

Real World Event AARs

2022 NYE Atmospheric River Incident # 12292022-134

Reference Number	Corrective Action	Assigned POC	Assigned Date	Due Date	Outcome
1.1.1	Have an agenda template built and available in the Duty Officer Book so the coordination calls can be run uniformly. Have the Subject Matter Experts (SME) speak first, then go to a situation report to add any additional information for the event.	Duty Officer Lead	2/2/2023	In Progress	
1.1.2	Make sure the SME's are on the coordination calls. Duty Officers should not be speaking to a subject if there are those that work in that area of expertise that can be invited to the calls.	Planning Section Chief	2/2/2023	2/5/2023	Invitation list verified by Planning Section Chief to include SMEs for all coordination calls.
1.1.3	On bigger incidents, hold a quick briefing with the other Duty Officers to get them up to speed on the situation before the coordination call. Follow up after the coordination call with a call to possibly assign tasks if needed.	NVOC Manager	2/2/2023	2/3/2023	This task put into place on the next Activation that occurred for the NVOC (2023 AR 1
2.1.1	Set Incident Action Periods for these types of events, even when the NVOC is in a monitoring status.	NVOC Manager	2/2/2023	2/3/2023	Discussion had and now all incidents will have a time period set for IAPs
2.1.2	As it becomes known that the current situation will be a multi-day incident, set out the operational periods that will be followed during a C&G status for an incident.	NVOC Manager	2/2/2023	In Progress	
2.1.3	When conducting jurisdictional coordination calls, holding a quick briefing with the other Duty Officers to get them up to speed on the situation can possibly help the current Duty Officer think of some items that may not have been considered yet. Follow up after the coordination call with another call to the Duty Officers and possibly assign tasks if needed.	Operations Section Chief	2/2/2023	3/22/2023	The duty officers now reach out and hold a quick meeting call with the other D/O's to collaborate on an incident.
2.1.4	Include a scribe to take notes for all coordination calls to capture information and assist the Duty Officer in creating a situation report to send out to the participants.	NVOC Manger	2/2/2023	3/9/2023	We include the situational unit members on the call to take notes and create the SitRep for the incident. A scribe also takes notes and the two

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					capture anything that may have been missed.
2.2.1	All NVOC staff should be made aware of and plan on taking their computers and any items needed to operate remotely should the incident not allow to come into the NVOC.	NVOC Manager	2/2/2023	In Progress	
2.2.2	Create a Duty Officer Go-kit for the current duty officer to take with them during their rotation. This would include redundant communication tools (i.e., Satellite phone, radio, etc.)	DEM Mission Support	2/2/2023	In Progress	
2.2.3	Create a Virtual NVOC plan to outline the needs and duties for DEM and ESF staff function remotely. In the event that access to the NVOC is not possible (weather, power, etc.).	NVOC Manager	2/2/2023	In Progress	
2.3.1	The training and exercises for the Duty Officer group should be done on a more frequent basis, especially for the newer Duty Officer crew. Having at least 2 functional exercises to run through situations and how to find, operate and coordinate should be done before letting them run solo.	Operations Section Chief	2/2/2023	In Progress	
2.3.2	Create a backup Duty Officer plan so that if an event becomes too overwhelming for one Duty Officer, the second one can step in, or start a C&G activation.	Duty Officer Lead	2/2/2023	In Progress	
2.3.3	Start a Duty Officer Task book for all current Duty Officers to work through for certification, just as we do for the NVOC.	Duty Officer Lead	2/2/2023	In Progress	
2.3.4	Create a standardized contact list that is easily accessible for the Duty Officer to use when sending out emails to multiple jurisdictions and create an Incident group on the What's App program. This will allow the messaging to go out to those jurisdictions that are involved in an incident.	Duty Officer Lead	2/2/2023	In Progress	
2.3.5	Create a procedure that outlines the C&G assignments and functions that will occur. Operations will run the calls, the Situation Unit reports to the Duty Officer, Scribe will take minutes for meetings, and the D/O will keep	NVOC Manager	2/2/2023	In Progress	

