

# WORK SESSION AGENDA



**Casper City Council  
Casper Events Center, Summit Room  
Tuesday, June 25, 2019, 4:30 p.m.**

<b>Work Session Meeting Agenda</b>		Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Events Center Walkthrough	Direction Requested	45 min	4:30
2.	Council Meeting Follow-Up		5 min	5:15
3.	Pool Fees	Direction Requested	20 min	5:20
4.	'M' Street Alley Access	Direction Requested	30 min	5:40
5.	Training Tool for Police Department	Move Forward for Approval	5 min	6:10
6.	Agenda Setting		20 min	6:15
7.	Legislative Review		10 min	6:35
8.	Council Around the Table		10 min	6:45
Approximate End Time:				6:55

June 19, 2019

MEMO TO: J. Carter Napier, City Manager *JCN*  
FROM: Tim Cortez, Parks and Recreation Director  
SUBJECT: Casper Events Center Capital Needs

Meeting Type & Date  
Council Work Session  
June 25, 2019

Action type  
Direction Requested

Recommendation  
That Council provide direction on the needed capital improvements Casper Events Center.

Summary  
The Casper Events Center was built in 1982. As a result of its age, the facility has many internal and external components that need addressed. For the FY20 budget the top eight priorities were proposed to Council and the funding was granted. These projects are as follows:

Roof Snow Guards (Priority 1) – Snow and ice on the roof can build up and slide off in very large pieces. This device would reduce the size and probability of these events.

Water and Fire Line Replacement (Priority 1) – CEC experienced a waterline break last year, which required emergency crews to fix. The section of line replaced was extremely corroded and was located in an area where utility workers are put at risk. This replacement would replace both water lines and relocate them to an area of the parking lot where workers can safely repair the line in the future.

Plumbing Upgrades (Priority 1) – Most of the plumbing is original to the building. This project would identify the area's most needing repair. A recent break resulted in a large insurance claim.

Theatrical Curtain Replacement (Priority 2) – The curtaining is very old and worn. Much of it has been repaired numerous times and is to the point where it cannot be treated and hold a fire rating. This project would replace the worst sections and provide fire retardant treatment to the sections that are still good.

Asphalt Parking Lots (Priority 2) – The current parking lots have deteriorated to the point where the streets department has advised that further damage will create more problems. This would greatly increase the scope of the repair work and drive costs exponentially higher. This project would only address the worst areas. Further projects would be required.

Back Lot Fence (Priority 2) – Security measures to protect artists and production equipment is necessary and is frequently written into performance contracts. Since the back lot does not have fencing, additional security personnel are required to meet these obligations. In some cases, CEC has had to rent fencing at the cost of \$5,000 per rental. This would be a one-time cost that would greatly reduce the amount of person-hours required for security.

Walk-in Cooler Replacements (Priority 2) – The current refrigeration equipment is original to the building and is failing in two ways. The compressors are working constantly to maintain temperature and the structures themselves are falling apart from age. Replacement would provide energy savings and capacity.

Cooler Compressors (Priority 2) – This project is in relation to the previous request. It would be the alternative to the total walk-in cooler replacement. This would replace only the compressors and not the overall structure. Should the coolers be replaced in their entirety, this project would not be needed.

Financial Considerations

Roof Snow Guards - \$20,000 (plus \$45,000 carryover from FY19)

Water and Fire line Replacement - \$308,000

Plumbing Upgrades – \$80,000

Theatrical Curtain Replacement – \$69,000

Asphalt Parking Lots – \$200,000

Back Lot Fence – \$45,000

Walk-in Cooler Replacements - \$150,000

Cooler Compressors - \$12,000

Oversight/Project Responsibility

Tim Cortez, Parks and Recreation Director

Attachments

None

June 11, 2019

MEMO TO: J. Carter Napier, City Manager *JW*  
FROM: Tim Cortez, Parks and Recreation Director  
Carolyn Griffith, Recreation Manager  
Blaise Grant, Aquatics Supervisor  
SUBJECT: Pool Fees

Meeting Type & Date  
Council Work Session  
June 25<sup>th</sup>, 2019

Action type  
Direction Requested

Recommendation

In accordance with the Cost Recovery Resolution and previous Council direction, staff has made swimming at Marion Kreiner pool free and has increased daily admission at Mike Sedar pool by \$0.50.

Summary

In the Summer of 2018, Marion Kreiner swimming fees were waived. As a result, attendance was increased three-fold. These positive results were relayed to Council last fall and the direction was given to continue to waive the fees. Typically, this pool only takes in about \$3,800 in a summer. With this said, the fees will remain free for the Summer of 2019.

In addition, the fees at Mike Sedar Pool were raised by 50 cents to better align this pool with the others. This facility is the newest and provides the most amenities over any other. Staff felt this warranted the modest increase.

Financial Considerations

Free swimming at Marion Kreiner has a total decrease in revenue of \$3,500.  
The \$.50 increase in daily admission is expected to increase revenue by \$10,000.

Oversight/Project Responsibility

Blaise Grant, Aquatics Supervisor

Attachments

None.

