

# EMERGENCY OPERATIONS PLAN

Columbia/Boone County

Office of Emergency Management

2015 Edition



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# COLUMBIA/BOONE COUNTY EMERGENCY OPERATIONS PLAN

## INTRODUCTION

### ORIENTATION TO THE PLAN

- A. The Columbia/Boone County Emergency Operations Plan (EOP) is a multi-hazard, functional plan, broken into three components: (1) a basic plan that serves as an overview of the jurisdiction's approach to emergency management; (2) annexes that address specific activities critical to emergency response and recovery; and (3) appendices which support each annex and contain technical information, details, and methods for use in emergency operations.
- B. This plan will outline actions to be taken by local government officials and cooperating private or volunteer organizations to: 1) prevent avoidable disasters and reduce the vulnerability of Columbia and Boone County residents to any disasters that may strike; 2) establish capabilities for protecting citizens from the effects of disasters; (3) respond effectively to the actual occurrence of disasters; and 4) provide for recovery in the aftermath of any emergency involving extensive damage within the county.
- C. The Columbia/Boone County EOP was developed through the efforts of the Columbia/Boone County Emergency Management Director with assistance provided by the State Emergency Management Agency. During the development, various agencies, organizations, and county and city governments were interviewed to discuss their roles, responsibilities, and capabilities in an emergency. This plan is a result of their input.
- D. The Basic Plan is to be used primarily by the chief executive and public policy officials of a jurisdiction and all individuals/ agencies involved in the EOP should be familiar with it. The annexes are to be used by the operational managers and the appendices are for disaster response personnel.
- E. Each organization/agency with an assigned task will be responsible for the development and maintenance of their respective segments of the plan (See Part IV of the Basic Plan). They will update their portion of the plan as needed based on experience in emergencies, deficiencies identified through drills and exercises, and changes in government structure and emergency organizations. It is also the responsibility of those organizations/agencies that make changes to this plan to provide a copy of those changes to the Columbia/Boone County Emergency Management Director.
- F. The contents of this plan must be understood by those who will implement it or it will not be effective. Thus, the Columbia/Boone County Emergency Management Director will brief the appropriate officials on their roles in emergency management. The Director will also brief the newly employed officials as they assume their duties.
- G. This plan follows the principles and processes outlined in the National Incident Management System (NIMS). As a result, this plan institutionalizes the concepts and principles of the NIMS

and the Incident Command System (ICS) into the response and recovery operations conducted within Columbia and Boone County.

- H. The NIMS provides a consistent, flexible and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery and mitigation.
- I. It is not the intent of this plan to attempt to deal with those events that happen on a daily basis which do not cause widespread problems and are handled routinely by the city and/or county agencies. It will, however, attempt to deal with those occurrences such as tornadoes, earthquakes, hazardous materials incidents, etc., which create needs and cause suffering that the victims cannot alleviate without assistance and that requires an extraordinary commitment of government resources.

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## PROMULGATION STATEMENT

- A. The Columbia/Boone County Emergency Management Director, in conjunction with the State Emergency Management Agency, has developed an emergency operations plan that will enhance our community response capability. This document is the result of that effort.
- B. It is designed to promote the coordination of statewide emergency services and the use of local available resources to minimize the effects of a major disaster (natural or otherwise) on life and property of the citizens of Missouri. It also incorporates the principles and processes of the National Incident Management System (NIMS) and the Incident Command System (ICS).
- C. This plan, when used properly and updated annually, can assist local government officials in responding to and recovering from the effects of natural and man-made disasters.
- D. The National Incident Management System has been established as the standard for incident management in the City of Columbia (See Resolution 220-05) and Boone County (See Resolution 406-2005). The Columbia City Ordinance and Boone County Order of Resolution are legally executed and non-expiring.

## **CITY ORDINANCE**

**Section 106-617; Res. 220-05; Establishing the National Incident Management System as the standard for incident management in the City of Columbia**

Council Bill No. R 220-05

### **A RESOLUTION**

Establishing the National Incident Management System as the standard for incident management in the City of Columbia.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLUMBIA, MISSOURI,  
AS FOLLOWS:

SECTION 1. The City Council establishes the National Incident Management System as the standard for incident management in the City of Columbia.

ADOPTED this 3rd day of October, 2005.

406 -2005

**CERTIFIED COPY OF ORDER**

STATE OF MISSOURI }  
County of Boone } ca.

October Session of the October Adjourned Term. 20 05

In the County Commission of said county, on the 13<sup>th</sup> day of October 20 05  
the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby adopt the following resolution:

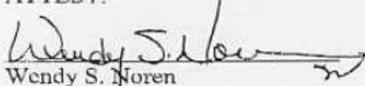
BE IT RESOLVED BY THE BOONE COUNTY COMMISSION OF THE COUNTY OF BOONE AS FOLLOWS:

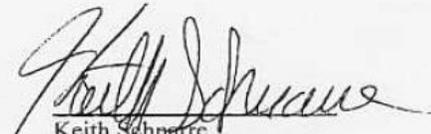
The Boone County Commission establishes the National Incident Management System as the standard for incident management for the County of Boone. The Department of Homeland Security (IILS) is requiring all political subdivisions adopt this system to be used by all emergency and disaster responders.

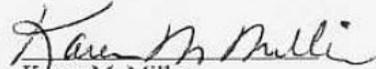
The incident management system has been an integral part of the Columbia/Boone County emergency Operation Plan since April 2004.

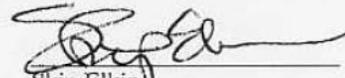
Done this 13<sup>th</sup> day of October, 2005.

ATTEST:

  
Wendy S. Noren  
Clerk of the County Commission

  
Keith Schnaffe  
Presiding Commissioner

  
Karen M. Miller  
District I Commissioner

  
Skip Elkin  
District II Commissioner

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## RECORD OF CHANGES

The Columbia/Boone County Emergency Operations Plan underwent major revisions this year. The layout format changed significantly to include grammar and rewording throughout the entire document. The Appendices were reviewed and changed to reflect a more organized and easier to read document. All references to another Annex, Appendix and/or Attachment were checked to ensure accuracy. Several Annexes had significant changes due to various requirements. These include Annex A, Annex F, Annex H, Annex M, Annex N and Annex O.

In addition, all names of officials and contact information were updated and removed from the main EOP and placed into an "LEOP Contact List". A notation in italics was made in the EOP indicating information was removed. This will enable annual updates to be made primarily to the names/contact information in the LEOP Contact List rather than the entire EOP document.

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## DISTRIBUTION PROCESS

The Columbia/Boone County Emergency Operations Plan is formally updated after the April elections each year and periodically throughout the year as needs or changes arise. At this time, agencies/organizations will be notified the EOP has been updated and is available.

Printed copies of the EOP will be located in the Office of Emergency Management, Public Safety Joint Communications and the primary Emergency Operations Center.

The most current and accurate version of the Columbia/Boone County EOP may always be found online at: <http://www.gocolumbiamo.com/EM/eop.php>. Disks of the EOP may be obtained from the Office of Emergency Management upon request.

**COLUMBIA/BOONE COUNTY**

**EMERGENCY OPERATIONS**

**PLAN**

**BASIC PLAN**

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# BASIC PLAN

## PURPOSE

- A. This plan establishes policies and procedures that will allow the respective governments of the city of Columbia and Boone County to save lives, minimize injuries, protect property, preserve functioning civil government and maintain economic activities essential to their survival and recovery from natural and manmade disasters. It establishes the guidelines for conducting efficient, effective, coordinated emergency operations involving the use of all resources belonging to these jurisdictions or available to them.

## SITUATION AND ASSUMPTIONS

- A. Situation
  1. Boone County, a First Class County, is located in the central part of the state between Kansas City and St. Louis within the Missouri River Basin. The Missouri River is the southwestern border of the county, with Cedar Creek forming the county line on the southeast. Counties that border Boone are: Randolph on the north, Audrain on the northeast, Callaway on the east, Cole on the south, Moniteau and Cooper on the southwest, and Howard on the west.
  2. Boone County is traversed with U.S. Highway 63 and Interstate 70 as well as State highways 124 and 22. They are all traveled with major interstate truck shipments of all types of goods, some of which are classified as hazardous or radioactive materials.
  3. Boone County is serviced or crossed by three railroads, which haul all types of goods, including hazardous and radioactive materials. These include: COLT Railroad, Norfolk & Western Railroad and Chicago Missouri & Western Railroad.
  4. Based on the U.S. Census Bureau 2010 census, Boone County has an estimated population of 162,642. The largest community is Columbia, the county seat, with a population of 108,500. Other communities in Boone County include Ashland (3,707), Centralia (4027), Hallsville (1,491), Harrisburg (266), Hartsburg (103), Huntsdale (31), McBaine (10), Pierpont (76), Rocheport (239), and Sturgeon (872).
  5. The main campus of the University of Missouri is located in Columbia, along with two other institutions of higher learning, Stephens College and Columbia College. During periods the institutions are operating, the population of the city and county is much greater than times when classes are not in session. The University of Missouri-Columbia has an average enrollment of about 33,000 students, Stephens College with an average over 1,100, and Columbia College of about 1600 at its main campus in Columbia. (Source: IPEDS College data 2009-2010)
  6. The land area of Boone County is 685.43 square miles, elevation of 758 feet above sea level, with an approximate east to west width of 22 miles, and a north to south width of 42 miles.

The local economy is based primarily on higher education and research, health care, agriculture, manufacturing, state/federal government, and insurance providers.

7. The City of Columbia, the governmental seat of Boone County, constitutes 53.1 square miles and has a council-manager form of government. In Columbia, the University of Missouri (including the Hospitals and Clinics) is the county's largest employer with approximately 13,000 faculty, staff and administrators. The Columbia Public Schools employ over 2100, Boone Hospital nearly 1,700 and the City of Columbia approximately 1300 full-time employees. Stephens and Columbia College add several hundred more jobs. The city is also national headquarters for Shelter Insurance which provides nearly 1,200 jobs and the regional headquarters to State Farm Insurance with over 1,000 jobs.
8. Boone County and its communities are vulnerable to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. The identified natural and technological hazards include the following (see Basic Plan Appendix 5 for further information):
  - a. floods
  - b. urban/structural fire
  - c. tornadoes
  - d. hazardous materials incident
  - e. wildfires
  - f. transportation accident
  - g. earthquake
  - h. power failure
  - i. drought
  - j. civil disorder
  - k. severe winter storms
  - l. terrorism
  - m. dam failure
  - n. public health emergency
  - o. levee failure
  - p. nuclear attack
  - q. extreme heat
  - r. nuclear power plant incident
  - s. land subsidence/sinkholes
9. The City of Columbia/Boone County Emergency Operations Plan was developed for Columbia, Boone County, and its other surrounding municipalities. A formal written agreement by the City of Columbia and Boone County (dated 07-16-1974) established a joint City-County responsibility for emergency management.
10. The Boone County Local Emergency Planning Committee (LEPC) is responsible for the development of a hazardous materials plan for the county and its municipalities. See Annex H (Hazardous Materials) for further.
11. Incidents involving acts of terrorism will be managed as established in Presidential Decision Directive 39 (PDD-39), which provides specific policy guidance regarding the response to

acts of terrorism. The response to a terrorist incident involves a coordinated effort between local, state, and federal law enforcement agencies to resolve the immediate crisis, while at the same time working with federal, state and local emergency management officials to manage the consequences.

12. Federal authorities for terrorism include Presidential Decision Directive 39 (PDD-39), and Homeland Security Presidential Directive 5 (HSPD-5), which was signed on February 28, 2003. HSPD-5 calls for creation of a National Response Plan (NRF) to “integrate Federal Government domestic prevention, preparedness, response, and recovery plans into one-all discipline, all-hazards plan” under authority of the Secretary of Homeland Security. Under the NRF, a National Incident Management System (NIMS) is to be developed to provide a consistent nationwide framework for standardizing incident management practices and procedures. This ensures that federal, state, and local governments can work effectively, efficiently, and cooperatively to prepare for, respond to, and recover from domestic incidents – regardless of cause, size or complexity. See Annex N (Terrorism) and Annex E (Law Enforcement-Appendix 3) for further information on terrorism incidents. For Public Information procedures in response to terrorism incidents, see Annex C (Emergency Public Information- Appendix 6).
  13. Columbia, Boone County and its other municipalities have capabilities and resources, which, if effectively employed, would minimize or eliminate the loss of life and damage to property in the event of an emergency or major disaster. This must include the utilization of private and volunteer organizations to the greatest extent possible.
  14. Among those capabilities is the Columbia/Boone County Homeland Security Regional Response System. This is a group of public safety entities that is specially trained and equipped to respond to acts of terrorism, including the use of Weapons of Mass Destruction. For more information, see Annex N.
  15. Mutual aid agreements, both written and verbal, exist between many of the emergency service agencies, subdivisions in the county and surrounding areas.
  16. This emergency management plan is being developed and maintained as required by local executive order, pursuant to Missouri State Law, Chapter 44, RSMo, and the all-hazard emergency planning guidance developed by the State Emergency Management Agency (SEMA).
- B. Assumptions
1. Some of the situations as previously stated may occur after implementation of warning and other preparedness measures, but others may occur with little or no warning.
  2. County and city/community officials throughout Boone County are aware of the possible occurrence of an emergency or major disaster and are also aware of their responsibilities in the execution of this plan and will fulfill these responsibilities as needed.
  3. In major emergencies, communities in the county which have no emergency management organization will be assisted by the county or the closest municipality with an emergency management agency.
  4. The proper implementation of this plan will reduce and/or prevent the loss of lives and damage to property in Columbia, Boone County, and its other municipalities.

5. Depending upon the severity and magnitude of the situation, local resources may not be adequate to deal with every occurrence. It may be necessary to request assistance through volunteer organizations, the private sector, mutual aid agreements or state and federal sources.

## CONCEPT OF OPERATIONS

### A. General

1. It is the responsibility of local government to provide for a comprehensive emergency management program that meets the emergency needs of those who either have been or might be affected by an emergency or major disaster. When the emergency exceeds the local government's capability to respond, assistance will be requested from the state government. If additional assistance is needed beyond state capabilities, the state will coordinate requests to the proper federal agencies.
2. The chief executive officer is ultimately responsible for emergency management activities within the boundaries of the jurisdiction. The Presiding Commissioner of Boone County is responsible for those activities in the unincorporated areas of the county (see Title II, Division 10, Chapter 11, of the Missouri Code of Regulations). The chief executive officer of each municipality (i.e., Mayor, Chairman) has a similar responsibility within their corporate boundaries. These officials can delegate their authority, but never their responsibility.
3. At no time will the County Commission supersede the authority of the elected officials, or their designee, of any of the incorporated subdivisions unless: (1) requested to do so by those elected officials, (2) the local subdivisions' governmental body is incapacitated or ceases to exist, or (3) empowered to do so by the governor under the authority of Chapter 44, RSMo.
4. This plan is based on the concept that the emergency functions assigned to the various groups, organizations, and individuals involved in this plan will parallel their normal day-to-day functions as closely as possible. The same personnel and material resources will be employed as much as possible in both normal and emergency functions.
5. Those day-to-day functions that do not contribute directly to emergency operations may be suspended during the emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the agency concerned.
6. This plan or portions thereof will be implemented according to the emergency classification and control procedures set forth in Basic Plan Appendix 3. The procedures discussed under this Appendix will describe what happens when an emergency/disaster occurs, activation of the EOC, response procedures that will take place, and notification of departments/individuals.
7. The City of Columbia and Boone County established a formal written agreement (dated July 16, 1974) for a joint City-County responsibility for emergency management. This plan was developed to include the smaller municipalities within Boone County. However, these other municipalities, emergency response organizations and special facilities in the county typically maintain separate, but compatible, emergency operations plans, safety plans, and/or other emergency management policies and procedures specific to their needs.

### B. Operational Time Frames

1. This plan is concerned with all types of hazards that may develop in Boone County and must account for activities before, during, and after an occurrence. The following operational

time frames were established for the various actions to be performed within the scope of this plan:

- a. Mitigation - A period of time during which activities are undertaken by individuals/departments to improve their capabilities to respond to a potential emergency and fulfill their assigned responsibilities.
- b. Preparedness - A period of time during which activities are undertaken by individuals/departments to increase their readiness posture during periods of heightened risk.
- c. Response - A period of time during which activities are undertaken by individuals/departments to respond to an occurrence that threatens or harms people/property.
- d. Recovery - A period of time during which activities are undertaken by individuals/departments to provide for the welfare of the people following a disaster and/or emergency.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. Organization

1. The emergency management organization for Columbia/Boone County will be set up along the following functional lines:
  - a. Direction and Control (Annex A)
  - b. Communications and Warning (Annex B)
  - c. Emergency Public Information (Annex C)
  - d. Damage Assessment (Annex D)
  - e. Law Enforcement (Annex E)
  - f. Fire and Rescue (Annex F)
  - g. Resource and Supply (Annex G)
  - h. Hazardous Materials (Annex H)
  - i. Public Works (Annex I)
  - j. Evacuation (Annex J)
  - k. In-Place Shelter (Annex K)
  - l. Reception and Care (Annex L)
  - m. Health and Medical (Annex M)
  - n. Terrorism (Annex N)
  - o. Community Organizations Active in Disasters (COAD) (Annex O)
  - p. Catastrophic Event (Annex P)
2. Columbia and Boone County have developed plans and procedures to perform the functions listed above using all available resources.
3. Diagrams of the emergency management structure by emergency function for Columbia and Boone County are located in this Basic Plan Appendix 1.

### B. Assignment of Responsibilities

1. Specific groups, departments/agencies, and individuals will be assigned a primary responsibility to prepare for and to perform (coordinate) each of the functions listed previously. Others will be assigned a support responsibility. In some cases, a function will be assigned to a county official or agency, while others to city agencies or a combination thereof. Assignments for Columbia and Boone County are identified on charts in this Basic Plan Appendix 2.
2. The specific tasks to be performed in each function are found in detail in each functional annex. Basic Plan Appendix 2 contains a basic list of task assignments by function common for both the county and city organizations.
3. It will be the responsibility of those agencies and individuals having a primary and/or support assignment to develop and maintain current standard operating guidelines (SOGs) and checklists which detail how their assigned tasks will be performed to implement this plan.
4. Departments and organizations tasked with emergency responsibilities will address the requirements of special needs groups (i.e., provide for medical needs, transportation, and other emergency support for the handicapped, elderly, etc.).

## DIRECTION AND CONTROL

- A. The Presiding Commissioner of Boone County, the City Manager of Columbia and the mayors of other municipalities (or their designated representative) are responsible for all emergency management activities to include implementing this plan and directing emergency response within their jurisdiction. These officials are also responsible for declaring a state of emergency and requesting state and federal assistance when appropriate (see Basic Plan Appendices 4 and 6).
- B. The Emergency Management Director is responsible for the following:
  - 1. Brief appropriate officials and new employees on their roles in emergency management.
  - 2. Coordinate all emergency management activities.
  - 3. Make decisions on routine day-to-day matters pertaining to emergency management.
  - 4. Advise elected officials on courses of action available for major decisions.
  - 5. Insure proper functioning and staffing of the Emergency Operations Center (EOC) and coordinate EOC operations during an emergency.
  - 6. Prepare emergency proclamation/resolution of a state of emergency when/if appropriate (see Basic Plan Appendix 6).
  - 7. Act as liaison with other local, state, and federal emergency management agencies.
  - 8. Other duties as outlined in the local ordinances, court orders, and agreements.
- C. Emergency Operations Center (EOC)
  - 1. Direction and control will originate from the EOC.
  - 2. The primary EOC for Columbia and Boone County is a joint facility that has been established. In the event that EOC cannot be used, an alternate EOC location will be identified. See Resource Directory Guide Basic Plan Section (BP-8) for location information. See Annex A for further EOC information.
  - 3. The EOC will be staffed according to the level of emergency. See Basic Plan Appendix 3.

## CONTINUITY OF GOVERNMENT

- A. Lines of Succession
  - 1. Columbia
    - a. City Manager
    - b. Deputy City Manager
    - c. Department Heads
  - 2. Boone County
    - a. Presiding Commissioner
    - b. Commissioner, District 1
    - c. Commissioner, District 2
  - 3. Municipalities (other than Columbia) - for each incorporated subdivision
    - a. Mayor (or Chairman)
    - b. Mayor Pro-Tem
    - c. City Council/Board of Aldermen

4. Columbia/Boone County Office of Emergency Management
    - a. Emergency Management Director
    - b. Assistant Emergency Management Director
    - c. Communications Officer
  5. Emergency Management for Municipalities (other than Columbia)
    - a. Emergency Management Director as designated by Ordinance of the Municipality and through SEMA (may or may not be the Columbia/Boone County EMD) of the community)
  6. The individual or agency responsible for each Annex (emergency function) identified in this plan must establish a line of succession and insure that departmental personnel and the Emergency Management Director are informed of this line of succession (refer to each Annex of this plan).
  7. In the event circumstances resulting from a disaster prevent a political entity from performing effective operations, the next higher political subdivision may assume authority until that political entity is able to adequately resume operations.
- B. Preservation of Records
1. Vital records for Columbia and Boone County are in various forms such as written, microfilmed, or computerized. Essential records for Columbia and the other municipalities are available at each city hall and/or city department. For Boone County, these records are kept in the Johnson Building, Boone County Government Center.
  2. In order to provide normal government operations after a disaster, all vital records of both a public and private nature recorded by such county and city officials as the clerk, collector, assessor, etc., must be protected and preserved. These would include legal documents, property deeds, tax records, etc. The following guidelines will apply:
    - a. Certain records and documents are vital to the continuance of government following a major disruption of normal activities such as a major disaster. These records and documents are to be identified by officials responsible for their day-to-day maintenance.
    - b. Resources from local government will be allocated to provide for one or more of the following options: (1) duplication of all such records, (2) timely movement to secure or safe areas outside the danger area, and/or (3) development of secure and safe storage areas within the jurisdiction.
    - c. Each emergency support service (i.e., law enforcement, fire, public works, health, etc.) must establish procedures to protect records deemed essential for continuing government functions and the conduct of emergency operations.
    - d. Further information on preservation of records can be obtained by contacting the Secretary of State's Office located in Jefferson City.

## ADMINISTRATION AND LOGISTICS

- A. Whenever possible, procurement of necessary resources will be accomplished using normal, day-to-day channels.
- B. During unusual situations when such constraints would result in the loss of life and property, normal requisition procedures can be circumvented. This will be done under the authorities and by the procedures set forth in the local ordinances.
- C. Accurate records of all actions taken in an emergency are essential for the design of mitigation activities, training and settling possible litigation. Each department head, or that person responsible for an emergency function, must keep detailed, accurate records of all actions taken during an emergency.
- D. Agreements and understandings with other local jurisdictions, higher levels of government, and other agencies can be utilized to supplement local resources should an emergency situation exhaust the capabilities of Columbia and Boone County. Requests for such assistance will be made in accordance with negotiated mutual aid agreements and understandings. All such agreements should be formalized in writing whenever possible.
- E. Disaster assistance from the state or federal government will be utilized in accordance with their provisions and statutes. Requests for such assistance will be made in accordance with the procedures as set forth in this Basic Plan Appendix 4.
- F. Resource and supply matters have been addressed in Annex G. The Resource and Supply Coordinator has identified those resources available in Columbia and Boone County. This list will be expanded to include critical resources and those available from neighboring jurisdictions, military installations, and the state and federal government.
- G. Procedures for the inventory, storage, and maintenance of resources, including donations and services of the private sector, will be as specified in the appropriate annexes or standard operating guidelines.
- H. Discrimination on the grounds of race, color, religion, nationality, sex, age, physical impairment, or economic status will not be allowed in the execution of emergency management functions. This policy applies to all levels of government and the private sector.

## PLAN DEVELOPMENT AND MAINTENANCE

- A. Review and written concurrence of this plan and its annexes will be accomplished as follows:  
Each agency/department of government and private sector organizations assigned emergency responsibilities will review this plan. They will report their concurrence through their chief executive officer to the Columbia/Boone County Emergency Management Director. The County Commissioners, City Manager and Emergency Management Director will sign the promulgation document for all departments and organizations.
- B. The Columbia/Boone County Emergency Management Director will instigate an annual review of the plan by all officials and agencies. The Director will ensure that necessary changes and revisions to the plan are prepared, coordinated, published, and distributed. The Director will provide a copy of the plan revisions to all organizations/agencies assigned responsibility for implementation of the plan.
- C. This plan will be activated once a year in the form of a simulated emergency, taking into account actual events in order to determine if revisions can be made that would improve disaster response and recovery operations. This will also provide practical controlled operations experience to those who have EOC responsibilities.

## AUTHORITIES AND REFERENCES

- A. [Federal Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act](#), as amended.
- B. [Federal Public Law 99-499, SARA, Title III.](#)
- C. [Presidential Decision Directive 39 \(PDD-39\), U.S. Policy on Counter-Terrorism.](#)
- D. [Homeland Security Presidential Directive 5 \(HSPD-5\)](#), dated February 28, 2003.
- E. [CPG 101: Developing and Maintaining Emergency Operations Plans, version 2.0](#)
- F. [FEMA's Guidance to Planning and Integration of Functional Needs Support Services in General Population Shelters](#) (FNSS legal authority identified on page 140).
- G. [Joint FEMA Region VII and State of Missouri New Madrid Seismic Zone \(NMSZ\) Response Operations Plan](#)
- H. [Revised Statutes of Missouri, Chapter 44](#), as amended.
- I. [Revised Statutes of Missouri, 49.070.](#)
- J. [Missouri Code of State Regulations, Chapter 292, Spill Bill.](#)
- K. [Missouri Code of State Regulation, Title XI, Division 10, Chapter 11.](#)
- L. [State of Missouri Emergency Operations Plan, as amended.](#)
- M. [Missouri All-Hazard Emergency Planning Guidance, SEMA, as amended.](#)
- N. [Missouri Hazard Analysis, SEMA, as amended.](#)
- O. [Boone County Hazard Mitigation Plan](#) (revised 2010 edition), as prepared by the Mid-Missouri Regional Planning Commission.
- P. [City of Columbia Code, Chapter 7,"Civil Defense"](#)
- Q. City-County Disaster Preparedness Agreement dated July 16, 1974.
- R. Columbia/Boone County Public Safety Joint Communications Operations Center Manual.
- S. Boone County Order 224-2003 "Local Emergency Management Regulation"
- T. Columbia/Boone County Memorandum of Agreement for WMD/Terrorism Response Group (Homeland Security Response Team), dated September 19, 2001.
- U. Local Public Health Emergency Response Plan.

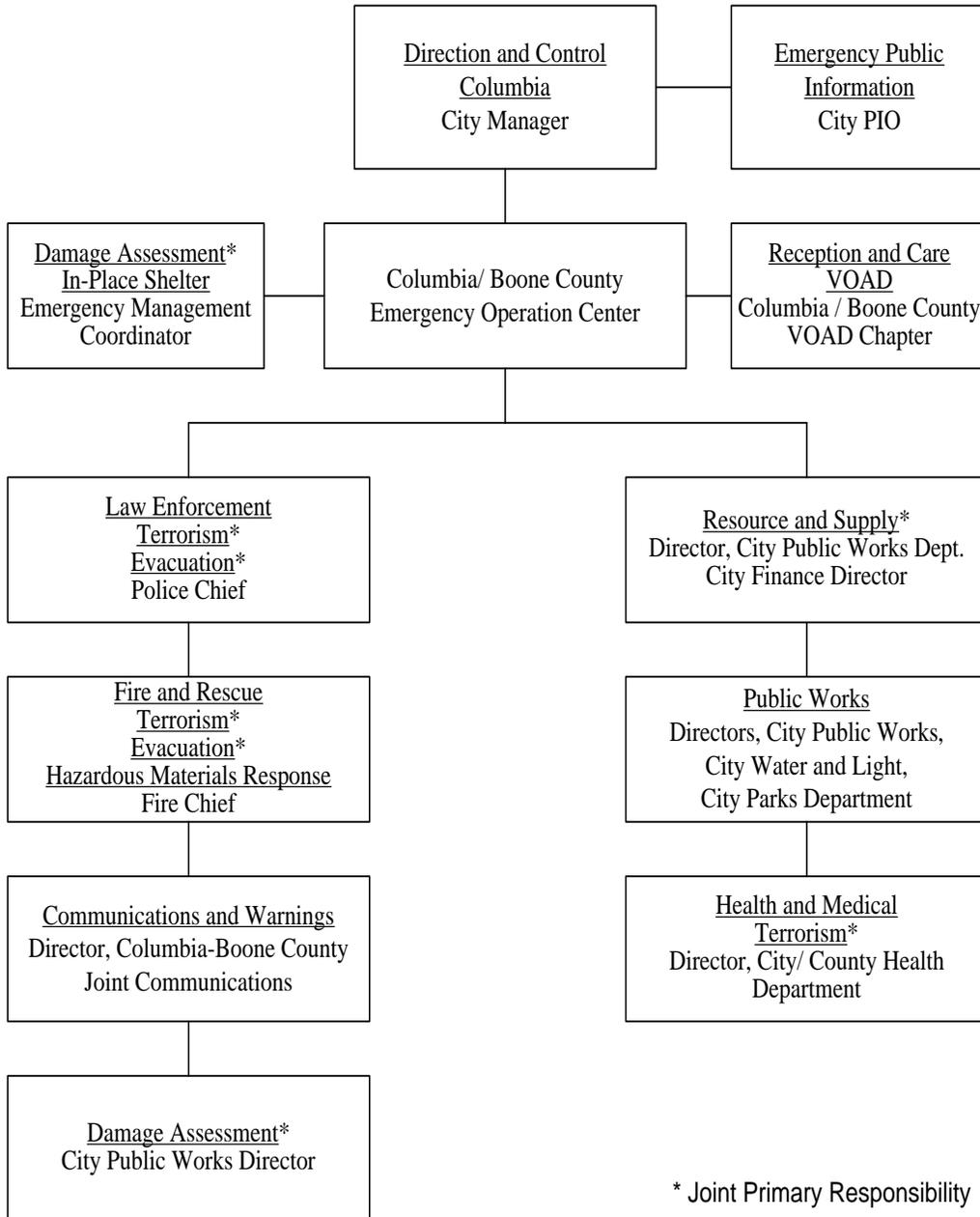
## APPENDICES

1. Emergency Management Diagram by Emergency Function (City of Columbia and Boone County)
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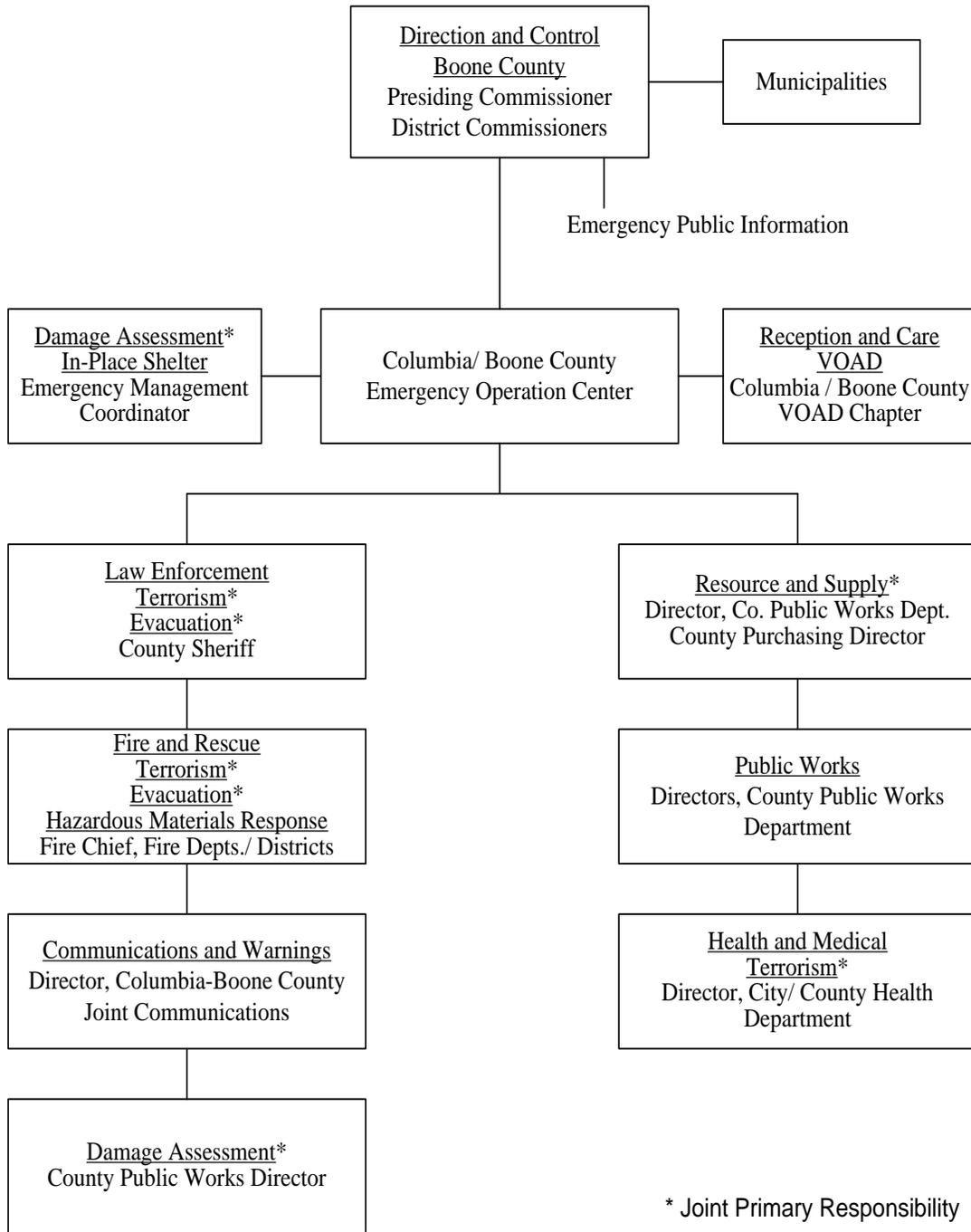
# APPENDIX 1: Emergency Management Diagram

## EMERGENCY MANAGEMENT DIAGRAM BY EMERGENCY FUNCTION

### A. (CITY OF COLUMBIA)



B. (BOONE COUNTY)



## APPENDIX 2: Assignment of Responsibilities

### ASSIGNMENT OF RESPONSIBILITIES

- A. Functions and Responsibility Charts (Attachments A-D)
  - 1. These charts assign specific agencies and/or individuals the responsibility to prepare for and to perform each of the identified emergency management functions (see Basic Plan Section IV) and also whether it is a primary or supporting role.
  - 2. There are two charts, one for Columbia and one for Boone County. These charts are general in nature and should not be considered all inclusive.
- B. Task Assignments by Function (Attachment E)
  - 1. Following the Primary and Supporting Charts, there is a basic list of tasks assigned to each function. These are only general lists that will be expanded in the various Annexes.
  - 2. There is one list of tasks for each function whether it is for the county or the municipality. Some tasks may be common to more than one function.

ATTACHMENT A: LEOP FUNCTIONAL ANNEX AND ESF CROSSWALK

| <b>Functional Annex</b>             | <b>Emergency Support Function (ESF)</b>   |
|-------------------------------------|---|
| A – Direction and Control           | #5 – Emergency Management   |
| B – Communications and Warning      | #2 – Communications   |
| C – Emergency Public Information    | #15 – External Affairs  |
| D – Damage Assessment               | #5 – Emergency Management<br>#14 – Long-Term Community Recovery   |
| E – Law Enforcement                 | #13 – Public Safety and Security  |
| F – Fire and Rescue                 | #4 – Firefighting<br>#9 – Search and Rescue   |
| G – Resource and Supply             | #7 – Resource Support   |
| H – Hazardous Materials             | #10 – Oil and Hazardous Materials Response<br>#12 – Energy  |
| I – Public Works                    | #1 – Transportation<br>#3 – Public Works and Engineering<br>#12 – Energy                                    |
| J – Evacuation                      | *No corresponding ESF   |
| K – In-place Shelter                | *No corresponding ESF   |
| L – Reception and Care              | #6 – Mass Care, Emergency Assistance, Housing and Human Services<br>#11 – Agriculture and Natural Resources |
| M – Health and Medical              | #8 – Public Health and Medical Services   |
| N – Terrorism                       | #5 – Emergency Management<br>#10 – Oil and Hazardous Materials Response<br>#13 – Public Safety and Security |
| O – COAD                            | #6 – Mass Care, Emergency Assistance, Housing and Human Services  |
| P – Catastrophic Event (Earthquake) | All ESFs  |

ATTACHMENT B: FUNCTIONS AND RESPONSIBILITY CHART - COLUMBIA

| City of Columbia   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|--|-----------------------|----------------------------|------------------------------|-------------------|-----------------|-----------------|---------------------|---------------------|--------------|------------|------------------|--------------------|--------------------|-----------|------|---------------------|
| Functions and Responsibilities Chart                       |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|  | A                     | B                          | C                            | D                 | E               | F               | G                   | H                   | I            | J          | K                | L                  | M                  | N         | O    | P                   |
|  | Direction and Control | Communications and Warning | Emergency Public Information | Damage Assessment | Law Enforcement | Fire and Rescue | Resource and Supply | Hazardous Materials | Public Works | Evacuation | In-Place Shelter | Reception and Care | Health and Medical | Terrorism | COAD | Catastrophic Events |
| BOMO<br>COMO<br>LEADERS                                    |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PSJC   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>COMO<br>PIO  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>COMO<br>PWD  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>TRSR<br>COMO<br>FIN                                |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOCO<br>ASSESSOR   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| COMO<br>P&R  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| APD<br>BCSD<br>CENPD<br>CPD<br>CRAPS<br>HPD<br>MSHP<br>SPD |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BCFPD<br>CENFD<br>CFD<br>CRAPS                             |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |

|                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| SBCFPD            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| LEPC              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| EMA               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| COAD              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RED<br>CROSS      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PUBLIC<br>HEALTH  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BHCAS<br>UHAS     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BHC<br>UHC<br>WCH |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BE<br>WL          |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

ATTACHMENT C: FUNCTIONS AND RESPONSIBILITY CHART – BOONE COUNTY

| Boone County   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|--|-----------------------|----------------------------|------------------------------|-------------------|-----------------|-----------------|---------------------|---------------------|--------------|------------|------------------|--------------------|--------------------|-----------|------|---------------------|
| Functions and Responsibilities Chart                       |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|  | A                     | B                          | C                            | D                 | E               | F               | G                   | H                   | I            | J          | K                | L                  | M                  | N         | O    | P                   |
|  | Direction and Control | Communications and Warning | Emergency Public Information | Damage Assessment | Law Enforcement | Fire and Rescue | Resource and Supply | Hazardous Materials | Public Works | Evacuation | In-Place Shelter | Reception and Care | Health and Medical | Terrorism | COAD | Catastrophic Events |
| BOMO<br>COMO<br>LEADERS                                    |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PSJC   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>COMO<br>PIO  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>COMO<br>PWD  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOMO<br>TRSR<br>COMO<br>FIN                                |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BOCO<br>ASSESSOR   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| COMO<br>P&R  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| APD<br>BCSD<br>CENPD<br>CPD<br>CRAPS<br>HPD<br>MSHP<br>SPD |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BCFPD<br>CENFD<br>CFD<br>CRAPS                             |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |

|                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| SBCFPD            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| LEPC              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| EMA               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| COAD              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RED<br>CROSS      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PUBLIC<br>HEALTH  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BHCAS<br>UHAS     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ME                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BHC<br>UHC<br>WCH |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BE<br>WL          |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

ATTACHMENT D: FUNCTIONS AND RESPONSIBILITY CHART – OTHER MUNICIPALITIES

| City of Ashland                      |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|--------------------------------------|-----------------------|----------------------------|------------------------------|-------------------|-----------------|-----------------|---------------------|---------------------|--------------|------------|------------------|--------------------|--------------------|-----------|------|---------------------|
| Functions and Responsibilities Chart |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|                                      | A                     | B                          | C                            | D                 | E               | F               | G                   | H                   | I            | J          | K                | L                  | M                  | N         | O    | P                   |
|                                      | Direction and Control | Communications and Warning | Emergency Public Information | Damage Assessment | Law Enforcement | Fire and Rescue | Resource and Supply | Hazardous Materials | Public Works | Evacuation | In-Place Shelter | Reception and Care | Health and Medical | Terrorism | COAD | Catastrophic Events |
| BOMO                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| COMO                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| LEADERS                              |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PSJC                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PIO                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PWD                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| FIN                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
|                                      |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| P&R                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| APD                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| SBCFPD                               |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| LEPC                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| EMA                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| COAD                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| RED                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| CROSS                                |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| PUBLIC HEALTH                        |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BHCAS                                |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| UHAS                                 |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| ME                                   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BHC                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| UHC                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| WCH                                  |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| BE                                   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |
| WL                                   |                       |                            |                              |                   |                 |                 |                     |                     |              |            |                  |                    |                    |           |      |                     |

## ATTACHMENT E: TASK ASSIGNMENT BY FUNCTION

- A. The following is a basic list of tasks assigned to each function. These task assignments are common to both county and city organizations. Specific tasks are listed in the appropriate Annex.
1. Direction and Control (Annex A)
    - a. City of Columbia - City Manager
    - b. Boone County - Presiding Commissioner/Mayors (for other municipalities)
      - 1) Make policy decisions relating to emergency management.
      - 2) Plan for emergency management activities.
      - 3) Oversee hazard mitigation activities.
      - 4) Control operations during disasters.
      - 5) Coordinate and direct relief and recovery operations.
      - 6) Coordinate emergency management activities.
      - 7) Maintain an exercise program.
      - 8) Supervise the emergency public information function.
  2. Communications and Warning (Annex B)
    - a. City of Columbia - Director, Public Safety Joint Communications
    - b. Boone County - Director, Public Safety Joint Communications
      - 1) Monitor all emergency situations to insure proper response.
      - 2) Train personnel (full-time and supplementary).
      - 3) Support all other emergency functions when needed.
      - 4) Develop warning plans and procedures for all identified hazards (see Basic Plan, Situation and Assumptions).
      - 5) Maintain and expand warning and alert devices (sirens, tone-activated receivers, etc.).
  3. Emergency Public Information (Annex C)
    - a. Columbia - City Public Information Officer
    - b. Boone County - Presiding Commissioner/Mayors (for other municipalities)
      - 1) Pre-designate an information officer who will be the point of contact for the media during disaster situations (see Annex C Appendix 3 for a terrorist incident).
      - 2) Coordinate with the various departments concerning the release of public information.
      - 3) Develop procedures for rumor control and information authentication.
      - 4) Clear information with the chief elected officials and incident commander (as appropriate) before release to the public.
      - 5) Use all news media for the release of information.
      - 6) Maintain and release as appropriate EPIs for all identified hazards.
      - 7) Conduct annual programs to acquaint news media with emergency plans.
  4. Damage Assessment (Annex D)
    - a. City of Columbia - City Public Works Director and City/County EMD

- b. Boone County – County Public Works Director /City Public Works (for other municipalities)/City/County EMD
    - 1) Maintain plans and procedures consistent with those of the state and federal government.
    - 2) Recruit and train personnel.
    - 3) Provide disaster information to Direction and Control.
    - 4) Assist federal and state officials in damage estimation.
    - 5) Assist in mitigation activities by identifying potential problem areas.
5. Law Enforcement (Annex E)
- a. City of Columbia - Chief of Police
  - b. Boone County – Sheriff/City Police (for other municipalities)
    - 1) Maintain law and order during emergency operations.
    - 2) Provide necessary support during emergency operations (i.e., site security, access control, traffic control, EOC security, etc.)
    - 3) Provide and/or support communications and warning.
    - 4) Lend support to fire, medical, hazardous materials and other emergency services as dictated by the situation.
    - 5) Coordinate with other law enforcement groups.
    - 6) Implement and/or continue training courses for auxiliaries and reserves.
    - 7) Provide personnel with the appropriate level of hazardous materials training (coordinate with LEPC).
6. Fire and Rescue (Annex F)
- a. City of Columbia - Columbia Fire Department
  - b. Boone County - Boone County Fire Protection District/Southern Boone County Fire Protection District
    - 1) Control fires during emergency operations.
    - 2) Conduct fire prevention inspections.
    - 3) Assist with search and rescue operations.
    - 4) Support health and medical, communications and warning.
    - 5) Respond to hazardous materials incidents.
    - 6) Maintain/develop plans and procedures as required or conditions change.
    - 7) Conduct training courses in self-help fire prevention techniques, as well as, fire prevention inspections.
    - 8) Provide personnel with the appropriate level of hazardous materials training (coordinate with LEPC).
7. Resource and Supply (Annex G)
- a. City of Columbia - Resources: City Public Works Director  
- Supply: City Finance Director
  - b. Boone County - Resources: County Public Works Director /City Clerk (for other municipalities) - Supply: County Purchasing Director/City Clerk/ (for other municipalities)
    - 1) Maintain and update resource lists of supplies and personnel for use in disasters.

- 2) Identify potential resource requirements.
  - 3) Coordinate with other agencies and departments to fill resource shortages.
  - 4) Assist with the stocking of shelters.
  - 5) Establish plans and procedures on how to channel donations and offers of volunteer assistance following a large-scale disaster situation.
8. Hazardous Materials (Annex H)
    - a. City of Columbia - Columbia Fire Department
    - b. Boone County - Boone County Fire Protection District/Southern Boone Fire Protection District
      - 1) Develop/maintain hazard analysis.
      - 2) Provide initial hazard assessment to response personnel and the general public.
      - 3) Lead the initial environmental assessment.
      - 4) Prescribe personnel protective measures.
      - 5) Issue public warning.
      - 6) Establish an on-scene command post.
      - 7) Determine when reentry is possible.
      - 8) Provide response personnel (i.e., law enforcement, fire, public works, health and medical) with the appropriate level of hazardous materials training.
      - 9) Work with nearby hospitals to insure procedures are available to handle contaminated patients and to decontaminate and isolate such patients.
      - 10) Maintain a peace-time radiological accident capability.
      - 11) Maintain the inventory of radiological equipment from the state.
  9. Public Works (Annex I)
    - a. City of Columbia - City Public Works Director/City Water & Light Director/ City Parks and
    - b. Boone County - County Public Works Director/City Street Department (for other municipalities)
      - 1) Remove debris and dispose of garbage.
      - 2) Make emergency road and bridge repairs.
      - 3) Restore utility service, especially to critical facilities.
      - 4) Assist with flood control and emergency snow removal.
      - 5) Gather damage assessment information.
      - 6) Provide necessary support to other departments (i.e., heavy equipment, barricades, etc.).
      - 7) Provide personnel with the appropriate level of hazardous materials training and coordinate with LEPC.
      - 8) Refuel county/city vehicles.
  10. Evacuation (Annex J)
    - a. City of Columbia - Chief of Police/Fire Chief
    - b. Boone County - County Sheriff/Fire Chiefs
    - c. Police Chief/Fire Chiefs (for other municipalities)
      - 1) Verify evacuation routes and implement evacuations plans.

- 2) Identify affected facilities or individuals with functional needs (nursing homes, long-term care, disabled, etc).
  - 3) Make arrangements to keep essential facilities operating.
  - 4) Maintain a continuous and orderly flow of traffic.
  - 5) Furnish to the Public Information Officer instructions regarding evacuation procedures (i.e., rest areas, fuel stops, etc.) for release to the public.
11. In-Place Shelter (Annex K)
- a. City of Columbia - Columbia/Boone County Emergency Management Director
  - b. Boone County - Columbia/Boone County Emergency Management Director
    - 1) Advise the public on what protective actions to take.
    - 2) Identify warning procedures.
    - 3) Maintain emergency public information materials.
    - 4) Identify/Provide protective shelter for the population in situations for which such action is appropriate; coordinate with Reception and Care (Annex L).
    - 5) Assist with the movement of people to shelters if necessary.
    - 6) Nuclear attack sheltering will require implementing special procedures (i.e., marking, stocking, and upgrading).
12. Reception and Care (Annex L)
- a. City of Columbia and Boone County - Columbia/Boone County Community Organizations Active in Disasters (COAD)
    - 1) Review list of designated temporary lodging and feeding facilities.
    - 2) Review procedures for the management of reception and care activities (feeding, registration, lodging, etc.).
    - 3) Designate facilities for functional needs groups.
    - 4) Maintain supply of registration forms.
    - 5) Coordinate mass feeding operations with Resource and Supply (Annex G).
13. Health and Medical (Annex M)
- a. City of Columbia and Boone County - Columbia/Boone County Public Health and Senior Services Department
    - 1) Provide for public health services during an emergency.
    - 2) Coordinate plans with representatives of private health sector to include nearby hospitals, nursing homes, etc.
    - 3) Implement plans for mass inoculation.
    - 4) Review provisions for expanded mortuary services.
    - 5) Develop procedures to augment regular medical staff.
    - 6) Develop plans to provide medical care in shelters.
    - 7) Provide personnel with the appropriate level of hazardous materials training (coordinate with LEPC).
    - 8) Identify facilities for pet/animal shelters.
14. Terrorism (Annex N)
- a. City of Columbia - Police Chief, Fire Chief, City/County Health Director
  - b. Boone County - Sheriff, County Fire District Chief, City/County Health Director

- c. Note: The primary responders for terrorism are normally local law enforcement, fire, and the County Health Department. All other departments are considered to be support. The Terrorism response coordinators will:
    - 1) Implement this annex under the provisions of Presidential Decision Directive 39 (PDR-39) and Homeland Security Presidential Directive 5 to respond to, recover from, or reduce the threat of terrorism to the greatest degree possible.
    - 2) Maintain call-up plans to request assistance from the Federal Bureau of Investigation (FBI), Centers for Disease Control, and other federal/state responders, once a terrorism incident is suspected.
    - 3) Have response procedures in place to establish a Command Post, using a National Incident Management system (NIMS).
    - 4) Identify local law enforcement, fire, and city/county health representatives to be positioned at the local EOC and the FBI Joint Operations Center.
    - 5) In the event evacuation is needed, the police and fire chiefs of the affected jurisdiction will coordinate their efforts, as outlined in Annex J.
    - 6) Participate in a coordinated effort between local, state, and federal law enforcement agencies to resolve the immediate crisis during the law enforcement phase.
    - 7) At the same time, the coordinators will work with federal, state and local emergency management officials to manage the consequences as the phase transitions to disaster recovery.
15. COAD (Annex O)
- a. City of Columbia and Boone County - Columbia Boone County Community Organizations Active in Disasters (COAD)
    - 1) Organize and direct volunteer support and donated goods management for requesting response organizations during a natural/technological disaster, or Public Health Emergency.
    - 2) Coordinate volunteer resources and donated goods management with other local human service organizations for maximum use of resources.
16. Catastrophic Event (Annex P)
- a. City of Columbia - City Manager
  - b. Boone County - Presiding Commissioner/Mayors (for other municipalities)
    - 1) Make policy decisions relating to emergency management as defined by the EOP and the EOP Basic Plan.
    - 2) All operations will be conducted under the NIMS.
    - 3) Control operations during disasters, including those defined as catastrophic, as indicated in Direction and Control (Annex A).
    - 4) Coordinate and direct relief and recovery operations.
    - 5) Coordinate emergency management activities.
    - 6) Supervise the emergency public information function.

## APPENDIX 3: Emergency Disaster Classification And Response Procedures

### PURPOSE

- A. To establish emergency/disaster classification and control procedures for county and/or city officials and emergency response personnel during periods of emergency/disaster.

### Emergency Classification

- A. Level I Emergency is an occurrence that can be handled routinely by one or more departments within the County and/or City. It has the potential to require resources in excess of those available to the responding agency(ies) through mutual aid agreements, etc., to bring the situation under control. (Example: bomb threat, traffic accident w/fuel spill, etc.)
- B. Level II Emergency is an occurrence that requires a major response and the significant commitment of resources from several governmental agencies, but will still be within the capabilities of local resources to control. (Example: localized flooding, isolated tornado damage, structure fire with hazardous materials involved, etc.)
- C. Level III Emergency is an occurrence that requires an extensive response and commitment of resources from all departments/agencies and could necessitate requesting outside assistance from state and federal agencies. (Example: earthquake, major tornado damage over large areas with extensive casualties, extensive flooding or any incident requiring an evacuation of a significant sized area.)

### Response Procedures

- A. The dispatcher, upon notification of an emergency, shall notify the appropriate response agencies to respond. The term dispatcher used in these procedures refers to the Columbia/Boone County Public Safety Joint Communications 9-1-1 Dispatch Center.
- B. On-scene command and control of the affected area will be established by the first ranking officer of the responding agency at the scene of the incident. For incidents involving hazardous materials, the National Incident Management System (NIMS) will be implemented and the Incident Commander will be responsible for directing response operations.
- C. The on-scene commanding officer will maintain radio contact with the dispatcher to advise of the situation and to alert additional response agencies as necessary.
- D. When it becomes apparent to the commanding officer at the scene that control of the incident is beyond the response capabilities of the initial responding agency(ies) and the emergency has escalated from Level I to Level II or higher, the officer will instruct the dispatcher to notify the next in command (i.e., Sheriff, Police Chief, Fire Chief, Emergency Management Director, etc.) of the seriousness of the disaster.

- E. The next in command will in turn, advise the chief elected official (i.e., Presiding Commissioner for Boone County or City Manager/ Mayor of the involved municipality) of the situation, at which time a determination will be made as to whether or not the EOC should be activated and personnel should be assembled.
- F. Should it be decided to assemble the EOC staff, each requested member of the EOC staff will be contacted by the dispatcher and advised to report to the EOC. The dispatcher will be assisted by the on-duty personnel at the department and/or the Emergency Management Director to make the notifications if necessary (See the EOP Resource Directory Guide, Annex A Section (A-9), for the EOC Staffing Roster and Call-Out List).
- G. After the EOC Direction and Control staff has assembled, it will be determined what personnel will be required to control operations. This determination will be made by the officials present.

#### Notification Procedures

- A. It will be the responsibility of the dispatcher on duty to notify the law enforcement and fire department command personnel. If necessary, one administrative assistant from each above mentioned department will be notified. The administrative assistants will report to the EOC and contact all other parties on the EOC call-out list.
- B. The dispatcher will have available at the Operations Center the necessary call-out/notification lists which include names and telephone numbers of individuals and organizations to contact. It is the responsibility of the dispatcher along with each organization/department to see that these lists are kept current.
- C. In some cases it will be the responsibility of the first organization member contacted to notify and/or recall the necessary personnel within that organization to respond to the incident. Therefore, each organization must maintain current internal personnel notification/recall rosters and a means to implement them.
- D. Depending upon the type of emergency, the dispatcher will notify/warn special locations such as schools, nursing homes, factories and places of public assembly by using all methods as outlined in the Communications and Warning Annex (i.e., outdoor sirens, cable television interrupt, news media alert).
- E. It is the responsibility of the EOC clerking staff to keep a log of all messages received and sent (See Annex A for copies of message and log forms).
- F. Operational procedures/checklists will be established and utilized as needed.
- G. Situations requiring notification that are not covered by these checklists will be handled on a case by case basis by the Emergency Management Director and her/his staff.

## APPENDIX 4: Procedures For Requesting State And Federal Assistance

### State and Federal Assistance

- A. Assistance from State and/or Federal agencies such as the Department of Conservation, Department of Natural Resources, U.S. Army Corps of Engineers, etc. can be requested directly by calling the appropriate agency (see each Annex of this plan for specific agencies and their contact points). State and/or Federal assistance may also be requested through the State Emergency Management Agency (SEMA).

### SEMA Notification

- A. SEMA has a 24-hour telephone number to request assistance in a disaster or emergency: 573-751-2748.
  1. Business hours: Your call will be answered by personnel on duty in the EOC.
  2. Non-business hours: Leave your name and a call back number. Your call will be returned by the Duty Officer.
- B. If the telephone lines are down, the Duty Officer can still be contacted. The Missouri State Highway Patrol can relay the information to Troop F in Jefferson City by radio. During working hours, the Missouri Uniform Law Enforcement System (MULES) can also be used to transmit messages to the MULES terminal in the State Emergency Operations Center.

### National Guard Assistance

- A. General Facts
  1. Requests for such assistance can only be made by the chief elected official or designated successor as outlined in this plan (see Basic Plan Part VI Continuity of Government).
  2. Requests should only be made after local resources are exhausted.
  3. The State Emergency Management Agency (SEMA) should be informed prior to making such a request.
- B. Procedures
  1. Analyze the situation to determine:
    - a. If threat to life or property still exists.
    - b. To insure all local resources are committed.
  2. Make the request directly to the Governor through SEMA by the quickest means possible. If the telephone or radio is used, a hard copy should follow.

## APPENDIX 5: City Of Columbia/ Boone County Hazard Analysis

This Appendix is designed to provide an overview of the hazards that could affect the City of Columbia and Boone County. In general, hazards can be placed into two (2) categories: Natural and Technological.

### Natural Hazards

#### A. Tornado

1. Since Missouri lies in the heart of the nation's "tornado alley," its residents are particularly vulnerable to tornadoes. Seventy percent (70%) of Missouri's tornadoes occur during the months of March-June but a tornado can occur at any time of the year. Since 1950, Boone County has recorded 33 tornado touchdowns. There have been do deaths from tornadoes in Boone County since 1938. The most recent devastating tornado occurred on November 10, 1998 when such a storm swept through southern Boone County, striking the Southridge and El Chaparral subdivisions, along with the LeMone Industrial Park. More than 250 homes and businesses were damaged by that tornado, causing millions of dollars in damage. Based on such prior history, Boone County is considered "at risk" to tornadoes. In May 2003, Boone County was included in a Presidential Declaration for Individual Assistance (MO-DR 1463) due to severe storms (which included tornado activity in Central Missouri).

#### B. Winter Storms

1. Although excessive snowfalls with prolonged severe cold or storms producing blizzard conditions are rare in Missouri, they do occur. Most snow usually falls during the months of December, January, and February. Although Missouri winters have been relatively mild over the last ten years, counties north of the Missouri River are more likely to receive up to 18 to 22 inches of snow a year. A large winter storm accompanied by severe cold could cause numerous secondary hazards such as: power failure, transportation incidents, and fuel shortages. On January 31, 2002, more than 600,000 Missouri residents were without power from a huge ice storm which moved from Oklahoma and Kansas into Northern and Central Missouri. Debris removal costs exceeded \$60 million in federal Public Assistance for 43 counties under MO-DR 1403. While Boone County was spared serious damage from that disaster, it was included in the declaration as a contiguous county. In January 2007, a powerful ice storm moved across southern Missouri resulting in power outages and more than 500,000 people from the Ozarks to St. Louis. Over \$350 million dollars in damage were estimated in that storm. Manpower and equipment from the Boone County area, including public and private entities, were sent to the affected areas to assist during the recovery phase. A blizzard moved through Midwest and mid-Missouri in January-February, 2011. The record snowfall in many Counties of Missouri caused the Governor to request a state of emergency declaration. This was approved under Presidential Disaster Declaration DR-1961.

#### C. Floods

1. Flooding has historically posed problems for many parts of Boone County and several of its communities. Another potential for flooding in the county stems from the numerous dams throughout the county. Several low-water crossings in Boone County are susceptible to flooding and road closures. In June, 2002, Boone County was included in Presidential Disaster Declaration MO-DR 1412 for Public Assistance, due to flooding. The county also received federal assistance for flooding in 1993, 1995 and 1998. For communities participating in the National Flood Insurance Program, see Appendix 5 Attachment A.

D. Earthquake

1. Although earthquakes in the Midwest occur less frequently than on the west coast, the threat of earthquake to Missouri residents is high. In the event of a magnitude 7.6 earthquake along the New Madrid seismic zone, the City of Columbia and Boone County could experience an intensity of VII on the Modified Mercalli Scale. See Attachment A to this Appendix for additional information.

E. Drought

1. Drought is defined as a prolonged period with no rain that can affect agricultural areas and impact water supply systems. Because of its geographical location and characteristic weather patterns, Missouri is vulnerable to drought conditions. Agricultural droughts are the most common of record, particularly those inflicting damage to corn crop yields. The Department of Natural Resources (DNR) has divided the state into three regions which are prioritized according to drought susceptibility: Region A - slight, Region B - moderate, Region C - high. Boone County is located in Region B and has moderate drought susceptibility. In this region the groundwater resources are adequate to meet domestic and municipal water needs, but due to required well depths, irrigation wells are very expensive. The topography generally is unsuitable for row-crop irrigation. During much of the year 2000, drought conditions for Boone County and most of the state were assessed at Phase II, Alert Level by DNR's Drought Assessment Committee, which was activated during the Drought of 1999-2000. For counties under Phase II, the state regularly monitors conditions, as some public water systems may have trouble meeting increased demands.

F. Heat Wave

1. A heat wave is defined by the National Weather Service as three consecutive days of 90 degree Fahrenheit plus temperatures. These high temperatures generally occur from June through September, but are most prevalent in the months of July and August. When heat indexes of 105 degrees are reached for a large portion of the state, the Missouri Department of Health will announce a hot weather health advisory, warning or emergency depending upon the duration. Heat waves are often a major contributing factor to power outages (brownouts, etc.) as the high temperatures result in a tremendous demand for electricity for cooling purposes. In July, 2011 Boone County and surrounding areas saw a record three-week heat wave and heat warnings.

G. Wildfire

1. A wildfire is the uncontrolled burning in grasslands, brush, or forest/woodlands. The majority of fires and the greatest acreage loss will occur during the spring fire season, which is normally between February and May and July, August and September. During the spring

of 2000, more than 70 brush and wildfires erupted around the state, prompting the Governor to declare a State of Emergency. The state received a federal grant to offset the costs of fire suppression for some local fire departments/districts.

## Technological Hazards

### H. Hazardous Materials

1. Columbia/Boone County is prone to hazardous materials incidents from fixed facilities and transportation accidents. Several major highways traverse the county (i.e., Interstate 70, U.S. Highway 63 and Missouri Highways 24 and 122). There are three railroad lines through the county, including the Columbia Terminal, Norfolk Southern and the Kansas City Southern Railroad. In addition, there are natural gas pipelines, crude oil pipelines, other product pipelines and bulk terminals running through the county. The Columbia Regional Airport presents the potential for both hazardous materials incidents (agricultural products) and fatalities due to airplane crashes. See Annex H for further information.

### I. Transportation Accident

1. This type of accident involves passenger air or rail travel that results in death or injury. Highway incidents are usually excluded under this hazard and addressed under hazardous materials incidents.

### J. Dam Failure

1. According to the Department of Natural Resources, there are 126 dams located in Boone County. The federal dam hazard classification system is based upon the probable loss of human life and the impact on economic, environmental and lifeline interests from dam failure.
2. Of the total regulated and non-regulated dams, federal classifications include 46 high hazard dams, 7 significant hazard and 73 are low hazard. The state classification system is based on the type and number of structures downstream from a dam. Partial or complete collapse of any of these dams has the potential to cause downstream flooding problems in the county. See Attachment B to this Appendix for a list of dams and maps in Boone County.

### K. Urban and Structural Fire

1. Fire is the primary cause of accidental death in the United States, surpassing floods, automobile accidents and other disasters (20 times more deaths are caused by fire than by floods, hurricanes, tornadoes and earthquakes combined.) Fires are by far the most frequent hazard that will affect Columbia and Boone County. Fires may be accidental (lightning) or intentional (arson) and have the potential to cause major conflagrations, leading to secondary hazards, such as a hazardous materials incidents.

### L. Power Failure

1. This type of incident involves any interruption or loss of electrical service due to disruption of power generation or transmission caused by accident, natural hazards, equipment failure, or fuel shortage. A significant power failure would require the involvement of the emergency management organization to coordinate provision of sheltering, heating/cooling, etc.

#### M. Civil Disorder

1. Any incident intended to disrupt community affairs and requiring police intervention to maintain public safety. Civil disorders include the following types: riots, strikes resulting in violence, and demonstrations resulting in police intervention and arrests. Although, the target areas of strikes are generally more easily defined, areas subject to riots or demonstration may encompass large portions of the community. The types of facilities that could be targets of such activities include government buildings, military bases, schools/universities, and correctional facilities.

#### N. Terrorism

1. Terrorism as defined by the FBI includes: “the unlawful use of force or violence, committed by a group(s) of two or more individuals, against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.” According to the FBI there are two types of terrorism: Domestic Terrorism and International Terrorism.
2. Terrorism can take place in various forms, depending on the technological means available to the terrorist group, the nature of the political issue motivating the attack, and the points of weakness of their target. Potential terrorist actions include: bombings, airline attacks, nuclear/biological/chemical attacks, infrastructure attack, arson, and kidnappings/assassinations.
3. Although this state has identified several different extremist groups operating here, there have been no indications of any specific terrorist activities. The potential does remain for some new extremist and/or terrorist group to move into the state. An open society such as ours, which is dependent upon technology for its continued smooth operation, remains a potential target for terrorists. Columbia/Boone County has included a Risk Area inventory of potential facilities and locations which could be impacted in the event of civil unrest, explosive, chemical and biological agent, or nuclear incident from a terrorist attack. See Basic Plan Appendix 5 Attachment E. Also, see Annex N (Terrorism) and Annex E Appendix 3 (Law Enforcement). For Public Information procedures regarding a terrorist incident, see Annex C Appendix 6.

#### O. Nuclear Attack/Detonation

1. Radioactive fallout from the detonation of a nuclear device could pose a serious threat to the residents of Boone County. The State Emergency Management Agency (SEMA) is responsible for assisting local government in the development of plans in the event of a nuclear attack. There are two types of protective planning used to address this threat. The first type of planning is in-place sheltering should an attack occur with little or no warning. The second type of planning is relocation from a risk area. Relocation is only a viable option if the attack is preceded by a period of heightened tension. This period would then allow risk area populations to relocate to a safer reception and care area. For more information, contact the Columbia-Boone County Emergency Management Director, or the State Emergency Management Agency.

