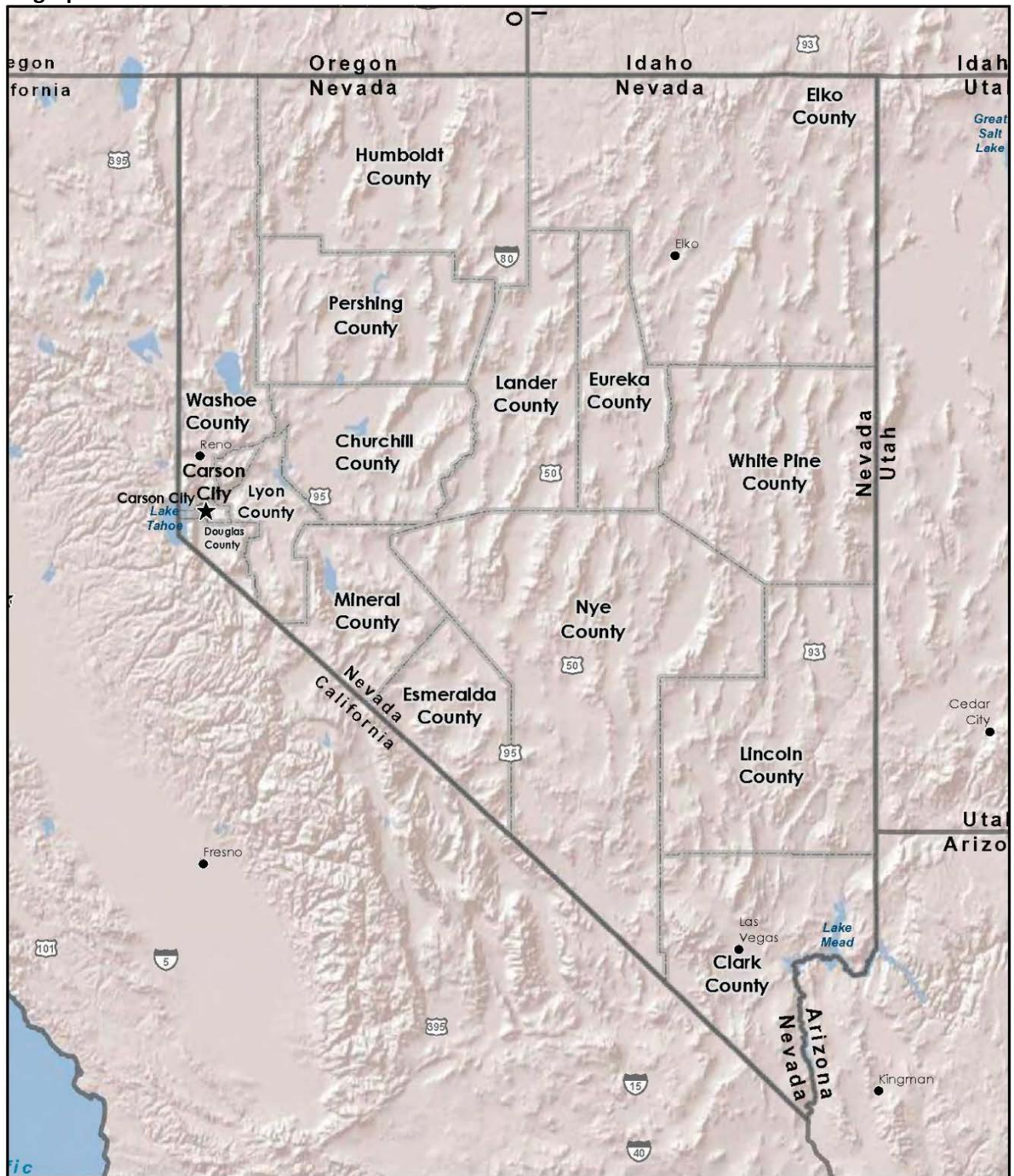
Date: FROM: _____ TO: _____

21. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**22. Situation Summary****23. Needs from Other RSFs****24. Public Information****25. Current RSF 2 Organization** (fill in additional positions as appropriate)



26. Health and Safety Briefing

27. Geographic Exent



Notes

RSF-Specific Objectives for RSF #2: Economic Recovery				
10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Technical Assistance				
Law, Regulation, and Policy amendments				
Funding Administration				
Planning				
Staffing Levels				
Hazard Mitigation				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	

RSF 3 - HEALTH AND SOCIAL SERVICES

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RSF 3 – Health and Social Services	1
1 Purpose and Scope	1
1.1 Purpose	1
1.2 Scope	1
2 Assumptions	2
3 Concept of Operations	2
3.1 Organization	2
3.1.1 Coordinating Agency	3
3.2 Preparedness	4
3.3 Activation	4
3.3.1 Transition from Response	4
3.4 Activated State	5
3.5 Return to Preparedness	5
4 Roles and Responsibilities	5
4.1 Primary Agency: Department of Health and Human Services	5
4.2 Supporting Agencies	6
4.2.1 Center for Environmental Remediation and Monitoring (Environment)	7
4.2.2 Nevada Department of Administration	7
4.2.3 Nevada Department of Agriculture	7
4.2.4 Nevada Department of Employment, Training, and Rehabilitation	7
4.2.5 Nevada Department of Education	7
4.2.6 Nevada Division of Environmental Protection	7
4.2.7 Nevada Division of Welfare and Support	8
4.2.8 Nevada Office of Veterans Services	8
4.3 RSF Action Plan	8
5 Activities by Recovery Phase	8
5.1 Preparedness	9
5.2 Short-Term Recovery	10
5.3 Intermediate Recovery	11
5.4 Long-Term Recovery	12
6 Community Partners	12

7	RSF Development and Maintenance	13
	Appendix A – Supporting Plans and Procedures	13
	Appendix B – RSF 3 Federal Programs	14
	Appendix C – RSF-Specific Recovery Action Plan Form	16

RSF 3 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Department of Health and Human Services (HHS)
Supporting Agencies	Department of Employment, Training and Rehabilitation Office of Veteran's Services Department of Agriculture Division of Environmental Protection Center for Environmental Remediation and Monitoring (Environment)
Federal Coordinating Agency	U.S. Department of Health and Human Services
ESF Coordination	ESF 8 – Public Health and Medical Services ESF 8-1 – Mental Health and Developmental Services ESF 14 – Community Recovery, Mitigation, and Economic Stabilization

1 PURPOSE AND SCOPE

1.1 Purpose

Recovery Support Function (RSF) 3, Health and Social Services, and the five other RSFs, are essential parts of the *State of Nevada Disaster Recovery Plan*. This document presents the mission of RSF 3; its objectives, key activities and areas of support; and the roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 3 is to assess public health, healthcare, and social services needs following a disaster, restore basic health and social services, identify key partners, and promote the independence and well-being of community members in accordance with the specified recovery timeline.

1.2 Scope

RSF 3 is designed to provide guidance to state departments in aiding local and tribal partners in restoring the health and well-being of communities through restoration of healthcare, behavioral health, and public health services. Activities encompassed within the scope of RSF 3 include:

- Conduct ongoing public health activities, including epidemiologic surveillance;

- Conduct assessments of a disaster’s impacts on public health and on local and tribal healthcare delivery systems;
- Support continuity and restoration of healthcare and social systems and services;
- Promote self-sufficiency of health and social services to impacted individuals and communities; and
- Provide clear and accessible recovery communications regarding access to social services to the whole community.

2 ASSUMPTIONS

The following assumptions guide RSF 3 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support; and
- Natural and human-caused disasters have the potential to cause a wide range of individual and public health impacts, including, but not limited to, creating or exacerbating medical conditions, damage to health facilities, interruptions in medical product supply chains, damage to water distribution networks and treatment plants, and many others.

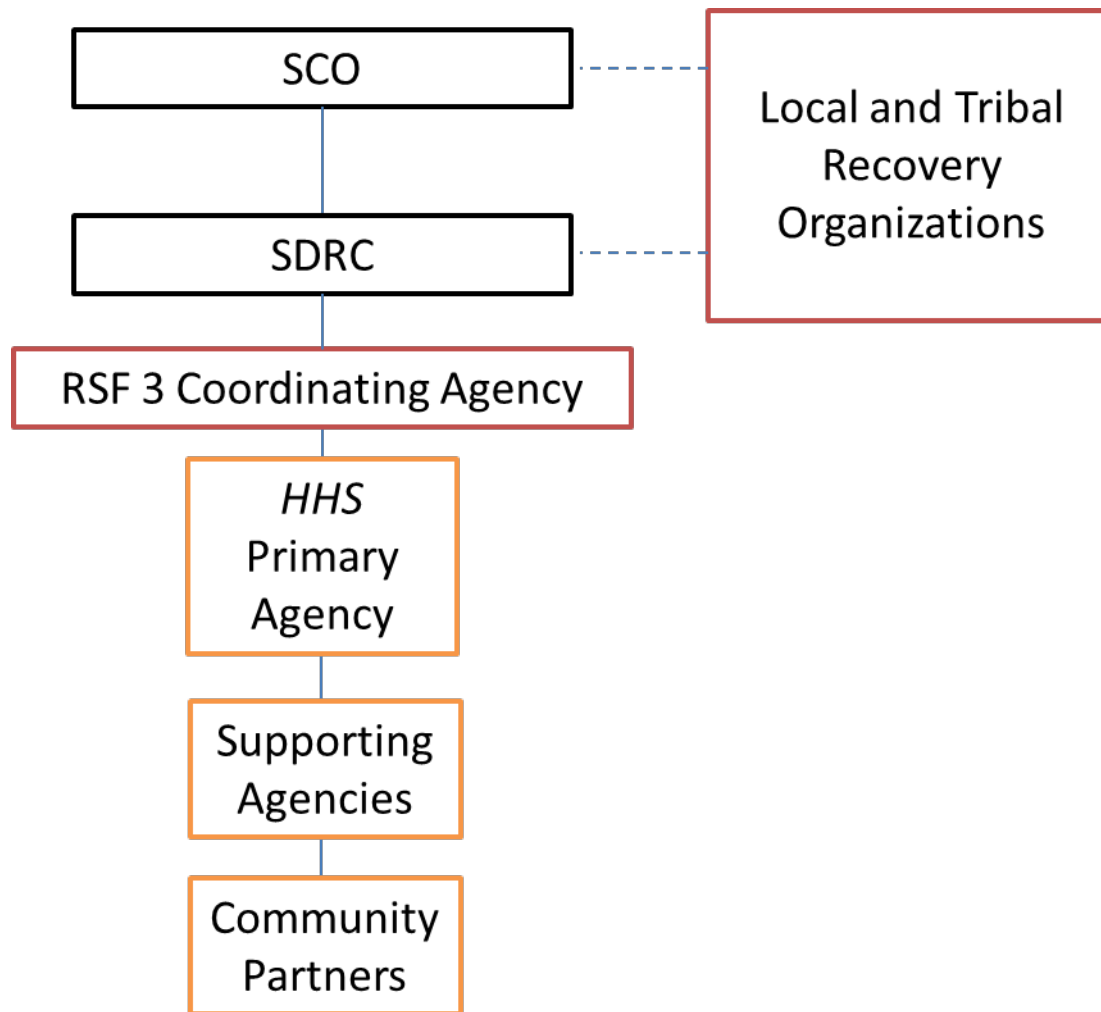
3 CONCEPT OF OPERATIONS

3.1 Organization

State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state’s support of local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of involvement in the RSF’s scope of operations. Each RSF Coordinating Agency reports to the SDRC and channels requests for other RSFs and/or external support through the SDRC. Figure 1 illustrates the organizational structure of RSF 3.

Figure 1 RSF Organizational Structure

3.1.1 Coordinating Agency

The Coordinating Agency for RSF 3 is DEM. As the Coordinating Agency, DEM is responsible for the following:

- Facilitate communication with and between DEM, the Department of Health and Human Services (HHS), and Supporting Agencies for RSF 3;
- Coordinate efforts to implement health and social services recovery activities;
- Coordinate development and regular update of a Health and Social Services Action Plan to inform the overall State Recovery Action Plan;
- Designate regional field coordinators as necessary to support local and tribal recovery activities; and
- Coordinate the transition of ESF 8, 8-1, and 14 to RSF 3.

3.2 Preparedness

RSF 3 exists in a state of preparedness at all times. In the preparedness state:

- As the Coordinating Agency, the DEM regularly convenes representatives from Supporting Agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- As the Primary Agency, the HHS) prepares function-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document; and
- Supporting Agencies are engaged by HHS to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated State Disaster Recovery Coordinator (SDRC) will assess the situation and determine whether to activate RSFs.

3.3.1 *Transition from Response*

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase:

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery;
- When the SDRC activates RSF 3, DEM and HHS are responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - o ESF 8 – Public Health and Medical Services
 - o ESF 8-1 – Mental Health
 - o ESF 14 – Community Recovery, Mitigation and Economic Stabilization
- Primary agencies for each ESF will be responsible for informing HHS of ongoing efforts that need to continue in the recovery phase and providing all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for health services;
- The SDRC develops a State Recovery Action Plan to guide actions throughout the recovery phase, activating RSF 3 as appropriate;
- The SDRC, DEM, and HHS define short-term, intermediate, and long-term recovery goals and objectives for health services. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM and HHS coordinates identified assignments for Supporting Agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC;
- HHS may be called upon to provide RSF status reports and briefings to the Policy Group as needed;
- HHS deploys capabilities according to identified needs. Deployed teams request additional support as needed; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM and HHS.

3.5 Return to Preparedness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DEM and HHS, will regularly assess whether current health services support continues to require special coordination under RSF 3. When the SDRC determines that special coordination is no longer required, RSF 3 will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agency: Department of Health and Human Services

The primary agencies for RSF 3 is HHS. As the Primary Agency, HHS is responsible for the following:

- Support the development and implementation of public health emergency preparedness plans;
- Conduct ongoing disease surveillance and monitoring activities;

- Conduct and support public health assessments in areas impacted by disaster, in cooperation with relevant local, tribal, and federal partners, including specific assessments of conditions for access and functional needs populations.
- Conduct and support assessments of disaster impacts on medical facilities, and assist in restoring their ability to provide care;
- Coordinate the provision of health services to shelter residents with the American Red Cross;
- Inspect and certify medical facilities, laboratories, drinking water systems and restaurants;
- Propose and develop state health policy to address disaster impacts and mitigate impacts of future disaster;
- Monitor the availability of pharmaceuticals and essential medical equipment in impacted areas and provide support and resources as available to alleviate and eliminate shortages;
- Provide technical assistance regarding program eligibility, application processes, and project requirements for state and federal health-related programs;
- Ensure continued provision of social services to individuals in areas impacted by disaster, including child welfare, self-sufficiency, vocational rehabilitation, and assistance to seniors and persons with disabilities;
- Provide recovery-specific additional child welfare, self-sufficiency, and assistance to seniors and persons with disabilities in impacted area, as funds are authorized;
- Coordinate the establishment of field locations for the provision of social services, in partnership with Supporting Agencies and the American Red Cross;
- Coordinate case management across all social services programs for individuals receiving services during the recovery phase;
- Inspect all facets of Nevada's food distribution system (except restaurants) to ensure that food is safe for consumption, protect and maintain animal health, and ensure that animal feeds meet nutritional and labeling standards;
- Coordinate the establishment of field locations for the provision of social services, in partnership with Supporting Agencies and the American Red Cross;
- Coordinate case management across all social services programs for individuals receiving services during the recovery phase; and
- Provide technical assistance regarding program eligibility, application processes, and project requirements for social services programs.

4.2 Supporting Agencies

The following agencies have been designated as Supporting Agencies to RSF 3 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Center for Environmental Remediation and Monitoring (Environment)

The Desert Research Institute (DRI) coordinates research efforts at the Center for Environmental Remediation and Monitoring (CERM).

- Facilitate interdisciplinary research as it pertains to public health.
- Develop strategies to address remediation, restoration and public health concerns.

4.2.2 Nevada Department of Administration

- Provide administrative and contracting support to state health and social services recovery activities.

4.2.3 Nevada Department of Agriculture

- Identify health and human services unmet needs for Nevada's agricultural industry.
- Provide health and social services support the Nevada's agricultural industry.

4.2.4 Nevada Department of Employment, Training, and Rehabilitation

- Facilitate and support re-employment efforts for those whose health was impacted during a disaster.

4.2.5 Nevada Department of Education

- Support the restoration of schools and daycare services in impacted areas.
- Ensure continued provision of health and social services provided in schools and other educational and daycare facilities, including support for child health and nutrition and for adult and adult daycare.
- Support integrated case management for children receiving social services through both school and non-school programs.
- Support the mitigation of future hazards to school buildings as well as other educational and daycare facilities, including providing resources and guidance to schools for disaster readiness.

4.2.6 Nevada Division of Environmental Protection

- Provide environmental monitoring (e.g., air and water quality) in areas of special concern following a disaster.

- Support the restoration of services provided by facilities that require Nevada Department of Environmental Protection permit to function legally, including waste and hazardous waste facilities, as well as facilities subject to air and water quality permits.

4.2.7 Nevada Division of Welfare and Support

- Administer the State's Disaster Supplemental Nutrition Assistance Program.
- Ensure continued provision of social services to individuals in areas impacted by disaster, including child welfare, self-sufficiency, vocational rehabilitation, and assistance to seniors and persons with disabilities.
- Provide recovery-specific additional child welfare, self-sufficiency, and assistance to seniors and persons with disabilities in impacted area, as funds are authorized.

4.2.8 Nevada Office of Veterans Services

- Provide health and social services support to Nevada's veterans.

4.3 RSF Action Plan

The SDRC may request RSF 3, via DEM and/or HHS, to prepare a Health and Human Services Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state health services recovery activities and should include the following information:

- Existing data on local and tribal needs for health services support;
- Priorities for health services recovery; and
- Recommendations for RSF 3 support.