June 21, 2019

MEMO TO: Honorable Mayor, and Members of Council

FROM: J. Carter Napier, City Manager *JCN*

SUBJECT: North "M" Street and Public Access

**Meeting Type & Date:** Council Work Session, June 25, 2019.

**Action Type:** Council Direction.

**Summary:** Staff is seeking Council's direction about the options available for public access in the area of North "M" Street, Washington and Elma Streets, and the neighborhood alleys. Our Public Services Department recently installed traffic posts along the borders of the adjacent properties, but the installation caused some inconveniences for the neighbors. Staff would like to discuss the issues with Council to determine the best outcomes.

**Financial Considerations:** None.

**Oversight/Project Responsibility:** Public Services Department

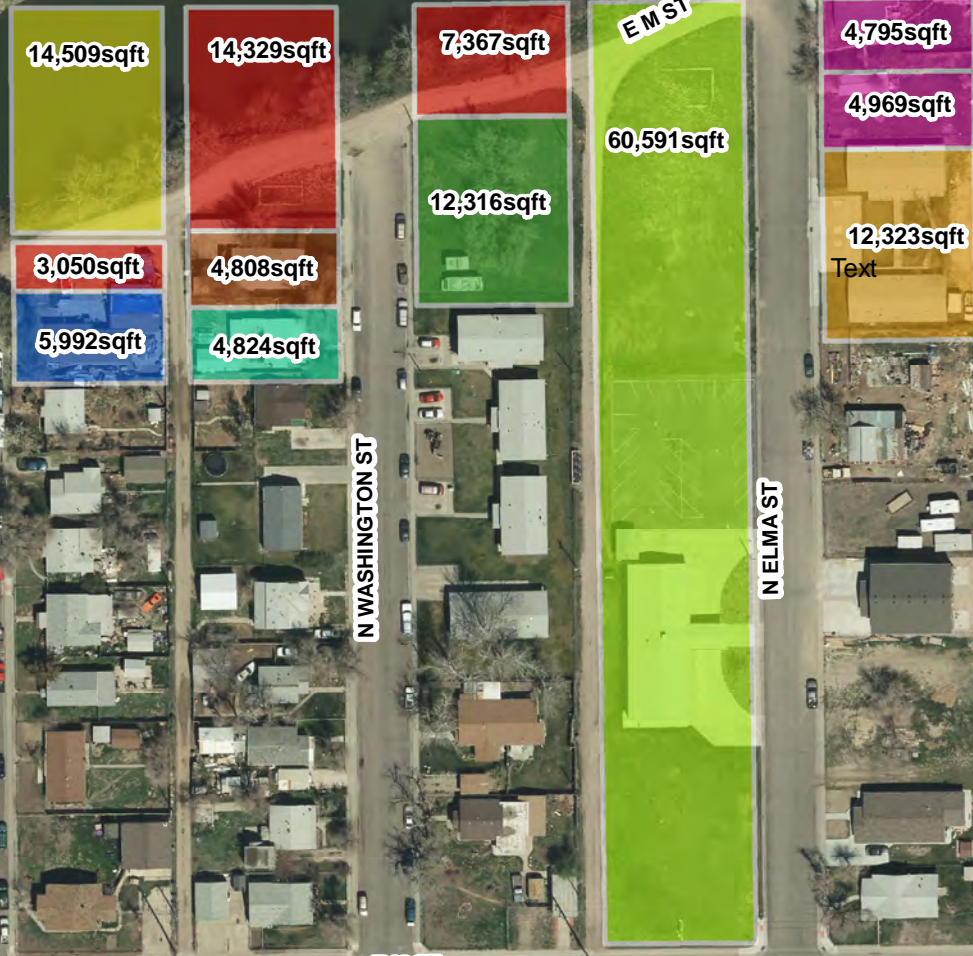
**Attachments:** Map and Photos of the area

# E M Street Properties

## Legend

### Property Owner

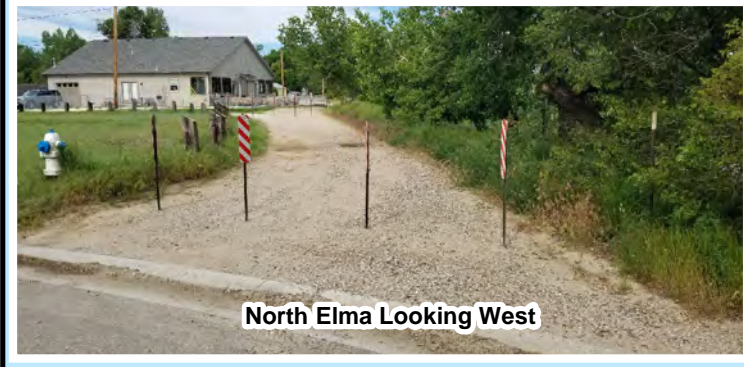
- AGUILAR, VALENTINO W
- ARCE, ENGELINE R
- CASPER, CITY OF
- GAMBLE, WARREN SCOTT ET UX
- HOUSING AUTHORITY OF CASPER
- IMITATE THE IMAGE BAPTIST MINISTRIES
- MC CASKEY, DONALD RAY ET UX
- NATRONA COUNTY
- TAYLOR, BURTON M II