#### P. Nuclear Power Plant Incident

1. The Callaway Nuclear Plant is a commercial nuclear power reactor located east of Columbia/ Boone County in Callaway County. The plant is owned and operated by Ameren UE, St. Louis. The Callaway Plant has declared nine Unusual Events since it came on line in 1984. To date, the last declared event was in 1999.
2. In a worst-case scenario where a significant release of radioactive material has occurred, food sources out to a 50-mile radius of the plant could be contaminated. All of Boone County is within the 50-mile Emergency Planning Zone (EPZ). A map of the Callaway Nuclear Plant EPZ is provided in Attachment D to this Appendix. The State of Missouri as well as the utility company has developed emergency operations plans to ensure the health and safety of the general population within the emergency planning zones.
3. Columbia/Boone County lies within the ingestion exposure pathway of the Callaway Nuclear Plant. The ingestion exposure pathway is the area within a 50-mile radius around a commercial nuclear power plant in which people may be indirectly exposed to radiation by eating or drinking contaminated food, milk, and water.
4. The safety of the food supply within the 50-mile ingestion exposure pathway could also be a concern to members of the agricultural community if a radiological release to the atmosphere occurred. This could affect dairy farms, dairy processing plants, egg processors and distributors, grain warehouses, meat processing plants, commercial fruit and vegetable producers. The agricultural community would be notified and advised on what actions to take in the event of a radiological emergency.

Q. Public Health Emergency

1. Public health emergencies can take many forms - disease epidemics, large-scale incidents of food or water contamination, or extended periods without adequate water and sewer services. There can also be harmful exposure to chemical, radiological or bio-logical agents, and large-scale infestations of disease-carrying insects or rodents - to name just a few.
2. Public health emergencies can occur as primary events by themselves, or they may be secondary events to another disaster or emergency, such as flood, tornado, or hazardous material incident. The common characteristic of most public health emergencies is that they adversely impact, or have the potential to adversely impact, a large number of people. They can be statewide, regional, or localized.
3. In particular, two public health hazards have recently emerged as issues of great concern, with far reaching consequences. One would be the intentional release of a radiological, chemical, or biological agent, as a terrorist act of sabotage, to adversely impact a large number of people. The second hazard would be a deadly flu outbreak (influenza pandemic) that could kill or sicken thousands of people across the country or around the globe, as in the case of the Spanish Flu epidemic of 1918-19. Such a pandemic could occur either by a natural means, or man-caused as a bio-chemical terrorist activity.
4. The criminal mailing of anthrax-laced letters to U.S. government leaders, news networks, and citizens in the fall of 2001 brought widespread concern for public health and safety to new heights. Government operations in Washington D.C. were severely hampered, post offices shut down, and millions spent by law enforcement to track the perpetrators. For several months, Missouri's Department of Health and Senior Services issued numerous

Health Alert Advisories to local officials and the public, providing guidance on how to handle anthrax or other suspicious packages during a time of extremely heightened tensions. Scores of suspect packages and mailings were sent to the State Health Lab in Jefferson City for examination.

5. Since that time, new fears have surfaced over the potential for U.S. outbreaks of agricultural diseases such as foot and mouth and mad cow disease, as well as those impacting humans - Severe Acute Respiratory Syndrome (SARS), Monkey pox, and West Nile Virus. In 2002, there were 168 cases of West Nile reported in Missouri. Seven Missourians died of the mosquito-borne disease in that year. The spread of anthrax, smallpox and other biological diseases among the U.S. population by terrorist groups continues to be a major concern. For more information, see Annex M (Health and Medical) in this EOP.)

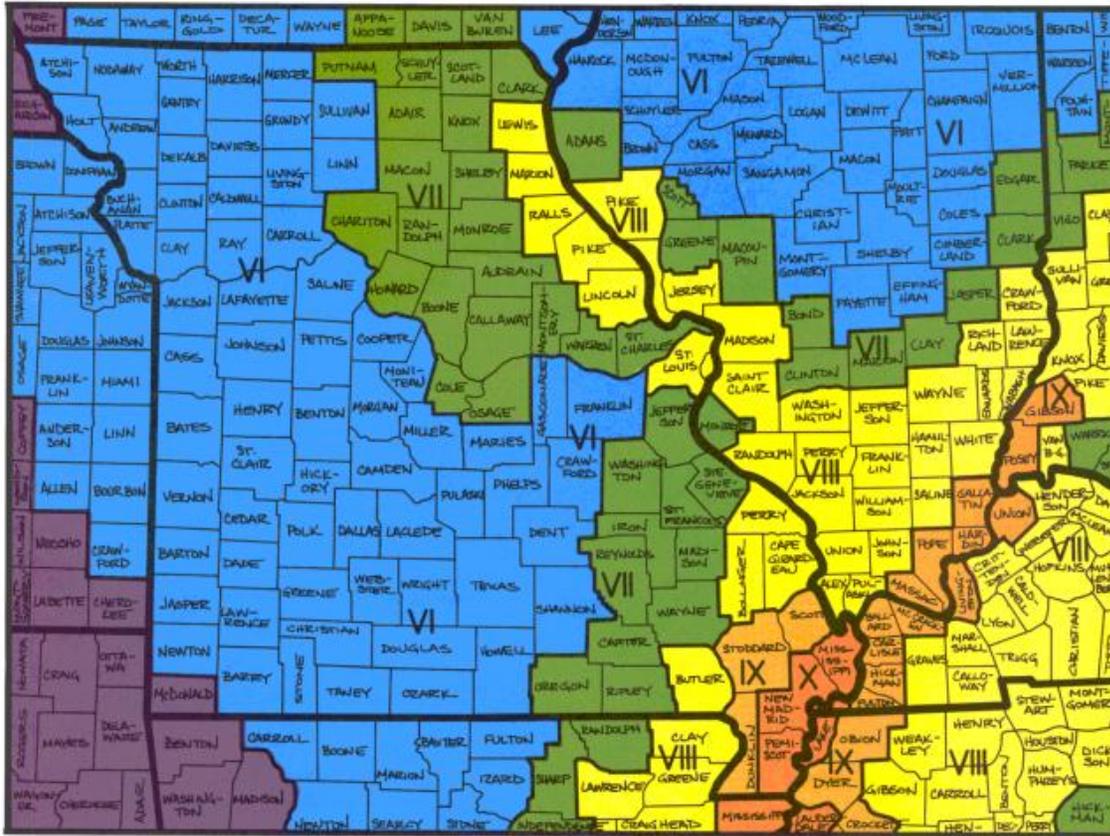
#### Attachment A: Earthquake Response

- A. The New Madrid Fault is a complex zone of seismically active fractures in bedrock buried several thousand feet beneath river sands and mud. The New Madrid Seismic Zone is centered in Southeast Missouri and northeast Arkansas, but extends into parts of Illinois, Indiana, Kentucky, Mississippi and Tennessee. The region is considered to pose the greatest danger and have the highest seismicity level of any area east of the Rocky Mountains. Due to the geology of the area, damages could be spread over a large area
- B. The map in Addendum 1 to this Appendix illustrates the highest projected Modified Mercalli intensities by county for Missouri and surrounding states should a 7.6 magnitude earthquake whose epicenter could be anywhere along the length of the New Madrid seismic zone. Columbia and Boone County can expect to feel the effects of a VII intensity on the Modified Mercalli scale.
- C. A major earthquake could cause massive casualties and injuries, as well as severe damage to private and public property. Most casualties and injuries are due to falling objects and debris, not from the actual movement of the ground. Railroads, highways, bridges, telecommunications, and utilities could also be severely damaged. An earthquake could trigger secondary events such as explosions, fires, landslides, flooding, liquefaction and hazardous materials releases. Natural gas and petroleum pipelines could rupture, causing fires and explosions. Dam failures are also likely to follow a major earthquake.
- D. A major earthquake would overwhelm a local jurisdiction's ability to adequately respond to the situation.
- E. Earthquakes are more likely to hinder emergency operations than most other disasters or emergencies (i.e., difficulties coordinating services and acquiring resources could be much more critical).
- F. Access to and from the damaged area may be severely restricted for hours at least, if not days. Communications and life-support systems may be severely hampered or destroyed.
- G. Seismic caused ground motions and its resulting damage may vary within a geographical region. There could be heavy damage in one area and only slight damage in another area. Initial reports of the earthquake may not reflect the true nature of the problem.

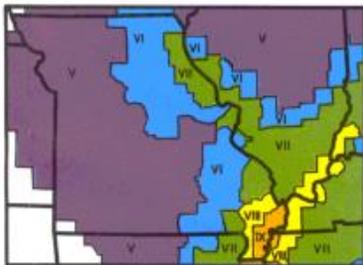
- H. A catastrophic earthquake would result in an immediate declaration of a "State of Emergency" by the Governor, followed later by a Presidential Disaster Declaration. This would allow state and federal emergency operations to begin.
- I. Local jurisdictions may have to sustain themselves for the first 72-96 hours after an earthquake before state and/or federal assistance arrives.

ADDENDUM 1: PROJECTED EARTHQUAKE INTENSITIES MAP

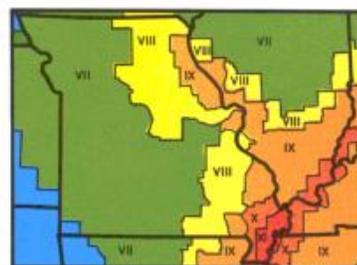
PROJECTED EARTHQUAKE INTENSITIES



This map shows the highest projected Modified Mercalli intensities by county from a potential magnitude - 7.6 earthquake whose epicenter could be anywhere along the length of the New Madrid seismic zone.



This map shows the highest projected Modified Mercalli intensities by county from a potential magnitude - 6.7 earthquake whose epicenter could be anywhere along the length of the New Madrid seismic zone.



This map shows the highest projected Modified Mercalli intensities by county from a potential magnitude - 8.6 earthquake whose epicenter could be anywhere along the length of the New Madrid seismic zone.

## MODIFIED MERCALLI INTENSITY SCALE

- I** People do not feel any Earth movement.
- II** A few people might notice movement.
- III** Many people indoors feel movement. Hanging objects swing.
- IV** Most people indoors feel movement. Dishes, windows, and doors rattle. Walls and frames of structures creak. Liquids in open vessels are slightly disturbed. Parked cars rock.
- V** Almost everyone feels movement. Most people are awakened. Doors swing open or closed. Dishes are broken. Pictures on the wall move. Windows crack in some cases. Small objects move or are turned over. Liquids might spill out of open containers.
- VI** Everyone feels movement. Poorly built buildings are damaged slightly. Considerable quantities of dishes and glassware, and some windows are broken. People have trouble walking. Pictures fall off walls. Objects fall from shelves. Plaster in walls might crack. Some furniture is overturned. Small bells in churches, chapels and schools ring.
- VII** People have difficulty standing. Considerable damage in poorly built or badly designed buildings, adobe houses, old walls, spires and others. Damage is slight to moderate in well-built buildings. Numerous windows are broken. Weak chimneys break at roof lines. Cornices from towers and high buildings fall. Loose bricks fall from buildings. Heavy furniture is overturned and damaged. Some sand and gravel stream banks cave in.
- VIII** Drivers have trouble steering. Poorly built structures suffer severe damage. Ordinary substantial buildings partially collapse. Damage slight in structures especially built to withstand earthquakes. Tree branches break. Houses not bolted down might shift on their foundations. Tall structures such as towers and chimneys might twist and fall. Temporary or permanent changes in springs and wells. Sand and mud is ejected in small amounts.
- IX** Most buildings suffer damage. Houses that are not bolted down move off their foundations. Some underground pipes are broken. The ground cracks conspicuously. Reservoirs suffer severe damage.
- X** Well-built wooden structures are severely damaged and some destroyed. Most masonry and frame structures are destroyed, including their foundations. Some bridges are destroyed. Dams are seriously damaged. Large landslides occur. Water is thrown on the banks of canals, rivers, and lakes. Railroad tracks are bent slightly. Cracks are opened in cement pavements and asphalt road surfaces.
- XI** Few if any masonry structures remain standing. Large, well-built bridges are destroyed. Wood frame structures are severely damaged, especially near epicenters. Buried pipelines are rendered completely useless. Railroad tracks are badly bent. Water mixed with sand, and mud is ejected in large amounts.
- XII** Damage is total, and nearly all works of construction are damaged greatly or destroyed. Objects are thrown into the air. The ground moves in waves or ripples. Large amounts of rock may move. Lakes are dammed, waterfalls formed and rivers are deflected.

Intensity is a numerical index describing the effects of an earthquake on the surface of the Earth, on man, and on structures built by man. The intensities shown in these maps are the highest likely under the most adverse geologic conditions. There will actually be a range in intensities within any small area such as a town or county, with the highest intensity generally occurring at only a few sites. Earthquakes of all three magnitudes represented in these maps occurred during the 1811 - 1812 "New Madrid earthquakes." The isoseismal patterns shown here, however, were simulated based on actual patterns of somewhat smaller but damaging earthquakes that occurred in the New Madrid seismic zone in 1843 and 1895.

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Attachment B: Dam Failure

A. Definition

1. Dam Failure is defined as downstream flooding due to the partial or complete collapse of any impoundment.

B. Situation

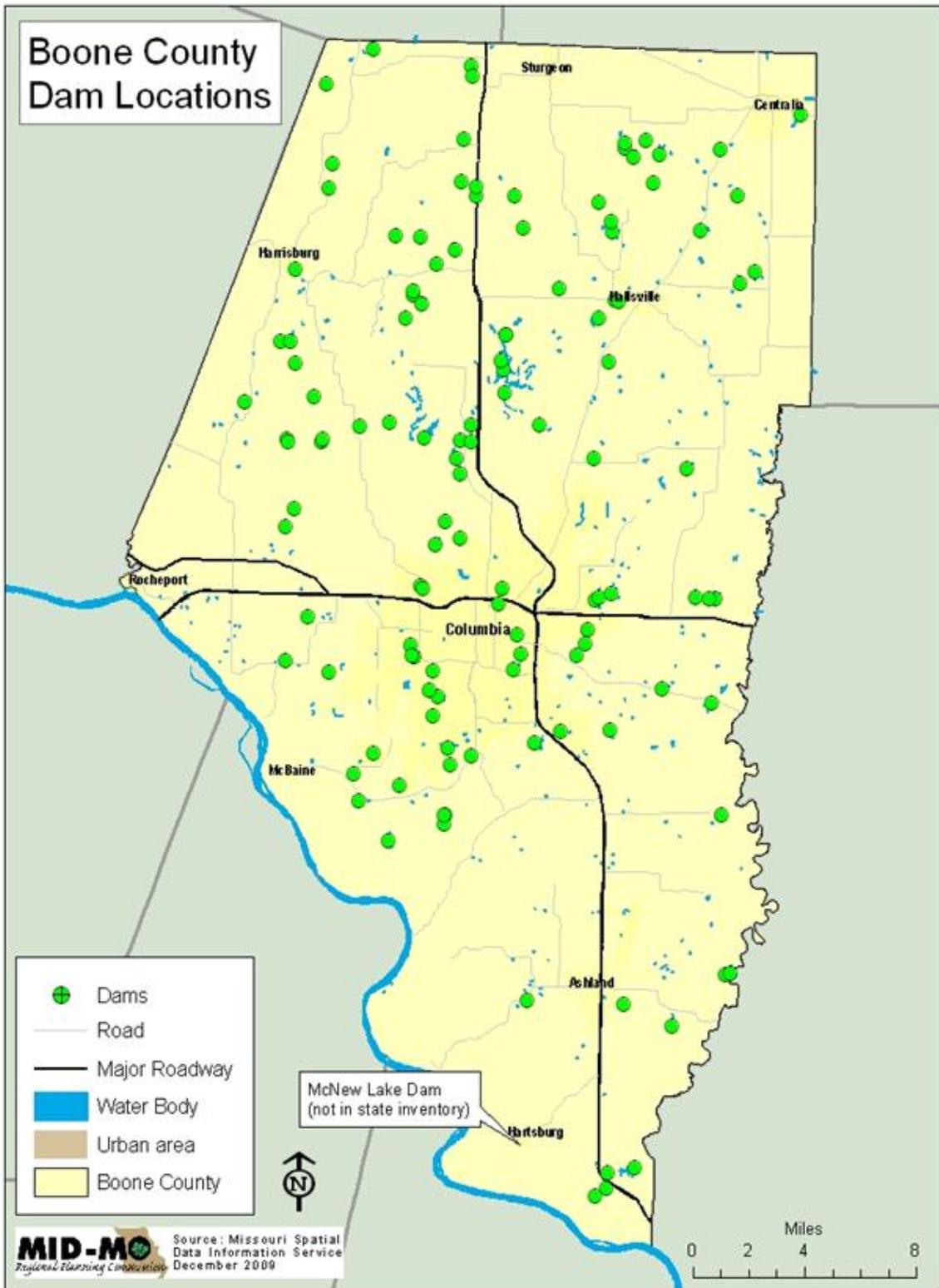
1. Dam failure is associated with intense rainfall and prolonged flood conditions. However, dam breaks may also occur during dry periods as a result of progressive erosion of an embankment caused by seepage leaks. Dam failure may also be caused by earthquake.
2. The greatest threat from dam breaks is to areas immediately downstream. The seriously affected population would be located in the potential downstream inundation area as identified by the U.S. Army Corps of Engineers or state agencies.

C. DAM INVENTORY (conducted in the late 1970's and early 1980's)

1. An inventory of dams in Missouri is maintained by the Missouri Department of Natural Resources, Division of Geology and Land Survey. The inventory identified one hundred and twenty six (126) dams in Boone County, including forty-six (46) that are rated high hazard, seven (7) that are significant hazard, and seventy-three (73) that are low hazard dams. These dams are listed in Addendum 1 to this Attachment. A map showing their location is provided in Addendum 2.
2. The term "dam," is defined as an artificial barrier which impounds or diverts water and:
  - a. Is more than 6 feet high and stores 50 acre-feet or more, or
  - b. Is 25 feet or more high and stores more than 15 acre-feet.
3. Excluded are:
  - a. Levees used to prevent water from reaching certain areas.
  - b. Sewage lagoon levees.

| <b>Hazard Categories of Boone County Dams*</b> |                       |                         |                        |                                 |
|--|-----------------------|-------------------------|------------------------|---------------------------------|
| <b>Hazard Category</b>                         | <b>Regulated Dams</b> | <b>Unregulated Dams</b> | <b>All County Dams</b> | <b>Percentage of Total Dams</b> |
| High   | 12                    | 31                      | 46                     | 37%                             |
| Significant                                    | 1                     | 6                       | 7                      | 6%                              |
| Low  | 3                     | 70                      | 73                     | 58%                             |
| <b>Total</b>                                   | <b>16</b>             | <b>107</b>              | <b>126</b>             | <b>100%</b>                     |

ADDENDUM 1: BOONE COUNTY DAM LOCATION MAP



ADDENDUM 2: BOONE COUNTY DAM INVENTORY

| REGULATED Boone County Dams |                                   |            |            |                        |                       |               |             |
|-----------------------------|-----------------------------------|------------|------------|------------------------|-----------------------|---------------|-------------|
| *Map ID #                   | Name                              | Year Built | Hgt (feet) | Reservoir Area (Acres) | Drainage Area (Acres) | Federal Class | State Class |
| 2                           | BRISTOL LAKE DAM                  | 1965       | 46         | 33                     | 360                   | H             | 2           |
| 4                           | CALLAHAN CREEK C-1                | 1966       | 42         | 16                     | 3600                  | L             | 3           |
| 7                           | ASHLAND WILDLIFE AREA DAM         | 1937       | 44         | 29                     | 2475                  | L             | 3           |
| 13                          | HULEN LAKE WEST DAM               | 1948       | 50         | 18                     | 160                   | H             | 1           |
| 15                          | ROEMER'S LAKE DAM                 | 1963       | 37         | 26                     | 245                   | H             | 2           |
| 19                          | BOCO MO DAM                       | 1974       | 39         | 64                     | 2000                  | H             | 2           |
| 26                          | HULEN LAKE EAST DAM               | 1948       | 50         | 7                      | 51                    | H             | 1           |
| 31                          | CEDAR LAKE DAM                    | 1975       | 42         | 21                     | 530                   | H             | 1           |
| 58                          | COUNTRY BOY ESTATES LAKE DAM<br>2 | 1977       | 37         | 8                      | 60                    | H             | 2           |
| 77                          | WOODRAIL LAKE DAM                 | 1968       | 54         | 12                     | 240                   | H             | 1           |
| 88                          | CALLAHAN CREEK A-1                | 1979       | 35         | 15                     | 1523                  | L             | 3           |
| 94                          | CALLAHAN CREEK C-2                | 1979       | 54         | 36                     | 980                   | H             | 2           |
| 99                          | FINGER LAKES DAM SOUTH            | 1800       | 44         | 79                     | 540                   | H             | 2           |
| 103                         | CLAYSVILLE LAKE DAM               | 1979       | 42         | 13                     | 245                   | H             | 2           |
| 110                         | ARROWHEAD LAKE DAM                | 1950       | 37         | 42                     | 506                   | H             | 2           |
| 113                         | LAKE CHAMPETRA DAM                | 1970       | 60         | 47                     | 597                   | H             | 2           |

Source: [http://www.dnr.mo.gov/env/wrc/damsft/Crystal\\_Reports/boone\\_dams.pdf](http://www.dnr.mo.gov/env/wrc/damsft/Crystal_Reports/boone_dams.pdf)

\* Map ID # corresponds to the map of dams in Addendum 3 to this Attachment.

| UNREGULATED Boone County Dams |                                       |            |            |                        |                       |               |             |
|-------------------------------|---------------------------------------|------------|------------|------------------------|-----------------------|---------------|-------------|
| *Map ID #                     | Name                                  | Year Built | Hgt (feet) | Reservoir Area (Acres) | Drainage Area (Acres) | Federal Class | State Class |
| 0                             | LAKE CHATEAU DAM                      | 1964       | 31         | 25                     | 808                   | H             | 1           |
| 1                             | COUNTY DOWNES LAKE DAM                | 1968       | 30         | 26                     | 120                   | H             | 2           |
| 3                             | GURWIT LAKE DAM                       | 1963       | 22         | 13                     | 130                   | L             | 3           |
| 5                             | BAILEY LAKE DAM                       | 1967       | 15         | 12                     | 150                   | L             | 3           |
| 6                             | WINDMILLER DAM #1                     | 1962       | 30         | 23                     | 850                   | H             | 1           |
| 8                             | TRI-CITY COMMUNITY LAKE DAM           | 1957       | 25         | 28                     | 400                   | L             | 3           |
| 9                             | HOOD LAKE DAM                         | 1968       | 25         | 20                     | 170                   | L             | 3           |
| 10                            | TURKEY FARM LAKE DAM                  | 1957       | 20         | 13                     | 70                    | H             | 2           |
| 11                            | MONTGOMERY LAKE DAM                   | 1957       | 25         | 6                      | 30                    | L             | 3           |
| 12                            | MCKENZIE LAKE DAM                     | 1958       | 25         | 8                      | 120                   | L             | 3           |
| 14                            | WABASH LAKE DAM                       | 1890       | 15         | 35                     | 261                   | L             | 3           |
| 16                            | WELCH LAKE DAM                        | 1960       | 22         | 9                      | 2100                  | H             | 1           |
| 17                            | ROCKY FORK CREEK DAM                  | 1965       | 15         | 55                     | 55                    | L             | 3           |
| 18                            | COLUMBIA SPORTSMANS CLUB LAKE DAM     | 1972       | 20         | 23                     | 1300                  | L             | 3           |
| 20                            | CEDAR LAKE DAM-SEC 23                 | 1971       | 30         | 8                      | 120                   | L             | 3           |
| 21                            | COLUMBIA MUN GOLF COURSE LOWER L. DAM | 1953       | 15         | 3                      | 150                   | H             | 1           |
| 22                            | SMARR LAKE DAM                        | 1967       | 25         | 2                      | 45                    | L             | 3           |
| 23                            | BUMGARNER LAKE DAM-SEC 3              | 1972       | 25         | 10                     | 250                   | L             | 3           |
| 24                            | UPPER LAKE CHAPPERAL DAM              | 1972       | 25         | 22                     | 215                   | L             | 3           |
| 25                            | LITTLE LEECH DAM                      | 1973       | 21         | 3                      | 40                    | L             | 3           |
| 27                            | FAIRVIEW LAKE DAM                     | 1948       | 34         | 2                      | 46                    | H             | 1           |
| 28                            | ANDY LAKE DAM                         | 1974       | 25         | 4                      | 28                    | S             | 3           |
| 29                            | LAKE LAVISTA DAM                      | 1973       | 25         | 22                     | 130                   | S             | 3           |
| 30                            | HAGAN LAKE DAM                        | 1960       | 19         | 7                      | 160                   | H             | 1           |
| 32                            | COLUMBIA MUM. GOLF COURSE DAM         | 1950       | 17         | 7                      | 46                    | H             | 1           |
| 33                            | COUNTRY CLUB OF MO LAKE DAM           | 1972       | 30         | 8                      | 110                   | H             | 2           |
| 34                            | STEPHENS LAKE DAM                     | 1939       | 23         | 11                     | 40                    | H             | 1           |
| 35                            | MOORES LAKE DAM                       | 1904       | 30         | 7                      | 29                    | H             | 1           |
| 36                            | SMITH HATCHERY LAKE DAM               | 1974       | 25         | 6                      | 120                   | H             | 2           |
| 37                            | GINN LAKE DAM                         | 1800       | 30         | 8                      | 37                    | H             | 2           |
| 38                            | PETERSON LAKE DAM                     | 1800       | 30         | 6                      | 160                   | L             | 3           |
| 39                            | LANDHUIS LAKE DAM                     | 1800       | 25         | 19                     | 100                   | L             | 3           |
| 40                            | MUSGRAVES LAKE DAM                    | 1974       | 23         | 11                     | 277                   | S             | 3           |
| 41                            | CUMMINGHAMS LAKE DAM                  | 1978       | 25         | 10                     | 150                   | L             | 3           |
| 42                            | WASLEY LAKE DAM                       | 1800       | 25         | 4                      | 75                    | L             | 3           |
| 43                            | SCOTT LAKE DAM                        | 1974       | 25         | 5                      | 34                    | H             | 2           |
| 44                            | SCHNARRE LAKE DAM SEC 23              | 1975       | 25         | 13                     | 125                   | L             | 3           |

\*Map ID # corresponds to the map of dams in Addendum 3 to this Attachment.

**UNREGULATED Boone County Dams**

| <b>*Map ID #</b> | <b>Name</b>                 | <b>Year Built</b> | <b>Hgt (feet)</b> | <b>Area (Acres)</b> | <b>Area (Acres)</b> | <b>Federal Class</b> | <b>State Class</b> |
|------------------|-----------------------------|-------------------|-------------------|---------------------|---------------------|----------------------|--------------------|
| 45               | SCHNARRE DAM SEC 24         | 1800              | 20                | 11                  | 120                 | L                    | 3                  |
| 46               | FORREST LAKE DAM            | 1963              | 25                | 6                   | 150                 | L                    | 3                  |
| 47               | LOWER LAKE CHAPPAREL DAM    | 1976              | 27                | 45                  | 840                 | L                    | 3                  |
| 48               | BUNN'S LAKE DAM EAST        | 1978              | 15                | 14                  | 220                 | L                    | 3                  |
| 49               | BUNN S LAKE DAM WEST        | 1977              | 25                | 24                  | 85                  | L                    | 3                  |
| 50               | FOUNTAIN LAKE DAM           | 1975              | 25                | 8                   | 90                  | L                    | 3                  |
| 51               | ROBERTS LAKE DAM            | 1969              | 25                | 4                   | 110                 | L                    | 3                  |
| 52               | NORTH 40 LAKE DAM           | 1936              | 25                | 4                   | 80                  | L                    | 3                  |
| 53               | ANGEL LAKE DAM              | 1968              | 29                | 8                   | 55                  | L                    | 3                  |
| 54               | WAYLAND LAKE DAM            | 1800              | 25                | 5                   | 47                  | L                    | 3                  |
| 55               | POLLOCK LAKE DAM            | 1971              | 25                | 10                  | 120                 | L                    | 3                  |
| 56               | SALMONS' LAKE DAM           | 1960              | 25                | 3                   | 110                 | L                    | 3                  |
| 57               | BUMGARNER LAKE DAM-SEC 11   | 1973              | 24                | 10                  | 218                 | L                    | 3                  |
| 59               | AARON LAKE DAM              | 1974              | 20                | 10                  | 28                  | S                    | 3                  |
| 60               | SILVER CREEK LAKE DAM       | 1975              | 24                | 20                  | 910                 | L                    | 3                  |
| 61               | COUNTRY VIEW ACRES LAKE DAM | 1800              | 25                | 6                   | 65                  | L                    | 3                  |
| 62               | LEWIS LAKE DAM SOUTH        | 1800              | 25                | 2                   | 15                  | L                    | 3                  |
| 63               | LEWIS LAKE NORTH DAM        | 1977              | 25                | 13                  | 120                 | H                    | 2                  |
| 64               | GARRETT LAKE DAM            | 1968              | 25                | 5                   | 31                  | L                    | 3                  |
| 65               | WALNUT CREST LAKE DAM       | 1969              | 25                | 3                   | 71                  | H                    | 2                  |
| 67               | HOPPER DAM                  | 1800              | 25                | 3                   | 50                  | L                    | 3                  |
| 68               | SELTSAM LAKE DAM            | 1979              | 25                | 3                   | 17                  | H                    | 2                  |
| 69               | BON-GOR LAKE DAM            | 1950              | 20                | 9                   | 240                 | L                    | 3                  |
| 70               | RAYFIELD LAKE DAM           | 1964              | 25                | 3                   | 13                  | H                    | 2                  |
| 71               | MILLS LAKE DAM              | 1947              | 30                | 3                   | 12                  | H                    | 2                  |
| 72               | AUSBURN'S LAKE DAM          | 1965              | 19                | 8                   | 80                  | L                    | 3                  |
| 73               | LAKE CYRENE DAM             | 1930              | 25                | 7                   | 70                  | H                    | 1                  |
| 74               | SHADY LAKE DAM              | 1968              | 26                | 4                   | 220                 | H                    | 1                  |
| 75               | LIDDELL DAM                 | 1800              | 25                | 3                   | 45                  | L                    | 3                  |
| 76               | FLETCHALL LAKE DAM          | 1977              | 25                | 2                   | 39                  | L                    | 3                  |
| 78               | SMITH LAKE DAM SEC 1        | 1950              | 25                | 3                   | 15                  | L                    | 3                  |
| 79               | UNIV OF MO-R1 DAM           | 1959              | 18                | 12                  | 140                 | H                    | 2                  |
| 80               | SMITH LAKE DAM              | 1959              | 30                | 9                   | 160                 | L                    | 3                  |
| 81               | TINCHER LAKE NORTH DAM      | 1950              | 25                | 5                   | 80                  | H                    | 2                  |
| 82               | SAPP LAKE DAM               | 1977              | 25                | 6                   | 87                  | L                    | 3                  |

\* Map ID # corresponds to the map of dams in Addendum 3 to this Attachment.

**UNREGULATED Boone County Dams**

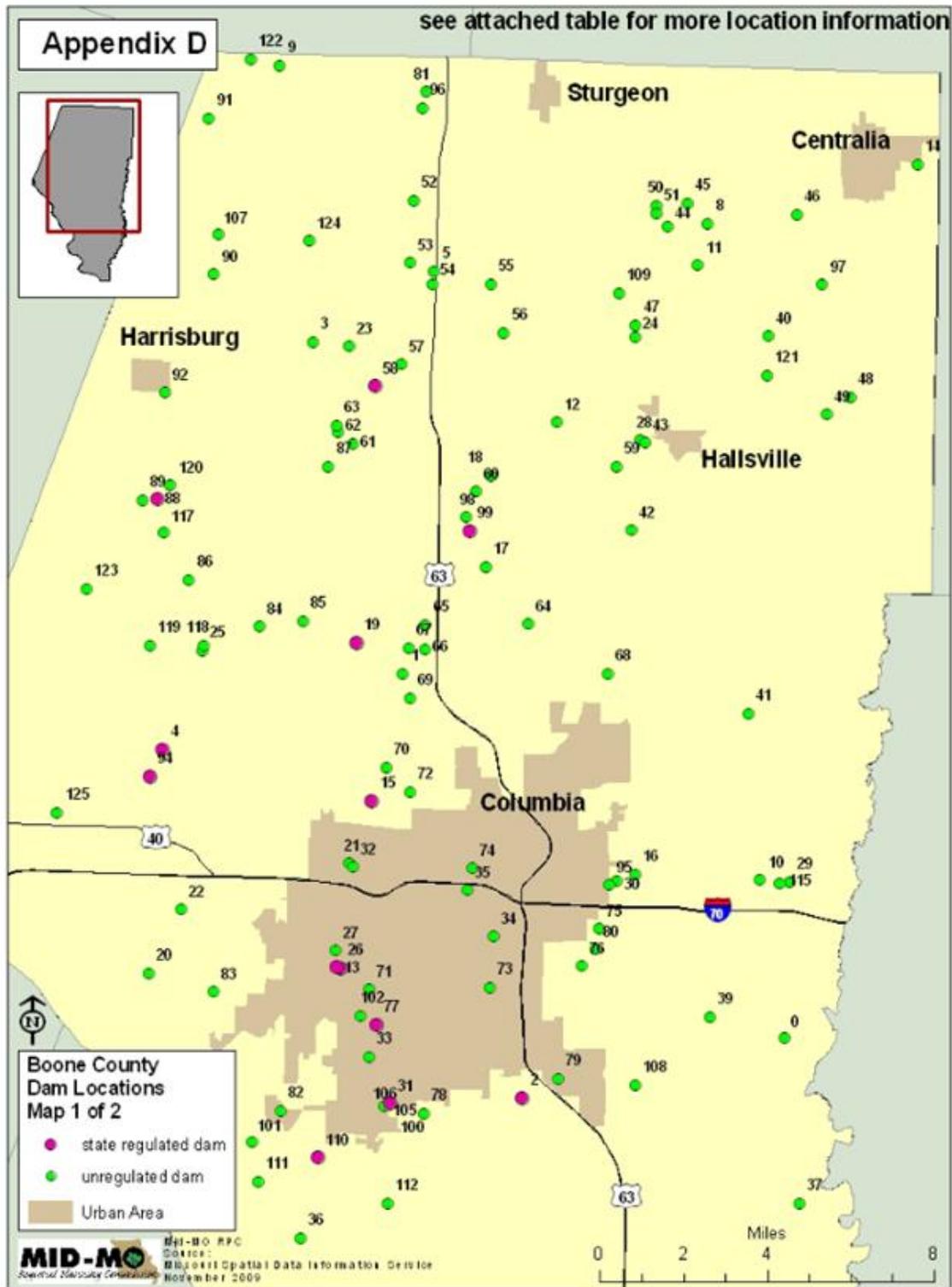
| <b>*Map ID #</b> | <b>Name</b>                      | <b>Year Built</b> | <b>Hgt (feet)</b> | <b>Reservoir Area (Acres)</b> | <b>Drainage Area (Acres)</b> | <b>Federal Class</b> | <b>State Class</b> |
|------------------|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|----------------------|--------------------|
| 83               | RAPP LAKE DAM                    | 1968              | 30                | 4                             | 300                          | L                    | 3                  |
| 84               | KIMMY LAKE DAM                   | 1970              | 25                | 5                             | 60                           | L                    | 3                  |
| 85               | DEXTER LAKE DAM                  | 1800              | 25                | 3                             | 20                           | L                    | 3                  |
| 86               | CALLAHAN CREEK WATERSHED DAM A-4 | 1975              | 27                | 11                            | 750                          | L                    | 3                  |
| 87               | BENNETT LAKE DAM                 | 1973              | 20                | 13                            | 290                          | L                    | 3                  |
| 89               | CALLAHAN CREEK WATERSHED DAM A-6 | 1977              | 25                | 6                             | 267                          | L                    | 3                  |
| 90               | LOHMAR LAKE DAM                  | 1800              | 30                | 8                             | 65                           | L                    | 3                  |
| 91               | LLORENS LAKE DAM                 | 1957              | 30                | 8                             | 80                           | L                    | 3                  |
| 92               | BLAKEMORE LAKE DAM               | 1963              | 30                | 4                             | 21                           | L                    | 3                  |
| 93               | WINDMILLER DAM #2                | 1962              | 20                | 5                             | 155                          | H                    | 1                  |
| 95               | WATERS EDGE ESTATES LAKE DAM     | 1980              | 25                | 17                            | 2500                         | H                    | 1                  |
| 96               | TINCHER LAKE SOUTH DAM           | 1979              | 25                | 20                            | 210                          | L                    | 3                  |
| 97               | RODDY LAKE DAM                   | 1967              | 25                | 11                            | 65                           | L                    | 3                  |
| 98               | FINGER LAKES DAM NORTH           | 1800              | 26                | 48                            | 740                          | L                    | 3                  |
| 101              | B & C SUBDIVISION DAM            | 1989              | 34                | 38                            | 280                          | H                    | 1                  |
| 102              | LIMERICK LAKE DAM                | -                 | 31                | 2                             | 180                          | H                    | 1                  |
| 105              | HIGHLANDS LOWER LAKE DAM         | 1989              | 30                | 4                             | 91                           | H                    | 1                  |
| 107              | WINDMILLER LAKE DAM              | 1980              | 25                | 5                             | 120                          | L                    |                    |
| 108              | HORNER LAKE DAM                  | 1980              | 26                | 5                             | 48                           | L                    |                    |
| 109              | HARRISON LAKE DAM                | 1985              | 24                | 2                             | 111                          | L                    | 3                  |
| 111              | WOODBINE LAKE DAM                | 1965              | 25                | 3                             | 150                          | L                    | 3                  |
| 112              | HILL CREEK ACRES LAKE DAM        | 1969              | 32                | 7                             | 40                           | L                    | 3                  |
| 114              | HERNY DAM                        | 1965              | 15                | 8                             | 145                          | L                    | 3                  |
| 115              | CHENG LAKE DAM                   | 1971              | 15                | 10                            | 190                          | L                    | 3                  |
| 116              | DEMARCO LAKE DAM                 | 1800              | 31                | 3                             | 42                           | H                    | 1                  |
| 117              | CALLAHAN CREEK A-2               | 1975              | 29                | 5                             | 593                          | S                    | 3                  |
| 118              | CALLAHAN CREEK B-1               | 1967              | 26                | 6                             | 650                          | L                    | 3                  |
| 119              | CALLAHAN CREEK B-3               | 1980              | 33                | 6                             | 582                          | S                    | 3                  |
| 120              | FIELDS DAM                       | 1989              | 28                | 1                             | 0                            | L                    |                    |
| 121              | GREG BUNN LAKE                   | 1979              | 18                | 1                             | 0                            | L                    |                    |
| 122              | HARGIS DAM                       | 1989              | 26                | 1                             | 0                            | L                    |                    |
| 123              | KREISEL LAKE DAM                 | 1977              | 21                | 15                            | 150                          | L                    | 3                  |
| 124              | SILAS MCCUBBIN LAKE DAM          | 1979              | 28                | 1                             | 0                            | L                    |                    |
| 125              | YATES DAM                        | 1990              | 23                | 1                             | 0                            | L                    |                    |

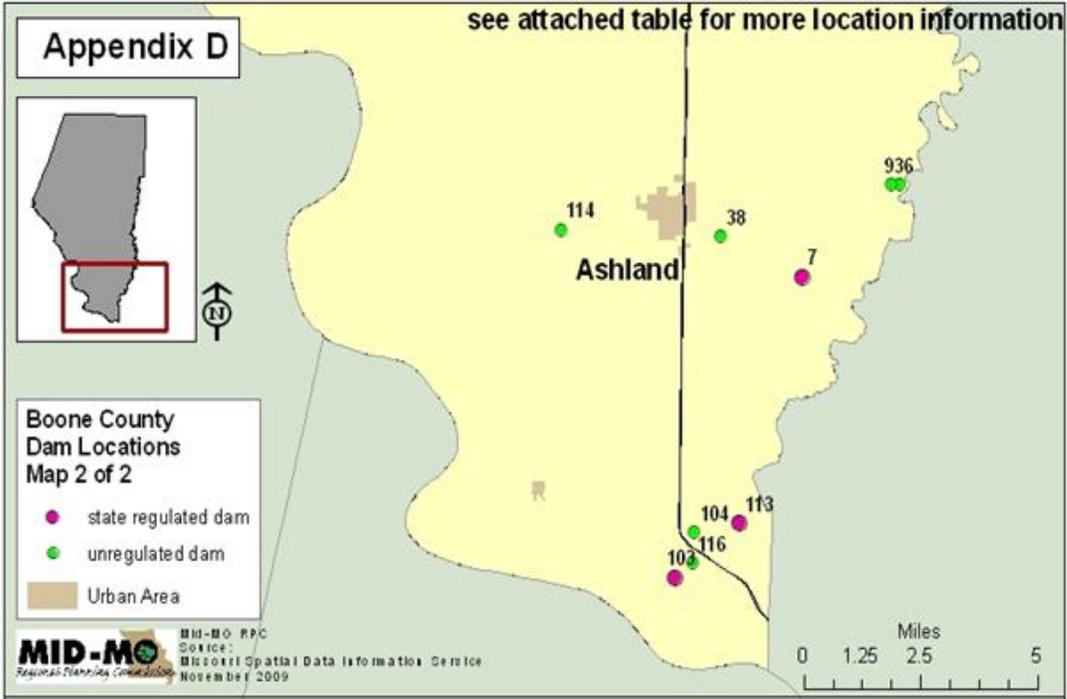
Source: [http://www.dnr.mo.gov/env/wrc/damsft/Crystal\\_Reports/boone\\_dams.pdf](http://www.dnr.mo.gov/env/wrc/damsft/Crystal_Reports/boone_dams.pdf)

Source: [http://www.dnr.mo.gov/env/wrc/damsft/Crystal\\_Reports/boone\\_dams.pdf](http://www.dnr.mo.gov/env/wrc/damsft/Crystal_Reports/boone_dams.pdf)

\* Map ID # corresponds to the map of dams in Addendum 3 to this Attachment.

ADDENDUM 3: BOONE COUNTY DAM LOCATIONS WITH MAP ID NUMBERS





Attachment C: National Flood Insurance Program Information

| Special Flood<br>Community Name | Date on which<br>NFIP Status | Hazard | Sanctions apply | Policies |
|---------------------------------|------------------------------|--------|-----------------|----------|
| Boone County                    | Yes                          | Yes    | 6/15/83         | 39       |
| Columbia                        | Yes                          | Yes    | 8/27/71         | 68       |
| Centralia                       | Yes                          | Yes    | 4/15/77         | 1        |
| Ashland                         | Yes                          | No     | 8/24/84         | 1        |
| Sturgeon                        | Yes                          | Yes    | 5/01/87         | 1        |
| Rocheport                       | Yes                          | Yes    | 8/02/82         | 4        |
| Hartsburg                       | Yes                          | Yes    | 8/16/82         | 26       |
| Hallsville                      | No                           | No     | NA              |          |
| Harrisburg                      | No                           | No     | NA              |          |
| Huntsdale                       | N/A                          |        |                 |          |
| McBaine                         | N/A                          |        |                 |          |

KEY: NFIP National Flood Insurance Program



## Attachment E: Columbia/Boone County Risk Area

- A. Civil Unrest, Explosive, Chemical and Biological Agent, Nuclear Incident, Terrorism
- B. Purpose
  - a. To provide information regarding the identification of potential facilities and locations most likely at risk and to provide for the protection of life and property during an incident, emergency, or disaster involving civil unrest or terrorism in Columbia, Boone County or outlying areas that could have an effect. This attachment also provides a risk assessment level for city fixed facilities (Highest Risk, Moderate Risk, and Lowest Risk). This list is located in the Resource Directory Guide Basic Plan Section (BP-52). For more information, see Annex N (Terrorism) and Annex E Appendix 3 (Law Enforcement) in this EOP.

## APPENDIX 6: Emergency Government Proclamations

### EMERGENCY GOVERNMENT PROCLAMATIONS AND/OR RESOLUTIONS OF A STATE OF EMERGENCY IN COLUMBIA/ BOONE COUNTY

WHEREAS, Boone County/Columbia, Missouri, has encountered \_\_\_\_\_ conditions, and a threat exists to the lives and property of the people of Columbia/Boone County, Missouri, and;

WHEREAS, that areas within the boundaries of Columbia/ Boone County, Missouri, are immediately threatened with \_\_\_\_\_ and curtailing the protection of the lives and property contained in Boone County, Missouri, and an emergency exists:

NOW THEREFORE, we \_\_\_\_\_, City Manager of the City of Columbia, Missouri, and \_\_\_\_\_, \_\_\_\_\_ the Board of County Commissioners, Boone County, Missouri, hereby declare that a state of emergency exists in Columbia/Boone County, Missouri, and we hereby invoke and declare in full force and effect in Columbia/ Boone County, Missouri, all laws, statutes, of the State of Missouri, the City of Columbia and Boone County, for the exercise of all necessary emergency authority for the protection of the lives and property of the people of Columbia/Boone County, Missouri, and the restoration of local government with a minimum of interruption.

As pursuant with Chapter 44 of the Revised Missouri State Statutes, City Ordinances and County Court Orders, as pertinent to:

All public offices and employees of Columbia/Boone County, Missouri, are hereby directed to exercise the utmost diligence in discharge of duties required of them for the duration of the emergency and in the execution of emergency laws, regulations, and directives state, and local.

All citizens are called upon and directed to comply with necessary emergency measures, to cooperate with public officials and the Columbia/Boone County Emergency Management Agency's forces in executing emergency operational plans, and to obey and comply with the lawful directions of properly identified public offices.

In witness, we have hereunto set our hand at \_\_\_\_\_ hours, the \_\_\_\_ day of \_\_\_\_\_, 20\_\_ A.D.

CITY OF COLUMBIA

COUNTY OF BOONE

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Presiding Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

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# ANNEX A: DIRECTION AND CONTROL

## PURPOSE

- A. This annex will develop procedures for the chief executive and key individuals of Columbia and Boone County to direct and control response and recovery operations from a centralized facility in the event of an emergency.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Columbia and Boone County will control operations from either an Incident Command Post, or a joint Emergency Operations Center, depending on the scope of the emergency/disaster situation. If the other incorporated subdivisions do not have an emergency management organization, the county will assume that role upon request.
  - a. National Incident Management System: For emergency response to the majority of its disaster situations, the city of Columbia and Boone County both utilize an on-scene Incident Command Post and implement the National Incident Management System (NIMS). NIMS is a management tool consisting of procedures for organizing personnel, facilities, equipment and communications at the scene of an emergency. Title III of the Superfund Amendments and Reauthorization Act (SARA), requires that organizations that deal with hazardous material incidents must operate under an Incident Command System (see Annex H, Hazardous Materials). For additional information on NIMS, see Basic Plan, Appendix 3, Section III. Response Procedures.
  - b. Primary EOC
    - i. There are emergency/disaster situations for which it is necessary to activate an Emergency Operations Center (EOC). Some examples would include a terrorist incident and/or use of Weapons of Mass Destruction (WMD), riots, or other event causing multiple disaster sites in the city, other municipalities, or across the county. This would make it impractical or even dangerous for key local officials/decision-makers to report to each scene for any length of time. In such cases, Columbia and Boone County will direct and control operations from its primary Emergency Operations Center (EOC). With the EOC activated, the on-scene Command Post and ICS would continue to function for as long as necessary. For further information, EOC Standard Operating Guidelines are located in Appendix 4 to this Annex.
    - ii. The Columbia/Boone County Public Safety Joint Communications 9-1-1 dispatch center is staffed 24 hours a day and has the communications equipment to communicate with city, county and state departments and other agencies. This includes contact with the State Highway Patrol (Troop F in Jefferson City), fire, law enforcement, medical services, and local government agencies. Two diesel-

powered generators are available for emergencies. (See Annex B for more detailed information on Communications and Warning).

c. Alternate EOC's

- i. The city/county has pre-identified specific facilities that may be used as an alternate EOC.
- ii. The alternate EOC facility would become the official site for all city and county officials and departments/agencies having emergency functions should the primary EOC become inoperable.
- iii. Space will be provided in the EOC for the chief executive and Direction and Control staff (see Appendix 2 to this Annex). Space for briefing the media will be available but separate from the actual EOC. State and/or federal officials that support disaster operations will also be provided space to operate in the EOC, if needed.

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#### ASSUMPTIONS

- A. When an emergency/disaster occurs or threatens to occur, the EOC will be activated in a timely manner. Local officials will respond as directed in this Annex and Basic Plan Appendix 3.
- B. Should a total evacuation become necessary, operations can be successfully controlled from nearby safe locations.
- C. Close coordination must be maintained between the EOC and the disaster scene to identify special considerations, secondary threats, and available resources.
- D. Most emergency situations are handled routinely by emergency response personnel and can be managed at the field level under established departmental procedures.

#### CONCEPT OF OPERATIONS

Note: The time frame for performing these actions is listed in parentheses.

- A. The EOC will be activated by the jurisdiction's Executive Officer and the EMD in accordance with the Basic Plan Appendix 3. (PREPAREDNESS AND RESPONSE)
- B. The County Commission and/or Mayor along with representatives of county and city departments (i.e., Direction and Control Staff) will assemble in the EOC to direct, control, and coordinate emergency response operations within their respective jurisdiction. (PREPAREDNESS AND RESPONSE)
- C. Staffing of the EOC will be determined by the severity of the situation. (PREPAREDNESS AND RESPONSE)
- D. In the event of a terrorist incident, local EOC operations would be coordinated with the establishment of a Joint Operations Center (JOC), with the Federal Bureau of Investigation (FBI) as the lead federal agency working with state and local law enforcement officials. At the same time, these agencies would work with federal, state and local emergency management officials in a coordinated response. As the crisis phases down, the role switches to the Federal Emergency Management Agency (FEMA) as the lead federal agency for disaster recovery. For

local EOC operations, officials may designate a point of contact to the Joint Operations Center or have a liaison positioned at this facility for coordination purposes. See Annex N (Terrorism), Annex E Appendix 3 (Law Enforcement), and Annex C (Emergency Public Information) for more information. (PREPAREDNESS, RESPONSE AND RECOVERY)

- E. The on-scene incident commander will direct and control operations at the disaster site. The incident commander will maintain contact with the EOC and keep them informed of the situation. (PREPAREDNESS AND RESPONSE)
- F. Those emergency support services that do not operate from the EOC will designate and establish a work/control center to manage organizational resources and response personnel. During emergency situations, they will maintain contact with the EOC through their designated representative. (PREPAREDNESS AND RESPONSE)
- G. Emergency response personnel provided by the various organizations/agencies to support emergency operations will remain under the direction and control of the sponsoring organization, but will be assigned by the EOC to respond to a specific disaster location. (PREPAREDNESS, RESPONSE AND RECOVERY)
- H. Each emergency response service (i.e., fire, law enforcement, etc.) will provide for the continuous staffing of emergency response jobs. Work shifts will be established to provide the necessary response. (PREPAREDNESS, RESPONSE AND RECOVERY)
- I. Procedures for handling messages coming in and out of the EOC (i.e. review, verification, distribution, etc.) is outlined in Appendix 3 to this Annex. (PREPAREDNESS, RESPONSE AND RECOVERY)
- J. Information received in the EOC from field units and other reliable sources will be compiled and reported to the State Emergency Management Agency (SEMA) as requested and/or required. This information will be displayed in an appropriate place in the EOC. (PREPAREDNESS, RESPONSE AND RECOVERY)
  
- K. State and/or Federal officials will support disaster operations as appropriate. These officials will coordinate their efforts through the designated EOC. (PREPAREDNESS, RESPONSE AND RECOVERY)
- L. Should a life-threatening situation emerge, emergency instructions to the public will be disseminated by all available means. See Annex C (Emergency Public Information) for further. (PREPAREDNESS, RESPONSE AND RECOVERY)
- M. EOC operations will continue as determined by the situation and will conclude by order of the Executive Officer and/or the EMD. (PREPAREDNESS, RESPONSE AND RECOVERY)

## ORGANIZATION AND RESPONSIBILITIES

- A. Organization
  - 1. Diagrams of the Direction and Control Function for the City of Columbia and Boone County are shown in Appendix 1 to this Annex.
- B. Responsibilities

1. The primary responsibility for Direction and Control in Columbia rests with the City Manager. The Presiding Commissioner has the primary responsibility for Direction and Control for Boone County. See Basic Plan Section VI. Continuity of Government for lines of succession. This primary Direction and Control Coordinator will:
  1. Implement this Emergency Operations Plan.
  2. Activate response personnel and direct emergency response operations upon the advice of the EMD and EOC staff.
  3. Declare a state of emergency and request state and federal assistance when appropriate.
  4. Summarize damage assessment information and submit appropriate reports.
2. All departments, agencies, and individuals support the Direction and Control function as follows:
  1. Coordinate their activities with the EOC (through established lines of communications or by designating a representative to report to the EOC).
  2. Advise the Direction and Control staff in their area of expertise/responsibility.
  3. Include in their Standard Operating Guidelines the specific emergency authorities that may be assumed by a designated successor, the circumstances under which this authority would become effective, and when it would be terminated.
  4. Compile damage assessment figures.
  5. Tabulate expenditure data for the emergency situation.
3. In addition to the aforementioned responsibilities, the following have these assignments:
  1. Emergency Management Director
    - a. Maintain the operational readiness of the EOC necessary for a continuous 24-hour operation (i.e., identify EOC personnel, stock administrative supplies and equipment, prepare status boards, furnish maps to plot data and set up displays to post damage assessment information).
    - b. Train the EOC staff through tests and exercises.
    - c. Coordinate and manage EOC operations.
    - d. Implement message handling procedures (see Appendix 3 to this Annex).
    - e. Conduct regular briefings while the EOC is activated.
  2. The Law Enforcement Coordinator is responsible for providing security at the EOC.
  3. The Communications and Warning Coordinator is responsible for establishing an EOC communications capability.
  4. The Public Works Coordinator is responsible for ensuring that utilities are functioning and/or restored to the EOC after a disaster has occurred.

## DIRECTION AND CONTROL

- A. The entire EOP is supported by this Annex of Direction and Control.
- B. Overall control will emanate from the EOC as indicated in the Basic Plan Appendix 1.
- C. The functional diagrams designate the primary officials responsible for the overall control of the disaster efforts. See Appendix 1 to this Annex for the City of Columbia and Boone County

diagrams.

#### CONTINUITY OF GOVERNMENT

- A. If the primary EOC is not able to function (i.e., EOC is damaged, inaccessible, etc.), an alternate EOC will be activated (see Section II of this Annex). It is the responsibility of the Emergency Management Director to manage the alternate EOC, coordinate the relocation of staff members to this facility, and transfer direction and control authority from the primary EOC.
- B. Should it become necessary to evacuate the entire county, the EOC will be moved to the nearest safe location.
- C. The lines of succession for elected officials and city/county departments are identified in the Basic Plan Section VI and throughout each Annex of the EOP.
- D. Essential records vital to the direction and control function should be duplicated and maintained at another location or plans should be made to move these records to a safe location.

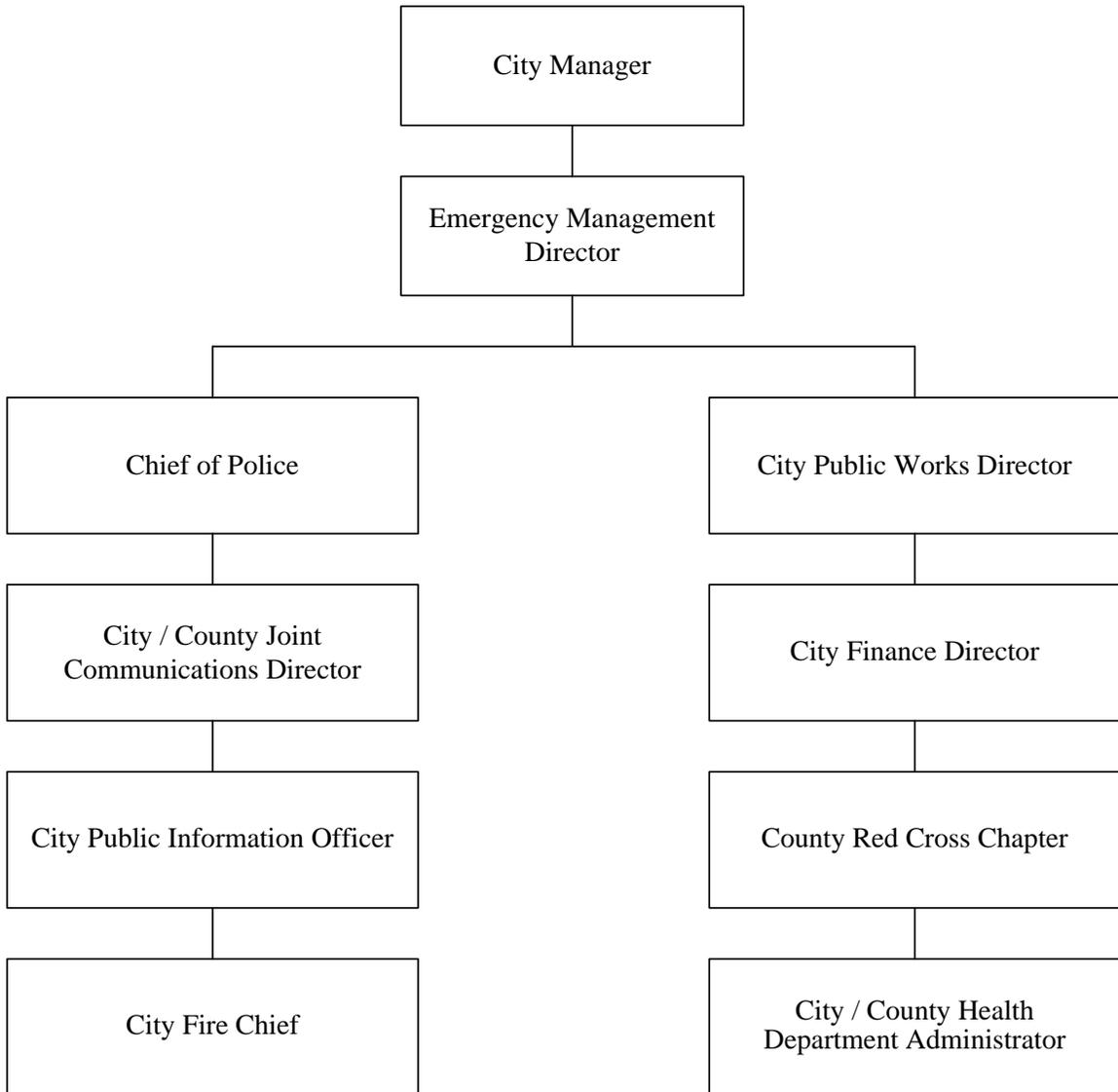
#### ADMINISTRATION AND LOGISTICS

- A. The EOC will serve as a central point for coordinating the operational, logistical, and administrative support needs of response personnel at the disaster site, public shelters, and agency work/control/dispatch centers.
- B. Requests for assistance and general incoming/outgoing messages will be handled using the procedures and forms in Appendix 3 to this Annex.
- C. A record of all persons entering and departing the EOC will be maintained by security personnel at the entrance. All personnel will be issued a pass to be worn while in the EOC and to be returned when departing from the premises.

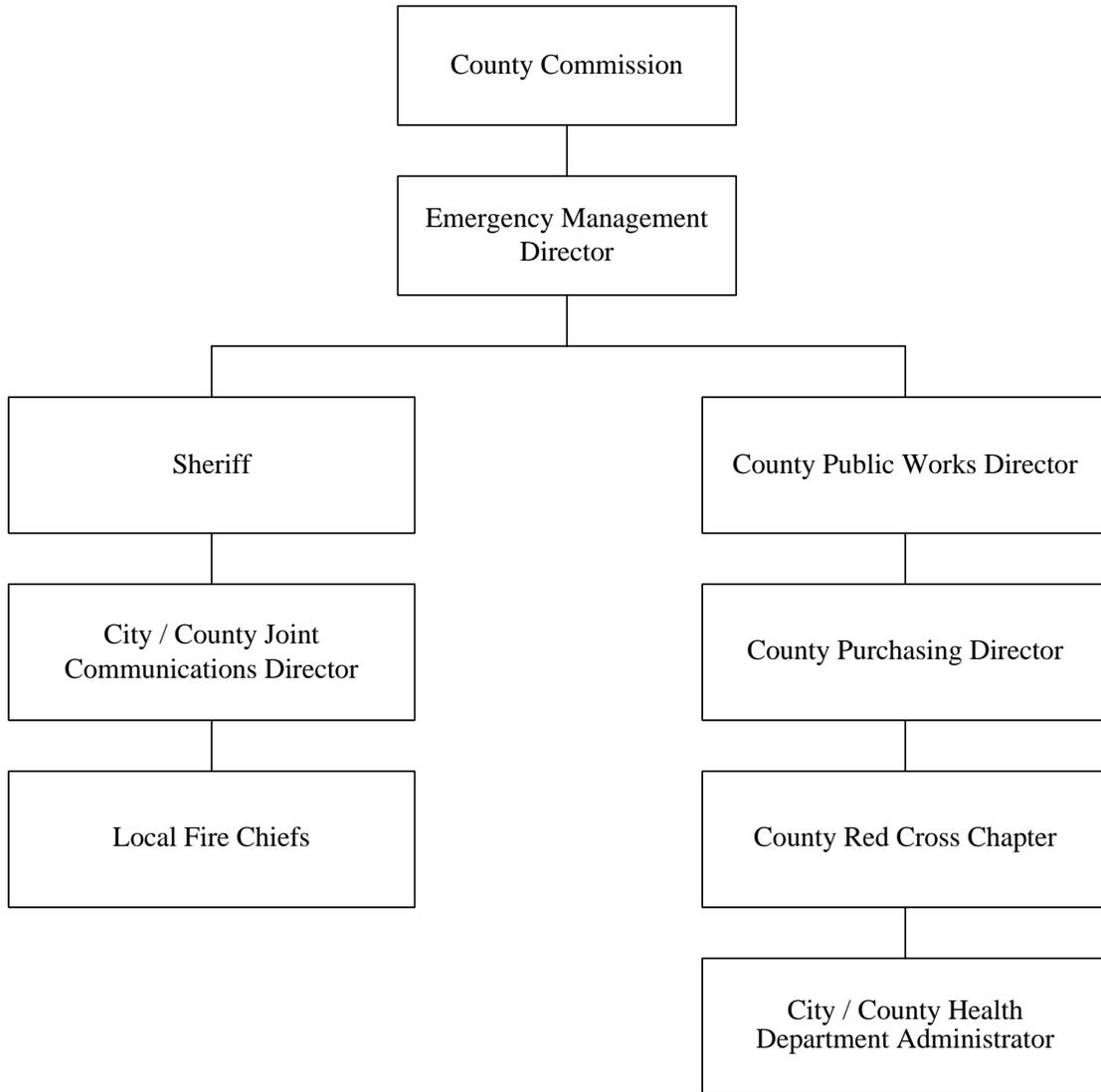
#### APPENDICES

- 1. Direction and Control Functional Diagrams (City of Columbia and Boone County)
- 2. EOC Staffing Roster and Call-Out List
- 3. Message Handling Procedures
  - i. Attachment A - Message Form
  - ii. Attachment B - Communications Log
  - iii. Attachment C - Significant Events Log
- 4. EOC Standard Operating Guidelines
- 5. Direction and Control Appendix – NIMS Guidelines

CITY OF COLUMBIA



BOONE COUNTY



## ANNEX A APPENDIX 2: EOC STAFFING ROSTER AND CALL-OUT LIST

The key individuals and agencies that will direct/coordinate operations from the Columbia/Boone County EOC are identified here. Names and telephone numbers are listed in the *Resource Directory Guide Annex A Section (A-9)* and not published in this Annex due to frequent changes and security. This information will be maintained by the Columbia/Boone County Emergency Management Director and the Public Safety Joint Communications 9-1-1 dispatch center. Not all county and city services or organizations are listed. Additional contact lists can be found in other Annexes to this plan (i.e., utility companies, medical services, rural fire departments/districts, etc.). The procedures for response and notification of the EOC are explained further in the Basic Plan Appendix 3.

### ANNEX A APPENDIX 3: MESSAGE HANDLING PROCEDURES

- A. All messages coming into the EOC will be acknowledged by recording them on a Message Form (see Attachment A to this Appendix). This procedure applies to anyone receiving a message by any means of communication (i.e. radio, telephone, cellular phone, etc.).
- B. All outgoing messages that originate from the EOC will also be recorded on a Message Form.
- C. Each incoming and outgoing message will be entered into the Communications Log (see Attachment B to this Appendix). The log will show date and time the message was received along with the individual/department sending it.
- D. After the message has been logged, it will be given to the Emergency Management Director (or designee) for routing to the appropriate function coordinator(s). A copy of each message that contains damage information will also be given to the damage assessment coordinator for collection, analysis and display of information in the EOC.
- E. If the information contained in the message is vitally important to the emergency/disaster, it will be entered into the Significant Events Log (see Attachment C to this Appendix). This log will be used to record key disaster related information (i.e., casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, radiation dose, etc.).
- F. The message receiver is responsible for checking the accuracy of the message. If the message is found to be inaccurate, the Emergency Management Director will be notified who will then inform any others who have also received this message. The appropriate action will be taken to obtain accurate information.
- G. The response to the message will be disseminated as appropriate (i.e. reported to response personnel in the field, provided to the EOC staff through regularly scheduled briefings, forwarded to state officials, and/or disseminated to the public.) The means to communicate messages will include radio, telephone, cellular phone, electronic devices, runner, etc.
- H. Personnel required for message handling will be furnished by the Emergency Management Director and/or the 9-1-1 Dispatch Center.

