



2-1-1 Disaster Response Plan (DRP)



State of Nevada

**Department of Health and
Human Services**

Helping people. It's who we are and what we do.

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Section 1: Introduction

Nevada Revised Statute (NRS) 232.359 created 2-1-1 to provide non-emergency information and referral (I&R) to the public concerning health and human services. Because Nevada 2-1-1 provides I&R services, Nevada 2-1-1 can offer similar services during an emergency. The purpose of the 2-1-1 Disaster Response Plan (DRP) is to guide the Nevada 2-1-1 contracted vendor, Financial Guidance Center (FGC), in developing the capability and capacity to provide information, assistance, and referrals to the public during man-made emergencies and natural disasters.

Nevada 2-1-1 can serve as the single point of contact for non-emergency calls related to an emergency or disaster. Current state and local systems focus on alerts and warnings, which are one-way communications that guide citizens from danger. Communication is a two-way process. Citizens often desire to find resources, provide feedback, and ask questions during a disaster, thus creating a need for an inbound call center during an emergency or disaster. Individuals should direct emergency calls to 9-1-1; however, Nevada 2-1-1 may help alleviate some of the calls to 9-1-1, keeping 9-1-1 available for life threatening emergency calls and calls regarding crimes in progress.

A. Executive Summary

Launched in 2006, the intent of Nevada 2-1-1 is to provide free information to the public within the State of Nevada related to health and human services. The Nevada Department of Health and Human Services (DHHS) currently contracts with FGC to manage and run the Nevada 2-1-1 program. Nevada 2-1-1 is available 24 hours a day and seven days a week with information available in multiple languages. Available information includes basic human services; employment support services; volunteer opportunities; physical and mental health resources; programs for children, youth and families; support for seniors and persons with disabilities; and support for community crisis and disaster recovery. Nevada 2-1-1 is available within the State of Nevada by dialing 2-1-1, texting a zip code to 898211, visiting the website www.nevada211.org, or calling 866-535-5654.

The Nevada 2-1-1 call center is located in Las Vegas and has ten workstations available for routine I&R calls. FGC will increase the number of computers and phones to accommodate 20 additional disaster response call-takers. Nationally, 2-1-1 call centers are becoming increasingly involved in providing I&R during disasters. Locally, Nevada 2-1-1 has assisted in many disasters, including the Reno Air Races Crash, the Caughlin Fire, the Washoe Drive Fire, and most recently, the Little Valley Fire and the 2017 flood in northwest Nevada. With trained call specialists and significant experience sharing information during stressful

situations, Nevada 2-1-1 call-takers can provide valuable assistance to the community during emergencies and disasters.

B. Purpose and Objectives

The purpose of the 2-1-1 DRP is to enhance Nevada 2-1-1 service during emergencies and disasters. The 2-1-1 DRP enables FGC to provide a streamlined, accessible, integrated, and sustainable source of I&R during emergencies and disasters. The 2-1-1 DRP directs FGC to do the following:

1. Provide an outlet for the surge in non-emergency calls to 9-1-1 during an emergency or disaster;
2. Answer calls before, during, and after an emergency or disaster to support long-term recovery functions as necessary;
3. Provide authorized information dissemination, alert scripts, disaster response support, crisis intervention, and human services coordination;
4. Connect people with the specific services they need to cope with the crisis;
5. Help federal, state, local, and tribal government get accurate, current information to the public;
6. Provide reassurance to callers by responding to rumors and letting them know who to call or where to go for support if they feel anxious or isolated;
7. Channel the efforts of volunteers offering to help or donate material goods or money to the right places that can benefit immediately and directly; and
8. After the emergency or disaster has concluded, provide statistics on calls received by Nevada 2-1-1 to DHHS and the effected government agencies.

C. Plan Overview

DHHS and FGC desire to have a roadmap for implementing a comprehensive, multi-pronged 2-1-1 disaster response. The 2-1-1 DRP includes operational instructions and procedures for activating and executing the 2-1-1 disaster response call center. The Standard Operating Procedures (SOP) Annex to the 2-1-1 DRP provides detailed information and instructions for FGC to follow in an emergency or disaster causing a surge in call volume to the call center. For a copy of the SOP Annex, contact DHHS.

The 2-1-1 DRP and SOP Annex are written using the all-hazards approach. The all-hazards approach means the documents are applicable regardless of the incident or event, natural or human caused. The all-hazards approach is appropriate for any event requiring an organized response by public, private, and governmental agencies to protect public health and safety and to minimize disruption of governmental, social, and economic services.

Section 2: 2-1-1 Disaster Activation

The public must receive consistent information and contact numbers throughout an emergency or disaster. For this reason, the timely activation of the 2-1-1 Disaster Response Plan (DRP) is critical when appropriate for the situation. Activation of the 2-1-1 DRP will occur for emergencies or disasters that may generate a large number of non-emergency calls from the public or requests for information specific to the incident. Some of the incidents may include (but not limited to):

- Mass casualty/fatality incidents
- Large fires
- Earthquakes
- Flooding
- Extreme weather events
- Evacuation orders
- Hazardous material spills
- Drinking water contamination

A. Activation Triggers, Process, and Levels

Several triggers can lead to activation of the 2-1-1 DRP.