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	coordinating on the phone for incoming information.				
3.1.1	State Facilities for DEM needs to notify the Duty Officer whenever the site loses power and goes up on backup power. Especially on weekends and holidays.	DEM Mission Support	2/2/2023	2/3/2023	Mission Support spoke with Facilities and they will make notifications to DEM if the power to the building goes out
3.1.2	Warming centers had been established in several counties, numbers of attendees had been requested by the ESF-6 Mass Care desk, but information was slow to be sent.	Operations Section Chief	2/2/2023	In Progress	
3.1.3	WebEOC shelter board needs to be updated to have options to identify as a warming center, have the update also include an hours of operations for the site, and have other options that can be selected from a drop-down list.	DEM Mission Support	2/2/2023	In Progress	
3.1.4	Have a template situation report that can be put together and sent out to the jurisdictions affected by the incident. Hold training and exercises with the C&G group on the templates so they know how it works.	Planning Section Chief	2/2/2023	In Progress	
3.1.5	Hold training and exercises on the forms with the ESF and jurisdictional partners on the new templates so they will know how to use and read those forms.	DEM Training Officer	2/2/2023	In Progress	

Kinder Morgan Pipeline Disruption Incident #02102023-366

Reference Number	Corrective Action	Assigned POC	Assigned Date	Due Date	Outcome
1.1.1	All events should be locally executed, once an incident grows beyond one jurisdiction, DEM should be a lead in coordination of efforts to help address needs of each jurisdiction and bring the right groups to the table and support each jurisdiction.	William Elliott NVOC Mgr	3/1/2023	3/9/2023	Implemented for the 2023 AR 2 incident and will be standard practice moving forward.
1.1.2	Governor's Office of Energy (GOE) and Nevada Department of Agriculture (Ag) would also work in coordination with the local jurisdictions in efforts to suggest conservation efforts	JJ Goicoechea NV Dept. Ag	3/1/2023	In progress	This matter was discussed during the incident, it was

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	during this type of event. All measures would be voluntary until an official Nevada Declaration of Emergency is made, then the state has the option to make measures mandatory.	Lorayn Walser NV GOE			brought up in the AAR to ensure the jurisdictions knew about the measures option levels.
1.2.1	DEM will work with all Critical Infrastructure partners in Nevada, in identifying an executive level liaison assigned for the ability to get vetted information from the source, instead of hearing from multiple other sources and getting second and third-hand information.	David Fogerson DEM	3/1/2023	3/11/2023	Policy group has implemented a process to reach out as suggested
1.3.1	The DEM Duty Officer (D/O) should run all of the coordination calls for an incident. Verbiage from DEM should immediately be pushed out to the jurisdictions and ESF partners that all questions and requests should be sent to the DEM D/O.	William Elliott NVOC Mgr	3/1/2023	3/11/2023	Process was created for the D/O to lead these calls for all incidents. Used during 2023 AR 2
1.3.2	Policy group members should not be operating the coordination calls, as they would need to take the information from the coordination calls and work with the Governor's Office and relay information at that level.	David Fogerson DEM	3/1/2023	3/9/2023	Policy group now attends calls and responds when called upon the D/O runs the meetings
1.3.3	During an incident, DEM will hold internal pre and post synchronization calls around a jurisdictional coordination meeting. This will include the C&G staff and Policy Group members to internally align support efforts to the incident.	William Elliott DEM NVOC Mgr	3/1/2023	3/9/2023	Meetings are now added to coordinate internally in the NVOC for better collaboration
1.4.1	DEM needs to make a definition of what the "Command and General Staff Status" is in relation to an activation for the NVOC. Once drafted into the Standard Operating Procedures (SOP), DEM will need to push out that education to the jurisdictions and partners for understanding.	William Elliott NVOC Mgr	3/1/2023	In progress	
1.5.1	DEM needs to implement some training to its staff and ESF partners on when and where to post incident documents to WebEOC. The training needs to include what documents should be posted to what section in the program. (Duty Officer log vs. Incident page) The training should also include a list who should have the access to upload those documents.	William Elliott NVOC Mgr	3/1/2023	In progress	