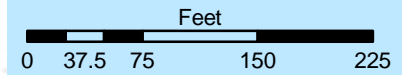
North Washington  
Looking East



Washington/Elma Alley  
Looking North



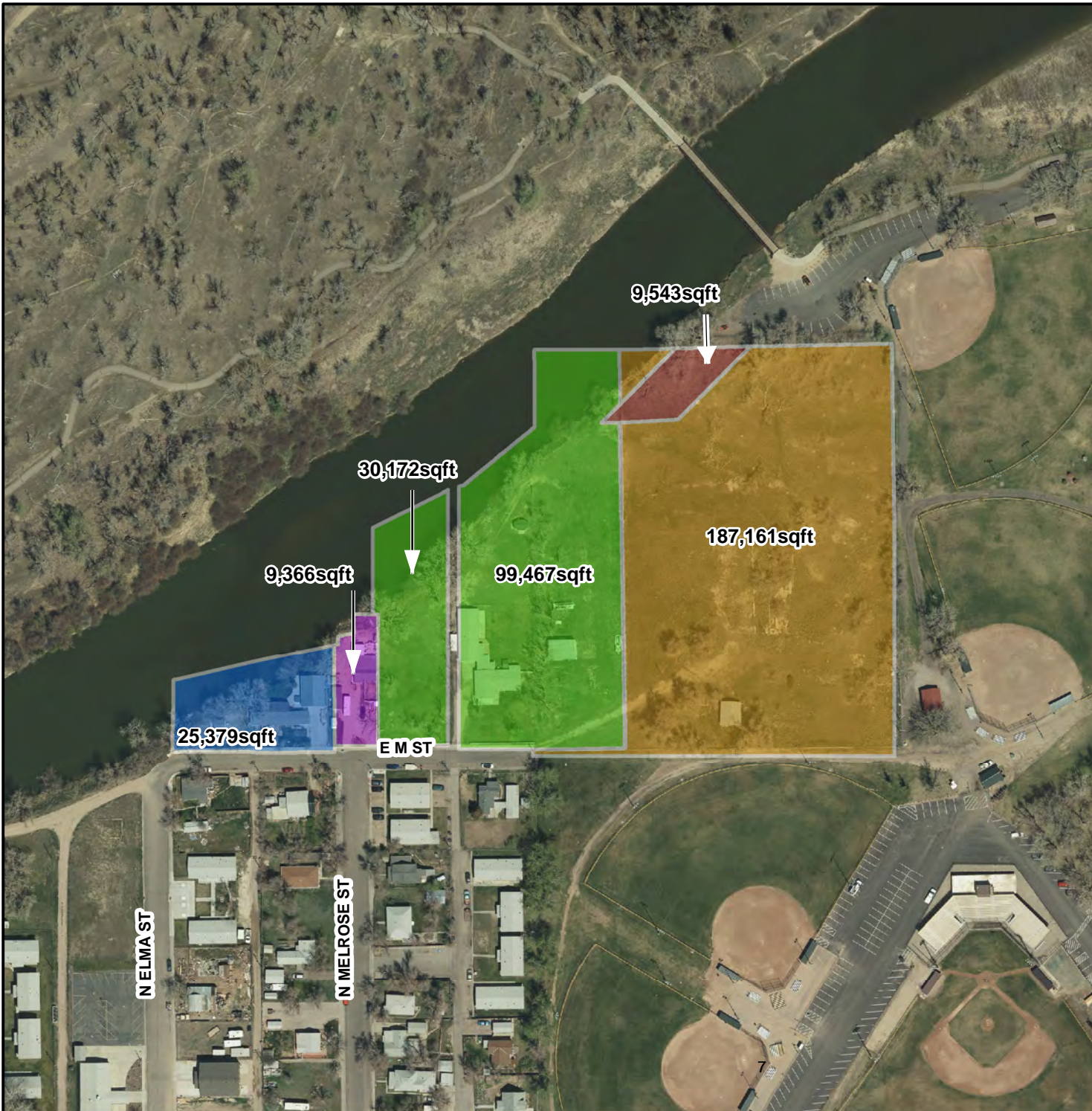
North Elma Looking West



Disclaimer: All data, information, and maps are provided without warranty or any representation of accuracy, timeliness or completeness even though the Natrona Regional Geospatial Cooperative (NRGC) has used reasonable efforts to make its data as accurate as possible. Maps and data are to be used for reference purpose only and the NRGC shall assume no liability for the use, misuse, accuracy or completeness of this information.  
Prepared Date: 20190620








# E M St Properties within Natrona County Jurisdiction




### Legend

**Property Owner**

-  BARTOW, NICHOLAS ET UX
-  BELCHER, WILLIAM DAVID ET UX
-  CITY OF CASPER
-  JOHN E BYRD & CAROLE J BYRD
-  MERRIMAN, ROGER ET UX

0 60 120 240 360 Feet



**Disclaimer:** All data, information, and maps are provided without warranty or any representation of accuracy, timeliness or completeness even though the Natrona Regional Geospatial Cooperative (NRGC) has used reasonable efforts to make its data as accurate as possible. Maps and data are to be used for reference purpose only and the NRGC shall assume no liability for the use, misuse, accuracy or completeness of this information.

Prepared Date: 20190621

6/20/19

MEMO TO: J. Carter Napier, City Manager *JCN*

FROM: Keith McPheeters, Chief of Police  
Shane Chaney, Police Captain *W 27*

SUBJECT: Training Tool for Police Department-BowMac System for Unit Command Training

Meeting Type & Date:

Work Session  
June 25, 2019

Action type:

Move Forward for Approval

Recommendation

That Council provide direction on the purchase of the BowMac System.