1. A duty officer from the Nevada Division of Emergency Management (DEM) will notify the Nevada 2-1-1 contracted vendor, Financial Guidance Center (FGC), about any emergency occurring in Nevada after verifying the need to activate the 2-1-1 DRP with the local emergency manager.
2. State, local, or tribal emergency managers or incident commanders can activate the 2-1-1 DRP during emergencies or disasters.
3. An emergency manager or incident commander can activate the 2-1-1 DRP upon activation of the Emergency Operations Center (EOC) and/or Joint Information Center (JIC). In Clark County, the Multiagency Coordination Center (MACC) may activate rather than the EOC.
4. County and city 9-1-1 dispatch managers can activate the 2-1-1 DRP when call-takers observe a surge in calls on a specific incident.
5. County and city 3-1-1 dispatch managers can activate the 2-1-1 DRP when call-takers observe a surge in calls on a specific incident.
6. The Program Director of FGC can activate the 2-1-1 DRP when made aware of a particular incident or there is a surge in calls related to the incident.

To activate the 2-1-1 DRP, a representative from the authorized requesting agency contacts FGC. The FGC staff member receiving the notification will obtain as much information as available about the incident using the questions outlined in the Standard Operating Procedures (SOP) Annex Section 1: Activation Process Details. FGC staff contact information is included in Appendix B of the 2-1-1 DRP. When contacting FGC, contact staff in this order:


1. CEO, Michele Johnson;
2. COO, Christie O'Melia;
3. 2-1-1 Call Center Manager, Lisa Martin;
4. Northern Nevada Outreach and Partnership Engagement Specialist, Steve George; or
5. Southern Nevada Outreach and Partnership Engagement Specialist, Will Reed.

The state, local, or tribal emergency manager should recommend the appropriate level of 2-1-1 disaster response to activate. Based on input from the emergency manager, the Program Director of FGC will determine the appropriate number of staff and volunteers to position in the call center. Staffing levels will change throughout the response and recovery phase as appropriate for the number and complexity of calls received. Based on the status of the long-term recovery, the emergency manager will recommend when to deactivate the 2-1-1 DRP.

FGC's operations must remain at a high level of preparedness and ready to implement the 2-1-1 DRP without warning. The concept of operations in Table 1 describes the approach used by DEM when activating continuity of operations (COOP) for essential functions. The phases or levels used in the 2-1-1 DRP align with the phases in the DEM's COOP. The phases or levels describe the dynamic nature of how FGC should prepare and transition to 2-1-1 disaster response operations.

Table 1. Concept of Operations

Activate 2-1-1 Disaster Response Plan



Phase/Level 0 Steady State No specific threat or warning	Phase/Level 1 Increased Threat Credible threat/ warning or a surge in 2-1-1, 3-1-1/9-1-1 calls	Phase/Level 2 Response Emergency or disaster has occurred	Phase/Level 3 Recovery 2-1-1 disaster response continues
<ul style="list-style-type: none"> ○ Develop and maintain 2-1-1 DRP ○ Pre-assign disaster roles ○ Maintain agreements with partners ○ Identify resources required during activation of 2-1-1 DRP ○ Develop disaster database and portal 	<ul style="list-style-type: none"> ○ Notify staff and confirm disaster roles ○ Determine appropriate number and qualifications of volunteers needed ○ Recruit volunteers ○ Ensure systems and equipment are ready for use by additional call-takers ○ Ensure disaster database is up-to-date and accurate 	<ul style="list-style-type: none"> ○ Confirm assignment of in-house roles ○ Send 2-1-1 Liaison to appropriate EOC or JIC ○ Reallocate staff and provide just in time training ○ Verify number of volunteers needed ○ Schedule and manage volunteers ○ Provide training and incident information ○ Update database based on incident information 	<ul style="list-style-type: none"> ○ Prepare report of calls taken ○ Maintain the 2-1-1 DRP for long-term recovery ○ Evaluate effectiveness of the 2-1-1 DRP and modify for future improvement

B. Information Flow

When the 2-1-1 DRP is activated, 2-1-1 should become the primary number provided to the public for non-emergency calls related to the incident. The success of the 2-1-1 DRP depends on the designated lead public information officer (PIO) in the joint information center (JIC) providing information and instructions to FGC's 2-1-1 Liaison before giving the information to the media. The 2-1-1 disaster response call-takers will give feedback and information to the 2-1-1 Liaison to provide to the emergency manager and PIOs to control rumors.

Figure 1 summarizes the information flow during activation of the 2-1-1 DRP. Figure 2 depicts the process for FGC to follow for disaster response. Figure 3 summarizes the process to ramp-up the 2-1-1 call center for the surge in calls.