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1.5.2	Create a checklist of for DEM to identify what documents will be pushed out to the jurisdictions and partners during and incident. Situation reports and meeting minutes should be addressed in this guidance for understanding to those involved in the incident.	William Elliott NVOC Mgr	3/1/2023	In progress	
2.1.1	DEM will create a standard operating procedure on how invitations are created, and the steps that those invites are sent out with the different communication applications that DEM uses to talk with NVOC staff and ESF and EM partners.	William Elliott NVOC Mgr	3/1/2023	In progress	
2.2.1	Once the incident has resolved, DEM needs to make sure that communication for the incident is relayed and close the loop with those ESFs and EMs that were involved.	William Elliott NVOC Mgr	3/1/2023	In progress	
2.3.1	DEM will develop a procedure for staff to direct all the inquiries to the D/O. If staff that have not been activated for the incident yet, and are contacted by partners for information, they should be directing those inquiries to the D/O who can provide the most current information to them.	William Elliott NVOC Mgr	3/1/2023	In progress	
3.1.1	DEM will work on sharing the new forms they are choosing to use and hold education and training with the jurisdictions and partners before an incident.	Lori DeGristina DEM Training	3/1/2023	In progress	
3.2.1	DEM needs to include in its procedures what forms go to which recipients. Work out a timeline for the post meeting materials (i.e., meeting minutes, sitrep, plans) to be sent by a specific time after a coordination call.	William Elliott NVOC Mgr	3/1/2023	In progress	
3.3.1	Work on a procedure that outlines the staff that needs to be activated for the different levels of the NVOC activation. At minimum for the C&G status, the Sections Chiefs, PIO and SITL should all be contacted for the incident.	William Elliott NVOC Mgr	3/1/2023	In progress	
3.4.1	Create agenda templates so when an incident occurs, it can be modified and sent out to the group prior to the coordination meeting. This will help keep the attendees on track and know when they will be called on.	Megan Hall Planning Sec. Chief	3/1/2023	3/11/2023	Completed during the 2023 AR 2 incident and used each activation.
3.5.1	Create a flash report form so the D/O can take the information and forward to the D/O group and leadership for the immediate situation update.	Megan Hall Planning Sec. Chief	3/1/2023	In progress	

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3.5.2	Once the flash report has been reviewed by the D/O team, they can compile additional information from meeting minutes, sitreps and other forms from DEM, as well as those from the reporting jurisdictions and added into the new NVOC Senior Leadership Brief form. The information compiled to this document can be used to brief the Governor's office with the lifelines format.	William Elliott NVOC Mgr	3/1/2023	In progress	