Activities and tasks that may support development of the Health and Human Services Recovery Action Plan include the following:

- Meet with agency leads and local health service providers to identify impacts to critical services, recovery priorities, points of contact, and procedures for coordination.
- Identify initial disaster assistance priorities.
- Assess any specific employee health and safety priorities, based on the nature and scope of the disaster.
- Identify potential recovery partners and resources available, including any relevant federal programs.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 3 remains in a state of preparedness at all times through preparedness activities such as identifying strengths and vulnerabilities within health systems, ensuring capacity and redundancy of health services, and ensuring ongoing access to facilities and services. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of Coordinating, Primary, and Supporting Agency plans and procedures related to health services support of local and tribal governments and impacted communities during disaster recovery:
 - Ensure that recovery plans clearly define the transition from response to recovery and from recovery to steady state;
 - Ensure that recovery plans address the long-term healthcare and behavioral health needs of response and recovery workers;
 - Ensure that emergency response plans describe transitions from response to recovery;
 - Provide technical support for the performance of hazard vulnerability assessments of public health, healthcare, and behavioral health facilities and systems;
 - Foster partnerships between coordinating and Supporting Agencies and private health providers;
 - Develop plans to ensure continuity of operations for public health, healthcare, and behavioral health facilities during relocation, structural repairs or replacements, or facility closure; and
 - Develop strategies to ensure access to health facilities for the whole community during recovery through evaluation of transportation, including para-transit systems.
- Ensure that the resources and authorities required to implement health services recovery plans and procedures are available and coordinated within each Primary and Supporting Agency:
 - Provide training for public health officials on post-disaster hazards;
 - Develop strategies for long-term augmentation of local healthcare, behavioral health, and public health workforces; and
 - Promote establishment of mutual aid agreements and stand by contracts to augment system capacity and redundancy.
- Ensure that the resources and authorities required to implement social services recovery plans and procedures are available and coordinated within each Primary and Supporting Agency:

- o Provide technical support for the performance of hazard vulnerability assessments of social service facilities and systems;
 - o Develop plans to ensure continuity of operations for social service facilities during relocation, structural repairs or replacements, or facility closure;
 - o Develop strategies to ensure access to social services for the whole community during recovery through evaluation of transportation, including para-transit systems;
 - o Proactively engage the community to ensure awareness of disaster social services resources; and
 - o Develop strategies for long-term augmentation of local social services workforces.
- Coordinate with RSF 5 – Infrastructure Services to plan for the provision of utilities and public works resources to support health services during all phases of recovery;
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families:
 - o Provide education, training, and resources across the whole community for personal health preparedness; and
 - o Establish, and ensure the capacity of, crisis hotlines throughout all phases of recovery.
- Identify and maintain relevant contact information for RSF 3 representatives in each Primary and Supporting Agency.

5.2 Short-Term Recovery

Short-term recovery for communities will be coordinated through the State Emergency Coordination Center and ESFs. As the situation is stabilized, an SDRC may be appointed and may activate RSF 3 to support ongoing health services activities.

RSF 3 short-term recovery activities may include the following:

- Provide daily public notification briefings detailing ongoing public health concerns including:
 - o Contamination and boiled water notices;
 - o Presence of disease;
 - o Health and social services outages; and
 - o Waste disposal messaging.
- Provide psychological support to impacted communities;

- Develop an approach for evaluating and prioritizing the recovery of social services assets;
- Establish a timeline for elements of social services recovery;
- Evaluate flexibilities and waivers that may be applicable to disaster-impacted individuals receiving federal program assistance;
- Facilitate the extension of expertise to communities to facilitate return of individuals to pre-disaster work, school, and leisure activities;
- Work with local governments, tribal governments, and impacted communities to assess and address health services capacity gaps:
 - o Communicate with health organizations and practitioners to identify resource needs; and
 - o Augment local health services workforces, laboratory capacity, and technical expertise.
- Coordinate with RSF 6 – Infrastructure Services to provide utilities and public works resources to support health services;
- Develop an approach for evaluating and prioritizing the recovery of health services assets;
- Facilitate access to federal caches of medical materiel;
- Facilitate expedited credentialing of health workers;
- For the protection of public health, facilitate expedited repair, permitting, and inspection of:
 - o Potable water and waste treatment systems;
 - o Food establishments;
 - o Laboratories; and
 - o Health facility building repairs, renovations, and replacement.

5.3 Intermediate Recovery

After the situation has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 3 intermediate recovery activities may include the following:

- Develop an RSF Recovery Action Plan to establish priorities for RSF activities, updating as required. This strategy will include:
 - o Reassessment of health and social system status; and
 - o Identification of long-term recovery needs.
- Coordinate health care facility coalitions to provide essential health and social services;
- Conduct intermediate recovery support activities, including:

- o Work force augmentation through employment incentives;
- o Prioritized repair of non-critical health facilities;
- o Support maintenance of preventative care services and chronic disease prevention programs;
- o Promoting government social services work force augmentation (i.e., case management and volunteer management); and
- o Promoting social services work force augmentation through outside nongovernmental (volunteer) organizations.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and RSF 3 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 3 long-term recovery activities may include the following:

- Continue to update the RSF Recovery Action Plan as the recovery progresses;
- Continually reassess intermediate recovery activities;
- Support RSF 2 in identifying employee assistance programs for those whose health was severely impacted by the disaster;
- Provide ongoing public information regarding lessons learned and ongoing support centers;
- Ensure vulnerable populations have received needed services;
- Develop “Train the Trainer” public education programs;
- Transition RSF activities back to responsible departments to manage through their routine operations;
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed;
- Conduct public outreach activities to educate the public on recovery success stories; and
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 COMMUNITY PARTNERS

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of health services:

- American Red Cross
- Nevada food banks

- Nevada 1 Disaster Medical Assistance Team (DMAT)
- Local Public Health Authorities
- Hospitals and Healthcare Systems
- Nevada Voluntary Organizations Active in Disaster
- Coordinated Care Organizations
- Community Action Agencies
- Public schools and colleges
- Team Rubicon

DEM, HHS, and Supporting Agencies for RSF 3 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase and for having the necessary tools to activate these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF annex is essential to implementation of the health services function. To ensure that preparedness activities are undertaken and sustained, DEM will:

- Assign work groups, as needed, to undertake ownership of their respective RSFs;
- Create a work plan that describes how the RSF will be maintained and implemented;
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and
- Encourage ownership by agency staff through education on the RSF and creating a mechanism to obtain feedback for its improvement.

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APPENDIX A – SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on health services recovery include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan, January 2014
 - o ESF 8 – Public Health and Medical Services
 - o ESF 8-1 – Mental health
 - o ESF 14 – Community Recovery, Mitigation, and Economic Stabilization
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex C: Health and Social Services Recovery Support Function, July 2014

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APPENDIX B – RSF 3 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Hospital Preparedness Program and Public Health Emergency Preparedness Aligned Cooperative Agreements	Department of Health and Human Service (DPBH) – Centers for Disease Control and Prevention (CDC)	The purpose of the 2012-2017 HPP-PHEP aligned programs cooperative agreement is to provide resources that support state, local, territorial, and tribal public health departments and healthcare systems/organizations in demonstrating measurable and sustainable progress toward achieving public health and healthcare emergency preparedness capabilities that promote prepared and resilient communities.	The distribution of funds will be to the health departments of all 50 States, the District of Columbia, the nation's three largest municipalities (New York City, Chicago and Los Angeles County), the Commonwealths of Puerto Rico and the Northern Mariana Islands, the territories of American Samoa, Guam and the United States Virgin Islands, the Federated States of Micronesia, and the Republics of Palau and the Marshall Islands.	10 percent	93.074
Office of Research and Development Consolidated Research/Training/Fellowships	Environmental Protection Agency – Office of Research and Development	Project grants and cooperative agreements support research designed to address the issue of advancing prevention and sustainable approaches to health and environmental problems. Funds may be available to support activities in both science and engineering disciplines that include, but are not limited to, experiments, surveys, studies, investigations, public education programs, and monitoring.	Eligible applicants include public and private state universities and colleges, hospitals, laboratories, state and local government departments, and other public or private nonprofit institutions.	None	66.511 Office of Research and Development Consolidated Research/Training/Fellowships

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APPENDIX C – RSF-SPECIFIC RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

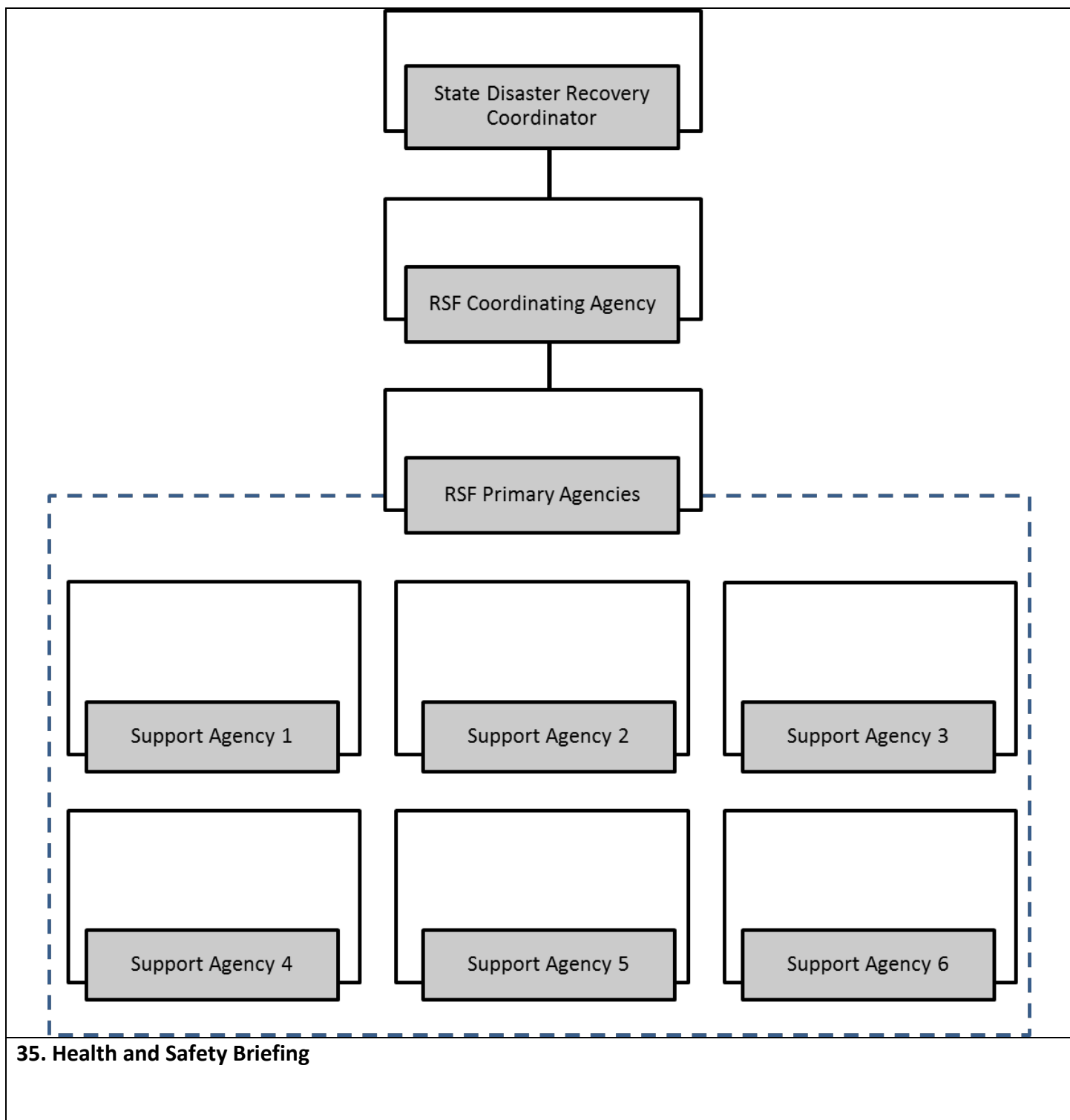
The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

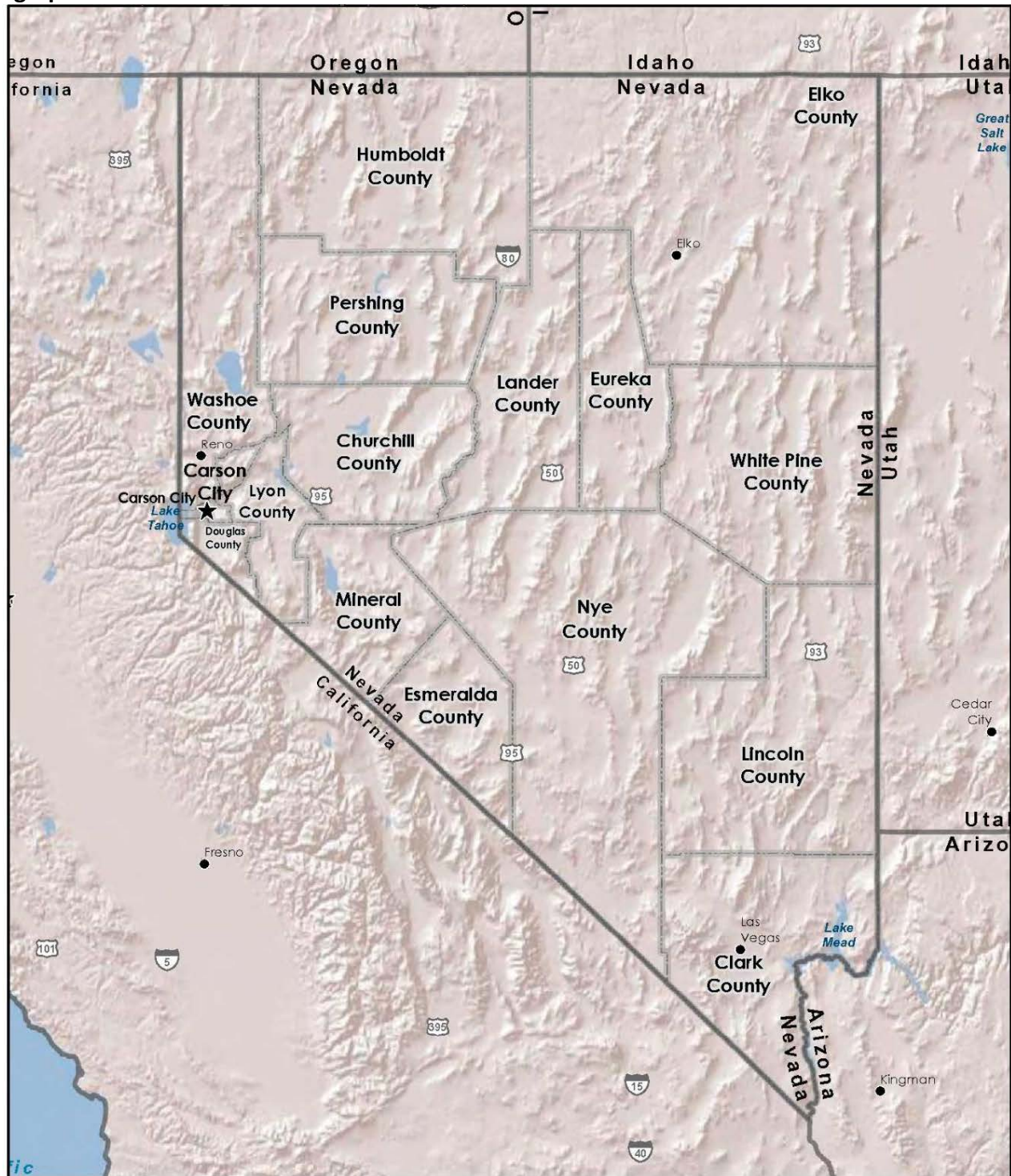
Recovery Action Plan - RSF #3: Health and Social Services**28. Incident Name****29. Operational Period (#_____)**

Date: FROM: _____ TO: _____

30. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**31. Situation Summary****32. Needs from Other RSFs****33. Public Information****34. Current RSF 3 Organization** (fill in additional positions as appropriate)



36. Geographic Exent



Notes

RSF-Specific Objectives for RSF #3: Health and Social Services

10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Public Health				
Healthcare				
Psychological Recovery				
Social Welfare and Services				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	

RSF 4 - DISASTER HOUSING

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RSF 4 – Disaster Housing	1
1 Purpose and Scope	1
1.1 Purpose	1
1.2 Scope	2
2 Assumptions	3
3 Concept of Operations	3
3.1 Organization	3
3.1.1 Coordinating Agency	4
3.2 Preparedness	5
3.3 Activation	5
3.3.1 Transition from Response	5
3.4 Activated State	6
3.5 Return to Preparedness	6
4 Roles and Responsibilities	6
4.1 Primary Agency	6
4.2 Support Agencies	7
4.2.1 Nevada Department of Administration	8
4.2.2 Nevada Department of Business and Industry	8
4.2.3 Nevada Department of Corrections	8
4.2.4 Nevada Department of Education	8
4.2.5 Nevada Department of Health and Human Services	8
4.2.6 Nevada Division of Child and Family Services (Juvenile Justice Services)	8
4.2.7 Nevada Division of Environmental Protection	8
4.2.8 Nevada Housing Division	8
4.2.9 Manufactured Housing Division	9
4.2.10 Nevada Contractors Association	9
4.2.11 Nevada Office of Veterans Services	9
4.2.12 Nevada Real Estate Division	9
4.2.13 Rural Community and Economic Development Division	9
4.3 RSF Action Plan	9

5	Activities by Recovery Phase	10
5.1	Preparedness	10
5.2	Short-Term Recovery	11
5.3	Intermediate Recovery	12
5.4	Long-Term Recovery	13
6	Community Partners	14
7	RSF Development and Maintenance	15
	Appendix A – Supporting Plans and Procedures	16
	Appendix B – RSF 4 Federal Programs	18
	Appendix C – RSF-Specific Recovery Action Plan Form	22

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RSF 4 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Division of Emergency Management (DEM) Nevada Housing Division
Supporting Agencies	Department of Business and Industry Manufactured Housing Division Rural Community and Economic Development Division Rural Nevada Development Corporation Small Business Administration Nevada Contractors Association Nevada Health and Social Services Nevada Rural Housing Authority Veterans Administration USDA Rural Development
Federal Coordinating Agency	U.S. Department of Housing and Urban Development
ESF Coordination	ESF 6 – Mass Care, Housing, and Human Services

1 PURPOSE AND SCOPE

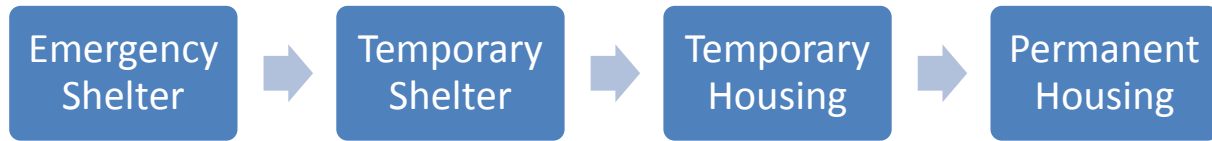
1.1 Purpose

Recovery Support Function (RSF) 4, Disaster Housing, and the five other RSFs are essential parts of the *State of Nevada Disaster Recovery Framework*. This document presents the mission of RSF 4; its objectives, key activities and areas of support; and the roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 4 is to address pre- and post-disaster housing issues and coordinate the delivery of state resources and activities to assist local and tribal governments as they rehabilitate and reconstruct destroyed and damaged housing, when feasible, and develop new accessible, permanent housing options.