Figure 1. Summary of Activation and Information Flow

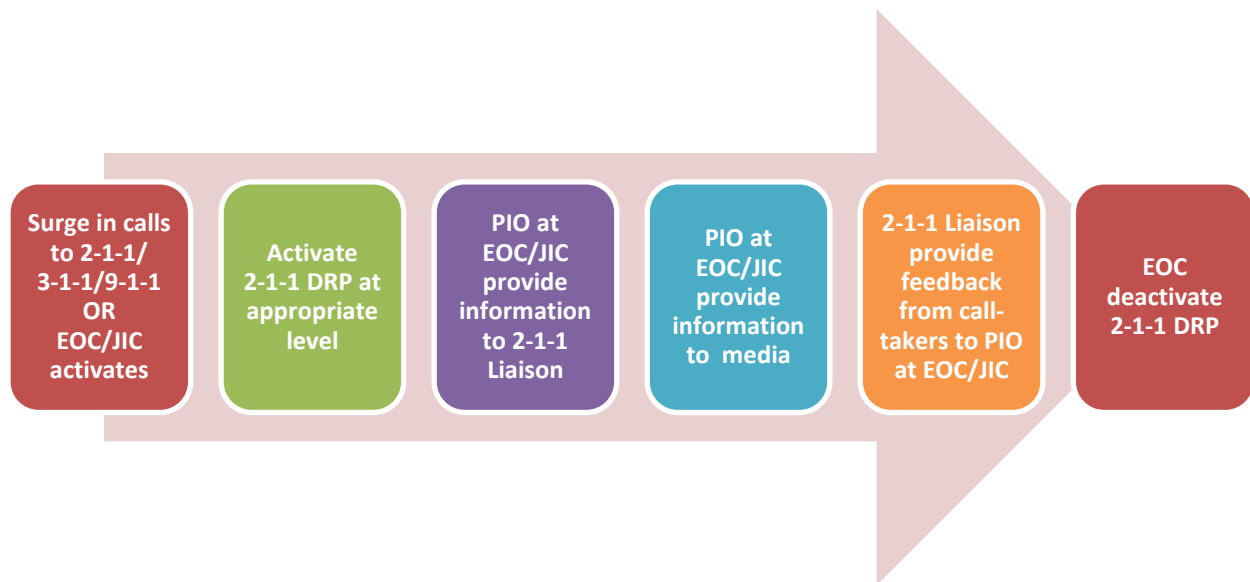


Figure 2. Summary of Process for Financial Guidance Center

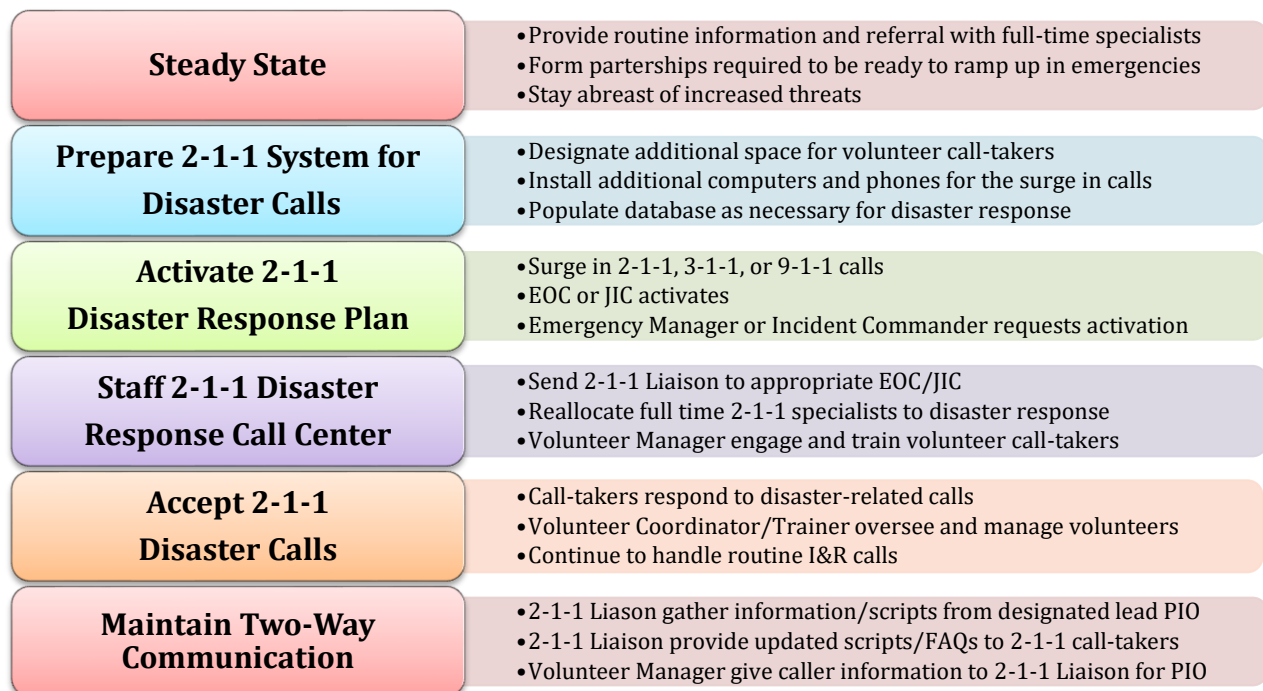


Figure 3. Summary of Ramping Up the 2-1-1 Call Center



C. Implementation/Execution Process

The National Alliance of Information and Referral Systems (AIRS) stipulates disaster response preparedness requirements to include in a 2-1-1 DRP. AIRS Disaster Preparedness Standards 15-21 describe the processes information and referral (I&R) service providers follow to service the affected region during a disaster. I&R service providers assess and give referrals and assistance to callers during emergencies or disasters. The role of the I&R service provider varies depending on the population served and the phase of the disaster (i.e., preparedness, response, or recovery). Section 12 of the SOP Annex describes the AIRS standards.

Table 2 contains the operational framework for the 2-1-1 DRP. The SOP Annex contains additional detail on the operational framework for FGC. The recommendations in the operational framework follow the phases of emergency management as described by the Federal Emergency Management Agency (FEMA):

1. Prevention phase includes taking preventive measures, such as environmental planning, developing evacuation plans, and implementing design standards;
2. Preparedness phase includes planning, organizing, training, equipping, exercising, evaluating, and taking corrective actions;
3. Response phase includes coordinating and managing resources in response to an emergency or disaster;
4. Recovery phase includes restoring critical functions, managing stabilization, and returning to normalcy; and
5. Mitigation phase includes making structural and non-structural changes to limit the effect of emergencies or disasters.