### MESSAGE FORM

\_\_\_\_\_  
DATE

\_\_\_\_\_  
TIME

\_\_\_\_ INCOMING

\_\_\_\_ OUTGOING

TO: \_\_\_\_\_

FROM: \_\_\_\_\_

SUBJECT: \_\_\_\_\_

MESSAGE:

ROUTED TO: \_\_\_\_\_

INFORMATION COPY TO:

\_\_\_\_\_

\_\_\_ RECEIVED

\_\_\_ SENT

BY: \_\_\_\_\_





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NOTIFICATION

- A. Executive Official contacted regarding disaster or major incident by:
  - a. Emergency Management Director (or designee)
  - b. Department Head involved (or designee)
- B. Executive Official, EMD, or Department Head ensures Mayor and/or Commission contacted, as appropriate

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BRIEFING AND PROCEDURES

- A. Determine level of emergency
  - a. Level 1: Occurrence that could be handled by one or more city departments (Examples: bomb threat, traffic accident with fuel spill, severe weather)
  - b. Level 2: Occurrence that requires major response and significant commitment of city, county and perhaps other area and local agency resources (Examples: local flooding, isolated tornado damage, structure fire with hazardous materials involved)
  - c. Level 3: Occurrence that is considered a disaster and requires extensive commitment of resources from many agencies including state and federal assistance (Examples: extensive flooding, major tornado over large areas with casualties/major injuries, large area evacuation, terrorist incident)
- B. Determine level of Emergency Operation Center activation, if any (depending on severity of incident, and if operations need to extend beyond an Incident or Unified Command system).
  - a. Standby: EOC staff is on site at the EOC. EOC key personnel notified and on a ready to respond basis.
  - b. Partial: EOC staff and incident appropriate Department heads and staff are on site at the EOC. Confirm location and set briefing time at EOC.
  - c. Full: EOC staff, Department Heads, and/or their support staff are on site at the EOC.
  - d. Confirm location and set briefing time at EOC.
- C. The level is activated by the EMD as discussed with the Executive Official. The EOC notifications are made by the EMD (or designee).
- D. The EOC is performing an operational role in the event.
- E. Briefings will be provided by the EMD (or designee) and/or the Executive Official.
- F. EOC protocols will be initiated according to the Basic Plan and the Direction and Control Function (Annex A).

## ANNEX A APPENDIX 5: DIRECTION AND CONTROL NATIONAL - INCIDENT MANAGEMENT SYSTEMS GUIDELINES (SEMA)

### PURPOSE

- A. This appendix further defines the principles and processes outlined in the National Incident Management System (NIMS). The NIMS represents a core set of doctrine, principles, terminology, and organizational processes to enable effective, efficient and collaborative incident management at all levels. An important part of the NIMS is the use of the Incident Command System (ICS).
- B. At state and local levels, Emergency Operations Centers (EOCs) coordinate response and recovery activities. The State Emergency Operations Center (SEOC) coordinates the response, recovery, and leadership responsibilities of the Governor, key staff, state department or agency heads, technical advisors, and representatives of private sector organizations. This appendix describes the standardized organizational structures, to include the Incident Command System (ICS), Multi-Agency Coordination Systems, and public information systems established by the National Incident Management System (NIMS). It also describes some of the processes, procedures and systems needed to improve interoperability among jurisdictions and disciplines in various areas.
- C. Because interaction between state and local jurisdictions is vital to these activities, this appendix can also be used as a model for local jurisdictions throughout Missouri to use for expanding their plans for incident management. This is extremely critical in this era of limited assets and will help ensure that the Missouri State Emergency Operations Plan (SEOP), the National Response Plan (NRF), and Local Emergency Operations Plans (LEOPs) complement each other and, when used together, they ensure that effective response and recovery operations are instituted.

### SITUATION AND ASSUMPTIONS

- A. Situation.
  1. The National Incident Management System (NIMS) was developed to provide a consistent nationwide framework for standardizing incident management practices and procedures. NIMS ensures that federal, state, and local jurisdictions work effectively, efficiently, and cooperatively to prepare for, respond to, and recover from domestic incidents of any cause, size, or complexity.
  2. The NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery and mitigation.
  3. Missouri is exposed to a number of hazards that would require the State Emergency Operations Center (SEOC) to coordinate and manage response and recovery operations.

4. Because of Missouri's size and diversity, the State must have the capability to monitor and manage several types of disasters at multiple locations concurrently.
- B. Assumptions
1. Because of its balance between flexibility and standardization, the National Incident Management System (NIMS) provides the framework for interoperability and compatibility.
  2. The NIMS provides a consistent nationwide approach for Federal, State, and Local governments to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.
  3. NIMS provides a set of standardized organizational structures, including the Incident Command System (ICS), multi-agency coordination systems, and public information systems, as well as requirements for processes, procedures, and systems to improve interoperability among jurisdictions and disciplines in various areas.
  4. The success of any incident operations will depend on the ability of local, State, and/or Federal government to mobilize and effectively utilize multiple outside resources. These resources must come together in an organizational framework that is understood by everyone and must utilize a common plan, as specified through a process of incident action planning.
  5. The NIMS is based on procedures that are adequate for response to any disaster condition that could arise in Missouri.
  6. State officials respond as directed in Appendix 1 to the Basic Plan (Emergency/Disaster Classification Procedures), Annex A (Direction and Control), and this Appendix.

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## COMMAND AND MANAGEMENT

- A. Incident Command System
1. ICS is used by the State of Missouri to effectively and efficiently manage incidents throughout the state by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- B. Concepts and Principles
1. Incidents are managed locally.
    - a. Most incidents within the State of Missouri are handled by local governments through the use of their own resources or a combination of their resources and those available through local mutual aid agreements.
    - b. Local emergency operations plans and the corresponding standard operating procedures establish the processes used by the local government to respond to these incidents.
    - c. For multi-discipline and or multi-jurisdictional incidents that are beyond the capability of the local government, SEMA can provide assistance from their staff or coordinate the use of other State departments (with an approved executive order) to assist the affected jurisdiction.
- C. Field Command and Management Functions

1. All field command and management functions, as well as SEOC operations are performed in accordance with the standard Incident Command System organizations, doctrines and procedures.
  - a. Because each incident and location is unique, Incident Commanders and the SEOC Floor Supervisor have the authority and flexibility to modify established procedures and organizational structure as needed to accomplish the mission in the context of a particular hazard scenario.
  - b. The Incident Command System (ICS) is modular and scalable.
  - c. The Incident Command System has interactive management components.
  - d. The Incident Command System establishes common terminology, standards, and procedures that enable diverse organizations to work together effectively.
  - e. The Incident Command System incorporates measurable objectives.
  - f. The implementation of the Incident Command System should have the least possible disruption on existing systems and processes.
  - g. The Incident Command System should be user friendly and be applicable across a wide spectrum of emergency response and incident management disciplines.
- D. Management Characteristics
  1. Common Terminology
    - a. The incident command system establishes common terminology that allows different incident management and support entities to work together across a variety of incident management functions and hazard scenarios.
    - b. This common terminology includes naming and defining those major functions and functional units with domestic incident management responsibilities, typing major resources (including personnel, facilities, major equipment, and supply items) with respect to their capabilities, and designating the facilities in the vicinity of the incident area that will be used in the course of incident management activities.
- E. Modular Organization
  1. The Incident Command system (ICS) organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- F. Management by Objective
  1. The entire ICS organization must accomplish these tasks in order to effectively manage an incident:
    - a. Establish overarching objectives;
    - b. Develop and issue assignments, plans, procedures, and protocols;
    - c. Establish specific, measurable objectives for each incident management functional activity; and
    - d. Document the results to measure performance and facilitate corrective action.
- G. Reliance on an Incident Action Plan (IAP)
  1. The Incident Action Plan provides a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

2. The Planning Section Chief within the State Emergency Operations Center is responsible for the coordination and preparation of the IAP.
  3. The State Unified Command and/or the Area Command approves the IAP. See Tab K to this appendix.
  4. Detailed information on the development of the Incident Action Plan is included as Tab K to Appendix 3 to Annex A of the State Emergency Operations Plan (SEOC).
- H. Manageable Span of Control.
1. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control.
  2. The span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.
- I. Pre-Designated Incident Locations and Facilities.
1. Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes.
  2. The Incident Commander will direct the identification and location of these facilities based on the requirements of the current situation.
  3. For disaster operations within the State of Missouri the following pre-designated locations and/or facilities are used:
- J. State Unified Command
1. Established to oversee the management of large or multiple incidents to which several Incident Management Teams (IMTs) and/or Area Commands have been assigned. State Unified Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.
- K. State Area Command
1. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time.
    - a. State Staging Areas
      1. Temporary facilities at which commodities, equipment, and personnel are received and pre-positioned for deployment.
      2. State Staging Areas – Affected. Temporary facilities located within the affected area at which commodities, equipment, and personnel are received and pre-positioned for deployment.
  2. Points of Distribution Sites (PODs)
    - a. Temporary local facilities at which commodities are distributed directly to disaster victims. Locations are identified in Local Emergency Operations Plans and serve as distribution sites during a catastrophic event.
- L. Comprehensive Resource Management

1. Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources.
  2. It also includes those processes and procedures for reimbursement for resources.
  3. Resources are defined as personnel, teams, equipment, supplies, and facilities that are available, or potentially available, for assignment in support of incident management and emergency response activities.
- M. Integrated Communications.
1. Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and procedures.
  2. Preparedness planning must address the equipment, systems, and protocols necessary to achieve integrated voice and data incident management communications.
- N. Establishment and Transfer of Command.
1. The command function must be clearly established from the beginning of incident operations.
  2. The agency with primary jurisdictional authority over the incident designates the incident commander.
  3. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- O. Chain of Command and Unity of Command.
1. Chain of command refers to the orderly line of authority within the incident management organization.
  2. Unity of command means that every individual has a designated supervisor to whom they report.
  3. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
- P. State Unified Command.
1. Used in incidents that involves multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement.
  2. State Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- Q. Accountability of Resources and Personnel.
1. Check-In. All responders must report in to receive an assignment in accordance with the procedures established by the incident commander.
  2. Incident Action Plan. Response operations must be directed and coordinated as outlined in the Incident Action Plan (IAP).
  3. Unity of Command. Each individual involved in incident operations will be assigned to only one supervisor.
  4. Span of Control. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate and manage all resources under their supervision.
  5. Resource Tracking. Supervisors must record and report resource status changes as they occur.

6. Deployment. Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
7. Information and Intelligence Management. The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

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## INCIDENT COMMAND SYSTEM (ICS) ORGANIZATION AND OPERATIONS.

### A. Command Staff

1. The Command Staff is responsible for the overall management of the incident.
2. When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single Incident Commander should be designated by the appropriate jurisdictional authority. This individual will have overall incident management responsibility.
3. The Command Staff function for any response involving State resources or resources requested and received by the State is as follows:
  - a. State Unified Command:
    - 1) Used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions.
    - 2) For the purposes of any response by the State of Missouri, the State Emergency Operations Center (and corresponding organizational structure) serves as the State Unified Command.
    - 3) The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor.
    - 4) Operates under a common set of objectives, strategies, priorities, and a single Incident Action Plan (IAP) to maximize the use of available resources.
  - b. Area Command:
    - 1) The forward element for command and control of State of Missouri resources.
    - 2) Ensures all area activities are directed toward accomplishment of the IAP.
    - 3) The basic organization structure will be similar to that of the State Unified Command.
    - 4) During a catastrophic event (New Madrid Earthquake, etc) there may be several Area Commands established. If so, all of them would report to the State Unified Command established at the Missouri State Emergency Operations Center (SEOC).
4. Command Staff responsibilities:
  - a. Public Information Officer (PIO):
    - 1) Responsible for interfacing with the public and the media.

- 2) Develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external use.
  - 3) May perform a public information monitoring role.
  - 4) Only one incident Public Information Officer (PIO) should be designated. He/she may have several assistants, as needed.
  - 5) The Incident Commander must approve the release of all incident related information.
- b. Safety Officer:
- 1) Monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
  - 2) The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
  - 3) The Safety Officer must ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and non-governmental organizations.
- c. Liaison Officer:
- 1) The Liaison Officer is the point of contact for representatives of other governmental agencies, non-governmental organizations, and/or private entities.
  - 2) Personnel from public or private organizations involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.
- d. Assistants:
- 1) Command Staff members may need one or more assistants to manage their workloads during large or complex incidents.
  - 2) Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
- e. Additional Command Staff:
- 1) Additional Command Staff may be necessary based on the nature and location of the incident, and/or specific requirements established by the Incident Commander, the Area Command, and/or the State Unified Command.
  - 2) Examples include Legal Counsel, Medical Advisor, etc.
- B. Operations Section.
1. The Operations Section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.
  2. Operations Section Chief:
    - a. The Operations Section Chief is responsible to the Incident Commander or State Unified Commander for the direct management of all incident-related operational activities.
    - b. The Operations Section Chief will establish tactical objectives for each operational period. Other section chiefs and unit leaders establish their own supporting objectives.

- c. An Operations Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan (IAP).
  - d. Branches:
    - 1) Branches may be used to serve several purposes, and may be functional or geographic in nature.
    - 2) In general, branches are established when the number of divisions or groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief (a ratio of 1:5 is normally recommended, or 1:8 to 1:10 for many larger-scale law enforcement operations).
  - e. Divisions and Groups:
    - 1) Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Command and/or the Operations Section Chief.
    - 2) Divisions are established to divide an incident into physical or geographical areas of operation.
    - 3) Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the Incident Commander (IC) may assign intelligence-related activities to a functional group in the Operations Section. There also may be additional levels of supervision below the Division or Group level.
  - f. Resources:
    - 1) Resources refer to the combination of personnel and equipment required to enable incident management operations.
    - 2) Resources may be organized and managed in three different ways, depending on the requirements of the incident:
      - a) Single Resources. These are individual personnel and equipment items and the operators associated with them.
      - b) Task Forces. A Task Force is any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.
      - c) Strike teams. Strike Teams are a set number of resources of the same kind and type that have an established minimum number of personnel. The use of Strike teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.
- C. Planning Section.
- 1. The Planning Section:
    - a. Collects, evaluates, and disseminates incident situation information and intelligence to the Incident Commander (IC), the Area Command, and/or the State Unified Command and incident management personnel;
    - b. Prepares status reports;
    - c. Displays situation information;

- d. Maintains status of resources assigned to the incident; and
  - 1) Develops and documents the Incident Action Plan (IAP) based on guidance from the Incident Commander, the Area Command, and/or the State Unified Command.
  - 2) The Planning Section is also responsible for developing and documenting the Incident Action Plan (IAP).
  - 3) The Incident Action Plan includes the overall incident objectives and strategies established by the Area Command and/or the State Unified Command.
  - 4) In the case of Unified State Command, the Incident Action Plan (IAP) must adequately address the mission and policy needs of each jurisdictional agency and the various Area Commands, as well as interaction between jurisdictions, functional agencies, and private organizations.
  - 5) The Incident Action Plan (IAP) also addresses tactical objectives and support activities required for one operational period, generally 12 to 24 hours.
  - 6) The IAP also contains provisions for continuous incorporation of “lessons learned” as incident management activities progress.
  - 7) An Incident Action Plan is especially important when:
    - a) Resources from multiple agencies and/or jurisdictions are involved;
    - b) Multiple jurisdictions are involved;
    - c) The incident will effectively span several operational periods;
    - d) Changes in shifts of personnel and/or equipment are required; or
    - e) There is a need to document actions and/or decisions.
  - 8) The Incident Action Plan (IAP) will typically contain a number of components. These are shown in Tab K to this Appendix.
- D. Logistics Section.
  - 1. The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.
  - 2. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.
- E. Finance/Administration Section.
  - 1. A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services.
  - 2. Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.
- F. Intelligence.
  - 1. Intelligence includes not only all types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e. surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of sources.

2. While there is an information and intelligence function within the Planning Section, there is a separate Intelligence Section established as part of the State's Unified Command.
  3. Regardless of how this function is organized, all information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need-to-know" to ensure that they support decision-making.
  4. Responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Commander, Area Command, and/or State Unified Command.
  5. Responsible for coordinating information and operational security matters with the public awareness activities that fall under the responsibility of the Public Information Officer.
- G. Area Command.
1. Description.
    - a. An Area Command is activated only if necessary, depending on the complexity of the incident management span-of-control considerations.
    - b. An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. For incidents involving State response this decision is made by the Governor's Unified Command and/or the State Unified Command.
    - c. In the event of a catastrophic event within the State of Missouri, the procedures established in the Catastrophic Event annex to the State Emergency Operations Plan (SEOP) will be followed.
    - d. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversees the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time, (e.g., a bioterrorism event).
    - e. Area Command should not be confused with the functions performed by an emergency operations center (EOC). An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resource support.
    - f. If the incidents under the authority of the Area Command are multi-jurisdictional, then a State Unified Command should be established.
  2. Responsibilities.(for their assigned area of operations)
    - a. Set overall incident-related priorities;
    - b. Allocate critical resources according to established priorities;
    - c. Ensure that incidents are properly managed;
    - d. Ensure that incident management objectives are met and do not conflict with each other or with agency policy;
    - e. Identify critical resource needs and report them to the appropriate unified command, emergency operations centers and/or multi-agency coordination entities; and
    - f. Ensure that short term emergency recovery is coordinated to assist in the transition to full recovery operations.

H. State Unified Command.

1. Description.

- a. An application of the Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions,
- b. The Missouri State Emergency Operations Center (SEOC) serves as the State Unified Command for incidents involving multiple political jurisdictions and/or state/federal resources.
- c. The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor.
- d. When activated, the State Emergency Operations Center is staffed by personnel from the State Emergency Management Agency (SEMA), representatives from various State agencies/departments, key volunteer groups/organizations, federal agencies, and other disciplines as determined by the State Unified Command.
- e. Actual staffing of the State Unified Command will be determined by the size, type, and impact of the specific incident.
- f. Each agency and/or department has the flexibility to determine who their representative(s) at the SEOC will be, however, the individual(s) must be knowledgeable of the authorities, capabilities, and resources of their respective agency/department.
- g. Agency/department representatives must also have the ability/authority to commit agency/department resources including, but not limited to, personnel, equipment, supplies, and any other resources needed to effectively and efficiently respond to and recover from the incident.

I. Responsibilities (for incident response and recovery operations throughout the State).

1. Set overall incident-related priorities;
2. Ensure that the overall State response to, and recovery from, the incident(s) is properly managed;
3. Ensure that overall incident management objectives are met and do not conflict with each other or with agency policy;
4. Identify critical resource needs and locate suitable assets to fill those needs from federal, in-state, out-state, private industry, and/or volunteer groups;
5. Coordinate critical resource needs among the various affected jurisdictions, and response and recovery entities;
6. Allocate critical resources to the established Area Commands according to established priorities and the Incident Action Plan;
7. Ensure that short term emergency response and recovery operations are coordinated throughout the State to assist in the transition to long term recovery operations.

J. Multi-agency Coordination Systems.

1. Definition.

- a. A combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.
  - b. The primary functions of multi-agency coordination systems are:
    - 1) Support incident management policies and priorities;
    - 2) Facilitate logistics support and resource tracking;
    - 3) Inform resource allocation decisions using incident management priorities;
    - 4) Coordinate incident related information; and
    - 5) Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.
  - c. Multi-agency coordination systems may contain Emergency Operations Centers and (in certain multi-jurisdictional or complex incident management situations) multi-agency coordinating entities.
- K. Emergency Operations Centers.
- 1. Emergency Operations Centers (EOCs) represent the physical location at which the coordination of information and resources to support incident management activities takes place.
  - 2. When activated the EOC must establish communication and coordination between the Incident Commander, Area Command(s), and Unified Commands as appropriate.
  - 3. The State Emergency Operations Center (SEOC) is the focal point for all State response and recovery activities as the Governor's Unified Command.
- L. Multi-agency Coordination Entities.
- 1. When incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios, a multi-agency coordination entity (i.e. Missouri State Emergency Management Agency), will be used to facilitate incident management and policy coordination.
  - 2. The incident and the needs of the impacted jurisdictions will dictate how these multi-agency coordination entities operate and how they are structured.
  - 3. The SEOC will typically be staffed by senior individuals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These individuals must have the authority to make decisions and commit their respective agencies/departments resources.
  - 4. The Missouri State Emergency Operations Center serves as the State's EOC, a multi-agency coordination entity, and the operating location for the Governor's Unified Command.
  - 5. The SEOC provides strategic coordination during domestic incidents. The Missouri SEOC will coordinate and maintain communications with other agencies and local emergency operations centers EOCs in order to provide uniform and consistent guidance to incident management personnel.
  - 6. Regardless of form or structure, the principle functions and responsibilities of multi-agency coordination entities typically include the following:

- a. Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information;
  - b. Establishing priorities between incidents and/or Area Commands in concert with the Incident Commander (IC) or the State Unified Command involved;
  - c. Acquiring and allocating resources required by incident management personnel in concert with the priorities established by the Incident Commander (IC), Area Command, and/or the State Unified Command;
    - 1) Anticipating and identifying future resource requirements;
    - 2) Coordinating and resolving policy issues arising from the incident(s); and
    - 3) Providing strategic coordination as required.
  - 7. Following incidents, multi-agency coordination entities are also typically responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for improved incident management are acted on. These improvements should also be coordinated with all other appropriate organizations.
- M. Public Information Systems.
- 1. Systems and procedures for communicating timely and accurate information to the public are critical during crisis or emergency situations.
  - 2. Public Information Principles.
    - a. The Public Information Officer (PIO) supports the incident command structure. Basic responsibilities of the PIO include:
      - 1) represent and advise the incident command on all public information matters relating to the management of the incident;
      - 2) handle media and public inquiries, emergency public information and warnings, rumor and media monitoring;
      - 3) coordinate and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety;
      - 4) coordinate public information at or near the incident site;
      - 5) serve as the on-scene link to the Joint Information System (on-scene PIO);
      - 6) during large scale operations, several Public Information Officers (PIOs) would be required, in the field and in the Joint Information Center.
    - b. Public information functions must be coordinated and integrated across jurisdictions and across functional agencies; among federal, state, and local partners; and with private-sector and non-governmental organizations.
    - c. Organizations participating in incident management retain their independence.
    - d. Incident commands and multi-agency coordination agencies are responsible for establishing and overseeing Joint Information Centers (JICs) including processes for coordinating and clearing public communications.
    - e. For those large operations utilizing a State Unified Command, the departments, agencies, organizations, or jurisdictions that contribute to joint public information management do not lose their individual identities or responsibility for their own programs or policies.
    - f. Each entity contributes to the overall unified message.

3. System Description and Components.
  - a. Joint Information System (JIS).
    - 1) The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis.
    - 2) It includes the plans, protocols, and structures used to provide information to the public during incident operations.
    - 3) It encompasses all public information operations related to an incident, including all Federal, State, local, and private organization PIOs, staff, and JICs established to support an incident.
    - 4) Key elements of the Joint Information System include the following:
      - a) interagency coordination and integration;
      - b) developing and delivering coordinated messages;
      - c) support for decision-makers; and
      - d) flexibility, modularity, and adaptability.
  - b. Joint Information Center (JIC).
    - 1) A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public-affairs functions.
    - 2) The Department of Public Safety Communications Director serves as the JIC coordinator.
    - 3) It is important for the JIC to have the most current and accurate information regarding incident management activities at all times.
    - 4) The JIC provides the organizational structure for coordinating and disseminating official information.
    - 5) The JIC should include representatives of each jurisdiction, agency, private-sector, and nongovernmental organization involved in incident management activities.
    - 6) A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require.
    - 7) If multiple Joint Information Centers (JICs) are used, each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of the ICS organization.

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## RESOURCE MANAGEMENT

- A. Concepts and Principles.
  1. Resource Management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident.
  2. Resources include personnel, teams, facilities, equipment, and supplies.

3. Resource management coordination activities take place within the Logistics Section of the State Emergency Operations Center (SEOC). This Section, in conjunction with the State Unified Command, will also prioritize and coordinate resource allocation and distribution during incidents.
  4. Resource management involves four primary tasks:
    - a. establishing systems for describing, inventorying, requesting, and tracking resources;
    - b. activating these systems prior to and during an incident;
    - c. dispatching resources prior to and during an incident; and
    - d. deactivating or recalling resources during or after incidents.
- B. Managing Resources.
1. General.
    - a. The State of Missouri uses the concepts and principles of the National Incident Management System (NIMS) to conduct all of its response and recovery operations, including its logistics operations.
    - b. In accordance with NIMS, the State uses standardized procedures, methodologies, and functions in its resource management processes. These processes reflect functional considerations, geographic factors, and validated practices within and across disciplines.
    - c. There are nine processes for managing resources:
      - 1) Identifying and Typing Resources.
      - 2) Resource typing entails categorizing by capability the resources that incident managers commonly request, deploy, and employ.
      - 3) Measurable standards identifying the capabilities and performance levels of resources serve as the basis for categories.
      - 4) Resource kinds may be divided into subcategories (types) to define more precisely the resource capabilities needed to meet specific requirements.
      - 5) Certifying and Credentialing Personnel.
      - 6) Personnel certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.
      - 7) Credentialing involves providing documentation that can authenticate and verify the certification and identify of designated incident managers and emergency responders.
      - 8) This system helps ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident management or emergency responder position they are tasked to fill.
  2. Inventorying Resources.
    - a. The Logistics Section staff will use available resource inventory systems (E-Team, etc) to assess the availability of assets provided by public, private, and volunteer organizations.
    - b. Key issues involving resource inventories that must be addressed during each incident include:

- 1) the process (if any) that will be used to make the data available to area commands, other emergency operations centers, and multi-agency coordination entities.
  - 2) determining whether or not the primary-use organization needs to warehouse items prior to an incident. The Logistics Section will make this decision by considering the urgency of the need, whether there are sufficient quantities of required items on hand, and/or whether they can be obtained quickly enough to meet demand.
3. Identifying Resource Requirements.
- a. The Logistics Section within the State Emergency Operations Center (SEOC) will identify, refine, and validate resource requirements throughout incident response and recovery operations.
  - b. The process of accurately identifying resource requirements involves determining:
    - 1) what and how much is needed;
    - 2) where and when it is needed; and
    - 3) who will be receiving or using it.
  - c. Because resource availability and requirements will constantly change as the incident evolves, all entities participating in an operation must coordinate closely in this process.
4. Ordering and Acquiring Resources.
- a. Requests for items that the incident command cannot obtain locally are submitted through the applicable Area Command.
  - b. If the applicable Area Command is unable to fill the order locally, the order is forwarded to the Logistics Section within the State Unified Command.
5. Mobilizing Resources
- a. Incident personnel begin mobilizing when notified through established channels. In the event of a catastrophic earthquake event many of the initial mobilization actions are addressed through an automatic response process.
  - b. Deploying personnel should be provided the following information as a minimum:
    - 1) the date, time, and place of departure;
    - 2) mode of transportation to the incident;
    - 3) estimated date and time of arrival;
    - 4) reporting location (address, contact name, and phone number); and
    - 5) anticipated incident duration of deployment.
  - c. When resources arrive on scene, they must formally check in. This starts the on-scene in-processing and validates the order requirements.
  - d. Notification that the resource has arrived is sent back through the system to the Logistics Section at the State Emergency Operations Center.
  - e. The Logistics Section will usually plan and prepare for the demobilization process at the same time they begin the resource mobilization process. Early planning for demobilization:
    - 1) facilitates accountability
    - 2) makes transportation of resources as efficient as possible;
    - 3) keeps costs as low as possible; and
    - 4) delivery as fast as possible.

6. Tracking and Reporting Resources.
  - a. Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident by all agencies at all levels.
  - b. This resource tracking process:
    - 1) provides incident managers with a clear picture of where resources are located;
    - 2) helps staff prepare to receive resources;
    - 3) protects the safety of personnel and security of supplies and equipment; and
    - 4) enables the coordination of movement of personnel, equipment, and supplies.
  - c. The Logistics Section will use established procedures to track resources continuously from mobilization through demobilization.
  - d. The Logistics Section will provide this real-time information to key decision makers within the Governor's Unified Command, the State Unified Command, and the applicable Area Command(s) as needed.
  - e. All personnel involved in the resource management process will follow all applicable federal, state, and/or local procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.
7. Recovering Resources. Recovery involves the final disposition of all resources. During this process, resources are rehabilitated, replenished, disposed of, and retrograded:
  - a. Nonexpendable Resources.
    - 1) These are fully accounted for at the incident site and again when they are returned to the unit that issued them. The issuing unit then restores the resources to fully functional capability and readies them for the next mobilization.
    - 2) In the case of human resources adequate rest and recuperation time and facilities must be provided.
  - b. Expendable Resources.
    - 1) These are also fully accounted for. Restocking occurs at the point from which a resource was issued.
    - 2) Resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) must be dealt with according to established regulations and policies.
  - c. Reimbursement.
    - 1) Reimbursement provides a mechanism to fund critical needs that arise from incident-specific activities.
    - 2) Processes and procedures, including mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs, must be in place to ensure that resource providers are reimbursed in a timely manner.
    - 3) The State will pursue all available sources of reimbursement for resources expended during a disaster incident. These would include, but are not limited to:
      - a) Federal mission assignments
      - b) FEMA Public Assistance program
      - c) Mutual aid agreements

- d) Donations
- 4) If these programs are not available, the incident management organization bears the costs of expendable resources.

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## COMMUNICATIONS AND INFORMATION MANAGEMENT

- A. Concepts and Principles.
  - 1. Effective communications, information management, and information and intelligence sharing are critical aspects of domestic incident management.
  - 2. The principle goals of communications and information management are:
    - a. establishing and maintaining a common operating picture
    - b. ensuring accessibility and interoperability
  - 3. A common operating picture and systems interoperability provide the framework necessary to:
    - 4. formulate, execute, and communicate operational decisions at an incident site, as well as between incident management entities across jurisdictions and functional agencies;
    - 5. prepare for potential requirements and requests supporting incident management activities; and
    - 6. develop and maintain overall awareness and understanding of an incident within and across jurisdictions.
- B. Managing Communications and Information.
  - 1. The National Incident Management System (NIMS) provides the essential functions of communications and information systems at all levels in two ways
    - a. Incident Management Communications.
      - 1) Interoperable communications systems are necessary to ensure effective communications exist between all response and recovery entities.
      - 2) All jurisdictions and entities involved in response and recovery operations will use common terminology, as prescribed by the NIMS, for communication.
- C. Information Management.
  - 1. Successful response and recovery operations are dependent on the dissemination of accurate and timely information. There are several standard mechanisms that can be used to disseminate disaster-related information. These include:
    - a. E-Team.
    - b. Incident Action Plan (IAP).
    - c. Situation Reports.
    - d. Standard interoperable communications.
    - e. Coordinated and approved press releases.
    - f. Face to face personnel contact.
  - 2. All of these must be used to conduct successful disaster response and recovery operations. Reliance on any one method to the exclusion of the others will hinder effective disaster operations.

3. The State Emergency Management Agency (SEMA) is responsible for the development and distribution of Situations Reports related to on-going disaster activities.
4. The Director of SEMA, or designee, will determine the frequency of the reports and will also be the final approving authority for each report.
5. Other State agencies will be required to provide input to the situation report as determined by the incident and state agency activities.

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#### DIRECTION AND CONTROL

- C. A State Unified Command will be activated at the SEOC in Jefferson City. This is the state level command where Direction and Control will be exercised for the statewide response. The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety, will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor. The Governor delegates authority to the Principal State Official to perform these functions but remains as the Chief Elected Official of the State and serves as the final responsible official for the State and its responsibilities.
- D. Although the Director of SEMA manages and coordinates operations within the State Emergency Operations Center (SEOC), his or her authority does not exceed that of department heads, unless the Governor so designates (see Basic Plan, Section IV.B.3). The SEMA Director provides chief technical advice on emergency management related issues to the PSO and the State Unified Command.
- E. Under overall guidance of the Governor (or Principal State Official), each participating department, agency, or organization maintains operational control of its resources. Mission assignments are coordinated from the SEOC. When the SEOC is activated, all actions must be reported to the SEOC to ensure a rapid and efficient response.
- F. Requests for federal and/or state assistance can come only from the chief elected official of the affected jurisdiction or that official's authorized successor (see Appendix 4 to the Basic Plan). To ensure proper coordination and format, the SEMA staff must coordinate all these requests.

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#### CONTINUITY OF GOVERNMENT

- A. The line of succession for management of incidents is:
  1. Governor or Principal State Official
  2. State Unified Command
  3. Area Command
- B. The line of succession for the State Emergency Management Agency (SEMA) is:
  1. Director
  2. Deputy Director
  3. Chief of Operations.
- C. The line of succession for the Operations Branch within the State Emergency Management Agency (SEMA) is

1. Chief of Operations of SEMA
  2. Current designated second in command of the Operations Branch
  3. The first Operations Shift Supervisor who becomes available
- D. See Annex S (Continuity of Operations) of the State Emergency Operations Plan for additional Information.
- E. Lines of authority follow the lines of succession identified above. As the line of succession progresses to the next individual, the lines of authority associated with that position also progress to that individual. That transition is in effect until the event is terminated or someone in a position of higher authority assumes command.

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## ADMINISTRATION AND LOGISTICS

### A. Administration

1. Requests for assistance, all general messages, and all reports are handled via procedures and format specified in the State Emergency Operations Center (SEOC) Standard Operating Guide (SOG). The use of reports varies according to type of emergency.
2. Each department and/or agency is responsible for maintaining its own records of expenditures for later reimbursement.
3. Security personnel at the entrance maintain a record of all persons entering and departing the SEOC. All personnel are issued access cards to be worn while in the SEOC.
4. Upon activation of the SEOC, roster updates must occur to facilitate personnel access to the SEOC or to any other Direction and Control sites cited earlier in this annex. An individual not on these updated rosters is denied admittance until the appropriate agency issues proper authorization.

### B. Logistics

1. SEMA provides office supplies to personnel of other agencies assigned to work in the SEOC. Unusual or extraordinary amounts must be obtained by the appropriate agency.
2. The SEOC is equipped to meet the needs of procedures outlined in this annex. The SEOC Floor Supervisor (SEMA) should be notified if the equipment or the physical capabilities of the SEOC are not sufficient for an agency to meet its mission. This then becomes a shortfall to be added to the long range development plan.
3. Each agency is responsible for furnishing its own transportation for Direction and Control activities. If specialized transportation is required, the agency should contact the SEOC.
4. Shower facilities are available at the SEOC for use by any staff working in the SEOC. Also, sleeping quarters are available in the Ike Skelton Missouri Army National Guard Training compound. These are only available in the most severe emergency situations and when made available by the Missouri National Guard (MoNG).
5. During SEOC operations, SEMA usually provides light snacks and drinks for break periods. The MoNG operates a cafeteria that would usually be available to SEOC staff during major occurrences.

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## APPENDIX DEVELOPMENT AND MAINTENANCE

- A. This appendix was developed by SEMA and supported by documentation developed by participating agencies.
- B. SEMA initiates an annual review and update of this annex. Agencies formulate necessary updates and furnish them to SEMA for incorporation in the plan.
- C. Tests, exercises, and drills are conducted regularly. Lessons learned from these initiatives are incorporated into any changes/revisions to this annex.

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#### AUTHORITIES AND REFERENCES

- A. See Glossary, Authorities, and References section of the Basic Plan.

# ANNEX B: COMMUNICATIONS AND WARNING

## PURPOSE

- A. This annex will provide information concerning available, and potentially available, communications and warning capabilities in Columbia and Boone County.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Dispatching:
  1. Communications capabilities for Columbia and Boone County exist primarily with the Columbia/Boone County Public Safety Joint Communications (PSJC) department located at 17 N. 7<sup>th</sup> Street, Suite A in downtown Columbia, Missouri. This center is the 9-1-1 public safety answering point staffed 24- hours per day to provide services for the entire Boone County area. This center also provides 24-hour dispatching for the Columbia Police Department, Boone County Sheriff's Department, Ashland Police Department, Hallsville Police Department, Sturgeon Police Department, and the Columbia Regional Airport Security. PSJC dispatches for fire services including the Columbia Fire Department, Boone County Fire Protection District, and Southern Boone County Fire Protection District. See Appendix 2 of this Annex for contact information.
  2. The City of Centralia and the University of Missouri maintain their own dispatch for police services. The 9-1-1 calls are first received by Public Safety Joint Communications and relayed to Centralia and the University dispatch
  3. Public Safety Joint Communications dispatches all EMS services operating in Boone County, including University of Missouri Hospital Ambulance and Boone Hospital Center Ambulance.
  4. The Columbia Public Works Department and Boone County Public Works provide their own dispatching.
  5. The University of Missouri, Columbia College and Stephens College campus security provide their own dispatching.
  6. In the event of a power interruption, the Columbia/Boone County PSJC Operations Center has UPS systems and a back-up generator to operate the communications equipment and the 9-1-1 dispatch. This generator is tested on a weekly basis.
  7. Columbia/Boone County receives initial warning information from the NAWAS/MULES, Storm Sentry and NOAA weather radio located in the PSJC Operations Center. This also includes warning information from the National Weather Service office in St. Louis. The warning information, in turn, is dispersed throughout Columbia and Boone County. See Appendix 1 to this Annex for the Warning Flow Chart.
  8. Radio frequencies for the emergency services are listed in Appendix 3 of this Annex.
- B. Warning:
  1. Sirens: Columbia and Boone County maintain fixed outdoor warning sirens at locations throughout the County. They can be utilized for public warning for various types of emergencies including tornadoes, severe weather which may cause damage/injuries, terrorist attack, sustained winds of 70 mph, other incidents which may pose a danger to the siren affected areas, or upon the authorization of the EMD. See Appendix 4 to this Annex for the Columbia/Boone County Outdoor Warning Siren Locations.

2. The sirens are activated through the Columbia/Boone County PSJC via a radio link. Responsibility for activating the sirens rests with the Emergency Management Director, Weather Watch Coordinator, Joint Communications Shift Supervisor, or next highest level person on duty. The decision will be made based on information from the National Weather Service, surrounding jurisdictions, user agency personnel, the Missouri State Highway Patrol, and/or trained weather spotters in the field. Specific procedures for activating the sirens are contained in PSJC SOP Number 11. The sirens are tested on the first Wednesday of every month at noon, weather permitting.
  - a. The City of Columbia has fifty-five (55) outdoor warning sirens within the city limits and one (1) at Columbia Regional Airport.
  - b. There are twenty (20) sirens located in the unincorporated areas of Boone County.
  - c. There are also two (2) sirens located at Ashland, and one (1) each in the communities of Hallsville, Sturgeon, Harrisburg, Hartsburg, and Rocheport.
  - d. There are four (4) sirens located in the City of Centralia separate from the siren systems listed above.
3. Warning for jurisdictions or areas in the county not covered by sirens may be by electronic messages, telephone, mobile public address operations and/or door-to-door by the Boone County Sheriff's Department, municipal police departments and fire departments. Local radio and television stations will also broadcast warnings.
4. Special Facilities: There are several facilities in Columbia and Boone County that require special warning considerations (i.e., schools, hospitals, nursing homes, etc.). A list of these facilities is found in Annex J Appendix 4 of this plan. A tone alert radio system is utilized to warn these facilities. These warning radio receivers are tested at the same time as the outdoor warning sirens.
  - a. Emergency Alert System (EAS): Boone County is located in lies within the Jefferson City operational area for the State level EAS network. The primary State EAS radio station for the area is KTXY (106.9 FM).
    - 1) The Columbia/Boone County Office of Emergency Management has designated KFRU (1400 AM) in Columbia as the EAS radio station for local emergencies requiring such broadcast messages for our area. The Executive Official and EMD of the affected jurisdiction will designate those personnel with the authority to activate the EAS system. See Appendix 5 to this Annex for more information on EAS.
    - 2) Local television stations broadcast EAS weather warnings for tornadoes and other severe weather threatening the area. These stations include KOMU-TV Channel 8 and KMIZ-TV Channel 17 in Columbia, and KRCG-TV Channel 13 in Jefferson City.
    - 3) Standard operating procedures for activating EAS in Columbia/Boone County will be maintained by the Emergency Management Director. These procedures will be coordinated with the local radio station that has local EAS responsibility.
  - b. National Homeland Security Advisory System: The Columbia/Boone County Office of Emergency Management posts the current national terrorism threat level on its web site, with links to the City of Columbia and Boone County government web sites. The Office of Emergency Management also maintains pre-formatted news releases with recommended actions for the general public to take under the various threat levels. For the threat levels and recommended protective actions, see Appendix 6 to this annex.
  - c. MARTI System: The Columbia/Boone County Joint Communications Center also has the capability to broadcast pre-drafted emergency messages to some 15 radio and television stations in the area who are on the MARTI network.
  - d. Cable Television service is available to the residents of Columbia through Mediacom.

Both Boone County and Ashland are served by Charter Cable, while Hallsville and Sturgeon are covered by Galaxy Cable. Centralia is served by U. S. Cable of Mexico, Missouri. These cable services provide the civil emergency alert system (cable-interrupt) - a blue-screen with voice over-ride capability. Columbia/Boone County Joint Communications uses tone codes over a touch-tone phone to override its local cable service.

- e. Weather Radio: Residents of Columbia and Boone County are within range of an area transmitter for broadcasts of the NOAA Weather Radio network, operated by the National Weather Service. Severe weather updates, including tornado and severe thunderstorm warnings, flash flood warnings, and other 24-hour weather advisories are broadcast by the NWS for the affected area. The signal is received by special weather radio units activated when a severe weather bulletin is broadcast. These receivers are available to local emergency officials, schools, and the general public from many retail/wholesale stores carrying radios. Special new models can be coded to activate only for weather warnings in the immediate area (up to eight counties). Transmitters and towers currently in Fulton (Callaway County), and Jamestown (Moniteau County) provide signal coverage for Boone and surrounding counties in Central Missouri. Tower sites in other parts of the state provide similar multi-county coverage.
- f. Missouri Uniform Law Enforcement System (MULES): MULES is a law enforcement computer data network used by the Missouri State Highway Patrol primarily for law enforcement operations. It is also used to disseminate other emergency information, such as weather conditions, flood stages, road conditions, etc. MULES terminal are located in the Public Safety Joint Communications 9-1-1 dispatch center.
- g. National Warning System (NAWAS): NAWAS provides the framework for the Missouri Warning System. The NAWAS connects the National Warning Center (located in the North American Air Defense Command Combat Center, Colorado Springs, Colorado) with approximately 2,000 warning points across the United States. The system is used for receiving national attack warnings and for communications to other warning points in the state for natural and man-made disasters.
  - 1) The Missouri State Warning Point is Troop F Headquarters of the Missouri State Highway Patrol in Jefferson City, Missouri. The Alternate State Warning Point is the State Emergency Operations Center (SEOC) at SEMA. A NAWAS terminal is also located at the Columbia/Boone County Public Safety Joint Communications 9-1-1 dispatch center.
  - 2) Trained weather spotters are available through the various user agencies of PSJC citizens of our community, and the local amateur radio operators. Weather spotter classes are hosted by the Office of Emergency Management in coordination through the National Weather Service when needed. Local amateur radio operators can provide additional communications during an emergency/disaster. *See the EOP Resource Directory Guide, Annex B, Section (B-4), for the list of Boone County Amateur Radio Emergency Services (BCARES) contact info.*

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#### ASSUMPTIONS

- A. It is assumed that the existing communications and warning systems will survive and remain functional depending on which type of disaster strikes the area. The exceptions may include such incidents as a nuclear attack, tornadoes, etc. which would require actions to insure functional abilities.

- B. Amateur radio operators will be available to assist during an emergency situation.
- C. If local communications become overtaxed, the state will be requested to augment local resources during the response and recovery phases.
- D. Regardless of how well developed a warning system is, some citizens will ignore, not hear, or not understand warnings of impending disasters broadcast over radio, television or sounded by local siren systems. Mobile public-address and door-to-door operations may be required in some situations.
- E. In most cases, the Public Safety Joint Communications Operations Center dispatching personnel, in conjunction with the public safety agency on the scene, will make the initial determination that a "classified" emergency has occurred or is developing. See Basic Plan Appendix 3 for these classifications.

## CONCEPT OF OPERATIONS

NOTE: The time frames for performing these actions are listed in parentheses.

- A. Communications and warning operations in Boone County will be coordinated by each jurisdiction's respective designated point of contact with PSJC and the OEM. See Section IV of this annex for further. (PREPAREDNESS, RESPONSE, and RECOVERY)
- B. Work shifts will be established to provide continuous 24-hour staffing in the PSJC Operations Center. (PREPAREDNESS, RESPONSE, and RECOVERY)
- C. During a classified emergency, curtailment of routine actions will be necessary. The degree of this curtailment will be determined by the PSJC Director/Communications and Warning Coordinator and will depend upon the severity of the situation. (PREPAREDNESS, RESPONSE, and RECOVERY)
- D. Communications that are needed will be utilized during emergency situations by augmenting telephone and cellular services and utilizing amateur radio communication networks. (PREPAREDNESS, RESPONSE, and RECOVERY)
- E. Weather spotters will be deployed during severe weather situations. (PREPAREDNESS and RESPONSE)
- F. During emergency operations, all departments will maintain their existing equipment for communicating with their field operations. These departments will maintain communications liaison with the EOC to keep them informed of their operations. (PREPAREDNESS, RESPONSE, and RECOVERY)
- G. Messages incoming and outgoing from the EOC will be handled according to the procedures Annex A Appendix 3. (PREPAREDNESS, RESPONSE, and RECOVERY)
- H. Communications between the State EOC and local EOC will be through land-line telephone links, cellular phones, and/or radio contact. (PREPAREDNESS, RESPONSE, and RECOVERY)
- I. When an emergency situation occurs, all available warning systems will be utilized to alert and warn private residences, schools, nursing homes, etc. These warning systems include outdoor warning sirens, radio, and television, as well as loudspeakers and sirens on emergency vehicles. The Warning Flow Chart is located in Appendix 1 to this annex. (PREPAREDNESS and RESPONSE)
- J. Tests and educational programs will be conducted regularly to insure the public understands the various warnings (i.e., outdoor warning sirens). (MITIGATION and PREPAREDNESS)
- K. When an emergency requiring public warning occurs at an industrial site using hazardous materials or at a water impoundment, the procedures for alerting government officials will follow those contained in the Basic Plan Appendix 3. (PREPAREDNESS and/or RESPONSE)
- L. Outside communications and warning resources used to support emergency operations will remain under the direct control of the EOC to respond as necessary. (PREPAREDNESS,

EMERGENCY RESPONSE, and RECOVERY)

- M. The Columbia/Boone County Public Health and Human Services Department has the responsibility to monitor the outbreak of diseases, unexplained illnesses, etc. which may be either naturally-occurring or the result of a terrorist incident. Through its surveillance network and other mechanisms in place, the Health Department will track patterns of illness and medical complaints among the citizens of Columbia and Boone County, and share its information with Columbia/Boone County public safety for additional support in data collection to determine the scope of that threat. (PREPAREDNESS, EMERGENCY RESPONSE, and RECOVERY)

**ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

- A. Appendix 1 to this annex contains a Warning Flow Chart for Boone County.
- B. The Communications and Warning Coordinator for Columbia/Boone County is the Public Safety Joint Communications Director. This Coordinator is responsible for the following:
  - 1. Designate back-up communications and warning equipment should the equipment in either the primary or alternate EOC not function.
  - 2. Maintain a communications log of messages coming into and out of the EOC as outlined in Annex A Appendix 3.
  - 3. Maintain current notification lists for all departments and provide these lists to the communications center.
  - 4. Implement a call-out of all EOC staff as needed (see Annex A Appendix 2).
  - 5. Provide security and protection of communications and warning equipment.
- C. The Columbia Police Department and the Boone County Sheriff's Office support this function by providing weather spotting and vehicles/personnel for warning dissemination.
- D. Local amateur radio operators support this function by providing weather spotters in times of severe weather as well as personnel in the PSJC Operations Center and/or EOC when available.
- E. The designated Public Information Officer will support warning operations when necessary.
- F. The Emergency Management Director is responsible for maintaining the Emergency Alert System (EAS) standard operating procedures and coordinating these procedures with the local EAS radio and television stations.
- G. Additional support for this function will come from those departments or organizations having communications capabilities. These departments include ambulance, public works agencies, and Parks and Recreation.
- H. Any department/organization involved in this function is responsible for providing adequate training regarding communications and warning to their personnel.

**DIRECTION AND CONTROL**

- A. For incidents that have reached an emergency classification (see Basic Plan Appendix 3), overall Direction and Control will be from the EOC within the affected area or subdivision.
- B. Specific department heads may be designated to maintain operational control of their own communications systems, but will coordinate with the EOC during emergency operations. All departments must become familiar with the procedures outlined in this annex.
- C. When a classified emergency occurs, normal operating procedures can be altered as necessary to ensure adequate Direction and Control.
- D. Outside communications and warning resources used to support emergency operations will remain under the direct control of the EOC to respond as necessary.

**CONTINUITY OF GOVERNMENT**

- A. The line of succession for the Communications and Warning Coordinator for Columbia and Boone County is:
  - 1. Public Safety Joint Communications Director
  - 2. Administrative Services Manager
  - 3. Operations Manager
- B. Records vital to the communications and warning function should be duplicated and stored at another location.

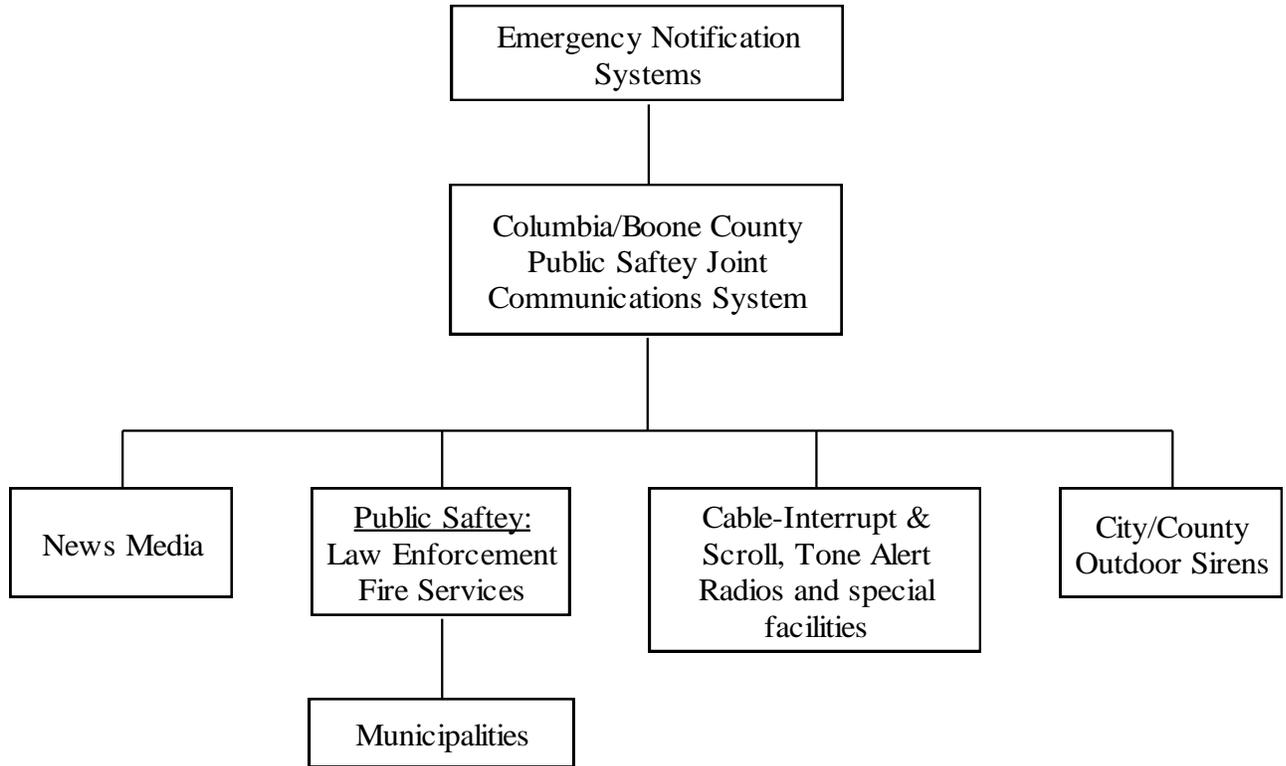
#### ADMINISTRATION AND LOGISTICS

- A. Mutual aid agreements and agreements of understanding regarding communications and warning operations should be maintained.
- B. Protect communications and warning equipment from lightning, wind, and electromagnetic pulse. This includes shielding equipment, attaching surge protectors, and disconnecting equipment from its power source.
- C. Establish priority of service restoration and line-load control on telephone equipment in the EOC and other essential facilities.

#### APPENDICES

- 1. Warning Flow Chart
- 2. Communications and Warning Information and Capabilities
- 3. Radio Frequencies Licensed in Boone County
- 4. Columbia/Boone County Outdoor Warning Siren Locations
- 5. Emergency Alert System (EAS) Information
  - 6. National Homeland Security Advisory System (Terrorism Threat Levels)

ANNEX B APPENDIX 1: WARNING FLOW CHART



ANNEX B APPENDIX 2: COMMUNICATIONS AND WARNING INFORMATION AND CAPABILITIES

*See Resource Directory for full listing of contact information*

ANNEX B APPENDIX 3: RADIO FREQUENCIES LICENSED IN BOONE COUNTY

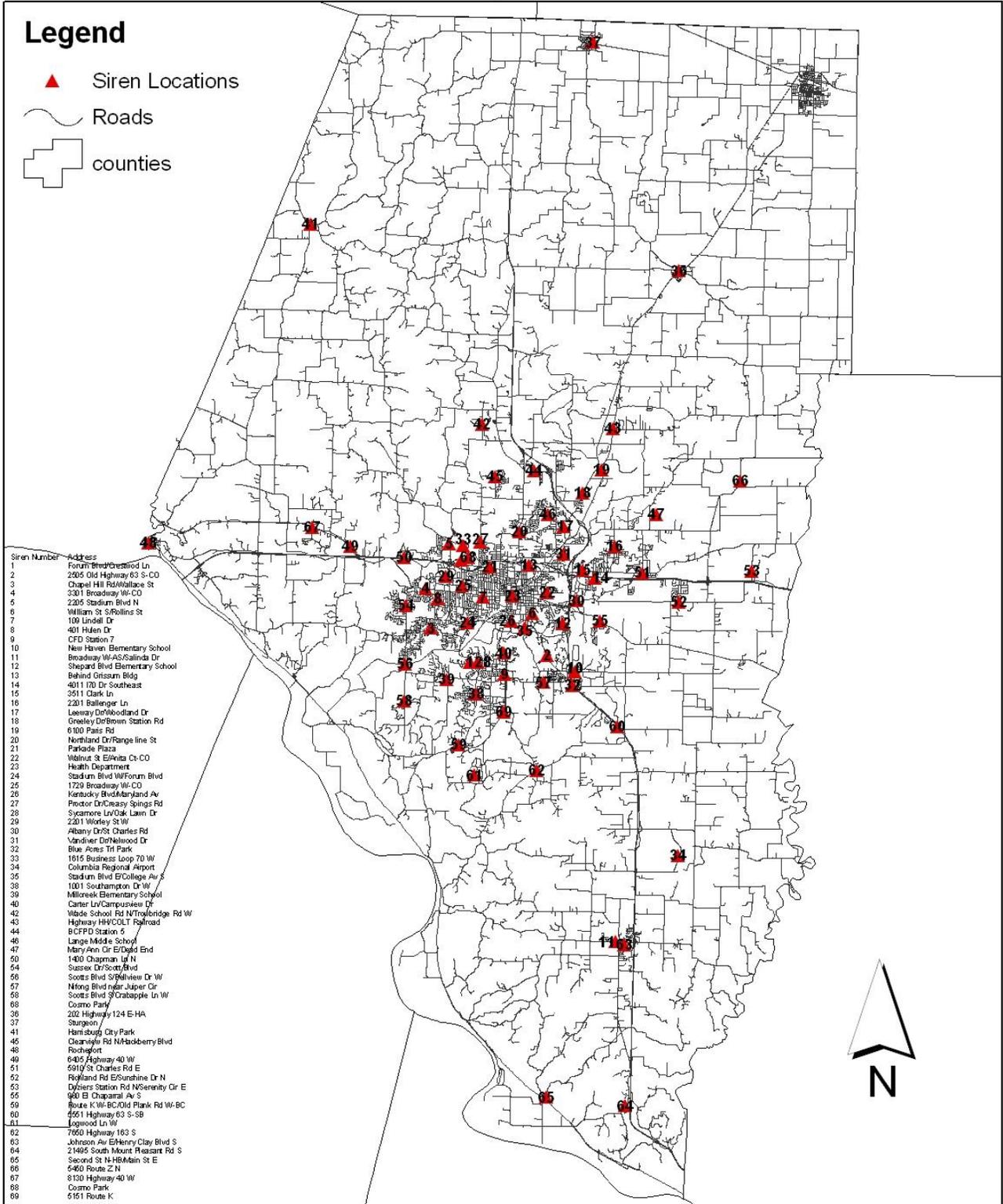
(All PL's 94.8 unless noted)

|   |   |
|---|---|
| 1. Columbia Main Law Network.....                 | (Base) 155.310<br>(Repeater) 158.940                          |
| 2. Columbia Police Tactical #2                    | 154.755   |
| 3. Columbia Police Tactical #3                    | 156.150   |
| 4. Boone County Sheriff Tactical                  | (Base) 155.190<br>(Repeater) 159.420                          |
| 5. Boone County Corrections Center                | 154.710   |
| 6. University of MO Police .....                  | Trunked, 800 Mhz System                                       |
| 7. Columbia Fire (Base) (Purple) .....            | 154.190   |
| 8. Columbia Fire (Repeater).....                  | 154.010   |
| 9. Boone County Fire (Base).....                  | 154.430   |
| 10. Boone County Fire (Repeater).....             | 154.070   |
| 11. Boone County Fire (UHF Link) .....            | 452.425   |
| 12. Boone Hospital Ambulance-EMS Dispatch.....    | 155.265   |
| 13. University Hospital Ambulance .....           | 154.965   |
| 14. University Helicopter .....                   | 153.965   |
| 15. State Highway Patrol.....                     | 42.120  |
| 16. State Highway Patrol.....                     | 456.525   |
| 17. State Highway Patrol.....                     | 42.320  |
| 18. State Highway Patrol.....                     | 42.060  |
| 19. State Highway Patrol.....                     | 42.220  |
| 20. Weather (NOAA) 24 Hour Weather Broadcast..... | 162.400   |
| .....   | Jamestown Tower 162.425                                       |
| 21. Columbia Public Works .....                   | (Base) 158.820  |
|   | Transit, Sewer, Fleet Ops: (Base) 158.820; (Repeater) 153.755 |

Solid Waste: (Base) 152.120; (Repeater) 153.860  
Street: (Base) 158.775; (Repeater) 153.860

- 22. Boone County Public Works .....(Base) 158.775  
(Repeater) 153.860
  
- 23. Columbia Water and Light            (Base) 158.175  
(Repeater) 153.710
  
- 24. Boone County Road and Bridge.....(Base) 158.985  
(Repeater) 156.180  
PL 103.5
  
- 25. Law Mutual Aid ..... 155.475
  
- 26. Point to Point ..... 155.370
  
- 27. Statewide Fire MA (Red) ..... 154.280
  
- 28. Special MO Fire Ground (Blue)..... 154.295
  
- 29. RACES Repeater ..... 146.760
  
- 30. RACES Repeater ..... 146.610
  
- 31. RACES Repeater ..... 146.685
  
- 32. RACES Repeater ..... 444.975
  
- 33. Fireground (Gold)..... 154.115
  
- 34. Fireground (Brown)..... 154.385
  
- 35. Fireground (Gray)..... 154.145
  
- 36. Fireground (Yellow)..... 154.830
  
- 37. Fire Mutual Aid (White)..... 154.265

# Columbia/Boone County Outdoor Warning Siren Locations



ANNEX B APPENDIX 5: EMERGENCY ALERT SYSTEM (EAS)

Boone County is located in the Jefferson City operational area for the State level Emergency Alert System (EAS). The primary State EAS network station for this operational area is KTTY-FM, 106.9 In this Columbia/Boone County Emergency Operations Plan, a Columbia station is designated to broadcast EAS messages for local emergencies of specific interest to the residents of Columbia, Boone County, and its other municipalities.

Local EAS Radio Station for Columbia/Boone County: KFRU-AM 1400 (573) 449-4141  
..... Fax 499-1414

When contacting the media for emergency warning information, it is recommended that FAX numbers be used first. (For additional list of media contacts, see Appendix 5 to Annex C.)

Television stations for this area include:

KRCG-TV, Channel 13 (CBS), Jefferson City ..... (573) 896-5144  
..... Fax (573) 896-5193  
KMIZ-TV, Channel 17 (ABC), Columbia..... (573) 449-1700  
..... Fax (573) 449-6271  
KOMU-TV, Channel 8 (NBC), Columbia..... (573) 882-8888  
..... Fax (573) 884-5353  
  
KNLJ-TV, Channel 25, New Bloomfield ..... (573) 896-5105  
..... Fax (573) 896-4376  
KMOS-TV, (PBS), CMSU, Warrensburg ..... (660) 543-4155  
..... Fax (573) 543-8863

ANNEX B APPENDIX 6: NATIONAL HOMELAND SECURITY ADVISORY SYSTEM (TERRORISM THREAT LEVELS)

## Homeland Security Advisory System - Family Preparedness

During each threat condition you should take the appropriate actions to safeguard yourself and your family. This table provides a list of recommended actions.

|   |   |
|---|---|
| <p><b>SEVERE</b></p> <p>Severe Risk of Terrorist Attacks</p>        | <p><i>Complete recommended actions at lower levels.</i></p> <ul style="list-style-type: none"> <li>◆ Listen to radio or TV for current information and instructions. ◆ Contact business and or school to determine status of work and/or school day. ◆ Adhere to any travel restrictions announced by local governmental authorities. ◆ Be prepared to shelter-in-place or evacuate if instructed to do so by local governmental authorities.</li> <li>◆ Discuss children's fears in concerning possible terrorist attacks.</li> </ul> <p><small>(According to Homeland Security Secretary Tom Ridge, it is unlikely there will ever be a national threat level red. A threat level red will be used only for specific geographical locations when a credible and specific threat or event will occur.)</small></p> |
| <p><b>HIGH</b></p> <p>High Risk of Terrorist Attacks</p>            | <p><i>Complete recommended actions at lower levels.</i></p> <ul style="list-style-type: none"> <li>◆ Be alert to suspicious activity and report it to the proper authorities. ◆ Review disaster plan with all family members. ◆ Ensure communication plan is understood/ practiced by all family members. ◆ Have shelter-in-place materials on hand and understand procedure. ◆ Discuss children's fears concerning possible terrorist attacks.</li> <li>◆ Exercise caution when traveling. ◆ If need is announced, donate blood at a designated blood collection agency. ◆ Take additional precautions at public events.</li> </ul>  |
| <p><b>ELEVATED</b></p> <p>Significant Risk of Terrorist Attacks</p> | <p><i>Complete recommended actions at lower levels.</i></p> <ul style="list-style-type: none"> <li>◆ Practice your Disaster Plan. ◆ Be alert to suspicious activity and report it to the proper authorities. ◆ Ensure disaster supplies kit is stocked and ready. ◆ Check telephone numbers and e-mail addresses in your family emergency communication plan and update as necessary. ◆ Develop alternate routes to and from work or school and practice them.</li> </ul>   |
| <p><b>GUARDED</b></p> <p>General Risk of Terrorist Attacks</p>      | <p><i>Complete recommended actions at lower levels.</i></p> <ul style="list-style-type: none"> <li>◆ Be alert to suspicious activity and report it to the proper authorities. ◆ Review stored disaster supplies and replace items that are outdated. ◆ Develop an emergency communication plan that all family members understand. ◆ Establish an alternate meeting place away from home with family/friends. ◆ Provide volunteer services and take advantage of additional volunteer training opportunities.</li> </ul>  |
| <p><b>LOW</b></p> <p>Low Risk of Terrorist Attacks</p>              | <ul style="list-style-type: none"> <li>◆ Review and print a copy of "Terrorism: Preparing For The Unexpected". ◆ Review other terrorism information. ◆ Review and print a copy of "Are you Ready? A Guide To Citizen Preparedness". ◆ Develop a personal Family Disaster Plan and update as needed. ◆ Prepare a Disaster Supplies Kit and update as needed. ◆ Prepare a Shelter-In-Place Kit and update as needed. ◆ Examine volunteer opportunities in your community; choose an agency to volunteer with and receive initial training. ◆ If not known to you, contact the school to determine the emergency notification and evacuation plans for children. ◆ Take a Red Cross CPR/AED and first aid course.</li> </ul>   |

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NATIONAL HOMELAND SECURITY ADVISORY SYSTEM

In response to the September 11<sup>th</sup>, 2001 attacks, the U.S. Department of Homeland Security developed a National Homeland Security Advisory System to warn law enforcement officials, government, businesses, and the general public about the current likelihood of a terrorist attack against the United States. They keep the nation apprised of changes in the threat level through announcements disseminated through the National Warning System and the news media.

The Advisory System contains five terrorism threat levels under a corresponding color code, with each level containing recommended actions at the federal, state, and local level. The threat levels are:

---

| <b><u>Threat Condition</u></b> | <b><u>Color Code</u></b> | <b><u>Risk Level</u></b>             |
|--------------------------------|--------------------------|--------------------------------------|
| Severe                         | Red                      | Severe Risk of Terrorist Attack      |
| High                           | Orange                   | High Risk of Terrorist Attack        |
| Elevated                       | Yellow                   | Significant Risk of Terrorist Attack |
| Guarded                        | Blue                     | General Risk of Terrorist Attack     |
| Low                            | Green                    | Low Risk of Terrorist Attack         |

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# ANNEX C: EMERGENCY PUBLIC INFORMATION

## PURPOSE

- A. To provide for the timely release of accurate information to the residents of Columbia and Boone County and, if possible, the families of residents, in the event of an emergency or disaster.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Columbia and Boone County are served by various news media, either located within the city or in the surrounding area, which would be the first resources utilized to disseminate public information in an emergency or disaster situation. See Appendix 8 for a listing of media points of contact.
- B. Local public officials are accustomed to frequent media contacts and interviews by local reporters, including journalism students. Disaster/emergency response operations tend to draw wide media attention that may involve national exposure, especially through online commercial and citizen reporting.
- C. Neither Columbia nor Boone County is immune to becoming the target of a terrorist threat, attack or incident, as could occur in any other community or area in the United States. Such an incident would place a heavy demand on local public information capabilities due to the complexities of the law enforcement response in conjunction with other responding federal assets. For Public Information guidelines specific to terrorism, see Appendix 6 to this annex.
- D. For non-English speaking residents, translation of emergency information may be provided by foreign language staff from the area's universities and colleges. Hearing and sight-disabled persons may also need the assistance of interpreters and readers.
- E. Sample news releases have been developed and can be found in Appendix 11 to this annex.