Exercises/Workshops AARs

Regional THIRA/IPPW AAR Sept. and Oct. 2022

Reference Number	Corrective Action	Assigned POC	Assigned Date	Due Date	Outcome
1.1.1	Several comments were expressed about this event conflicting with Fire Shows West. Try and work around holding the workshops during this week as it delivers several key trainings for the jurisdictions	Workshop Planning Team	12/14/2023	5/24/2023	The dates have been coordinated with the Regions and avoiding any conflict of conventions.
1.2.1	Several comments were received about having a survey process prior to the workshops. These are sent out, but DEM should do a better job at advertising when these are sent out and follow-up frequently on ensuring these are returned to the contractor to build a better product for the regions.	Workshop Planning Team	12/14/2023	7/10/2023	DEM is working with the Vendor this year and DEM will be pushing out the survey and following up with participants this year.
1.2.2	Try to only have a couple of scenarios that the group can dig in deeper on the capabilities and then report out edits/justifications quicker. This could reduce the THIRA to one day and recap on the second day.	Workshop Planning Team	12/14/2023	7/10/2023	The Vendor is going to include this option in the questionnaire and will be asked of the participants in each region. DEM is assisting in the survey this year.
1.2.3	Offer a jurisdiction the ability to discuss their gaps and items of concern with DEM away from the group if they are not comfortable sharing with the region.	Workshop Planning Team	12/14/2023	7/10/2023	This will be asked in the survey sent out this year. DEM will offer an opportunity to sit down one on one prior to the workshop and discuss any sensitive topics from a jurisdiction.
1.3.1	Try and keep to the agenda. Time accelerated with some presentation, so other presentations were moved up. There were some members of a jurisdiction that invited those that work in particular sections to those specific presentations. By holding the presentation early, some of those partners missed the presentation.	Workshop Planning Team	12/14/2023	7/10/2023	This next workshop if the time allotted goes quicker, we will do a group breakout and have free discussions and keep to the timeline.
1.3.2	Hold small breakout session to fill time instead of speeding up the timeline if there are others that are coming for specific presentations.	Workshop Planning Team	12/14/2023	7/10/2023	See above outcome
1.3.3	Do not list the setup times on the agenda, attendees were confused on what time the workshops started.	Workshop Planning Team	12/14/2023	7/10/2023	Agenda will only include the times for the actual workshop and not have setup information.
1.4.1	Consider holding a separate THIRA for the UASI group on a different day of the workshop. Some jurisdictions were confused as it was presented as a UASI only THIRA. These are regional workshops not a specific jurisdictions workshop.	Workshop Planning Team	12/14/2023	7/11/2023	Question asked of Region 1 participants this year for a separate day for UASI.

2.1.1	Plan far in advance with the regions on when they would be available to hold next year's meetings.	Workshop Planning Team	12/14/2023	7/10/2023	Planning meetings to start in July 2023
2.1.2	Find a date in coordination with the regions on a time frame that works for the region to hold the workshops	Workshop Planning Team	12/14/2023	7/10/2023	Dates set with regional inputs this year
2.2.1	Have DEM form a planning team and work out topics and logistics for the regional meetings.	Workshop Planning Team	12/14/2023	7/10/2023	Planning meetings to start in July 2023
2.2.2	Plan a shorter workshop next year. A weeklong meeting was a struggle for some jurisdictions to be away that long. This workshop could be held in 3 days for the next year. Lots of comments of shortening down the time needed for this workshop.	Workshop Planning Team	12/14/2023	7/10/2023	Planning meetings to start in July 2023
2.2.3	Incorporate the "Mandatory EMPG" meeting with this one. Try to package the deliverables into one session for the jurisdictions.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
2.2.4	Post all presentations onto WebEOC before the workshop so those that wish to review that evening can see those slides and better understand those questions they may had during the workshop.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
2.2.5	Ensure the acronyms used are explained out. Maybe consider an acronym sheet to give to the participants during the workshop for those that are newer or may not understand those programs.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
2.3.1	Consider a room layout so that participants face each other, especially when there is a majority of the workshop where the participants are interacting with each other. It will make it easier to hear the comments being said.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
3.1.1	Whatever room is secured to hold the workshop should have the technological capabilities identified and tested before the date scheduled. (Internet connection, programs to virtual present, etc.)	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
3.1.2	Have some sort of audio system that can be used with the room so the participants that are virtual can hear the comments.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023
3.2.1	Hold a short time to have jurisdictions report out to the group about issues, projects, successes or struggles so that other jurisdictions that may have done something similar can help during the week.	Workshop Planning Team	12/14/2023	In Progress	Planning meetings to start in July 2023

Election Integrity and Security TTX 11/2/2022

Objective	Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Objective 1	Capability 1: On-Scene Security, Protection, and Law Enforcement	1. Crime scene training for voting sites.	Find or create training for the LE communities to handle those voting areas that are now crime scenes.	Training	SOS NSP DEM	Mark Wlaschin Lorin Correll Lori Degristina	12/20/2022	In Progress
		2. Knowing process for legal considerations with the courts and Attorney General (AG) Office.	Creating a contact list of judges in each area that could be notified should issues become known and establishing a contact list of major players that would need to be involved in the process. (NTAC, Governor's Office, Secretary of State, etc.)	Planning, Organization	SOS	Mark Wlaschin	12/20/2022	In Progress
	Capability 2: Operational Coordination	1. For any action that is taken, Nevada Threat Analysis Center (NTAC) would need to be brought into the conversation.	Remember to reach out to all appropriate partners that need to be involved. Possibly build a notification organization chart to go through and make sure no agency is missed.	Planning, Organization	SOS DEM	Mark Wlaschin Megan Hall	12/20/2022	In Progress
	Capability 3: Operational Communications	1. Build on this exercise	Build up a training and exercise series with the Secretary of State, and	Planning, Training, Exercise	SOS DEM	Mark Wlaschin	12/20/2022	In Progress