1.2 Scope

As indicated in the chart below, following a disaster, individuals and households typically require four types of housing. It is the responsibility of RSF 4 to locate and coordinate the use of facilities and resources for the phases of disaster housing.



- **Emergency shelter:** spontaneously established locations to protect individuals from the incident and elements (e.g., open fields, vehicles, unused facilities).
- **Temporary shelter:** mass-care facilities used to provide food, water, and needed health services (e.g., school facilities, churches).
- **Temporary housing:** facilities that allow households to re-establish their daily lives by attending school and work (e.g., hotels, rental properties).
- **Permanent housing:** housing that allows households to re-establish their daily lives in preferred locations and structures (e.g., single- and multi-family homes, apartments).

RSF 4 is designed to provide guidance to state departments in aiding local and tribal partners in providing temporary, short-term, and long-term disaster housing for individuals and families, with a goal of long-term housing solutions wherever feasible. The following activities are encompassed within the scope of RSF 4:

- Ensuring that immediate sheltering needs are met and maintained for an extended timeframe;
- Ensuring that intermediate housing solutions are available for evacuees and temporarily displaced families and individuals that facilitate continuance of their regular activities of work, school, and leisure;
- Providing resources to promote long-term housing solutions, including home ownership; and
- Addressing pets and service animals in state housing strategies.

Emergency sheltering is addressed in ESF 6 – Mass Care, Housing, and Human Services of the *State of Nevada Comprehensive Emergency Management Plan*.

2 ASSUMPTIONS

The following assumptions guide RSF 4 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support;
- A number of factors or obstacles may affect the ability of renters, homeowners, or landlords to retain, obtain, or create permanent housing, including:
 - o Financial ability to secure, repair, and/or rebuild permanent housing. For renters, this includes the ability to find and afford post-disaster rental housing; for homeowners and landlords, this includes whether they had adequate insurance and/or the ability to finance the cost of repairs or rebuilding;
 - o Timeliness and effect of local land use decisions, environmental and historic preservation laws, including the implications for where, how, and whether homes can be rebuilt;
 - o Timeliness and expense of building codes plan review, permitting, and inspections to support resilient communities;
 - o Availability and cost of labor and building materials;
 - o Ability to obtain and afford adequate hazard and flood insurance in the future; and
 - o Decisions by neighboring property owners to rebuild or abandon damaged structures—a large number of owners deciding not to rebuild can create substantial problems for the neighbors that do rebuild.

3 CONCEPT OF OPERATIONS

3.1 Organization

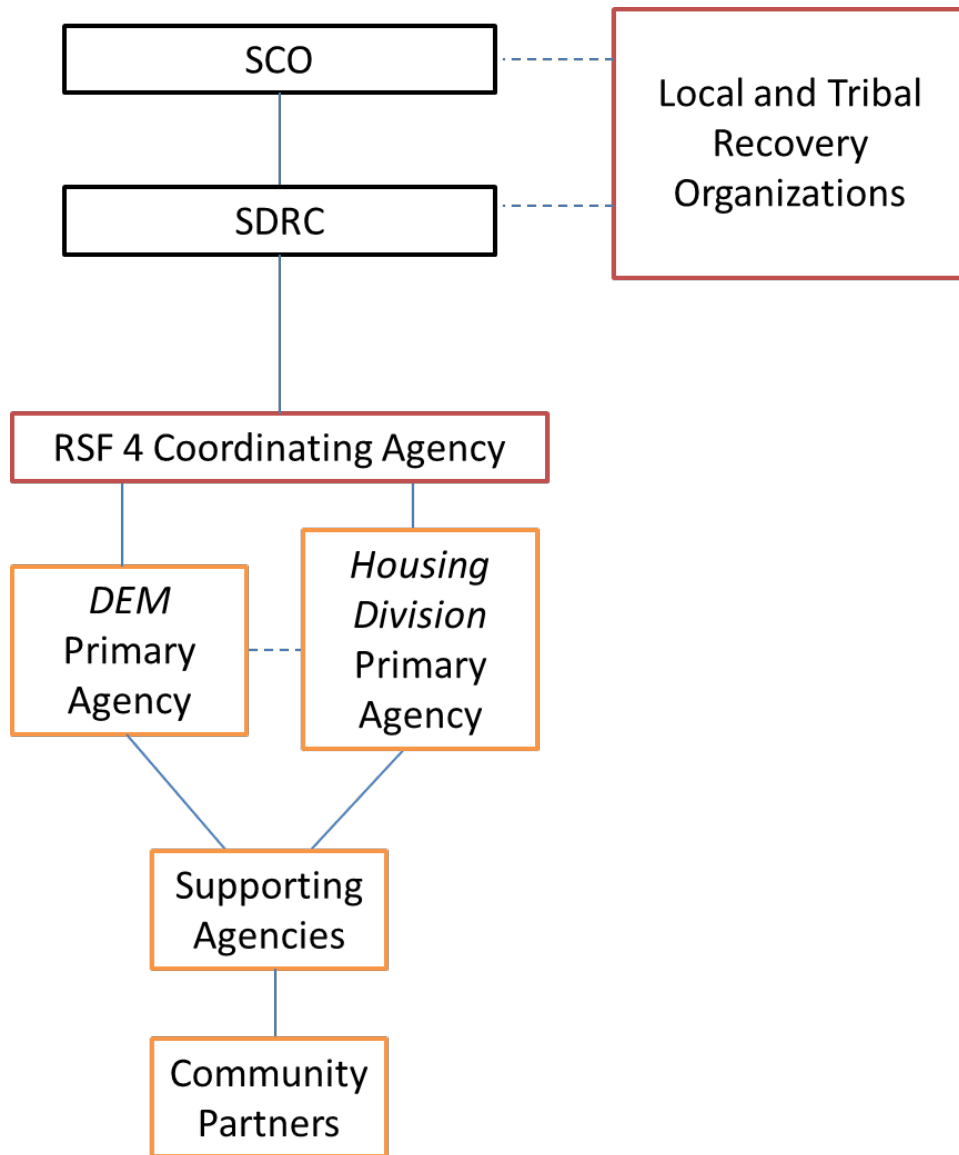
State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state's support of local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of

involvement in the RSF's scope of operations. DEM, serving as each RSF's Coordinating Agency, reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other RSFs and/or external support through the SDRC. Figure 1 below illustrates the organizational structure of RSF 4.

Figure 1 RSF Organizational Structure



3.1.1 Coordinating Agency

The Coordinating Agency is responsible for ensuring that the RSF serves its purpose during the preparedness and activated states. In the preparedness state, the Coordinating Agency ensures the continuity of the RSF by convening representatives from Primary and Supporting Agencies and ensuring that plans and procedures are in

place, key staff are trained, and expected resources are available if needed. In the activated state, the Coordinating Agency takes a lead role in defining and directing actions to be taken by the deployed Primary and Supporting Agencies in support of recovery.

DEM is responsible for the following:

- Represent the Disaster Housing RSF at the Policy Group;
- Facilitate communication and collaboration between RSF 4 Primary and Supporting Agencies, as well as other RSFs;
- Coordinate efforts to implement disaster housing activities;
- Coordinate development and regular update of a Disaster Housing Recovery Action Plan to inform the overall State Recovery Action Plan;
- Designate regional field coordinators as necessary to support local and tribal recovery activities; and
- Coordinate the transition from ESF 6 to RSF 4.

3.2 Preparedness

RSF 4 exists in a state of preparedness at all times. In the preparedness state:

- As the Coordinating Agency, DEM regularly convenes representatives from Supporting Agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- As the Primary Agency, DEM prepares agency-specific plans and procedures and maintains the capabilities to deploy in the roles specified in this document; and
- Supporting Agencies are engaged by DEM to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate RSFs.

3.3.1 Transition from Response

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase:

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery;

- When the SDRC activates RSF 4, DEM and Nevada Housing Division are responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:

- ESF 6 – Mass Care, Housing, and Human Services

The Primary Agency for ESF 6 will be responsible for informing DEM of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for disaster housing;
- The SDRC and DEM define short-term, intermediate, and long-term recovery goals and objectives for disaster housing. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM coordinates assignments for Supporting Agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC;
- DEM may be called upon to provide RSF status reports and briefings to the Policy Group as needed;
- DEM deploys capabilities according to identified needs. Deployed teams request additional support as needed; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM.

3.5 Return to Preparedness

As recovery proceeds, state agency activities will gradually shift from special recovery support back to the preparedness state and normal business. The SDRC, with the support of DEM, will regularly assess whether current disaster housing support continues to require special coordination under RSF 4. When the SDRC determines that special coordination is no longer required, RSF 4 will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agency

Primary agencies have statutory authorities and/or established programs directly related to the RSF and are therefore at the forefront of resource delivery to recovering communities. The Coordinating Agency may be one of the primary agencies. Primary agencies perform ongoing maintenance of RSF-related capabilities during the preparedness phase.

The Primary Agency for RSF 4 is NDEM. As Primary Agency, NDEM is responsible for the following:

- Help identify long-term housing priorities and conduct housing assessments with local and tribal partners;
- Provide technical assistance to support local and tribal recovery planning and post-disaster activities for long-term housing recovery including strategies to:
 - o Strengthen the housing market;
 - o Ensure adequate affordable rental housing;
 - o Use of housing to improve quality of life;
 - o Build sustainable, inclusive communities; and
 - o Increase the use of mitigation measures.
- Establish communication and support information sharing for housing partners;
- Administer Nevada's Emergency Assistance (Welfare Set-Aside Program);
- Ensure continued provision of home energy and weatherization assistance programs in impacted areas;
- Coordinate with RSF 1 to inform long-term community planning and land use resiliency;
- Coordinate and leverage available funding sources for long-term housing recovery;
- Develop and implement a plan to transition state housing support activities back to a readiness state;
- Provide financial and technical resources and expertise for both disaster housing and long-term community recovery assistance through Federal Emergency Management Agency (FEMA) individual assistance programs and the FEMA mitigation program; and
- Support the transition from ESF 6 to RSF 4.

4.2 Support Agencies

Supporting Agencies are available to assist the coordinating and primary agencies when the RSF is activated. Their role is specialized and, where possible, should be identified in advance by the coordinating and primary agencies. Supporting Agencies' participation may not be needed at all times during recovery, though it should be available upon request.

The following agencies have been designated as Supporting Agencies to RSF 4 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Nevada Department of Administration

- Provide administrative and contracting support to state disaster housing recovery activities.

4.2.2 Nevada Department of Business and Industry

- Protect employment rights and access to housing and public accommodations after a disaster and through all phases of recovery.

4.2.3 Nevada Department of Corrections

- In the event that state correctional facilities are damaged, provide for adequate and secure housing of the state prison population.

4.2.4 Nevada Department of Education

- Coordinate the relocation of shelters to longer-term locations to facilitate the re-opening of schools.

4.2.5 Nevada Department of Health and Human Services

- Provide technical assistance to agencies that provide housing to populations with access and functional needs.
- Facilitate connection of local and tribal partners with housing programs that can serve impacted populations.
- In the event that state hospital facilities are damaged, provide for adequate and secure housing of patients.

4.2.6 Nevada Division of Child and Family Services (Juvenile Justice Services)

- In the event that state juvenile detention facilities are damaged, provide for adequate and secure housing of youth population.

4.2.7 Nevada Division of Environmental Protection

- Provide technical assistance regarding land use and development as it relates to disaster housing.

4.2.8 Nevada Housing Division

- Support the transition from ESF 6 to RSF 4.

- Support the identification of emergency, transitional and permanent housing resources throughout Nevada.
- Administer Nevada housing programs.
- Provide subject matter expertise.
- Support mitigation efforts as they relate to housing.

4.2.9 *Manufactured Housing Division*

- Locate and procure manufactured homes for use as temporary shelters and transitional housing.
- Facilitate rebuilding efforts of manufactured homes.

4.2.10 *Nevada Contractors Association*

- Support redevelopment of housing stocks impacted by an incident.
- Support stabilization and rebuilding efforts related to housing utility infrastructure.

4.2.11 *Nevada Office of Veterans Services*

- Support housing strategies for Nevada’s veterans.

4.2.12 *Nevada Real Estate Division*

- Provide protection for Nevadans against unfair housing practices after a disaster.
- Assist in identification of housing resources for displaced populations.

4.2.13 *Rural Community and Economic Development Division*

- Determine needs for rural communities impacted by incident.
- Administer the State and Small Cities CDBG Program.
- Promote affordable development and restoration efforts in rural Nevada.

4.3 RSF Action Plan

The SDRC may request RSF 4, via DEM, to prepare a Disaster Housing Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state disaster housing recovery activities and should include the following information:

- Existing data on housing impacts;
- Priorities for disaster housing recovery; and
- Recommendations for RSF 4 support.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 4 remains in a state of preparedness at all times through preparedness activities, including plan and policy development to mitigate housing damage, and technical and financial resources to aid in all phases of housing recovery for individuals and families. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement disaster housing operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of Coordinating, Primary, and Supporting Agency plans and procedures related to disaster housing for local and tribal governments and impacted communities during disaster recovery:
 - Assess the potential risks of hazards on community housing resources.
 - Identify post-disaster housing resources and programs for:
 - Affordable housing;
 - Unmet housing needs;
 - Mortgage relief;
 - Mortgage insurance;
 - Re-allocation of funding for disaster relief;
 - Fair housing; and
 - Grants and loans, including “gap” funding for home repairs and renovations.
 - In coordination with RSF 6 – Natural and Cultural Resources, identify historic housing structures and identify strategies for protecting them;
 - Perform or collect and analyze housing assessments to identify vulnerabilities to damage, strengths, and potential challenges to disaster housing of communities;
 - Identify housing facilities for short-term, intermediate, and long-term needs;
 - Coordinate with RSF 3 – Health and Social Services to identify food and hygiene resources for shelters and transitional housing;
 - Promote development of land use regulations, zoning laws as components of hazard mitigation planning;
 - Promote implementation of building codes as components of hazard mitigation planning; and
 - Promote planning that incorporates concepts of smart growth and low impact development.

- Ensure that the resources and authorities required to implement disaster housing recovery plans and procedures are available and coordinated within each Primary and Supporting Agency:
 - Provide resources and support to access housing assistance funding, ensuring:
 - Administrative capacity to process large numbers of requests for individual housing funds; and
 - Field workforce capacity to assist communities in all phases of housing recovery.
 - Evaluate the availability of building materials and labor for post-disaster home repair, addressing provisions for:
 - Storage and staging of donated building materials; and
 - Housing and living resources for construction labor.
- Ensure procedures and resources are in place to provide ongoing temporary sheltering of community members temporarily unable to return to their homes;
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families;
- Promote generation and distribution of home disaster preparedness and recovery resources;
- Identify private and non-governmental partners that can support shelter and transitional housing needs; and
- Identify and maintain relevant contact information for RSF 4 representatives in each Primary and Supporting Agency.

5.2 Short-Term Recovery

Short-term recovery for disaster housing will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate RSF 4 to support ongoing disaster housing activities.

RSF 4 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities, and RSF 3 – Health and Social Services, RSF 5 – Infrastructure Systems, and RSF 6 – Natural and Cultural Resources, to assess and address capacity gaps:
 - Support or perform post-disaster housing damage assessments;
 - Repeat unmet needs assessment to determine unmet housing needs; and
 - Identify impacted populations with specialized post-disaster housing needs, including children, seniors, and persons with disabilities and functional needs.

- Coordinate with RSF 3 – Health and Social Services for the deployment of food and hygiene resources to shelters;
- Facilitate family reunification and temporary relocation efforts;
- Develop an approach for evaluating and prioritizing the recovery of disaster housing assets:
 - Support or conduct Market-at-a-Glance Reports to determine the economic, demographic, and housing conditions in the affected area;
 - Support or conduct comprehensive housing market analyses to track employment, population, households, and housing inventory trends; and
 - Develop a timeline for temporary and permanent disaster housing recovery.
- Facilitate expedited permitting for housing renovations and new construction.
- Transition shelter activities out of schools and other needed facilities, and into longer-term, transitional facilities.
 - This activity will help to ensure RSF 4 activities are not negatively impacting recovery efforts in the other five RSFs.
- Facilitate the extension of expertise to communities so that temporary housing solutions can be implemented:
 - Facilitate access of individuals and families to housing resources and programs;
 - Facilitate the extension of expertise to communities so that temporary disaster housing solutions can be implemented:
 - Manage construction and supporting volunteers; and
 - Manage building material donations.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 4 intermediate recovery activities may include the following:

- Transition remaining impacted community members into transitional housing (i.e., hotels);
- Work with community organizations including the American Red Cross, Habitat for Humanity, Salvation Army, local housing authorities, faith-based organizations, and others to identify community housing resources including:
 - Hotels;
 - Rental properties;
 - Manufactured homes;
 - Buildable and portable shelters; and
 - Rentable recreational vehicles.