Table 2. Operational Framework

Prevention Phase
<p>Financial Guidance Center (FGC):</p> <ol style="list-style-type: none"> 1. Gather information on trends. Report trends to key decision-makers in the government and private organizations so the leaders can take preventive actions. 2. Verify that service providers and government agencies update websites and publications to clarify information and instructions based on call trends. 3. Ensure emergency response and continuity plans are accurate and up-to-date.
Preparedness Phase
<p>FGC and Department of Health and Human Services (DHHS) Nevada 2-1-1 Coordinator participate in ongoing cooperative disaster response planning.</p> <ol style="list-style-type: none"> 1. Prepare for a surge in calls from citizens seeking disaster information or assistance. 2. Identify the methods of instructing citizens to call 2-1-1 for non-emergency questions during manmade emergencies and natural disasters.
<p>FGC establish and maintain the capacity to handle the surge in calls during emergencies and disasters.</p> <ol style="list-style-type: none"> 1. Train the staff and partners how to activate and implement the 2-1-1 DRP. 2. Develop a volunteer program with organizations having staff appropriate to serve as 2-1-1 disaster response call-takers. 3. Assign a staff member and two alternates to each of the following disaster roles: <ol style="list-style-type: none"> a. Volunteer Manager to manage relationships with volunteer organizations; b. Volunteer Coordinator/Trainer to train and assist volunteer call-takers; c. 2-1-1 Liaison to sit in the emergency operations center (EOC) or joint information center (JIC); and d. Disaster Database Manager to ensure the disaster information is accurate and up-to-date. 4. Develop a checklist to follow in the call center physical facility upon activation of the 2-1-1 DRP. 5. Identify alternate call center locations that can support an inundated call volume. 6. Develop a process to track and report disaster-related calls to Nevada 2-1-1. 7. Develop a list of frequently asked questions (FAQs) and typical scripts for responses. 8. Use texting, email, and telephone to share information. In some incidents, WebEOC may be used to share information. See Appendix A for a description of WebEOC. The SOP Annex includes instructions for using WebEOC.
<p>FGC conduct and participate in training and exercises.</p> <ol style="list-style-type: none"> 1. Actively participate in state, local, and tribal disaster exercises. 2. Clarify with agencies and service providers the expectations if they refer to Nevada 2-1-1. 3. Develop training curriculum for Nevada 2-1-1 disaster response call-takers.
<p>FGC maintain relationships and agreements with stakeholders as necessary for 2-1-1 disaster response.</p> <ol style="list-style-type: none"> 1. Maintain agreements with state, local, and tribal emergency managers and local 9-1-1 agencies to include Nevada 2-1-1 in the emergency response. 2. Develop collaborative relationships with PIOs from public and private agencies that disseminate emergency information. 3. Develop collaborative relationships with individuals assigned to deliver messages through Integrated Public Alert and Warning system (IPAWS) and Reverse 9-1-1 system during emergencies and disasters. See Appendix A for descriptions of IPAWS and Reverse 9-1-1. 4. Coordinate closely with other call centers on the type of information Nevada 2-1-1 call-takers will disseminate to avoid duplication of efforts. 5. Maintain Mutual Aid Agreements with 2-1-1 call centers in other states as a backup. 6. Establish a 2-1-1 Disaster Response Stakeholder Workgroup with representatives from stakeholder organizations.
<p>FGC develop strategies to manage the challenges in getting information to the public during emergencies and disasters.</p> <ol style="list-style-type: none"> 1. Work with emergency managers and PIOs to determine how to target a particular community for