### ASSUMPTIONS

- A. During an actual or impending emergency or international crisis, the public will expect local government to provide specific information relating to safety, survival, and protection of property.
- B. The news media will cooperate with local officials in the dissemination of information to the public.
- C. Widespread or major disasters may result in state and national media coverage.
- D. News media personnel from state and national levels will not be familiar with local news release procedures.
- E. News media personnel may attempt to obtain information from other than "official sources."
- F. An effective public information program can potentially minimize further casualties and damages.

## CONCEPT OF OPERATIONS

NOTE: The time frame for performing these actions is listed in parentheses.

- A. The designated Public Information Officer (PIO) will be located in the EOC or at a location to be determined when this plan is implemented. This location will serve as the official point of contact for the news media during an emergency. The PIO may provide other contact information so that he/she can be reached away from the physical location. (PREPAREDNESS, RESPONSE, and RECOVERY)
- B. Release of official public information will be coordinated with and approved by the chief administrative official or his/her designee and the Incident Commander (when incident command operations are in effect), and released to the public in a timely manner. (MITIGATION, PREPAREDNESS, RESPONSE, and RECOVERY)
- C. Only information released by the chief elected official, chief administrative official or others designated for this purpose will be considered official. (MITIGATION, PREPAREDNESS, RESPONSE, and RECOVERY)
- D. Information will be prepared and released to the news media in accordance with the format described in Appendix 3 to this annex. (PREPAREDNESS, RESPONSE, and RECOVERY)
- E. Response organizations are responsible for coordinating with the designated PIO and for clearing press releases with the chief administrative official before releasing information to the media or the public. (PREPAREDNESS, RESPONSE, and RECOVERY)
- F. Any person, department, or agency releasing information to the public of their own volition will bear the responsibility for any legal or moral ramifications and repercussions resulting from that release. (PREPAREDNESS, RESPONSE, and RECOVERY)
- G. Dissemination of public information will utilize all available local print and broadcast news media and, if possible, other outlets using telecommunications or electronic social media, such as: newspapers; radio stations; broadcast television stations; cable and video service providers; social media sites; and others that may be appropriate. See Appendix 7 for the sample Statement of Understanding for Emergency Public Information Operations. (MITIGATION, PREPAREDNESS, RESPONSE, and RECOVERY)
- H. Activation of the Emergency Alert System (EAS), if necessary, will be in accordance with the State EAS Operational Plan. The chief administrative official will designate those personnel with authority to activate the EAS and issue releases. Procedures will be coordinated with the appropriate radio and television officials. (MITIGATION, PREPAREDNESS, RESPONSE, RECOVERY)
- I. Public information personnel in the field will coordinate with the designated PIO through frequent contacts with the EOC staff. (PREPAREDNESS, RESPONSE, and RECOVERY)
- J. Periodic briefings as necessary for news media personnel will be conducted by the designated PIO. (PREPAREDNESS, RESPONSE, and RECOVERY)
- K. A rumor control section will be established to answer inquiries from the public and to monitor news and social media reporting to insure the public is receiving accurate information. (PREPAREDNESS, RESPONSE, and RECOVERY)

- L. A major task of public information operations will be responding to inquiries. The designated PIO must establish procedures to inform families on the status of relatives who are injured or missing, emergency services available, damaged and/or restricted areas due to a disaster event, etc. (MITIGATION, PREPAREDNESS, RESPONSE, and RECOVERY)
- M. When an emergency occurs or threatens to occur requiring the dissemination of Emergency Public Information, the designated PIO will release this information as soon as possible. (PREPAREDNESS and/or RESPONSE)
- N. Should the emergency involve more than the local jurisdiction, the designated PIO will coordinate public information activities with the PIO(s) of the jurisdiction(s) involved. (PREPAREDNESS, RESPONSE, and RECOVERY)
- O. If the emergency/disaster warrants activation of a state and/or federal response, the local designated PIO will coordinate public information activities with the state and/or federal PIOs. (PREPAREDNESS, RESPONSE, and RECOVERY).
- P. The designated PIO will coordinate with state, federal, and private sector agencies to obtain technical information (i.e. health risks, weather, etc.) when preparing releases. (PREPAREDNESS, RESPONSE, and RECOVERY).
- Q. Release of public information will include pre-disaster education and answering inquiries. (MITIGATION).

#### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The functional diagram for Emergency Public Information (EPI) is located in Appendix 1 to this annex.
- B. The designated PIO for Columbia will be the City's Director of Public Communications, or their designee. The Presiding Commissioner, or designee, will be the PIO for Boone County.
- C. During a hazardous materials situation, the Incident Commander will appoint an on-scene PIO for media relations. If the EOC is activated, the on-scene PIO will coordinate activities with the designated PIO in the EOC (should these be two different individuals).
- D. The PIO is responsible for the following:
  - a. Prepare and release public information and assist in the dissemination of warnings.
  - b. Develop emergency public information (EPI) materials for visually- and hearing-impaired persons, as well as for any non-English speaking groups.
  - c. Prepare instructions for people who must evacuate from a high risk area. These EPI instructions will address the following for each threat:
    - i. definition of the population at risk
    - ii. evacuation routes
    - iii. suggested types and quantities of food, water, clothing, medical items, etc. evacuees should take with them
    - iv. locations of reception areas, shelters, feeding facilities, and medical clinics in the host (reception) area
    - v. centrally-located staging areas/pick-up points for evacuees needing transportation, etc.

- d. Coordinate with the Health and Medical Coordinator on the development of public information regarding health risks, first-aid, etc.
  - e. Establish a rumor control section.
- E. The Health and Medical Coordinator will assist the designated PIO in the development of materials that describe the health risks associated with each hazard, the appropriate self-help or first-aid actions, and other survival measures.
- F. The Communications and Warning Coordinator/PSJC Director will coordinate communications for Emergency Public Information, including rumor control and EAS monitoring.
- G. Each operating department/organization will furnish a PIO when necessary and available. These department/organization PIO's will provide information to the designated PIO of the jurisdiction, and will, when needed, assist in the release of public information.

#### CONTINUITY OF GOVERNMENT

- A. The designated PIO line of succession for Columbia will be from the City's Director of Public Communications to staff in the Columbia Fire Department and then to the Columbia/Boone County Office of Emergency Management. For Boone County, the PIO line of succession will be designated by the Presiding Commissioner.

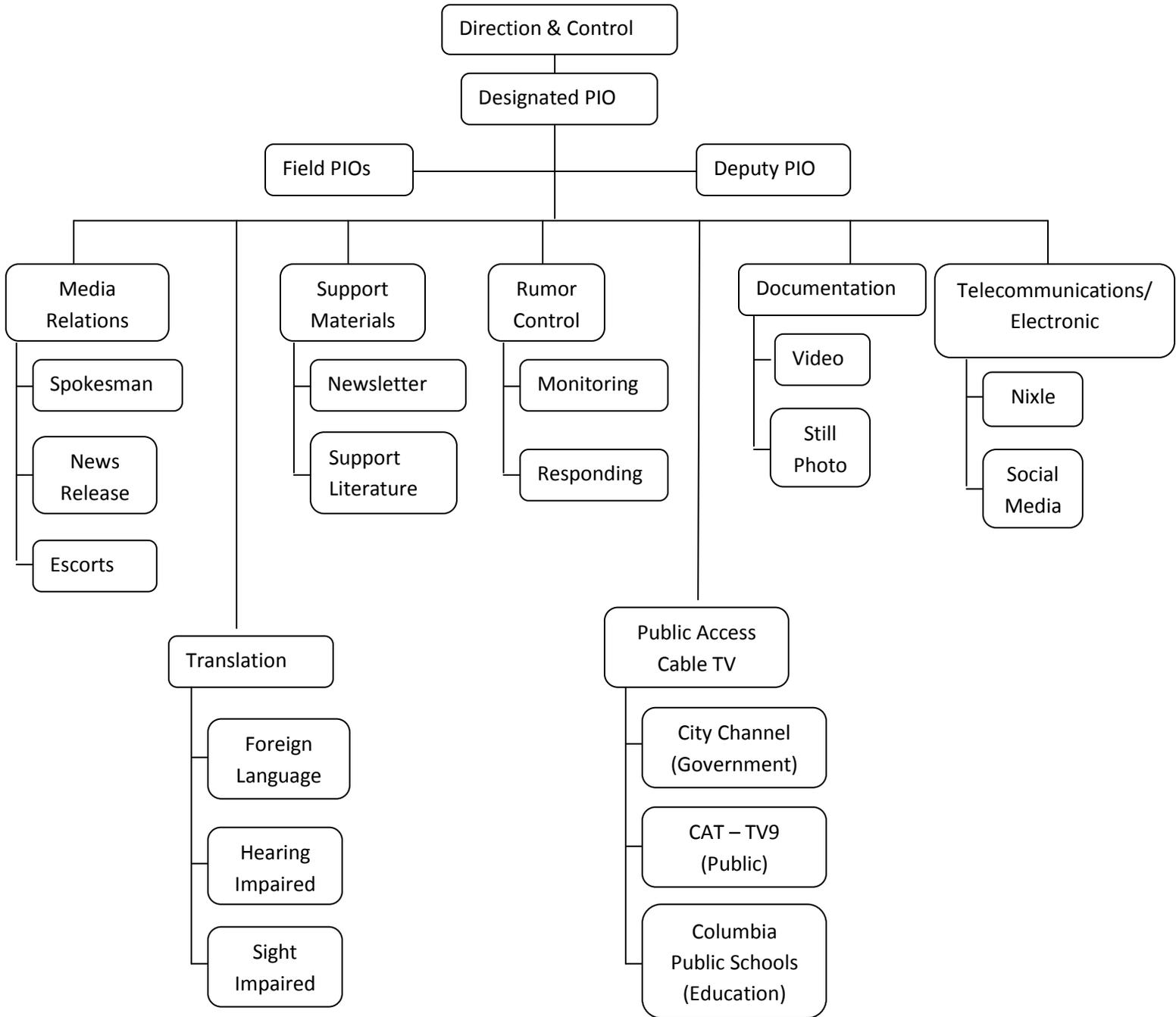
#### ADMINISTRATION AND LOGISTICS

- A. A chronological file and log of all news releases during the disaster will be maintained in the EOC. See Appendix 9 for the Emergency News Release Log.

#### APPENDICES

1. Emergency Public Information (EPI) Functional Diagram
2. Joint Information Center (JIC) Resources
3. Format and Procedures for News Releases
4. Emergency Public Information Flow Diagram
5. Procedures for Providing Credentials to PIO Staff and Media
6. Public Information Guidelines for Terrorist Incidents
  - a. Attachment A – Joint Information Center Functional Diagram for Terrorist Incidents
7. Statement of Understanding for Emergency Public Information Operations
8. News Media Points of Contact
9. Emergency News Release Log
10. News Media Queries
  - a. Attachment A – News Media Query Form
11. Sample News Releases

ANNEX C APPENDIX 1: EMERGENCY PUBLIC INFORMATION FUNCTIONAL DIAGRAM



## ANNEX C APPENDIX 2: JOINT INFORMATION CENTER (JIC) RESOURCES

### **Staff**

- Chief Public Information Officer (1)
- Assistant (or deputy) Chief Public Information Officer (1)
- News Section (2)
- Newsletter/Literature Section (2)
- Rumor Control Section (1 +)
- Documentation Section (still photographer and video photographer (2 +)
- Internet Section (1)
- Translation Section (1 +)

### **City Resources**

- Public Communications Officer Director (1)
- Public Communications Assistant officer (1)
- Water and Light (1)
- Public Works Department (1)
- Fire Department (1)
- Police Department (1)
- Parks and Recreation (1)
- E-Government Coordinator
- City Channel Coordinator
- Health & Human Services

### **County Resources**

As assigned

### **Logistics**

- Computers - desk-top (3), Notebook (1+)
- Desks with chairs (4)
- Fax machine (1)
- Easel & Flip Charts (2)
- Telephones (4)
- Administrative supplies
- Access to a conference room for press briefings
- Copier/Scanner/Printer (1) with sufficient toner

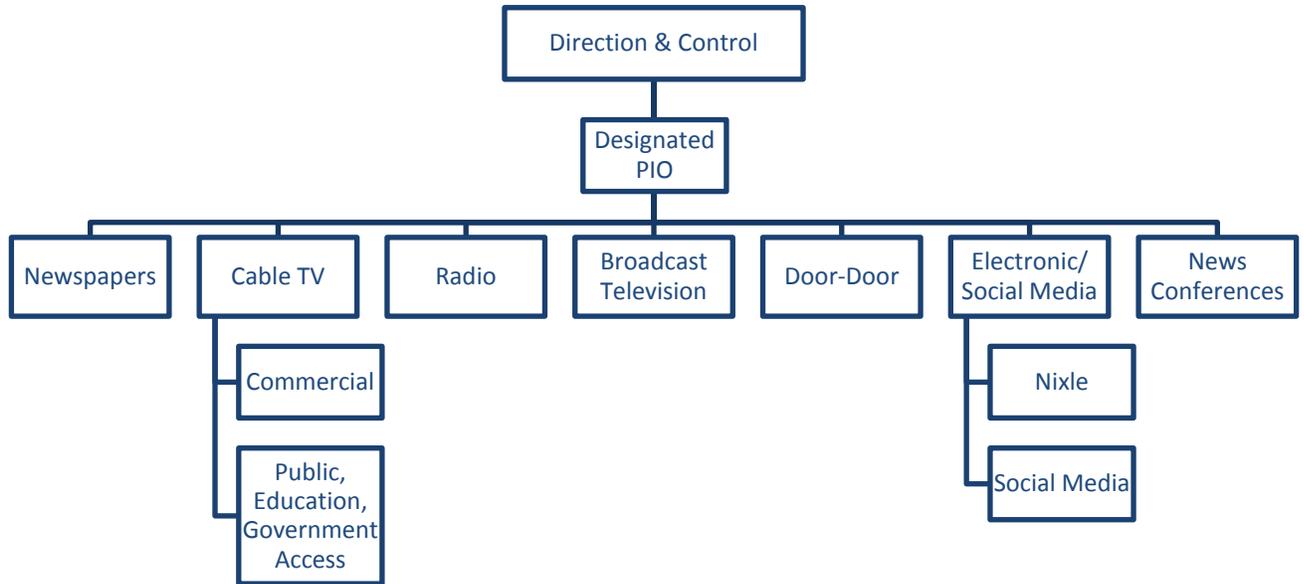
### **Communications**

- Two-way radio (2 sets)
- Cellular phone (2)
- Computer Notebook (1 +)
- Phone Directory

## ANNEX C APPENDIX 3: FORMAT AND PROCEDURES FOR NEWS RELEASES

- A. Format
  - a. Name, address, email address, and telephone number of the news release initiator.
  - b. Text of the news release.
  - c. Substantiating records for the release.
  - d. Date and time released.
  - e. How and to whom the news release was issued.
- B. Release Procedures
  - a. Verify the authenticity of the information contained in the release.
  - b. Verify that a duplicate release has not already been made.
  - c. Prepare the release in the format listed above.
  - d. Determine if the information contained in the release is in the public interest and will not create unwarranted or unnecessary fear, anguish, or other adverse reactions among the public. However, news releases will not be withheld simply to avoid political or public official embarrassment should the situation so warrant.
  - e. News releases will be distributed fairly and impartially to the news media.
  - f. Copies of all news releases will be filed chronologically, and logged in the release log. (See Appendix 9 of this Annex.)
  - g. Copies of all news releases will be furnished to the rumor control section.

ANNEX C APPENDIX 4: EMERGENCY PUBLIC INFORMATION FLOW DIAGRAM



## ANNEX C APPENDIX 5: PROCEDURES FOR PROVIDING CREDENTIALS TO PIO STAFF AND MEDIA

- A. In any emergency situation, emergency public information staff and the news media will need access to decision makers and the emergency scene. Law enforcement and fire fighting personnel will have access based on their public safety credentials, i.e., badges and identification cards. Most staff working as part of the emergency public information staff will likely not have badges or identification cards that identify them as members of the emergency management team. The working press will likely have identification provided by their organizations or a public safety agency. Free lancers or stringers may not possess credentials.
- B. Credentials for Emergency PIO Personnel
  - a. Emergency Management will issue appropriate credentials that will allow access for PIO personnel.
  - b. Credentials will provide a means of identification at the EOC and at the incident site.
- C. Credentials for news media
  - a. Law Enforcement will issue, as required by the situation, credentials to media members to permit limited access to restricted or secure areas, when such access is in the best interests of the public.
  - b. In the event media members are already credentialed by a public safety agency, Law Enforcement will verify the authenticity of such credentials.

## PURPOSE

- A. To develop and disseminate timely, accurate, and appropriate information during a suspected or actual terrorist incident, utilizing all forms of media available. Such measures will help substantially to: ensure public safety, maintain order, minimize rumors and misinformation, and to the best extent possible, satisfy the demands of the media in reporting the unfolding event.

## SITUATION AND ASSUMPTIONS

Initially, the public information function for any emerging disaster/emergency event will be handled by local officials, possibly in conjunction with incoming state and federal responders, depending on the scope of the incident. The fact that an emergency/disaster situation is a result of a terrorist act may not be known immediately during the initial emergency response, and it may take days or weeks until that is fully determined. Standard public information procedures elsewhere in this annex would be carried out in the initial phase. However, the following information/procedures serve as general guidelines applicable at the point when a terrorist threat/incident impacting Columbia and/or Boone County has been determined.

### A. Situation – Law Enforcement Phase

- a. A credible threat or act of terrorism impacting a local community would prompt a law enforcement response directed by the Federal Bureau of Investigation (FBI), in accordance with Presidential Decision Directive (PDD) 39. The FBI serves as the Lead Federal Agency and coordinates closely with local law enforcement authorities to provide a successful law enforcement resolution to the incident. At the same time, state and local governments provide assistance as required, including disaster recovery needs.
- b. Effective public information capabilities and coordination of information represents a crucial function for federal, state and local law enforcement officials under the law enforcement phase of the terrorist incident response.
- c. A Joint Information Center would be established by the FBI in the impacted area to serve as the focal point for information to the public and the media.

### B. Situation – Disaster Recovery Phase

- a. This phase includes measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of the terrorist act. State and local governments exercise primary authority in responding to the consequences of terrorism, with the federal government providing assistance as required. When operations shift to the disaster recovery phase, the Federal Emergency Management Agency (FEMA) is the Lead Federal Agency.
- b. The public information function for Disaster Recovery would cover a broad range of federal, state, and local response activities, including guidance on protective action

measures for the public, if Weapons of Mass Destruction (WMD), or Nuclear/Biological Chemicals (NBC) might be involved.

- c. Dissemination of information during the Disaster Recovery phase would be conducted by appropriate federal, state and local officials from a Joint Information Center in the impacted area.
- C. Assumptions
- a. A terrorist incident impacting lives and property will draw statewide, national and eventually worldwide media attention in a rapid period of time.
  - b. No single agency at the local, state, federal or private level possesses the authority and expertise to act unilaterally in response to threats/acts or terrorism, particularly if Weapons of Mass Destruction (WMD) are involved.
  - c. Therefore, the unique roles, responsibilities, and jurisdictions of the various local, state, and federal agencies involved in terrorist response operations requires a coordinated and integrated approach in the dissemination of public information through a Joint Information Center (JIC).
  - d. The media provides an invaluable service to government and the public in alerting the public of potential or actual hazardous situations, and providing the means to disseminate protective action guidance quickly (if needed).
  - e. However, the operational objectives of maintaining public safety and security during terrorist incidents may conflict with the public's right to know during the response to these events.
  - f. The type of information gathered by the media and the manner in which it is disseminated could possibly precipitate additional actions by the terrorist group, or compromise the effectiveness, safety, and security of emergency operations, or jeopardize the lives of emergency workers, hostages, or the general population.
  - g. Media must be sensitive to the requests of incident managers and show restraint/discretion in reporting the evolving event. Some media have already established guidelines in handling terrorist events.

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## CONCEPT OF OPERATIONS

- A. Law Enforcement Phase
- a. The FBI would be the lead federal agency for response to a terrorist incident in Boone County. In such an event, a Federal Joint Operations Center (JOC) will be activated for coordinated response. A Joint Information Center (JIC) is included as part of the JOC operations. The JIC will include all local, state and federal agencies involved in the event. The JIC will serve as the single source of information to the public and the press. Prior to a JIC being established, all public information releases will be coordinated, to the best extent possible, with incoming state and federal authorities.
  - b. Once a JIC is established, all press releases and press requests will be developed, coordinated, reviewed and disseminated through this group.

- c. During the Law Enforcement Phase, the JIC will be under operational control of the Lead Federal Agency (LFA) Public Information Officer (FBI), in coordination with involved state and local agencies.
- B. Disaster Recovery Phase
  - a. Representatives of local, state and federal (under FEMA coordination) disaster recovery agencies will be deployed to the FBI JOC during the initial phase of a terrorist event. Chief spokespersons and public information officers from involved agencies, including Columbia and Boone County (if affected), will report to the FBI Joint Information Center.
  - b. As the operation phases down, the overall responsibility for Lead Federal Agency (LFA) changes to FEMA. The JIC will then come under its direction. Federal, state and local Public Information Officers will coordinate releases through the FEMA JIC.
  - c. Throughout the response, these agencies will continue to coordinate incident-related information, including public protective actions guidance, if needed, through the JIC. Protective actions and other essential information may be disseminated via Emergency Alert System (EAS) messages to the local EAS radio station.
  - d. In dealing with a serious terrorist incident, local, state and federal officials may elect to form a public information policy group in conjunction with JIC operations. The group would consist of senior public affairs and management representatives from the primary response agencies to establish policy/guidance ground rules. Such parameters for media coverage will ensure that information released during the course of the event will not create additional danger or harm to human life or property, or interfere in any way with resolution of the incident.
  - e. Rumor control/public inquiry functions may be handled at the JIC, or may be established at satellite locations depending on the demands generated by the event, as well as the facilities and resources available.

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## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. Functional diagram
  - a. (See Attachment A to this appendix)
- B. Assignment of Responsibilities
  - a. Chief PIO for Law Enforcement Phase
    - i. For Columbia, the Chief of Police, or official designee, upon concurrence with the City Manager.
    - ii. For Boone County, the County Sheriff, or official designee, upon concurrence with the Presiding Commissioner.
  - b. Chief PIO for Disaster Recovery Phase
    - i. For Columbia, the City Manager, or his official designee.
    - ii. For Boone County, the Presiding Commissioner, or his official designee.
    - iii. City/County Public Information Officer (PIO) Responsibilities:
  - c. Before The Incident

- i. Become familiar with the Local, State and Federal Response plans and how to integrate releases of information.
    - ii. Maintain close working relationships with the news media.
    - iii. Direct news media as to how the media can reduce the level of terrorist success.
    - iv. Become familiar with the terminology in terrorism response.
    - v. Become familiar with the type of information commonly requested by the news media.
    - vi. Establish plans for rapid operation of an information center.
    - vii. Establish security procedure for press credential verification.
  - d. During the Incident
    - i. Prepare Situation Reports.
    - ii. Release information cleared by the Incident Commander to ensure protection of responders.
    - iii. Work with FBI/FEMA to establish a Joint Information Center (JIC)
    - iv. Coordinate release of information with state and federal responders in the JIC.
    - v. Activate rumor control hotline.
    - vi. Provide central number for public inquiries.
    - vii. Coordinate the dissemination of Emergency Alert System (EAS) messages for protective actions to the public, or other emergency public information messages, as needed.
    - viii. Report factually on what government is doing to protect the public
    - ix. Maintain communication with response agencies.
    - x. Arrange for media to get visual information without disruption of response operations.
    - xi. Maintain availability for news media to get accurate information live to the public.
    - xii. Urge media to act in such a way as to not jeopardize the effectiveness of the response.
  - e. Information During Incident Where WMD/ NBC Devices Are Used
  - f. Instructions on immediate protective actions, first aid, and self-decontamination measures that can be taken.
  - g. Who is at risk of being exposed, or of imminent exposure.
  - h. Health hazards of the agent involved.
  - i. Location of casualty collection points and medical facilities to which victims can report for evaluation and treatment.
  - j. Whether evacuation or shelter-in-place is recommended.
  - k. Evacuation routes, street closings, and alternative routes so as to bypass the event and keep travel corridors open for emergency vehicles.
  - l. If in-place shelter is used, provide citizens with steps to be taken to further protect themselves.
- C. After The Incident
  - a. Prepare post response news conference.

- b. Assist in preparing after action/lessons learned reports.

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#### DIRECTION AND CONTROL

- A. Release of public information will be under the control of the Lead Federal Agency PIO (FBI) in the JIC.
- B. The Law Enforcement and Disaster Recovery PIOs will operate from the JIC.

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#### CONTINUITY OF GOVERNMENT

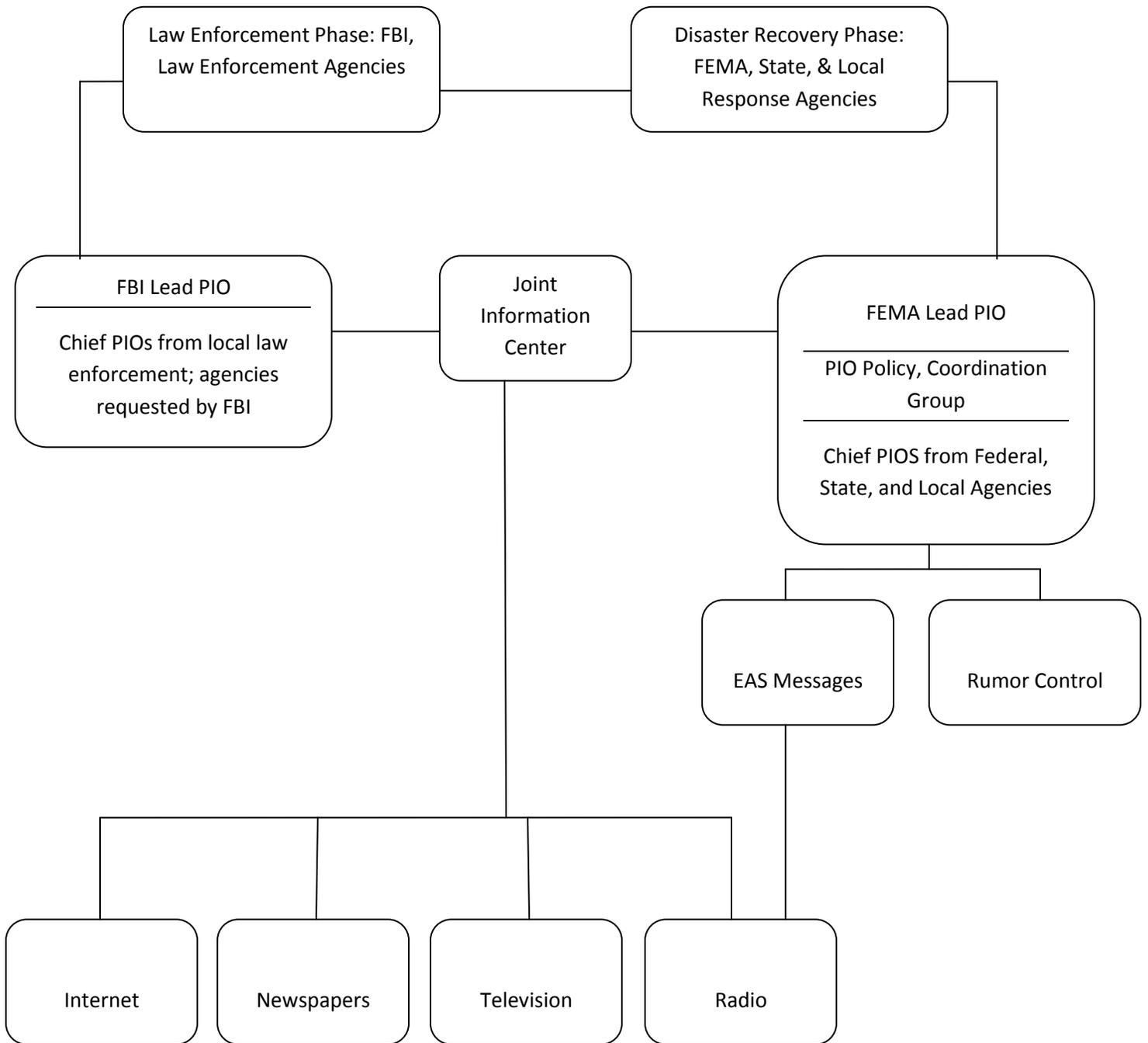
- A. For Columbia, the PIO line of succession during a terrorist incident will be determined by appropriate local officials, based on the response phase in effect (Law Enforcement or Disaster Recovery).
- B. For Boone County, the PIO line of succession during a terrorist incident will be determined by appropriate local officials, based on the response phase in effect (Law Enforcement or Disaster Recovery).

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#### AUTHORITIES AND REFERENCES

- A. Presidential Decision Directive (PDD-39), June 1995.
- B. Federal Response Plan (Terrorism and Public Information annexes)
- C. National Emergency Response and Rescue Training Center (Terrorism Response Management Plan).
- D. Additional procedures concerning Columbia/Boone County's response to a terrorist incident can be found in Annex N, (Terrorism) and Annex E (Law Enforcement) of this plan.

ANNEX C APPENDIX 6 ATTACHMENT A: JOINT INFORMATION CENTER FUNCTIONAL DIAGRAM FOR TERRORIST INCIDENTS



ANNEX C APPENDIX 7: STATEMENT OF UNDERSTANDING FOR EMERGENCY PUBLIC INFORMATION OPERATIONS

- A. This statement of understanding is entered into between (Radio-TV stations and/or Newspapers), hereinafter referred to as the media, and (city and/or county), hereinafter referred to as (the city and/or the county) to provide emergency information to the citizens of (the city and/or the county) whenever a threat to life and property exists from natural or man-made causes.
- B. When, in the opinion of the chief executive of (the city and/or the county), a threat to life and property exists or threatens (the city and/or the county), the Emergency Operations Center (EOC) of (the city and/or the county) will be placed on an appropriate status and staffed in accordance with the severity of existing or potential threat, and lines of communication will be opened and maintained for the duration of such threat between the EOC and the media.
- C. The EOC of (the city and/or the county) will:
- a. Provide the media with a description of the threat and the actions that the emergency staff of (the city and/or the county) is taking to combat the effects of the threat.
  - b. Provide immediate guidance for the public to lessen the dangers to life and property from the threat.
  - c. Establish with the media, a schedule of briefings on the progress of the threat and additional actions to be taken by the public to lessen the possibility of loss of life and damage to property.
  - d. Issue bulletins on any significant change in the threat as those changes occur.
  - e. Advise the media that the danger of the threat has passed and that no further EOC operations are necessary.
  - f. The media, at their discretion, and within operating limitations imposed by management or any rules and regulations imposed by appropriate government agencies, will:
    - i. Accept the transmissions from the EOC of (the city and/or the county) for inclusion in regular news programs or as special news bulletins or to be printed as emergency guidance for the purpose of saving life or reduction of property damage, for the duration of the threat.
    - ii. Accept and maintain in place any equipment provided for communications and report to (the city and/or the county) any damage to or outages of such equipment.
    - iii. Test any equipment provided by (the city and/or the county) by brief two-way transmissions on the \_\_\_\_\_.
    - iv. NB: THIS STATEMENT OF UNDERSTANDING BETWEEN THE (city and/or the county) AND THE MEDIA IS IN NO WAY INTENDED TO ABRIDGE THE FREEDOM OF THE PRESS OR TO CONSTRAIN THE EDITORIAL RESPONSIBILITY INHERENT IN AN OPEN SOCIETY. THE SOLE PURPOSE OF THIS STATEMENT OF UNDERSTANDING IS TO ESTABLISH A SOURCE OF INFORMATION FOR THE MEDIA WHEN A THREAT OR POTENTIAL THREAT EXISTS TO THE LIFE AND

PROPERTY OF THE CITIZENS OF (the city and/or county)

\_\_\_\_\_

For the Media

\_\_\_\_\_

For the county and/or city

*\*Entered as an example only, testing should be established by mutual agreement and entered in the statement of understanding at this point.*

ANNEX C APPENDIX 8: NEWS MEDIA POINTS OF CONTACT

(See Resource Directory for contact information)



## ANNEX C APPENDIX 10: NEWS MEDIA QUERIES

- A. It is extremely important to respond as expeditiously as possible to queries from the media and public. In an emergency environment, it is difficult to keep track of all activities that are occurring. News releases provide a historical record of activities undertaken during an emergency. It is also important to keep track of queries and provide timely responses. All queries will be documented on a Media Query Form (Attachment A to this Appendix).
- B. Media Query Forms will be filed in chronological order.

# News Media Query Form

Taken by \_\_\_\_\_ Time \_\_\_\_\_ Date \_\_\_\_\_

From \_\_\_\_\_ of \_\_\_\_\_

Phone Number \_\_\_\_\_ Deadline \_\_\_\_\_

Question(s)

Response:

Source of Information/Coordination: \_\_\_\_\_

Approved by: \_\_\_\_\_

Given to: \_\_\_\_\_ Time \_\_\_\_\_ Date \_\_\_\_\_

Method of Release: Phone \_\_\_\_\_ Verbally \_\_\_\_\_ Printed \_\_\_\_\_ FAX \_\_\_\_\_ E-Mail \_\_\_\_\_ Other \_\_\_\_\_

Given by: \_\_\_\_\_

## ANNEX C APPENDIX 11: SAMPLE NEWS RELEASES

- A. Sample News Release announcements:
  - a. Suggested news release format for Emergency Public Information
  - b. Flood evacuation ordered
  - c. Summary Statement for Media, Hazardous Materials Incident
  - d. Sample Media Message for Earthquake - No Information Available
  - e. Sample Media Message for Earthquake – Update on Earthquake

# SUGGESTED NEWS RELEASE FORMAT FOR EMERGENCY PUBLIC INFORMATION

(LETTERHEAD)

## **FOR IMMEDIATE RELEASE**

(date)

Release No. \_\_\_\_\_

**CONTACT: (Name of person for immediate contact)**  
**(Phone Number w/area code - - must be accessible 24/7)**

### **(News release title)**

(Columbia, MO) - (News release should begin with the most important information regarding the situation. Should have information about the “5 w’s and H” - WHO?, WHAT?, WHERE?, WHEN?, WHY?, and HOW? Release must be factual throughout. Do not speculate!

Indicate whether any action is required of those affected.

Add any additional information that is germane to the situation. This is where you can do a “tie-back” to the event or do a brief recap if there has been previous information released. Again, do not speculate.

Include contact information for public use, if available. Examples are phone numbers, e-mail addresses, physical locations, contact names, etc. Every effort should be made to ensure that contact information includes contacts that can be accessed, i.e., a phone number that is staffed during business hours is of no use after hours and might result in frustrated callers.

If known, indicate when the next update will be given.)

## **FLOOD EVACUATION ORDERED**

This is \_\_\_\_\_ . The flooding situation continues in parts of \_\_\_\_\_ (county/city) and may worsen.

For your safety, I am asking that you leave the \_\_\_\_\_ area as soon as possible (give boundaries of local area, evacuation routes).

Be sure to take essential items -- medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers -- but do not overload your car. Secure your home before you leave. Be sure to check on any neighbors who may need assistance.

If you cannot stay with relatives or friends outside of the evacuation area, go to (one of) the Red Cross shelter(s) at \_\_\_\_\_.

Pets may be allowed near some American Red Cross shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pet, \_\_\_\_\_ (give instructions) \_\_\_\_\_. Do not allow your pet to run loose. If you cannot make arrangements for your large animals, \_\_\_\_\_ (give instructions) \_\_\_\_\_.

# SUMMARY STATEMENT FOR MEDIA

## HAZARDOUS MATERIALS INCIDENT

(To be adapted according to the situation)

At approximately \_\_\_\_am/pm today, a spill/release of a potentially hazardous substance was reported to this office by (a private citizen, city employee, etc.) . (Police/Fire) units were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be (describe) , a (hazardous/harmless) (chemical, gas, substance, material) which, upon contact, may produce symptoms of \_\_\_\_\_.

Precautionary evacuation of the (immediate/X-block) area surrounding the spill was (requested/required) by (agency) .

Approximately (number) persons were evacuated.

Clean-up crews from (agency/company) were dispatched to the scene and normal traffic had resumed by (time) , at which time residents were allowed to return to their homes.

There were no injuries reported -OR- \_\_\_\_\_ persons, including (fire/police) personnel, were treated at area hospitals for \_\_\_\_\_ and (all/number) were later released. Those remaining in the hospital are in \_\_\_\_\_ condition.

Response agencies involved were \_\_\_\_\_.

## SAMPLE MEDIA MESSAGE for Earthquake

NO INFORMATION AVAILABLE

This is \_\_\_\_\_ at the \_\_\_\_\_. An earthquake of undetermined magnitude has just been felt in the \_\_\_\_\_ area.

At this time, we have no confirmed reports of injuries or damage. Police and fire units are responding to the area. We will keep you informed as reports come in. Meanwhile, be prepared for aftershocks.

If shaking begins again, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. If your house has been damaged and you smell gas, shut off the main gas valve. Switch off electrical power if you suspect damage to the wiring. Do not use your telephone unless you need emergency help.

## SAMPLE MEDIA MESSAGE for Earthquake

### UPDATE ON EARTHQUAKE

This is \_\_\_\_\_ at the \_\_\_\_\_. The magnitude of the earthquake which struck the \_\_\_\_\_ area at (time) today, has been determined to be \_\_\_\_\_ on the Richter scale. The epicenter has been fixed at \_\_\_\_\_ by (scientific authority).

This office has received reports of \_\_\_\_\_ deaths, \_\_\_\_\_ injuries, and \_\_\_\_\_ homes damaged. No dollar figure is yet available. Police and fire units are on the scene to assist residents. (Continue with summary of the situation.)

After shocks continue to be felt in the area. If you feel shaking, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. Do not use your telephone unless you need emergency help.

# ANNEX D: DAMAGE ASSESSMENT

## PURPOSE

- A. To provide Columbia and Boone County the procedures to perform damage assessment at the local level and to describe types of assistance available after a disaster has occurred.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Chapter 44, RSMo provides for the establishment of the Structural Assessment and Visual Evaluation (SAVE) Volunteer Program to be activated in the event of a catastrophic earthquake or other natural disaster. This program allows the services of architects, professional engineers and building inspectors to assist local officials in the inspection of buildings.
- B. There may be other disaster situations where the volunteers mentioned above would not be needed, but there is still a need for the local jurisdiction to conduct damage assessments in order to determine the magnitude and impact of the incident on individuals, businesses, and the public infrastructure within that jurisdiction. These initial assessments will normally be conducted by that jurisdiction's personnel.
- C. To assist local jurisdiction in conducting these assessments and to provide a standard method of reporting that information, SEMA has developed several Damage Assessment Forms (see Appendix 2 to this annex). Instructions for completing these forms are also included in this appendix.

### ASSUMPTIONS

- A. Following a natural disaster, several damage assessments may be conducted. The local jurisdiction will conduct an assessment to determine the impact of the incident on them. This will be used to assign local resources and assess the need for additional help. The state, if requested, will conduct an assessment to determine the need for state resources and/or federal assistance. If warranted, the state will request a joint federal/state/local assessment to determine if the incident is of such a magnitude to warrant federal assistance.
- B. Documentation obtained by the local jurisdiction during its initial damage assessment and forwarded to SEMA will be used to determine if additional aid is needed. It is important that the jurisdiction conduct this damage assessment and provide the information to SEMA as soon as possible.
- C. A properly completed damage assessment will provide information necessary for local officials to utilize limited resources in the most effective manner possible and to decide further courses of action.

## CONCEPT OF OPERATIONS

NOTE: The time frames for performing these actions are listed in parentheses.

- A. Once a disaster has occurred, the local emergency management coordinator and/or the jurisdiction's chief executive officer will notify the State Emergency Management Agency of the situation by the fastest means possible.
- B. In the event of a catastrophic earthquake or natural disaster, this will provide the need for the Structural Assessment and Visual Evaluation (SAVE) program to be implemented.  
(RESPONSE)The City of Columbia and Boone County will activate their EOC and respond to the disaster according to this emergency operations plan. Accurate emergency logs and expenditure records must be kept from the start of the disaster. This will help document potentially eligible costs in the event that a presidential disaster declaration is received.  
(PREPAREDNESS, RESPONSE, and RECOVERY)
- C. Meanwhile, the City of Columbia's and or Boone County's EOC will dispatch damage survey teams composed of architects, engineers, insurance agents, etc. to perform an initial damage assessment. Reports of damages may be coming into the EOC through first responders in the field, private citizens, etc. Use the information collected to complete the Damage Estimate forms (included in Appendix 2 to this annex), and forward them to SEMA. (RESPONSE and RECOVERY)
- D. If the necessary response is beyond the capability of the local jurisdiction, the chief executive or his/her designated successor may request assistance from the Governor through the State Emergency Management Agency (SEMA). SEMA will conduct a joint damage assessment with local officials to determine the extent of the incident and the need for state assistance. If recovery from the incident is beyond the capability of the local and state government, SEMA will initiate the request for a federal damage assessment from FEMA. NOTE: Federal assistance is supplemental to state assistance, which is supplemental to local capabilities. (EMERGENCY RESPONSE)
- E. In anticipation of making a request to the President for federal assistance, SEMA, in cooperation with the Federal Emergency Management Agency (FEMA), will conduct a preliminary damage assessment with one of two different teams.
- F. One team assesses the effects of damage to individuals, residences, and small businesses (Individual Damage Assessment) and is comprised of, but not limited to, SEMA, FEMA, Red Cross, and Small Business Administration (SBA). The other team will assess damages to the public infrastructure (Public Assistance Assessment) and is usually comprised of, but not limited to, FEMA and SEMA personnel. Individuals from the Mo. Dept. of Transportation, Mo. Dept. of Natural Resources, and the U.S. Army Corps of Engineers may also be used depending on the situation. Appropriate local officials will accompany each team and participate in the surveys.  
(RESPONSE)
- G. If the situation is determined to be beyond the capability of local and state government, the Governor may request from the President either an "Emergency" or "Major Disaster" declaration for assistance. The Governor's request for federal assistance is sent through FEMA, Region VII, Kansas City, to their national office in Washington, D.C., and hence to the President for consideration. (RESPONSE)

- H. If FEMA determines that the impact of the incident is not beyond the combined capabilities of the local and state government, a presidential disaster declaration will not be received. (RESPONSE and RECOVERY)
- I. If the President grants federal assistance, the President will declare either an emergency or major disaster and implement the applicable disaster assistance programs as provided for under the provisions of Public Law 93-288, as amended. (RECOVERY)
- J. If a presidential disaster declaration is received, the state and federal governments will disseminate the disaster assistance information to the public through the news media. (RECOVERY)
- K. SEMA and FEMA may, with the assistance of the local government, establish Disaster Recovery Centers (DRCs) where individuals may obtain information on assistance from various government agencies and private organizations. Counseling for disaster victims may also be available through contact with these centers. The local, state, and federal emergency management organizations will jointly determine the locations, dates, and times of operation for the DRCs which would most benefit the disaster victims. (RECOVERY)

#### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The diagram for the damage assessment function is in Appendix 1 to this annex.
- B. The Damage Assessment Coordinator for Columbia will be the City Public Works Director and the City/County Emergency Management Director. For Boone County, the Damage Assessment Coordinator will be the County Public Works Director and the City/County Emergency Management Director.
- C. This Damage Assessment Coordinator is responsible for the following:
  - a. Assign and manage local damage survey teams.
  - b. Gather and display (in the EOC) damage assessment information, as well as brief EOC staff on this information.
  - c. Compile situation reports and forward this information to SEMA with the approval of the chief elected officials; also, complete the Damage Estimate forms and forward it to SEMA. (NOTE: Only those forms in Appendix 2 with the SEMA logo need to be forwarded to SEMA.)
  - d. Accompany state and federal damage assessment teams, when possible.
- D. The damage survey teams are responsible for assessing both public (government, public utilities, etc.) damages and private (individuals, small business, etc.) damages.
- E. The Boone County Assessor will provide records on private property values for residences in Boone County, including the City of Columbia.
- F. The Columbia Public Works Director, who directs the municipal public works department, and the Boone County Public Works Director, who supervises the county road and bridge department, will provide value estimates on damages to county and city maintained roads and bridges.
- G. The Columbia Public Works Director, Water & Light Director and the Boone County Public Works Director and will provide damage estimates on their electric, water, and sewer systems.

- H. Other public and private utilities serving the jurisdiction will provide estimates of their damages to the Damage Assessment Coordinator/EOC.
- I. The Red Cross will support this function by providing trained damage survey teams from the Red Cross.

#### DIRECTION AND CONTROL

- A. The Damage Assessment Coordinator is an important member of the EOC's Direction and Control Staff and will coordinate damage assessment activities from the EOC.

#### CONTINUITY OF GOVERNMENT

- A. The line of succession for the Damage Assessment Coordinator will:
  - a. For Columbia, from the City Public Works Director through his or her staff.
  - b. For Boone County, from the County Public Works Director through his or her staff.

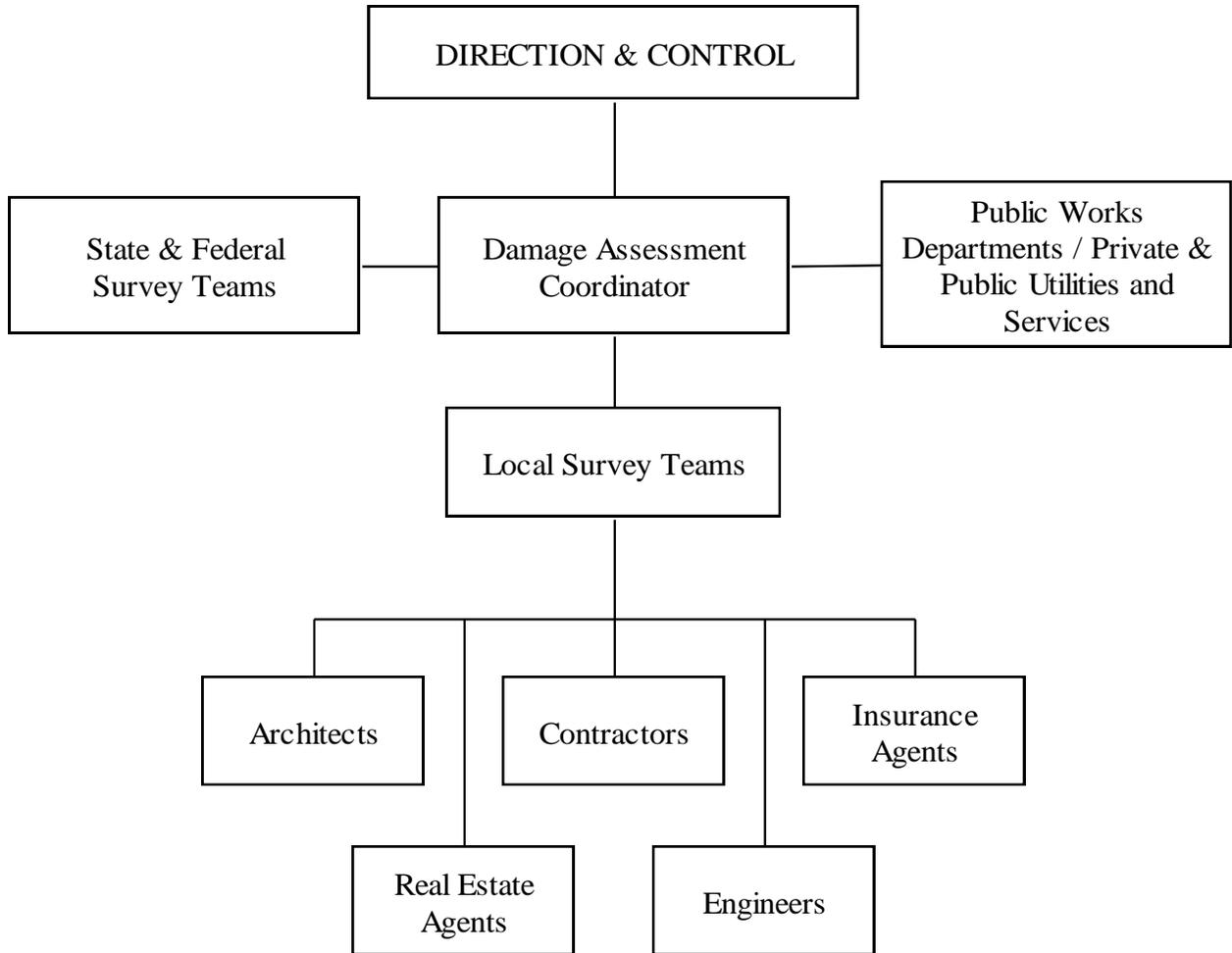
#### ADMINISTRATION AND LOGISTICS

- A. Communications for this function will be provided by the Communications and Warning Coordinator.
- B. The Resource and Supply Coordinator will provide transportation for damage assessment survey teams.
- C. The Damage Assessment Coordinator is responsible for providing the necessary damage report forms to the survey teams working at the disaster scene.

#### APPENDICES

- 1. Damage Assessment Functional Diagram
- 2. Damage Estimate Forms
  - a. Attachment A – SEMA Disaster Assessment Summary Completion Instructions
  - b. Attachment B – Disaster Assessment Summary
  - c. Attachment C – State of Missouri Local Situation Report
  - d. Attachment D – Individual Assistance Site Collection Form
  - e. Attachment E – Rapid Assessment Survey
  - f. Attachment F – State of Missouri Emergency Management Agency Individual Site Disaster Survey

ANNEX D APPENDIX 1: DAMAGE ASSESSMENT FUNCTIONAL DIAGRAM



## ANNEX D Appendix 2: DAMAGE ESTIMATE FORMS

- A. Attachment A – SEMA Disaster Assessment Summary Completion Instructions
- B. Attachment B – Disaster Assessment Summary
- C. Attachment C – State of Missouri Local Situation Report
- D. Attachment D – Individual Assistance Site Collection Form
- E. Attachment E – Rapid Assessment Survey
- F. Attachment F – State of Missouri Emergency Management Agency Individual Site Disaster Survey

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ANNEX D APPENDIX 2 ATTACHMENT A: STATE EMERGENCY MANAGEMENT AGENCY (SEMA)  
DISASTER ASSESSMENT SUMMARY COMPLETION INSTRUCTIONS

SUMMARY

- A. This form is intended to provide local jurisdictions with a standard method of reporting initial and supplemental damage estimates to SEMA. This information will be used to assess the situation throughout the affected area. It will also be combined with other reported information and used to help decide on future actions.
- B. These forms are intended to be cumulative. If you submit additional reports, all of the columns MUST show current totals. For example, if the first form you submitted showed sixteen residential structures damaged and you identify four more damaged residential structures, the next form you submit MUST show twenty damaged residential structures.
  - a. Jurisdiction(s) Affected: Please include the name of area affected, including county, and date of report.
  - b. Disaster: List the type, time and date of incident.
  - c. Report by: List name of person submitting report, his/her title, home and work phone numbers. This person will be SEMA's point of contact for additional information.
  - d. Affected Individuals: List affected individuals based on the category the individual fits in. Please assign individuals to only one of the six categories.
  - e. Property Damage:
    - i. Residence: List the number of residential properties damaged as a result of the disaster (separated either by single family, multi family or mobile homes) in the categories provided. Provide a total dollar amount in estimated losses to residences.
    - ii. Business: List the number of business properties damaged as a result of the disaster in the categories provided. Provide a total dollar amount in estimated losses to businesses.
    - iii. Public Facilities: List the estimate in dollars, the number of sites, and a brief description of damages in the six categories under Type of Work or Facility. Provide a total dollar amount in estimated losses to public facilities.
    - iv. Remember: The SEMA Logo on the top of the form means to send it to SEMA upon completion. NOTE: Forms can be completed on SEMA Website



Initial \_\_\_\_

Supplemental \_\_\_\_

**Disaster Assessment Summary**

1. **Jurisdiction(s) Affected** \_\_\_\_\_ **Date:** \_\_\_\_\_
2. **Disaster:** Type \_\_\_\_\_ Date \_\_\_\_\_ Time \_\_\_\_\_
3. **Report by:** Name \_\_\_\_\_ Title \_\_\_\_\_  
 Work Phone \_\_\_\_\_ Home Phone \_\_\_\_\_
4. **Affected Individuals: (Assign affected individuals to only one category.)**

|                       |                    |
|-----------------------|--------------------|
| a. Fatalities _____   | d. Missing _____   |
| b. Injuries _____     | e. Evacuated _____ |
| c. Hospitalized _____ | f. Sheltered _____ |

**5. Property Damage:**

1. Residence

|                      | # Destroyed | #Major | #Minor | #Inaccessible | # Insured |
|----------------------|-------------|--------|--------|---------------|-----------|
| <b>Single Family</b> |             |        |        |               |           |
| <b>Multi Family</b>  |             |        |        |               |           |
| <b>Mobile Homes</b>  |             |        |        |               |           |

**Estimated Losses to Residence \$ \_\_\_\_\_**

2. Business

| # Destroyed | # Major | # Minor | # Insured |
|-------------|---------|---------|-----------|
|             |         |         |           |

**Estimated Loss to Business \$ \_\_\_\_\_**

3. Public Facilities

| Type of Work or Facility Categories | \$ | # of Sites | Brief Description of Damages |
|-------------------------------------|----|------------|------------------------------|
| 1. Debris Removal                   | \$ |            |                              |
| 2. Protective Measures              | \$ |            |                              |
| 3. Roads & Bridges                  | \$ |            |                              |
| 4. Water Control                    | \$ |            |                              |
| 5. Buildings Equipment              | \$ |            |                              |
| 6. Utilities                        | \$ |            |                              |
| 7. Parks and Recreations            | \$ |            |                              |

|                       |           |
|-----------------------|-----------|
| <b>Total Estimate</b> | <b>\$</b> |
|-----------------------|-----------|

SEMA fax number - (573) 634-7966

## Local Jurisdiction Situational Awareness Report

**Date:** \_\_\_\_\_

**Time:** \_\_\_\_\_

**Contact Information:** (Provide as much information as possible.)

|                |               |                      |  |
|----------------|---------------|----------------------|--|
| <b>County:</b> |               | <b>Jurisdiction:</b> |  |
| <b>Name:</b>   | <b>Title:</b> | <b>Phone:</b>        |  |
| <b>Email:</b>  | <b>Fax #:</b> | <b>Cell:</b>         |  |

**Local Emergency Operations Center Status:**

|                                |             |               |                            |
|--------------------------------|-------------|---------------|----------------------------|
| <b>LEOC Activated:</b>         | <b>YES</b>  | <b>NO</b>     | <b>Hours of Operation:</b> |
| <b>Contact Name:</b>           |             | <b>Title:</b> |                            |
| <b>Telephone:</b>              | <b>FAX:</b> | <b>Cell:</b>  |                            |
| <b>LEOC Physical Location:</b> |             |               |                            |

**Situation Summary:** (Summarize the impact the disaster event had on the listed topics.)

|  |                  |
|--|------------------|
| <b>Summary of Event: (Include date &amp; time of actual event.)</b>                              |                  |
|  |                  |
|  |                  |
| <b>Fatalities:</b>   | <b>Injuries:</b> |
|  |                  |
| <b>Shelter Status: (Number of open shelters, location of shelters, people in shelters, etc.)</b> |                  |
|  |                  |
| <b>Primary Home/Business Damage:</b>   |                  |
|  |                  |
| <b>Power Outages:</b>  |                  |
|  |                  |
| <b>Medical/Fire/LE Issues:</b>   |                  |
|  |                  |
| <b>Utility (Electric, Water, Sewage) Issues:</b>   |                  |
|  |                  |
| <b>Road/Bridge Issues:</b>   |                  |
|  |                  |

**Local Actions:** (What actions have you taken?)

|                                  |
|----------------------------------|
| <b>Summary of Actions Taken:</b> |
|                                  |
|                                  |

\*\*\*This is a situational awareness document ONLY. To request resources from the state, you MUST complete and submit a separate "Resource Request Form". Submit a "Local Jurisdiction Damage Assessment Summary" as detailed information becomes available.\*\*\*

**SEMA FAX #: (573) 634-7966**



ANNEX D APPENDIX 2 ATTACHMENT E: RAPID ASSESSMENT SURVEY

Street: \_\_\_\_\_

City: \_\_\_\_\_

County: \_\_\_\_\_

Other Description of Location: \_\_\_\_\_

|              | Single Family | Mobile Homes | Multi- Family | Businesses | Totals |
|--------------|---------------|--------------|---------------|------------|--------|
| DESTROYED    |               |              |               |            |        |
| MAJOR        |               |              |               |            |        |
| MINOR        |               |              |               |            |        |
| INACCESSIBLE |               |              |               |            |        |
| TOTAL        |               |              |               |            |        |

Infrastructure

Damage: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_



# ANNEX E: LAW ENFORCEMENT

## PURPOSE

- A. This annex discusses the law enforcement operations in the event a disaster or emergency has occurred in Columbia and Boone County. For response to terrorist incidents, see Appendix 3 to this annex, and Annex N (Terrorism) in this EOP.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. The Boone County Sheriff's Department provides law enforcement in the unincorporated areas of Boone County, as well as a number of municipalities which do not have their own law enforcement agency. They are dispatched through the Columbia/Boone County Joint Communications 911 Operations Center.
- B. The Sheriff is the chief law enforcement officer in the county, and as such, can enforce state statutes on all state property in the county, including Columbia. This includes the University of Missouri, Columbia campus, and other state agency offices.
- C. The municipalities with Police Departments provide law enforcement within their respective city limits which includes the communities of Ashland, Centralia, Hallsville, and Sturgeon. The Boone County Sheriff's Department provides assistance to these municipal departments as necessary.
- D. The Columbia Police Department provides law enforcement in that city and can enforce both city ordinances and state laws. This department is also dispatched through the Columbia/Boone County Joint Communications 911 Operations Center.
- E. The University of Missouri Police Department provide law enforcement services to their campus. Security departments for Stephens College and Columbia College provide public safety and security services on their individual campuses in Columbia.
- F. The Missouri State Highway Patrol Water Patrol Division and the U.S. Coast Guard provide law enforcement on the rivers in Boone County.
- G. Outside law enforcement resources (federal, state, and other local agencies) are available to support law enforcement operations in Boone County and Columbia and will respond when needed.
- H. The Boone County Sheriff's Department maintains the adult Correctional Facility, located at 2121 County Drive, Columbia, which houses prisoners for the county. This facility has a maximum capacity for 210 inmates and operational capacity of 185. Back-up generators and fuel supplies are available for the jail and other buildings located on their property. Emergency procedures for the evacuation of inmates are in place and in accordance with the set policies of the Boone County Sheriff's Department.
- I. Some members of the Boone County Sheriff's Department and the Columbia Police Department are trained in weather spotting, hazardous materials awareness, and other emergency support roles.

- J. Equipment lists for the Boone County Sheriff's Department and the Columbia Police Department are maintained at their respective offices.

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## ASSUMPTIONS

- A. During a disaster, local law enforcement personnel will respond as directed in this plan.
- B. Situations will arise that will tax or exceed local law enforcement capabilities.
- C. If additional law enforcement personnel, equipment, or special expertise is needed, outside resources will be requested when necessary.

## CONCEPT OF OPERATIONS

NOTE: The time frames for performing these actions are listed in parentheses.

- A. The law enforcement activities described in this annex are an extension of normal day-to-day activities and deal only with those situations that could completely exhaust all available resources. (PREPAREDNESS, RESPONSE, and RECOVERY)
- B. The Law Enforcement Coordinator will coordinate law enforcement operations from the EOC. This Coordinator will also keep the EOC's Direction and Control Staff advised of all law enforcement response efforts. (PREPAREDNESS, RESPONSE, and RECOVERY)
- C. The law enforcement section will provide security and protection in an emergency/disaster situation which threatens life and/or property. (PREPAREDNESS, RESPONSE, and RECOVERY)
- D. The local law enforcement agency will be their jurisdiction's primary law enforcement agency, while outside and support agencies will normally be used for activities such as traffic control, crowd control, and evacuation, etc. (PREPAREDNESS, RESPONSE, and RECOVERY)
- E. The Boone County Local Emergency Planning Committee (LEPC) indicates certain law enforcement personnel will be trained to the Awareness Level for hazardous materials situations. See Annex H (Hazardous Materials) for further information. (PREPAREDNESS and RESPONSE)
- F. In the event a disaster is believed to be terrorist-related, care must be taken to preserve the crime scene, while at the same time allowing rescue operations to be performed. See Appendix 3 to this annex and Annex N (Terrorism) for additional information. (PREPAREDNESS and RESPONSE)

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. A functional diagram for law enforcement is located in Appendix 1 to this annex.
- B. The Chief of Police is the Law Enforcement Coordinator for Columbia and the Sheriff serves in this capacity for Boone County. These Coordinators are responsible for the following:
  - a. Overall integration and management of law enforcement activities within their jurisdictions, including any outside resources responding to the disaster.
  - b. Develop and maintain agreements of understanding with neighboring law enforcement agencies.
  - c. Train law enforcement personnel in their emergency management assignments.

- d. Establish procedures to protect essential law enforcement records.
  - e. Support clean-up and recovery operations.
- C. In addition to the above duties, the Law Enforcement Coordinator is also responsible for the following activities within their jurisdiction:
- a. Maintain personnel call-up lists and develop procedures for notification.
  - b. Protect prisoners in custody, relocate, and house them when necessary.
  - c. Develop a plan to maintain security and provide security as needed. This is especially important for critical facilities, including the EOC, shelters, feeding facilities, and vehicle security in parking areas.
  - d. Provide traffic control.
  - e. Protect damaged/affected areas and property as needed by providing security and limiting access into these areas (i.e. issue security passes, media control).
  - f. If an evacuation is ordered, whether large or small, law enforcement will assist with this operation.

#### DIRECTION AND CONTROL

- A. In an emergency whose magnitude has been "classified" (see the Basic Plan Appendix 3), overall control will emanate from the EOC's Direction and Control Staff.
- B. The Law Enforcement Coordinator will be responsible for all law enforcement activities related to the emergency and will operate from the EOC.
- C. Initial control at the disaster/emergency site will be established by the first public safety officer on the scene. This officer (until relieved by a senior officer/supervisor) will maintain contact with and provide information to the Law Enforcement Coordinator located at the Emergency Operations Center.
- D. If outside law enforcement resources are needed, they will remain under the direction of the Law Enforcement Coordinator and assigned by the EOC to respond as necessary.

#### CONTINUITY OF GOVERNMENT

- A. The Columbia Chief of Police line of succession is the Deputy Chief of Police and the Patrol District Commander.
- B. The line of succession for the Sheriff is through the Chief Deputy and then Division Captains.

#### ADMINISTRATION AND LOGISTICS

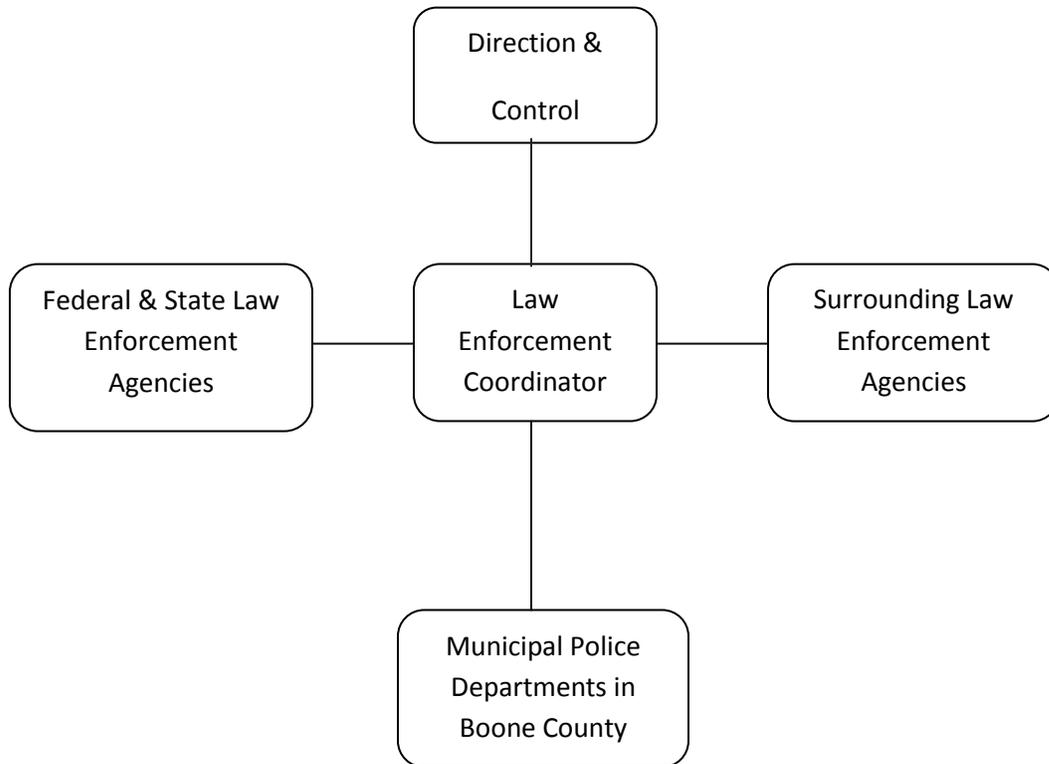
- A. The Resource and Supply Coordinator will provide logistical support (food, water, emergency power, fuel, lighting, etc.) for law enforcement personnel at the disaster/emergency site.
- B. Communications for this function will be provided by the Communications and Warning section, see Annex B

#### APPENDICES

- 1. Law Enforcement Functional Diagram
- 2. Law Enforcement Agency Contact Information

### 3. Terrorism Incidents

ANNEX E APPENDIX 1: LAW ENFORCEMENT FUNCTIONAL DIAGRAM



*See Resource Directory for contact information*

## ANNEX E APPENDIX 3: TERRORISM INCIDENTS

America was thrown into a war against terrorism with terrorist attacks on September 11, 2001. Terrorists killed more than 3000 people during the attacks against the World Trade Center in New York City and the Pentagon in Washington D.C. The crashing of high-jacked U.S. jetliners into the twin towers of the World Trade Center and the Pentagon in terrorist suicide-missions demonstrated the lengths of depravity and the diabolical ingenuity terrorist organizations possess in their quest to attack the United States.