Objective	Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
		for the coming election years	include relevant partners to attend for better preparedness.			Rodney Wright Lori Degristina Megan Hall		
Objective 2	Capability 4 : Operational Coordination	1. Alternate voting sites at schools could be an issue after an incident like this due to not allowing guns on campus.	Have secondary and tertiary sites available for use. Having a site that would allow the extra security protection needs to be considered ahead of time.	Planning	SOS	Mark Wlaschin	12/20/2022	In Progress
		2. Time to activate NVNG resources may take too long.	If NVNG is activated, ensure there are duties that are better suited for their capabilities so they can assist in the process. NVNG would ensure there is no mission creep once they are activated.	Planning, Organization	DEM NVNG	Jon Bakkedahl Col. Cerfoglio	12/20/2022	In Progress
Objective 3	Capability 6: [Capability Name]	1. Even though generators could be brought in to provide power, not all sites are equipped to accept generator power.	There would need to be consultation with the buildings engineering staff to find out the power requirements of the building, and ensure that the generators being brought in are capable of providing enough power to operate the site. Pre-planning the	Planning	SOS	Mark Wlaschin	12/20/2022	In Progress

Objective	Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
			election sites with this information could be a key function for future elections.					
	Capability 7: [Capability Name]	1. Local resources may not be adequate to provide power for voting locations.	Consider the options of EMAC or Federal resources requests to focus on the voting needs, in addition to dealing with the life safety issues of power restoration.	Planning	SOS DEM	Mark Wlaschin Megan Hall	12/20/2022	In Progress

Silver State Blackout TTX 4/26/2023

Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
A Black Sky event in the State of Nevada could trigger other incidents such as civil unrest or wildfires without careful government actions and resource allocations.	Federal, state, and local partners should consider further trainings and exercises to build operational coordination and foster communication between each other. Exercise scenarios could be specific to areas that challenged participants in past exercises or broad enough to bring all stakeholders together.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
Hospitals expect a surge in patients due to heat-related injuries and the closure of other specialized medical treatment centers, creating a resource burden.	Hospitals should continue to develop relationships and Memoranda of Understanding (MOU) within the State of Nevada as well as with hospitals in neighboring states. Partner with local hospitals to develop or revise Continuity of Operations (COOP) plans and/or Emergency Operations Plans that integrate with state and local plans. Ensure local Emergency Operations Centers (EOC) and the Nevada Operations Center (NVOC) have knowledge of those plans.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]

Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Communities will experience significant impacts if pharmacies run low on prescription medications due to resupply issues or if they close due to security concerns.	Pharmacies throughout the state should consider developing COOP plans and redundant prescription tracking systems for patients. Pharmacies should consider developing working relationships with big-box pharmacies for resupply needs.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
The Healthcare and Medical Lifeline expects statewide challenges with fatality management.	The Healthcare and Medical Lifeline should consider developing a robust fatality management plan that accounts for morgue intake and COOP.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
Organizations could improve pre-incident planning for specialized assistance to vulnerable groups within the State of Nevada.	Organizations should consider working with state partners to develop well-thought-out pre-incident plans for specialized assistance to vulnerable groups.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
Any impact affecting the Kinder Morgan CALNEV pipeline remains a high risk for the state.	The State of Nevada should consider developing pipeline-specific risk mitigation plans in the event of major service interruptions.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
Lack of generators or fuel prioritized for wastewater could create preventable long-term challenges.	The State of Nevada should consider prioritizing backup fuel and generators specifically for wastewater treatment facilities. This prioritization could come through planning and risk assessments to those wastewater facilities.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]
Participants expressed concerns over the challenges for livestock management immediately following a Black Sky Event.	The State of Nevada should consider further development of a livestock management plan for a long-term power outage incident. The State of Nevada should consider developing formal MOUs with neighboring states for livestock management assistance in the event of a long-term power outage.		[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]	[For Completion by Sponsor]