<p>information dissemination.</p> <ol style="list-style-type: none"> Determine how to communicate during power outages, such as by using Amateur Radio Emergency Services (ARES). Verify how to communicate with people who are not English speakers and the hearing impaired. Decide how to manage the inundated call volume after a Reverse 9-1-1 message is pushed out.
Nevada 2-1-1 Volunteer Manager alert the local emergency operations center (EOC) of surges in calls received about a particular event to act as an early indicator of potential problems.
Nevada 2-1-1 Volunteer Manager alert agencies providing services related to the specific incident of surges in calls so the agencies can ramp-up capabilities.
Response Phase
<p>FGC activate 2-1-1 disaster response call center portal.</p> <ol style="list-style-type: none"> Activate the 2-1-1 DRP if a surge in calls on a particular event is observed. Contact appropriate government officers to provide notification of the surge and to receive official activation. Emergency Manager or Incident Commander instructs FGC to activate the 2-1-1 disaster response call center in an emergency or upon activation of the EOC. Program Director reallocates in-house staff to 2-1-1 disaster response. Program Director assign in-house disaster roles (from pre-determine list) – Volunteer Manager, Volunteer Coordinator/Trainer, 2-1-1 Liaison, and Disaster Database Manager. Program Director send 2-1-1 Liaison to EOC/JIC to obtain the most recent and accurate information from the designated lead PIO and to assist with rumor control. In some incidents, the EOC/JIC may be located in the health district or school district. 2-1-1 Liaison request Emergency Manager to identify and provide contact information for the designated lead PIO. Volunteer Manager requests volunteer call-takers from volunteer organizations if needed. Volunteer Manager provides 2-1-1 Liaison a list of questions callers are asking, and 2-1-1 Liaison provides the questions to the PIO. Volunteer Coordinator/Trainer conduct just in time training to 2-1-1 disaster response staff and volunteer call-takers. 2-1-1 disaster response call-takers respond to calls. Full-time 2-1-1 specialist answers incoming calls. If the call is disaster-related, 2-1-1 specialist transfers call to disaster response call-takers. Disaster response call-takers a) alert/warn the public using scripts from the designated lead PIO; b) refer callers to services and available resources; and c) gather information from callers offering to volunteer and/or make donations for the 2-1-1 Liaison to give to the Logistics Chief in the EOC. Volunteer Manager or Volunteer Coordinator/Trainer conduct debriefs at the end of every shift. Program Director ensure Nevada 2-1-1 remains available for routine I&R calls.
Recovery Phase
<p>Emergency Manager in EOC advice FGC how long to maintain 2-1-1 disaster response for long-term recovery. FGC will:</p> <ol style="list-style-type: none"> Provide information and referral on recovery. Offer a sustained connection to assist individuals whose lives are dramatically affected as 2-1-1 disaster response becomes part of long-term recovery efforts.
Emergency Manager in the EOC advise FGC when to deactivate and provide deactivation information.
FGC Program Director prepare report of number and type of calls taken, paid staff and volunteer hours logged, and other statistics for use at the after-action conference and for reimbursement claims.
FGC Volunteer Manager recognizes call-takers and celebrate accomplishments of 2-1-1 disaster response.
2-1-1 call-takers remain available at all times for routine information and referral calls.
Mitigation Phase
FGC Program Director prepares an after action report and improvement plan to identify strengths and opportunities for improvement in the 2-1-1 DRP. Include 2-1-1 call statistics in the report.
FGC Program Director seeks reimbursement for services rendered during the 2-1-1 disaster response.

Section 3: Roles and Responsibilities

The success of the 2-1-1 Disaster Response Plan (DRP) is dependent upon stakeholders performing specific roles and responsibilities. Table 3 describes the roles and responsibilities of individuals in the key organizations involved in implementing the 2-1-1 DRP: Department of Health and Human Services (DHHS), Financial Guidance Center (FGC), and Emergency Managers and/or Public Information Officers

Table 3. Recommended Tasks to Perform

2-1-1 Disaster Response Program Administrator - DHHS
Develop strategies to ensure the sustainability of Nevada 2-1-1 and disaster response activities.
Network and maintain relationships with emergency managers, public information officers (PIOs), corporate partners, and volunteer organizations.
Provide input and assist Financial Guidance Center (FGC) in the development of agreements with government agencies, volunteer organizations, corporate partners, local 9-1-1 services, local law enforcement, etc.
Ensure FGC assigns disaster roles, including Volunteer Manager, Volunteer Coordinator/Trainer, 2-1-1 Liaison, and Disaster Database Manager.
Share information on training and exercises with FGC.
Ensure FGC maintains an up-to-date and accurate 2-1-1 disaster response database.
Assist FGC in the creation of a 2-1-1 Disaster Response Stakeholder Workgroup to meet semi-annually.
Work with FGC to update the 2-1-1 Disaster Recovery Plan (DRP) and Standard Operating Procedures (SOP) Annex annually. Update contact sections semi-annually.
2-1-1 Disaster Response Contracted Vendor – FGC
Develop strategies to ensure the sustainability of Nevada 2-1-1 and disaster response activities.
Oversee the development of agreements with government agencies, volunteer organizations, corporate partners, local 9-1-1 services, and other 2-1-1 agencies.
Form agreements with volunteer organizations to recruit call-takers in the event of surge in disaster calls.
Create and oversee a 2-1-1 Disaster Response Stakeholder Workgroup, and conduct semi-annual meetings.
Maintain updated emergency response, disaster recovery, and continuity of operations plans.
Maintain a “playbook” for disaster roles, including Volunteer Manager, Volunteer Coordinator/Trainer, 2-1-1 Liaison, and Disaster Database Manager.
Maintain an accurate and up-to-date computerized resource database that contains information about available community resources that provide services in disasters.
Act as public inquiry line for the emergency operations center (EOC) or joint information center (JIC) during activation prompted by disasters or emergencies.
Collect data from callers requesting disaster assistance. Data should include callback information to provide individual assistance, volunteer assistance, or any other form of aid provided to disaster victims. Report the data to the EOC or JIC. If a mass fatality incident, work with Medical Examiner to complete missing person’s reports on the Unified Victim Identification System (UVIS). The SOP Annex includes UVIS instructions.
If callers want to report damage incurred from a disaster, direct callers to the statewide website for damage assessment modules. The website is http://www.orionprotected.com .
Act as rumor control and report patterns of inaccurate information to the EOC/JIC. Provide the EOC with information on developing trends in requests for information so that common concerns can be addressed