Until the early 1990's, Americans had only witnessed terrorist attacks on foreign soil. This changed in 1993 with the initial bombing of the World Trade Center by international terrorists. In 1995, we saw an American suspect responsible for destruction of innocent lives when the Alfred P. Murrah Federal Building in Oklahoma City was bombed in a domestic terrorist act. Terrorist bombings of the U.S. embassies occurred in Tanzania and Kenya in 1998 and the attack on the U.S.S. Cole in October 2000. Suspects attempted to bring down an office building in Dallas in 2009. An international terrorist tried to detonate a bomb aboard a plane in the United States in December 2009. And yet another terrorist attempted to detonate a bomb in New York City's Times Square in May 2010.

In response to these events, the federal government began to enact legislation and develop plans and procedures that would enable us to counteract future terrorist threats. See Annex N for further information on terrorism and response to a suspected or an actual terrorist incident within our jurisdiction.

# ANNEX F: FIRE AND RESCUE

## PURPOSE

- A. The purpose of this annex is to organize local firefighting and search and rescue resources, as well as to establish procedures that will enable these resources to meet the demands of a disaster situation. Local fire resources may be deployed in the event of a chemical terrorist incident and hazardous material incidents. For more information, see Annex N (Terrorism) and Annex H (Hazardous Materials) in this EOP.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Several fire departments/districts serve Boone County, including the Columbia Fire Department, Boone County Fire Protection District, Southern Boone County Fire Protection District, Centralia Fire Department, and the Columbia Regional Airport Public Safety Department. These departments operate a total of thirty (30) stations at locations throughout the county, municipalities, and the Columbia Regional Airport. These locations are provided in Appendix 2.
- B. Columbia – Fire and rescue service within the City of Columbia is provided by the Columbia Fire Department.
  - a. It is a full fire department operating out of nine (9) stations strategically placed throughout the City. A map of the Columbia Fire Stations locations is located in Appendix 2 Attachment A to this annex.
  - b. The fire department operates a hazardous materials team with response equipment tailored to the scene for an emergency incident. See Annex H for further information regarding Hazardous Materials.
  - c. Operates one of three Missouri State Emergency Management’s Homeland Security Regional Response Teams (HSRRT) located in Region F. The other two counties include Cole and Camden.
- C. Boone County - The Boone County Fire Protection District and the Southern Boone County Fire Protection District provide fire/rescue and medical services in the county. A map of fire station locations in Boone County is located in Appendix 2 Attachment B to this annex.
  - a. The Boone County Fire Protection District, the 3rd largest fire department in Missouri, is governed by a five-member board of directors elected by the public and serves the county from fourteen (14) fire stations. Full service (fire, rescue, emergency medical services, and haz-mat) is provided for six communities and 532 square miles of unincorporated areas in the county. Boone County Fire District provides service to certain portions of the City of Columbia (annexed areas) per pre-existing territorial agreements.
  - b. The Boone County Fire District has a Hazardous Materials Division.

- c. The Boone County Fire District is also designated as a Federal Emergency Management Agency Urban Search and Rescue National Response Task Force, Missouri 1, and has a large compliment of specialty hazardous materials monitoring equipment, rescue and technical search equipment.
- D. Southern Boone County – The Southern Boone County Fire Protection District serves the southern one-third portion of the county and has a limited hazardous materials response capability.
- E. Centralia - The Centralia Fire Department provides service with two fire stations located within the corporate limits of Centralia and has limited response capability to hazardous material incidents. Centralia Fire Station locations can be found on the map in Appendix 2 Attachment B.
- F. Columbia Regional Airport - The Columbia Regional Airport Public Safety Department responds to incidents on airport property with assistance provided, as needed, by the Columbia Fire Department, the Southern Boone County Fire Protection District, and the Boone County Fire Protection District.
- G. Each agency maintains various resources and equipment. A Columbia/Boone County Apparatus List can be located in the Resource Directory Guide Annex F Section (F-2).
- H. All of the fire departments listed above maintain some type of 24-hour dispatching capability, as well as internal call-up lists and procedures. The city and county fire departments/districts are alerted through the Columbia/Boone County Public Safety Joint Communications 9-1-1 dispatch center.
- I. The fire services provide support to and receive assistance from other fire agencies outside the county through mutual aid agreements. In addition, the fire departments in Boone County concur with the State Fire Marshal’s Mutual Aid System. Boone County is located in Region F. See Appendix 3 Attachments A and B.
- J. Fire personnel have basic operational hazardous materials and radiological emergency training and will respond to such an incident. Both the Boone County Fire District and the Columbia Fire Department operate specialty hazardous materials response teams, which respond to serious chemical and radiological incidents in their respective jurisdictions. In addition, both the Columbia Fire Department and the Boone County Fire District operate a regional hazardous materials team, which will respond out of county as requested into Randolph, Audrain, Cooper, Howard, and Callaway County. Limited outside assistance is required.
- K. Since the fire services in Boone County will respond to hazardous materials incidents, Material Safety Data Sheets (MSDS’s) are kept on file with the appropriate fire departments. For more information, see Annex H (Hazardous Materials) in this EOP.
- L. Fire personnel have search and rescue training (i.e. extrication) and are responsible for the emergency rescue of injured persons (i.e., vehicular accidents). The fire departments work with local police agencies as well as the Boone County Sheriff’s Department during major search and rescue operations (i.e. lost persons, fugitive hunts, etc.)

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ASSUMPTIONS

- A. Existing fire and rescue personnel and equipment should be adequate to deal with most emergency situations through current mutual aid agreements. This includes both trained personnel and specialized equipment.
- B. If relocation is necessary, sufficient personnel will be available to accomplish the movement while at the same time providing fire protection.
- C. State, federal, and private organizations will respond when needed.

## CONCEPT OF OPERATIONS

Note: The time frames for performing these actions are in parentheses.

- A. The primary task of the fire service is the same as its day-to-day mission, which is the protection of people and property from the threat of fire. Other important tasks of the fire service include:
  - a. Informing the Direction and Control Staff of the risks associated with a particular hazardous materials incident, as well as the circumstances for using water, foams, etc. for extinguishing, diluting, or neutralizing the hazardous material(s) involved. (PREPAREDNESS, RESPONSE, and RECOVERY)
  - b. Alert all emergency response organizations of the dangers associated with a particular hazardous material, as well as with fire when responding to an emergency situation. (PREPAREDNESS, RESPONSE, and RECOVERY)
  - c. Perform search and rescue operations. (RESPONSE and RECOVERY)
  - d. In addition, the fire service will provide fire protection in shelters, as well as assign personnel and equipment to the reception area (should an evacuation be necessary). (PREPAREDNESS, RESPONSE, and RECOVERY)
  - e. Assist in hazardous materials monitoring (including radiation) and decontamination procedures. (RESPONSE and RECOVERY)
  - f. Maintain the resource lists contained in Appendix 2 to this Annex and the Resource Directory Guide Annex F Section (F-2). (MITIGATION and PREPAREDNESS)
- B. The Fire and Rescue Coordinator is to coordinate operations from the EOC. They are to coordinate the response efforts of all fire and rescue organizations involved (including federal urban search and rescue crews) and will keep the Direction and Control Staff advised of its operations. (PREPAREDNESS, RESPONSE, and RECOVERY)
- C. Fire and rescue personnel and equipment are to be deployed to the location of greatest need as determined by the Direction and Control Staff (which includes the Fire and Rescue Coordinator). (PREPAREDNESS, RESPONSE, and RECOVERY)
- D. The fire service is to provide support as requested by other agencies/jurisdictions as long as it does not affect the fire protection capability. (PREPAREDNESS, RESPONSE, and RECOVERY)
- E. Mutual aid agreements are to be utilized when necessary. (RESPONSE and RECOVERY)
- F. Personnel recall rosters and equipment inventories are maintained within the individual fire departments. Call-up will be done according to departmental standard operating procedures. (MITIGATION, PREPAREDNESS, and RESPONSE)

- G. Dose records for personnel exposed to a hazardous substance should be maintained and regular dosimeter readings taken; in addition, the locations of radiological and hazardous materials detection and/or monitoring devices should be familiar to response personnel.  
(PREPAREDNESS, and RESPONSE)

#### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The Fire and Rescue Functional Diagram is located in Appendix 1 of this Annex.
- B. The Fire and Rescue Coordinator is to be the Fire Chief or designee of the affected fire department/fire district in the city/county, and is responsible for controlling fire operations in their jurisdiction. This Coordinator is also responsible for the following:
  - a. Preparation of mutual aid agreements with surrounding fire and rescue services.
  - b. Training fire and rescue personnel, including volunteers, on the tasks they will be required to perform in an emergency.
  - c. Support cleanup and recovery operations.
- C. The local fire department is responsible for the following:
  - a. Maintain personnel call-up lists and develop the means to implement these lists. See Appendix 4 to this Annex for the main contact information.
  - b. Assist in the dissemination of warning to the public.
  - c. Search and rescue of injured and/or missing individuals.
  - d. Assist in providing first aid to disaster victims and workers.
- D. Overall responsibility of coordination among responding departments lies with the senior fire officer in the affected area.
- E. The fire departments are responsible for lending assistance during radiological incidents and rescue operations.
- F. The Emergency Coordinators are responsible for lending the appropriate assistance during fire and hazardous material incidents. For additional support responsibilities, see the Basic Plan Appendix 2.
- G. Neighboring fire services are to provide support when needed and available, as identified in mutual aid agreements.
- H. Other agencies and organizations which may provide search and rescue services include the Missouri State Highway Patrol, the MSHP Water Patrol Division, other law enforcement agencies, and public works organizations.

#### DIRECTION AND CONTROL

- A. The fire chief(s), or their designees, in the jurisdiction(s) affected by the disaster, designated as the Fire and Rescue Coordinator(s), are responsible for the direction and control of fire operations.
- B. If more than one jurisdiction is involved, the senior fire officer at the scene is to control operations. The senior fire officer may delegate this responsibility to the best trained officer at the scene. The National Incident Management System (NIMS) is to be used following a unified command structure in these situations.

- C. Unified command represents an application of the National Incident Management System used when there is more than one agency with incident jurisdiction. Under unified command, agencies work together through their designated Incident Commander at a single Incident Command Post (ICP) to establish a common set of objectives and strategies, and a single incident action plan.
- D. The Fire and Rescue Coordinator, or designee, is to control operations from the EOC in those situations requiring its activation. They will coordinate the response efforts of all fire and rescue organizations involved (including federal urban search and rescue crews) and keep the Direction and Control Staff advised of its operations.
- E. Fire and rescue personnel and equipment are to be deployed to the location of greatest need as determined by the Direction and Control Staff (which includes the Fire and Rescue Coordinator).
- F. The fire service is to provide support as requested by other agencies or jurisdictions as long as it does not affect the fire protection capability.
- G. If the situation permits, the responding fire department are to be assisted by the Boone County Sheriff's Department, the municipal police departments, emergency medical services personnel and other available emergency responders.
- H. According to the Boone County LEPC, fire service personnel are to be trained at least to the Awareness Level for hazardous materials situations.

#### CONTINUITY OF GOVERNMENT

- A. The lines of succession for those responsible for the fire and rescue function (fire chiefs) is contained in Annex F Appendix 1.

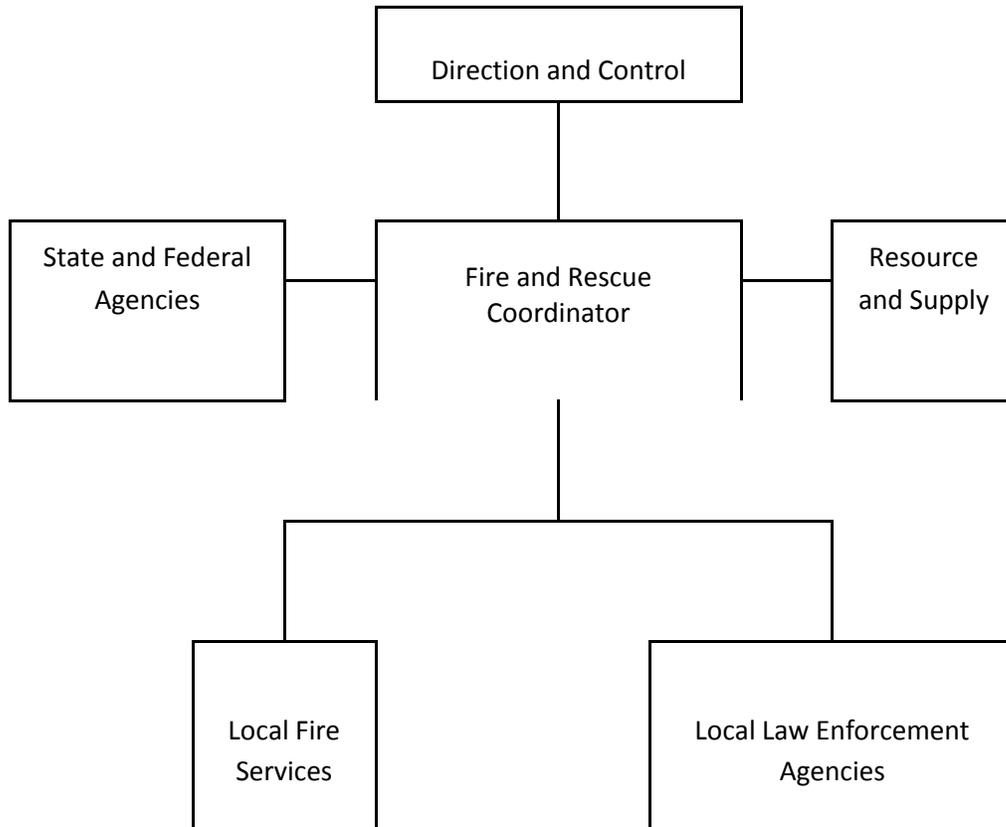
#### ADMINISTRATION AND LOGISTICS

- A. Reports and records are to be developed and maintained in accordance with established procedures.
- B. Procedures for dealing with expenses and liability are outlined in mutual aid agreements, state laws and local ordinances.
- C. The Logistics section is to provide service and support during an emergency situation.

#### APPENDICES

- A. Fire and Rescue Functional Diagram
- B. Fire Station Locations for Columbia and Boone County
  - 1. Attachment A – Columbia Fire Department Station Locations Map
  - 2. Attachment B – Boone County and Southern Boone County Fire Station Locations Map
- C. State Fire Marshal's Mutual Aid System
  - 1. Attachment A - Organizational Chart
  - 2. Attachment B - Regional Map
- D. Fire Departments/Fire Protection Districts Call-up Lists

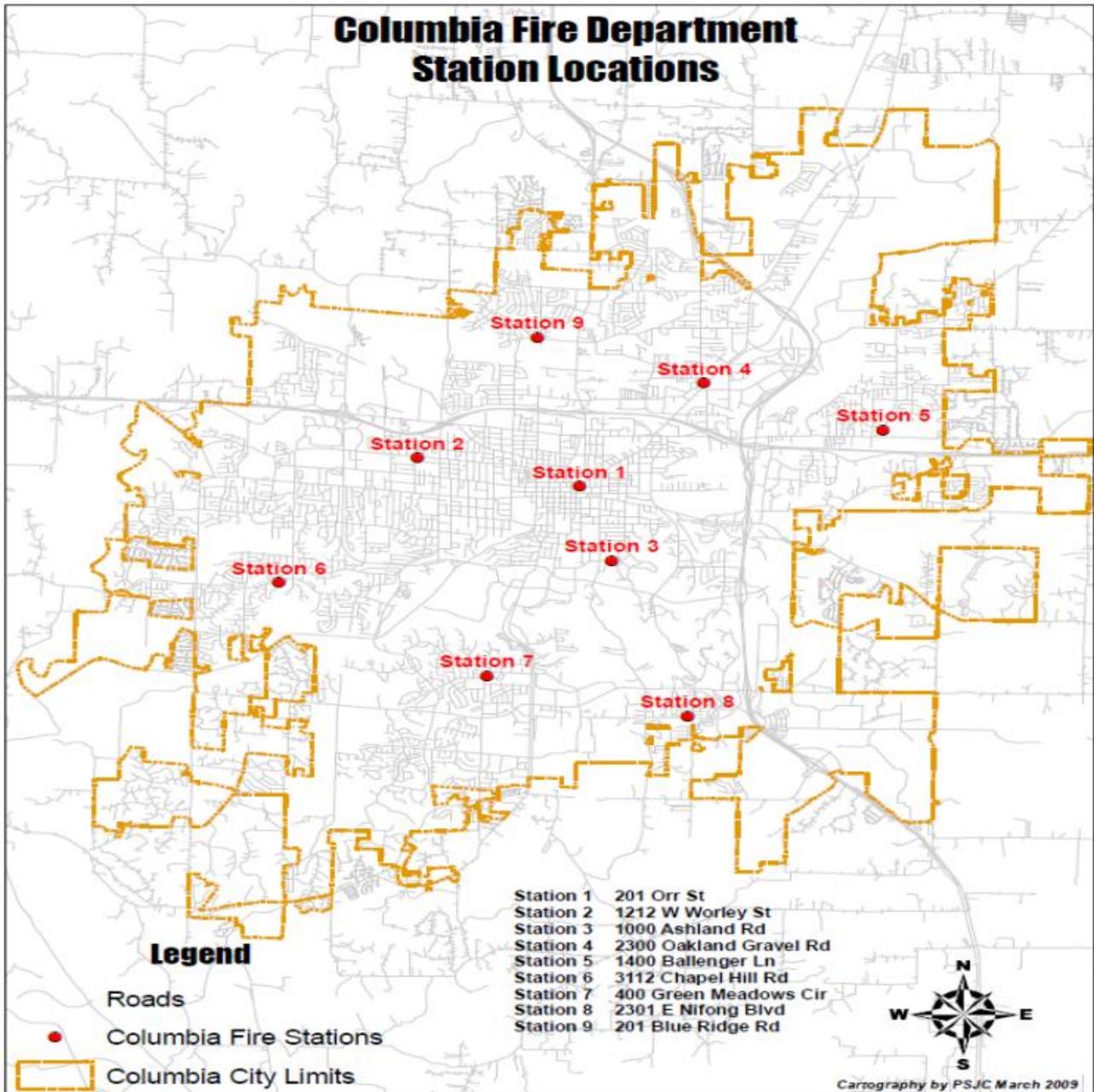
ANNEX F APPENDIX 1: FIRE AND RESCUE FUNCTIONAL DIAGRAM



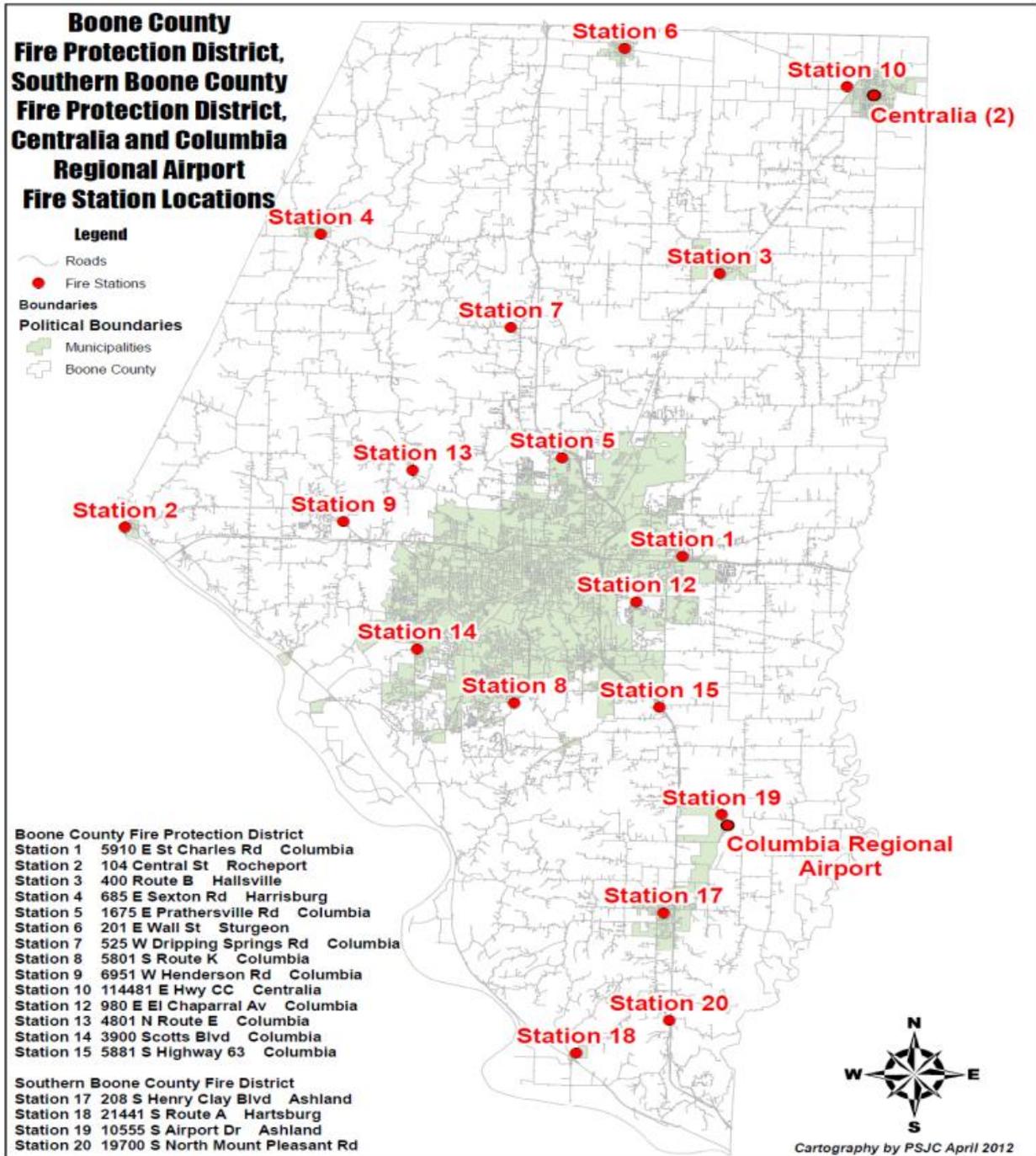
ANNEX F APPENDIX 2: FIRE STATION LOCATIONS FOR COLUMBIA AND BOONE COUNTY

*See Resource Directory for contact and location information.*

ANNEX F APPENDIX 2 ATTACHMENT A: COLUMBIA FIRE DEPARTMENT STATION LOCATIONS MAP



ANNEX F APPENDIX 2 ATTACHMENT B: BOONE COUNTY FIRE PROTECTION DISTRICT, SOUTHERN BOONE COUNTY FIRE PROTECTION DISTRICT, CENTRALIA AND COLUMBIA REGIONAL AIRPORT STATION LOCATIONS



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ORGANIZATION

- A. The fire service includes all public entities furnishing fire protection within the state and all agencies and departments of the state which provide fire protection services. In the event of a major emergency or a state-wide disaster, all fire protection agencies become an organizational part of the system.
- B. Appendix 3 Attachment A to this Annex provides an organizational chart for the State Fire Marshal's Mutual Aid System.
- C. Appendix 3 Attachment B to this Annex shows the Regional Map and the state divided into the nine regions used in this system.

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LOCAL REPRESENTATION

- A. The fire chief or senior fire service official of each local entity providing fire protection is to serve as fire service representative to the respective Regional Coordinator.

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REGIONAL FIRE & RESCUE COORDINATOR

- A. Regional Coordinators are selected for a three year term by the State Fire Marshal within their respective regions. They shall appoint one or more alternate Area Coordinators to serve in the absence of the Regional Coordinator.
- B. See the Resource Directory Guide Annex F Section (F-13) for the Regional Fire & Rescue
- C. Coordinator for Region F.

---

STATE MUTUAL AID COORDINATOR

- A. The State Mutual Aid Coordinator is a representative of the State Fire Marshal in the Department of Public Safety, Division of Fire Safety. The State Mutual Aid Coordinator is responsible for taking appropriate action on requests for mutual aid received through the Regional Coordinators and serves on the Unified Command in the State Emergency Operations Center, when activated.
- B. To contact the State Mutual Aid Coordinator:
  - 1. (573) 751-1601
  - 2. (573) 821-0937

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ACTIVATION OF PLAN (MOBILIZATION)

- A. When determined by the responsible fire and rescue official that jurisdictional resources are inadequate to cope with the emergency at hand, the following steps should be taken:
  - 1. Activate local mutual aid plan and contact neighboring fire services.
  - 2. Notify the Area Coordinator.
  - 3. Prepare to receive and utilize requested mutual aid as it arrives.
- B. When jurisdictional and local mutual aid resources are determined inadequate:

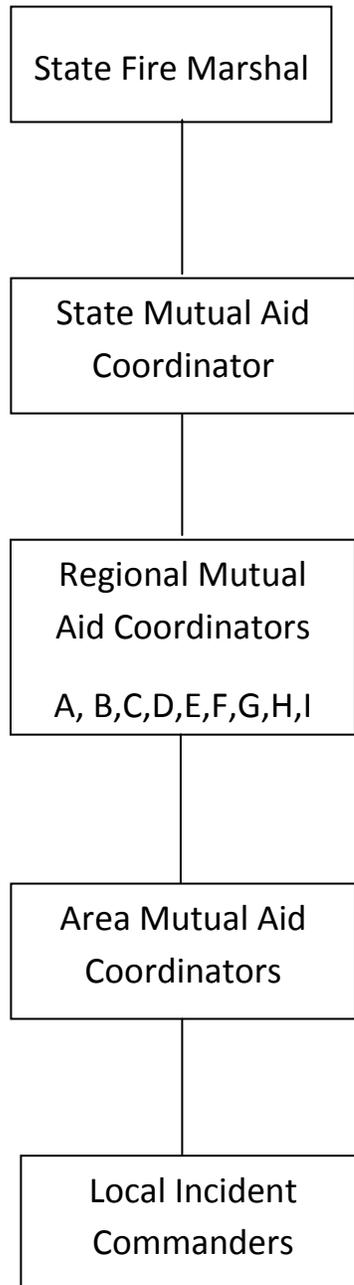
1. Request needed resources according to area mutual aid plan. See Section III of this Appendix to request mutual aid.
2. The Regional Coordinator, upon notification, is to:
  - i. Evaluate resource availability within the operational area.
  - ii. Coordinate the dispatch of requested resources from within the region (according to the adopted plan).
  - iii. Notify the State Coordinator, reporting known situation and resource status of the region.
- b. The State Coordinator, upon notification, is to:
  - i. Evaluate conditions and resource availability throughout the state.
  - ii. Alert all other Regional Coordinators of anticipated inter-regional dispatch of fire service resources.
  - iii. Select regions from which resources are to be mobilized to fulfill requests.
  - iv. Coordinate the response of inter-regional mutual aid resources.
  - v. Act as Fire Service Representative in the State Emergency Operations Center (SEOC).
  - vi. Process messages and requests for fire services received from the SEOC.

---

#### HOW TO REQUEST MUTUAL AID

- A. This information is presented to assist the local fire chief in obtaining emergency mutual aid assistance on a timely basis. This information is not intended to modify or change any existing agreements or operational plans between agencies. See Appendix 3 Attachment C for the Missouri Division of Fire Safety Mutual Aid Resource Request Checklist.
- B. Contact your Area Mutual Aid Coordinator
- C. Identify yourself. It is preferred the local fire chief will make the request. If unavailable, state, "This request is being made for Chief \_\_\_\_\_."
- D. State the reason for your request. Provide as much information as possible. The Area Coordinator needs this information so your needs can be met as quickly as possible.
- E. State the type(s) and quantity of fire service resources needed. Be as specific as possible.
- F. State "when" you need the resources indicating immediately or at a later specified time.
- G. State "where" resources are to report. Provide an address, crossroad, staging area, etc. Be specific.
- H. Identify a person to report to and what fire frequency incoming apparatus should use.

ANNEX F APPENDIX 3 ATTACHMENT A: STATE FIRE MARSHAL'S MUTUAL AID SYSTEM ORGANIZATIONAL CHART





**MO Division of Fire Safety**  
**MUTUAL AID RESOURCE REQUEST CHECKLIST**

Event Tracking # \_\_\_\_\_ EVENT: \_\_\_\_\_

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_ PRIORITY:  FLASH  HIGH  MEDIUM  LOW

REQUESTING PARTY: \_\_\_\_\_ PHONE/CONTACT INFO: \_\_\_\_\_

REQ. RECVD BY: \_\_\_\_\_ REQ. FORWARDED TO: \_\_\_\_\_

RESOURCE REQUESTED: \_\_\_\_\_

MISSION: \_\_\_\_\_ HSRRS COMPONENT?  YES  NO

LOGISTICAL NEEDS:

GAS \_\_\_\_\_

WATER \_\_\_\_\_

FOOD \_\_\_\_\_

LODGING \_\_\_\_\_

OTHER \_\_\_\_\_

APPARATUS SIZE/WEIGHT RESTRICTIONS \_\_\_\_\_

AIR RESOURCE INFO:

LANDING ZONE DETAILS:

LOCATION \_\_\_\_\_

SIZE \_\_\_\_\_

OBSTRUCTIONS/HAZARDS \_\_\_\_\_

OXYGEN  
RESUPPLY \_\_\_\_\_

FUELING \_\_\_\_\_

HANGER SPECIFICATIONS \_\_\_\_\_

ON SCENE DATE/TIME REQUESTED: \_\_\_\_\_



ESTIMATED DURATION OF DEPLOYMENT: \_\_\_\_\_

STAGING LOCATION: \_\_\_\_\_

REPORTING TO: \_\_\_\_\_

COMMUNICATIONS (RADIO FREQ/PHONE, ETC.):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESOURCE COMING FROM (DEPARTMENTS AND APPARATUS ID):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NAME/NUMBER FOR RESOURCE CONTACT: \_\_\_\_\_

NOTES: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FAX TO:

REQUESTING DEPARTMENT NAME: \_\_\_\_\_

ATTN: \_\_\_\_\_

FAX #: \_\_\_\_\_

RESPONDING DEPARTMENT NAME: \_\_\_\_\_

ATTN: \_\_\_\_\_

FAX #: \_\_\_\_\_

**MISSION VERIFIED BY:**

**MUTUAL AID COORDINATOR:** \_\_\_\_\_

**SIGNATURE** \_\_\_\_\_

**DATE** \_\_\_\_\_

**TIME** \_\_\_\_\_

**ASSIGNED MISSION NUMBER** \_\_\_\_\_  
**(assigned by State Mutual Aid Coordinator)**

ANNEX F APPENDIX 4: FIRE DEPARTMENTS/FIRE PROTECTION DISTRICTS CALL-UP LISTS

Call-up lists are on file at the following location:

Public Safety Joint Communications

17 N 7th Street, Suite A

Columbia, Missouri

573/874-7470

# ANNEX G: RESOURCE AND SUPPLY

## PURPOSE

- A. This annex is designed to give Columbia and Boone County the ability to maintain a continuous resource inventory and to allocate these resources in a prompt and orderly manner during an emergency situation.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. This annex is designed to provide management of resources in Columbia and Boone County. A priority should be given to those resources which could be used to combat the hazards identified in the Basic Plan, Hazard Analysis.
- B. A list of certain resources maintained by Columbia and Boone County is provided in Appendix 2 to this annex. The appendix also indicates which city/county department maintains lists of other special resources within the purview of that department.
- C. Emergency purchasing procedures for City of Columbia are listed in Appendix 3 of this annex and Boone County are listed in Appendix 4.
- D. Resources and supply items specific to response for a terrorist incident are listed in Annex N (Terrorism) of this plan.
- E. Local resources must be used first before outside assistance is requested from the State and/or Federal Government. Procedures for requesting state and federal assistance are located in Appendix 4 to the Basic Plan.
- F. Resources are available from the surrounding communities (i.e., mutual aid agreements).

### ASSUMPTIONS

- A. During a disaster, individuals or businesses with private resources may be asked to cooperate with county and city officials.
- B. Funds to provide payment for the use of private resources will be available either from local government or, if the disaster is severe enough, from the state and federal government.
- C. During a disaster, normal supply requisition procedures may be suspended.

## CONCEPT OF OPERATIONS

- A. Resource and supply operations will be performed according to the operational time frames (mitigation, preparedness, response, and recovery) established in the Basic Plan.
- B. The first resources to be identified will be those that are under the control of or are readily available to county and city government. It is the responsibility of local government to mobilize these resources, as necessary, to relieve suffering and to protect lives and property.
- C. All local resources must be committed (including mutual aid agreements) before assistance is requested from the state and/or federal government.

- D. The Resource and Supply Coordinator must anticipate resource needs for all types of potential hazards and provide the coordination necessary for the proper allocation of these resources.
- E. Normal supply requisition procedures will be followed to purchase supplies. These procedures will be bypassed with the approval of the chief elected official and in accordance with local ordinances and state statutes.
- F. Field operation facilities (i.e., staging areas, mobilization centers, etc.) will be established as necessary to receive, assemble and distribute resources and supplies. Staging areas will be identified and established as necessary (See Annex J Appendix 3 to this plan).
- G. Following a large-scale disaster, the outpouring of donations can overwhelm the ability of local organizations to respond effectively. Local government officials in conjunction with voluntary organizations must establish procedures to coordinate and control donated goods and offers of volunteer assistance.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### ORGANIZATION

- A. The Resource and Supply Functional Diagram is shown in Appendix 1.

### ASSIGNMENT OF RESPONSIBILITIES

- A. Primary responsibility for Resources and Supply for Columbia is shared between the City Public Works Director and the Director of Finance. The coordinator for the resource and supply function for Boone County is shared jointly between the County Public Works Director and the Purchasing Director. These responsibilities are further delineated as:
  - a. Public Works - Allocation of equipment, supplies, and resources.
  - b. Finance Director/Purchasing Director - Procurement of resources.
- B. The Resource and Supply Coordinator will oversee the following supply areas:
  - a. Manage/coordinate the procurement, storage and equitable distribution of the following supply areas:
    - i. Food
    - ii. Sustenance Supplies (water, clothing, sanitary supplies, bedding, etc.)
    - iii. Fuel and Energy
    - iv. Transportation
    - v. Construction equipment and supplies
    - vi. Manpower
    - vii. Shelter Supplies
  - b. Identify potential resource needs for all types of emergency situations.
  - c. Locate the required resources in the community or find their nearest location.
  - d. Establish agreements of understanding with private sector organizations, neighboring jurisdictions, etc., who can supply needed resources.
  - e. Maintain resource lists.

- f. Coordinate with individuals, departments, emergency services, etc., for the proper allocation of resources during the emergency.
  - g. Identify staging areas to store and/or distribute resources and supplies (see Annex J Appendix 3). Coordinate these locations with the PIO as necessary.
  - h. Maintain records of services rendered, resources utilized, unused resources, cost of resources, etc., for the emergency.
- C. In some major disasters, including a terrorist attack and/or biological incident, the need for volunteer labor to support a multitude of tasks and operations would be crucial. This would include help with clean-up of debris in a natural disaster, and help with the unloading and distribution of medicines and mass prophylaxis in a biological emergency. For information on volunteer support and management of donated goods in an emergency in Columbia/Boone County, see Annex O (COAD) to this EOP.

#### DIRECTION AND CONTROL

- A. All Resource and Supply operations will be controlled from the EOC to insure official concurrence for actions taken.
- B. Subordinates of the Resource and Supply staff may operate from daily offices, but all decisions will come from the EOC.

#### CONTINUITY OF GOVERNMENT

- A. The joint line of succession for the Resource and Supply Coordinator:
  - a. Columbia (allocation of resources and supplies)
    - i. City Public Works Director
    - ii. City Water and Light Director
    - iii. Parks and Recreation Director
  - b. Columbia (procurement of resources and supplies)
    - i. City Finance Director
    - ii. Purchasing Agent
    - iii. Controller
  - c. Boone County (allocation of resources and supplies)
    - i. County Public Works Director
    - ii. Manager D&C
    - iii. Manager Operations
  - d. Boone County (procurement of resources and supplies)
    - i. Purchasing Director
    - ii. Senior Buyer
  - e. Vital Documents
    - i. Records of purchases will be duplicated, when possible.
    - ii. Transfer of these documents will occur by direction of the EOC.

#### ADMINISTRATION AND LOGISTICS

- A. Each county and/or city department is responsible for securing its own supplies through normal procurement channels. The Resource and Supply Coordinator will assist whenever possible.
- B. All purchases must be kept in accordance with local ordinances and purchasing policy. Any deviation from normal procedures must have approval of the chief elected official.

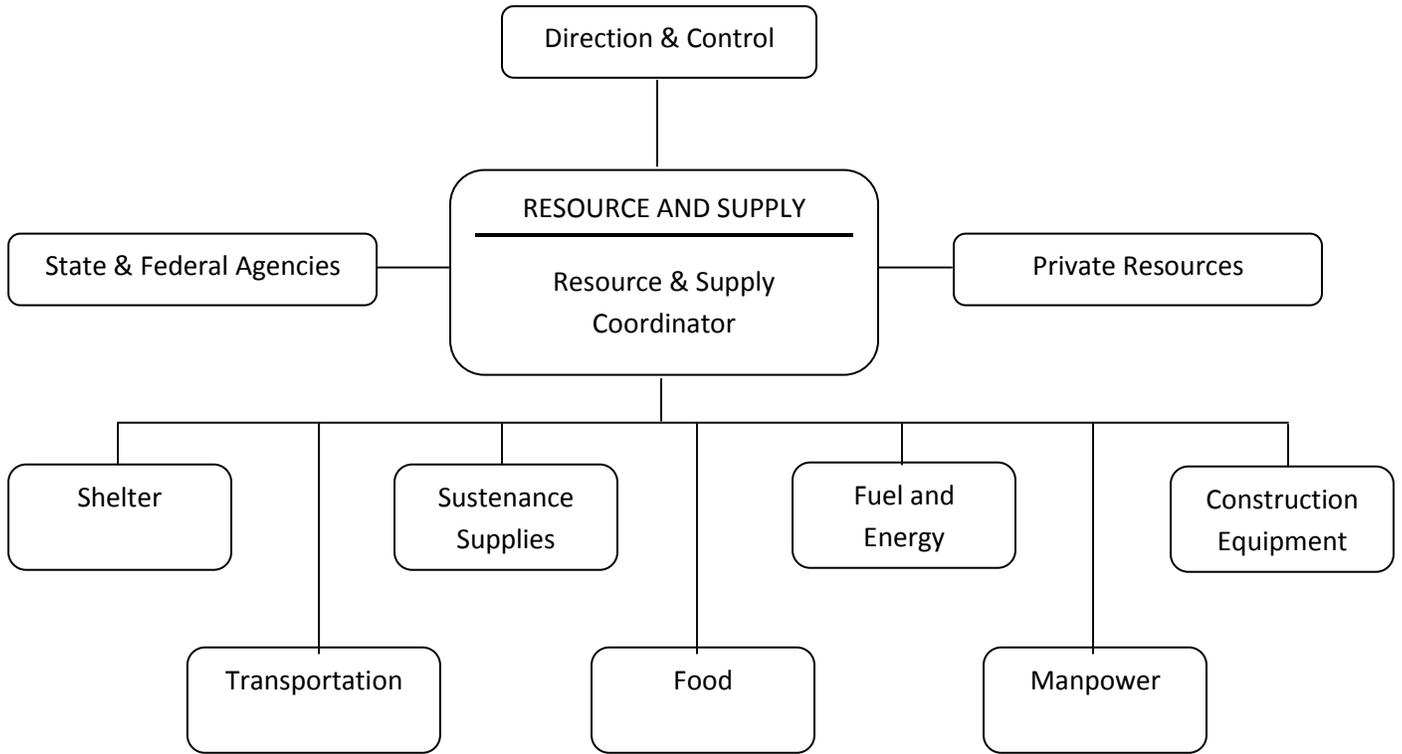
#### ANNEX DEVELOPMENT AND MAINTENANCE

- A. After initial compilation of the resource lists, they will be updated and maintained by the Columbia/Boone County Emergency Management Director.
- B. All updates and revisions of this Annex will be completed by the Resource and Supply Coordinator as authorized and approved by the Emergency Management Director.

#### APPENDICES

- 1. Resource and Supply Functional Diagram
- 2. Columbia/Boone County Resource Lists
- 3. Resources and Supply Procurement Procedures for Emergency Situations, City of Columbia
  - a. Attachment A - Purchase Requisition Form
  - b. Attachment B - Purchase Form
- 4. Resources and Supply Procurement Procedures for Emergency Situations, Boone County
  - a. Attachment A - Request for Emergency Procurement Approval
  - b. Attachment B - Purchasing Requisition Form

ANNEX G APPENDIX 1: RESOURCE AND SUPPLY FUNCTIONAL DIAGRAM



Various departments within county and/or city government such as public works, law enforcement, etc., can support the Resource and Supply function with equipment, manpower, fuel, etc. Mutual Aid Agreements with surrounding jurisdictions can provide additional resources. Support in procuring volunteers and managing donated goods will be provided through the Columbia/Boone County Community Organizations Active in Disasters (COAD) chapter. See Annex O for further. Other outside resources from the private sector, business and industry, etc., may also provide support.

*See Resource Directory for listing of available resources and contact information*

## ANNEX G APPENDIX 3: RESOURCES & SUPPLY PROCUREMENT PROCEDURES FOR EMERGENCY SITUATIONS, CITY OF COLUMBIA

The City of Columbia's Purchasing Ordinance, Section 2-460 (c)(1) shown below describes the circumstances that would necessitate enactment of expedited purchasing practices.

"Emergency Purchases: Those purchases necessitated by nonrecurring emergency situations posing a substantial danger to the health, safety and welfare of the citizens or of a risk of substantial financial loss to the city unless the required supplies, materials, equipment or services are obtained as expeditiously as possible."

Section 2-460 goes on to state that: "The department head requesting an emergency purchase under subparagraph (1) shall certify that the purchase is an emergency within the meaning of subparagraph (1) by a memorandum which sets forth the nature of the emergency." In the case of a major disaster affecting City operations caused by weather, terrorism, war, accidents, explosions, Acts of God, etc. the City Manager could enact the emergency purchasing section of the Ordinance to cover whatever goods or services may be necessary to stabilize the City's operations.

This same section of the Purchasing Order goes on to state that:

"It shall be the policy of the city to encourage competitive business practices through public bidding or requests for proposals wherever possible and feasible. The city manager is encouraged to pursue informal bidding and requests for proposals in the above categories of exceptions whenever time and business conditions permit."

Section 2-460-(d).

Depending on the severity and nature of the emergency, it should be clear that obtaining competitive bids or proposals may not always be feasible. However, documentation regarding quoted pricing and availability should be kept with the requisition in order to assure that a reasonable price is being paid for the goods and/or services obtained.

In the case of a disaster that renders the City's computer network unusable, paper requisition forms and purchase order forms (see attachments A and B to this Appendix) should be used by the emergency team to facilitate the orderly requisition, order, receipt and payment of goods and service needed to deal with the emergency situation.

The Purchasing Division will maintain a directory of government providers and suppliers from Columbia and surrounding communities that can assist with providing equipment, goods and services that might be needed to assist with the emergency.

**PURCHASE ORDER NUMBER**

**IMPORTANT:**  
THE ABOVE NUMBER MUST APPEAR ON ALL PACKAGES, INVOICES, AND PACKAGES. EACH P.O. MUST BE INVOICED SEPARATELY.

**MAIL INVOICE TO:**  
FINANCE/ACCOUNTS PAYABLE DIVISION  
P.O. BOX 7236  
COLUMBIA, MO 65205

**CITY OF COLUMBIA**  
FINANCE / PURCHASING DIVISION  
2 GUITAR STREET  
P.O. BOX N COLUMBIA, MO 65205

PAGE NO.:

VENDOR PHONE:

VENDOR NO.:

S H I P T O

TO:

| DATE   | DELIVERY DATE | SHIP VIA    | TERMS    | F.O.B. | BUYER      | REQUISITION NO.'S |
|--|---------------|-------------|----------|--------|------------|-------------------|
| ITEM NO.   | ACCOUNT NO.   | DESCRIPTION | QUANTITY | UNIT   | UNIT PRICE | AMOUNT            |
| <p>READ CAREFULLY THE PROVISIONS AS SET FORTH ON THE REVERSE SIDE OF THIS DOCUMENT</p> <p style="text-align: right;"><b>NOT TO EXCEED</b> </p> |               |             |          |        |            |                   |

FORM NO. 121 (3/95)

CONTROL NO. **35521**

City of Columbia

ORIGINAL

Bob J. Hash, CPO, City Purchasing Agent



### 3-106 Emergency Procurement

Notwithstanding any other provisions of this Policy, and by direction of the liaison Commissioner to any Department, and in the absence of an assigned liaison Commissioner, it shall be the Presiding Commissioner, the purchasing agent may make or authorize others to make emergency procurement of supplies, services, or construction items where there exists a threat to public health, welfare, or safety; provided that such emergency procurements shall be made with such competition as is practical under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. As soon as practical, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, a listing of the item(s) procured under the contract, and the identification number of the contract file.

# Boone County Purchasing

Melinda Bobbitt, CPPB  
Director



601 E. Walnut, 2nd Flr  
Columbia, MO 65201  
Phone: (573) 886-4391  
Fax: (573) 886-4402

**Boone County Emergency Procurement Policy:** Notwithstanding any other provisions of this Policy, and by direction of the liaison Commissioner to any Department, and in the absence of an assigned liaison Commissioner, it shall be the Presiding Commissioner, the purchasing agent may make or authorize others to make emergency procurements of supplies, services, or construction items when there exists a threat to public health, welfare, or safety; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. As soon as practicable, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, a listing of the item(s) procured under the contract, and the identification number of the contract file.

## REQUEST FOR EMERGENCY PROCUREMENT

|  |       |
|--|-------|
| Originating Office,<br>Dept. # & Account # | _____ |
| Person Requesting<br>Date Requested        | _____ |
| Phone Number                               | _____ |

UPON COMPLETION OF THIS FORM, PLEASE SUBMIT TO THE PURCHASING DEPARTMENT.

PURCHASING DEPARTMENT APPROVAL: \_\_\_\_\_  
Signature Date

EMERGENCY PROCUREMENT NUMBER: \_\_\_\_\_  
(Assigned by Purchasing)

LIASON COMMISSIONER APPROVAL: \_\_\_\_\_  
Signature Date

Expiration Date: \_\_\_\_\_ 20\_\_ through \_\_\_\_\_ 20\_\_ One Time Purchase (check)

(Note: Attach list for multiple vendors)

Vendor(s) Name \_\_\_\_\_

Vendor(s) Address \_\_\_\_\_

Vendor(s) Phone and Fax \_\_\_\_\_

Product Description \_\_\_\_\_

Estimated Cost \$ \_\_\_\_\_

The following is a list of questions that must be answered when making emergency procurement requests. This is a formal document for submission to the Liaison Commissioner for the requesting department.

- A. Please describe the reason for the request of emergency procurement with respect to the threat to public health, welfare, or safety.
- B. Describe anticipated consequences of not procuring immediately:
- C. Describe and attach any quotes received:
- D. Is this a one-time purchase? \_\_\_\_\_Yes \_\_\_\_\_No
  - a. If not, detail the anticipated future purchases with anticipated acquisition dates:



# ANNEX H: HAZARDOUS MATERIALS

The Missouri State Emergency Response Commission (MERC) and the Boone County Emergency Planning Committee (LEPC) adopt this plan to provide for the protection of the public located within Columbia/Boone County in the event of a hazardous chemical emergency.

Participating agencies with responsibilities in this annex:

## **PRIMARY AGENCIES:**

- Boone County Local Emergency Planning Committee (LEPC)
- Columbia Fire Department (CFD)
- Boone County Fire Protection District (BCFPD)
- Southern Boone County Fire District (SBCFPD)
- Centralia Fire Department

## **SUPPORT AGENCIES:**

- Boone County Commission
- City Manager, City of Columbia
- Ashland City Administrator
- Centralia City Administrator
- Hallsville City Administrator
- Sturgeon City Administrator
- Columbia Police Department (CPD)
- Boone County Sheriff's Department (BCSD)
- Ashland Police Department (APD)
- Hallsville Police Department (HPD)
- Sturgeon Police Department (SPD)
- Centralia Police Department
- Columbia/Boone County Office of Emergency Management
- Columbia/Boone County Department of Public Health and Human Services (CBCDPHHS)
- Missouri Dept. of Transportation (MODOT)
- Missouri State Highway Patrol (MSHP)
- Boone County Public Works
- Columbia Public Works
- Public Safety Joint Communications (PSJC)
- Boone Hospital Emergency Medical Services
- University Hospital Emergency Medical Services
- State Emergency Management Agency (SEMA)
- Department of Natural Resources (DNR)
- Missouri Department of Health and Senior Services (DHSS)

## **PURPOSE**

- A. The Columbia/Boone County Hazardous Materials Emergency Plan (HMEP) has been prepared by the Local Emergency Planning Committee to meet both Federal and State statutory planning requirements and to provide for a higher degree of preparedness to respond to incidents involving hazardous chemicals.

- B. This HMEP is authorized and regulated under the Emergency Planning and Community Right-to-Know Act (EPCRA) of 1986, which requires local and state governments to plan for chemical emergencies. Missouri State Statutes 292.600-292.625 and subsequent state code of regulations 11CSR10-11.210-250 require emergency planning by communities for chemical emergencies. Other supporting legislation exists in the Clean Water Act, the Clean Air Act section 112 R, the National Contingency Plan, and Disaster Relief Programs.
- C. The primary purpose of this plan, however, is to provide the framework and methodology to efficiently respond to hazardous materials emergencies within Columbia/Boone County so as to protect lives, property and the environment.
- D. This plan has been specifically designed to serve as an Annex to the Local Emergency Operations Plan (LEOP) and supplement that document. In that regard, this plan is consistent with existing authorities, planning assumptions, systems and procedures

## OBJECTIVES

- A. The objectives of the Columbia/Boone County Hazardous Materials Emergency Plan are to:
  - a. Describe courses of action that will minimize hazards to life and reduce adverse impacts upon the environment from the release of a hazardous material.
  - b. Establish procedures to provide for a coordinated effort by the state, municipalities, and private industry in response to a hazardous materials emergency.
  - c. Identify emergency response organizations, equipment and other resources that can be utilized during a hazardous materials incident.
  - d. Provide a mechanism to integrate community and facility response procedures.

## ORGANIZATION

- A. The basic plan describes general information about the purpose and scope of this hazardous materials emergency plan and system.
- B. The hazard analysis portion describes the known hazardous chemical facilities and transportation routes within Columbia and Boone County.
- C. The plan then addresses the components of an emergency response for hazardous materials incidents.

## SITUATIONS AND ASSUMPTIONS

- A. The LEPC, the local fire departments and the State Emergency Response Commission receive Tier II reports from facilities that have hazardous substances as required by EPCRA, Section 302 (c). Review of these Tier II reports indicate that several chemical hazards exist in Columbia/Boone County.
- B. Hazardous Materials incidents of varying degrees of severity will occur within the Columbia/Boone County jurisdiction. Such an incident can occur at a fixed facility, on public property, on a transportation route or any combination of the above.

- C. Assistance may be provided from adjoining localities, mutual aid agreements, the area and/or regional hazmat teams, and the state and federal governments, depending upon the magnitude of the incident.
- D. The community has appointed a Community Emergency Coordinator which, by default is the current LEPC chairperson. The coordinator's name and contact information will be on file with SEMA and the Office of Emergency Management.
- E. Depending upon the magnitude of an incident, this plan or portions of it will be implemented to coordinate actions, conserve resources and expedite mitigation of that incident.
- F. Protective actions for the general population may include in-place sheltering and/or evacuation. Many of the residents in the risk area will evacuate to private homes or shelters of their own choosing.

## LOCAL CONDITIONS

- A. Boone County is located midway between St Louis and Kansas City along Interstate 70. Land area, 685.43 square miles; elevation 758 feet above sea level. The central area of Boone County is comprised of the City of Columbia which constitutes 53.1 square miles, with a population density of 1898 people per square mile. The remaining land resides in the county which is also home to the municipalities of Ashland, Centralia, Hallsville, Harrisburg, Hartsburg, Huntsdale, McBaine, Pierpont, Rocheport, and Sturgeon. Boone County is surrounded by Randolph County to the north, Audrain on the northeast, Callaway on the east, Cole on the south, Moniteau and Cooper on the southwest, and Howard on the west.
- B. Transportation Routes:
  - a. Two (2) major highways – I-70 (east-west) and Highway 63 (north-south) - traverse through Columbia-Boone County and are common routes for the transportation of hazardous substances.
  - b. There are three (3) railroads running through the county - the Columbia Terminal, and Norfolk Southern and Kansas City Southern Railroad companies which serve the northern portion of the county. The northern railroads may transport cars containing hazardous or extremely hazardous substances.
  - c. There is one (1) commercially navigable river in the county - the Missouri River.
  - d. One (1) airport - Columbia Regional Airport - serves Boone County and Central Missouri.
- C. Pipelines:
  - a. There are three (3) natural gas lines and one (1) major petroleum pipeline that run through Boone County. In addition, there is a network of pipelines that carry natural gas and other materials throughout the county.
- D. Facilities:
  - a. There are a large number of fixed facilities in Columbia/Boone County that use, produce and/or store hazardous materials. There are a small number of facilities in Boone County that use or store extremely hazardous substances (EHS). The University of Missouri operates a nuclear powered Research Reactor that stores nuclear waste.
- E. Major Employers/Industry:

- a. Major employment and industry in the area include healthcare, insurance providers, higher education and research, manufacturing, publishing, and state and federal government.
- F. Economy:
  - a. Mean household income \$41,551; median household income \$41,006 (Source: 2010 American Community Survey)
- G. Population:
  - a. Boone County total -162,642
  - b. Ashland - 3,707
  - c. Centralia - 4,027
  - d. Columbia - 108,500
  - e. Hallsville – 1491
  - f. Harrisburg – 266
  - g. Hartsburg – 103
  - h. Huntsdale – 31
  - i. McBaine – 10
  - j. Pierpont - 76
  - k. Rocheport – 239
  - l. Sturgeon – 872

Source: U.S. Census Bureau, 2010 Census)

- H. Functional Needs Facilities:
  - a. Columbia/Boone County is home to numerous long term and residential care facilities, group homes, and independent supported living sites.
- I. Schools:
  - a. The largest school district in Boone County is represented by Columbia Public Schools comprised of five high schools, three junior highs, three middle schools and twenty-one elementary schools.
  - b. Also located in Boone County are Southern Boone County R-1 Public Schools (Ashland), Centralia R-IV Public Schools, Hallsville R-IV Public Schools, Harrisburg R-VIII Public Schools, and Sturgeon R-V Public Schools. There are 14 private schools in the Boone County. (Source: Missouri Department of Elementary and Secondary Education)
  - c. Institutions of higher education include the University of Missouri, Columbia College, Moberly Area Community College, and Stephens College.

## CONCEPT OF OPERATIONS

- A. The protection of the health and welfare of the residents of Boone County must be managed at the local level. Assistance from the State will be provided when requested, or in cases in which a hazardous material emergency exceeds the capability of local response resources. The statewide mutual aid plan can be utilized to augment capabilities.
- B. Responsibilities

- a. Any or all of the participating agencies/organizations of Boone County Emergency Operations may be called on in response to a hazardous material incident. Each agency/organization has the responsibility to develop and maintain Standard Operational Guidelines (SOGs) for task assignments as specified in this Annex, the Basic Plan, Annex F (Fire and Rescue), and supporting Annexes of the Columbia/Boone County Emergency Operations Plan.
- C. Response Level Criteria
- a. Hazardous materials emergencies can range from small fuel spills to large-scale releases requiring major evacuations and other problems. For purposes of consistency, the following response level definitions have been developed for this plan:
    - i. Level 1 – Controlled Emergency Condition
      - a. Incident that can be controlled by the primary first response agencies of a local jurisdiction
      - b. Single jurisdiction and limited agency involvement
      - c. Does not require evacuation, except for the structure or affected facility
      - d. Confined geographic area
      - e. No immediate threat to life, health or property
      - f. EOC likely not activated
    - ii. Level 2 – Limited Emergency
      - a. Potential threat to life, health or property
      - b. Expanded geographic scope
      - c. Limited evacuation of nearby residents or facilities
      - d. Involvement of one or more jurisdictions
      - e. Limited participation of mutual aid from agencies that do not routinely respond to emergency incidents in the area
      - f. Specialist or technical team is called to the scene
      - g. Combined emergency operation such as fire fighting and evacuation, or containment and emergency medical care
      - h. EOC may be partially staffed
    - iii. Level 3 – Full Emergency Condition
      - a. Serious hazard or severe threat to life, health and property
      - b. Large geographic impact
      - c. Major community evacuation
      - d. Multi-jurisdictional involvement
      - e. State and federal involvement
      - f. Specialists and technical teams deployed
      - g. Extensive resource management and allocation
      - h. Multiple operational periods
      - i. EOC likely to be fully staffed

***See Annex H Appendix 2 for further information on Specific Incident Response Level Criteria Procedures for Incident Goals.***

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### ORGANIZATION

The functional diagram for Hazardous Material Response Organization is shown on page H-26 of this Annex.

### SPECIFIC TASK ASSIGNMENTS FOR HAZARDOUS MATERIAL INCIDENTS

The following task assignments relate to hazardous materials response. Additional assignments are listed in the Basic Plan Appendix 1.

- A. Local Emergency Planning Committee: The Local Emergency Planning Committee was formed in accordance with the Missouri Emergency Planning and Community Right-to-Know Act of 1987. The LEPC is responsible for developing and maintaining the County Hazardous Materials Annex. A list of LEPC members is given in Appendix 3 to this Annex. The Local Emergency Planning Committee will perform the following functions:
  - a. Establish rules by which the LEPC will function.
  - b. The LEPC holds scheduled meetings to establish short- and long-range plans regarding the County's Hazardous Emergency Preparedness Program.
  - c. Compiles the annual Hazardous Materials Inventory for Boone County based on Tier II reporting.
  - d. Develops and maintains this hazardous materials response annex that provides for timely, effective response by the public and private sector.
  - e. Outlines methods and schedules for training and exercises on hazardous materials in coordination with local government officials, schools and available private participants.
  - f. Serves as the point of contact for Community Right-to-Know activities.
  - g. Keep the public notified of all LEPC activities and distribution requirements of the emergency response plan.
  - h. Designate an information officer to receive and process information requests on emergency response plans.
- B. City and County Elected Officials
  - a. Appoint a representative to manage hazardous materials systems, and to report all chemical incidents to the LEPC and other agencies as required by state and federal laws.
  - b. Set policy and adopt budgets to allow administrators with the technical skills and authority to be responsible for Incident Management in the event of a hazardous materials incident.
  - c. Advise responsible city officials to insure that the best measures will be taken to protect the general public, property and the environment.
- C. City and County Attorneys
  - a. Act as legal advisor on items related to public health and safety.

- b. Assist in resolution of legal problems that may arise due to Title III implementation or specific chemical release incidents.
  - c. Initiate legal action against responsible parties for the release of hazardous substances that violate state and/or federal regulations.
- D. City and County Clerks
  - a. Maintain an accurate and responsive data bank for all virtual information arising from a chemical release incident in/or affecting their jurisdiction.
- E. Fire Departments
  - a. Determine the hazard level of the incident, and direct response operations, including:
    - i. Establish site security areas and hazard exclusion zones within the hazardous sector(s).
    - ii. Determine the nature of the hazardous substance.
    - iii. Based on estimates of likely harm, establish options for mitigation, selecting appropriate options and managing the mitigation effort.
- F. Incident Commander - Based on the National Incident Management System, the Incident Commander is the individual in charge. The Incident Commander will coordinate all actions including, but not limited to, the following:
  - a. Establishment of an on-scene Command Post.
  - b. Initial site (hazard) assessment operations.
  - c. Selection of personal protective clothing and equipment for responders.
  - d. Dissemination of hazard assessment information to both responders and the public
  - e. Issuance of any public warning.
  - f. Determine when the emergency has been effectively mitigated and the scene may be turned over to the responsible party, the responsible party's representative, Missouri DNR, Federal EPA or other government agency.
- G. Health and Medical Coordinator
  - a. Coordinate procedures for temporary storage of stabilized hazardous materials and manage legal disposal.
  - b. Provide personnel safety information to the Incident Commander, and if necessary, serve as the site safety officer.
  - c. Provide an environmental analysis of the situation and recommend property, epidemiological and toxicological solutions to deal with the public health issues involved with hazardous materials incidents. In non-fire incidents, the health department representative may serve as an assistant to the Incident Commander.
  - d. Monitor response personnel and general public exposures to chemical, biological, and radiological agents.
  - e. Manage the distribution and use of health resources. Allocate medical supplies in short supply.
  - f. In the event emergency shelters are used, providing assistance to the American Red Cross and Salvation Army.
- H. Emergency Medical Services

- a. Assign priorities of medical treatment on the basis of urgency and for transporting casualties from the incident site to appropriate medical facilities.
  - b. Transport, treat, and distribute victims to medical facilities.
  - c. Provide a liaison between medical personnel and the Incident Commander.
  - d. Notify area hospitals what hazardous substances are involved, and what decontamination and exposure situations will be necessary for proper handling and care of victims.
  - e. Provide medical assistance in the hazard or contamination reduction sector for response personnel.
- I. All Emergency Services
- a. Each emergency responding agency shall report to the Incident Commander upon arrival on-scene for coordination of all activities. The Incident Commander has the authority to direct the overall operations, select mitigation concepts and methods, and resolve conflicts.
  - b. It is the responsibility of the Incident Commander to recommend evacuation actions after close coordination with all agencies involved and discussion with the appropriate officials to assure proper warning, transportation, shelter and care for the evacuees.
  - c. The cleanup, removal and disposal of contamination is the responsibility of the manufacturer or carrier who released the materials. Assistance in removal and disposal oversight, technical considerations and funding may be obtained through the Missouri Department of Natural Resources and the U.S. Environmental Protection Agency.
  - d. A post-incident analysis and critique shall be the responsibility of the Incident Commander with input solicited from all involved agencies. Copies of all post-incident reports shall be submitted to the LEPC within 30 days of incident stabilization for review, conducting debriefs, plan modifications and future use in training and exercise programs.
- J. Private Sector Responsibilities
- a. Fixed Facilities
    - i. Designate Hazardous Materials Coordinator responsible for assisting in the preparation of this plan and for the preparation of compatible onsite contingency plans and SOGs.
    - ii. Notify Columbia/Boone County Public Safety Joint Communications in the event of Hazardous Materials Incidents. Provide appropriate information to complete the Chemical Emergency Notification Report (Appendix 7). Also, provide safe route of entry into site for emergency response personnel.
    - iii. Provide technical support as requested in the development of off-site risk assessments and contingency planning.
    - iv. Provide support to the Incident Commander at the Command Post during an incident.
    - v. Provide personnel, technical expertise and equipment support; and participate in chemical hazard exercises and other training activities.

- vi. Initiate notification of a hazardous substance incident, and provide information to the appropriate officials/agencies as specified in the Superfund Amendments and Reauthorization Act of 1986 (SARA).
- K. Pipeline Industry
- a. Responsible for a plan that outlines the general actions and establishes the policies to be followed in the event of a chemical release incident.
  - b. The company's Hazardous Materials Coordinator will contact each site and direct the company's mitigation activities and support off-site efforts during any chemical release emergency.
  - c. Provide technical guidance, personnel and hardware to support the comprehensive training and exercise program directed by the LEPC.
- L. Rail and Highway Carriers
- a. Notify Columbia/Boone County Public Safety Joint Communications in the event of Hazardous Materials Incidents. Provide appropriate information to complete the Chemical Emergency Notification Report (Appendix 7). Also, provide safe route of entry into designated staging areas for emergency response personnel.
  - b. Develop a chemical incident emergency response plan.
  - c. Maintain a response capability in the event of a hazardous materials incident involving their stock.
  - d. Provide technical assistance, personnel and resources to the Incident Commander to mitigate incidents involving their stock or property.
  - e. Provide proper identification of all hazardous materials carried
  - f. Provide technical expertise, personnel and hardware to support the training and exercise program of the LEPC.
  - g. Provide a list of major hazardous materials commodities shipped and periodically update that list.
- M. State and Federal Support

Planning, training and on-site assistance are available through state and federal agencies. These are:

- a. Missouri Emergency Response Commission (MERC)
- b. Missouri Division of Fire Safety
- c. State Emergency Management Agency (SEMA)
- d. Missouri Department of Natural Resources (MDNR)
- e. Federal Emergency Management Agency (FEMA)
- f. U.S. Environmental Protection Agency (EPA)
- g. National Response Center (NRC)
- h. Missouri Department of Transportation (MoDOT)
- i. U.S. Nuclear Regulatory Commission (U.S. NRC)

Notification to state and federal agencies is the responsibility of the person or organization releasing regulated chemicals. Access to State resources for support during an incident/accident is through the Incident Commander and the EOC, if activated.

## PLAN DEVELOPMENT AND MAINTENANCE

The Local Emergency Planning Committee (LEPC) developed this Hazardous Materials Response Plan with assistance from the Missouri State Emergency Response Commission (MERC).

The Plan will be updated as necessary but not less than annually. The Local Emergency Planning Committee chairperson will coordinate the review and update of the plan. Departments, agencies and facilities that maintain annexes and/or procedures that are a part of this plan shall review that portion of the plan pertaining to their function on an annual basis.

Updating of the plan will be preceded by a review of its contents and/or an exercise of the plan. Execution of the plan in response to an actual event will be considered as an exercise, and will require an after-action report to be submitted to the chairperson of the LEPC.