KEY OBSERVATIONS

1. **1.4 ESF-12 Task Book:** Develop ESF-12 Task Book based on situations experienced in this exercise.
2. **1.5 Interact with NVOC:** Interact with NVOC: Logistics, Planning, Operations sections. Determine which ESF partners should be included and when.
3. **2.1 GOE Roles:** Review participant roles with GOE versus their role within ESF-12. Develop to implement at GOE-level for the State Energy Security Plan (SESP). Who serves in identified roles in the Plan?
4. **4.2 Public Messaging and Cyber:** Discuss cyber elements in existing partner and public communication plans and/or templates.

KEY IMPROVEMENT AREAS

1. **1.4 Update Task Book and relevant plans:** Develop ESF-12 Task Book based on situations experienced in this exercise.
 - a. Update SESP.
 - b. Update ESF-12 task book based on notes in Global Chat.
2. **4.2 Public Messaging and Cyber:** Discuss cyber elements in existing partner and public communication plans and/or templates which have been shown as a best practice elsewhere and with other hazards.

DEM COOP TTX 6/14/2023

Capability	Issue/Area for Improvement	Corrective Action	Organization and Responsibility	Start Date	Completion Date
Planning	Several participants had limited understanding of COOP.	Increase individuals' familiarity with COOP concepts with regularly scheduled training and exercise.			
		Involve as many staff members as possible in completing the COOP documents so they buy into the processes and are familiar with the contents.			
Operational Coordination	Need to complete the COOP documents.	While listing mission essential functions in the COOP documents, consider the unique requirements to recover from emergency situations rather than focusing on routine day-to-day activities. Identify tasks to defer during emergency response and recovery. Identify critical resources required and determine how to acquire them. Describe how to handle response and recovery to other emergencies occurring in the state.			
		Ensure the COOP documents describe alternate work locations other than working at home, such as Air Guard. Denote the Alternate Emergency Operations Center (EOC) as Western Nevada College and provide relevant details, including contact information at the college. Consider testing the alternate EOC at a future date.			
	Ensure there is adequate human capital to perform mission essential tasks during emergencies.	Make sure staff knows that in some emergencies, employees traveling or on vacation may need to come back to the office to perform mission essential functions.			
Operations Communications	Develop a written communication protocol to explicitly describe who makes notifications and how (WhatsApp, phone, texts, emails, radio, etc.). Make notifications in the appropriate order and no key stakeholders are left out of the	Consider implementing a policy to require key staff to carry laptops home at night and to maintain at home (rather than in their office) a flash drive of details and information needed for communication. Ensure staff knows how to use VPN.			

Capability	Issue/Area for Improvement	Corrective Action	Organization and Responsibility	Start Date	Completion Date
	communication loop. Include the protocol for using personal devices to conduct state government business.	Clarify the method of communication to use during notifications. If using WhatsApp, describe the appropriate group to use since there are several in place.			
Situational Assessments	Include details on damage assessment in the COOP mission essential functions.	Ensure staff knows who to contact to perform damage assessment of the building and equipment.			
	Although there is a badging system to track staff in the building, ensure there is a method for tracking visitors and guests.	Develop a system to track visitors in the buildings, especially if they walk in with an employee so there is no record of them entering the building.			
Planning	In the COOP documents, include details on resources required to perform mission essential functions.	Identify the resources staff needs to perform their mission essential functions and determine how they acquire resources, including laptops. Assist staff in identifying where documents are backed-up and how to access the information needed for them to perform their mission essential functions in alternate work locations.			
	At times, staff saves documents to their own computers.	Ensure all staff knows where to save documents – not on their own computers.			