by news releases and/or website updates.
Recruit and train sufficient staff and volunteers to handle a surge in calls to Nevada 2-1-1 generated by a disaster.
During disaster response, maintain an accurate record of timekeeping for paid staff and volunteers for possible reimbursement purposes and planning for future incidents.
Participate in federal, state, local, and tribal emergency training and exercises as appropriate, including classes offered by FEMA.
Prepare an after action report and improvement plan after deactivating the 2-1-1 DRP to identify strengths and opportunities for improvement in future activations of the 2-1-1 DRP.
Give feedback to emergency managers and public information officers to improve future disaster response.
Submit a detailed invoice of costs associated with the disaster to the Emergency Manager for possible reimbursement.
Work with DHHS to update the 2-1-1 DRP and SOP Annex annually. Update contact sections semi-annually.
Emergency Manager and/or Public Information Officer
Develop activation procedures in conjunction with FGC to ensure prompt notification when activation is necessary. Notify FGC upon activation of the emergency operations center at a sufficient level to require the need for rumor control or dissemination of public information.
Promote Nevada 2-1-1 as the number to call for information on disaster assistance and other information provided to citizens.
Provide Nevada 2-1-1 Liaison a seat/workstation in the EOC or JIC to execute emergency operations responsibilities.
Provide Nevada 2-1-1 Liaison with information needed to respond to caller inquiries, and provide regular and timely briefings on the status of the emergency. Give advance copies of all media releases to the 2-1-1 Liaison prior to public release to help prepare 2-1-1 call-takers for the increased public inquiries.
Include the roles and responsibilities of Nevada 2-1-1 in operational plans, including the 2-1-1 Liaison seat assignment and functional responsibilities and a copy of agreements as an attachment to the plan.
Allow FGC 2-1-1 staff to participate in training and exercises appropriate to their role in disasters. Provide FGC Program Director with advance notice when participation is requested or recommended.
Assist FGC Program Director in seeking funding prior to a disaster occurring to help Nevada 2-1-1 secure the infrastructure and resources needed to be better prepared during an event.
Assist FGC Program Director in seeking reimbursement from federal and state resources for emergency-related expenses incurred by FGC in the execution of the 2-1-1 DRP.

Section 4: Conclusion

The 2-1-1 Disaster Response Plan is a management tool to guide the activation and implementation of the Nevada 2-1-1 call center during emergencies and disasters. The organization of the operational framework of the 2-1-1 Disaster Response Plan follows the phases of emergency management as described by the Federal Emergency Management Agency (FEMA): prevention, preparedness, response, recovery, and mitigation. Consistency is crucial when Nevada 2-1-1 is the primary point of contact for non-emergency calls related to an emergency or disaster. The 2-1-1 Liaison must be given news releases pertaining to the incident prior to public release. The Nevada 2-1-1 call-takers will limit the amount of information provided to callers to information approved for public dissemination. Nevada 2-1-1 will serve as a valuable response and recovery resource during emergencies and disasters.

Appendix A: Definitions and Acronyms

Industry professionals commonly use the following emergency management-related terms, phrases, and acronyms. Many of the terms, phrases, and acronyms listed below are used throughout the 2-1-1 Disaster Response Plan (DRP). Some are not found in the 2-1-1 DRP but are included to provide an overall understanding of industry language.

Definitions	
Alliance of Information and Referral Systems (AIRS)	Established in 1973, AIRS is a nonprofit 501©3 professional membership organization of nearly 900 information and referral (I&R) contracted vendors, primarily in North America. AIRS meets its goals through the establishment and promulgation of Standards for Professional I&R, the promotion and quality assurance of credentials, education and training, technical assistance, and leadership to the entire I&R field.
Citizens Emergency Response Team (CERT)	The CERT program helps prepare volunteers to respond to emergencies in their communities. When emergencies happen, CERT members can give critical support to first responders, provide immediate assistance to victims, and organize spontaneous volunteers at a disaster site. CERT members can also help with non-emergency projects that help improve the safety of the community.
Emergency Operations Center (EOC)	The EOC is a central command and control facility for carrying out emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency to ensure the continuity of operations. The EOC is responsible for the strategic overview of the disaster and does not normally directly control field assets, instead making operational decisions, and leaving tactical decisions to lower commands. The EOC collects, gathers, and analyzes data, makes decisions that protect life and property, and disseminate decisions to agencies and citizens. In most EOCs, there is one individual in charge, and that is the Emergency Manager (EM).
Federal Emergency Management Agency (FEMA)	FEMA is an agency of the United States government that provides a single point of accountability for all federal emergency preparedness, mitigation, and response activities. FEMA is a branch of the Department of Homeland Security (DHS).
Incident Commander (IC)	The IC is the person responsible for all aspects of an emergency response, including quickly developing incident objectives, managing all incident operations, and application of resources as well as responsibility for all persons involved.
Incident Command System (ICS)	ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
Information and Referral (I&R)	I&R gives people in need an easy link to information about local resources. I&R is the link between community resources and residents. From the single mother needing food for her children to the senior citizen looking for in-home care, I&R brings people and services together.
Joint Information Center (JIC)	The JIC is a central location that facilitates operations of the joint information system. It is a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
Just in time training	Just in time training is a method of providing training when it is needed. Advantages include: <ul style="list-style-type: none"> ○ Eliminates the need for refresher training due to subject knowledge loss experienced if training proceeds over an extended period; ○ Prevents training being wasted on people who leave or quit before the training they received is used on the job; and ○ Allows the participants to receive training when they need it.