Those items which are subject to frequent change and shall be reviewed annually for possible updating include, but are not limited to, the following:

- A. Community and facility notification and alerting lists, including identity and phone numbers of response personnel.
- B. Facilities subject to the provisions of EPCRA, Section 302(c), and the name of the Facility Emergency Coordinator (FEC).
- C. Facility Hazard Analysis and maps.
- D. Transportation routes for hazardous materials, including pipelines and railroads.
- E. Inventories of critical equipment, supplies, and other resources.
- F. Facility and community-specific functions and procedures.

The chair of the LEPC shall maintain a list of plan holders and ensure changes are sent to all plan holders. Comments, corrections or suggestions on any aspect of this plan should be forwarded to the LEPC Chair (See the EOP Resource Directory Guide Annex H Section for current Chairperson information).

## HAZARD ANALYSIS

### FACILITY PROFILES

Facilities with reportable quantities of hazardous chemicals are required to provide information concerning these chemicals according to EPCRA. Information contained in these Facility Profiles is found in the Tier II reports filed by each facility, in accordance with the EPCRA, and forwarded to the Boone County LEPC.

The information below pertains to facilities in Boone County which store or use extremely hazardous substances above threshold planning quantities on-site and pose a potential health or environmental threat to the community. Maps showing the facilities' locations and the surrounding community are included in this analysis.

A complete profile of all facilities that have reported chemical inventories in compliance with EPCRA, Sections 302 & 312 (c) is maintained by the LEPC Chairperson as well as the Missouri Emergency Response Commission.

The hazard analysis is updated annually after the deadline for submission of Tier II reports and includes the facility name, address and hazardous substances reported.

For a listing of facilities, see the LEPC plan.

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## HIGHWAYS AND RAILROADS

The major portions of hazardous chemicals transported by highways are petroleum-based products such as gasoline and heating fuels. Major highway routes used to transport hazardous materials through Boone County include I70 and Highway 63.

| Commodity Description                               | Exit Road | Truck Tons |
|---|-----------|------------|
| Class 3 Flammable Liquids                           | I70       | 706,154    |
| Class 3 Flammable Liquids                           | S763      | 54         |
| Class 3 Flammable Liquids                           | U40       | 33         |
| Class 3 Flammable Liquids                           | U63       | 4,673      |
| Class 7 Radioactive Materials                       | I70       | 10,565     |
| Class 7 Radioactive Materials                       | NULL      | 7          |
| Class 7 Radioactive Materials                       | S763      | 97         |
| Class 8 Corrosive Materials                         | I70       | 760,907    |
| Class 8 Corrosive Materials                         | S22       | 24         |
| Class 8 Corrosive Materials                         | S763      | 3,932      |
| Class 8 Corrosive Materials                         | U40       | 122        |
| Class 8 Corrosive Materials                         | U63       | 540        |
| Class 9 Environmentally Hazardous Other Commodities | I70       | 29,527     |
| Class 9 Environmentally Hazardous Other Commodities | U63       | 138        |
| Combustible Liquids                                 | I70       | 146,115    |

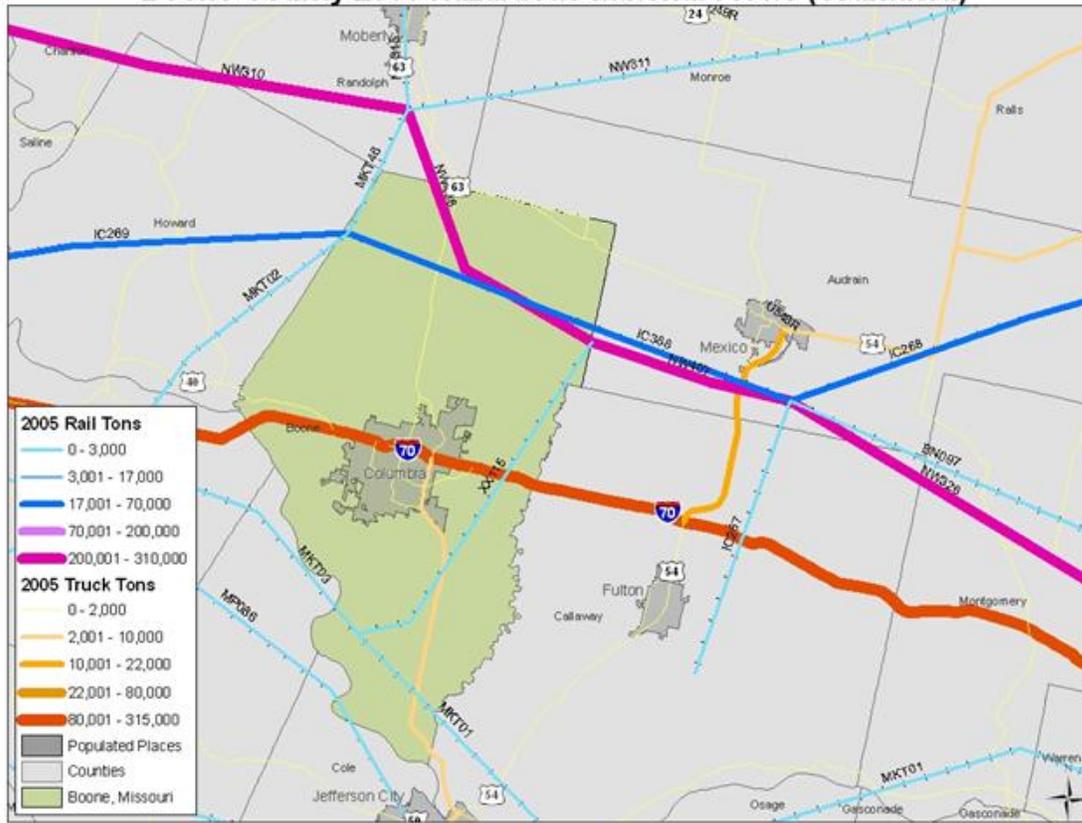
|   |      |         |
|---|------|---------|
| Combustible Liquids   | S763 | 10      |
| Combustible Liquids   | U40  | 32      |
| Combustible Liquids   | U63  | 911     |
| Division 1.1 & 1.2 Hazardous Materials                          | I70  | 7,356   |
| Division 1.3 Explosives   | I70  | 6,743   |
| Division 1.4 & 1.5 Explosives                                   | I70  | 255     |
| Division 2.1 Flammable Gases                                    | I70  | 805,090 |
| Division 2.1 Flammable Gases                                    | NULL | 17      |
| Division 2.1 Flammable Gases                                    | S22  | 131     |
| Division 2.1 Flammable Gases                                    | S763 | 1,080   |
| Division 2.1 Flammable Gases                                    | U40  | 143     |
| Division 2.1 Flammable Gases                                    | U63  | 5,649   |
| Division 2.2 Nonflammable Gases & Gas Mixtures                  | I70  | 232,308 |
| Division 2.2 Nonflammable Gases & Gas Mixtures                  | S22  | 106     |
| Division 2.2 Nonflammable Gases & Gas Mixtures                  | S763 | 2,153   |
| Division 2.2 Nonflammable Gases & Gas Mixtures                  | U63  | 544     |
| Division 2.3 Poisonous or Corrosive Gases                       | I70  | 143,674 |
| Division 2.3 Poisonous or Corrosive Gases                       | S22  | 8       |
| Division 2.3 Poisonous or Corrosive Gases                       | S763 | 229     |
| Division 2.3 Poisonous or Corrosive Gases                       | U63  | 156     |
| Division 4.1 Flammable Solids                                   | I70  | 122,948 |
| Division 4.1 Flammable Solids                                   | U40  | 887     |
| Division 4.1 Flammable Solids                                   | U63  | 297     |
| Division 4.2 Spontaneously Combustible & 4.3 Dangerous when Wet | I70  | 127,321 |

|   |      |         |
|---|------|---------|
| Division 4.2 Spontaneously Combustible & 4.3 Dangerous when Wet | S763 | 30      |
| Division 4.2 Spontaneously Combustible & 4.3 Dangerous when Wet | U63  | 42      |
| Division 5.1 Oxidizers  | I70  | 127,291 |
| Division 5.1 Oxidizers  | S22  | 20      |
| Division 5.1 Oxidizers  | S763 | 808     |
| Division 5.1 Oxidizers  | U40  | 114     |
| Division 5.1 Oxidizers  | U63  | 24      |
| Division 6.1 Poisonous Material Hazard Zone A                   | I70  | 170     |
| Division 6.1 Poisonous Material Hazard Zone A                   | S763 | 3       |
| Division 6.1 Poisonous Material Other Commodities               | I70  | 51,492  |
| Division 6.1 Poisonous Material Other Commodities               | S763 | 63      |
| Division 6.1 Poisonous Material Other Commodities               | U63  | 85      |
| Division 6.1 Poisonous Material Packing Group III               | I70  | 15,643  |
| Division 6.1 Poisonous Material Packing Group III               | S763 | 9       |
| Division 6.1 Poisonous Material Packing Group III               | U63  | 107     |
| Division 6.2 Etologic Agents Infectious Substances              | I70  | 2,812   |
| Division 9.1 Environmentally Hazardous Commodities              | I70  | 571,455 |
| Division 9.1 Environmentally Hazardous Commodities              | S763 | 32      |
| Division 9.1 Environmentally Hazardous Commodities              | U40  | 290     |
| Division 9.1 Environmentally Hazardous Commodities              | U63  | 3,268   |
| Division 9.2 Environmentally Hazardous Commodities              | I70  | 36,813  |
| Division 9.2 Environmentally Hazardous Commodities              | S763 | 3       |
| Division 9.2 Environmentally Hazardous Commodities              | U63  | 143     |

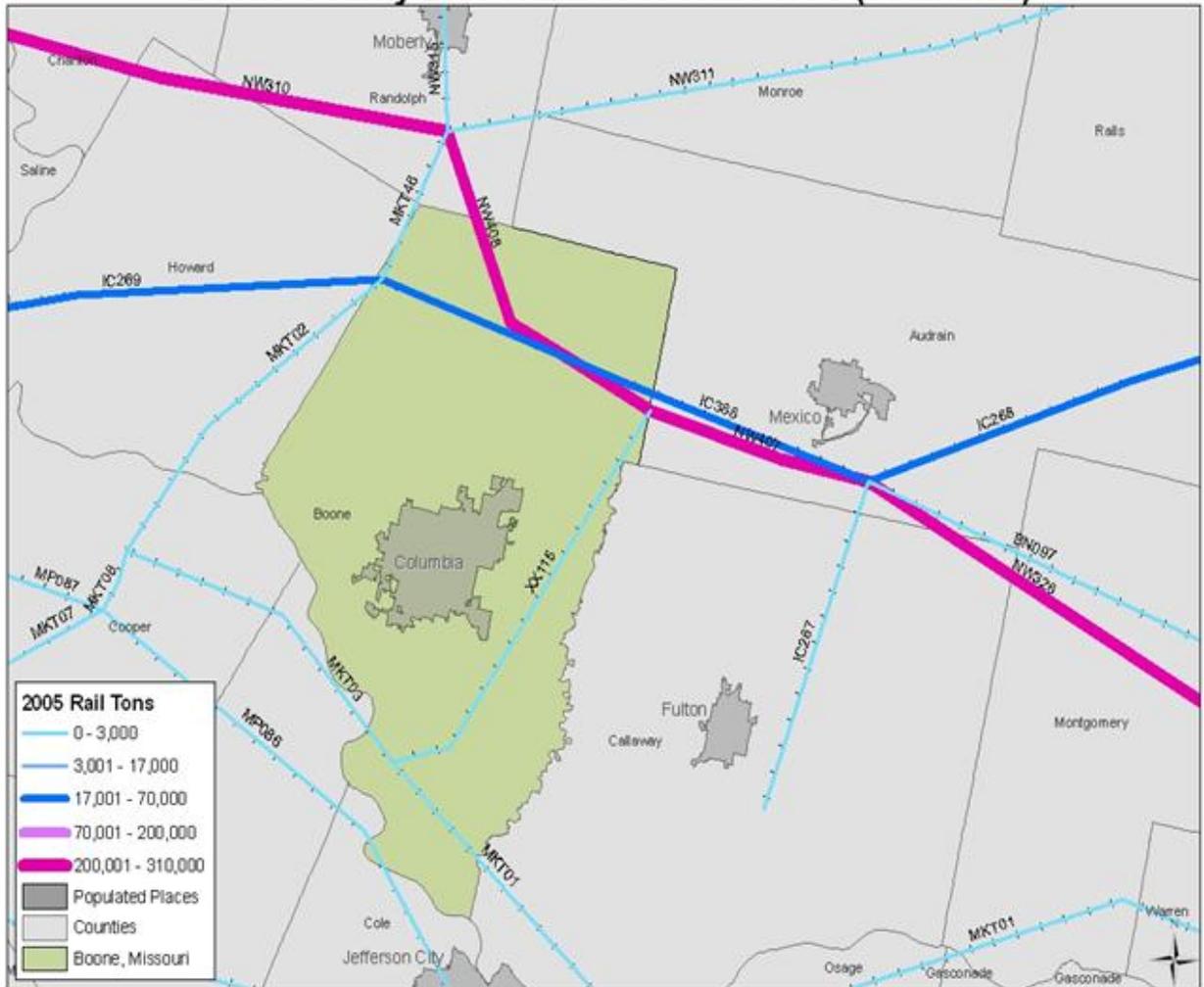
|                                       |     |        |
|---------------------------------------|-----|--------|
| Freight All Kinds Hazardous Materials | 170 | 7,187  |
| ORM-D                                 | 170 | 36,452 |
| ORM-D                                 | U40 | 600    |
| ORM-D                                 | U63 | 225    |

These traffic counts are considered representative of the types and quantities of hazardous materials transported through Boone County. Seasonal factors could affect the relative proportion of these materials.

### Boone County 2005 Hazardous Material Flows (estimated)

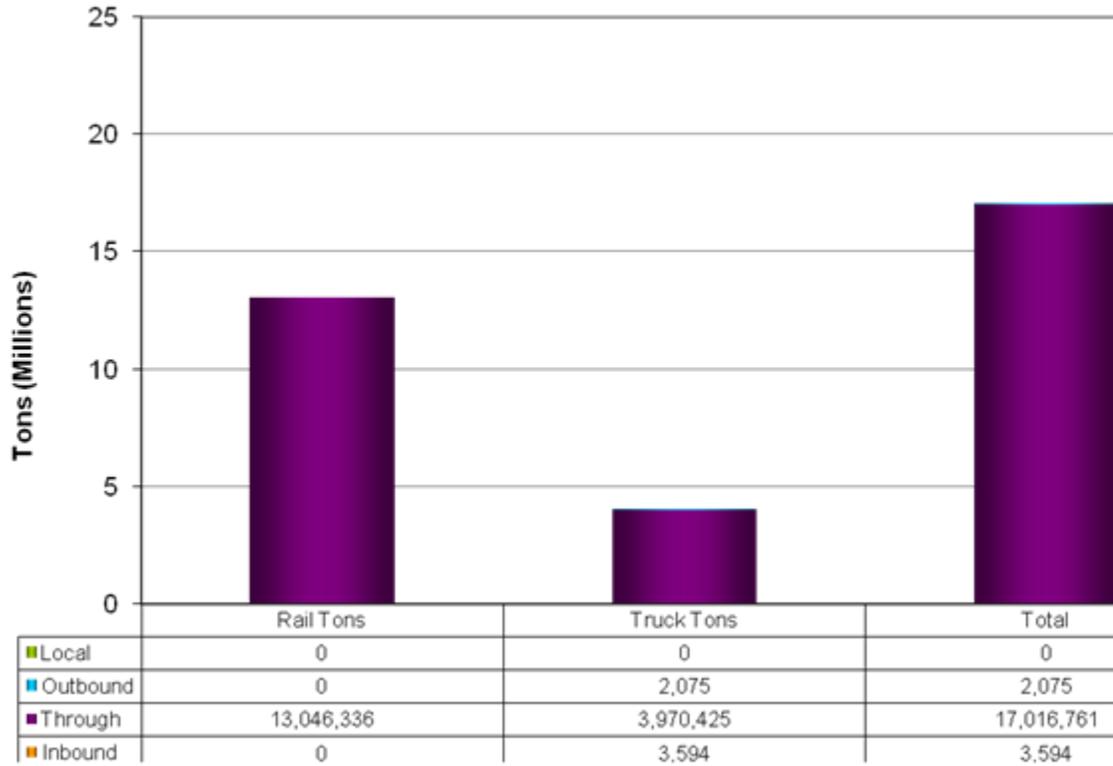


### Boone County 2005 Hazardous Rail Flows (estimated)





**Hazmat Tons by Direction and Mode**



HAZMAT TRUCK TONS BY COMMODITY AND EXIT ROAD

| Sum of Truck Tons  | Exit Road |       |     |       |     |     |             |
|--|-----------|-------|-----|-------|-----|-----|-------------|
| Commodity Description  | I70       | S763  | U40 | U63   | S22 | Unk | Grand Total |
| <b>Class 3 Flammable Liquids</b>   | 706,154   | 54    | 33  | 4,673 | 0   | 0   | 710,914     |
| <b>Class 7 Radioactive Materials</b>                                       | 10,565    | 97    | 0   | 0     | 0   | 7   | 10,669      |
| <b>Class 8 Corrosive Materials</b>   | 760,907   | 3,932 | 122 | 540   | 24  | 0   | 765,525     |
| <b>Combustible Liquids</b>   | 146,115   | 10    | 32  | 911   | 0   | 0   | 147,068     |
| <b>Division 1.1 &amp; 1.2 Hazardous Materials</b>                          | 7,356     | 0     | 0   | 0     | 0   | 0   | 7,356       |
| <b>Division 1.3 Explosives</b>   | 6,743     | 0     | 0   | 0     | 0   | 0   | 6,743       |
| <b>Division 1.4 &amp; 1.5 Explosives</b>                                   | 255       | 0     | 0   | 0     | 0   | 0   | 255         |
| <b>Division 2.1 Flammable Gases</b>  | 805,090   | 1,080 | 143 | 5,649 | 131 | 17  | 812,110     |
| <b>Division 2.2 Nonflammable Gases &amp; Gas Mixtures</b>                  | 232,308   | 2,153 | 0   | 544   | 106 | 0   | 235,111     |
| <b>Division 2.3 Poisonous or Corrosive Gases</b>                           | 143,674   | 229   | 0   | 156   | 8   | 0   | 144,067     |
| <b>Division 4.1 Flammable Solids</b>                                       | 122,948   | 0     | 887 | 297   | 0   | 0   | 124,132     |
| <b>Division 4.2 Spontaneously Combustible &amp; 4.3 Dangerous when Wet</b> | 127,321   | 30    | 0   | 42    | 0   | 0   | 127,393     |
| <b>Division 5.1 Oxidizers</b>  | 127,291   | 808   | 114 | 24    | 20  | 0   | 128,257     |
| <b>Division 9.1 Environmentally Hazardous Commodities</b>                  | 571,455   | 32    | 290 | 3,268 | 0   | 0   | 575,045     |
| <b>Division 9.2 Environmentally Hazardous Commodities</b>                  | 36,813    | 3     | 0   | 143   | 0   | 0   | 36,959      |
| <b>ORM-D</b>   | 36,452    | 0     | 600 | 225   | 0   | 0   | 37,277      |
| <b>Division 6.1 Poisonous</b>  | 170       | 3     | 0   | 0     | 0   | 0   | 173         |

|  |                  |              |              |               |            |           |                  |
|--|------------------|--------------|--------------|---------------|------------|-----------|------------------|
| <b>Material Hazard Zone A</b>                              |                  |              |              |               |            |           |                  |
| <b>Division 6.1 Poisonous Material Other Commodities</b>   | 51,492           | 63           | 0            | 85            | 0          | 0         | 51,640           |
| <b>Division 6.1 Poisonous Material Packing Group III</b>   | 15,643           | 9            | 0            | 107           | 0          | 0         | 15,759           |
| <b>Class 9 Environmentally Hazardous Other Commodities</b> | 29,527           | 0            | 0            | 138           | 0          | 0         | 29,666           |
| <b>Division 6.2 Etologic Agents Infectious Substances</b>  | 2,812            | 0            | 0            | 0             | 0          | 0         | 2,812            |
| <b>Freight All Kinds Hazardous Materials</b>               | 7,187            | 0            | 0            | 0             | 0          | 0         | 7,187            |
| <b>Grand Total</b>   | <b>3,948,278</b> | <b>8,503</b> | <b>2,221</b> | <b>16,803</b> | <b>289</b> | <b>24</b> | <b>3,976,117</b> |

HAZMAT TONS BY COMMODITY

| <b>Commodity Description</b>                                    | <b>Truck Tons</b> | <b>Rail Tons</b>  | <b>Total Tons</b> |
|---|-------------------|-------------------|-------------------|
| Class 3 Flammable Liquids                                       | 710913.957        | 3,178,354         | 3,889,268         |
| Class 7 Radioactive Materials                                   | 10668.873         | 23,729            | 34,398            |
| Class 8 Corrosive Materials                                     | 765524.514        | 2,781,467         | 3,546,991         |
| Class 9 Environmentally Hazardous Other Commodities             | 29665.5371        | 98,492            | 128,157           |
| Combustible Liquids   | 147067.533        | 851,402           | 998,469           |
| Division 1.1 & 1.2 Hazardous Materials                          | 7356.02756        | 1,407             | 8,763             |
| Division 1.3 Explosives   | 6742.58488        | 611               | 7,353             |
| Division 1.4 & 1.5 Explosives                                   | 255.315626        | 1,902             | 2,157             |
| Division 2.1 Flammable Gases                                    | 812109.511        | 1,051,695         | 1,863,805         |
| Division 2.2 Nonflammable Gases & Gas Mixtures                  | 235110.521        | 315,197           | 550,307           |
| Division 2.3 Poisonous or Corrosive Gases                       | 144067.152        | 579,548           | 723,615           |
| Division 4.1 Flammable Solids                                   | 124132.425        | 43,420            | 167,553           |
| Division 4.2 Spontaneously Combustible & 4.3 Dangerous when Wet | 127393.421        | 49,888            | 177,281           |
| Division 5.1 Oxidizers  | 128257.461        | 592,941           | 721,198           |
| Division 5.2 Organic Peroxides                                  | 0                 | 3                 | 3                 |
| Division 6.1 Poisonous Material Hazard Zone A                   | 173.176724        | 2,096             | 2,269             |
| Division 6.1 Poisonous Material Other Commodities               | 51640.0171        | 77,799            | 129,439           |
| Division 6.1 Poisonous Material Packing Group III               | 15759.3516        | 105,069           | 120,828           |
| Division 6.2 Etologic Agents Infectious Substances              | 2812.36061        | 177               | 2,989             |
| Division 9.1 Environmentally Hazardous Commodities              | 575045.074        | 2,790,375         | 3,365,421         |
| Division 9.2 Environmentally Hazardous Commodities              | 36958.9579        | 215,965           | 252,924           |
| Freight All Kinds Hazardous Materials                           | 7186.58173        | 54,764            | 61,951            |
| ORM-D   | 37276.8839        | 230,037           | 267,314           |
| <b>Grand Total</b>  | <b>3,976,117</b>  | <b>13,046,336</b> | <b>17,022,453</b> |

HAZMAT TRUCK TONS BY DIRECTION AND EXIT ROAD

| Sum of Truck Tons  | Exit Road        |            |              |              |               |                  |
|--------------------|------------------|------------|--------------|--------------|---------------|------------------|
| Direction          | I70              | S22        | S763         | U40          | U63           | Grand Total      |
| Inbound            | 3,594            | 0          | 0            | 0            | 0             | 3,594            |
| Outbound           | 2,075            | 0          | 0            | 0            | 0             | 2,075            |
| Through            | 3,943,908        | 276        | 8,086        | 2,118        | 16,037        | 3,970,425        |
| <b>Grand Total</b> | <b>3,949,577</b> | <b>276</b> | <b>8,086</b> | <b>2,118</b> | <b>16,037</b> | <b>3,976,094</b> |

| Direction    | Rail Tons         | Truck Tons       | Total             |
|--------------|-------------------|------------------|-------------------|
| Inbound      | 0                 | 3,594            | 3,594             |
| Outbound     | 0                 | 2,075            | 2,075             |
| Local        | 0                 | 0                | 0                 |
| Through      | 13,046,336        | 3,970,425        | 17,016,761        |
| <b>Total</b> | <b>13,046,336</b> | <b>3,976,094</b> | <b>17,022,430</b> |

HAZMAT TONS BY DIRECTION AND MODE

## RESPONSE FUNCTIONS

### NOTIFICATION AND ALERTING

#### PURPOSE

To provide for the initial notification to the local 24-hour point of contact, the state 24-hour point of contact (Missouri Department of Natural Resources), the state coordinating agency, and the National Response Center (NRC) of a hazardous material emergency and the subsequent alerting of other local and State response personnel.

#### SITUATION

Timely, informative and accurate notification of a hazardous material emergency is critical for effective emergency response operations. Section 304 of EPCRA requires the immediate notification of the community emergency coordinator and the state when a release of an extremely hazardous substance or hazardous chemical in an amount above the Reportable Quantity (RQ) occurs. Specific information is required by the notification such as chemical name, method of release, health effects, medical attention and protective actions.

The Chemical Emergency Notification Report (Appendix 7) provides for notification to the local point of contact and should be used when calling the 24-hour contact point (573-634-2436). Under Federal requirements the NRC must also be notified (800-424-8802).

In addition to notifications required by statute, Boone County must immediately notify the Missouri Dept. of Natural Resources at 573-634-2436 of any hazardous materials emergency that meets Level 2 or Level 3 criteria.

#### POINTS OF CONTACT

Local 24-hour contact: Local fire department through the 911 Public Safety Joint Communications Dispatch Center

Missouri Dept. of Natural Resources State 24-hour contact: 573-634-2436

National Response Center: 800-424-8802

More Emergency Assistance Contact information is located in Appendix 6 of this Annex.

### DIRECTION AND CONTROL

Responsibilities and authorities are outlined in the Basic Plan and Annex A of the Columbia/Boone County Emergency Operations Plan.

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## PURPOSE

To provide for effective leadership, coordination and unified on-scene command of emergency response forces in the event of a hazardous material emergency. This plan calls for implementation of a strong system of direction and control. Every incident begins and ends under the control of the local authority having jurisdiction.

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## INCIDENT COMMAND

In accordance with OSHA regulation 29CFR 1910.120 and EPA regulation 40CFR 311, all hazardous materials emergency responses will be managed utilizing the NIMS Incident Command System. Multi-agency or multi-jurisdictional events will be under the command and control of a Unified Command.

Upon notification of hazardous material emergency, the ranking fire officer, or his/her designee, with local jurisdiction and authority will act as Incident Commander.

The Incident Commander should declare a Response Level according to the Response Level Criteria listed under Concept of Operations page H-5.

## COLUMBIA/BOONE COUNTY HAZARDOUS MATERIALS RESPONSE ORGANIZATION

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### PURPOSE

Provide for the control of a hazardous material release or spill into the environment.

The fixed-facility or transporter, or other organization, responsible for a spill of a hazardous material is liable for the spill.

The EPCRA Section 302(c) facilities in each community have designated a Facility Emergency Coordinator (FEC) to act as liaison to the Community Emergency coordinator (CEC) in a hazardous materials emergency. The FEC will arrange for the use of containment material provided by the facility in a mutual aid situation.

The Incident Commander will make determinations regarding the need for resources and assistance. DNR and/or SEMA will coordinate the provision of state containment resources. The responding state agency will determine if federal assistance is required and contact the Regional Response Team (RRT).

## ASSESSMENT AND EVALUATION

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### PURPOSE

To obtain and analyze hazardous material release information in order to determine the threats and impact of the emergency on people and the environment and to recommend protective actions to decision makers.

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## SITUATION

A release or threatened release of hazardous material could result in serious and quickly escalating threats to the public. Determination of the type of hazard involves knowing what hazardous material is involved and its potential impact and containment status. The physical or chemical characteristics of hazardous materials may include toxicity, flammability or reactivity. These factors require technical analysis by qualified and approved specialists in order to determine existing hazards, the anticipated course of the incident and any cascading hazards.

Because the situation may change rapidly, it is important the analysis be done thoroughly by specialists in order to ensure public safety. Resources to assist with analysis include local hazmat teams, mutual aid hazardous materials regional resources, and State and federal resources.

State assistance should be requested through the Missouri Department of Natural Resources. Federal assistance will be requested by the responding state agency by contacting the Federal Regional Response Team (RRT).

Assessment priorities should include:

- a. Identifying the material involved
- b. Determining its hazard potential
- c. Measuring the magnitude of release of material into the environment
- d. Assessing health impact of the release on emergency workers, the public and environmental resources

Responders arriving at the scene without knowledge of the hazardous materials involved will attempt to determine at a distance what material is involved, ensuring utmost regards for personal safety and staying upwind of the incident scene. Binoculars should be used to read placard identification numbers and responders should then contact their emergency communications dispatcher. After referring to the North American Emergency Response Guidebook and other sources (i.e.: CAMEO, WISER, Shipping Papers if available, etc) for information on hazards from the material involved, responders will cautiously determine if any victims require rescue and take appropriate action.

As the incident continues, it may be appropriate for an in-depth analysis to be performed at a location where experts can assemble in the proper analytical environment, such as the on-scene Command Post or a local Emergency Operating Center (EOC). In this situation, all appropriate information from the scene should be provided to the Assessment and Evaluation specialists.

The Assessment and Evaluation specialist must also determine what additional information is needed. Inquiries will be directed to individuals at the scene and to the owners of the material, or to other experts involved.

A compilation for the information about the incident that may be needed is found in the Hazardous Materials Release Form (Appendix 4). A Hazardous Materials Data Sheet (Appendix 5) may also be completed at this time.

Other sources of information that may be used include:

- a. North American Emergency Response Guidebook (Orange Book)
- b. NIOSH Pocket Guide to Chemical Hazards
- c. National Fire Protection Association (NFPA) Handbooks
- d. CHRIS Manual
- e. CHEMTREC 800-424-9300
- f. Material Safety Data Sheets (MSDS) which are filed with the local Fire Department, LEPC, and MERC
- g. Computer Aided Management of Emergency Operations (CAMEO)
- h. EPA Chemical Profiles (for Extremely Hazardous Substances)
- i. Wireless Information System for Emergency Responders (WISER)
- j. Chemical Industries or Laboratories nearby
- k. Farm and Related Industry
- l. Institutions of Higher Learning
- m. Hazard Simulation Models (CAMEO, EIS/C, etc)
- n. Private Consultants
- o. Local Contractors (State Contractors)

Meteorology may be of significant importance and should be factored into the assessment. The wind direction may indicate areas or people at risk. Wind speed may help to predict the amount of warning time that will be available in the event of a sudden spill or explosion producing toxic by-products. Atmospheric dispersion will depend on meteorological conditions. Analysts also need to evaluate the weather forecast to prepare for changing conditions, such as precipitation, which may react with materials.

Assessment and Evaluation analysts must evaluate the potential impact by area and its population. Special consideration must be given to additional facilities, which would contribute to the problem, those which are subjected to additional risk due to their proximity to the emergency site and the nature of their activities, and those with a special role in emergency response.

## PUBLIC WARNING AND EMERGENCY INFORMATION

### PURPOSE

To provide timely, reliable and effective warning to the public in the event of a hazardous material emergency. To provide emergency information pertaining to the need for protective actions and provide information on the emergency situation to the media.

Public warning and emergency notification planning is in the Basic Plan and Annex B (Communications and Warning) of the Columbia/Boone County Emergency Operations Plan, as well as public warning procedures, evacuation and shelter-in-place information. Sample alert messages can be found in the

Columbia/Boone County EOP Annex C (Emergency Public Information) and Annex J in Appendices 4, 6, 7, and 8.

## PROTECTIVE ACTIONS

### PURPOSE

To implement actions that would reduce or eliminate public and emergency worker exposure to hazardous materials released into the environment.

### SITUATION

Local government has the primary responsibility to protect its residents. Local emergency responders will be tasked with determining protective actions to initiate in order to protect the public. State and federal resources will generally supplement and complement on-going local protective action activities. In hazardous material incidents, protective actions typically involve the following actions:

- a. Isolate the hazard area to prevent exposure to the hazardous material or its effects. The creation of hot, warm and cold zones and prevention of vehicular and pedestrian traffic into them prevent further injuries.
- b. Sheltering-in-place inside structures to reduce exposure to the hazardous material in the air. The basic premise is to create as airtight as possible enclosures to prevent the hazardous material from reaching the enclosure's occupants. This option is especially suitable for releases of short duration, generally less than two hours.
- c. Evacuation from the hazardous area. The premise here is to remove the population from the hazard area, i.e. the hot zone. Personal vehicles, buses, chair-vans and public safety vehicles are often used to move the affected population. Special attention should be given to personal protection equipment needs of personnel involved in the transportation efforts into the hazard area. Strict controls are needed to prevent access into areas beyond the personal protective equipment capabilities of the personnel involved in the evacuation.

In the event of large scale incidents involving multiple municipalities, state resources may assist in coordinating resources to multiple jurisdictions.

Collateral activities, depending on the scope and length of the incident, related to the population protection process may include sheltering and mass care. The American Red Cross is the primary agency for operating shelters. Information regarding shelters and their capacities can be obtained through the Chapter.

## EMERGENCY MEDICAL SERVICES

### PURPOSE

To coordinate on-scene emergency medical care, transportation, and hospital treatment for victims of hazardous materials emergency.

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#### SITUATION

A release of a hazardous material into the environment could result in multiple casualties. Emergency medical assistance will be needed to provide medical care to employees of the facility, emergency workers, and the affected public.

The hazard analysis of Columbia/Boone County identified several facilities and transportation routes that frequently contain hazardous chemicals. Annex M Appendix 2 lists the ambulance service and hospitals providing emergency care and transportation in the area.

#### TRAINING

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#### PURPOSE

To establish a comprehensive program that will ensure appropriate training of agency personnel and emergency staff in hazardous materials response and implementation of the Hazardous Materials Emergency Plan.

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#### SITUATION

Section 303 (c) (8) of EPCRA, OSHA 29CFR 1910.120 (HAZWOPER) and EPA 40CFR 311; require that those responsible for implementing chemical emergency plans be provided training opportunities that enhance local emergency response capabilities. The Boone County LEPC intends to utilize courses sponsored by the Federal and State governments, and private organizations in helping fulfill this requirement. The LEPC will also schedule courses that address the unique concerns and needs for the local hazardous materials preparedness program. Employers are responsible for ensuring the health and safety of responding personnel, as well as the protection of the public and community served.

The Boone County LEPC will work in conjunction with the State Emergency Response Commission and community leaders to evaluate the hazardous materials training development needs of local emergency personnel. The LEPC will coordinate local training initiatives to ensure consistency with the Hazardous Materials Plans and will maximize training resources available from all levels of government and the private sector.

Employees who participate, or are expected to participate, in emergency response, shall be given training in accordance with the following paragraphs and NIMS compliance:

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#### FIRST RESPONDER AWARENESS LEVEL

First responders at the awareness level are individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying the proper authorities of the release. They would take no further action beyond notifying the authorities of the release.

First responders at the awareness level shall have sufficient training or have had sufficient experience to objectively demonstrate competency in the following areas:

- a. An understanding of what “hazardous materials” is, and the risks associated with them in an incident.
- b. An understanding of the potential outcomes associated with an emergency when hazardous materials are present.
- c. The ability to recognize the presence of hazardous materials in an emergency.
- d. The ability to identify the hazardous materials, if possible.
- e. The understanding of the role of the first responder awareness individual in the employer’s emergency response plan, including site security and control, and the North American Emergency Response Guidebook.
- f. The ability to realize the need for additional resources, and to make appropriate notifications to the communication center.

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#### FIRST RESPONDER OPERATIONS LEVEL

First Responders at the operations level are individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons, property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to contain the release from a safe distance, keep it from spreading, and protect exposures.

First responders at the operation level shall have received at least eight hours of training or have had sufficient experience to objectively demonstrate competency in the following areas in addition to those listed for the awareness level and the employer shall so certify:

- a. Knowledge of the basic hazard and risk assessment techniques.
- b. Know how to select and use proper personal protective equipment provided to the first responder operation level.
- c. An understanding of basic hazardous materials terms.
- d. Know how to perform basic control, containment and/or confinement operations within the capabilities of the resources and personal protective equipment available with their unit.
- e. Know how to implement basic decontamination procedures.
- f. An understanding of the relevant standard operating procedures and termination procedures.

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## HAZARDOUS MATERIALS TECHNICIAN

Hazardous materials technicians are individuals who respond to releases or potential releases for the purpose of stopping the release. They assume a more aggressive role than a first responder at the operations level does in that they will approach the point of release in order to plug, patch or otherwise stop the release of hazardous substance.

Hazardous materials technicians shall have received at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the employer's emergency response plan.
- b. Know the classification, identification and verification of known and unknown materials by using field survey instruments and equipment.
- c. Be able to function within an assigned role in the Incident Command System.
- d. Know how to select and use proper specialized chemical personal protective equipment provided to the hazardous materials technician.
- e. Understand hazard and risk assessment techniques.
- f. Be able to perform advance control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available with the unit.
- g. Understand and implement decontamination procedures.
- h. Understand termination procedures.
- i. Understand basic chemical and toxicological terminology and behavior.

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## HAZARDOUS MATERIALS SPECIALIST

Hazardous materials specialists are individuals who respond with and provide support to hazardous materials technicians. Their duties parallel those of the hazardous materials technicians. Their duties parallel those of the hazardous materials technician, however, those duties require a more directed or specific knowledge of the various substances they may be called upon to contain. The hazardous materials specialist would also act as the site liaison with Federal, state, local and other government authorities in regards to site activities.

Hazardous materials specialists shall have received at least 24 hours of training equal to the technician level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the local emergency response plan.
- b. Understand the classification, identification and verification of known and unknown materials by using advance survey instruments and equipment.
- c. Knowledge of the state emergency response plan.
- d. Be able to select and use proper specialized chemical personal protective equipment provided to the hazardous materials specialist.

- e. Understand in-depth hazard and risk assessment techniques.
- f. Be able to perform specialized control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available.
- g. Be able to determine and implement decontamination procedures.
- h. Have the ability to develop a site safety and control plan.
- i. Understand chemical, radiological and toxicological terminology and behavior.

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## INCIDENT COMMANDER

Incident Commanders, who will assume control of the incident scene beyond the first responder awareness level, shall receive at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know and be able to implement ICS.
- b. Know how to implement the emergency response plan.
- c. Know and understand the hazards and risks associated with employees working in chemical protective clothing.
- d. Knowledge of the state Emergency Response Plan and of the Federal Regional Response Team.
- e. Know and understand the importance of decontamination procedures.

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## TRAINERS

Trainers who teach any of the above training subjects shall have satisfactorily completed a training course for teaching the subjects they are expected to teach, such as the courses offered by the U.S. Fire Academy, FEMA Emergency Management Institute, U.S. EPA, Missouri Division of Fire Safety or Missouri State Emergency Management Agency; or they shall have the training and/or academic credentials and instructional experience necessary to demonstrate competent instructional skills and a good command of the subject matter of the courses they are to teach.

Boone County LEPC coordinates training as needed/requested. Information on training can be obtained by contacting the Missouri Emergency Response Commission at 573-526-9241 or 800-780-1014, the State Emergency Management Agency at [www.sema.org/training](http://www.sema.org/training) or the Boone County LEPC Chairperson.

## EXERCISES

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### PURPOSE

To establish a comprehensive exercise program that will effectively implement and evaluate the Boone County Hazardous Materials Emergency Plan.

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## SITUATION

Section 303 (c) (9) of EPCRA places a requirement on local jurisdictions to establish “methods and schedules for exercising the emergency plan”. Boone County LEPC recognizes the need for integrated exercise programs that will ensure community response agencies and facilities successfully perform their emergency roles and functions in accordance with the Hazardous Materials Emergency Plan.

Boone County LEPC has established a training subcommittee that meets quarterly to plan and coordinate yearly exercises. Exercise planning incorporates local, regional and state public safety agencies and governmental agencies, as well as private industry, hospitals, universities and colleges, and public schools. Planning and execution of exercises and after action reports will follow Homeland Security Exercise and Evaluation Program (HSEEP) guidance and reporting.

An exercise of this plan will be held annually. The LEPC training subcommittee will identify opportunities for, and coordinate, yearly exercises to train potential users of the plan, test the components of the plan, and identify gaps in preparedness, response and mitigation activities. These opportunities will include orientations, tabletop, functional and full scale exercises.

A real response situation may be counted in lieu of an exercise as long as an after action evaluation is performed and those lessons learned are updated in the plan.

After action evaluation of exercises will be used to reveal gaps and weaknesses in preparedness, response and mitigation, and to strengthen response management, coordination and operations. Corrective actions will then be taken to improve and refine public safety capabilities.

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## PROGRESSIVE EXERCISE PROGRAM

Recognizing that the exercise types described in this plan are intended to build on one another, each one becoming more complex and comprehensive, the Boone County LEPC will establish a progressive exercise program by scheduling basic Orientations to introduce the plan and the specific policies and responsibilities established. Tabletop Exercises will then be held to implement actual coordination and leadership provisions of the plan, including emergency operations concepts that may be new to many local personnel. These will be followed by Functional Exercises to integrate the plan’s more complex sections under simulated emergency conditions. The entire hazardous materials emergency response system will then be evaluated by a Full Scale Exercise.

## EMERGENCY RESOURCES

Emergency resources play a central role in an effective response to a hazardous material emergency. Resources held by both government agencies and the private sectors are included in this inventory. This inventory includes the type, location and contact person for hazardous materials resources. It will be updated annually.

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9-1-1 EMERGENCY TELECOMMUNICATOR

Columbia/Boone County Public Safety Joint Communications has a vital role in this process by utilizing the Fire Priority Dispatch protocol developed by the National Academies of Emergency Dispatch (NAED). Processing of hazardous materials emergency 9-1-1 calls will follow this protocol as approved by the PSJC Committee.

Further actions to be taken:

\_\_\_\_\_ Notify all emergency responders of all pertinent and updated information

\_\_\_\_\_ Contact the National Weather Service in St. Louis for current and expected weather conditions

\_\_\_\_\_ Make notifications as requested by Incident Commander, including notification of persons/agencies which may be affected by the event i.e., schools, special needs facilities, and government officials, surrounding jurisdictions, regulating agencies, etc.

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## INCIDENT COMMANDER

After receiving notification of hazardous materials incident:

- \_\_\_\_\_ Arrive on scene and establish Command.
- \_\_\_\_\_ Establish an Incident Command Post. Take wind direction and incident potential into consideration.
- \_\_\_\_\_ Make sure the Incident Command Post is staffed with adequate representation from all necessary emergency agencies. Ensure implementation of ICS.
- \_\_\_\_\_ Check hazard vulnerability data to determine type of health or environmental hazard and impact area. Establish hot, warm and cold zones.
- \_\_\_\_\_ Gather data on weather, wind direction, injuries and other information required in the Hazardous Materials incidents report.
- \_\_\_\_\_ Collaborate among response agency chiefs and facility technical representatives.
- \_\_\_\_\_ Determine response level and initiate actions.
- \_\_\_\_\_ Call **CHEMTREC, 1-800-424-9300**, with any further questions.
- \_\_\_\_\_ Set up media information center. Appoint Public Information Officer.
- \_\_\_\_\_ Take protective or precautionary actions as necessary (consider whether evacuation or in-place sheltering is needed).
- \_\_\_\_\_ Ensure protective actions for response personnel are taken.
- \_\_\_\_\_ Ensure all personnel and equipment are decontaminated as required.
- \_\_\_\_\_ Initiate containment or displacement techniques as advised by the Department of Environmental Protection, or other state or federal agencies with jurisdiction. Make sure proper agencies have been notified and are en route.

### Ongoing Incident Assessment

- \_\_\_\_\_ Keep monitoring situation and ensure information is relayed to the EOC if opened.
- \_\_\_\_\_ Keep re-evaluation response levels and actions.
- \_\_\_\_\_ Call for any assistance as needed.
- \_\_\_\_\_ Determine any threats to water supply, sewage treatment, food and soil contamination.
- \_\_\_\_\_ Consider restricting air traffic over incident scene. Contact **FAA 781-238-7007**.
- \_\_\_\_\_ Conduct critique/after-action review of the incident.

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## FIRE SERVICE

The fire department takes whatever action deemed necessary in response to a release of hazardous materials. Actions taken are based on levels of training of personnel, and availability of personal protective and response equipment.

### Initial Response

- \_\_\_\_\_ Observe  
situation from a safe distance, use binoculars, if necessary.
- \_\_\_\_\_ Participate in the designation of an Incident Commander or Unified Command Team.
- \_\_\_\_\_ Participate in the determination of an Command Post location to coordinate all emergency and support activities.
- \_\_\_\_\_ Note location and things affected (people, animals, environmental, etc.).
- \_\_\_\_\_ Check wind direction and prevailing weather and position equipment and apparatus upwind.
- \_\_\_\_\_ Identify source of hazardous material.
- \_\_\_\_\_ Identify (or confirm) chemical name and form (solid, liquid, gas).
- \_\_\_\_\_ Refer to North American Emergency Response Guidebook for Initial Response to Hazardous Materials Incidents (ERG) for emergency response information.
- \_\_\_\_\_ Report findings to dispatcher to notify other response agencies that might be involved.
- \_\_\_\_\_ Determine level of the incident with law enforcement and facility personnel.
- \_\_\_\_\_ Initially, determine which level of public protection action shall prevail and notify the public.
- \_\_\_\_\_ Establish the hazardous area – Hot (contaminated), Warm (contamination reduction), and Cold zones in accordance with DOT ERG or other appropriate guides.
- \_\_\_\_\_ Initiate containment activities.
- \_\_\_\_\_ Initiate control of overall scene area.
- \_\_\_\_\_ Monitor and control exposure of personnel to hazardous substances.
- \_\_\_\_\_ Request appropriate mutual aid, resources and support services.
- \_\_\_\_\_ Determine if rescue of injured persons is possible – Rescue injured persons.

- \_\_\_\_\_ Maintain overall command of the emergency scene until the hazard is contained or until command is passed effectively to another department or agency.
- \_\_\_\_\_ Coordinate with facility personnel regarding appropriate actions and responses for the situation.
- \_\_\_\_\_ Monitor and control exposure of personnel to hazardous substances.
- \_\_\_\_\_ Establish and maintain communications with the Emergency Operations Center.
- \_\_\_\_\_ Establish staging area for incoming equipment and materials.
- \_\_\_\_\_ Shut off source of hazardous materials leak, if possible.
- \_\_\_\_\_ Continue spill containment activities.
- \_\_\_\_\_ Remove contamination, if possible (call in spill company)
- \_\_\_\_\_ Decontaminate all personnel and equipment.

### **Ongoing Incident Assessment**

- \_\_\_\_\_ Fire Service personnel will provide incident assessment information from the field to the IC/UC at the Incident Command Post.
- \_\_\_\_\_ Incident assessment information will be collected and forwarded to the EOC on a regular basis or as necessary.
- \_\_\_\_\_ Identify potential problems associated with secondary effects (fire, explosion, water, or sewer contamination).
- \_\_\_\_\_ Determine long-term health hazards. Coordinate with Emergency Medical Services, or state or federal resources.
- \_\_\_\_\_ Determine when additional resources are needed and release them as soon as they are no longer needed.
- \_\_\_\_\_ Involve CHEMTREC as needed.
- \_\_\_\_\_ Be cognizant of incident spreading across political boundaries and coordinate actions as required.

Law Enforcement personnel have a vital role in response to hazardous materials incident.

**Initial Response**

- \_\_\_\_\_ Observe situation from a safe distance, use binoculars, if necessary.
- \_\_\_\_\_ Participate in the designation of an Incident Commander or Unified Command Team.
- \_\_\_\_\_ Participate in the determination of a Command Post location to coordinate all emergency and support activities.
- \_\_\_\_\_ Confirm location and things affected (people, animals, environment, etc)
- \_\_\_\_\_ Check wind direction and prevailing weather.
- \_\_\_\_\_ Identify source of hazardous material.
- \_\_\_\_\_ Identify chemical name and form (solid, liquid, gas)
- \_\_\_\_\_ Refer to the Emergency Response Guidebook for Initial Response to Hazardous Materials Incidents for emergency response information.
- \_\_\_\_\_ Report findings to dispatcher including safe access routes, hazard area size.
- \_\_\_\_\_ Until help arrives, serve as temporary on-scene communications point. Ultimately, the fire department will establish an incident command post.
- \_\_\_\_\_ Estimate potential harm to life, property and environment, as necessary.
- \_\_\_\_\_ Secure the area.
- \_\_\_\_\_ Evacuate immediate affected area, especially downwind, downstream and cross wind.
- \_\_\_\_\_ Establish and control incident perimeter area and traffic control of area.

**WARNING: Do not enter incident area without appropriate protective clothing, equipment and training.**

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## EMERGENCY MEDICAL SERVICES

Emergency Medical Services provide support in response to a hazardous materials incident. Responders should take the following actions:

- \_\_\_\_\_ Be aware of dangers at the incident scene.
- \_\_\_\_\_ Participate in the designation of an Incident Commander or Unified Command Team.
- \_\_\_\_\_ Participate in the determination of a Command Post location to coordinate all emergency and support activities.
- \_\_\_\_\_ Take proper precautions when handling casualties.
- \_\_\_\_\_ Coordinate all EMS activities with Command Post.
- \_\_\_\_\_ Coordinate support activities with response agencies, as required.
- \_\_\_\_\_ Coordinate with mutual aid resources, and State and/or Federal agencies as required.
- \_\_\_\_\_ Establish decontamination and casualty collection points in a safe location in conjunction with Incident Command.
- \_\_\_\_\_ Assist the Fire Department in decontaminating any victims exposed to hazardous materials, if protocol to decontaminate first is appropriate.
- \_\_\_\_\_ Provide on-site treatment of victims and transportation to hospitals.
- \_\_\_\_\_ Provide communications from units to the hospitals for medical treatment information and assignment of patients to various hospital locations equipped to handle contaminated patients, as directed.
- \_\_\_\_\_ Provide medical screening and care at shelters, if required.
- \_\_\_\_\_ Monitor and control exposure of personnel to hazardous substances.
- \_\_\_\_\_ Report ongoing assessments to the Command Post.
- \_\_\_\_\_ Ensure decontamination of personnel and equipment is completed, as required.

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PUBLIC WORKS

Public works agencies may be available to:

- \_\_\_\_\_ Participate in the designation of an Incident Commander or Unified Command Team.
- \_\_\_\_\_ Participate in the determination of a Command Post location to coordinate all emergency and support activities.
- \_\_\_\_\_ Provide equipment.
- \_\_\_\_\_ Transport materials.
- \_\_\_\_\_ Provide assistance with containment.
- \_\_\_\_\_ Provide assistance with cleanup.
- \_\_\_\_\_ Provide barricades and traffic control devices.
- \_\_\_\_\_ Respond with facility information required in the event that the incident affects any public works facility.
- \_\_\_\_\_ Provide information about sewer networks which may have been contaminated and recommend response actions.
- \_\_\_\_\_ Monitor and control the exposure of all personnel to hazardous substances.
- \_\_\_\_\_ Provide ongoing assessment to the Command Post.
- \_\_\_\_\_ Ensure decontamination of personnel and equipment is completed, as required.

**All news releases are to be handled by the authorized Public Information Officer.**

Below are suggested actions for the Public Information Officer (PIO) and the Joint Information Center (JIC) staff during the various emergency phases of a hazardous materials incident:

**During all phases**

- \_\_\_\_\_ Ensure that all information is clear, confirmed and approved by appropriate authority before release to the media or public. Do not release unconfirmed information or speculate on the extent of the emergency.
- \_\_\_\_\_ Monitor news programs and review news articles for accuracy. Correct misinformation whenever possible.
- \_\_\_\_\_ Establish JIC to handle incoming media and public inquiries and gather status information.
- \_\_\_\_\_ Provide public information according to priorities.
- \_\_\_\_\_ Ensure that official spokespersons are thoroughly briefed about all aspects of the emergency.
- \_\_\_\_\_ Keep the Emergency Management Director/Incident Commander informed of all media actions taken or planned.
- \_\_\_\_\_ Keep PIOs in other jurisdictions and at other government levels informed of information released.
- \_\_\_\_\_ Maintain records of all information.

**Emergency Period**

- \_\_\_\_\_ Mobilize personnel for the JIC as necessary.
- \_\_\_\_\_ Release emergency instructions/information to the public as necessary.
- \_\_\_\_\_ Release “media only” information including JIC telephone number and news conference information.
- \_\_\_\_\_ Respond promptly to media and public calls.
- \_\_\_\_\_ Release public inquiry (“Rumor Control”) telephone line number when staffed.
- \_\_\_\_\_ Follow EAS procedures if system is activated.
- \_\_\_\_\_ Monitor incident status constantly.

- \_\_\_\_\_ Attend EOC/Incident Command briefing.
- \_\_\_\_\_ Consider additional methods of distributing emergency instructions.
- \_\_\_\_\_ Arrange media briefings/press conferences on a regular or “as needed” basis.
- \_\_\_\_\_ Prepare news releases, as required.
- \_\_\_\_\_ Provide emergency information in foreign languages, as required.
- \_\_\_\_\_ Receive and handle non-emergency calls. Relay calls to other EOC/Incident Command staff, as appropriate.
- \_\_\_\_\_ Conduct situation briefings for visitors.
- \_\_\_\_\_ Work with the American Red Cross to release information on procedures for determining the status of relatives/friends in the affected areas.
- \_\_\_\_\_ News releases should stress the danger that sightseers face or may cause.
- \_\_\_\_\_ Release damage assessment figures when obtained.

**Post Emergency Period (Recovery)**

- \_\_\_\_\_ Continue to release status information upon request.
- \_\_\_\_\_ Assist State and other agency information officers in releasing information, if requested to do so.
- \_\_\_\_\_ Release information on re-entry into the area and any travel restrictions near the area.
- \_\_\_\_\_ Gather all records kept during all phases of the incident and prepare a chronological summary of events, actions taken, inquiries made, and response given. Collect newspaper clippings and TV videotapes, if available.
- \_\_\_\_\_ Survey JIC, EOC, Incident Command Staff and the local media for suggestions to improve emergency response procedures and this checklist for future emergencies.

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## EMERGENCY MANAGEMENT

Emergency Management provides off-scene support to the Incident Commander by coordinating and managing requests for assistance from the Incident Commander.

- \_\_\_\_\_ Activate the Emergency Operations Center and staff, if necessary.
- \_\_\_\_\_ Coordinate all necessary functions (i.e., warning, evacuation, sheltering, resource management, emergency response).
- \_\_\_\_\_ Coordinate with the Public Information Officer, local radio stations (EAS), and news media to provide information to the citizens.
- \_\_\_\_\_ Notify and communicate with State and Federal authorities as necessary.
- \_\_\_\_\_ Request further assistance, if necessary.
- \_\_\_\_\_ Consult with Incident/Unified Command and Chief Elected Official regarding need for local emergency declaration and/or state disaster declaration.

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PUBLIC HEALTH

Public Health Officials advise the Incident Commander on health issues:

- \_\_\_\_\_ Confirm health hazard.
- \_\_\_\_\_ Seek antidote options.
- \_\_\_\_\_ Assist environmental personnel assess the incident's immediate health effects and environmental effects that will impact health at a later time.
- \_\_\_\_\_ Confirm evacuation area parameters (including establishment of triage areas as required).
- \_\_\_\_\_ Assist in the coordination of medical transportation.
- \_\_\_\_\_ Ensure no etiological (biological) agents are involved.
- \_\_\_\_\_ Work with local emergency medical services in treating the injured.
- \_\_\_\_\_ Monitor and control exposure of personnel to the hazardous substances.
- \_\_\_\_\_ Coordinate with the Command Post to ensure optimum health results.
- \_\_\_\_\_ Provide ongoing assessment information to the Command Post.
- \_\_\_\_\_ Ensure decontamination of personnel and equipment is completed, as required.

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CHIEF ELECTED OFFICIAL

The Chief Elected Official of the community is responsible for the health and safety of the citizens of the community. The following are questions that the Chief Elected Official should have answers to during a hazardous materials incident:

- \_\_\_\_\_ Who is the Incident Commander?
- \_\_\_\_\_ What are the dangers to the public as a result of this incident?
- \_\_\_\_\_ What are the dangers to the environment as a result of this incident?
- \_\_\_\_\_ Who is responding to the incident?
- \_\_\_\_\_ What was the cause of the incident?
- \_\_\_\_\_ What remediation options do we have?
- \_\_\_\_\_ Has the Emergency Operations Center been activated?
- \_\_\_\_\_ Who is the PIO for the incident? Contact information?
- \_\_\_\_\_ What is the overall situation?
- \_\_\_\_\_ Do we have enough resources to deal with the problem or do we need to obtain additional resources from neighboring jurisdictions or the State?
- \_\_\_\_\_ Consider need for local emergency declaration and state disaster declaration/emergency in consultation with Incident Commander and Emergency Manager.
- \_\_\_\_\_ Chief Elected Official should be provided with copies of all press releases and summaries of all statements provided to the media.
- \_\_\_\_\_ Set up regular situation updates with the Incident Commander.
- \_\_\_\_\_ Chief Elected Official should refer incident specific questions to the PIO, but be prepared to answer policy related questions in coordination with the Incident Commander.

## CONTAINMENT

### Response Level Criteria

#### Level 1 – Controlled Emergency Condition

- Incident Commander will assess the impact of the release, the need for containment operations and clean up. DEP, facility personnel and the responsible party may assist
- Fire chief monitors containment assistance and resource requirements
- Safety Officer monitors health impact of all containment activities on emergency workers and nearby residents. Health Officer and EMS may assist.

#### Level 2 – Limited Emergency Condition

- Incident Commander, in consultation with DEP, facility personnel and responsible party takes appropriate containment action
- Local fire chief activates Facilities Emergency Coordinator and coordinates containment resources and assistance
- Facilities Emergency Coordinator advises fire chief of facilities' containment resources situation
- Fire chief assesses need for state resources to assist with containment
- Safety Officer monitors health impact of all containment activities on emergency workers and nearby residents. Health Officer and EMS may assist.

#### Response Level 3 – Full Emergency Condition

- Incident Commander, in consultation with DEP, HAZMAT Team and other technical specialist, will determine if appropriate containment actions can be implemented without state assistance. If state assistance is requested, the state responding agency will determine if federal assistance will be requested through the Federal Regional Response Team
- Incident Commander should coordinate containment resources and assistance providing responding personnel are qualified and have received appropriate containment training and adequate protective equipment is available
- Facilities Emergency Coordinator continues to provide support to Incident Commander
- Safety Officer continues to monitor health impact of containment activities on emergency workers and nearby residents and request assistance from the Missouri Department of Public Health, if appropriate.

### **Response Level Criteria**

#### **Response Level 1 – Controlled Emergency Condition**

- Incident Commander conducts joint assessment with the Facility Emergency Coordinator
- Incident Commander provides facility assessment technical information to the Local Emergency Manager, if appropriate
- Local Incident Commander provides facility assessment technical information to the Health Officer or Commissioner of Health, if appropriate

#### **Response Level 2 – Limited Emergency Condition**

- Incident Commander and Facility Emergency Coordinator continue joint assessment
- The Incident Commander will determine if additional assessment resources are required
- The State/Local HAZMAT Team and/or Missouri DNR will:
  - Deploy assessment monitoring resources
  - Determine the magnitude of the release
  - Estimate health impact of release on the community
  - Based upon available protective action guides recommends protective actions to the Incident Commander
- The Incident Commander will make protective action decisions and execute the decision through an emergency order, if appropriate
- If appropriate, the Local Emergency Management Director or Incident Commander will advise State officials of the local A&E findings and potential A&E support requirements

#### **Response Level 3 – Full Emergency Condition**

- The Incident Commander will designate an A&E Officer
- The State/Local HAZMAT Team and/or Missouri DNR will:
  - Deploy assessment monitoring resources
  - Determine the magnitude of the release
  - Estimate health impact of release on the community
  - Recommend protective actions based upon available protective action guides, to the On-Scene Commander
  - Request assistance from the State in further assessment and evaluation, if required
- The local Chief Executive will make protective action decisions and execute the decision through emergency orders, if appropriate
- The Local Emergency Management Director and the Incident Commander will request additional State A&E support, if required
- The responding State agency (if required) will determine if the situation requires Federal assistance. If required they will contact the Federal Regional Response Team (RRT).

## POPULATION PROTECTION MEASURES

### Response Level – Controlled Emergency Condition

The Incident Commander will determine if population protection measures are warranted or needed. Facility specialist and/or other resources may be used to assist in that determination. Typically at this level, population protection measures are not required. To prevent unnecessary exposure, the following measures will be initiated:

- The senior fire service representative will assume the Incident Commander role and delegate the various ICS positions to the extent necessary.
- Establishment of hot, warm and cold zones. Typically at this level, population protection measures are limited to isolation of the spill area/contamination area.
- Marking of the above zones.
- Insure all workers and public safety responders are aware of zone boundaries.
- In the event of an exposure of anyone to the hazardous material involved, the person exposed will be assessed and a determination made if decontamination and/or medical treatment is needed.
- The Incident Commander shall determine if a licensed clean-up contractor is needed and if the spill is reportable under DNR and Federal Guidelines. If the spill is reportable, ensure DNR and/or National Response Center are contacted.

### Response Level – Limited Emergency Condition

The Incident Commander will determine the extent and types of population protection measures to be taken.

- The North American Emergency Response Guidebook should be consulted for determining the initial population protection zone and measures to be taken.
- The Incident Commander shall establish protective action zones including hot, warm and cold zones. The location of these zones shall be made known to all responding emergency personnel.
- Based upon the threat, a determination will be made on what population protection actions(s) will be initiated. Actions to consider for protective actions include: isolation, sheltering-in-place and evacuation.
- Once the decision is made regarding population protection measures, the Public Information Officer will be instructed to take measures to warn the affected areas
- For implementing the population protection measures, a Unified Incident Command system will be initiated, including representatives of resources that will be used to effect the measures.
- The Incident Commander shall designate an individual to coordinate the resources assigned to carry out the protection measures. Units assigned to enact protective measures will not be sent into the hot zone or areas for which they are not adequately protected.
- The protective measures coordinator must organize the resources to ensure the area is completely isolated and that transport resources are available for those without transportation.
- For those situations involving multiple municipalities, the command system should include representatives from the affected cities and towns.
- Depending on the length of time, residents are expected to be away from their homes, consideration should be given to opening shelters. The American Red Cross should be

contacted to assist in the opening of shelters. Shelter locations should be determined based on the projected largest population protection zones. Hazardous material specialists should be consulted.

- For those actions that involve an emergency evacuation, an emergency number will be designated for those persons needing emergency transportation. The PIO will be advised of the number. The number chosen should have the capacity to handle large volumes of calls.
- For those situations resulting in the contamination of residents/non-emergency response personnel, decontamination will be done before transport.
- For those areas for which sheltering-in-place is the appropriate measure, insure those areas are warned.
- Determine an orderly re-entry plan for allowing residents and workers back into evacuated areas, when it is safe to do so.

### **Response Level – Full Emergency Condition**

Upon the decision to implement an evacuation as a protective action, the Incident Commander or the Emergency Management Director will be responsible for its implementation in accordance with the local evacuation procedures. Evacuations that demand urgent and immediate action will be directed and managed by the Incident Commander.

The Incident Commander shall:

- Insure that the involved municipalities have made emergency declarations.
- Request emergency powers via SEMA to declare a gubernatorial State of Emergency through the EOC.
- Ensure that all local and mutual aid resources have been exhausted before requesting state assistance.
- Ensure that a system is created to provide the replacement of emergency workers after 12 hours of duty.
- Ensure that mitigation efforts are accomplished as fast as can be safely done.
- Ensure that monitoring teams are deployed to monitor air, water and ground contamination in perimeter and affected areas, when appropriate.
- Ensure that units assigned to protective measures are not sent into the hot zone or areas for which they are not adequately protected.
- Obtain needed personal protective equipment for personnel assigned to population protection measures.
- Determine an orderly re-entry plan for allowing residents and workers back into evacuated areas, when it is safe to do so.

### **EMERGENCY WORKER EXPOSURE CONTROL**

The following response procedure will be used on all hazardous material incident response levels. The Incident Commander, Safety Officer and facility personnel are responsible for controlling toxic exposure to emergency workers by the following methods:

- Incident Commander will designate an on-scene Safety Officer responsible for emergency worker exposure control.
- Establish hot, warm and cold operating zones, if necessary.
- Mark above zones and insure locations of zones are made known to all emergency workers.
- Inform each emergency worker of all hazards present.
- Require emergency workers to record any exposures and report exposure to Incident Commander or Safety Officer.
- If an emergency worker is exposed, a decision must be made to isolate, decontaminate, or

transport for treatment.

- Ensure that personnel are properly protected and given instruction in how to use appropriate protective clothing and equipment.
- Establish decontamination station procedures for emergency workers and equipment, if necessary.
- Determine the need for additional exposure control resources.
- Provide on-scene medical supervision and treatment capability.