- If needed, request support from federal RSF 4 Coordinating Agency, Housing and Urban Development (HUD);
- Develop an RSF Recovery Action Plan to establish priorities for RSF activities, update as required:
 - o Reassess housing damage and repair status and adjust priorities and resources accordingly;
 - o Repeat unmet needs assessment to determine unmet housing needs;
 - o Repeat comprehensive housing market analyses to track employment, population, households, and housing inventory trends; and
 - o Reassess the timeline for temporary and permanent disaster housing recovery.
- Conduct intermediate recovery support activities, including the following activities;
- Facilitate the extension of expertise to communities so that permanent housing solutions can be implemented:
 - o Manage construction and supporting volunteers; and
 - o Manage building material donations.
- Provide incentives for displaced or relocated residents to return to the community;
- Provide support for home repairs that creates resilient housing in preparation for future disasters;
- Provide technical and human support for remediation of hazardous materials (biological, chemical, etc.) contamination in housing units;
- Develop strategies for long-term affordable housing; and
- Employ technical and monetary resources, and provide incentives, to encourage home ownership.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for years, and RSF 4 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 4 long-term recovery activities may include the following:

- Continue to update the RSF Recovery Action Plan as the recovery progresses;
- Facilitate expedited rebuilding efforts through relaxation of permitting requirements (work with RSF 1, 5, and 6);

- Support economic recovery efforts (RSF 2) to ensure impacted individuals have the financial means to afford permanent housing;
- Continuous reassessment of intermediate recovery activities;
- Identify partners to assist with locating permanent housing options for remaining impacted community members;
- Transition RSF activities back to responsible departments to manage through their routine operations;
- Reconsider zoning laws and regulations to incentivize smart redevelopment:
 - o Simplify building codes;
 - o Purchase private lands within hazard zones and transition into parks and other public lands functions; and
 - o Provide tax incentives for smart growth.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed;
- Conduct public outreach activities to educate the public on recovery success stories;
- Reassess land use and master plans to align with identified hazard zones (i.e. Federal Emergency Management Agency [FEMA] floodplain maps); and
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 COMMUNITY PARTNERS

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of disaster housing:

- American Red Cross
- Community Action Agencies
- Community and Faith-Based Organizations
- Habitat for Humanity
- Local Housing Authorities
- Nevada Contractors Association
- Voluntary Organizations Active in Disaster
- Team Rubicon

DEM and Supporting Agencies for RSF 4 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase, and for having the necessary tools for activating these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF annex is essential to implementation of the disaster housing function. To ensure that preparedness activities are undertaken and sustained, DEM will:

- Assign work groups, as needed, to undertake ownership of their respective RSFs;
- Create a work plan that describes how the RSF will be maintained and implemented;
- Implement preparedness efforts, including recovery planning; review of existing response and mitigation plans; training and exercises; community outreach; partnership building; capacity building; and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and
- Encourage ownership by agency staff through education on the RSF and creating a mechanism to obtain feedback for its improvement.

APPENDIX A – SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on disaster housing include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan
 - o ESF 6 – Mass Care, Housing, and Human Services
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- FEMA, National Disaster Recovery Framework, September 2011
- FEMA, Recovery Federal Interagency Operational Plan, Annex D: Housing Recovery Support Function, July 2014
- FEMA National Disaster Housing Strategy, July 2009
- FEMA Catastrophic Housing Annex to the 2012 Federal Interagency Operations Plan – Hurricane, August 2012
- HUD Handbook 4350.1, Chapter 38, Multifamily Emergency/Disaster Guidance

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APPENDIX B – RSF 4 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community Development Block Grant (CDBG)/ State Administered Program	Department of Housing and Urban Development (HUD)	Provides grants to states to develop viable urban communities (e.g. housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. CDBG funds may be used for activities which include, but are not limited to: • Acquisition of real property • Relocation and demolition • Rehabilitation of residential and non-residential structures • Construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes • Public services, within certain limits • Activities relating to energy conservation and renewable energy resources • Provision of assistance to nonprofit and profit-motivated businesses to carry out economic development and job creation/retention activities Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available. A need is considered urgent if it poses a serious and immediate threat to the health or welfare of the community and has arisen in the past 18 months.	State governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas for use of funds for disaster-related projects. Alternatively, CDBG Disaster Recovery (CDBG-DR) funding may be allocated, as was done after Superstorm Sandy.	None	14.228 Community Development Block Grants /State's Program

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
HOME Investment Partnerships Program	Department of Housing and Urban Development (HUD)/Community Planning and Development	This is a non-disaster-related formula program under which waivers and statutory suspensions may be provided to jurisdictions that have received a presidential declaration of a major disaster under the Stafford Act. The intent is to provide permanent or transitional housing for low-income homeowners, homebuyers, or renters. This program also provides tenant-based rental assistance to low-income households. Funds can be used for acquisition, new construction, rehabilitation, and tenant-based rental assistance. Use of funds for disaster recovery activities should not duplicate activities reimbursable by the Federal Emergency Management Agency or available through the Small Business Administration low-interest disaster loan programs. HUD can suspend certain statutory and regulatory requirements to facilitate the use of funds for disaster recovery.	Eligible recipients include states, cities, urban counties, and consortia (of contiguous units of general local governments with a binding agreement).	Minimum 25 percent. Jurisdictions in fiscal distress receive full or partial (50 percent) relief from this requirement. Participating jurisdictions that have a presidential declaration of major disaster may also be granted a match reduction of up to 100 percent for two fiscal years, with the possibility of a one-year extension.	14.239 HOME Investment Partnerships Program

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
National Disaster Resilience Competition (NRDC)	Department of Housing and Urban Development (HUD)	The National Disaster Resilience Competition (NDRC) will make nearly \$1 billion available to communities that have been impacted by natural disasters in recent years. The competition is structured in two phases: (1) a framing phase and (2) an implementation phase. During Phase 1, applicants will consider their disaster recovery needs, vulnerabilities, stakeholder interests, resilience, community development objectives, and investment alternatives. In Phase 2, applicants will consider and refine approaches to meet their needs and objectives identified in Phase 1. HUD will invite a subset of applicants from Phase 1 to participate in Phase 2. HUD will make funding awards at the conclusion of Phase 2. At the end of Phase 2, HUD anticipates awarding grants to multiple winning applications, with funding levels ranging from \$1,000,000 to \$500,000,000. Phase 1 applicants that are not invited to continue to Phase 2, but have met all the requirements (as detailed in the NOFA) are eligible to receive CDBG-DR funds totaling up to \$2.5 million (for applicants that are not current CDBG-DR grantees under P.L. 113-2) or \$500,000 (for applicants that are current grantees under P.L. 113-2) or the total amount of demonstrated unmet needs, whichever is less.	All states with counties that experienced a Presidentially Declared Major Disaster in 2011, 2012 or 2013 are eligible to submit applications that address unmet needs as well as vulnerabilities to future extreme events, stresses, threats, hazards, or other shocks in areas that were most impacted and distressed as a result of the effects of the Qualified Disaster. This includes 48 of 50 states plus Puerto Rico and Washington, DC. In addition, 17 local governments that have received funding under PL 113-2 are also eligible.	None	

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APPENDIX C – RSF-SPECIFIC RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

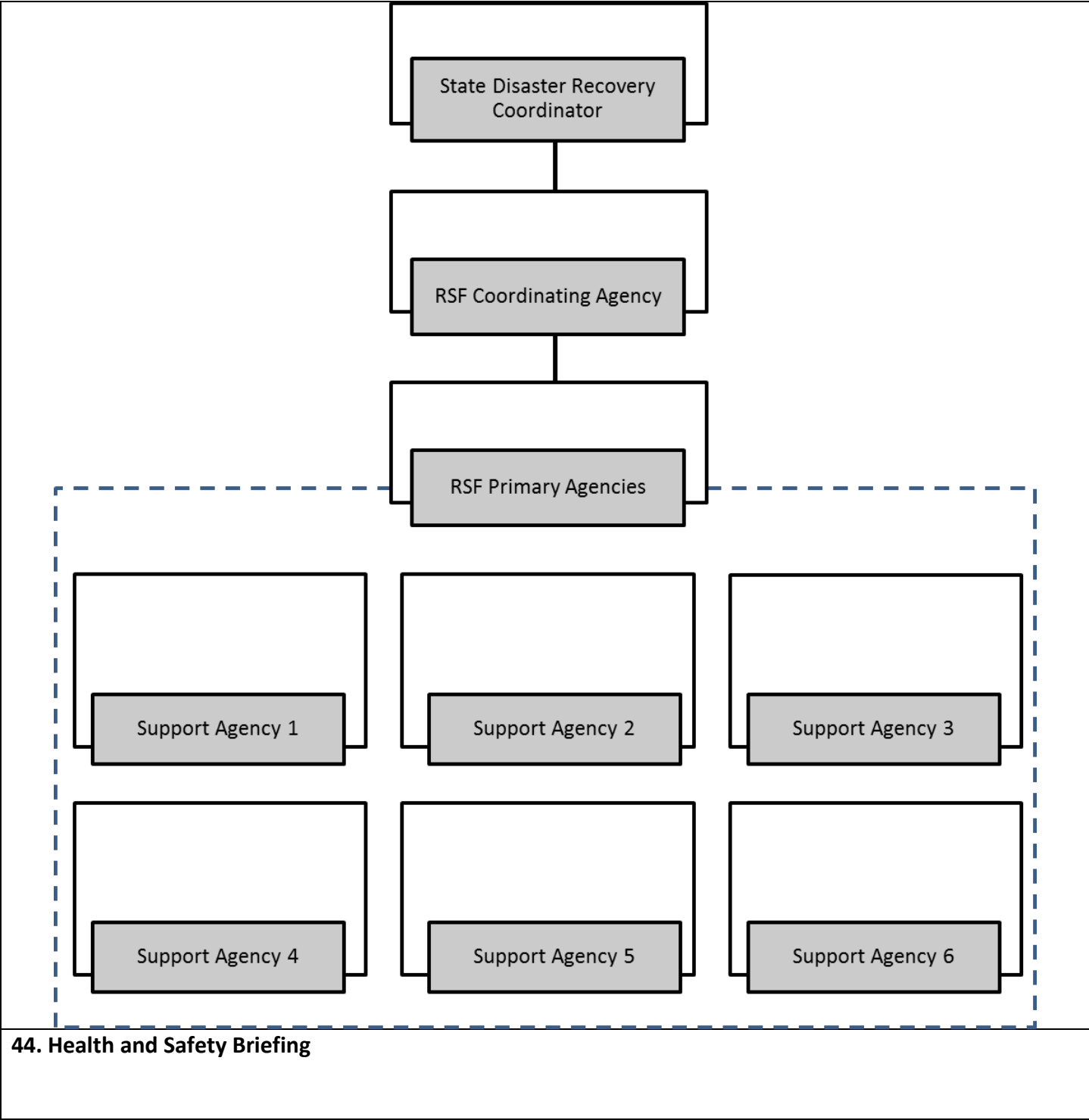
The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

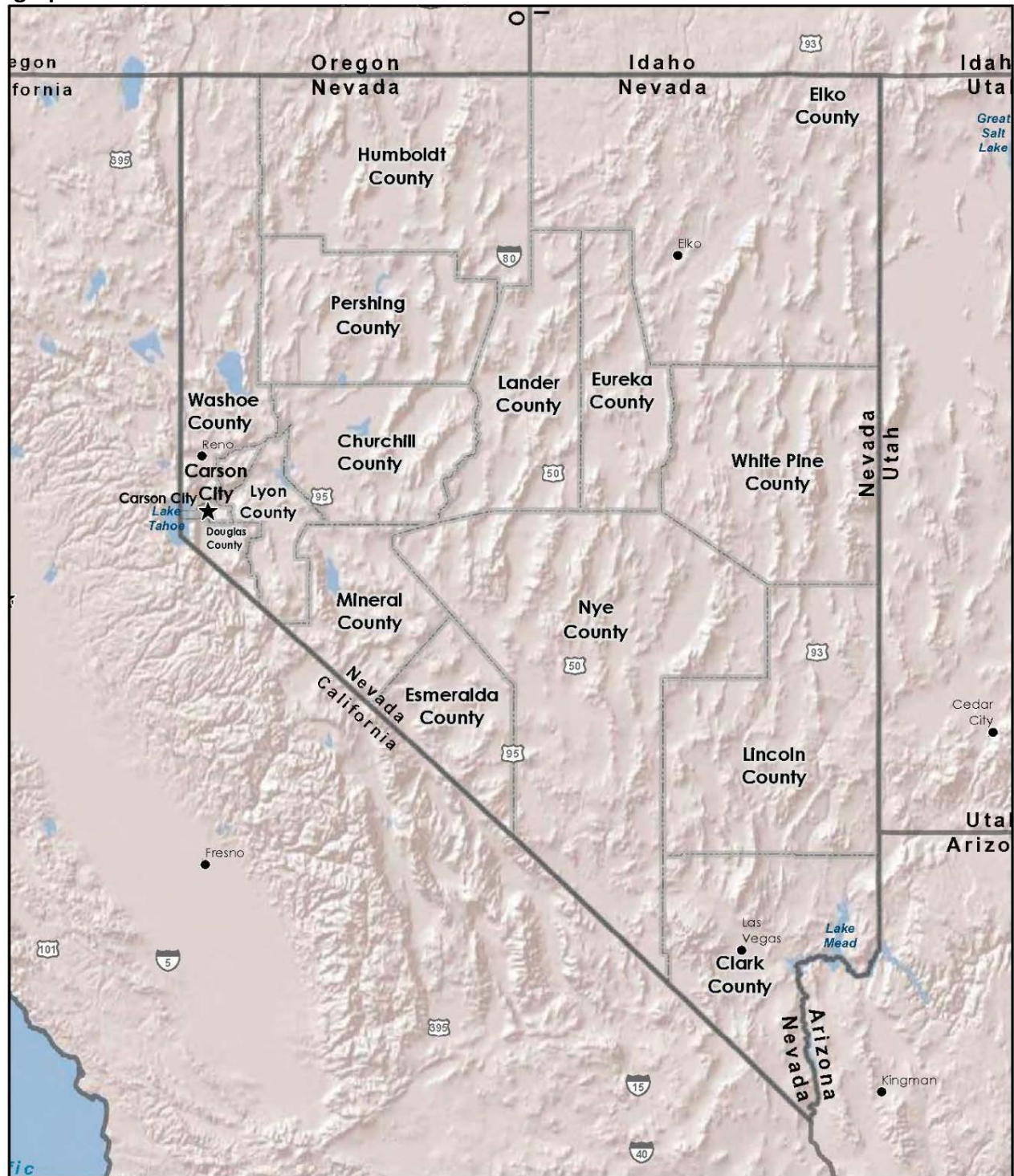
Recovery Action Plan - RSF #4: Disaster Housing**37. Incident Name****38. Operational Period (#____)**

Date: FROM: _____ TO: _____

39. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**40. Situation Summary****41. Needs from Other RSFs****42. Public Information****43. Current RSF 4 Organization** (fill in additional positions as appropriate)



45. Geographic Exent



Notes

RSF-Specific Objectives for RSF #4: Disaster Housing

10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Evacuation/Relocation				
Emergency Sheltering				
Food and Water				
Temporary Housing				
Housing Stock				
Long-Term Planning				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	

RSF 5 - INFRASTRUCTURE SYSTEMS

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RSF 5 – Infrastructure Systems	1
1 Purpose and Scope	1
1.1 Purpose	1
1.2 Scope	2
2 Assumptions	2
3 Concept of Operations	3
3.1 Organization	3
3.1.1 Coordinating Agency	4
3.2 Preparedness	4
3.3 Activation	4
3.3.1 Transition from Response	5
3.4 Activated State	5
3.5 Return to Preparedness	6
4 Roles and Responsibilities	6
4.1 Primary Agencies	6
4.1.1 Nevada Division of Emergency Management	6
4.1.2 Nevada Department of Administration – Public Works	6
4.2 Supporting Agencies	6
4.2.1 Nevada Department of Administration – Buildings and Grounds	6
4.2.2 Nevada Department of Agriculture	6
4.2.3 Nevada Department of Business and Industry	7
4.2.4 Nevada Department of Conservation and Natural Resources	7
4.2.5 Nevada Department of Corrections	7
4.2.6 Nevada Department of Education	7
4.2.7 Nevada Department of Health and Human Services	7
4.2.8 Nevada Department of Transportation	7
4.2.9 Nevada Division of Water Resources	7
4.2.10 Governor’s Office of Energy	8
4.2.11 Nevada Contractors Association	8
4.2.12 Nevada Enterprise Information Technology Services	8

4.2.13	Nevada Office of the Military.....	8
4.2.14	Public Utility Commission of Nevada	8
4.2.15	Rural Community and Economic Development Division	9
4.2.16	State Public Works Board.....	9
4.2.17	Critical Infrastructure Committee	9
4.2.18	Nevada Commission on Homeland Security	9
4.3	RSF Recovery Action Plan	9
5	Activities by Recovery Phase	9
5.1	Preparedness.....	9
5.2	Short-Term Recovery	11
5.3	Intermediate Recovery	12
5.4	Long-Term Recovery	12
6	Community Partners	13
7	RSF Development and Maintenance	13
	Appendix A – Supporting Plans and procedures	15
	Appendix B – RSF 5 Federal Programs	17
	Appendix C – RSF-Specific Recovery Action Plan Form	28

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RSF 5 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Division of Emergency Management (DEM) Department of Administration – Public Works (DOA-PW)
Supporting Agencies	Department of Administration – Buildings and Grounds Department of Agriculture Department of Business and Industry Department of Conservation and Natural Resources Department of Corrections Department of Education Department of Health and Human Services Department of Transportation Division of Water Resources Governor’s Office of Energy Nevada Contractors Association Enterprise Information Technology Services Office of the Military Public Utility Commission of Nevada Rural Community and Economic Development Division State Public Works Board Critical Infrastructure Committee Commission on Homeland Security
Federal Coordinating Agency	U.S. Army Corps of Engineers
ESF Coordination	ESF 1 – Transportation ESF 2 – Telecommunications and Information Technology ESF 3 – Public Works and Engineering ESF 12 – Energy

1 PURPOSE AND SCOPE

1.1 Purpose

Recovery Support Function (RSF) 5, Infrastructure Systems, and the five other RSFs are essential parts of the *State of Nevada Disaster Recovery Framework*. This document presents the mission of RSF 5; its objectives, key activities and areas of support; and the roles and capabilities of partners. Detailed operational and tactical

guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 5 is to match the capacity of all infrastructure systems, including, but not limited to, critical facilities, transportation, energy, water, wastewater, and telecommunications to a community's current and projected demand based on its built and virtual environment.