Summary

The BowMac System is a program designed to train first responders and will allow the City of Casper to provide all-hazard incident management training to other first responders and stakeholders involved in the initial response to an incident.

BowMac offers a facilitator training process that will prepare City personnel to instruct the three day Simulation-Based Initial Response program. The BowMac System is compliant with the National Incident Management System (NIMS) and the Incident Command Systems (ICS).

BowMac will provide two Master Instructors for each of the below-listed training events. The “Critical Incident Management Training” System will include:

- Conducting a three-day Critical Incident Management “Simulation-Based Training for Initial Response Personnel” course. Up to 24 personnel can attend the program. This course would serve as part of the selection process for the instructors.
- Conducting a ten-day “Train the Trainer for Initial Response” program. Up to 12 facilitators will be selected with BowMac’s input to be trained as course facilitators. This is a hands-on process where the new instructors practice each of the new skills as they were taught. Instructors will be required to sign an agreement limiting their teaching to the Casper Police Department and /or BowMac approved (in writing) courses.
- Mentoring with teams of 4 to 6 instructors for their first “live facilitation”. This is a critical step in ensuring quality and consistent deliveries.



The agreement between the Casper Police Department and BowMac allows the certified instructors to provide the proprietary Initial Response training to emergency response personnel within the State of Wyoming. We have expanded the “Casper Police Department” license area to reflect the funding responsibilities of the Wyoming Office of Homeland Security.

Financial Considerations

The costs as outlined below will be funded through FY19 general fund dollars allocated to personnel costs which were unspent in FY19. Council will be asked to approve this reallocation of funds from FY19 to FY20 in the Budget amendment council will see in August.

The 3-day Pilot, 10-day Train the Trainer and 2 Mentoring sessions for a maximum of 12 students - \$60,000.00

Purchase of a 96-sq. ft. detailed Model City™ Simulator \$21,500.00  
(Two @ \$20,000 ea. Three @ \$18,500 ea.)

Travel and Storage Cases for each simulator (includes shipping) \$4,750.00

Oversight/Project Responsibility

Shane Chaney, Police Captain

Attachments

Agreement



2825 E Cottonwood Pkwy, Suite 500  
Salt Lake City, UT 84121  
(585) 624-9500  
www.bowmac.com

March 19, 2019

Shane Chaney  
Captain, Support Services  
Casper Police Department  
201 N David St #1, Casper, WY 82601

Dear Captain Chaney,

Thank you for your interest in our **Critical Incident Management** training. Enclosed you will find information regarding our "**Simulation-Based Training for Command Post Personnel**". This NIMS-based training will reduce your exposure to liability resulting in negligent training and/or supervision claims arising from major incidents.

I strongly believe this is how you should lead this project with key individuals from the City of Casper and mutual aid agencies. We are passionate about changing behaviors, not just conducting courses, and starting with this hands-on, plain language, common sense approach will set the stage for supporting your Initial Response initiative. You may want to use this offering as part of your approach to the State DHS funding

The Command Post program is now certified and eligible for State Homeland funding:

[https://www.firstrespondertraining.gov/frt/catalogs/SF\\_course\\_catalog.pdf?\\_id=1534261456594](https://www.firstrespondertraining.gov/frt/catalogs/SF_course_catalog.pdf?_id=1534261456594)

(NM-001-RESP Simulation-Based Training for Command Post Personnel NM pg. 302, NM-003-RESP Simulation-Based Training for Dispatch Personnel NM pg. 303, NM-004-RESP Simulation-based Training for Command Post Personnel; TTT NM pg. 304, NM-005-RESP Simulation-based Training for Initial Response Personnel; Train the Trainer NM 282)

This is a multi-jurisdictional, multi-disciplinary approach that will allow you to get all your stakeholders aligned and ready to work with one another when an incident strikes the community. We have conducted this course in communities where many of the participants were 300-400 ICS level trained (some of them trainers at those levels) and the overwhelming response is "now we know how it all fits together". We also "walk our talk" and unify the front of the room team teaching with a former Fire Chief and Police Commander.

As always, our approach is a non-technical and practical one where through, dare I say, "enjoyable" presentations the information translates to performance through realistic simulations. We all know that the potential for injury, deaths, liability and social consequences for critical incidents that are improperly managed is ever present. Preparing people to be successful prior to exercising is critical in the learning process.

We have conducted major projects for the states of Illinois, New Mexico, Connecticut, Wisconsin, Massachusetts, Greater Boston Police Council (100 area agencies), as well as the Metro-Dade Miami Police Department, Savannah Police Department, Salt Lake Unified Police Department, and the Panamanian National Police through the Justice Department.

This course would be perfect for your training association as it will unify police command training side by side with public works, fire, EMS, as well as school and campus-based organizations. We are confident that your personnel will find this some of the most challenging and rewarding training they have ever attended.

Sincerely yours,

A handwritten signature in cursive script that reads 'John'.