Local Emergency Planning Committee (LEPC)	Under the Emergency Planning and Community Right-to-Know Act (EPCRA), LEPCs must develop an emergency response plan, review the plan at least annually, and provide information about chemicals in the community to citizens.
Multiagency Coordination (MAC)	MAC is the coordination of assisting agency or jurisdictional resources in support of one or more incidents. In Clark County, if more than one EOC is established to support more than one Incident Command Post (ICP), a transition from the Clark County EOC to a Clark County Multiagency Coordination Center (MACC) will take place to facilitate centralized support and coordination.
Medical Reserve Corps (MRC)	The MRC Program coordinates the skills of practicing and retired physicians, nurses and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community's ongoing public health needs and to help their community during large-scale emergency situations.
National Incident Management System (NIMS)	NIMS is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly to manage incidents involving all threats and hazards, regardless of cause, size, or location.
Nevada Emergency Management Assistance Compact (NEMAC)	NEMAC provides guidance to political subdivisions and special districts on the activation and implementation of the agreement to share resources. Assistance requests for resources are sent to the DEM when the requesting participant does not have adequate existing resources to respond to and recover from the emergency.
Public Information Officer (PIO)	PIOs are the communications coordinators or spokespersons of public and private organizations. They differ from public relations departments of private organizations in that marketing plays a more limited role. The primary responsibility of PIOs is to provide information to the media and public as required by law and according to the standards of their profession.
Reverse 9-1-1	Reverse 9-1-1 is a public safety communications system developed by Cassidian Communications for use by public safety organizations to communicate with groups of people in a defined geographic area. The system uses a database of telephone numbers and associated addresses, which, when tied into geographic information systems, can be used to deliver recorded emergency notifications to a selected set of telephone service subscribers.
Team Rubicon	Team Rubicon unites the skills and experiences of military veterans with first responders to rapidly deploy emergency response teams.
Unified Victim Identification System (UVIS)	UVIS is an Internet-enabled database system intended to handle critical fatality management functions made necessary by a major disaster. It can be used to gather information to facilitate compiling an accurate list of missing persons.
Voluntary Organizations Active in Disaster (VOAD)	National VOAD is an association of organizations that mitigate and alleviate the impact of disasters, provides a forum promoting cooperation, communication, coordination, and collaboration; and fosters more effective delivery of services to communities affected by disaster.
WebEOC	WebEOC is a web-based crisis information management software, which provides emergency response teams, decision-makers, and organizations with real-time access to critical information to simultaneously share during the planning, response, and recovery phases of an event.

Acronyms	
AIRS	Alliance of Information and Referral Systems
ARES	Amateur Radio Emergency Services
BCP	Business Continuity Plan
CERT	Citizens Emergency Response Team
COOP	Continuity of Operations
DEM	Division of Emergency Management
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DRP	Disaster Response Plan
DPS	Department of Public Safety
DPBH	Division of Public and Behavioral Health
EAS	Emergency Alert System
EM	Emergency Manager
EOC	Emergency Operations Center
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FGC	Financial Guidance Center
I&R	Information and Referral
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
MAC	Multiagency Coordination
MRC	Medical Reserve Corps
MOA/MOU	Memorandum of Agreement/Memorandum of Understanding
NEMAC	Nevada Emergency Management Assistance Compact
NIMS	National Incident Management System
NRS	Nevada Revised Statute
PIO	Public Information Officer
SOP	Standard Operating Procedures
TRS	Telecommunications Relay Service
UVIS	Unified Victim Identification System
VOAD	Voluntary Organizations Active in Disaster
WEA	Wireless Emergency Alerts

Appendix B: Grab & Go Summary Sheet

The “Grab and Go” summary sheet is provided as a quick reference on the activation of the 2-1-1 Disaster Response Plan (DRP). The summary sheet is useful when the 2-1-1 DRP and Standard Operating Procedures Annex are not immediately available. The sheet provides guidance to activate the plan on quick notice and includes key contact information.

Checklist for Financial Guidance Center (FGC) During 2-1-1 Disaster Response	
1	Designated Nevada 2-1-1 Informer and/or DEM Duty Officer notify the 2-1-1 call center when a disaster or emergency occurs. When contacting FGC, contact in this order: 1) CEO, Michele Johnson; 2) COO, Christie O'Melia; 3) 2-1-1 Call Center Manager, Lisa Martin; 4) Northern Nevada Outreach and Partnership Engagement Specialist, Steve George; or 5) Southern Nevada Outreach and Partnership Engagement Specialist, Will Reed. Program Director and 2-1-1 Liaison in the affected area watch incoming news releases and other official information.
2	Program Director activates the 2-1-1 disaster response portal and/or sets up other processes for receiving and giving information, including WebEOC and social media if applicable.
3	If 2-1-1 is the designated non-emergency phone number for the emergency, Program Director reallocates in-house staff to 2-1-1 disaster response as necessary to handle the surge in calls.
4	2-1-1 Liaison contacts local Emergency Manager (EM) and/or Public Information Officer (PIO) to determine where to go, such as to the Emergency Operations Center (EOC) or Joint Information Center (JIC), obtain permission to go there, and find out what non-emergency phone number is being given to the public. In some incidents, the EOC or JIC may be located in the health district or school district.
5	2-1-1 Liaison reports immediately to the designated EOC or JIC after obtaining permission from the EM or PIO. 2-1-1 Liaison obtains approved information from the designated lead PIO and writes scripts of frequently asked questions to share with the 2-1-1 call-takers. 2-1-1 Liaison verifies that CEO, COO, and Call Center Manager are on the designated lead PIO's distribution list to receive updated information. Program Director or Volunteer Manager contact 2-1-1 Liaison if call-takers receive any "hot" issues or rumors that need addressed by the designated lead PIO. 2-1-1 Liaison remains in EOC or JIC until EM says response activity has decreased.
6	Volunteer Manager determines the appropriate number of call-takers needed and contacts financial institutions and/or volunteer agencies to request volunteer call-takers as necessary.
7	2-1-1 Liaison coordinates with messages delivered by Integrated Public Alert and Warning system (IPAWS) or Reverse 9-1-1 during emergencies.
8	Disaster Database Manager alerts agencies providing disaster-related services of surges in calls.
9	Volunteer Coordinator/Trainer conducts just in time training for 2-1-1 disaster response call-takers.
10	If volunteers are used in the 2-1-1 call center, Volunteer Coordinator/Trainer remains available in the call center to answer volunteer call-takers' questions and ensure their well-being.
11	Full-time 2-1-1 specialist answers incoming calls. If the call is disaster related, 2-1-1 specialist transfers to disaster response call-takers.
12	Disaster Database Manager ensures the disaster database information is accurate and up-to-date.
13	Program Director determines how to communicate a) with a particular community, b) during power outages, and c) with non-English speakers and/or the hearing impaired.
14	2-1-1 disaster response call-takers respond to calls to 2-1-1 to answer questions about alerts and warnings, refer callers to services, and record volunteer and donation contributions. Call-takers collect information from callers, including requests and demographic information. Call-takers record rumors or hot issues that need to be addressed by the designated lead PIO and report to 2-1-1 Liaison.
15	Volunteer Manager conducts debriefs at the end of every shift and changes the scripts and training as necessary to improve clarity and service.
16	Program Director continues to monitor disaster response updates from the EM or PIO for a week after the event (and longer if necessary) and shares that information with 2-1-1 call-takers.
17	EM in the EOC determines when to deactivate 2-1-1 disaster response. Program Director maintains 2-1-1 disaster recovery as necessary for long-term recovery.
18	Program Director prepares an after action report and improvement plan of the 2-1-1 disaster response to provide feedback to service providers, EMs, and PIOs.
19	Program Director seeks reimbursement for services rendered during the 2-1-1 disaster response.
20	Volunteer Manager recognizes call-takers and celebrates disaster response accomplishments.