1.2 Scope

RSF 5 is designed to provide guidance to state departments in aiding local and tribal partners in recovery of the built environment. The following activities are encompassed within the scope of RSF 5:

- Coordinate with public and private owners and managers of infrastructure sectors and subsectors to recover essential community services, resources, and operations related to:
 - o Energy;
 - o Water;
 - o Dams;
 - o Telecommunications;
 - o Transportation systems (air, land, and water);
 - o Food and water;
 - o Critical facilities (government, healthcare, education, etc.);
 - o Sanitation; and
 - o Flood control.

2 ASSUMPTIONS

The following assumptions guide RSF 5 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support;
- Technical assistance is provided to help local government, tribal government, and impacted communities to identify and prioritize critical infrastructure systems and assets; and
- Local needs and expectations contribute to a redefined state of normalcy.

3 CONCEPT OF OPERATIONS

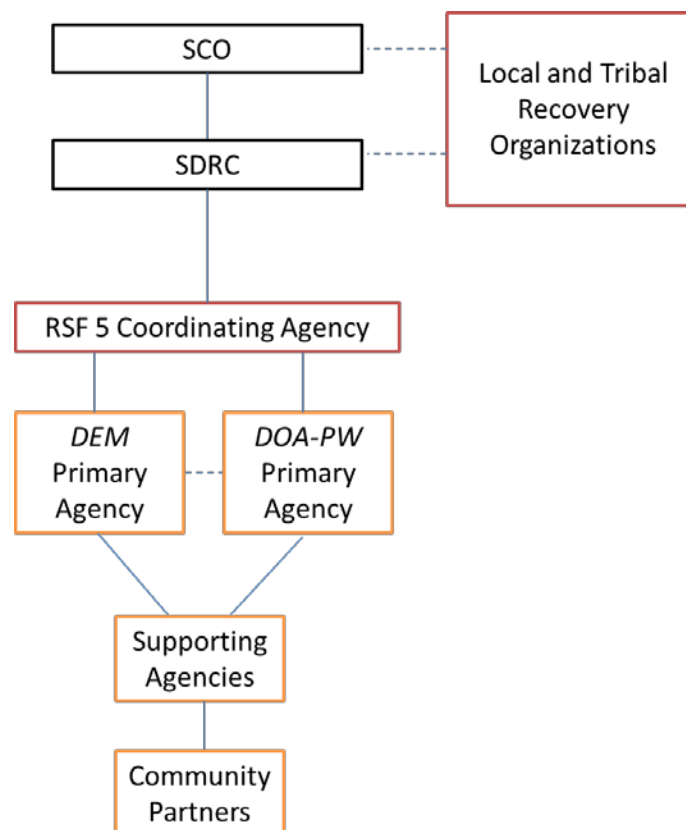
3.1 Organization

State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state's support of local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of involvement in the RSF's scope of operations. DEM, serving as each RSF's Coordinating Agency, reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other RSFs and/or external support through the SDRC. Figure 1 below illustrates the organizational structure of RSF 5.

Figure 1 RSF Organizational Structure



3.1.1 Coordinating Agency

The Coordinating Agency is responsible for ensuring that the RSF serves its purpose during the preparedness and activated states. In the preparedness state, the Coordinating Agency ensures the continuity of the RSF by convening representatives from Primary and Supporting Agencies and ensuring that plans and procedures are in place, key staff are trained, and expected resources are available if needed. In the activated state, the Coordinating Agency takes a lead role in defining and directing actions to be taken by the deployed Primary and Supporting Agencies in support of recovery.

DEM is responsible for the following:

- Facilitate communication and collaboration between RSF 5 Primary and Supporting Agencies, as well as other RSFs;
- Coordinate efforts to implement infrastructure systems recovery activities;
- Coordinate development and regular update of an Infrastructure Systems Action Plan to inform the overall State Recovery Action Plan;
- Designate regional field coordinators as necessary to support local and tribal recovery activities; and
- Coordinate the transition from ESFs 1, 2, 3, and 12, to RSF 5.

3.2 Preparedness

RSF 5 exists in a state of preparedness at all times. In the preparedness state:

- The Primary Agencies regularly convene to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- The Primary Agencies prepare agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document; and
- The Supporting Agencies are engaged by the Coordinating Agency to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support to emergency response will be managed by the State Coordinating Officer (SCO). As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate RSFs.

3.3.1 Transition from Response

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase:

- The SDRC and SCO are responsible for agreeing on the timing of transition from response to recovery;
- When the SDRC activates RSF 5, DEM is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - o ESF 1 – Transportation
 - o ESF 2 – Telecommunications and Information Technology
 - o ESF 3 – Public Works and Engineering
 - o ESF 12 – Energy
- Primary and Supporting Agencies for each ESF will be responsible for informing DEM of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for Infrastructure Systems;
- The SDRC, DEM, and the DOA-PW will define short-term, intermediate, and long-term recovery goals and objectives for Infrastructure Systems. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM coordinates assignments for Primary and Supporting Agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC;
- DOA-PW may be called upon to provide RSF status reports and briefings to the Policy Group as needed;
- Primary and Supporting Agencies deploy capabilities according to identified needs. Deployed teams request additional support as needed; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM and DOA-PW.

3.5 Return to Preparedness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support from DEM, will regularly assess whether current Infrastructure Systems support continues to require special coordination under RSF 5. When the SDRC determines that special coordination is no longer required, RSF 5 will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agencies

The roles of NDEM and DOA-PW are listed below.

4.1.1 Nevada Division of Emergency Management

As a Primary Agency, NDEM is responsible for the following:

- Coordinate federal public and individual assistance programs; and
- Coordinate mitigation and recovery grant programs.

4.1.2 Nevada Department of Administration - Public Works

As a Primary Agency, DOA-PW is responsible for the following:

- Provide administrative and contracting support to state infrastructure systems recovery activities, including design and leasing of facilities;
- Maintain an inventory of state owned and leased critical facilities;
- Maintain the State Technology System;
- Coordinate State's cybersecurity efforts; and
- Provide Geographic Information System (GIS) support for state infrastructure systems recovery activities.

4.2 Supporting Agencies

The following agencies have been designated as Supporting Agencies to RSF 5 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Nevada Department of Administration - Buildings and Grounds

- Assess the impacts to state-owned facilities and property.
- Facilitate the repair of state-owned facilities and property.

4.2.2 Nevada Department of Agriculture

- Support restoration of the state’s agricultural system infrastructure.

4.2.3 Nevada Department of Business and Industry

- Assess infrastructure-related needs for businesses within Nevada.
- Communicate business needs to RSF 5 coordinating and Primary Agencies.

4.2.4 Nevada Department of Conservation and Natural Resources

- Provide technical support to local and tribal drinking water and water treatment agencies to ensure a safe water supply.
- Provide technical support for debris management and permitting for debris management sites.

4.2.5 Nevada Department of Corrections

- Coordinate repair and restoration of state-owned correctional facilities.
- Provide labor crews to support extraordinary needs for repairs and/or reconstruction of roads and/or other infrastructure needs.

4.2.6 Nevada Department of Education

- Facilitate damage assessment of education facilities within Nevada.
- Provide guidance on the recovery of education facilities.

4.2.7 Nevada Department of Health and Human Services

- Assess the health and human services infrastructure impacts.
- Support local health authority’s infrastructure-related recovery activities by augmenting damaged or inoperable resources.

4.2.8 Nevada Department of Transportation

- Provide technical assistance in long-range planning and engineering of transportation infrastructure systems.
- Administer transportation assistance programs/funds that can be used for repair or recovery of transportation systems.
- Coordinate repair and restoration of state-owned airport facilities.
- Provide guidance on the repair and restoration of private airport facilities.
- Support the transition from ESF 1 to RSF 5.

4.2.9 Nevada Division of Water Resources

- Provide technical assistance in recovery activities that impact Nevada’s waterways.

- Provide technical support to ensure protection of the public water supply.
- Provide technical assistance for issues of stream flow restoration, water resource data, and water supply solutions.

4.2.10 Governor's Office of Energy

- Provide technical expertise on the region's petroleum supply and distribution system and incident recovery. Work with petroleum industry partners to identify alternate fuel source, delivery systems, and execute/track fuel allocation to priority users.
- Issue voluntary and/or mandatory fuel conservation measures to reduce petroleum consumption by all governmental agencies and political subdivisions in the state to ensure adequate fuel to support recovery activities.
- Facilitate the lifting of temporary environmental waivers and driver hour/weight limit restrictions to ensure timely fuel deliveries to support recovery activities.
- Facilitate and support petroleum industry's recovery efforts to ensure timely restoration of fuel supply levels, infrastructure, and delivery systems back to pre-emergency conditions following a disaster.
- Support the transition from ESF 12 to RSF 5.

4.2.11 Nevada Contractors Association

- Support the stabilization, rebuilding, and revitalization of critical infrastructure.

4.2.12 Nevada Enterprise Information Technology Services

- Provide technological solutions to enhance the recovery effort.
- Support the transition from ESF 2 to RSF 5.

4.2.13 Nevada Office of the Military

- Assess impacts to military installations in Nevada.

4.2.14 Public Utility Commission of Nevada

- Provide technical consultation in support of NDEM:
 - Provide subject-matter expertise related to electric, natural gas, intra- and interstate pipelines, telecommunications systems, or networks regarding incident response and recovery.
- Liaise with Energy Utility Operators in the restoration of power, natural gas, and other energy transport and transmission resources, following a disaster. Liaise with telecommunications utilities, FB-CLECs and other land-based

transport and transmission resources, hereafter Telecommunications Network Operators (TNOs).

- Natural gas pipeline safety inspectors will monitor and inspect pipeline restoration/reconstruction activities.

4.2.15 *Rural Community and Economic Development Division*

- Assess the infrastructure impacts in Nevada’s rural communities.
- Request support for Nevada’s rural communities.
- Identify and support grant opportunities to fund rural reconstruction and revitalization efforts.

4.2.16 *State Public Works Board*

- Provide technical assistance on public works-related infrastructure systems.
- Provide technical assistance and subject-matter expertise on engineering projects.
- Support the transition from ESF 3 to RSF 5.

4.2.17 *Critical Infrastructure Committee*

- Identify and assess critical infrastructure within Nevada.
- Administer the Nevada Critical Infrastructure Protection Plan.

4.2.18 *Nevada Commission on Homeland Security*

- Administer infrastructure-related grants in Nevada.

4.3 RSF Recovery Action Plan

The SDRC may request that DEM prepare an Infrastructure Services Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state infrastructure services recovery activities and should include the following information:

- Existing data on local and tribal needs for infrastructure services support;
- Priorities for infrastructure services recovery; and
- Recommendations for RSF 5 support.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 5 remains in a state of preparedness at all times through preparedness activities, including disaster planning, engineering, and operations and maintenance of

community infrastructure. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement infrastructure systems operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of Coordinating, Primary, and Supporting Agency plans and procedures related to infrastructure systems support to local and tribal governments and impacted communities during disaster recovery:
 - o Incentivize development of local recovery plans that describe a transition from response in the following areas:
 - Debris removal;
 - Critical infrastructure protection;
 - Dam safety;
 - Continuity of government;
 - Potable water source protection;
 - Redundant communications;
 - Transportation emergencies;
 - Food supply emergencies;
 - Electrical, natural gas, and telecommunication system outages
 - Wastewater management; and
 - Stormwater management.
 - o Facilitate coordination with RSF 1 – Community Planning and Capacity Building to plan for recovery of government operations, emergency services, and other community resources;
 - o Facilitate coordination with RSF 2 – Economic Recovery to plan for recovery of impacted businesses;
 - o Facilitate coordination with RSF 3 – Health and Social Services to plan for recovery from impacts to healthcare, and behavioral, environmental and public health facilities;
 - o Facilitate coordination with RSF 6 – Natural and Cultural Resources to ensure that recovery activities for the natural and built environment are synchronized;
 - o Facilitate inter-jurisdictional infrastructure recovery;
 - o Foster public-private partnerships with infrastructure owners and managers to identify system strengths and vulnerabilities to address recovery challenges;
 - o Incentivize creative and green technologies for infrastructure resiliency; and
 - o Identify financing strategies for infrastructure recovery.

- Ensure that the resources and authorities required to implement infrastructure system recovery plans and procedures are available and coordinated within each Primary and Supporting Agency:
 - Facilitate sharing of public and private infrastructure resources and technical expertise;
 - Maintain a list of funding sources, including grant and loan programs to support recovery of infrastructure systems through financing of capital and/or operations costs; and
 - Identify legal authorities for prioritization of critical infrastructure recovery.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families;
- Provide education on personal recovery from short- to long-term power outages, transportation interruptions, evacuations, potable water contamination, storm water damage, and other infrastructure emergencies; and
- Identify and maintain relevant contact information for RSF 5 representatives in each Primary and Supporting Agency.

5.2 Short-Term Recovery

Short-term recovery for restoration of infrastructure systems will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate RSF 5 to support ongoing infrastructure systems activities.

RSF 5 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities to address capacity gaps;
- Develop and distribute infrastructure recovery guidance and procedures;
- Determine critical needs of traffic concerns;
- Determine detour and alternate routes;
- Perform or collect infrastructure damage assessments and develop an approach for evaluating and prioritizing the recovery of infrastructure systems:
 - Facilitate recovery coordination for infrastructure that crosses multiple jurisdictions; and
 - Generate a timeline for infrastructure recovery.
- Facilitate the extension of technical expertise and human resources to communities and private sector owner/operators so that infrastructure systems solutions can be implemented;

- Facilitate requests for, and distribution of, federal funds and other resources for infrastructure recovery; and
- Implement short-term recovery solutions and repairs to maintain community function and identify intermediate solutions.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 5 intermediate recovery activities may include:

- Develop an RSF Recovery Action Plan to establish priorities for RSF activities, updating as required;
- Conduct intermediate recovery support activities, including the following:
 - Re-assess impacts and prioritize recovery efforts;
 - Re-assess infrastructure needs and adapt strategies as changes arise;
 - Identify long-term infrastructure recovery needs and challenges;
 - Identify long-term goals for infrastructure reliance;
 - Provide technological, human, and financial support to initiate long-term infrastructure recovery repairs and solutions;
 - Initiate implementation of infrastructure system improvements to enhance resilience for future disasters;
 - Determine permits and contractors selected for repair of damaged infrastructure;
 - Provide contract referrals for debris removal; and
 - Initiate EMAC and Nevada Intrastate Mutual Aid System.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and RSF 5 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 5 long-term recovery activities may include the following:

- Continue to update the RSF Recovery Action Plan as the recovery progresses;
- Identify funding sources for long-term infrastructure improvements;
- Identify the development of needed redundant infrastructure systems;
- Develop hazard-specific solutions to infrastructure impacts;
- Continually reassess intermediate recovery activities;

- Transition RSF activities back to responsible departments to manage through their routine operations;
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed; and
- Conduct public outreach activities to educate the public on recovery success stories.

6 COMMUNITY PARTNERS

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of infrastructure systems:

- Nevada Water/Wastewater Agency Response Network (NvWARN)
- American Water Works Association
- Railroads (BNSF, Union Pacific, Amtrak, short lines)
- Airports, ports, and waterway managers
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Telecommunication Network Operators' Associations:
- Emergency medical services, hospitals and healthcare coalitions
- American Public Works Association
- League of Nevada Cities
- Nevada Association of Counties
- Public schools and colleges
- Team Rubicon
- Incumbent Utility Operators (investor-owned and consumer-owned)
 - o Telecommunications,
 - o Energy, and
 - o Water/wastewater.

Primary and Supporting Agencies for RSF 5 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase and for having the necessary tools for activating these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF annex is essential to implementation of the infrastructure systems function. To ensure that preparedness activities are undertaken and sustained, DEM will:

- Assign work groups, as needed, to undertake ownership of their respective RSFs;

- Create a work plan that describes how the RSF will be maintained and implemented;
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and
- Encourage ownership by agency staff through education on the RSF and creating a mechanism to obtain feedback for its improvement.