ANNEX H APPENDIX 3: LEPC MEMBERS

| <b>POSITION</b>                      | <b>DEPARTMENT / AGENCY</b>  | Refer to Columbia/Boone County EOP Resource Directory Guide for confidential contact information |
|--------------------------------------|---|--|
| <b>Chief Executives</b>              | Boone County Presiding Commissioner<br>Columbia City Manager  |  |
| <b>Fire Officials</b>                | Boone County Fire Protection District<br>Centralia Fire Department<br>Columbia Fire Department.<br>Southern Boone County Fire Protection District   |  |
| <b>Emergency Management Director</b> | Columbia/Boone County Office of Emergency Management  |  |
| <b>Emergency Medical Services</b>    | Boone Hospital Center-Ambulance Service<br>University Ambulance Service<br>Staff for Life Helicopter Service  | 9-1-1<br>9-1-1<br>1-800-325-5400 or 9-1-1  |
| <b>Health Officer</b>                | Columbia/Boone County Dept of Public Health and Human Services  |  |
| <b>Police Departments</b>            | Ashland Police Department<br>Boone County Sheriff's Department<br>Centralia Police Department<br>Columbia Police Department<br>Hallsville Police Department<br>University of Mo Police Department<br>Sturgeon Police Department |  |
| <b>Public Works Department</b>       | Boone County Public Works<br>City of Columbia Public Works<br>Columbia Water & Light<br>Ameren UE<br>Boone Electric Cooperative   |  |
| <b>Public Information</b>            | Agency PIO/Joint Information Center   |  |
| <b>Volunteer Groups</b>              | Columbia/Boone County COAD  |  |

**Other LEPC Members include (in no specific order):**

**3M Company  
Systems**

**Quaker Oats**

**State Farm Insurance Company**

**Stephens College**

**University of Missouri EH&S**

**University of Missouri Healthcare**

**ABC Labs**

**Missouri Department of Fire Safety**

**American Red Cross**

**USGS-Columbia Environmental Research Center**

**Kraft Foods**

**Hubbell Power**

**Gates Corporation**

**Town of Huntsdale**

**MFA Agri Business**

**Missouri Dept of Natural Resources-**

**Environmental Emergency Response**

**Missouri Task Force 1**

**Columbia Public Schools**

**Boone County Planning & Building**

**Inspection**

ANNEX H APPENDIX 4: HAZARDOUS MATERIALS RELEASE FORM

Locally Dial 9-1-1 - NRC Dial 1-800-424-8802  
Missouri Department of Natural Resources 573-634-2436

1. Caller Name: \_\_\_\_\_ Call Date/Time: \_\_\_\_\_

2. Affiliation: \_\_\_\_\_ Telephone: \_\_\_\_\_

3. Material Released: \_\_\_\_\_ EHS:DOT# / CAS #: \_\_\_\_\_

4. Amount Released: \_\_\_\_\_ Gals/Lbs: \_\_\_\_\_

5. Date of Release: \_\_\_\_\_ Time: \_\_\_\_\_ Duration: \_\_\_\_\_

6. Release Medium: \_\_\_\_\_ Air \_\_\_\_\_ Water \_\_\_\_\_ Land \_\_\_\_\_  
include height and direction of plume) (-----describe terrain-----)

7 Weather Conditions: \_\_\_\_\_  
(Wind Direction, MPH, Temperature, etc.)

8. Location of Release: \_\_\_\_\_  
(Address – Street, Building #, City, County, etc)

10. Facility Name: \_\_\_\_\_  
Address: \_\_\_\_\_

10. Facility Emergency Contact: \_\_\_\_\_  
(Name) (Address)

11. Incident Description: \_\_\_\_\_  
(Color, odor, solid, liquid, gas)

13. Nearby Populations: \_\_\_\_\_

14. Other Hazardous Materials Nearby: \_\_\_\_\_

15. Additional Notifications Made:

|  |          |                  |
|--|----------|------------------|
| Local Fire Department                    | Yes / No | Date/Time: _____ |
| Community Emergency Coordinator          | Yes / No | Date/Time: _____ |
| Missouri Dept of Natural Resources (DNR) | Yes / No | Date/Time: _____ |
| Federal National Response Center         | Yes / No | Date/Time: _____ |

16. Number of Dead / Injured: \_\_\_\_\_

17. Dead / Injured taken to: \_\_\_\_\_

18. Action Taken: \_\_\_\_\_

19. Form Completed by: \_\_\_\_\_  
(Print Name and Title) (Signature)

ANNEX H APPENDIX 5: HAZARDOUS MATERIALS DATA SHEET

Name of Material: \_\_\_\_\_

DOT Hazard Class: \_\_\_\_\_ UN/NA#: \_\_\_\_\_

CAS Number: \_\_\_\_\_ Chemical Formula: \_\_\_\_\_

Physical Description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**SPECIFIC HEALTH PROPERTIES:**

Health: \_\_\_\_\_

Flammability: \_\_\_\_\_

Reactivity: \_\_\_\_\_

**PHYSICAL PROPERTIES:**

IDLH: \_\_\_\_\_ ppm      PEL: \_\_\_\_\_ ppm      Odor Threshold: \_\_\_\_\_ ppm

Flash Point: \_\_\_\_\_ ° F (degrees)      Specific Gravity: \_\_\_\_\_

Ignition Temperature: \_\_\_\_\_ ° F (degrees)      Boiling Point: \_\_\_\_\_

\_\_\_\_\_

Flammable Limits: \_\_\_\_\_ % to \_\_\_\_\_ % Water

Solubility: \_\_\_\_\_

Vapor Density: \_\_\_\_\_      Other: \_\_\_\_\_

Reactive with: \_\_\_\_\_

Possible Extinguishing Agents: \_\_\_\_\_

Protective Equipment Required: \_\_\_\_\_

First Aid: \_\_\_\_\_

Evacuation Distances: \_\_\_\_\_

ANNEX H APPENDIX 6 : EMERGENCY ASSISTANCE CONTACTS

| FEDERAL AGENCIES                              | TELEPHONE    | LOCATION         |
|---|--------------|------------------|
| Department Of Transportation                  | 202-366-4000 | Washington, D.C. |
| Environmental Protection Agency Region VII    | 913-281-0991 | Kansas City, KS  |
| Federal Emergency Management Agency           | 816 283-7063 | Kansas City, MO  |
| National Response Center                      | 800-424-8802 | Washington, D.C. |
| Occupational Safety and Health                | 800-321-6742 |                  |
| U.S. Coast Guard                              | 504-589-6225 |                  |
| National Weather Service                      |              |                  |
| Agency for Toxic Substances & Disease Control | 404-639-0615 | Atlanta, GA      |
| Center for Disease Control                    | 404-633-5313 | Atlanta, GA      |
| U.S. Army Operations Center                   | 703-697-0218 | Washington, D.C. |
| Defense Logistics Agency                      | 800-851-8061 | Washington, D.C. |
| Department of Energy                          | 202-586-5000 | Washington, D.C. |
| U.S. Bureau of Explosives                     | 202-835-9500 | Washington, D.C. |
| U.S. Nuclear Regulatory Commission            | 800-368-5642 | Washington, D.C. |

| STATE AGENCIES                               | TELEPHONE    | LOCATION           |
|--|--------------|--------------------|
| Department of Natural Resources              | 573-634-2436 | Jefferson City, MO |
| Missouri Radiological Emergency Team (MoRET) | 573-751-2748 | Jefferson City, MO |
| Missouri Department of Transportation        | 888-275-6636 | Jefferson City, MO |
| Department of Agriculture                    | 573-751-4211 | Jefferson City, MO |
| State Emergency Management                   | 573-751-2748 | Jefferson City, MO |
| Missouri Division of Fire Safety             | 573 751-2930 | Jefferson City, MO |

|  |              |                    |
|--|--------------|--------------------|
| Department of Health and Senior Services | 573-751-4674 | Jefferson City, MO |
| Missouri Highway Patrol                  | 573-751-3313 | Jefferson City, MO |
| Emergency Response Commission            | 573-690-6372 | Jefferson City, MO |

| <b>NATIONAL ORGANIZATIONS</b>              | <b>TELEPHONE</b> |
|--|------------------|
| CHEMTREC/CHLOREP                           | 800-424-9300     |
| American Association of Railroads (AAR)    | 202-639-2222     |
| National Agricultural Chemical Association | 513-961-4300     |

| <b>HOSPITALS</b>                         | <b>TELEPHONE</b> |
|--|------------------|
| University Hospital                      | 573-882-4141     |
| Boone Hospital                           | 573-815-8000     |
| Women's and Children's Hospital          | 573-874-0600     |
| Harry S. Truman Veteran's Administration | 573-814-6000     |

| <b>COMMUNITY AGENCIES</b>  | <b>TELEPHONE</b> | <b>LOCATION</b> |
|----------------------------|------------------|-----------------|
| Railroads: Colt            | 573-875-2555     | Columbia        |
| Kansas City                |                  | Centralia       |
| Southern Railroad          | 877-527-9464     |                 |
| Norfolk Southern           | 888-425-2202     | Centralia       |
| National Weather Service   | 800-852-7497     | St. Louis       |
| Poison Control             | 800-222-1222     |                 |
| Red Cross                  | 573-445-9411     | Columbia        |
| Columbia Water & Light     | 573-875-2555     | Columbia        |
| Boone Electric Cooperative | 800-225-8143     | Columbia        |

ANNEX H APPENDIX 7: CHEMICAL EMERGENCY NOTIFICATION REPORT

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Rec'd by: \_\_\_\_\_

1. Caller Name: \_\_\_\_\_ Representing: \_\_\_\_\_

2. Call-back Number: \_\_\_\_\_ Emergency Contact: \_\_\_\_\_

3. Material(s) Released: \_\_\_\_\_ EHS: Yes / No

4. Amount Released: \_\_\_\_\_ lbs/gals Potential release: \_\_\_\_\_

5. Date of Release: \_\_\_\_\_ Time: \_\_\_\_\_ Duration: \_\_\_\_\_ hr. \_\_\_\_\_ min.

6. Release medium: Air \_\_\_\_\_ Water \_\_\_\_\_ Soil \_\_\_\_\_ Sewer \_\_\_\_\_  
Drains \_\_\_\_\_

7. Location: City or County \_\_\_\_\_  
Facility: (name) \_\_\_\_\_  
(address) \_\_\_\_\_

8. Health Risks: \_\_\_\_\_

9. Precautions (Public Safety Concerns) : \_\_\_\_\_

10. Incident Description: Fire \_\_\_\_\_ Gas Vapor \_\_\_\_\_ Spill \_\_\_\_\_ Explosion \_\_\_\_\_  
Other \_\_\_\_\_

11. Type of Container: Truck \_\_\_\_\_ R.R. Car \_\_\_\_\_ Drum \_\_\_\_\_  
Other \_\_\_\_\_

12. 4-Digit I.D. No. \_\_\_\_\_ Placard/Label info \_\_\_\_\_

13. Weather Conditions \_\_\_\_\_ Wind Direction \_\_\_\_\_ Temp. \_\_\_\_\_ F/C

14. Agencies notified:

|   |                               |
|---|-------------------------------|
| Local Fire.....   | _____ Yes _____ No _____ Time |
| Local Emergency Management Director.....                        | _____ Yes _____ No _____ Time |
| Missouri Department of Natural Resources<br>(573) 634-2436..... | _____ Yes _____ No _____ Time |
| National Response Center (800) 424-8802                         | _____ Yes _____ No _____ Time |
| CHEMTREC (800) 424-8802   | _____ Yes _____ No _____ Time |
| Other _____   | _____ Yes _____ No _____ Time |

15. Remarks (i.e. injuries): \_\_\_\_\_

ANNEX H APPENDIX 8: LICENSED HAZARDOUS AND INFECTIOUS WASTE TRANSPORTER LIST

For general questions regarding the transportation of hazardous waste in Missouri, contact the Hazardous Waste Program's Compliance and Enforcement Section at 573-751-7560  
<http://www.dnr.mo.gov/asp/hwp/transporter/trans-list.asp>

Updated: Mar. 2, 2010  
 This list is updated monthly.

| EPAID <input type="checkbox"/> | Company                                | City              | State | Expires   | Transporter ID |
|--------------------------------|--|-------------------|-------|-----------|----------------|
| <a href="#">cad066151648</a>   | THOMAS GRAY AND ASSOCIATES INC         | ORANGE            | CA    | 8/25/2010 | 171376         |
| <a href="#">WID981193998</a>   | SCHNEIDER NATIONAL BULK CARRIERS, INC. | GREEN BAY         | WI    | 12/7/2010 | 164311         |
| <a href="#">WI0000815381</a>   | ADVANCED WASTE CARRIERS, INC.          | WEST ALLIS        | WI    | 7/26/2010 | 508337         |
| <a href="#">WAR000012005</a>   | RSB LOGISTIC, INC.                     | SASKATOON S7L 7K8 | SK    | 8/18/2010 | 266723         |
| <a href="#">WAH000030673</a>   | SAVAGE LOGISTICS, LLC                  | RICHLAND          | WA    | 10/7/2010 | 1594985        |
| <a href="#">VAD000650309</a>   | NORFOLK SOUTHERN RAILWAY COMPANY       | NORFOLK           | VA    | 6/22/2010 | R-1482         |
| <a href="#">UTR000007708</a>   | SLT EXPRESS WAY, INC.                  | AVONDALE          | AZ    | 4/17/2010 | 991930         |
| <a href="#">UTR000007708</a>   | SLT EXPRESS WAY, INC.                  | MURRAY            | UT    | 4/17/2010 | 991930         |
| <a href="#">UTD988072401</a>   | IBI SECURED TRANSPORT, INC.            | WEST VALLEY CITY  | UT    | 5/4/2010  | 459888         |
| <a href="#">TXR000078094</a>   | HYDROCARBON RECOVERY SERVICES, INC.    | HOUSTON           | TX    | 4/8/2010  | 1688621        |

| EPAID <input type="checkbox"/> | Company  | City            | State | Expires    | Transporter ID |
|--------------------------------|--|-----------------|-------|------------|----------------|
| <a href="#">TXR000068882</a>   | PULIDO TRUCKING LP   | HOUSTON         | TX    | 8/7/2010   | 1345468        |
| <a href="#">TXR000062174</a>   | TRIMAC TRANSPORTATION SERVICES, INC.   | CALGARY T2P 2P9 | AB    | 4/17/2010  | 105214         |
| <a href="#">TXR000051508</a>   | EFFECTIVE ENVIRONMENTAL INC  | MESQUITE        | TX    | 8/15/2010  | 1135032        |
| <a href="#">TXR000050930</a>   | SAFETY-KLEEN SYSTEMS, INC.   | PLANO           | TX    | 2/17/2010  | 151288         |
| <a href="#">TXR000025791</a>   | VEOLIA ES INDUSTRIAL SERVICES, INC. (FORMERLY KNOWN AS ONYX INDUSTRIAL SERVICES, INC.) | LAPORTE         | TX    | 9/11/2010  | 383213         |
| <a href="#">TXR000025072</a>   | ROCKETLINE CARRIER SERVICES, LLC DBA RCS   | EL PASO         | TX    | 11/25/2010 | 717747         |
| <a href="#">TXR000000554</a>   | FOUR WAY TANK TRUCKS, INC.   | BOWIE           | TX    | 7/26/2010  | 577764         |
| <a href="#">TXD988057931</a>   | FLUID TRANSPORTS, INC.   | SNYDER          | TX    | 10/1/2010  | 462785         |
| <a href="#">TXD980809859</a>   | BEALINE SERVICE CO., INC.  | PASADENA        | TX    | 3/17/2010  | 247460         |
| <a href="#">TXD980796338</a>   | CACTUS DISPOSAL OF NORTH TEXAS, LP   | DALLAS          | TX    | 4/13/2010  | 374722         |
| <a href="#">TXD093976033</a>   | PHILIP INDUSTRIAL SERVICES OF TEXAS  | DEER PARK       | TX    | 11/5/2010  | 285488         |

| EPAID <input type="checkbox"/> | Company   | City      | State | Expires    | Transporter ID |
|--------------------------------|---|-----------|-------|------------|----------------|
| <a href="#">TXD074196338</a>   | PHILIP RECLAMATION SERVICES HOUSTON, INC. DBA ELTEX CHEMICAL & SUPPLY COMPANY | HOUSTON   | TX    | 11/5/2010  | 166862         |
| <a href="#">TX0000181073</a>   | GULF COAST VACUUM SERVICE, INC.   | PEARLAND  | TX    | 3/22/2011  | 608874         |
| <a href="#">TNR000011247</a>   | SPECIALTY TRANSPORT, INC.   | KNOXVILLE | TN    | 2/25/2010  | 904642         |
| <a href="#">TNR000007385</a>   | JIM'S TANK SERVICE, LLC   | ATOKA     | TN    | 7/11/2010  | 347176         |
| <a href="#">TND982116493</a>   | BIONOMICS, INC.   | OAK RIDGE | TN    | 3/1/2011   | 528665         |
| <a href="#">SDD980951370</a>   | T & R SERVICE COMPANY   | COLMAN    | SD    | 8/3/2010   | 307396         |
| <a href="#">SDD980634646</a>   | TW SERVICES, INC.   | MADISON   | SD    | 8/3/2010   | 1286532        |
| <a href="#">SCR000762245</a>   | INDUSTRIAL WASTE SERVICE, INC.  | CAMDEN    | SC    | 12/12/2010 | 1071704        |
| <a href="#">SCD987598331</a>   | NUWAY ENVIRONMENTAL SERVICES LLC  | LEXINGTON | SC    | 3/3/2010   | 559735         |
| <a href="#">SCD987584778</a>   | SUMTER TRANSPORT COMPANY  | SUMTER    | SC    | 9/25/2010  | 488057         |
| <a href="#">PAR000523654</a>   | AMERICAN ENVIRONMENTAL SERVICES, INC.   | SEWICKLEY | PA    | 10/22/2010 | 1086034        |
| <a href="#">PAD987347515</a>   | U.S. BULK TRANSPORT, INC.   | ERIE      | PA    | 11/28/2010 | 461965         |

| EPAID <input type="checkbox"/> | Company                            | City          | State | Expires    | Transporter ID |
|--------------------------------|------------------------------------|---------------|-------|------------|----------------|
| <a href="#">PAD980707442</a>   | WEAVERTOWN TRANSPORT LEASING, INC. | MCDONALD      | PA    | 7/25/2010  | 207532         |
| <a href="#">PAD146714878</a>   | HORWITH TRUCKS, INC.               | NORTHAMPTON   | PA    | 7/26/2010  | 205701         |
| <a href="#">OKR000008250</a>   | THERMO FLUIDS, INC.                | PHOENIX       | AZ    | 10/8/2010  | 641752         |
| <a href="#">OKR000003459</a>   | FER, INC.                          | OKLAHOMA CITY | OK    | 5/25/2010  | 617881         |
| <a href="#">OKD987096328</a>   | JANUARY TRANSPORT, INC.            | OKLAHOMA CITY | OK    | 8/13/2010  | 499700         |
| <a href="#">OKD987084068</a>   | ENVIROSOLVE, L.L.C.                | TULSA         | OK    | 1/31/2011  | 592456         |
| <a href="#">OKD987083813</a>   | KS&D RENTALS, INC. DBA K.S.&D.     | WOODWARD      | OK    | 11/11/2010 | 394519         |
| <a href="#">OKD982293334</a>   | ENVIRONMENTAL MANAGEMENT, INC.     | GUTHRIE       | OK    | 1/28/2011  | 343005         |
| <a href="#">OKD981597347</a>   | ELLIOTT TRUCK LINE, INC.           | VINITA        | OK    | 8/17/2010  | 34230          |
| <a href="#">OKD981588791</a>   | TRIAD TRANSPORT, INC.              | MCALESTER     | OK    | 8/7/2010   | 285929         |
| <a href="#">OKD075669788</a>   | JOHN SCOGGINS CO., INC.            | SALLISAW      | OK    | 4/3/2010   | 126450         |
| <a href="#">OKD045347093</a>   | JOE BROWN COMPANY, INC.            | ARDMORE       | OK    | 4/5/2010   | 116971         |
| <a href="#">OKD007222128</a>   | AMEREX COMPANIES, INC.             | TULSA         | OK    | 8/6/2010   | 1481141        |
| <a href="#">OKD000402396</a>   | PERMA-FIX TREATMENT                | TULSA         | OK    | 8/3/2010   | 453462         |

| EPAID <input type="checkbox"/> | Company                               | City       | State | Expires    | Transporter ID |
|--------------------------------|---------------------------------------|------------|-------|------------|----------------|
|                                | SERVICES, INC.                        |            |       |            |                |
| <a href="#">OK0987093424</a>   | A CLEAN ENVIRONMENT COMPANY           | WILSON     | OK    | 11/18/2010 | 427033         |
| <a href="#">OHR000103762</a>   | VICKERY TRANSPORTATION, INC.          | VICKERY    | OH    | 9/4/2010   | 978059         |
| <a href="#">OHO000553875</a>   | SELECT TRANSPORTATION, INC.           | HILLIARD   | OH    | 7/15/2010  | 569952         |
| <a href="#">OHO000000539</a>   | MIDWEST ENVIRONMENTAL TRANSPORT, INC. | CINCINNATI | OH    | 9/30/2010  | 333081         |
| <a href="#">OHD987050564</a>   | ENVIROSERVE, J.V.                     | CLEVELAND  | OH    | 7/25/2010  | 435216         |
| <a href="#">OHD981000557</a>   | COUSINS WASTE CONTROL CORPORATION     | TOLEDO     | OH    | 10/8/2010  | 203259         |
| <a href="#">OHD980614374</a>   | ROSS TRANSPORTATION SERVICES, INC.    | GRAFTON    | OH    | 3/9/2011   | 14484          |
| <a href="#">OHD009865825</a>   | DART TRUCKING COMPANY, INC.           | COLUMBIANA | OH    | 6/9/2010   | 124009         |
| <a href="#">OHD001926740</a>   | HUKILL CHEMICAL CORPORATION           | BEDFORD    | OH    | 3/30/2011  | 32493          |
| <a href="#">OHD000132381</a>   | TEAM HEARTLAND, INC.                  | ZANESVILLE | OH    | 10/12/2010 | 1094713        |
| <a href="#">OH0000107649</a>   | UNITED WASTE WATER SERVICES, INC.     | CINCINNATI | OH    | 12/4/2010  | 200613         |
| <a href="#">NYR000139220</a>   | SABIN INTERNATIONAL                   | SCOTTSDALE | NY    | 7/23/2010  | 1462949        |

| EPAID <input type="checkbox"/> | Company   | City          | State | Expires    | Transporter ID |
|--------------------------------|---|---------------|-------|------------|----------------|
|                                | LOGISTICS CORP.   |               |       |            |                |
| <a href="#">NYR000045724</a>   | BUFFALO FUEL CORP.  | NIAGARA FALLS | NY    | 9/23/2010  | 163488         |
| <a href="#">NYD986969947</a>   | PAGE E.T.C., INC.   | WEEDSPORT     | NY    | 8/22/2010  | 348083         |
| <a href="#">NYD982792814</a>   | FRANK'S VACUUM TRUCK SERVICE, INC.  | NIAGARA FALLS | NY    | 5/10/2010  | 331594         |
| <a href="#">NYD980769947</a>   | HAZMAT ENVIRONMENTAL GROUP, INC.  | BUFFALO       | NY    | 8/27/2010  | 255684         |
| <a href="#">NYD097644801</a>   | TONAWANDA TANK TRANSPORT SERVICE, INC.  | BUFFALO       | NY    | 9/19/2010  | 184511         |
| <a href="#">NYD054979661</a>   | TRANSERVICE LOGISTICS, INC.   | LAKE SUCCESS  | NY    | 8/18/2010  | 620402         |
| <a href="#">NYD000708271</a>   | WEST CENTRAL ENVIRONMENTAL CORP.  | WATERVLIET    | NY    | 1/9/2011   | 199527         |
| <a href="#">NMD002208627</a>   | RINCHEM COMPANY, INC.   | ALBUQUERQUE   | NM    | 9/23/2010  | 298907         |
| <a href="#">NJD986607380</a>   | MAUMEE EXPRESS, INC.  | LANGHORNE     | PA    | 6/6/2010   | 389242         |
| <a href="#">NJD080631369</a>   | VEOLIA ES TECHNICAL SOLUTIONS, L.L.C. (FORMERLY KNOWN AS ONYX ENVIRONMENTAL SERVICES, L.L.C.) | FLANDERS      | NJ    | 12/19/2010 | 609181         |
| <a href="#">NJD071629976</a>   | S-J TRANSPORTATION CO., INC.  | WOODSTOWN     | NJ    | 8/22/2010  | 154323         |

| <b>EPAID</b> □               | <b>Company</b>                      | <b>City</b> | <b>State</b> | <b>Expires</b> | <b>Transporter ID</b> |
|------------------------------|-------------------------------------|-------------|--------------|----------------|-----------------------|
| <a href="#">NJD054126164</a> | FREEHOLD CARTAGE, INC.              | FREEHOLD    | NJ           | 7/27/2010      | 190713                |
| <a href="#">NJD000692061</a> | ENVIRONMENTAL TRANSPORT GROUP, INC. | FLANDERS    | NJ           | 12/14/2010     | 485801                |
| <a href="#">NJ0000027193</a> | CLEAN VENTURE, INC.                 | ELIZABETH   | NJ           | 7/31/2010      | 200827                |
| <a href="#">NER000004382</a> | ALLIED OIL & SUPPLY, INC.           | OMAHA       | NE           | 12/27/2010     | 159741                |
| <a href="#">NER000004382</a> | ALLIED OIL & SUPPLY, INC.           | JOPLIN      | MO           | 12/27/2010     | 159741                |
| <a href="#">NER000004382</a> | ALLIED OIL & SUPPLY, INC.           | KANSAS CITY | MO           | 12/27/2010     | 159741                |
| <a href="#">NED986382133</a> | SMITH SYSTEMS TRANSPORTATION, INC.  | SCOTTSBLUFF | NE           | 11/22/2010     | 472690                |
| <a href="#">NED056051915</a> | TRANSWOOD LOGISTICS, INC.           | OMAHA       | NE           | 3/9/2010       | 266865                |
| <a href="#">NED001792910</a> | UNION PACIFIC RAILROAD COMPANY      | OMAHA       | NE           | 2/28/2010      | R-1536                |
| <a href="#">NE0000080589</a> | TRANSWOOD, INC.                     | OMAHA       | NE           | 5/15/2010      | 540777                |
| <a href="#">NDR000008060</a> | OPTIC FUEL CLEAN INC                | FARGO       | ND           | 6/11/2010      | 1772823               |
| <a href="#">NCD980799142</a> | STAT, INC.                          | HUDSON      | NC           | 6/4/2010       | 460002                |
| <a href="#">MOW000000706</a> | LYNN WILSON TRUCKING                | BRUMLEY     | MO           | 8/3/2010       | 886255                |
| <a href="#">MOT300011160</a> | KIESEL CO.                          | ST. LOUIS   | MO           | 7/10/2010      | 77512                 |

| EPAID <input type="checkbox"/> | Company                                | City         | State | Expires    | Transporter ID |
|--------------------------------|--|--------------|-------|------------|----------------|
| <a href="#">MOT300011160</a>   | KIESEL CO.                             | ST. LOUIS    | MO    | 7/10/2010  | 77512          |
| <a href="#">MOR000533919</a>   | LIBERTY ENVIRONMENTAL AND RECYCLING    | MILLERSVILLE | MO    | 8/15/2010  | 1898491        |
| <a href="#">MOR000533562</a>   | MID AMERICA WASTE SOLUTIONS LLC        | CARTHAGE     | MO    | 7/13/2010  | 1891628        |
| <a href="#">MOR000524645</a>   | FILTRATION SYSTEMS INDUSTRIES, LLC     | ST. CHARLES  | MO    | 10/14/2010 | 1094274        |
| <a href="#">MOR000522391</a>   | J&M HAULING, INC.                      | MACKS CREEK  | MO    | 6/4/2010   | 907075         |
| <a href="#">MOR000521179</a>   | SUNBELT ENVIRONMENTAL SERVICES, INC.   | SPRINGFIELD  | MO    | 1/27/2011  | 548116         |
| <a href="#">MOR000521039</a>   | RS USED OIL SERVICES, INC.             | JACKSON      | MO    | 4/26/2010  | 758189         |
| <a href="#">MOR000516054</a>   | D&L USED OIL SERVICES, INC.            | WILLIAMSBURG | MO    | 11/19/2010 | 1181354        |
| <a href="#">MOR000508838</a>   | NEI TRANSPORT, LLC                     | DUENWEG      | MO    | 2/15/2010  | 676270         |
| <a href="#">MOR000504993</a>   | AMERICAN-KLEEN, INCORPORATED           | POPLAR BLUFF | MO    | 1/10/2011  | 987684         |
| <a href="#">MOR000504688</a>   | KINGSTON ENVIRONMENTAL SERVICES, INC.  | KANSAS CITY  | MO    | 3/13/2010  | 536294         |
| <a href="#">MOR000504423</a>   | RS USED OIL SERVICES, INC.             | SPRINGFIELD  | MO    | 4/26/2010  | 758189         |
| <a href="#">MOR000504381</a>   | SUPERIOR TRANSPORTATION LOGISTICS, LLC | ST. LOUIS    | MO    | 10/27/2010 | 952829         |

| EPAID <input type="checkbox"/> | Company                                | City          | State | Expires    | Transporter ID |
|--------------------------------|--|---------------|-------|------------|----------------|
| <a href="#">MOR000504373</a>   | SUPERIOR TRANSPORTATION LOGISTICS, LLC | SPRINGFIELD   | MO    | 10/27/2010 | 952829         |
| <a href="#">MOR000501981</a>   | AATCO                                  | DUENWEG       | MO    | 7/24/2010  | 513601         |
| <a href="#">MOR000501973</a>   | R & R TRUCKING, INCORPORATED           | DUENWEG       | MO    | 12/5/2010  | 382936         |
| <a href="#">MOR000041764</a>   | SEMO PORT RAILROAD, INC.               | SCOTT CITY    | MO    | 9/12/2010  | R-2380         |
| <a href="#">MOR000040816</a>   | FUTURE ENVIRONMENTAL, INC.             | PALMYRA       | MO    | 6/10/2010  | 629276         |
| <a href="#">MOR000036657</a>   | MISSOURI DEPARTMENT OF TRANSPORTATION  | SIKESTON      | MO    | 8/14/2010  | 1124373        |
| <a href="#">MOR000034082</a>   | CEDAR COUNTY BARN                      | STOCKTON      | MO    | 12/3/2010  | 1158680        |
| <a href="#">MOR000011452</a>   | HERITAGE TRANSPORT, LLC                | BELLEFONTAINE | MO    | 3/6/2010   | 314460         |
| <a href="#">MOR000008334</a>   | CITY OF KANSAS CITY, MISSOURI          | KANSAS CITY   | MO    | 6/26/2010  | 1255346        |
| <a href="#">MOR000001826</a>   | SPECIAL WASTE SERVICES                 | WARSAW        | MO    | 6/26/2010  | 1051369        |
| <a href="#">MOR000000976</a>   | BUCHHEIT TRUCKING SERVICE, INC.        | SCOTT CITY    | MO    | 10/20/2010 | 71052          |
| <a href="#">MOD999668968</a>   | SAFETY-KLEEN SYSTEMS, INC.             | SPRINGFIELD   | MO    | 2/17/2010  | 151288         |
| <a href="#">MOD985818491</a>   | QUALITY CARRIERS, INC.                 | SPRINGFIELD   | MO    | 4/25/2010  | 76600          |
| <a href="#">MOD985793132</a>   | BEELMAN TRUCK                          | STE.          | MO    | 9/16/2010  | 124260         |

| EPAID <input type="checkbox"/> | Company                                   | City             | State | Expires    | Transporter ID |
|--------------------------------|---|------------------|-------|------------|----------------|
|                                | CO.                                       | GENEVIEVE        |       |            |                |
| <a href="#">MOD981505555</a>   | HERITAGE TRANSPORT, LLC                   | KANSAS CITY      | MO    | 3/6/2010   | 314460         |
| <a href="#">MOD980973564</a>   | SAFETY-KLEEN SYSTEMS, INC.                | INDEPENDENCE     | MO    | 2/17/2010  | 151288         |
| <a href="#">MOD980971626</a>   | SAFETY-KLEEN SYSTEMS, INC.                | COLUMBIA         | MO    | 2/17/2010  | 151288         |
| <a href="#">MOD115825531</a>   | ENVIRONMENTAL RESTORATION, LLC            | FENTON           | MO    | 4/20/2010  | 801905         |
| <a href="#">MOD096733605</a>   | AMEREN                                    | ST. LOUIS        | MO    | 1/21/2011  | 51446          |
| <a href="#">MOD096733605</a>   | AMEREN                                    | MARYLAND HEIGHTS | MO    | 1/21/2011  | 51446          |
| <a href="#">MOD095486312</a>   | SAFETY-KLEEN SYSTEMS, INC.                | ST. CHARLES      | MO    | 2/17/2010  | 151288         |
| <a href="#">MOD095038998</a>   | TRI-STATE MOTOR TRANSIT CO.               | JOPLIN           | MO    | 6/3/2010   | 1007292        |
| <a href="#">MOD084396985</a>   | UNIVAR USA, INC.                          | SEATTLE          | WA    | 1/22/2011  | 28633          |
| <a href="#">MOD084396985</a>   | UNIVAR USA, INC.                          | REDMOND          | MO    | 1/22/2011  | 28633          |
| <a href="#">MOD064660194</a>   | ENVIRONMENTAL MANAGEMENT ALTERNATIVES INC | ST LOUIS         | MO    | 5/26/2010  | 1040498        |
| <a href="#">MOD045354156</a>   | ASHLAND, INC.                             | ST. LOUIS        | MO    | 10/23/2010 | 90502          |
| <a href="#">MOD041874546</a>   | APAC-MISSOURI, INC.                       | COLUMBIA         | MO    | 11/12/2010 | 208038         |
| <a href="#">MOD031102023</a>   | SUPERIOR EQUIPMENT COMPANY, INCORPORATED  | ST. LOUIS        | MO    | 4/27/2010  | 285288         |

| EPAID <input type="checkbox"/> | Company   | City           | State | Expires    | Transporter ID |
|--------------------------------|---|----------------|-------|------------|----------------|
| <a href="#">MOD031005341</a>   | ASHLAND, INC.   | ST. LOUIS      | MO    | 10/23/2010 | 90502          |
| <a href="#">MOD007908866</a>   | ENVIRONMENTAL SPECIALISTS, INC.                                 | KANSAS CITY    | MO    | 7/7/2010   | 397627         |
| <a href="#">MOD007158157</a>   | UNIVAR USA, INC.  | KANSAS CITY    | MO    | 1/22/2011  | 28633          |
| <a href="#">MOD006965859</a>   | KANSAS CITY SOUTHERN RAILWAY COMPANY                            | KANSAS CITY    | MO    | 12/5/2010  | R-1447         |
| <a href="#">MOD006290803</a>   | MIDWEST OIL REFINING COMPANY DBA EARL'S DRAIN OIL SERVICE, INC. | ST. LOUIS      | MO    | 2/5/2010   | 660520         |
| <a href="#">MOD000823229</a>   | UNIVAR USA, INC.  | SPRINGFIELD    | MO    | 1/22/2011  | 28633          |
| <a href="#">MOD000669051</a>   | SAFETY-KLEEN SYSTEMS, INC.                                      | CAPE GIRARDEAU | MO    | 2/17/2010  | 151288         |
| <a href="#">MO0000374967</a>   | WEIDINGER CHEVROLET, INC.                                       | VIENNA         | MO    | 4/10/2010  | 1591907        |
| <a href="#">MNT280011586</a>   | OSI ENVIRONMENTAL, INC.   | EVELETH        | MN    | 10/19/2010 | 366793         |
| <a href="#">MNS000136671</a>   | ERIC PENDERSON LITTLE H TRUCKING                                | VERNON CENTER  | MN    | 11/20/2010 | 1736315        |
| <a href="#">MNS000110924</a>   | SWDI LOGISTICS, LLC   | BLAINE         | MN    | 5/4/2010   | 1348411        |
| <a href="#">MND98261180</a>    | LAWRENCE TRANSPORTATION COMPANY                                 | ROCHESTER      | MN    | 10/1/2010  | 124408         |
| <a href="#">MND102276011</a>   | D BISCOE TRUCKING LLC   | NEWPORT        | MN    | 9/30/2010  | 1894996        |
| <a href="#">MND048341788</a>   | BNSF RAILWAY  | TOPEKA         | KS    | 11/20/2010 | R-1497         |

| EPAID <input type="checkbox"/> | Company                                       | City             | State | Expires    | Transporter ID |
|--------------------------------|---|------------------|-------|------------|----------------|
|                                | COMPANY                                       |                  |       |            |                |
| <a href="#">MND044176113</a>   | PIONEER TANK LINES, INC.                      | AFTON            | MN    | 5/14/2010  | 124590         |
| <a href="#">MND006962419</a>   | NORTHERN STATES POWER COMPANY DBA XCEL ENERGY | ST. PAUL         | MN    | 7/23/2010  | 211635         |
| <a href="#">MIT270012321</a>   | HAROLD MARCUS LIMITED                         | BOTHWELL N0P 1C0 | ON    | 10/7/2010  | 258108         |
| <a href="#">MIR000039701</a>   | S & C TRANSPORT, INC.                         | DETROIT          | MI    | 9/5/2010   | 207991         |
| <a href="#">MIR000019554</a>   | PVS TRANSPORTATION, INC.                      | DETROIT          | MI    | 6/2/2010   | 670832         |
| <a href="#">MIR000002881</a>   | FORTRESS TRUCKING LIMITED                     | GUELPH N3H 6J3   | ON    | 4/13/2010  | 620891         |
| <a href="#">MIK625426333</a>   | PARTS CLEANING TECHNOLOGIES, LLC              | DETROIT          | MI    | 6/8/2010   | 1046843        |
| <a href="#">MID985568021</a>   | CHEMICAL ANALYTICS, INC.                      | ROMULUS          | MI    | 11/13/2010 | 395452         |
| <a href="#">MID981956063</a>   | VALLEY CITY ENVIRONMENTAL SERVICES            | GRAND RAPIDS     | MI    | 1/24/2011  | 175218         |
| <a href="#">MID980606287</a>   | INLAND WATERS POLLUTION CONTROL, INC.         | DETROIT          | MI    | 5/29/2010  | 1671364        |
| <a href="#">MID021087275</a>   | NORTRU, INC.                                  | DETROIT          | MI    | 7/2/2010   | 337503         |
| <a href="#">MI0000263871</a>   | EQ INDUSTRIAL SERVICES, INC.                  | YPSILANTI        | MI    | 5/15/2010  | 786781         |
| <a href="#">MAD985286988</a>   | TRIUMVIRATE ENVIRONMENTAL                     | SOMERVILLE       | MA    | 10/5/2010  | 361305         |

| EPAID <input type="checkbox"/> | Company  | City          | State | Expires    | Transporter ID |
|--------------------------------|--|---------------|-------|------------|----------------|
|                                | INC  |               |       |            |                |
| <a href="#">MAD084814136</a>   | EQ NORTHEAST, INC.                             | WRENTHAM      | MA    | 2/12/2011  | 157372         |
| <a href="#">MAD039322250</a>   | CLEAN HARBORS ENVIRONMENTAL SERVICES, INC.     | NORWELL       | MA    | 5/26/2010  | 180743         |
| <a href="#">LAR000045963</a>   | DUPRE TRANSPORT, LLC                           | LAFAYETTE     | LA    | 11/13/2010 | 214438         |
| <a href="#">LAR000030106</a>   | CUSTOM ECOLOGY, INC.                           | WALKER        | LA    | 3/5/2010   | 610857         |
| <a href="#">LAR000024919</a>   | PHILIP SERVICES/LOUISIANA                      | LAFAYETTE     | LA    | 2/20/2010  | 243403         |
| <a href="#">LAD980796627</a>   | STRANCO, INC.                                  | ABITA SPRINGS | LA    | 3/12/2010  | 232793         |
| <a href="#">LA0000365668</a>   | LAMP RECYCLERS OF LOUISIANA, INC. (LEI)        | INDEPENDENCE  | LA    | 3/16/2011  | 576630         |
| <a href="#">KYO000967653</a>   | PERDUE ENVIRONMENTAL CONTRACTING COMPANY, INC. | NICHOLASVILLE | KY    | 11/29/2010 | 489151         |
| <a href="#">KSR000508879</a>   | ENVIRONMENTAL ENERGY INC                       | TOPEKA        | KS    | 10/16/2010 | 1911728        |
| <a href="#">KSR000508168</a>   | DUPREE TESTING SERVICE INC                     | HUTCHINSON    | KS    | 7/10/2010  | 1875317        |
| <a href="#">KSR000508085</a>   | DIBBON LAND AND CATTLE INC                     | JUNCTION CITY | KS    | 2/23/2010  | 943047         |
| <a href="#">KSR000507715</a>   | BILLDEE INC                                    | ABILENE       | KS    | 10/2/2010  | 1416062        |
| <a href="#">KSR000507657</a>   | RELIABLE FREIGHT                               | ABILENE       | KS    | 3/6/2010   | 291455         |

| EPAID <input type="checkbox"/> | Company   | City         | State | Expires    | Transporter ID |
|--------------------------------|---|--------------|-------|------------|----------------|
|                                | LINES INC   |              |       |            |                |
| <a href="#">KSR000506667</a>   | KARL TRUCKING LLC   | ABILENE      | KS    | 3/19/2010  | 811963         |
| <a href="#">KSD985016047</a>   | HAZ-MAT RESPONSE, INC.  | OLATHE       | KS    | 8/13/2010  | 555940         |
| <a href="#">KSD984969238</a>   | BARTON SOLVENTS, INC. - KANSAS CITY BRANCH  | KANSAS CITY  | KS    | 8/30/2010  | H-1804         |
| <a href="#">KSD984969238</a>   | BARTON SOLVENTS, INC.   | DES MOINES   | IA    | 9/23/2010  | 2516           |
| <a href="#">KSD057889313</a>   | ASHLAND, INC.   | SOUTH BEND   | IN    | 10/23/2010 | 90502          |
| <a href="#">KSD054757646</a>   | SOLOMON CORPORATION   | SOLOMON      | KS    | 7/23/2010  | 72332          |
| <a href="#">KS7680090001</a>   | U.S. ENVIRONMENTAL PROTECTION AGENCY  | KANSAS CITY  | KS    | 6/26/2010  | 1127643        |
| <a href="#">KS0000336891</a>   | SAVANNAH TRANSPORT, INC.  | TOPEKA       | KS    | 8/7/2010   | 684806         |
| <a href="#">INR000104224</a>   | SUPERIOR TRANSPORTATION LOGISTICS, LLC  | INDIANAPOLIS | IN    | 10/27/2010 | 952829         |
| <a href="#">INR000022798</a>   | SIEMENS WATER TECHNOLOGIES TRANSPORT CORP. FORMERLY KNOWN AS USFILTER TRANSPORT, INC. | SOUTH BEND   | IN    | 8/5/2010   | 828559         |
| <a href="#">INR000018960</a>   | GARDNER TRANSPORT SERVICES, INC.  | INDIANAPOLIS | IN    | 6/2/2010   | 727828         |
| <a href="#">IND984957563</a>   | K-COM TRANSPORT   | FORT WAYNE   | IN    | 8/2/2010   | 727198         |

| EPAID <input type="checkbox"/> | Company                          | City         | State | Expires    | Transporter ID |
|--------------------------------|----------------------------------|--------------|-------|------------|----------------|
|                                | SERVICES, INC.                   |              |       |            |                |
| <a href="#">IND984874602</a>   | CLEAN STREAMS, INC.              | HAMMOND      | IN    | 3/20/2010  | 392028         |
| <a href="#">IND984868406</a>   | NEIER INC                        | COATSVILLE   | IN    | 2/3/2011   | 394563         |
| <a href="#">IND098958283</a>   | CONSOLIDATED RECYCLING CO., INC. | TROY         | IN    | 9/4/2010   | 232146         |
| <a href="#">IND058484114</a>   | HERITAGE TRANSPORT, LLC          | INDIANAPOLIS | IN    | 3/6/2010   | 314460         |
| <a href="#">IND000646943</a>   | THUNDERBIRD TRUCKING LLC         | EAST CHICAGO | IN    | 7/23/2010  | 446276         |
| <a href="#">IN0000640847</a>   | R. L. CARTER TRUCKING, INC.      | CLAYTON      | IN    | 4/16/2010  | 579202         |
| <a href="#">IN0000351387</a>   | LIGHTING RESOURCES, LLC          | ONTARIO      | CA    | 5/1/2010   | 568970         |
| <a href="#">ILR000151365</a>   | WC INDUSTRIAL LLC                | ROCKFORD     | IL    | 2/18/2010  | 1712144        |
| <a href="#">ILR000130062</a>   | HERITAGE - CRYSTAL CLEAN, LLC    | ELGIN        | IL    | 10/27/2010 | 831633         |
| <a href="#">ILR000126920</a>   | STERICYCLE, INC.                 | ST. LOUIS    | MO    | 12/19/2010 | 397962         |
| <a href="#">ILR000118190</a>   | INTER-RAIL SYSTEMS, INC.         | MOUNDS       | IL    | 4/14/2010  | 917412         |
| <a href="#">ILR000107088</a>   | ILLINI ENVIRONMENTAL, INC.       | CASEYVILLE   | IL    | 9/28/2010  | 1035665        |
| <a href="#">ILR000106559</a>   | JBS OIL                          | IUKA         | IL    | 5/6/2010   | 954041         |
| <a href="#">ILR000106211</a>   | FIRST CHOICE LOGISTICS, INC.     | CHICAGO      | IL    | 10/27/2010 | 328103         |

| EPAID <input type="checkbox"/> | Company                                 | City         | State | Expires    | Transporter ID |
|--------------------------------|---|--------------|-------|------------|----------------|
| <a href="#">ILR000103184</a>   | RS USED OIL SERVICES, INC.              | MONEE        | IL    | 4/26/2010  | 758189         |
| <a href="#">ILR000068841</a>   | SLAY TRANSPORTATION CO., INC.           | ST. LOUIS    | MO    | 5/4/2010   | 77890          |
| <a href="#">ILR000019588</a>   | ENVIROVAC WASTE TRANSPORT SYSTEMS, INC. | JACKSONVILLE | IL    | 10/2/2010  | 638551         |
| <a href="#">ILR000007047</a>   | ENVIRONMENTAL WASTE SERVICES, INC.      | ELBURN       | IL    | 2/25/2011  | 526006         |
| <a href="#">ILD984919498</a>   | AREA DISPOSAL SERVICE, INC.             | PEORIA       | IL    | 3/31/2010  | 381292         |
| <a href="#">ILD984831396</a>   | FUTURE ENVIRONMENTAL, INC.              | MOKENA       | IL    | 6/10/2010  | 629276         |
| <a href="#">ILD984774331</a>   | ALTOM TRANSPORT, INC.                   | CHICAGO      | IL    | 5/5/2010   | 297572         |
| <a href="#">ILD981957236</a>   | SET ENVIRONMENTAL, INC.                 | WHEELING     | IL    | 11/15/2010 | 232773         |
| <a href="#">ILD981195720</a>   | COAL CITY COB COMPANY, INC.             | AVALON       | TX    | 4/2/2010   | 307244         |
| <a href="#">ILD053980272</a>   | MIDWEST SANITARY SERVICE, INC.          | WOOD RIVER   | IL    | 12/12/2010 | 448016         |
| <a href="#">ILD047267364</a>   | ADCOM EXPRESS, INC.                     | TINLEY PARK  | IL    | 7/23/2010  | 192081         |
| <a href="#">ILD009848193</a>   | PEORIA DISPOSAL COMPANY                 | PEORIA       | IL    | 3/23/2010  | 178551         |
| <a href="#">ILD007814825</a>   | BEELMAN TRUCK                           | EAST ST.     | IL    | 9/16/2010  | 124260         |

| EPAID ☐                      | Company   | City           | State | Expires    | Transporter ID |
|------------------------------|---|----------------|-------|------------|----------------|
|                              | CO.   | LOUIS          |       |            |                |
| <a href="#">ILD006969580</a> | TERMINAL RAILROAD ASSOCIATION OF ST. LOUIS      | ST. LOUIS      | MO    | 6/6/2010   | R-1458         |
| <a href="#">ILD006493191</a> | SCHIBER TRUCK COMPANY, INC.                     | HARTFORD       | IL    | 2/3/2011   | 164297         |
| <a href="#">ILD005070495</a> | EMCO CHEMICAL DISTRIBUTORS, INC.                | NORTH CHICAGO  | IL    | 3/20/2010  | 373855         |
| <a href="#">ILD000666206</a> | ENVIRITE OF ILLINOIS, INC.                      | HARVEY         | IL    | 3/27/2010  | 670850         |
| <a href="#">IAT200010049</a> | RUAN TRANSPORT CORPORATION                      | DES MOINES     | IA    | 4/10/2010  | 55787          |
| <a href="#">IAR000503391</a> | UNIFIED CONTRACTING SERVICES, INC.              | DES MOINES     | IA    | 4/28/2010  | 1216480        |
| <a href="#">IAD984591032</a> | SEARLE PETROLEUM, DIV. OF RED GIANT OIL COMPANY | COUNCIL BLUFFS | IA    | 10/7/2010  | 53312          |
| <a href="#">IAD087125936</a> | BARTON SOLVENTS, INC. - BETTENDORF BRANCH       | BETTENDORF     | IA    | 8/17/2010  | H-1756         |
| <a href="#">IAD020201604</a> | JEBRO INCORPORATED                              | SIOUX CITY     | IA    | 10/19/2010 | 245090         |
| <a href="#">IA0000109827</a> | A-TEC RECYCLING, INC.                           | DES MOINES     | IA    | 5/18/2010  | 555039         |
| <a href="#">GAR000020131</a> | UNIVERSAL ENVIRONMENTAL SERVICES, LLC           | PEACHTREE CITY | GA    | 1/26/2010  | 1215088        |
| <a href="#">GAD981269095</a> | MCF SYSTEMS ATLANTA, INC.                       | DECATUR        | GA    | 3/17/2010  | 491640         |

| <b>EPAID</b> □               | <b>Company</b>                          | <b>City</b>  | <b>State</b> | <b>Expires</b> | <b>Transporter ID</b> |
|------------------------------|---|--------------|--------------|----------------|-----------------------|
| <a href="#">FLR000067157</a> | LANDSTAR RANGER, INC.                   | JACKSONVILLE | FL           | 7/25/2010      | 241572                |
| <a href="#">FLR000057414</a> | QUALITY CARRIERS, INC.                  | TAMPA        | FL           | 4/25/2010      | 76600                 |
| <a href="#">FLD982105884</a> | A. R. PAQUETTE & COMPANY, INC.          | DELAND       | FL           | 8/25/2010      | 495716                |
| <a href="#">FLD087331369</a> | MCKENZIE TANK LINES, INC.               | TALLAHASSEE  | FL           | 8/5/2010       | 89896                 |
| <a href="#">DER000002741</a> | SENTINEL TRANSPORTATION, LLC            | WILMINGTON   | DE           | 4/24/2010      | 613084                |
| <a href="#">COR000005389</a> | CAST TRANSPORTATION                     | HENDERSON    | CO           | 4/7/2010       | 29793                 |
| <a href="#">COD000218297</a> | NEVCO SERVICES INC                      | DENVER       | CO           | 6/17/2010      | 1398160               |
| <a href="#">CAT000624247</a> | M. P. ENVIRONMENTAL SERVICES, INC.      | BAKERSFIELD  | CA           | 4/28/2010      | 441566                |
| <a href="#">CAR000179382</a> | ENV ENVIRONMENTAL INTERNATIONAL INC     | BENICIA      | CA           | 10/5/2010      | 1799215               |
| <a href="#">CAR000177527</a> | PHILIP WEST INDUSTRIAL SERVICES         | LONG BEACH   | CA           | 11/13/2010     | 345811                |
| <a href="#">CAR000072462</a> | PRIDE TRANSPORTATION INC                | BAKERSFIELD  | CA           | 3/3/2010       | 846264                |
| <a href="#">CAR000054551</a> | HAZARDOUS MATERIAL TRANSPORTATION, INC. | SAN DIEGO    | CA           | 1/29/2010      | 809113                |

| <b>EPAID ☐</b>               | <b>Company</b>                   | <b>City</b>      | <b>State</b> | <b>Expires</b> | <b>Transporter ID</b> |
|------------------------------|----------------------------------|------------------|--------------|----------------|-----------------------|
| <a href="#">CAD982030173</a> | ECOLOGY CONTROL INDUSTRIES, INC. | TORRANCE         | CA           | 6/20/2010      | 197051                |
| <a href="#">CAD981634116</a> | RUST & SONS TRUCKING, INC.       | EL CAJON         | CA           | 1/9/2011       | 479041                |
| <a href="#">CAD072953771</a> | UNITED PUMPING SERVICE INC       | CITY OF INDUSTRY | CA           | 10/1/2010      | 217582                |
| <a href="#">CAD004778742</a> | STURGEON AND SON, INC.           | BAKERSFIELD      | CA           | 9/23/2010      | 428882                |
| <a href="#">AZT050010008</a> | CHEMICAL TRANSPORTATION, INC.    | RILLITO          | AZ           | 12/13/2010     | 187957                |
| <a href="#">AZD982403586</a> | ENGLUND EQUIPMENT CO.            | CASHION          | AZ           | 11/30/2010     | 95333                 |
| <a href="#">ARR000016733</a> | RINECO TRANSPORTATION, LLC       | BENTON           | AR           | 8/13/2010      | 1605447               |
| <a href="#">ARR000005405</a> | USED OIL SERVICE COMPANY, INC.   | SPRINGDALE       | AR           | 8/5/2010       | 452075                |
| <a href="#">ARD983267279</a> | UNIVERSAL TRANSPORT, INC.        | LITTLE ROCK      | AR           | 6/11/2010      | 313791                |
| <a href="#">ARD981513385</a> | LEE'S TRUCKING, INC.             | EL DORADO        | AR           | 4/29/2010      | 230400                |
| <a href="#">ARD089234884</a> | FUTUREFUEL CHEMICAL COMPANY      | BATESVILLE       | AR           | 7/30/2010      | 1639953               |
| <a href="#">ALR000038869</a> | CRST MALONE                      | TRUSSVILLE       | AL           | 7/16/2010      | 105790                |
| <a href="#">ALR000007237</a> | ACTION RESOURCES, INC.           | HANCEVILLE       | AL           | 6/13/2010      | 680185                |
| <a href="#">ALD983167891</a> | TCI OF ALABAMA                   | PELL CITY        | AL           | 3/19/2010      | 1785370               |

| EPAID ☐                      | Company                         | City              | State | Expires    | Transporter ID |
|------------------------------|---------------------------------|-------------------|-------|------------|----------------|
|                              | LLC                             |                   |       |            |                |
| <a href="#">ALD095704011</a> | SUTTLES TRUCK LEASING, INC.     | DEMOPOLIS         | AL    | 11/24/2010 | 226673         |
| <a href="#">ALD067138891</a> | ROBBIE D. WOOD, INC.            | DOLOMITE          | AL    | 12/14/2010 | 130504         |
| <a href="#">ALD067120196</a> | WILEY SANDERS TRUCK LINES, INC. | TROY              | AL    | 5/31/2010  | 122275         |
| <a href="#">ALD000622464</a> | CHEMICAL WASTE MANAGEMENT, INC. | EMELLE            | AL    | 1/19/2010  | 985468         |
| <a href="#">-----</a>        | DANNER MEDICAL, INC.            | POPLAR BLUFF      | MO    | 3/25/2010  | 1534275        |
| <a href="#">-----</a>        | ENSERV MIDWEST, LLC             | BOONVILLE         | MO    | 1/7/2011   | 1434960        |
|                              | WMLAMPTRACKER INC               | PHOENIX           | AZ    | 12/1/2010  | 1846707        |
|                              | MLAKE23 LLC                     | NORTH KANSAS CITY | MO    | 6/2/2010   | 1882126        |
|                              | DILLARD TRUCKING INC            | BYRON             | CA    | 11/6/2010  | 352045         |
|                              | DEAN MACHINERY COMPANY          | KANSAS CITY       | MO    | 4/28/2010  | 87258          |
|                              | DANIELS SHARPSMART INC          | VIRGINIA BEACH    | VA    | 6/30/2010  | 1295076        |

P.O. Box 176, Jefferson City, MO 65102  
800-361-4827 / 573-751-3176  
E-mail: [hazwaste@dnr.mo.gov](mailto:hazwaste@dnr.mo.gov)

Updated March 2012

# ANNEX I: PUBLIC WORKS

## PURPOSE

- A. This annex will organize the public works resources of Columbia and Boone County to enable them to repair and restore essential public facilities and services (including private utilities), remove debris, inspect damaged structures, as well as perform numerous other tasks essential to an effective emergency response.

## Situation AND ASSUMPTIONS

### SITUATION

- A. The following is a list of public works services for Columbia and Boone County. See Appendix 2 to this annex for contact information:
  - a. Electric Service - City of Columbia Utilities (Water and Light) and Boone Electric Cooperative (county), City of Centralia.
  - b. Natural Gas – Ameren U.E.
  - c. Water – Boone County Public Water Service (Consolidated Water District #1, and District #4 (Hallsville), District #9, District #10 (Centralia), and Columbia Water and Light.
  - d. Roads/Streets – Boone County Public Works, Columbia Public Works, Centralia Special Road District
  - e. Solid Waste – Cities of Columbia and Ashland, Centralia, and Hallsville collect trash, garbage and debris for their city residents.
  - f. Sanitary Sewer - Columbia Public Works sewer systems; private septic tanks. Boone County regional Sewer District.
  - g. Telephone – CenturyLink. Long Distance carriers: AT&T, MCI-World Com, US Sprint, Tel-Central, Telecom USA, Metro Media ITT, Prime Link Communications and LDDS Communications.
  - h. Cellular Phone Service – Cingular, U.S. Cellular, Nextel, Sprint., MVP Cellular.
- B. Outside and private resources are available to assist in public works activities should all local resources become committed.
- C. "Public Works," for the purposes of this plan, refers to electric, natural gas, water, streets/roads, bridges, sewer, solid waste/sanitation and telephone service.
- D. The critical systems that generally comprise public works are potential targets for terrorists (i.e., electrical systems, power stations, reservoirs, water plants, etc.). These facilities have emergency plans and procedures in place to monitor, protect, and maintain essential operations in order to protect life and property as well as bring about a prompt recovery. For additional information, see Annex N (Terrorism) and Annex E (Law Enforcement, Appendix 3, Attachment A) in this EOP. For further information regarding targets and other terrorism information, see Attachment I to Appendix 5 in the Basic Plan.

- E. As required by the Environmental Protection Agency (EPA), public drinking water systems serving more than 3,300 customers are to conduct vulnerability assessments by June 30, 2004 to protect against damage and contamination resulting from acts of terrorism, and/or natural and technological disasters. Results of the assessments are to be incorporated into the water system's existing emergency operations plan by Dec. 31, 2004, according to EPA requirements. For Boone County, water systems under this requirement include:
- a. The City of Columbia municipal system, which serves about 64,000 customers.
  - b. The University of Missouri, Columbia water system, which serves about 15,000 people.
  - c. The City of Centralia water system, which serves about 3,500 people.
  - d. Boone County Public Water Supply District # 1, serving about 18,621 people.
  - e. Boone County Public Water Supply District # 4, serving about 5,760 people.
  - f. Boone County Public Water Supply District # 9, serving about 8,000 people.
  - g. Boone County Public Water Supply District # 10, serving about 3,938 people.
  - h. Training and technical support in completing these assessments is being provided by the Missouri Rural Water Association, in conjunction with the Missouri Department of Natural Resources (Counter-Terrorism Office for Water Systems).
  - i. All other public drinking water supply systems in Boone County serve less than 3,300 people. They are also required to maintain and update their existing emergency operations plans, to include security measures for terrorism preparedness, with guidance provided from DRN.

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#### ASSUMPTIONS

- A. When a major disaster occurs, the local public works department(s) may not have adequate resources to deal with all potential problems immediately, and will need to assign tasks on a priority basis.
- B. Private resources are available in the county and municipalities to assist in public works activities.
- C. State and federal assistance will respond when called upon, but their ability to respond may be limited.
- D. Private utilities will cooperate as required.

#### CONCEPT OF OPERATIONS

Note: The time frames for performing these activities are listed in parentheses.

- A. City and county public works services and private utilities will assist with a variety of public works activities to include: debris removal, damage assessment, structural evaluations, emergency repairs to essential public works facilities, the stabilizing or demolishing of structures to reduce hazards, and the provision of water for human health needs and firefighting. (PREPAREDNESS, RESPONSE and RECOVERY).

- B. The Public Works Coordinator will coordinate all public works activities from the EOC and maintain contact with the on-scene incident commander. See Appendix 3 to the Basic Plan, Emergency Classification and Control Procedures. (PREPAREDNESS, RESPONSE and RECOVERY).
- C. Following any disaster, the public works section will be a major participant in the damage assessment activities described in Annex D. (RESPONSE).
- D. Public works personnel and equipment will be used for heavy rescue operations (such as removing debris). They will coordinate their efforts with the fire and rescue operations. (PREPAREDNESS, RESPONSE and RECOVERY).
- E. Personnel trained under the SAVE program can assist local jurisdictions and local building inspectors to provide essential demolition, cleanup or other related services and determine whether buildings affected by the disaster have not sustained serious damage and may be occupied, must be vacated temporarily, or should be demolished. See Section II, A, 1 of Annex D for additional information. (PREPAREDNESS, RESPONSE and RECOVERY).
- F. Architects, professional engineers, construction contractors, equipment dealers and other owners and operators of construction equipment should be contacted for the possible use of their services and equipment. See Appendix 2 to Annex G for additional resource lists. (PREPAREDNESS).
- G. In order to begin the recovery process while preserving evidence following a terrorism incident, debris at the disaster site may have to be transported to and analyzed at another location. Response and recovery operations may be complicated and delayed if the debris is contaminated. (PREPAREDNESS, RESPONSE and RECOVERY).
- H. In the event of a hazardous materials incident, county and city public works departments will assist the Incident Commander or the EOC staff as needed (i.e., provide barricades, construct dikes, etc.). It is recommended that public works personnel receive, at a minimum, awareness level hazardous materials training. See Annex H, Hazardous Materials Response, for additional information. (PREPAREDNESS and RESPONSE).

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The Public Works Functional Diagram is shown in Appendix 1 of this Annex.

### RESPONSIBILITIES

- A. The following individuals/departments have the primary responsibility to coordinate public works operations in their jurisdiction:
  - a. Columbia –The Public Works Director, who oversees the municipal public works department.
  - b. Boone County – The Public Works Director, who oversees the county public works department.
- B. The Public Works Coordinator has the following specific tasks:
  - a. Develop/maintain standard operations guidelines (SOGs) that address public works responsibilities and needs.

- b. Maintain resource list of equipment, personnel, etc. (the Columbia/Boone County EOP Resource Directory).
  - c. Establish agreements of understanding with area architects, engineers, construction contractors, equipment dealers and other private resources that can support public works operations.
  - d. Provide training for public works personnel (i.e., hazardous materials, first aid, etc.).
  - e. Provide for debris removal.
  - f. Establish a potable water supply for use in an emergency. Coordinate with water utilities.
  - g. Provide for emergency road and bridge repairs, close roads, establish detours, and construct barricades.
  - h. Provide sanitation services or coordinate with private contractors that provide this service.
  - i. Take steps to protect the water supply and sewage system if threatened (i.e., hazardous materials incident, terrorism, etc). Actions may include constructing dikes to contain runoff from hazardous materials and increasing security measures (erecting fencing and installing video surveillance equipment) at critical public works facilities.
  - j. Assist with search and heavy rescue operations as required under the direction of the Fire and Rescue Coordinator.
  - k. Conduct damage assessments for roads, bridges, buildings, and any other structures as necessary. Report information to the Damage Assessment Coordinator.
  - l. Coordinate restoration of utility services, especially for critical and essential facilities.
  - m. Participate in cleanup and recovery operations.
  - n. Inspect, designate, and demolish hazardous structures.
  - o. Drain flooded areas where necessary.
  - p. Following an earthquake, determine the safety of: emergency operations facilities (EOC), public shelters, and evacuation routes (including airstrips/airports).
- C. The following departments will support public works activities:
- a. Columbia Parks and Recreation Department
    - i. Debris clearance
    - ii. Street closures and barricade placement
    - iii. Damage assessment
  - b. Code Enforcement Officer
    - i. Inspect damaged structures
    - ii. Damage assessment
    - iii. Coordinate with sanitation services
- D. The private utility companies (see Appendix 2 to this Annex) are responsible for the direction and control of the services they provide to their customers. These companies are not under the day-to-day control of the county and city governments. Specific tasks include:
- a. Coordinate response activities with the Public Works Coordinator (EOC Direction and Control staff) regarding restoration of services.
  - b. Restore services.

- c. Support Resource and Supply with equipment, manpower, etc.

#### DIRECTION AND CONTROL

- A. All public works activities will be coordinated and assigned from the EOC.
- B. The Public Works Coordinator will locate to the EOC and operate from there. Public works personnel in the field (including utility companies) will keep the EOC informed of their activities.
- C. Outside resources (such as contractors) will be under the direct control of their own supervisors, but will be deployed by the EOC and assigned tasks by the site commanders.

#### CONTINUITY OF GOVERNMENT

- A. Line of Succession - Public Works Coordinator
  - a. City of Columbia
    - i. Public Works Director
    - ii. Operations Manager
    - iii. Engineering & Inspections Manager
  - b. Boone County
    - i. Public Works Director
    - ii. Maintenance Manager
    - iii. D& C Manager
- B. Emergency operations for Columbia/Boone County will be conducted from the EOC. If the EOC becomes inoperable or unusable, an alternate EOC would be utilized (see Annex A, Direction and Control).