John W. McNall  
Director of Customer Relationships and Sales



# **CRITICAL INCIDENT MANAGEMENT**

**"SIMULATION-BASED TRAINING FOR  
COMMAND POST PERSONNEL"**

**A PROPOSAL PREPARED FOR**

Shane Chaney, Captain

## **Casper Police Department**

By

John W. McNall

**BOWMAC EDUCATIONAL SERVICES/RSI, INC.**

2825 E Cottonwood Pkwy, Suite 500

Salt Lake City, UT 84121

(585) 624-9500

[www.bowmac.com](http://www.bowmac.com)

# Proposal

**TO:** Shane Chaney, Captain  
**Casper Police Department**

**FROM:** John W. McNall, Founder  
**BowMac Educational Services/RSI, Inc.**

**SUBJECT: CRITICAL INCIDENT MANAGEMENT,  
"Simulation-Based Training for Command Post Personnel"**

**DATE:** March 19, 2019

We have enclosed course descriptions outlining the **Critical Incident Management** training programs and services that are being combined and offered through BowMac Educational Services, Inc. This program could be offered in two regional locations to accommodate your memberships executives and public safety command personnel who are responsible for responding to, resolving and recovering from critical incidents. This course is unique in its ability to mix disciplines and jurisdictions in a realistic approach that puts everyone on the same page.

This course will enhance the success of the Simulation-Based Initial Response courses through gaining understanding and support of all the key command personnel of the critical jurisdictions and disciplines.

The **Critical Incident Management** training programs are not "canned" programs and require that we work very closely with a program coordinator to ensure that all details of set-up are properly understood and accomplished prior to our personnel arriving on-site.

We use a 96 sq. ft. detailed "model city" to conduct simulated exercises in conjunction with more traditional methods of instruction. The "model city" must be set-up at least one day prior to the training. To make effective use of the time allocated for the training we utilize a "team teaching" approach with multiple instructors. **Separate rooms will be required for the Model City™ Simulator and the class sessions.**

## **HOST AGENCY WILL PROVIDE FOR:**

- Managing registration and monitoring class size in accordance with the requirements listed under the cost section of this proposal.
- A classroom facility for students equipped with: LCD Player with speakers for PowerPoint (we will bring computer), flip chart, video playback and TV monitor, and overhead projector. The classroom will be used for the Command Post and needs to have moveable tables and chairs vs. fixed seating.
- A second classroom, within the same facility, that will allow for the set-up of the Model City™ Simulator (which is 12 ft. x 12 ft.) and which will allow a full class of students to assemble and move around the simulator. No chairs or tables (other than those listed below) should be in this room.
- Three tables (8 ft. x 3 ft.) of equal height for set-up of the Model City™ Simulator.



- During the **Command Post Program**, we conduct an extensive exercise and the following special equipment will be required: This activity will take place for approximately three to four hours on the morning of day three.
  - Video camera and tri-pod with replay capability in the classroom.
  - Five (5) phones in the Command Post (classroom) (cell phones are fine).
  - One (1) phone in the Tactical Room (with the simulator). Phones need to have the capability of calling each other and other local numbers (cell phones are fine).

**Course Cost:**

\$13,500, includes all Course, Materials and Instructor (3) fees. Plus, instructors travel and simulator shipping (Not to exceed 2,950). Travel expenses will be billed separately at actual cost.

Course is limited to 34 students if mixed disciplines, 28 if law enforcement command only.

We can accept up to 5 Purchase Orders from area agencies if that assists you.

You may also assess a training fee from participating departments and agencies that assists in covering your costs.

Scheduling will be at mutual agreement.

**Agency Name\*: Casper Police Department**

**Project Title\*: Casper Police Department Unified Command Training**

**Dollar Amount Requested\*: \$\$86,250.00**

## Applicant Information

Agency Name\*: Casper Police Department

Type of Jurisdiction\*: Law Enforcement

If other, please describe: [Click here to enter text.](#)

Legal Jurisdiction Name (if different): City of Casper

Mailing Address\*: 201 North David Street  
Casper, WY 82601

DUNS Number\*: 152720140

\*If your agency does not have a DUNS number, one can be obtained here: <http://fedgov.dnb.com/webform>

Agency Point of Contact (to contact in regards to this application) \*: Captain Shane Chaney

Telephone Number: 307.235.8308

Email Address: [schaney@casperwy.gov](mailto:schaney@casperwy.gov)

Alternate Agency Point of Contact (to contact in regards to this application): Lieutenant Ryan Dabney

Telephone Number: 307.235.8338

Email Address: [rdabney@casperwy.gov](mailto:rdabney@casperwy.gov)

Will you accept partial funding?

Yes

No

Please explain:

## Project Description

Project Justification: IED/Terrorism Response

Briefly describe the project and how it supports the investment justification.

The BowMac Initial Response Critical Incident Management Train-the-Trainer Program will allow the City of Casper to provide all-hazard incident management training to first responders and other stakeholders involved in initial response to an incident. While this program is compliant with National Incident Management System (NIMS) and Incident Command System (ICS) standards, it is unique in that it focuses on the initial response to the scene, and it provides a method of stabilizing, containing, and limiting growth of an incident. While most other incident management training emphasizes incident resolution and is typically designed for mid-level supervisors and higher, this program is designed to train first responders and their first line supervisors to manage an incident during a crisis phase. The training includes both classroom delivery and practical application scenario training, creating a more robust training program designed to engage various learning styles.