Name/Organization	Email	Phone Numbers
Financial Guidance Center Michele Johnson, CEO Christie O'Melia, COO Lisa Martin, Call Center Manager Steve George, Outreach and Partnership Engagement, Northern Nevada Will Reed, Outreach and Partnership Engagement Specialist, Southern Nevada	Michele@financialguidancecenter.com Christie@financialguidancecenter.com Lisa@financialguidancecenter.com Steve@financialguidancecenter.com Will@financialguidancecenter.com	LV Office: 702-364-0344 Reno Office: 775-337-6363 800-451-4505 Michele Cell: 702-301-7755 Christie Cell: 702-525-7165 Lisa Cell: 815-909-5065 Steve Cell: 775-230-3302 Will Cell: 303-676-7427
Nevada Division of Emergency Management Duty Officer	Varies depending on individual serving as the on-call Duty Officer	775-687-0498 775-687-0400 Back-Up Dispatch
Department of Health and Human Services Jennifer White, 2-1-1 Coordinator Cindy Smith, OCPG Chief	jwhite@dhhs.nv.gov crsmith@dhhs.nv.gov	Office: 775-684-7591 Office: 775-684-4001
County Emergency Managers		
Carson City	sbelt@carson.org	Dispatch: 775-887-2500, Office: 775-283-7218
Churchill	mheidemann@churchillcounty.org	Dispatch: 775-423-3116, Office: 775-423-4188
Clark - John Steinbeck	john.steinbeck@clarkcountynv.gov	LV Metro Dispatch: 702-828-3111, Cell: 702-219-7859
Douglas - Dave Fogerson,	dfogerson@eastforfire.org	Dispatch: 775-782-9900, Office: 775-782-9096
Elko - Lt. Kevin McKinney	N/A	Dispatch: 775-738-3421, Office: 775-777-2502
Esmeralda	ecso@frontiernet.net	Dispatch: 775-485-6373, Office : 775-485-6373
Eureka	rdamele@eurekanv.org	Dispatch: 775-237-5252, Office: 775-237-5372
Humboldt	mallen@hconsonv.com	Dispatch: 775-623-6419, Office: 775-623-6419
Lander	sheriff@landersonv.org	Dispatch: 775-635-1100, Office: 775-635-1000
Lincoln	em@ymail.com	Dispatch: 775-962-5151, Office: 775-962-2376
Lyon	jpage@lyon-county.org	Dispatch: 775-463-6600, Office: 775-463-6531
Mineral	phughes@mineralcountynv.org	Dispatch: 775-945-2434, Office: 775-945-2497
Nye	vpayne@co.nye.nv.us	Dispatch: 775-751-7000, Office: 775-751-4278
Pershing	clsndem@att.net	Dispatch: 775-273-2641, Office: 775-273-4556 or 9012
Storey - Joe Curtis	jcurtis@storeycounty.org	Dispatch: 775-847-0959, Office: 775-742-0138
Washoe - Aaron Kenneston	akenneston@washoecounty.us	Dispatch: 775-328-3001, Cell: 775-742-6944
White Pine	dwatts@whitepinecountynv.gov	Dispatch: 775-289-4833, Office: 775-289-8808
Volunteer Organizations		
To be completed by FGC		
Mass Fatality Event		
John Fudenberg, Southern Nevada Coroner	fud@clarkcountynv.gov	Cell: 702-645-4040
Paul Parker, Assistant Coroner	Paul.parker@clarkcountynv.gov	Cell: 702-455-3210
Laura Knight, Deputy Medical Examiner	ldknight@washoecounty.us	Office: 702-785-6114