APPENDIX A – SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on infrastructure services include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan, January 2014
 - o ESF 1 – Transportation
 - o ESF 2 – Telecommunications and Information Technology
 - o ESF 3 – Public Works and Engineering
 - o ESF 12 - Energy
- State of Nevada Disaster Debris Management Plan, Revised 2009
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex E: Infrastructure Systems Recovery Support Function, July 2014

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APPENDIX B – RSF 5 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community Development Block Grant (CDBG)/ State Administered Program	Department of Housing and Urban Development (HUD)	This program provides grants to states to develop viable urban communities (e.g., housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. Funding projects include emergency response activities such as debris removal, clearance, and demolition along with extraordinary increases in public services or disaster victims. Funds can also be used for long-term recovery needs.	Eligible applicants include state governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas.	None	14.228 Community Development Block Grants /State's Program
Community Development Block Grants / Section 108 Loan Guarantee Program	Department of Housing and Urban Development (HUD)	The purpose of these grants is to develop viable urban communities (e.g., housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. This program provides loan guarantees to participating states and local governments to obtain federally guaranteed loans for disaster distressed areas.	Localities receive loan guarantees via states. Entitlement and small communities can receive a loan guarantee if the proposed use is eligible, HUD has not exceeded its annual commitment authority, the guaranteed loan is adequately secured, and the community or state has not reached its maximum guarantee level.	N/A	14.248 Community Development Block Grants – Section 108 Loan Guarantees

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Drinking Water State Revolving Fund	Environmental Protection Agency (EPA)	EPA provides grants to states to support the Drinking Water State Revolving Fund, which provides low-interest loans to water systems for infrastructure improvements needed to protect public health and ensure compliance with the Safe Drinking Water Act. States may also reserve a portion of their grants (i.e., set-asides) to finance technical assistance to help utilities recover from disasters. Assistance could include assessing damages, identifying restoration needs, and locating/monitoring pollution sources. Funds have been used in flood and drought situations.	Both publicly and privately owned community water systems and non-profit, non-community water systems are eligible for funding. Systems apply to their State agency for low interest loans ranging from zero percent to market rate. Loans are repaid over a period of up to 20 years, though terms can be extended to 30 years for systems designated by the state as "disadvantaged."	20 percent	
Economic Adjustment Assistance Program	Department of Commerce – Economic Development Administration	The activating mechanism is a declaration of a disaster by the president or other federal declarations. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to assist affected communities in accelerating economic recovery and implementing strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.	Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.	See current EDA regulations	11.307 Economic Adjustment Assistance

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Emergency Community Water Assistance Grants (ECWAG)	Department of Agriculture (USDA) –Rural Utilities Service	The activating mechanism is a major disaster or emergency, such as – but not limited to – a drought; an earthquake; a flood; a tornado; a hurricane; disease outbreak; or chemical spill, leakage, or seepage. The objective of the ECWAG program is to assist the residents of rural areas that have experienced a significant decline in quantity or quality of water, or in which such a decline is considered imminent, to obtain or maintain adequate quantities of water that meet the standards set by the Safe Drinking Water Act. Grant funds may be used to extend waterlines on existing systems; to construct new water lines; to repair existing systems; to perform significant maintenance on existing systems; to construct new wells, reservoirs, transmission lines, treatment plants, storage tanks, etc.; to replace equipment; to provide connection and/or tap fees; to pay costs incurred within six months of the date an application was filed with USDA to correct an emergency situation that would have been eligible for funding under this program; or to provide funds for any other appropriate related purposes.	States, rural localities, nonprofit organizations, and Native American tribes. Grants not to exceed \$500,000 to address water sources and \$150,000 to address the distribution system.	None	10.763 Emergency Community Water Assistance Grants / 10.766 Community Facilities Loans and Grants

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
FHWA Emergency Relief (ER) Program	Department of Transportation (USDOT) – Federal Highway Administration (FHWA)	A special program funded through the Highway Trust Fund for the repair or reconstruction of Federal-aid highways and roads on Federal lands which have suffered serious damage as a result of (1) natural disasters or (2) catastrophic failures from an external cause. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency.	States may request ER funding after a catastrophic failure due to an external cause based on the criteria that the failure was not the result of an inherent flaw in the facility but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency. States are required to submit an application for ER funding to FHWA within two calendar years of the date of the disaster.	Approved ER funds are available at the pro-rata share that would normally apply to the Federal-aid facility damaged.	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Flood Mitigation Assistance Program	Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)	Provides project grants to assist States, Federally - recognized Indian tribal governments, and communities with the goal of reducing or eliminating claims under the National Flood Insurance Program (NFIP). There are three types of FMA grants available to applicants: • Planning Grants - to prepare flood mitigation plans; • Project Grants - to implement measures to reduce flood losses, such as elevation, acquisition or relocation of NFIP-insured structures; and • Management Cost Grants - for the grantee to help administer the FMA program and activities.	The State or community must first develop (and have approved by FEMA) a flood mitigation plan that describes the activities to be carried out with assistance provided under this program. The plan must be consistent with a comprehensive strategy for mitigation activities, and be adopted by the State or community following a public hearing.	FEMA may contribute up to 100 percent. Federal cost share for severe repetitive loss properties or the expected savings to the NFIP for acquisition or relocation activities (the GSTF value for property acquisition may be offered to the property owner if the project is not cost-effective using pre-event or current market value); FEMA may contribute up to 90 percent Federal cost share for repetitive loss properties; and FEMA may contribute up to 75 percent Federal cost share for NFIP-insured properties. The applicant or subapplicant is responsible for the remaining non-Federal share of eligible activity costs.	97.029 Flood Mitigation Assistance

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
FTA Emergency Relief Program	Department of Transportation (USDOT) – Federal Transit Administration (FTA)	This program helps States and public transportation systems pay for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage as a result of an emergency, including natural disasters such as floods, hurricanes, and tornadoes. The program can fund capital projects to protect, repair, or replace facilities or equipment that are in danger of suffering serious damage, or have suffered serious damage as a result of an emergency. The program can also fund the operating costs of evacuation, rescue operations, temporary public transportation service, or reestablishing, expanding, or relocating service before, during or after an emergency.	States and governmental authorities, including public transportation agencies. Funds will be appropriated by Congress as necessary. The grants are only for expenses that are not reimbursed by the Federal Emergency Management Agency (FEMA). Grants made under the program are subject to terms and conditions that the secretary of transportation determines are necessary. Operating costs are eligible for one year beginning on the date of declaration or for two years if the secretary of transportation determines there is a compelling need.	20 percent, although FTA may waive the local match.	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Hazard Mitigation Grant Program	Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)	Provides funding through project grants to support states, Indian tribal governments, territories, communities, and other eligible applicants to reduce the risk of future damage, loss of life and property in any area affected by a major disaster. Following a Presidential-declared disaster or emergency, grants may be made for: structural hazard controls or protection projects; construction activities that will result in reduction of hazards; retrofitting of facilities; acquisition of real property, relocation, demolition of structures; elevation of residential structures; minor flood reduction projects; structural retrofitting of existing structures; safe room construction; initial implementation of vegetation management programs; elevation or dry flood- proofing of non-residential structures; initial training of building officials and other professionals to facilitate the implementation of newly adopted State or local mitigation standards and codes, and mitigation planning actions.	State and local governments, other political subdivisions such as special districts, federally recognized Indian tribal governments, Alaska Native villages or organizations, but not Alaska Native Corporations, and certain Private Non-Profit organizations in designated emergency or major disaster areas shall serve as the Applicant to FEMA for HMGP assistance. Applicants that have a current, approved Standard State/Tribal Mitigation Plan at the time of the declaration of a major disaster are eligible to receive up to 15% of the value of all other disaster assistance grants for HMGP. Applicants that have an approved Enhanced State/Tribal Mitigation Plan in effect may receive 20 percent of the value of all other disaster assistance grants for HMGP.	FEMA can fund up to 75 percent of the eligible costs of projects submitted under each disaster declaration. The State or project applicant is responsible for the remainder which can be a combination of cash, in-kind services, or materials.	97.039 Hazard Mitigation Grant

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Investments for Public Works and Economic Development Facilities	Department of Commerce – Economic Development Administration (EDA)	Grants support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments; attract private sector capital; and promote regional competitiveness, innovation, and entrepreneurship – including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, accelerate new business development, and enhance the ability of regions to capitalize on opportunities presented by free trade.	Eligible applicants include state, city, county, or other political subdivision of a state. All investments must be consistent with a current EDA-development plan for the region in which the project will be located.	0-50 percent	11.300 Investments for Public Works and Economic Development Facilities

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
National Disaster Resilience Competition (NRDC)	Department of Housing and Urban Development (HUD)	The National Disaster Resilience Competition (NDRC) will make nearly \$1 billion available to communities that have been impacted by natural disasters in recent years. The competition is structured in two phases: (1) a framing phase and (2) an implementation phase. During Phase 1, applicants will consider their disaster recovery needs, vulnerabilities, stakeholder interests, resilience, community development objectives, and investment alternatives. In Phase 2, applicants will consider and refine approaches to meet their needs and objectives identified in Phase 1. HUD will invite a subset of applicants from Phase 1 to participate in Phase 2. HUD will make funding awards at the conclusion of Phase 2. At the end of Phase 2, HUD anticipates awarding grants to multiple winning applications, with funding levels ranging from \$1,000,000 to \$500,000,000. Phase 1 applicants that are not invited to continue to Phase 2, but have met all the requirements (as detailed in the NOFA) are eligible to receive CDBG-DR funds totaling up to \$2.5 million (for applicants that are not current CDBG-DR grantees under P.L. 113-2) or \$500,000 (for applicants that are current grantees under P.L. 113-2) or the total amount of demonstrated unmet needs, whichever is less.	All states with counties that experienced a Presidentially Declared Major Disaster in 2011, 2012 or 2013 are eligible to submit applications that address unmet needs as well as vulnerabilities to future extreme events, stresses, threats, hazards, or other shocks in areas that were most impacted and distressed as a result of the effects of the Qualified Disaster. This includes 48 of 50 states plus Puerto Rico and Washington, DC. In addition, 17 local governments that have received funding under PL 113-2 are also eligible.	None	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Public Assistance (PA) Grant Program	Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)	Provides project grants to assist State and local governments in responding to and recovering from the devastating effects of disasters by providing assistance for debris removal, emergency protective measures and the repair, restoration, reconstruction or replacement of public facilities or infrastructure damaged or destroyed. Restricted to Presidential-declared disasters or emergencies, such as an earthquake, hurricane, tornado, or wildfire.	State and local governments, other political subdivisions such as special districts, federally recognized Indian tribal governments, Alaska Native villages or organizations, but not Alaska Native Corporations, and certain Private Non-Profit organizations in designated emergency or major disaster areas	25 percent. The Federal share of the grant is not less than 75 percent with the State and local governments responsible for the remainder.	97.036 Disaster Grants – Public Assistance (Presidentially Declared Disasters)

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APPENDIX C – RSF-SPECIFIC RECOVERY ACTION PLAN FORM

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

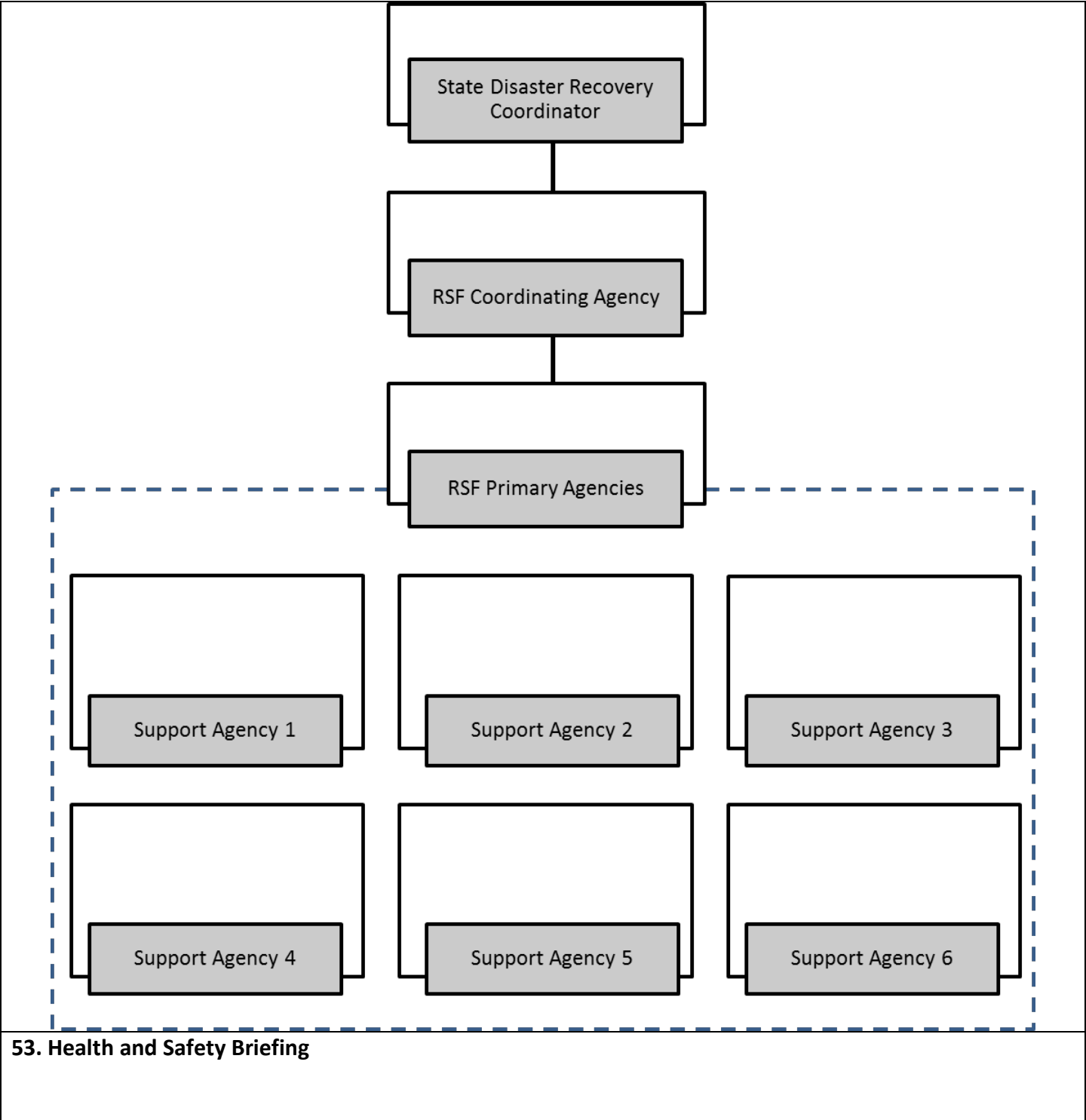
The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

Recovery Action Plan - RSF #5: Infrastructure Systems**46. Incident Name****47. Operational Period (#_____)**

Date: FROM:_____ TO:_____

48. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**49. Situation Summary****50. Needs from Other RSFs****51. Public Information****52. Current RSF 5 Organization** (fill in additional positions as appropriate)



54. Geographic Exent



Notes

RSF-Specific Objectives for RSF #5: Infrastructure Systems				
10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Damage Assessment				
Debris Clearance				
Debris Removal				
Utility Restoration				
Rebuilding Efforts				
Equipment/Supplies				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	

RSF 6 - NATURAL AND CULTURAL RESOURCES

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RSF 6 – Natural and Cultural Resources.....	1
1 Purpose and Scope	1
1.1 Purpose	1
1.2 Scope	2
2 Assumptions	2
3 Concept of Operations	3
3.1 Organization.....	3
3.1.1 Coordinating Agency	4
3.2 Preparedness	5
3.3 Activation.....	5
3.3.1 Transition from Response	5
3.4 Activated State	5
3.5 Return to Preparedness.....	6
4 Roles and Responsibilities	6
4.1 Primary Agencies	6
4.1.1 Nevada Division of Emergency Management	6
4.1.2 Nevada Department of Conservation and Natural Resources.....	6
4.1.2.1 Division of Environmental Protection	7
4.1.2.2 Division of Forestry.....	7
4.1.2.3 Nevada State Parks / State Historic Preservation Office.....	7
4.1.2.4 Nevada Division of State Lands	7
4.1.2.5 Nevada Division of Water Resources	7
4.2 Supporting Agencies.....	8
4.2.1 Nevada Bureau of Mines and Geology.....	8
4.2.2 Nevada Department of Administration	8
4.2.3 Nevada Department of Agriculture.....	8
4.2.4 Nevada Department of Education	8
4.2.5 Nevada Department of Tourism and Cultural Affairs	8
4.2.6 Nevada Department of Wildlife	8
4.2.7 Governor’s Office of Energy	9

4.2.8	Nevada Indian Commission	9
4.3	RSF Action Plan	9
5	Activities by Recovery Phase	10
5.1	Preparedness	10
5.2	Short-Term Recovery	11
5.3	Intermediate Recovery	12
5.4	Long-Term Recovery	12
6	Community Partners	13
7	RSF Development and Maintenance	13
	Appendix A – Supporting Plans and Procedures	13
	Appendix B – RSF 6 Federal Programs	15
	Appendix C – RSF-Specific Recovery Action Plan	21

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RSF 6 Tasked Agencies	
Coordinating Agency	Division of Emergency Management (DEM)
Primary Agency	Division of Emergency Management (DEM) Department Conservation and Natural Resources (DCNR)
Supporting Agencies	Department of Conservation & Natural Resources -Division of Environmental Protection Commission for Cultural Affairs State Historic Preservation Office Department of Agriculture Center for Environmental Remediation and Monitoring (Environment) The Nevada Department of Wildlife (NDOW) Nevada State Library, Archives and Public Records Nevada Museums & History Department of Tourism and Cultural Affairs Indian Commission
Federal Coordinating Agency	U.S. Department of the Interior
ESF Coordination	ESF 3 – Public Works and Engineering ESF 10 – Oil and Hazardous Materials Response ESF 11 – Agriculture and Natural Resources ESF 12 – Energy

1 PURPOSE AND SCOPE

1.1 Purpose

Recovery Support Function (RSF) 6, Natural and Cultural Resources, and the five other RSFs are essential parts of the *State of Nevada Disaster Recovery Framework*. This document presents the mission of RSF 6; its objectives, key activities and areas of support; and the roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of RSF 6 is to integrate state assets and capabilities to help local governments, tribal governments, and impacted communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

1.2 Scope

RSF 6 is designed to provide guidance to state departments in aiding local and tribal partners in preserving, protecting, conserving, rehabilitating, and restoring natural and cultural resources. The following activities were encompassed within the scope of RSF 6:

- Assist in the identification of natural and cultural resources through development of inventories;
- Assess natural and cultural resources for vulnerability to hazards and potential impacts to the community that their damage or loss would cause;
- Implement recovery and restoration support for natural and cultural resources; and
- Facilitate ongoing management of natural and cultural resources, including maintenance of natural systems in a state of health and resilience, and establishment of protocols and resources for maintaining temporary and permanent safekeeping of cultural resources before, during, and after emergencies.