This project directly supports the Wyoming Office of Homeland Security FY19 Investment Priorities and Focus of IED/Terrorism Response and CBRNE Response. IED/Terrorism and CBRNE Incidents are complex and require a high level of operational coordination to achieve a successful resolution. By providing this training, it will give personnel tools and knowledge to stabilize a scene early on, which often allows for better resolution as higher level management and specialized resources are brought in to formally resolve the incident.

This training course and incident response technique is designed to assist first responders in limiting the scope of the incident, reducing the impact on citizens, victims, infrastructure, and resources, and in coordinating regional and inter-agency response resources. The BowMac Initial Response Critical Incident Management Train-the-Trainer Course will provide the opportunity to train regional emergency responders as well as private and corporate stakeholders in these techniques for years to come.

Describe threats and hazards that create the need.

The City of Casper is centrally located in the State of Wyoming and, due to the vastness of the rural areas of the State of Wyoming, is the central hub for emergency response for a vast area of the State, including multiple counties. The Casper Police Department is the largest, most experienced emergency response agency in area. The Casper Police Department, due to its singular experience, resources, and training, is routinely called upon to respond across a large geographic area, including providing emergency



assistance to the Wind River Indian Reservation, which has extremely limited resources to address large scale events and criminal activity.

As such, the City of Casper, Natrona County, and our surrounding areas have various significant vulnerabilities and are subject to a variety of different threats and hazards.

The area is a transportation corridor with highways and major interstates as well as heavy rail transportation lines running through the city, thereby creating risk of transportation accidents including both civilian and commercial traffic. Coal-fired electrical generating stations are within this regional response area.

The area is highly industrialized with heavy oil and gas production, which includes the use of heavy machinery and transportation of various hazardous materials. This creates hazards and vulnerabilities for both accidental incidents involving various hazardous materials and the potential for criminal activity by extremist groups.

The area is vulnerable to extreme weather incidents including blizzards, wind events, fires, and tornadoes.

There are ongoing criminal threats. The City of Casper has experienced active shooter events, armed barricaded suspect incidents, and various other violent felony incidents that have required the use of numerous resources to resolve. Additionally, the State of Wyoming is home to various military installations, which creates a potential target for criminal or terrorist activity.

Historically, the Casper Police Department, and all other regional emergency responders throughout the State of Wyoming, have not introduced significant training to the very persons tasked with the initial response to the critical incident. Training on how to manage the initial response has been chronically unavailable. The BowMac Initial Response Critical Incident Management Train-the-Trainer Course and its systematic methodology of teaching and preparing first responders, in conjunction with NIMS and ICS training, fully addresses these shortcomings.

Lastly, the Casper Police Department's central location in the State of Wyoming allows the ongoing use of the BowMac Initial Response Critical Incident Management Train-the-Trainer Course to impact the entire state, as the Casper Police Department would then make this training available to emergency responders, governmental and private, from across the State of Wyoming.

Explain this project's dual applicability to all-hazard events (manmade and natural hazards):

The BowMac Initial Response Critical Incident Management training utilizes an all-hazard approach to initial incident response. Therefore, it is appropriate for a wide variety of threats and hazards, to include criminal activity, fire, natural disasters, hazardous material incidents, extreme weather events, terrorism events, active shooter/active threats, transportation accidents, and public health threats among others.

By focusing on common issues that occur during the early stages of critical incidents, regardless of type, the BowMac system provides a universal framework for stabilizing the incident so that the incident can progress toward resolution with less danger to both the public and first responders. The training system inculcates a philosophy throughout the agency which lends to extremely efficient responses to critical incidents, allowing first responders and their supervisors to begin the critical steps of managing a critical incident, even while they are responding and not yet even on-scene, and, once on-scene, to rapidly mitigate the spread and scope of the incident through proven methods. This reduces the opportunity for loss of life, threats to the public and infrastructure, and to the health and safety of first responders.

Identify portions of the THIRA and SPR that the project will address.

The BowMac project will allow for training that will address all of the hazards identified within the Natrona County Hazards and Risk Assessment: earthquakes, tornadoes, hazardous material release, wildfire, severe winter storms, and active shooters, for example.

The Casper Police Department participated in the 2018 Natrona County THIRA and SPR planning process. The work group identified three high priority potential threats and hazards for Natrona County, including the City of Casper. These three threats and hazards included an act of terrorism, a large scale tornado, and a hazardous materials release.

In each of these identified incidents, the work group identified gaps in training and/or exercises for the Core Capabilities of Planning, Public Information and Warning, Operational Coordination, Critical Transportation, Environmental Response/Health Safety, Fatality Management, Fire Suppression and Management, Logistics and Supply Chain Management, Mass Care Services, and Mass Search and Rescue Operations.

How will this project increase capability or reduce vulnerabilities in protecting, preventing, responding, or recovering from an act of terrorism?

The Unified Command portion of the program is excellent for putting mutual aid agencies from all disciplines on the same page in managing and recovering from a terrorism act. The BowMac Initial Response Critical Incident Management Train-the-Trainer Program and its perpetual training system provides the opportunity to synchronize emergency response and scene mitigation techniques throughout all regional emergency response agencies. The BowMac system heavily incorporates the use of a Command Post for the duration of the incident, where all key agencies have a voice in managing the incident. This project will provide a hands-on, multiplex practical(s) that change behavior and response capacity.

Initial Response training standardizes the typical response needed in the first 30 minutes to 1 hour of the event and creates the atmosphere and capacity whereby the time spent on “stabilizing” the incident is greatly reduced. In a terrorist event, the establishment of Unified Command Post early in the event, with appropriate personnel and stakeholders, can greatly increase the efficiency of the emergency response to the terrorist incident. The training regimen of the BowMac method increases functional capacity of all involved in understanding the flow and phases of an event which are critical to managing the timely resolution of the event and a shortened recovery schedule.

The training that first responders will receive will allow them to respond more capably to an act of terrorism. A more capable response, with an early emphasis on containment and stabilization, will allow for a quicker resolution of an incident, therefore limiting the size and scope of the harm created by a terrorist-involved incident.

The crisis phase of any incident, to include an act of terrorism, is often marked with panic, confusion, a rush to the scene, and gridlock. This creates an increased danger to both the public and first responders. The BowMac system provides a universal response strategy with the goal of gaining control of the incident early on, in order to have a better chance of successful resolution with reduced risk to life and property.

Provide justification on how the project will be maintained, supported, and sustained.

The BowMac training will be a train-the-trainer class. This will allow the City of Casper to train first responders and their supervisors on demand as needed. The City of Casper will support the project by allowing time needed for personnel to attend initial training and maintenance training, as needed.

Perhaps the most important aspect of the BowMac training system is the integral, hands-on, realistic, scenario-based training element which the system emphasizes. This training regimen creates an environment where students learn the efficiency of the system through active, scenario-based training that is far more realistic than traditional tabletop training exercises and even live emergency preparedness drills.

The project also includes investment in equipment designed to run the scenario-based training. With proper maintenance by City of Casper personnel, the equipment should last in excess of 20 years, allowing long-term use of the training program with little to no cost outside of the initial investment. Additional costs will not require additional SHSP funding and will be facilitated through the regular Casper Police Department budgetary process.

Sustainability will come as this model replaces the agency specific variations currently in practice in the state.

There are two forms of sustainability built into this project. First, the graduates are local responders who will teach the classes scheduled by the host agency. Second, the host agency can train new instructors as attrition, promotion, and re-assignment deplete the first group of instructors trained.

## Core Capabilities

### Core Capability:

*The Core Capabilities are outlined in the National Preparedness Goal which can be found at: <http://www.fema.gov/pdf/prepared/npg.pdf>. Additional information regarding the Core Capabilities can be found by going to <http://www.fema.gov/core-capabilities>. The Crosswalk of Target Capabilities can be located at <http://www.fema.gov/pdf/prepared/crosswalk.pdf>*

Primary:       **Operational Coordination**

Secondary:     **On-Scene Security, Protection, and Law Enforcement**

Tertiary/Third: **Planning**

Describe existing capability levels.

Currently, agencies within Natrona County enjoy a superior relationship with one another. Oftentimes, large-scale events require several different agencies working together, but there is nothing in place that provides for training from command staff down to line-level officers.

Please provide an overview of the trainings, exercises, real events, or other needs assessments that have identified this as a gap (included the cause of the gap).

We have experienced active shooters, hostage situations, train car derailments, bomb incidents, officer-involved shootings, and school threats. These have required us to pull resources from surrounding agencies, and sometimes the time lag between the exchange of information and the ability to predict operational shifts have slowed information sharing and may have precipitated inaction.

The National Preparedness Goal, Core Capability of Operational Coordination is a consistent and critical component of these large scale and complex critical incidents. During the 2018 Natrona County THIRA and SPR process, we identified a community capability gap in Operational Coordination, specifically in training and exercises.

How will this project reduce capability gaps?

This project provides a comprehensive training and exercise foundation, as well as the physical tools necessary to educate and educate emergency response leaders in decision making, strategy development, tactics, resource and personnel utilization and management.

**FFY2019 State Homeland Security Program  
Grant Application**

# FFY2019 State Homeland Security Program Grant Application

## Basic Project Information

### Primary Mission Area\*: Response

*Additional information regarding these Mission Areas can be found at: <http://www.fema.gov/mission-areas>*

Does this investment focus on building new capabilities or sustaining existing?

- Build
- Sustain

Is any part of this proposed project a deployable asset? *(Identifies the availability and the utility of an asset to multiple jurisdictions, regions, and the Nation; provides information on mobility of assets in an area. An asset that is physically mobile and can be used anywhere in the United States and territories via Emergency Management Assistance Compacts (EMAC) or other mutual aid/assistance agreements)*

- Yes
- No

Please explain:

The "physical asset" involved in this project is a 96 sq. ft. "Model City Simulator" that is used for exercising the initial response skills taught in the program. It can be transported across the state as various jurisdictions request training. The investment includes train-the-trainer education resulting in a cadre of trainers available to present the material.

Is any part of this proposed project a shareable asset? *(Identifies the asset's ability to augment and sustain a reinforced response within a region. An asset that can be utilized as a local, state, regional, or national capability, but is not physically deployable (i.e., fusion centers)*

- Yes
- No

Please explain:

Does this project support a NIMS typed resource?

- Yes
- No

Please explain:

This is a multi-jurisdictional, multi-disciplinary approach that will allow Natrona County to get all of our stakeholders aligned and ready to work with one another when an incident strikes our community.

This program is NIMS based, certified and eligible for State Homeland funding, and supports all NIMS typed resources within Natrona County.