2 ASSUMPTIONS

The following assumptions guide RSF 6 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery;
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support;
- Considerations related to the management and protection of natural and cultural resources, community sustainability, and compliance with environmental planning and historic preservation requirements can be incorporated into long-term recovery efforts;
- Staff should be familiar with state and federal environmental regulations, including the National Environmental Policy Act (NEPA) and how the Federal Emergency Management Agency region implements these requirements. Early coordination by NEPA experts will enable an efficient documentation process and avoid unanticipated delays in agency coordination or project design changes, to minimize environmental effects;
- NEPA and Endangered Species Act (ESA) compliance can occur on parallel tracks, but ESA consultation must be executed prior to completion of the NEPA process. It is essential to identify early on any ESA issues that may result from recovery-related actions and to coordinate with the appropriate federal agencies. ESA issues will vary greatly among regions and states;

- Staff should also understand best management practices as they relate to recovery projects that could have environmental impacts. More importantly, they must convey to local stakeholders the importance of incorporating these practices as projects are developed;
- Specialists who understand NEPA compliance for cultural/historical resources do not necessarily know the Secretary of the Interior Standards (e.g., for rehabilitation), nor do they always know about preservation programs and funding sources. This is because NEPA is focused on environmental compliance. Bringing in specialists with specific preservation expertise will help ensure preservation standards are met;
- Collections of cultural and historic significance may be damaged in disasters. These holdings—including irreplaceable books, documents, photographs, audio-visual records, art, and artifacts—may represent a community's heritage and provide a focus for tourism. Their preservation is critical to both economic recovery and community resilience; and
- Museum, library, and other cultural institution collections are often dependent on grants and other funding and are not always well prepared for disaster (i.e., although they should, they do not always have emergency plans in place).

3 CONCEPT OF OPERATIONS

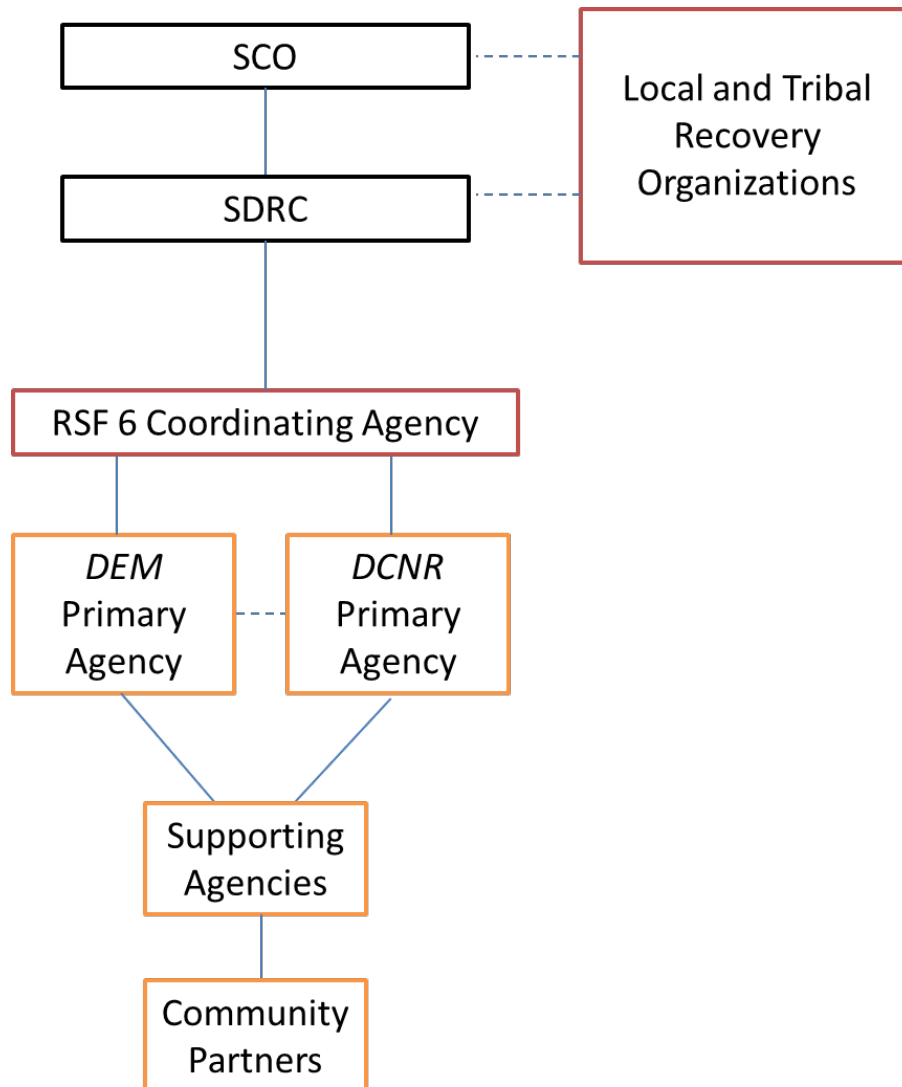
3.1 Organization

State recovery efforts are directed through the State Disaster Recovery Framework Basic Plan, which outlines roles and responsibilities and establishes a State Recovery Organization, among other things.

RSFs are the organizing principle behind the state's support of local and tribal recovery organizations.

RSFs mobilize the authorities and expertise of multiple state agencies under a Coordinating Agency that ensures delivery of state support. Each RSF includes Primary and Supporting Agencies, designated as such based on their frequency and degree of involvement in the RSF's scope of operations. DEM, serving as each RSF's Coordinating Agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other RSFs and/or external support through the SDRC. Figure 1 below illustrates the organizational structure of RSF 6.

Figure 1 RSF Organizational Structure



3.1.1 Coordinating Agency

The Coordinating Agency for RSF 6 is DEM. As the Coordinating Agency, DEM is responsible for the following:

- Facilitate communication and collaboration between RSF 6 Primary and Supporting Agencies, as well as other RSFs;
- Coordinate efforts to implement natural and cultural resources recovery activities;
- Coordinate development and regular update of a Natural and Cultural Resources Recovery Action Plan to inform the overall State Recovery Action Plan;
- Designate regional field coordinators as necessary to support local and tribal recovery activities; and

- Coordinate the transition from ESF 3, 10, 11, and 12 to RSF 6.

3.2 Preparedness

RSF 6 exists in a state of preparedness at all times. In the preparedness state:

- As the Coordinating Agency, the DEM regularly convenes representatives from Primary and Supporting Agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation;
- Primary Agencies prepare agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document; and
- Supporting Agencies are engaged by DEM and Primary Agencies to ensure their preparedness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer (SCO). As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate RSFs.

3.3.1 Transition from Response

Upon activation, each RSF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase:

- The SDRC and SCO are responsible for agreeing on the timing of transition from response to recovery;
- When the SCO and/or SDRC activates RSF 6, DEM is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - o ESF 3 – Public Works and Engineering
 - o ESF 10 – Oil Hazardous Materials Response
 - o ESF 11 – Agriculture and Natural Resources
 - o ESF 12 – Energy
- Primary Agencies for each ESF will be responsible for informing DEM of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.

3.4 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for natural and cultural resources;
- The SDRC and DEM define short-term, intermediate, and long-term recovery goals and objectives for natural and cultural resources. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response;
- DEM coordinates assignments for Primary and Supporting Agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC;
- DEM may be called upon to provide RSF status reports and briefings to the Policy Group as needed;
- Primary Agencies deploy capabilities according to identified needs. Deployed teams request additional support as needed; and
- Supporting Agencies provide complementary resources and capabilities, responding as needed to requests from DEM and Primary Agencies.

3.5 Return to Preparedness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DEM, will regularly assess whether current natural and cultural resources support continues to require special coordination under RSF 6. When the SDRC determines that special coordination is no longer required, RSF 6 will revert to the preparedness state.

4 ROLES AND RESPONSIBILITIES

4.1 Primary Agencies

The Primary Agencies for RSF 6 are NDEM and the Department of Conservation and Natural Resources.

4.1.1 Nevada Division of Emergency Management

As a Primary Agency, NDEM is responsible for the following:

- Coordinate federal public and individual assistance programs; and
- Coordinate mitigation and recovery grant programs.

4.1.2 Nevada Department of Conservation and Natural Resources

As a Primary Agency, DCNR is responsible for coordinating the following activities among the Department's divisions and programs:

4.1.2.1 Division of Environmental Protection

- Coordinate activities among the Department's nine divisions and programs;
- Conduct sampling and monitoring of environmental conditions.
- Establish restoration strategies and requirements for natural resources damages caused by oil and hazardous material releases.
- Perform permitting and authorization activities.
- Conduct or provide oversight of environmental restoration activities to ensure compliance with requirements.
- Enforce environmental laws.

4.1.2.2 Division of Forestry

- Devise and use environmentally sound and economically efficient strategies that minimize the total cost to protect Nevada's forest products from loss caused by wildland fire.
- Regulate forest management practices during recovery.
- Provide technical assistance to local, tribal, and private sector partners regarding environmentally sound forest management practices.

4.1.2.3 Nevada State Parks / State Historic Preservation Office

- Coordinate restoration of state parks and recreations areas.
- Utilize parks not affected, or minimally affected, by the disaster to stage transitions from response to recovery.
- Provide technical assistance through the department's natural resources, engineering, planning, and heritage sections.
- Provide technical assistance to guide recovery activities to minimize impact to culturally or historically significant sites.

4.1.2.4 Nevada Division of State Lands

- Administer the state's removal-fill program as it relates to recovery activities impacting waters of the state.
- Provide technical assistance to local and tribal partners to minimize the impacts of flooding, improve water quality, and provide fish and wildlife habitat after a disaster.

4.1.2.5 Nevada Division of Water Resources

- Administer state laws governing surface and ground water resources.
- Provide technical assistance for issues of streamflow restoration, water resource data, and water supply solutions.
- Provide technical assistance relating to urban development, farm and forest land protection, natural resource management, and floodplain management.

4.2 Supporting Agencies

The following agencies have been designated as Supporting Agencies to RSF 6 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.2.1 Nevada Bureau of Mines and Geology

- Provide technical assistance regarding the impact of geologic hazards on the environment.
- Regulate mineral and aggregate extraction during recovery.

4.2.2 Nevada Department of Administration

- Provide administrative and contracting support to state natural and cultural resources recovery activities.
- Provide Geographic Information System (GIS) support for state recovery activities.

4.2.3 Nevada Department of Agriculture

- Provide technical assistance for recovery activities involving agricultural water quality and resource conservation on agricultural lands.
- Assist local soil and water conservation efforts in natural resource management activities during recovery.
- Support the transition from ESF 11 to RSF 6.

4.2.4 Nevada Department of Education

- Support protection of state cultural and historic resources.

4.2.5 Nevada Department of Tourism and Cultural Affairs

- Support opportunities to strengthen Nevada's tourism industry.
- Provide technical assistance for identifying opportunities to protect natural and cultural resources important to Nevada's tourism industry.

4.2.6 Nevada Department of Wildlife

- Oversee activities to protect the state's fish and wildlife and their habitats during recovery activities.
- Administer the state's wildlife protection policies.
- Provide technical assistance for the recovery of commercial and recreational marine fisheries.

- Assist in coordination of marine law enforcement activities to ensure compliance with environmental rules and regulations.
- Prevent the spread of invasive species as it relates to disaster recovery activities.

4.2.7 Governor's Office of Energy

- Support the transition from ESF 12 to RSF 6.
- Provide technical assistance for conservation of energy resources after a disaster.
- Work with petroleum industry partners to identify alternate fuel source, delivery systems, and execute/track fuel allocation to priority users to support recovery activities.

4.2.8 Nevada Indian Commission

- Provide policy guidance and technical assistance for protection of culturally significant resources to Nevada's native tribes.

4.3 RSF Action Plan

The SDRC may request RSF 6, via DEM, and the DCNR to prepare a Natural and Cultural Resources Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state natural and cultural resources recovery activities and should include the following information:

- Existing data on natural and cultural resources impacts;
- Priorities for natural and cultural resources recovery; and
- Recommendations for RSF 6 support.

Objectives of the Natural and Cultural Resources Recovery Action Plan may include the following:

Natural Resources

- Integrate environmental staff knowledgeable in natural resources and environmental regulatory requirements early in a disaster recovery planning process to address potential environmental or regulatory issues;
- Develop pre-existing (pre-disaster) agreements between natural and cultural response agencies to facilitate post-disaster recovery actions;
- Provide assistance to local and tribal jurisdictions regarding the applicability of environmentally friendly design to guide recovery projects; and
- Integrate sustainable planning elements to provide a multi-disciplined effort that includes consideration of long-term environmental effects on natural

resources, integration of open space, sensitive resources, and community well-being.

Cultural Resources

- Pre-identify funding sources for cultural resource needs (e.g., artifact conservation, building rehabilitation, document recovery, archaeological site preservation);
- Provide post-disaster assistance in completing surveys and historic designations to prevent inappropriate repairs affecting integrity of place or district;
- Coordinate with other RSFs to provide information on cultural resources; and
- Protect cultural resources to the highest level, as the value of many cannot be replaced and is intangible.

5 ACTIVITIES BY RECOVERY PHASE

5.1 Preparedness

RSF 6 remains in a state of preparedness at all times through preparedness activities, including (1) revisions and updates to plans that support or direct response and mitigation efforts; (2) community outreach and education; and (3) coordination of the whole community, including local, tribal, and territorial partners; non-governmental organizations such as faith-based and nonprofit groups and private sector industry; and individuals, families, and communities. The following activities should be facilitated by the Coordinating Agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Ensure continuing support for the maintenance of natural resources in a state of health, and cultural resources in a state of protection, with plans and resources for temporary or permanent relocation:
 - o Identify critical natural resources (i.e., floodplains, coastal barriers, potable water sources) that help reduce hazard risks; and
 - o Establish measures for protection of cultural resources that can be implemented immediately and indefinitely.
- Pre-disaster recovery planning, including regular review and updating of Coordinating, Primary, and Supporting Agency plans and procedures related to natural and cultural resources support to local and tribal governments and impacted communities during disaster recovery:
 - o Ensure that proposed response and recovery activities are consistent with environmental management and historic preservation regulations; and

- o Provide resources to help guardians of natural and cultural resources develop emergency management plans.
- Ensure that the resources and authorities required to implement natural and cultural resources plans and procedures are available and coordinated within each Primary and Supporting Agency:
 - o Develop inventories of incentives and programs that support the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural and cultural resources during recovery;
 - o Establish priority actions for response and recovery of natural resources that contribute to hazard mitigation;
 - o Establish priority actions for response and recovery of natural and cultural resources based on community value; and
 - o Support training of response and recovery workers on techniques for managing cultural resources.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families; and
- Identify and maintain relevant contact information for RSF 6 representatives in each Primary and Supporting Agency.

5.2 Short-Term Recovery

Short-term recovery for natural and cultural resources will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate RSF 6 to support ongoing natural and cultural resources activities.

RSF 6 short-term recovery activities may include:

- Work with local governments, tribal governments, impacted communities, and RSF 1 to assess and address capacity gaps for the protection and recovery of natural and cultural resources;
- Protect waterways from contamination and erosion;
- Facilitate coordination with RSF 5 – Infrastructure Systems to help ensure that natural resource recovery activities are synchronized;
- Work with local governments, tribal governments, and impacted communities and RSF 1 to assess and address capacity gaps for the protection and recovery of cultural resources;
- Assist with identification of, and provide, technical expertise required for the recovery and restoration of cultural resources;
- Facilitate the extension of expertise to communities so that considerations related to the management and protection of natural and cultural resources, as

well as compliance with environmental planning and historic preservation requirements, are incorporated into intermediate and long-term community recovery efforts;

- Engage and support the community in forming a task force to address hazardous material issues with a whole-community approach; and
- Develop an approach and timeline for evaluating and prioritizing the recovery of cultural and/or historic properties and assets.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the RSF organizational structure.

RSF 6 intermediate recovery activities may include the following:

- Develop an RSF Recovery Action Plan to establish priorities for RSF activities, updating as required;
- Conduct intermediate recovery support activities, including the following:
 - Assist local and tribal partners in developing environmental rehabilitation plans;
 - Conduct post-disaster environmental monitoring activities;
 - Develop and implement strategies for remediation of disaster-related contamination by hazardous materials;
 - Monitor compliance with state and federal environmental regulations;
 - Conduct education and outreach efforts related to natural and cultural resource recovery activities; and
 - Identify locations for long-term protection of cultural resources that can be relocated.

5.4 Long-Term Recovery

Natural and cultural resource recovery activities can potentially extend for more than 18 months, and RSF 6 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated RSF or be managed through routine department operations as the need for a more structured recovery diminishes.

RSF 6 long-term recovery activities may include the following:

- Identify practices to ensure sustainable access to water resources;
- Develop policies and procedures to protect natural and cultural resources from future disasters;
- Continue to update the RSF Recovery Action Plan as the recovery progresses;

- Continually reassess intermediate recovery activities;
- Transition RSF activities back to responsible departments to manage through their routine operations;
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed;
- Conduct public outreach activities to educate the public on recovery success stories, and lessons learned; and
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 COMMUNITY PARTNERS

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting the state's recovery efforts in the field of natural and cultural resources:

- City, County, and Tribal Planning, Cultural, and Environmental Resource Departments
- Soil and Water Conservation Districts
- Watershed Councils
- Advocacy Groups
- Team Rubicon

Primary and Supporting Agencies for RSF 6 are responsible for identifying relevant partner organizations in the plans and procedures developed during the preparedness phase, and for having the necessary tools for activating these partnerships upon RSF activation.

7 RSF DEVELOPMENT AND MAINTENANCE

Ongoing development and maintenance of this RSF annex is essential to implementation of the economic recovery function. To ensure that preparedness activities are undertaken and sustained, DEM will:

- Assign work groups as needed to undertake ownership of their respective RSFs.
- Create a work plan that describes how the RSF will be maintained and implemented;
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation; and

- Encourage ownership by agency staff through education on the RSF and creating a mechanism to obtain feedback for its improvement.

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APPENDIX A – SUPPORTING PLANS AND PROCEDURES

Other important documents that provide guidance on community planning and capacity building include:

State of Nevada

- Nevada State Comprehensive Emergency Management Plan
 - o ESF 3 – Public Works and Engineering
 - o ESF 10 – Oil Hazardous Materials Response
 - o ESF 11 – Agriculture and Natural Resources
 - o ESF 12 – Energy
- State of Nevada Disaster Debris Management Plan, Revised 2009
- State of Nevada Response and Recovery Guide to Emergencies and Disasters for State, Local, and Tribal Governments, Published by the Department of Public Safety, Division of Emergency Management, February 2011

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex F: Natural and Cultural Resources Recovery Support Function, July 2014
- Disaster Recovery Assistance Guide

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APPENDIX B – RSF 6 FEDERAL PROGRAMS

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community-Based Restoration Programs	Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)	Provide grants and cooperative agreements for habitat conservation activities, including coastal and marine habitat restoration and protection. Funds can be used by recipients to support a wide variety of habitat restoration activities, coral reef conservation, construction, management, public education activities, and research for marine and estuarine habitats. Restoration includes, but is not limited to, activities that contribute to the return of degraded or altered marine, estuarine, coastal, and freshwater habitats to a close approximation of their function prior to disturbance.	Eligible applicants include state and local governments, including their universities and colleges; US territorial agencies, federally and state recognized Indian Tribal governments; private universities and colleges, private profit and nonprofit research and conservation organizations, and/or individuals.	Projects are encouraged to demonstrate a minimum nonfederal match of 50 percent	11.463 Habitat Conservation
Conservation Technical Assistance	Department of Agriculture (USDA) - Natural Resources Conservation Service (NRCS)	NRCS can collect, analyze, interpret, display, and disseminate information about the condition and trends of the nation's soil and other natural resources so that people can make good decisions about resource use and about public policies for resource conservation.	The program can assist land users, communities, units of state and local government, and other federal agencies in planning and implementing conservation systems.	N/A	
Cooperative Endangered Species Conservation Fund	Department of the Interior - U.S. Fish and Wildlife Service	Grants assist states in the development and implementation of programs for the conservation of endangered and threatened species. The funding can be used by the state fish and wildlife agency for animal, plant, and habitat surveys; research; planning; monitoring; habitat protection, restoration, management, and acquisition; and public education.	Participation is limited to states and territories that have entered into a cooperative agreement with the secretary of the interior.	N/A	15.615 Cooperative Endangered Species Conservation Fund

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Emergency Community Water Assistance Grants (ECWAG)	Department of Agriculture (USDA) - Rural Utilities Service	The activating mechanism is a major disaster or emergency, such as, but not limited to, a drought; an earthquake; a flood; a tornado; a hurricane; disease outbreak; or chemical spill, leakage, or seepage. The objective of the ECWAG program is to assist the residents of rural areas that have experienced a significant decline in quantity or quality of water, or in which such a decline is considered imminent, to obtain or maintain adequate quantities of water that meet the standards set by the Safe Drinking Water Act. Grant funds may be used to extend waterlines on existing systems; to construct new water lines; to repair existing systems; to perform significant maintenance on existing systems; to construct new wells, reservoirs, transmission lines, treatment plants, storage tanks, etc.; to replace equipment; to provide connection and/or tap fees; to pay costs incurred within six months of the date an application was filed with the USDA to correct an emergency situation that would have been eligible for funding under this program; or to provide funds for any other appropriate related purposes.	Eligible applicants include states, rural localities, nonprofit organizations, and Indian Tribes.	None	10.763 Emergency Community Water Assistance Grants / 10.766 Community Facilities Loans and Grants

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Fish and Wildlife Coordination Act	Department of the Interior - Bureau of Reclamation	This program provides project grants and cooperative agreements provide financial assistance to public or private organizations for the improvement of fish and wildlife habitats associated with water systems or water supplies affected by Bureau of Reclamation projects.	Eligible applicants include state and local governments, nonprofit organizations and institutions, public and private institutions and organizations, federally recognized Indian Tribal Governments, individuals, small businesses, for-profit organizations, and Native American Organizations.	None	15.517 Fish and Wildlife Coordination Act
Fisheries Disaster Relief	Department of Commerce – National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Agencies of State governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief
Land and Water Conservation Fund State Grant Program	Department of the Interior National Park Service	Project grants provide for the acquisition, development, and/or rehabilitation of public outdoor recreation sites and facilities and for statewide comprehensive outdoor recreation planning. Projects must provide for public outdoor recreation opportunity, be selected pursuant to the state's open project selection process, be consistent with the State's comprehensive outdoor recreation plan, and meet other eligibility requirements.	Eligible applicants include state agencies and local units of government as sub-grantees.	Minimum 50 percent	15.916 Outdoor Recreation Acquisition, Development, and Planning

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
National Coastal Wetlands	Department of the Interior - U.S. Fish and Wildlife Service	Project grants provide competitive matching grant funds to coastal states for restoration, enhancement, and management of coastal wetlands ecosystems. Proposed projects must provide for long-term conservation of such lands or waters and the hydrology, water quality, and fish and wildlife dependent thereon.	Funds are available to all states bordering on the Great Lakes or the Atlantic, Gulf (except Louisiana), Pacific coasts, and U.S. territories.	N/A	15.614 Coastal Wetlands Planning, Protection and Restoration Act
Office of Research and Development Consolidated Research/Training/Fellowships	Environmental Protection Agency – Office of Research and Development	Project grants and cooperative agreements support research designed to address the issue of advancing prevention and sustainable approaches to health and environmental problems. Funds may be available to support activities in both science and engineering disciplines that include but are not limited to: experiments, surveys, studies, investigations, public education programs, and monitoring.	Eligible applicants include public and private State universities and colleges, hospitals, laboratories, State and local government departments, other public or private nonprofit institutions.	None	66.511 Office of Research and Development Consolidated Research/Training/Fellowships
Pittman-Robertson Wildlife Restoration Program	Department of the Interior - U.S. Fish and Wildlife Service	Grants support projects to restore or manage wildlife populations and support public use of these resources, and to provide facilities and services for conducting a hunter safety program. The program provides funding for the selection, restoration, rehabilitation, and improvement of wildlife habitat; wildlife management research; wildlife population surveys and inventories; land acquisition; coordination; development of facilities; provision of facilities and services for conducting a hunter education and safety program; and provisions for public use of wildlife resources.	Eligible applicants include state, commonwealth, or territorial fish and wildlife agencies	N/A	15.611 Wildlife Restoration

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Saltonstall-Kennedy Grant Program (Fisheries Development/Utilization Research and Development)	Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)	Project grants and cooperative agreements to increase the Nation's wealth and quality of life through sustainable fisheries that support fishing industry jobs, safe and wholesome seafood, and recreational opportunities.	Units of coastal States or local governments, and individuals	None	11.427 Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program
Soil Survey	Department of Agriculture - Natural Resources Conservation Service	This program provides technical assistance to maintain up-to-date, published soil surveys (and soil survey data in other formats) of counties or other areas of comparable size for use by interested agencies, organizations, and individuals; and to assist in the use of this information.	Eligible applicants include states, localities, nonprofit organizations, businesses, and individuals.	None	10.903 Soil Survey
Water Pollution Control	Environmental Protection Agency (EPA) – Office of Water	Grants to help establish and maintain adequate measures for prevention and control of surface water and groundwater pollution.	States and interstate water pollution control agencies, including those in U.S. territories, the District of Columbia, and tribal lands	N/A	66.419 Water Pollution Control State and Interstate Program Support

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APPENDIX C – RSF-SPECIFIC RECOVERY ACTION PLAN

This form is intended to support coordination between Recovery Support Functions (RSFs) as it relates to the overall recovery efforts of an incident. The form should be completed by the SDRC in collaboration with each RSF's Coordinating and Primary Agencies.

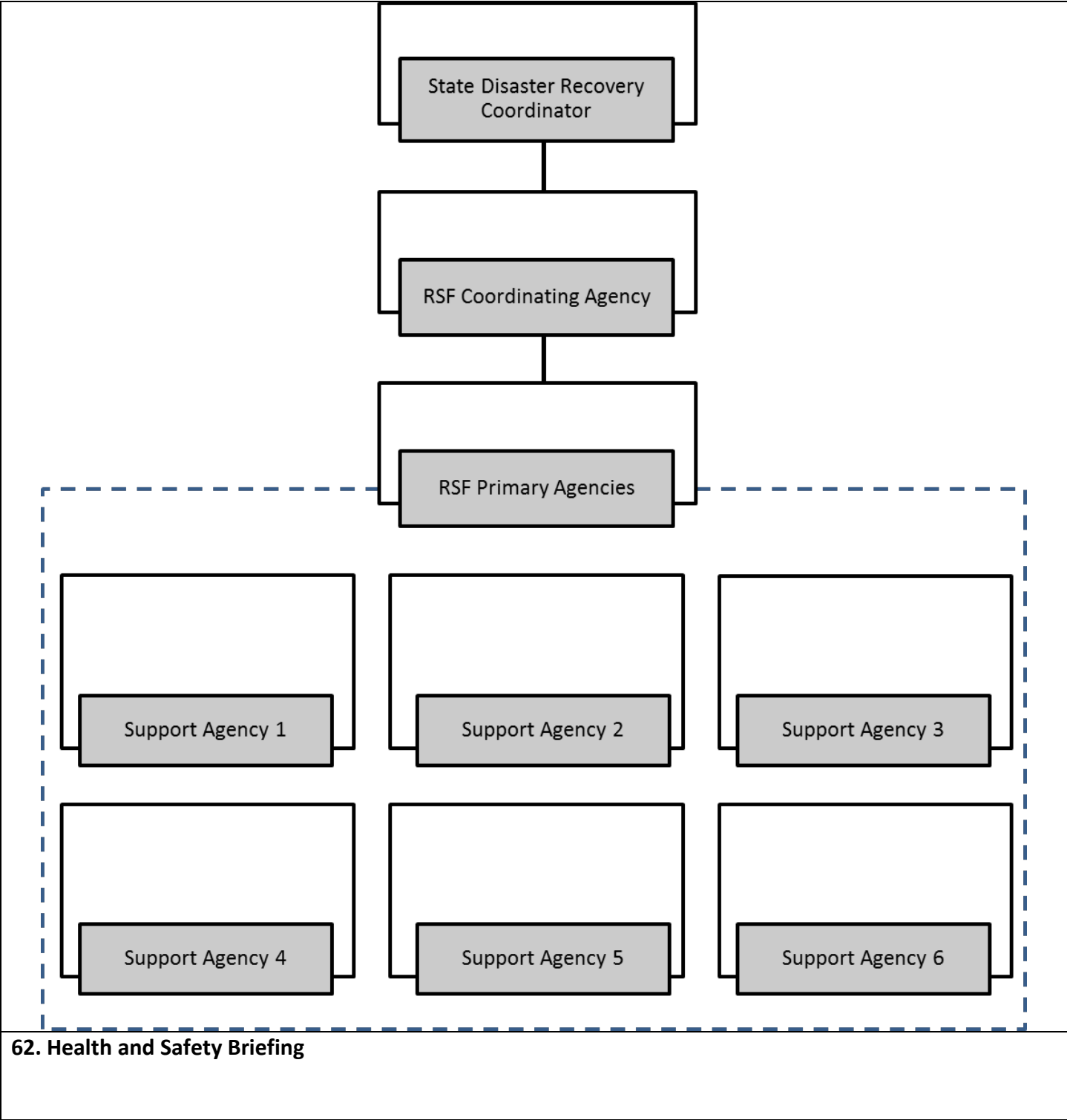
The RSF-Specific Recovery Action Plan should be completed at the onset of each operational period, to be defined by the SDRC and RSF Coordinating and Primary Agencies.

NUMBER	TITLE	INSTRUCTIONS
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period	Enter the start date and end date for the operational period to which the form applies.
3	Recovery Phase Timeline	Enter the estimated phase of RSF recovery activities and a target date to transition phases.
4	Situation Summary	Enter brief situation summary.
5	Needs from Other RSFs	Enter specific needs the RSF has related to actions and deliverables of other RSFs.
6	Public Information	Detail recent public information releases, information needs, and outreach activities.
7	Current Recovery Organization	Enter the names of the individuals assigned to each position on the Recovery Organization chart. Modify the chart as necessary, and add any lines/spaces needed for additional positions.
8	Health and Safety Briefing	Summary of health and safety issues and instructions.
9	Geographic Extent	Detail the geographic extent of RSF activities, and highlight key areas of recovery concern.
10	RSF-Specific Incident Objectives	
	10a. Activities	Provide updates on key activities pertinent to the RSF for the current operational period.
	10b. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	10c. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	10d. Needs	For each strategy/tactic, document the resources required to accomplish that objective.
	10e. Need Assigned to	For each need, document the agency/organization assigned to that strategy/tactic.
11	Prepared by	Enter the name and signature of the person preparing the form. Enter date, time prepared, and department of preparer.

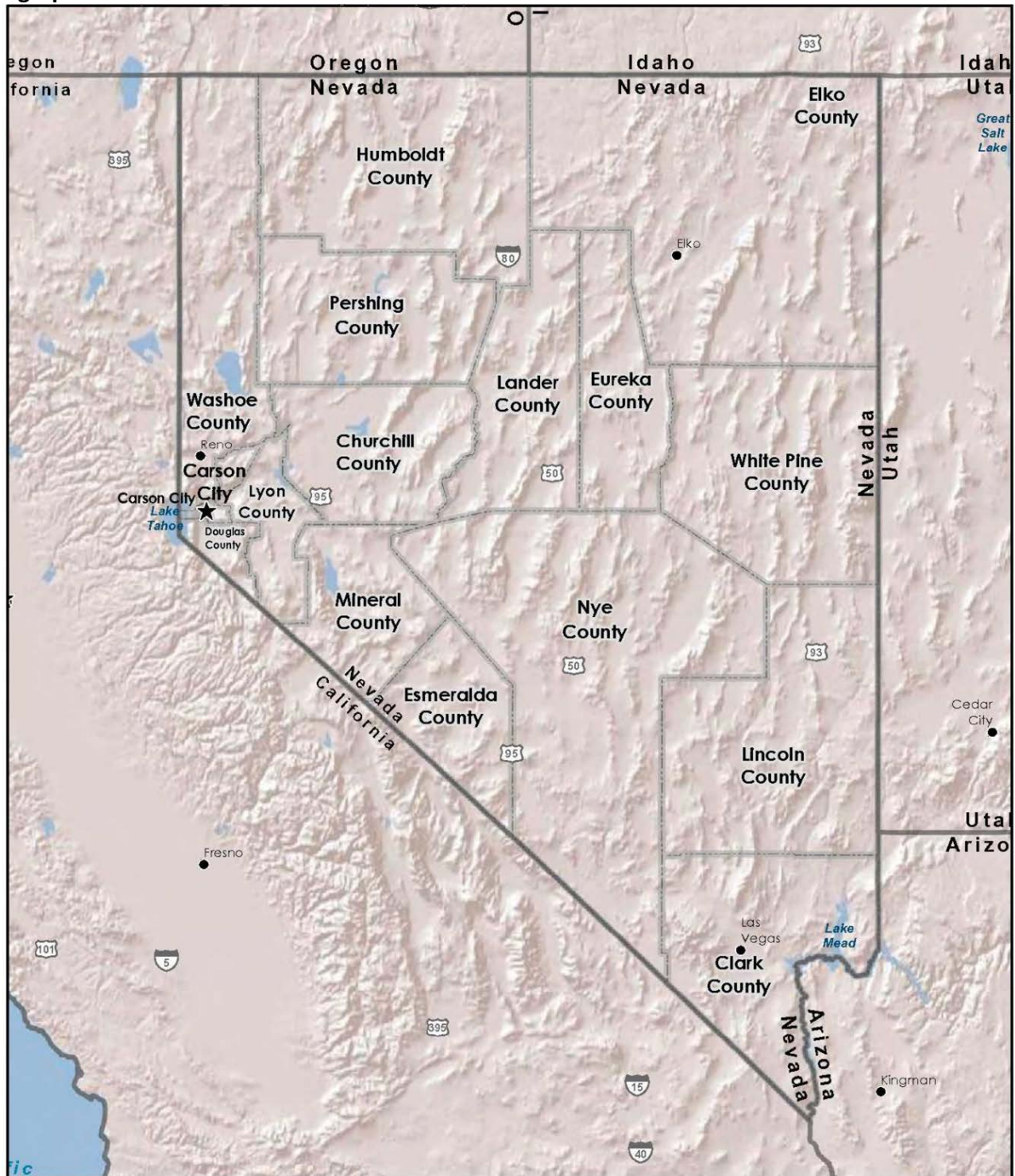
Recovery Action Plan - RSF #6: Natural and Cultural Resources**55. Incident Name****56. Operational Period (# ____)**

Date: FROM: _____ TO: _____

57. Recovery Phase Timeline ☐ Short-Term ☐ Intermediate ☐ Long-Term**Phase Completion Target Date** _____**58. Situation Summary****59. Needs from Other RSFs****60. Public Information****61. Current RSF 6 Organization** (fill in additional positions as appropriate)



63. Geographic Exent



Notes

RSF-Specific Objectives for RSF #6: Natural and Cultural Resources				
10a. Activities	10b. Objectives	10c. Strategies/Tactics	10d. Needs	10e. Needs Assigned to
Natural Systems Restoration				
Cultural Resources Restoration				
Resource Protection				
Hazard Mitigation				
Equipment/Supplies				
11. Prepared by	PRINTED NAME:		SIGNATURE:	
	DATE/TIME:		DEPARTMENT:	