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Has this project been identified as a local priority through trainings, exercises, real world events, or other needs assessments?

Yes

No

Please explain:

We use it extensively in our first line supervision assessment centers, providing our candidates two days' worth of training, followed by an actual scenario. Some of the participants have had practical application immediately following the training and have relied on the experience.
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Does this project support a previously awarded investment?

Yes

No

If yes, what previous year, investment name and last completed milestone?

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## FFY2019 State Homeland Security Program Grant Application

### Milestones

Submit at minimum of three (3) milestones for all projects. Milestones should represent a logical progression of the project to allow for realistic monitoring and management of grant funding. This attribute will function as a tool for measuring project progress in future reporting periods. Provide a high level narrative description of activities to occur within each milestone including anticipated milestone dates/timeframes.

	<b>Milestone/ Key activity</b>	<b>Projected Start Date</b>	<b>Projected End Date</b>
<b>1</b>	Establish Train-the-Trainer	11/01/2019	02/01/2020
<b>2</b>	Begin Training Outside Agencies	03/01/2020	07/01/2020
<b>3</b>	Host Large Scale Tabletop Exercise	09/01/2020	10/01/2020

## FFY2019 State Homeland Security Program Grant Application

### Budget Narrative

**Instructions:** Below you will find a budget table for each of the 5 solution areas: planning, organization, equipment, training, and exercise. Complete a budget table and narrative for each solution area associated with your project. For more information on allowable expenses for each solution area, please see the 2019 SHSP application guidance.

### Budget Summary Table

Please submit the budget narrative that further details the total amount of funding being requested for each solution area.

Solution Area	Amount of Funding Requested
Planning	
Organization	
Equipment	\$26,250.00
Training	\$60,000.00
Exercise	
Total Amount:	\$86,250.00

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**Planning Table**

Description	Amount Requested

**Narrative:** Summarize planned expenditures requested for planning. What is the gap identified through the THIRA/SPR being addressed? Describe how the funding will contribute to building or sustaining a core capability.

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**Organization Table**

Description	Amount Requested

**Narrative:** Summarize planned expenditures requested for organization. What is the gap identified through the THIRA/SPR being addressed? Describe how the funding will contribute to building or sustaining a core capability.

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## FFY2019 State Homeland Security Program Grant Application

### Equipment Table

Equipment Description	AEL Code	Requested Amount
96-sq. ft. detailed Model City™ Simulator	09TR-01-CSIM	\$21,500.00
Travel and Storage Cases	01ZP-00-GBAG	\$4,750.00

The AEL is available at <http://www.fema.gov/authorized-equipment-list>. Some equipment items require prior approval before the obligation or purchase of the items. Please reference the grant notes for each equipment item to ensure prior approval is not required.

**Narrative:** Summarize planned expenditures requested for equipment. What is the gap identified through the THIRA/SPR being addressed? Describe how the funding will contribute to building or sustaining a core capability.

Using the Model City™, students learn to instruct the implementation of an ‘All Hazards Approach’ to manage critical incidents. Students will learn to teach the five-phased ‘Critical Incident, Event Activity Flow©’ to track the Event Characteristics, Agency Response, and Desired Outcomes of an Incident. Using the National Incident Management System (NIMS) and the Incident Command System (ICS) structures, students build an effective ‘Decision Making Team’ to bring about a successful resolution of the simulated exercise. Specifically addressing pre-incident planning, strategic planning, establishing roles and responsibilities, establishing a common operating picture, ensuring unity of effort, and assessing hazard impacts.

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### Training Table

Training	Description	Requested Amount
3-day Pilot	Conduct a three-day Critical Incident Management Training for Initial Response Personnel.	\$60,000
10-day Train-the-Trainer	Conduct a ten-day "Train-the-Trainer for Initial Response" program.	*Included
Mentoring sessions.	At the completion of Train-the-Trainer, (2) mentoring sessions will be provided. Consisting of teams of 4 to 6 instructors while they instruct their "live facilitation".	*Included

**Narrative:** Summarize planned expenditures requested for training. What is the gap identified through a Training and Exercise Plan or other assessment (National Emergency Communications Plan NECP Goal Assessments)? Describe how the funding will contribute to building or sustaining a core capability.

The program's goal is: 'To provide participants with the fundamental skills and knowledge to improve the performance of their future students who will be managing critical incidents.'

## FFY2019 State Homeland Security Program Grant Application

### Exercises Table

Exercise	Description	Requested Amount

**Narrative:** Summarize planned expenditures requested for exercise. What is the gap identified through the Training and Exercise Plan or THIRA/SPR being addressed? Describe how the funding will contribute to building or sustaining a core capability.

## **FFY2019 State Homeland Security Program Grant Application**

### **Application Checklist**

Required:

- Complete FFY 2019 State Homeland Security Program Grant Application
- NIMS Adoption Resolution
- THIRA/SPR Certification

If applicable:

- Communications maintenance and sustainment plan
- Training and Exercise Plan (required if funding is being requested for training or exercise)
- Any applicable supporting documentation (maps, product specifications, quotes, etc.)

Submit completed applications in PDF format electronically to:  
Program Manager Rachel Nuss  
[rachel.nuss2@wyo.gov](mailto:rachel.nuss2@wyo.gov)  
307-777-5768