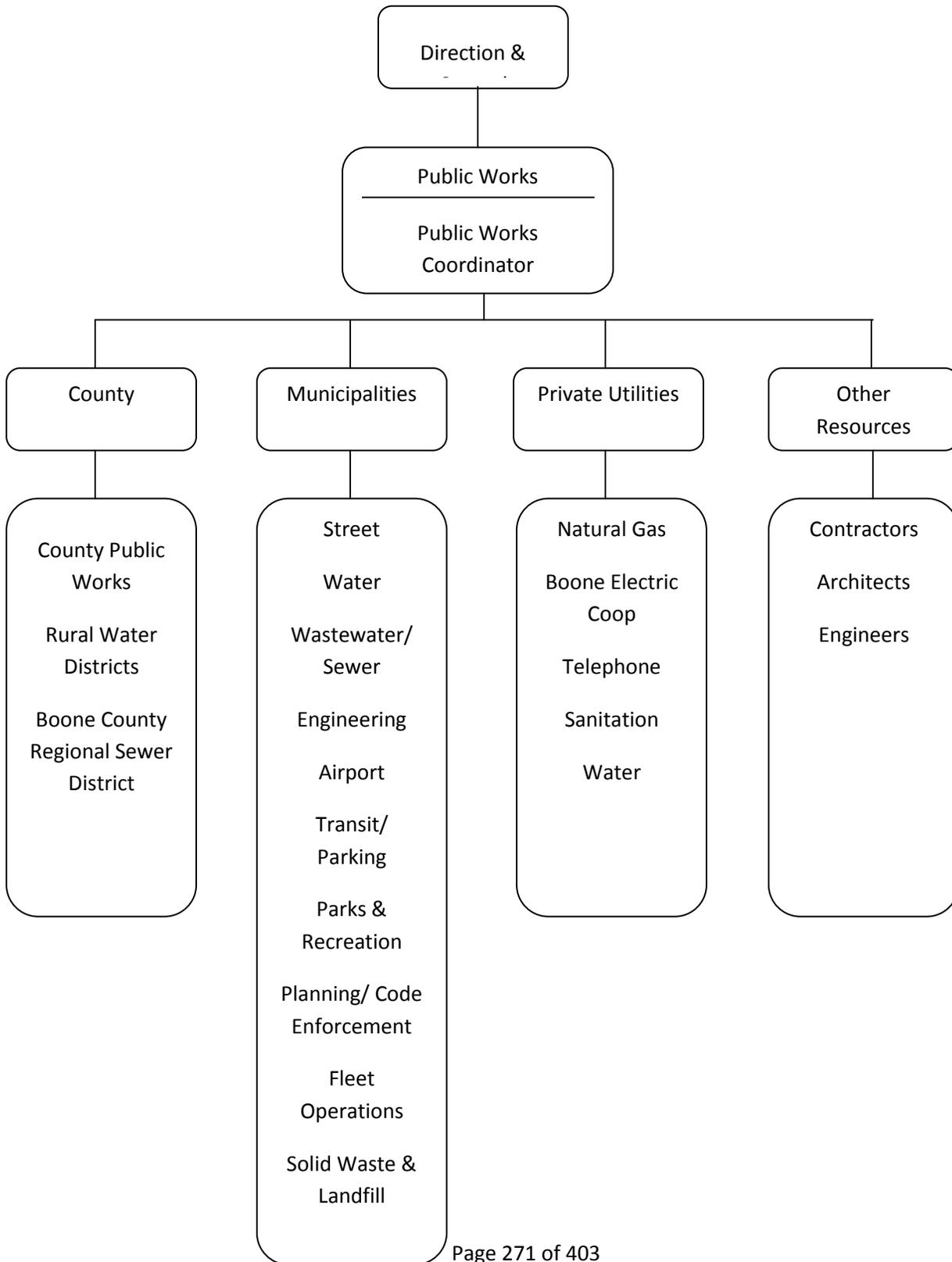
#### ADMINISTRATION AND LOGISTICS

- A. Overall administration of public works emergency response will be by normal day-to-day procedures. Any deviation from normal procedures must have approval of the chief elected official (i.e., hiring outside contractors, emergency supply purchases, etc.). City and county purchasing procedures will be followed as appropriate. Emergency purchasing procedures are identified in Appendices 3 and 4 to Annex G (Resource and Supply).
- B. Public works services will provide limited logistical support for emergency power, fuel, etc., for response personnel during emergency operations. Annex G – Resources and Supply will assist with supply matters.

#### APPENDICES

1. Public Works Functional Diagram
2. Utilities for Columbia and Boone County
3. Columbia and Boone County Public Works Equipment Inventory
4. Columbia and Boone County Public Works Departments Emergency Call List
5. SOG for Emergency Repairs

ANNEX I APPENDIX 1: PUBLIC WORKS FUNCTIONAL DIAGRAM



*See Resource Directory for contact information*

ANNEX I APPENDIX 3: COLUMBIA /BOONE COUNTY PUBLIC WORKS EQUIPMENT  
INVENTORY

**See Resource Directory for listing of Equipment**

## ANNEX I APPENDIX 4: COLUMBIA/BOONE COUNTY PUBLIC WORKS EMERGENCY CALL UP LIST

Both the City of Columbia and Boone County maintain an updated call list of personnel for their Public Works Departments. These lists are kept on file with the respective departments and the Columbia/Boone County Emergency management Director.

- A. It is assumed that each public works organization will have its own specialized priorities for emergency repairs. Part B below consists of general guidelines for such repairs following a disaster.
- B. Guidelines:
  - a. Clear debris and make repairs to roads and bridges that are impeding rescue crews and equipment (lifesaving).
  - b. Restore services to facilities with special needs (nursing homes, temporary shelters, etc.).
  - c. Repair roads and bridges which have isolated people.
  - d. Restore services to schools, critical facilities, and businesses.
  - e. Make any necessary repairs to expedite recovery.
  - f. Again, these are just general guidelines and each disaster will have a different set of circumstances so each problem must be judged on a case-by-case basis and priorities established at that time.

# ANNEX J: EVACUATION

(Note: Specific evacuation routes are not predetermined for Columbia/Boone County. Determination of specific evacuation routes will be made at the time of an actual event and need, as is it unknown beforehand what evacuation routes will be available or effected by an event. Availability of routes will be published accordingly and made available to the public as indicated in this Annex.)

## PURPOSE

- A. This annex will outline evacuation operations for the City of Columbia and Boone County, which would be applicable to small, localized situations, as well as a large-scale evacuation.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Boone County is vulnerable to flooding, dam failure, hazardous materials incidents, and terrorist threats, including those using weapons of mass destruction (WMD), all of which could require an evacuation. This includes Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) weapons. For more information, see Annex N (Terrorism) in this EOP. (Flood plain maps for the city and county are kept on file at the city public works department and the county planning office.
- B. Boone County has identified facilities which store, use, or produce hazardous materials. This listing is kept on file with the local fire department and the Boone County Local Emergency Planning Committee (LEPC).
- C. The hospitals, nursing homes, schools, and other facilities will require special planning considerations if an evacuation is ordered. See Appendix 2 to this Annex for a listing of such facilities.
- D. Boone County is home to the University of Missouri-Columbia main campus, as well as two other colleges, State agency facilities, and city and county government facilities. These facilities, along with manufacturing locations, recreational sites, and other installations, could be considered targets for terrorism.
- E. In the event that an evacuation is necessitated as a result of a hazardous materials incident, see Appendix 4 of this annex for special evacuation procedures.
- F. Should an evacuation ever be necessitated as a result of a terrorist incident/attack, procedures in Appendix 4-Section III B (for hazardous materials) may be followed as general guidelines. Also, see Terrorism Incidents/Dirty Bomb Action Plan in Annex H (Hazardous Materials) Appendix 9, and Protection Against Terrorism procedures in Annex E (Law Enforcement) Appendix 3 Attachment C. For a map showing the location of shelter facilities for Columbia and Boone County evacuees, see Appendix 6 to this annex.

### ASSUMPTIONS

- A. In almost every emergency situation requiring an evacuation, a number of people will evacuate on their own volition.

- B. Most of the persons in the affected area will receive and follow the evacuation instructions. However, a certain portion of the population will not get the information, will not understand it, or purposely not follow directions.
- C. Panic by evacuees should not be a problem as long as adequate information is furnished by the government.
- D. Evacuation will be primarily by family groups using privately-owned vehicles, while persons without automobiles are to be provided transportation.
- E. Short and long term planning should be accomplished in order to provide for identification of safe, secure, and reliable evacuation routes that could possibly be utilized.
- F. Response and recovery efforts will more than likely include questioning of evacuees following a terrorist event. Evacuation facilities and routes will likely incur additional burden because of this type of incident.

## CONCEPT OF OPERATIONS

NOTE: The time frames for performing these actions are listed in parentheses.

- A. The ultimate responsibility for ordering an evacuation, except for hazardous materials incidents, rests with local government; hence, it should only be implemented by the chief elected official or a designated successor. (PREPAREDNESS and RESPONSE)
- B. The duration of the evacuation will be determined by the chief elected officials present based on technical information furnished by federal, state, and local agencies. (PREPAREDNESS and RESPONSE)
- C. Certain day-to-day governmental activities will be curtailed during evacuation operations. The degree to which this is necessary will depend upon the amount of local resources which have been committed to the emergency. (PREPAREDNESS, RESPONSE, and RECOVERY)
- D. Transportation is to be provided for patients/residents of organizations requiring care of functional needs individuals (i.e., hospitals, nursing homes, schools, etc.). Appendix 2 to this Annex lists these facilities in Columbia and Boone County. Transportation will be provided as best as possible for other residents with mobility needs who do not reside in the above facilities. (PREPAREDNESS and RESPONSE)
- E. During the evacuation, staging areas and pickup points are to be identified to provide transportation for those persons without any means of transportation as designated in Appendix 3 of this Annex. (PREPAREDNESS and RESPONSE)
- F. If necessary, relocate personnel, supplies, and equipment to a reception area. Make provisions for transporting essential personnel to and from the risk area. (PREPAREDNESS, RESPONSE, and RECOVERY)
- G. Rest areas should be established along the movement routes if necessary so that evacuees can obtain fuel, water, medical aid, vehicle maintenance, information, and comfort facilities. (PREPAREDNESS and RESPONSE)
- H. Private organizations such as service stations, fuel distributors, and bus companies will facilitate evacuation operations. (PREPAREDNESS and RESPONSE)

- I. Reentry into the evacuated area is to begin after the area has been declared safe by local, state, and/or federal officials. (RECOVERY)

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The diagram for the Evacuation Function is located in Appendix 1 of this Annex.
- B. The chief executive officer of the jurisdiction (i.e., Presiding Commissioner and/or Mayor, Manager, etc.) is ultimately responsible for ordering an evacuation.
- C. The Evacuation Coordinator for Columbia is to be the joint responsibility of the Chief of Police and Fire Chief or their designee. For Boone County, it will be the joint responsibility of the County Sheriff and Fire Chief (or their designee) of the responding district. This Coordinator is to control evacuation operations from the EOC when it has been activated, or on-scene in a limited evacuation. The Evacuation Coordinator is also responsible for:
  - a. Designating primary and alternate evacuation routes and indicating these routes on a map.
  - b. Estimating traffic capacities for the evacuation routes and the amount of time for completing the evacuation.
  - c. Estimating the number of people requiring transportation from the evacuation area and identifying the means to transport them.
  - d. Identifying potential problem areas along the evacuation routes (i.e., narrow bridges, weight restrictions, etc.)
  - e. The Public Information Officer is to coordinate with the Evacuation Coordinator and release evacuation information to the public.
  - f. The Resource and Supply Coordinator is to be designated at the time of EOC activation and is to be responsible for obtaining transportation to be used in the evacuation.
  - g. The Public Works Coordinator is to be responsible for assisting in the traffic movement by constructing barricades and removing debris from the roadways.
  - h. The Law Enforcement Coordinator is to be responsible for providing security in the evacuated area, as well as for vehicle security in the reception area (if this is within their jurisdiction).
  - i. The Evacuation Coordinator and the Reception and Care Coordinator are to coordinate the opening and closing of shelters.

## DIRECTION AND CONTROL

- A. All evacuation operations are to be coordinated through the EOC when activated.
- B. Should the order be given to evacuate the entire jurisdiction, evacuation operations are to be controlled from a nearby, safe location.

## CONTINUITY OF GOVERNMENT

- A. Lines of succession.
  - a. The lines of succession for the Evacuation Coordinators for Columbia are to be as follows:
    - i. City Police Department

1. Chief of Police
2. Deputy Chief of Police
3. Patrol Commander
- ii. City Fire Department
  1. Columbia Fire Chief
  2. Columbia Deputy Chief
  3. Columbia Fire Division Chief
- b. The lines of succession for the Evacuation Coordinators for Boone County are to be as follows:
  - i. County Sheriff's Office
    1. Sheriff
    2. Major
    3. Senior Officer
  - ii. County Fire Protection Districts
    1. Boone County Fire Protection District
      - a. Fire Chief
      - b. Deputy Chief
      - c. Assistant Chief
    2. Southern Boone County Fire Protection District
      - a. Fire Chief
      - b. Assistant Fire Chief
      - c. Captain

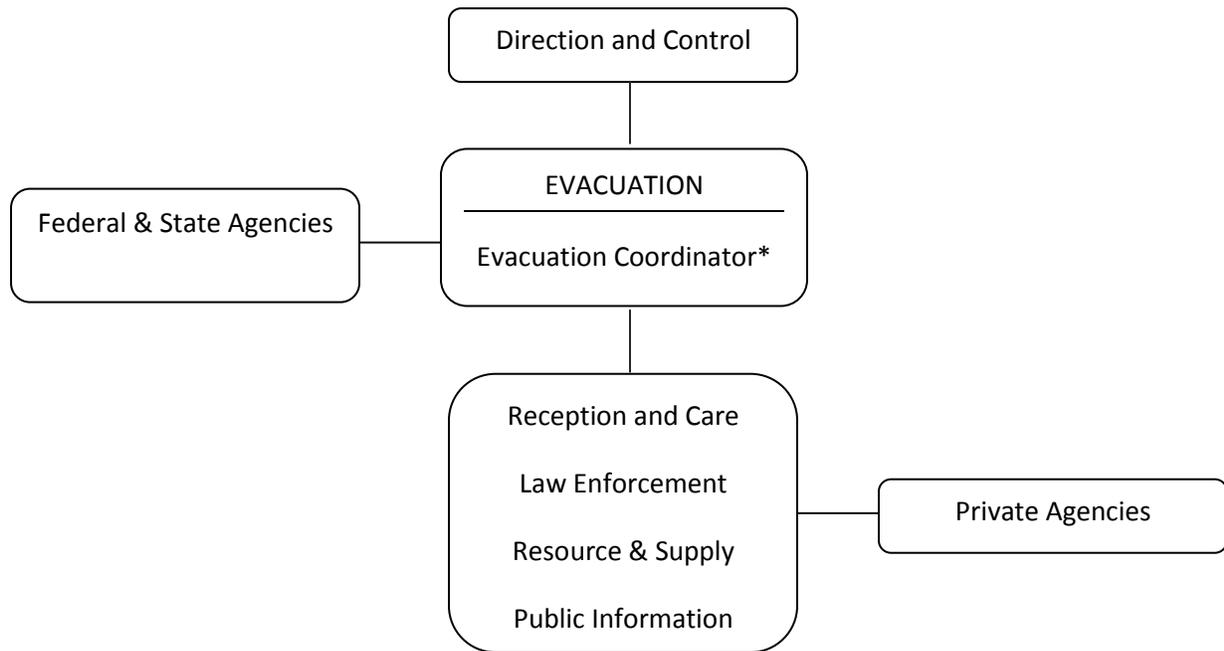
## ADMINISTRATION AND LOGISTICS

- A. Each jurisdiction is responsible for the procurement of its own essential supplies needed for evacuation operations, through normal procurement channels. The Resource and Supply Coordinator is to provide support (see Annex G for further information including emergency purchasing procedures).
- B. All county-owned and/or city-owned transportation is to be utilized to evacuate people and relocate essential resources. Formal arrangements for outside resources should be made (i.e., church buses, school buses).

## APPENDICES

1. Evacuation Functional Diagram
2. Special Facilities
3. Staging Areas
4. Hazardous Materials Incident Evacuation
5. Flood Evacuation
6. Evacuation/Shelter Facilities Locations – City of Columbia
7. Evacuation/Shelter Facilities Locations – Boone County
8. Record of Evacuation
9. Boone County Evacuation Map

ANNEX J APPENDIX 1: EVACUATION FUNCTIONAL DIAGRAM



Support from other agencies such as the Mo. Division of Family Services and American Red Cross, along with churches, public schools, etc., will enhance evacuation operations (i.e., assisting with sheltering, providing transportation, etc.).

\* joint responsibility

## ANNEX J APPENDIX 2: SPECIAL FACILITIES

### **HOSPITALS**

Boone Hospital Center (573) 815-8000  
1600 East Broadway  
Columbia, MO 65201

University Hospitals and Clinics (573) 882-4141  
One Hospital Drive  
Columbia, MO 65212

Columbia Regional Hospital (573) 875-9400  
404 Keene Street  
Columbia, Mo.

Harry S Truman Veterans Hospital (573) 814-6000  
800 Hospital Drive  
Columbia, Mo.

Ellis Fischel Cancer Center (573) 882-2100  
115 Business Loop 70 West  
Columbia, MO

### **NURSING HOMES/RESIDENTIAL CARE FACILITIES**

Ashland Health Care  
300 Henry Clay Blvd  
Ashland, MO 65010

Ashland Villa South Care  
301 Henry Clay Blvd-S  
Ashland, MO 65010

Boone County Group Home  
8105 Highway HH-E  
Columbia, MO 65202

Boone Retirement Center  
1623 Anthony Street  
Columbia, MO 65201

Bristol Manor Care  
610 Jefferson ST-N  
Centralia, MO 65240

Candlelight Lodge Care  
1406 Business Loop 70-W  
Columbia, MO 65201

Centralia Senior Center  
211 Bruton Street-W  
Centralia, MO 65240

Columbia Residential Care  
3104 Bluff Creek Drive  
Columbia, MO 65203

Columbia Manor Care  
2012 Nifong Blvd-E  
Columbia, MO 65203

Columbia Health Care  
1801 Towne Drive  
Columbia, MO 65202

Family Health Care  
2516 Forum Blvd.  
Columbia MO 65203

Family Health Care  
1506 Broadway  
Columbia, MO 65201

Guinn Nursing Center  
2501 Creasy Springs Road  
Columbia, MO 65202

Health Occupations Center  
500 Strawn Road  
Columbia, MO 65203

Home Instead Senior Care  
1412 I-70 Dr.-SW  
Columbia, MO 65203

Lenoir Community Care  
3612 Lenoir Street  
Columbia, MO 65201

Lenoir Manor Care  
3710 Lenoir Street  
Columbia, MO 65201

Lenoir Health Care  
3300 New Haven Avenue  
Columbia, MO 65201

Option Care Center  
3210 Bluff Creek Drive  
Columbia, MO 65203

Progressive Spine Rehab  
3301 Berrywood Drive  
Columbia, MO 65202

Regional Skilled Health  
300 Portland Street  
Columbia, MO 65202

South Hampton Place CC  
4700 Brandon Woods Street  
Columbia, MO 65203

Sturgeon Rest Home Care  
315 Stone ST-E  
Sturgeon, MO 65284

Sunset Rest Home Care  
721 Rollins ST-N  
Centralia, MO 65240

Williamsburg Care Center  
1201 Hunt Avenue  
Columbia, MO 65201

Hillcrest Care Center  
9415 N. Browns Station RD-N  
Columbia, MO 65202

**CHILD CARE CENTERS/PRESCHOOL/LICENSED HOME CARE**

ABC Day Care  
214 Divot Drive  
Columbia, MO 65201

Adventures in Learning  
6157 East Forsee Road  
Ashland, MO 65010

Apple School Child Care  
5155 S. Providence Road  
Columbia, MO 65203

Apple School W. Child Care  
1505 Mills Drive  
Columbia, MO 65201

Arahs Acres Care  
222 Elizabeth Street  
Hallsville, MO 65255

Brown Station Playschool  
3309 Brown Station Road  
Columbia, MO 65201

Building Blocks Child Care  
1508 E. Lexington Cir-S  
Columbia, MO 65201

Bus Stop Child Care  
4001 Waco Road  
Columbia, MO 65202

Child Development Care  
1112 East Broadway  
Columbia, MO 65201

Carter Child Care  
6801 Mt. Zion Rd-E  
Hallsville, MO 65203

Children's House Child Care  
915 Maryland Avenue  
Columbia, MO 65201

End of Rainbow Child Care  
2505 Old Highway 63-S  
Columbia, MO 65203

Country Day School  
2100 East Gans Road  
Columbia, MO 65203

Countryside Nursery School  
1320 Fairview Rd-S  
Columbia, MO 65201

Hand & Hand Day Care  
4030 Bearfield Rd-S  
Columbia, MO 65203

|  |   |   |
|--|---|---|
| Discovery Days<br>204 S. Ninth Street<br>Columbia, MO 65201              | Green Meadows Preschool<br>1000 Green Meadows RD-W<br>Columbia, MO 65202    | Heritage Hall Care<br>750 Highway 22-E<br>Centralia, MO 65240               |
| Great Beginnings<br>3804 Santiago Drive<br>Columbia, MO 65203            | Head Start Day Care<br>700 Fay Street<br>Columbia, MO 65201                 | Twin Woods<br>901 N. Sun Valley Drive<br>Columbia, MO 65240                 |
| Harrisburg Pre-School Care<br>450 Sexton St.-SW<br>Harrisburg, MO 65256  | Hinkson Infant/Toddler Nursery<br>1511 Hinkson Avenue<br>Columbia, MO 65201 | K.I.D.S. Child Care<br>114 Henry Clay Blvd.-S<br>Ashland, MO 65010          |
| Hinkson Children's Center<br>1505 Hinkson Avenue<br>Columbia, MO 65201   | Jumping Jacks Pre-School<br>702 Liberty Lane-E<br>Ashland, MO 65010         | KIDS Depot Child Care<br>2807 West Broadway<br>Columbia, MO 65203           |
| Humpty Dumpty Play-School<br>3200 Chapel Hill Road<br>Columbia, MO 65203 | Kids Too Child Care<br>405 S. Henry Clay Blvd-S<br>Ashland, MO 65010        | Kinder Care Child Center<br>2416 West Ash Street<br>Columbia, MO 65203      |
| Kinder Care Child Learning<br>1626 Towne Drive<br>Columbia, MO 65202     | Lenoir Child Care Center<br>3300 New Haven Avenue<br>Columbia, MO 65201     | McCambridge Day Care<br>201 North Garth Avenue<br>Columbia, MO 65201        |
| Mother's Day Out<br>101 N. Tenth Street<br>Columbia, MO 65201            | Mustard Seed Child Care<br>300 East Broadway<br>Ashland, MO 65010           | NewDirections/Perspective<br>4203 South Providence Rd<br>Columbia, MO 65203 |
| Nora Stewart Mem. N. School<br>505 East Ash<br>Columbia, MO 65201        | Oakland Child Haven Care<br>4530 Oakland Gravel Rd-N<br>Columbia, MO 65202  | Panda Pals Day Care<br>2601 North Stadium Blvd.<br>Columbia, MO 65202       |
| Paris Road Day Care<br>1609 Paris Road<br>Columbia, MO 65202             | Park Street Day Care<br>403 Park Avenue<br>Columbia, MO 65201               | Precious Cargo Preschool<br>6405 Highway 40-W<br>Columbia, MO 65202         |
| Precious heart Day Care<br>2700 Ballenger Lane<br>Columbia, MO 65202     | Sacred Heart Day Care<br>105 Waugh Street<br>Columbia, MO 65201             | Ripley Children's Care Cen.<br>103 Ripley Street<br>Columbia, MO 65201      |
| Rock Bridge Child Care   | Small World Child Dev.  | Salvation Army Child Care   |

102 Sieville Avenue  
Columbia, MO 65203

4600 Bethel Street  
Columbia, MO 65203

1108 West Ash Street  
Columbia, MO 65201

Small World Academy  
4600 Bethel Street  
Columbia, MO 65203

Sturgeon Kids Preschool  
308 McDowell Street  
Sturgeon, MO 65284

Southwest Play School Care  
1600 West Broadway  
Columbia, MO 65201

Stephens College Child Care  
1400 Windsor Street  
Columbia, MO 65201

Trinity Lutheran Child Care  
2201 Rollins Road  
Columbia, MO 65203

Teddy Bear Nursery/DC  
1505 Pickford PL-S  
Columbia, MO 65201

United Way Nursery School  
103 Ripley Street  
Columbia, MO 65201

Walnut Creek Day School Care  
2505 East Walnut Street  
Columbia, MO 65201

Turn the Page Child Care  
1201 Jewell Avenue  
Columbia, MO 65201

Tiny Tots Child Care  
1100 N. Seventh Street  
Columbia, MO 65201

Wonder World Child D.C.  
606 Claudell Lane  
Columbia, MO 65203

World of Discoveries D.C.  
701 Washington Avenue  
Columbia, MO 65201

## ANNEX J APPENDIX 3: STAGING AREAS

- A. Staging areas are locations which may be used in the event an evacuation has been ordered which would require evacuees to relocate to a safe area, possibly outside their community. Those evacuees who do not have transportation would go to these staging areas where transportation is to be provided to move them to a designated safe area.
- B. Also, these staging areas can be used as pick-up and drop-off points for resources and supplies into the affected area.
- C. The following facilities represent centrally-located, easily accessible, collection points for local residents. Which sites to be used would be determined by the situation and prior agreement between the facility and local government.

### **Boone County**

1. Boone County Fairgrounds
2. Various community centers within the municipalities

### **Ashland Area**

- |    |   |          |
|----|---|----------|
| 1. | Southern Boone County Fire Station #17<br>208 S. Henry Clay Blvd., Ashland, Mo. 65010 | 657-2370 |
| 2. | Ashland Optimist Bldg.<br>511 Optimist Drive, Ashland, Mo. 65010                      | 657-2684 |
| 3. | Southern Boone County Schools<br>Crump Lane, Ashland, Mo. 65010                       | 657-2147 |
| 4. | Southern Boone County Senior Center<br>406 Douglas Drive, Ashland, Mo. 65010          | 657-9512 |
| 5. | Ashland Baptist Church<br>203 E. Broadway, Ashland, Mo 65010                          | 657-4653 |

### **Hartsburg Area**

- |    |  |          |
|----|--|----------|
| 1. | American Legion Building<br>35 S. 2nd Street, Hartsburg, Mo. 65039       | 657-2960 |
| 2. | Hartsburg Baptist Church<br>175 West Main Street, Hartsburg, Mo. 65039.  | 657-2311 |
| 3. | Peace United Church of Christ<br>121 N. 1st Street, Hartsburg, Mo. 65039 | 657-9414 |

### **Southern Boone County**

- |    |  |          |
|----|--|----------|
| 1. | Mt. Pleasant Baptist Church<br>Highway 63, Hartsburg, Mo. 65039          | 636-2848 |
| 2. | Eagle Knoll Golf Club<br>5757 E. Eagle Knoll Drive, Hartsburg, Mo. 65039 | 761-9279 |

### **Wilton Area**

1. Goshen Baptist Church 657-1060  
500 Cedar Tree Lane, Hartsburg, Mo. 65039

**Sapp/Gasky Area**

1. Nashville Baptist Church 657-2832  
Route N, Nashville Church Road, Ashland, Mo. 65010

## ANNEX J APPENDIX 4: HAZARDOUS MATERIALS INCIDENT EVACUATION

### PURPOSE

- A. To provide for the orderly and coordinated evacuation of those people who are exposed to hazardous materials accidents and those people who may be endangered by fixed site hazardous materials accidents.

### SITUATION AND ASSUMPTIONS

#### SITUATION

- A. Boone County is exposed daily to hazardous materials which are transported across its highways and railway and also from the storage of the materials in more permanent containers.
- B. See Appendix 4 to Annex H for a map of Boone County which details the major transportation routes which extend through the county.

#### ASSUMPTIONS

- A. One out of ten motor vehicles is engaged in the transport of hazardous materials.
- B. Hazardous materials incidents may occur without any other emergencies being involved, such as a structural failure in a container or a leaking valve.
- C. Such incidents could pose a significant threat to the health and safety of response personnel, as well as others in the immediate area.

### EVACUATION RESPONSE PROCEDURES

- A. If no evacuation is required:
  - a. Secure the area. The first public safety officer on scene is to cordon-off the affected area.
  - b. Alert other departments. Other governmental units, such as fire, water, sewer, and street departments should be informed of the situation. Also, notify the Department of Natural Resources, Environmental Protection Agency (EPA), as required, and CHEMTREC, if necessary.
  - c. Dispatch a hazardous materials unit as assistance requested.
- B. If evacuation is required and an order is made to evacuate:
  - a. Designate the area to be evacuated. This information should be as clear and concise as possible in order to aid those who are assisting in the evacuation and for those who are being evacuated.
  - b. Establish a perimeter security. The purpose is to limit or prohibit entry into the affected area.
  - c. Activate an emergency shelter plan, if necessary. Many evacuees will stay with friends or neighbors for short periods of time; if duration is longer, the affected community would relocate and make ready areas for long-term occupancy.

- d. Notify affected persons. All persons within the affected area must be contacted. This is best accomplished on a door-to-door basis, loud speakers, or government-manned telephones, depending on the situation. Records should be kept of location of visits, times and dates, and results of attempted visits. (See Appendix 6 to this Annex.)
- e. Return of affected persons. Once the area is declared safe, a public information program should so inform the evacuees when to return, what to expect upon return (i.e., how to turn utilities back on), and how to request additional information. Also, the local government would warn of other related hazards so persons would be alert to changes in their environment.

## ANNEX J APPENDIX 5: FLOOD EVACUATION

### PURPOSE

- A. To provide for the orderly and coordinated evacuation of people from those areas which are vulnerable to flash flooding, slow-developing flooding, and levee failure.

### SITUATION AND ASSUMPTIONS

#### SITUATION

- A. Boone County is vulnerable to a wide range of atmospheric conditions that produce weather which is variable and subject to rapid change.
- B. The Missouri River runs along the southern border of Boone County. This can impact sections of U.S. Highway 63 and Interstate 70 during times of severe flooding, and particularly the communities of Hartsburg, McBaine, and Rocheport near the river.
- C. The City of Columbia is vulnerable to flooding due to local creeks.

#### ASSUMPTIONS

- A. Boone County is vulnerable to damage and loss of life resulting from flooding.
- B. Floods are generally caused by rainstorms lasting several days and moving northeastward across the area and occur frequently from January to May.
- C. Floods may occur as two distinct types of flooding or they may occur singularly or in combination. The types are commonly referred to as backwater and headwater flooding.
- D. Local authorities will take immediate steps to warn and evacuate citizens, alleviate suffering, protect life and property, and commit available resources before requesting assistance from the next higher level of government.

### INITIAL EVACUATION RESPONSE

#### RECEIVE WARNING

- A. The National Weather Service, through a monitoring and warning system, is able to give advanced notice of gradual flooding hours, and even days, before it results in serious loss of life and property.
- B. The National Weather Service also may issue a FLASH FLOOD WATCH, which means:
  - a. Heavy rains may result in flash flooding in a specified area. Residents should be alert and prepared for the possibility of a flood emergency which may require immediate action.
- C. The National Weather Service may also issue a FLASH FLOOD WARNING which means:
  - a. Flash flooding is occurring or is imminent in a specified area. Residents should move to safe ground immediately.

## NOTIFY PUBLIC

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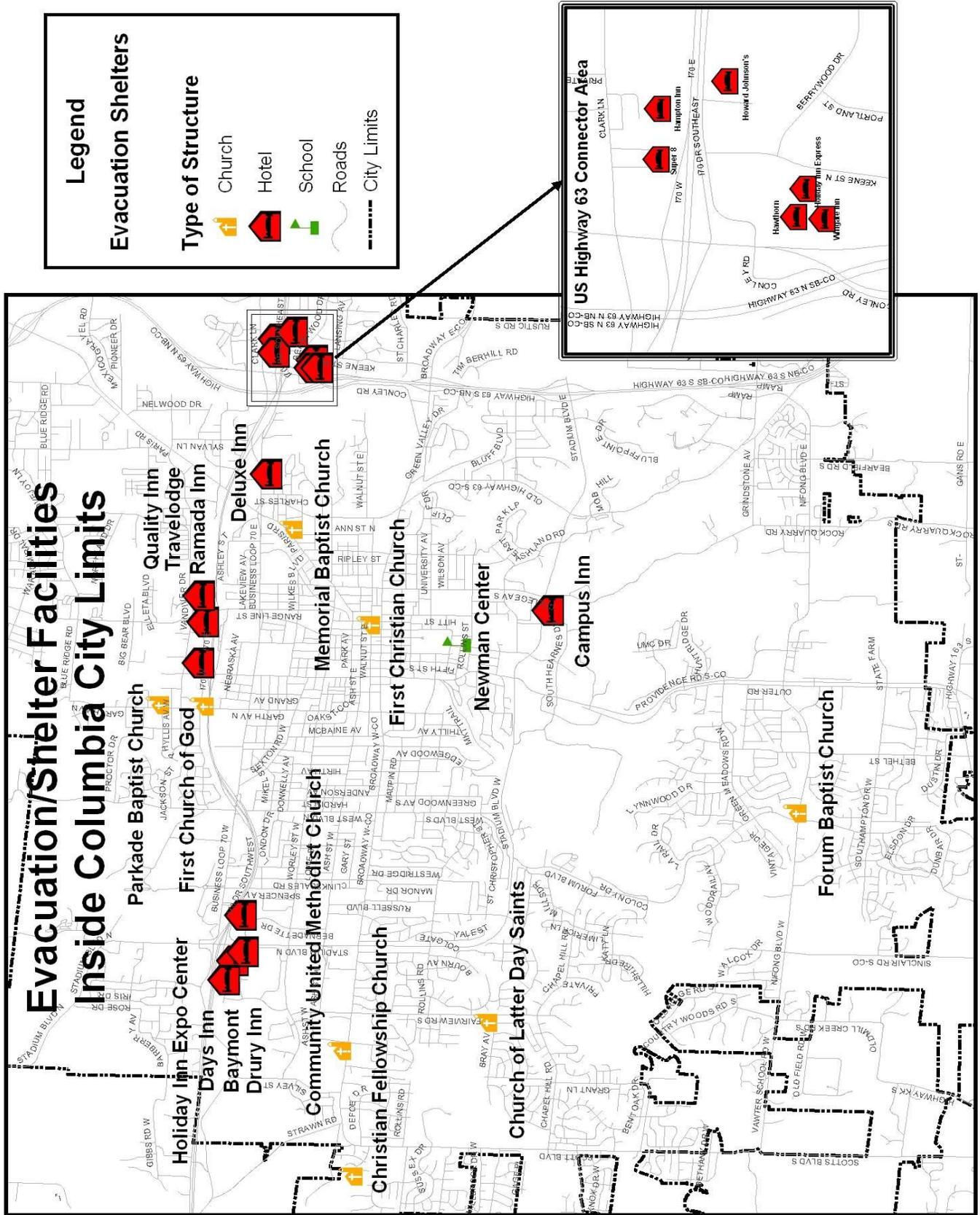
- A. It is the joint responsibility of the National Weather Service and/or the local government entity to issue a warning via radio, television, etc. Early warning, if possible, would enable those in flood hazard areas to move or safeguard their property, thus, simplifying evacuation should it become eminent.

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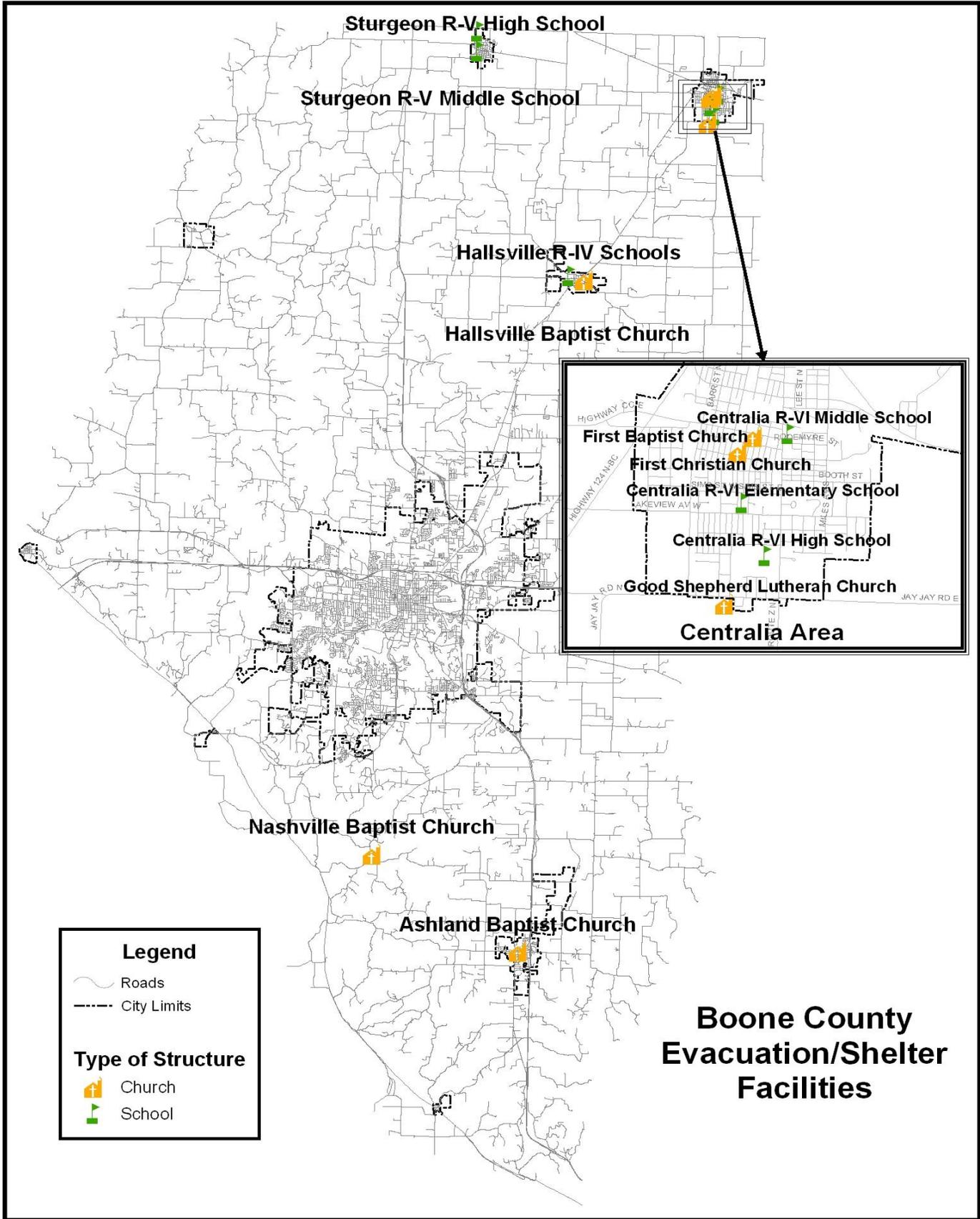
## EVACUATION

- A. Designate the flood hazard area to be evacuated. Use the flood hazard maps for street description and determine areas to be evacuated.
- B. Establish a perimeter security. The purpose is to limit access to looters and sightseers, but to allow egress by victims.
- C. Establish shelter/relief services for victims. It must be decided when to open such facilities and where they should be located. Location of shelter areas and assistance in the form of food and clothing could be supplied by the local Red Cross, Salvation Army and other relief agencies.
- D. Notify affected persons. If early warning is not effective, all remaining persons within the designated flood area must be contacted. This is best accomplished on a door-to-door basis, loud speakers on patrol cars, or government-manned telephones. A method to record location of visits, times, dates, and results of attempted visits should be devised. (See Appendix 6 to this Annex.)
- E. Return of flood victims. Once the flood waters recede, a public information program should so inform the evacuees when to return, what to expect upon return (i.e., how to turn the utilities back on, how to purify water, etc.), and of services being offered by local government, such as pumping basements and debris removal. Also, local government would warn of other related hazards so persons would be alert to changes in their environment.

ANNEX J APPENDIX 6: EVACUATION/SHELTER FACILITY LOCATIONS – COLUMBIA

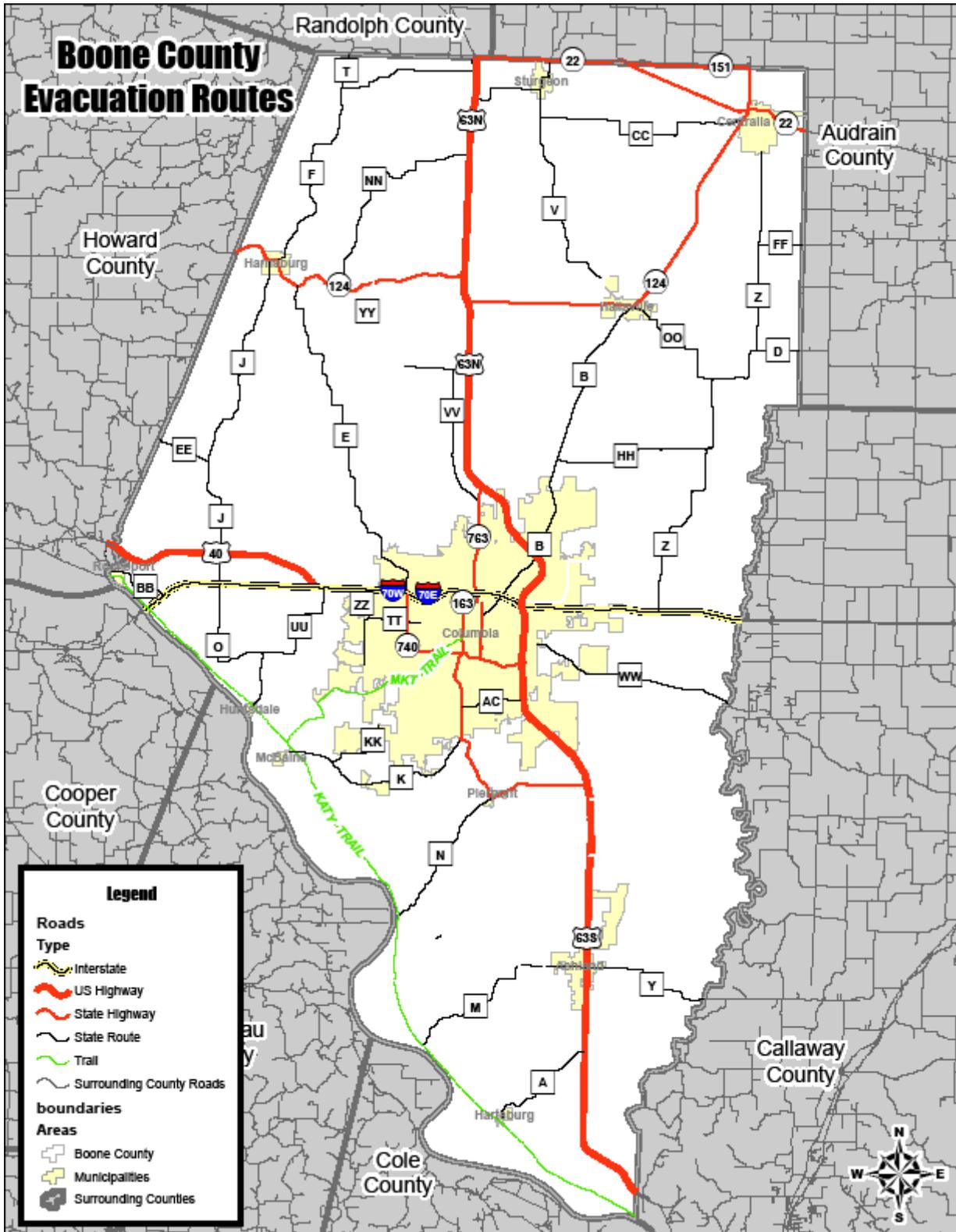


ANNEX J APPENDIX 7: EVACUATION/SHELTER FACILITY LOCATIONS – BOONE COUNTY





ANNEX J APPENDIX 9: BOONE COUNTY EVACUATION MAP



# ANNEX K: IN-PLACE SHELTER

## PURPOSE

The purpose of this annex is to enhance the ability of Columbia and Boone County to protect their residents in or near their homes when an incident has occurred with little or no warning and/or it would not be safe for residents to leave their current locations.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. In-place shelter are to be used in a situation requiring protection for residents from the effects of a tornado, earthquake, hazardous materials incident, nuclear attack, or a terrorist incident/attack, particularly with the use of Weapons of Mass Destruction (WMD), when evacuation is not an appropriate action.
- B. In some disaster situations, such as earthquakes and tornadoes, local government has a very limited role in providing protection to its residents. In cases such as these, proper warning and immediate sheltering instructions are essential.
- C. Potential shelters have been identified in Annex L for public use in an emergency/disaster situation.
- D. For All-Hazard In-Place Shelter Guidance, see Appendix 2 to this annex. Note: Should a terrorist incident/attack ever occur requiring the use of in-place shelter, the procedures in Appendix 2 for hazardous materials incidents may be used as general guidelines. Also, see Annex N (Terrorism), and Protection Against Terrorism procedures in Attachment C to Appendix 4 in Annex E, Law Enforcement.

### ASSUMPTIONS

- A. Most homes have at least a one-week supply of food available.
- B. Shelters will have an adequate amount of food available.
- C. Persons will arrive at shelters with their pets, animals, or other items. For information on animal control and sheltering of pets in Boone County during an evacuation, see Appendix 5 to Annex M in this EOP.

## CONCEPT OF OPERATIONS

NOTE: The time frames for performing these activities are listed in parentheses.

- A. Distribution of in-place shelter information to all residents of Boone County should be done prior to an emergency or disaster. (See Appendix 2 to this Annex) (MITIGATION)
- B. When possible, the In-Place Shelter Coordinator will operate from the EOC. The decision to evacuate or shelter in-place will be made by the chief elected official or his/her designated successor. (If residents are advised to evacuate from their homes, etc., they will need shelter.

Annex L covers reception and care, while Annex J details evacuation operations.)  
(PREPAREDNESS and RESPONSE)

- C. If applicable to the situation, the public will be warned to seek appropriate protective shelter and to follow the information from the previously distributed brochures, as well as to stay tuned to their EAS station for further instructions. (PREPAREDNESS and RESPONSE)
- D. Presenting accurate information to residents in protective shelter is one of the most important tasks local government will perform in this function. Therefore, residents will be encouraged to have a radio or television available to receive this information while in protective shelter. (PREPAREDNESS and RESPONSE)
- E. Should in-place shelter be required for an extended period of time, arrangements will be made to deliver residents any essential medications, foods, etc., which they may need. (RESPONSE and RECOVERY)

#### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The in-place shelter functional diagram is located in Appendix 1 to this Annex.
- B. The chief elected official, or his/her designated successor will make the decision to shelter in-place. However, in hazardous materials situations, the Incident Commander will make this decision.
- C. The Columbia/Boone County Emergency Management Director will be the In Place Shelter Coordinator for Columbia and Boone County.
- D. The In-Place Shelter Coordinator and the PIO are responsible for ensuring the public receives timely and accurate in-place shelter information.

#### DIRECTION AND CONTROL

- A. All in-place shelter operations will be controlled from the EOC, when possible.
- B. If lines of communication between the EOC and the public shelters are not functioning, the shelter managers have control of their shelter until this contact can be reestablished.

#### CONTINUITY OF GOVERNMENT

- A. The line of succession for the In-Place Shelter Coordinator is through the Columbia/ Boone County Emergency Management Coordinator (see Section VI of the Basic Plan).

#### ADMINISTRATION AND LOGISTICS

- A. The status of public shelters should be updated regularly by the In-Place Shelter Coordinator.

#### APPENDICES

- 1. All-Hazard In-Place Shelter Guidance

## ANNEX K APPENDIX 1 ALL-HAZARD IN-PLACE SHELTER GUIDANCE (EXCLUDES NUCLEAR ATTACK)

1. The following information should be formulated into public information brochures and distributed to all residents prior to an emergency situation requiring in-place shelter.
2. Warning for these hazards should be accomplished in accordance with Annex B.
3. Information should be provided to the local media for broadcast during an emergency and a public awareness program should be developed to encourage residents to keep emergency supplies on hand and develop a family disaster plan. Pets and animals also need to be considered.

---

### TORNADO

- A. If a tornado WARNING is issued and time does not permit residents to travel to public shelters, the best protection during a tornado is to quickly go to the lowest level in the building. The following protective actions should be relayed to the public:
  - a. During a tornado, the safest place to be is in the basement under something sturdy.
  - b. If there is no basement, seek shelter in a small interior room in the middle of the building, such as a closet or bathroom.
  - c. Stay away from outside doors and windows.
  - d. Remain in shelter until the all clear is given from authorities.

---

### EARTHQUAKE

- A. Since earthquakes happen with no warning, residents should be prepared to take in-place shelter in their homes for the first 72 hours following a seismic event. (See Attachment B to Appendix 5 of the Basic Plan.) These in-place protective actions should be relayed to the public:
  - a. When the shaking starts, stay where you are -- if indoors, stay indoors; if outside, stay outside.
  - b. If you are indoors, get under a desk, bed, or other heavy piece of furniture. Stay away from glass and windows.
  - c. If you are outside, get away from buildings and utility wires until the

---

### HAZARDOUS MATERIALS OR WMD INCIDENT

- A. If evacuation cannot be accomplished prior to the formation/arrival of a toxic cloud, advising residents to stay indoors and reduce the air flow into these buildings may be the most effective protective action. The following protective action instructions should be relayed to the public:
  - a. To reduce the possibility of toxic vapors entering your home:
  - b. Turn off all ventilation systems, including furnaces, air conditioners, fans, and vents.
  - c. Seal all entry routes as efficiently as possible. Close and lock windows and doors. Seal gaps under doors and windows with wet towels and thick tape.
  - d. Seal gaps around air conditioning units, bathroom and kitchen exhaust fans, stove and grill vents, and dryer vents with tape and plastic sheeting.
  - e. Close all fire place dampers.

- f. Close as many internal doors as possible.
- g. If authorities warn of explosion, close all draperies, curtains, and shades; stay away from windows.
- h. Building superintendents should set all ventilation systems at 100% recirculating so that no outside air is drawn into the structure.
- i. If you suspect that gas or other vapors have entered your building, take shallow breaths through a piece of cloth or towel.
- j. Remain in protected, interior areas of the building where toxic vapors are reduced until you are instructed to do otherwise.

---

#### OTHER

- A. Additional hazards which may require in-place shelter include flooding and winter storms. For more information on these hazards, as well as in-place sheltering, see "Are You Ready?--Your Guide to Disaster Preparedness" (H-34 September 1990), published by the Federal Emergency Management Agency.

# ANNEX L: RECEPTION AND CARE

## PURPOSE

- A. This annex will establish an organization and procedures to provide for the temporary reception and care of people displaced or evacuated from their residence because of an emergency or disaster situation.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Localized temporary evacuation within Columbia/Boone County is possible because of the various hazards that could confront the population, thus requiring the implementation of Reception and Care operations and the use of public shelters. These hazards include flooding, hazardous materials incidents, etc.
- B. Facilities are available in Boone County and its municipalities to temporarily shelter and feed those persons evacuated or displaced by an emergency or disaster. See Appendix 2 to this Annex.
- C. Outside assistance is available from both private and governmental sources.

### ASSUMPTIONS

- A. Affected persons will respond as directed by local government officials.
- B. A percentage of the evacuees will stay with friends or relatives.
- C. All persons or groups who control or own potential shelters will cooperate and make their facilities available.
- D. Assistance by relief agencies along with assistance from outside the county will be available if required and/or requested.

## CONCEPT OF OPERATIONS

- A. General
  - a. Local government has the responsibility for providing reception and care services.
  - b. Reception and Care operations will be directed and controlled by the Office of Emergency Management. Operations will be directed and coordinated from the primary EOC or a facility designated at the time reception and care becomes necessary.
  - c. Support to Reception and Care operations will be provided by other designated City and/or County departments as required and private relief organizations as available. Such support would include law enforcement, public information, communication between shelters and the EOC, mass feeding, temporary housing, handlers for pets/service animals, etc.
  - d. The role of local government will be to:
    - i. Monitor Reception and Care operations and provide coordination.

- ii. Assist in locating and opening shelters.
    - iii. Assist in locating animal shelters – preferably in close proximity to mass care shelters.
    - iv. Identify shelters and resources that will support access and functional needs support services.
    - v. Resource assistance.
  - e. The Emergency Management Director will assist the Reception and Care Coordinator in:
    - i. Emergency mass feeding operations.
    - ii. Assigning and managing reception and care center teams.
- B. Actions to be Taken by Operating Time Frames
  - a. Mitigation
    - i. Identify suitable shelter to protect people from the risk conditions assumed. Keep current records on facility locations, capacity, feeding capabilities, ownership, contact person, etc. See Appendix 2 to this Annex.
    - ii. Work with supporting county/city departments and private relief agencies to develop Reception and Care SOGs that establish registration procedures, develop necessary registration forms, etc.
    - iii. Identify facilities appropriate for mass feeding.
    - iv. Identify populations in need of access and functional needs support services and begin preparedness activities that address their needs.
    - v. Recruit and enlist other organized groups (religious, civic, fraternal, etc.) to assist in Reception and Care operations.
    - vi. Provide necessary training for Reception and Care personnel.
    - vii. Maintain list of potential sources of supplies such as cots, blankets, food, eating utensils, etc.
    - viii. Develop procedures to allocate people to lodging and feeding facilities.
    - ix. Develop methods for managing reception and care activities (registration, staffing, lodging, feeding, pertinent evacuee information, etc.).
  - b. Preparedness
    - i. Analyze pending emergency and alert appropriate Reception and Care personnel and/or groups and organizations.
    - ii. Establish contact with shelter owners/operators to determine the availability of identified shelters.
    - iii. Check on status of available supplies.
    - iv. Ensure forms are ready for registration.
    - v. Report to Direction and Control on the situation status of Reception and Care operations.
    - vi. Participate in tests, exercises, and drills.
    - vii. Identify facilities within commuting distance of the hazardous area for essential workers and their families if appropriate.
    - viii. Identify facilities appropriate for sheltering pets/service animals and agencies capable of providing assistance.

- ix. Identify access and functional needs support services and animal care functions that may be necessary at mass care facilities.
- c. Response
  - i. Open shelters and activate personnel to staff them as required by the situation. Upgrade shelters if necessary and where appropriate.
  - ii. Provide listing of shelters that have been activated to Direction and Control and the designated PIO for release to the news media.
  - iii. Register evacuees, assign shelters, and maintain listing of shelter population.
  - iv. Urge residents to share homes with evacuees (if applicable).
  - v. Conduct feeding operations (this could be just assisting private agencies).
  - vi. Provide for rescue, care, shelter and essential needs of household pets/service animals owned by disaster victims. Provide these services prior to, during and following a disaster.
  - vii. Monitor sheltering operations to ensure an even distribution of victims to all shelters.
  - viii. Provide an information service for victims needing additional services (i.e., locating and reuniting them with their families/relatives).
  - ix. Compile records for use in Damage Assessment and recovery (i.e., statements of charges for supplies, damage to shelter, problems encountered with victims, etc.).
  - x. Maintain contact and coordination with the EOC.
- d. Recovery
  - i. Maintain level of Reception and Care operations as required by the situation.
  - ii. Continue to assist in locating and reuniting victims and their relatives.
  - iii. Assist as required in the administering of federal and state disaster assistance.
  - iv. Continue operations until situation returns to normal.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### ORGANIZATION

- A. The organizational chart for the reception and care function is shown in Appendix 1 to this annex.

### ASSIGNMENT OF RESPONSIBILITIES

- B. Overall responsibility for reception and care operations rests with local government. The City of Columbia and/or Boone County have been assigned joint responsibility for Reception and Care operations in Columbia/Boone County.
- C. The Reception and Care coordinator is responsible for seeing that necessary plans and procedures are developed to ensure a capability for Reception and Care operations which will include shelter and feeding operations.
- D. Supplies and other resources will be the responsibility of the Resource and Supply section.

- E. Medical care and public health measures in the shelters will be provided by the Health and Medical section.
- F. Communications will be provided by the City of Columbia Police Department, Boone County Sheriff's Department and municipal police departments located in the county.
- G. Clerical support for compiling data will be provided by the Columbia/Boone County Office of Emergency Management.
- H. Columbia/Boone County Department of Public Health and Human Services's Animal Control, the Central Missouri Humane Society, MOVOAD, the Humane Society of Missouri and the Missouri Veterinary Medical Association may assist with providing for animal needs outlined in this Annex.

#### DIRECTION AND CONTROL

- A. Direction and control of Reception and Care operations will vary according to the extent of the disaster or emergency situation. In a large-scale disaster, operations will be coordinated from the primary EOC.
- B. In a limited disaster or emergency situation, Reception and Care operations will be controlled from normal day-to-day office locations if possible, or at a site designated at that time.
- C. All requests for outside assistance will be made by the EOC.

#### CONTINUITY OF GOVERNMENT

- A. The line of succession for each operating reception and care organization/agency will be as explained in the standard operating guidelines established by each.
- B. Records of actions taken and resources expended will be maintained in the EOC and will be transferred with the EOC should it be moved.

#### ADMINISTRATION AND LOGISTICS

##### ADMINISTRATION

- A. Reception and Care personnel will complete the necessary forms and compile essential information to include:
  - a. A record of shelters used (including name of owner/operator)
  - b. Number of people sheltered
  - c. Number of meals served
  - d. Public information releases
  - e. Supplies ordered and receipts for all goods obtained
  - f. Any damage to shelters
  - g. Shelter registration form (see sample in Appendix 3 to this Annex)
- B. Procedures should be developed for using all forms, compiling information, and providing data to the EOC.
- C. Shelter management training should be instituted to train a small cadre of managers.

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## LOGISTICS

- A. If possible, procurement of necessary supplies will be accomplished through normal acquisition channels.
- B. During unusual or life-threatening situations, normal purchasing procedures may be set aside and emergency procedures as set forth in Annex G.
- C. Local firms will be given preference when contracting for resources to cope with an emergency situation.

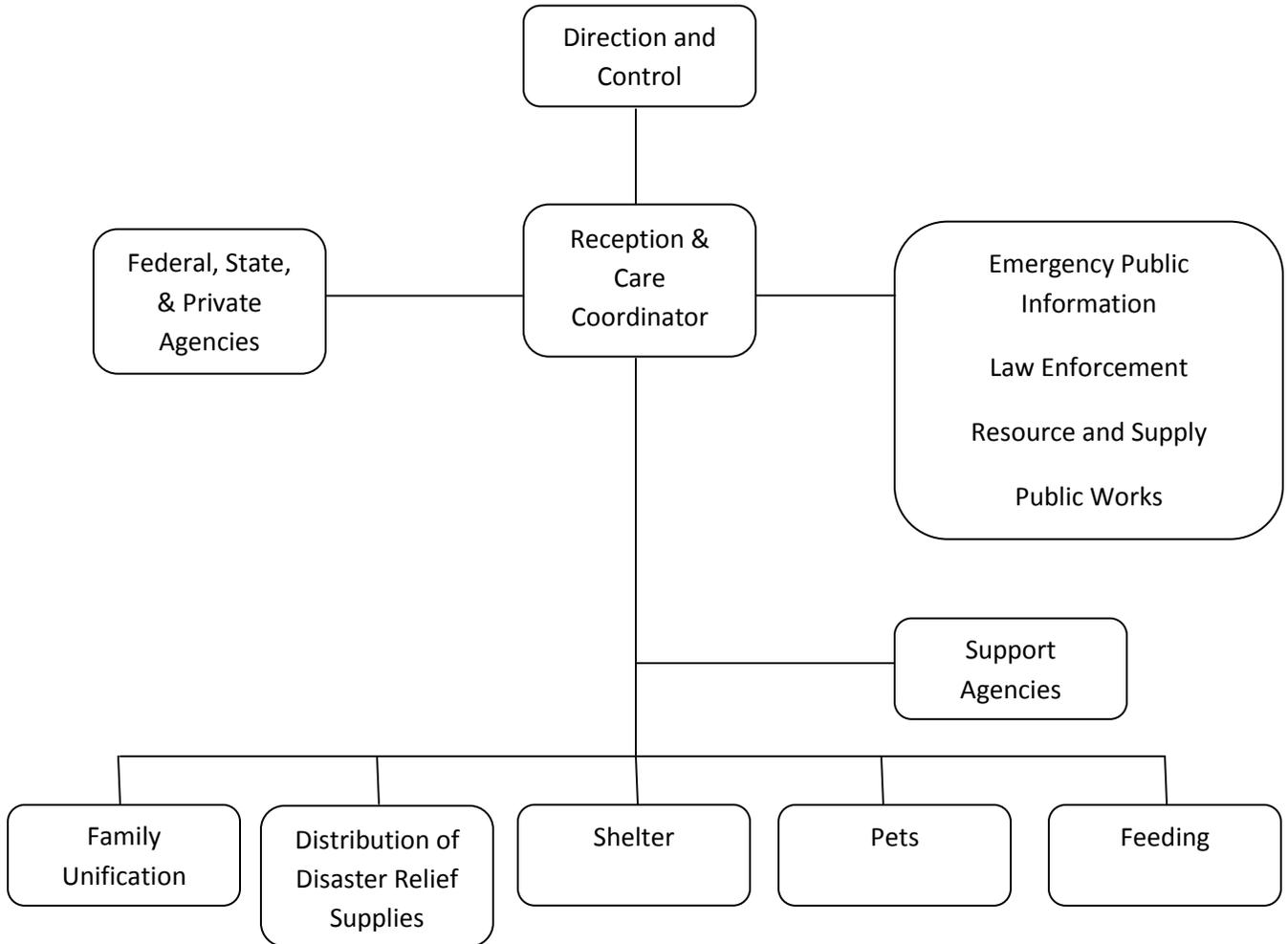
## ANNEX DEVELOPMENT AND MAINTENANCE

- A. Completed annually by the Reception and Care Coordinators in cooperation with the Columbia/Boone County Emergency Management Director.

## APPENDICES

- 1. Reception and Care Organizational Chart
- 2. Reception, Care Facilities & Resources
- 3. Sample Shelter Registration Form
- 4. Pets in Disaster Standard Operating Guidelines for the Humane Society of Missouri

ANNEX L APPENDIX 1: RECEPTION AND CARE ORGANIZATIONAL CHART



Reception and care operations will depend largely upon the cooperation of shelter owners and various church, civic, and volunteer organizations

*See Resource Directory for listing of facilities, resources, and contact information*

ANNEX L APPENDIX 3: SAMPLE SHELTER REGISTRATION FORM

| FAMILY NAME _____      |     |     |            |              |                             |
|------------------------|-----|-----|------------|--------------|-----------------------------|
| HOME ADDRESS _____     |     |     |            |              |                             |
| FIRST NAMES            | AGE | SEX | OCCUPATION | OTHER SKILLS | ACCESS AND FUNCTIONAL NEEDS |
| 1. Head of family      |     |     |            |              |                             |
| 2. Others              |     |     |            |              |                             |
| 3.                     |     |     |            |              |                             |
| 4.                     |     |     |            |              |                             |
| 5.                     |     |     |            |              |                             |
| 6.                     |     |     |            |              |                             |
| 7.                     |     |     |            |              |                             |
| 8.                     |     |     |            |              |                             |
| 9.                     |     |     |            |              |                             |
| 10.                    |     |     |            |              |                             |
| ASSIGNED SHELTER _____ |     |     |            |              |                             |

#### ANNEX L APPENDIX 4: PETS IN DISASTER STANDARD OPERATING GUIDE OF THE HUMANE SOCIETY OF MISSOURI

- A. Coordinate shelter facilities using available facilities, confinement areas or develop temporary shelter areas in cooperation with local jurisdictions based on Humane Society of Missouri (HSM) standard operating guideline.
- B. Coordinate the animal medical service needed for animal shelter and confinement areas based on HSM's standard operating guideline.
- C. Coordinate disposition of unclaimed animals and shelter overflow based on HSM standard operating guideline.
- D. Coordinate efforts to rescue and capture animals including relocation before the disaster.
- E. Coordinate with local agencies to establish a system to register identification data in an effort to reunite animals with their owners based on HSM's standard operating guideline.
- F. Track animal rescue and capture activities based on HSM's tracking system and information provided by local jurisdictions.
- G. Track activities of animal shelter and confinement facilities based on HSM's tracking system and information provided by local jurisdictions.
- H. Coordinate volunteer services for animal rescue, shelter and health care based on HSM's standard operating guideline.
- I. Coordinate storage and distribution of animal food, water and medical supplies with the EOC.
- J. Coordinate the consolidation or closing of animal shelters or confinement areas, personnel and supplies as the need diminishes.
- K. Coordinate with Donations/Volunteer Management to provide water, food, shelter and other physical needs to animals; and store and distribute animal food and medical supplies to the requesting jurisdiction.
- L. In addition to these guidelines, see Annex M Appendix 5 for the Columbia/Boone County Guidelines for Pet and Temporary Animal Sheltering. The Columbia/Boone County Guidelines have been established in conjunction with the above HSM guidelines.

# ANNEX M: HEALTH AND MEDICAL

## PURPOSE

- A. This annex was developed to establish an organization and procedures to assist the Health and Medical Coordinator in protecting the health and safety of its citizens should a local public health emergency, be it natural or deliberate, affect the community.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. Boone County and the surrounding area are served by two general hospitals located in Columbia: University Hospital owned by University of Missouri Healthcare and Boone Hospital Center, owned by the county and operated by BJC HealthCare. In addition, hospital care for special patient populations is provided by the following facilities: Women's and Children's Hospital, Harry S Truman Memorial Veterans Hospital (Veterans), Landmark Hospital (Long Term Acute Care), and Howard A. Rusk Rehabilitation Center (Rehabilitation). All facilities maintain disaster plans in accordance with state and Joint Commission standards.
- B. The Columbia/Boone County Department of Public Health and Human Services in Columbia provides public health and social services for residents of Boone County. This includes essential public health services such as the control and investigation of communicable diseases, environmental sanitation, food and water safety, animal control, social services, and other critical issues with assistance and consultation provided as needed from the Missouri Department of Health and Senior Services, Missouri Department of Natural Resources, and the Missouri Department of Agriculture.
- C. Public Health Emergencies: The global threat of bioterrorism and other public health emergencies is serious, and the potential for devastating casualties is high, particularly for certain biological agents. The Columbia/Boone County Department of Public Health and Human Services (CBCDPHHS) has a significant role in public health emergency response, which includes disease surveillance, investigation, and control measures such as mass prophylaxis and isolation and quarantine. The CBCDPHHS, in conjunction with the Missouri Department of Health and Senior Services, has developed a Local Public Health Emergency Plan (LPHEP) to guide public health emergency operations for the county during a disaster. That plan and this annex (M, Health and Medical) will be the basis for activities performed and led by the Columbia/Boone County Department of Public Health and Human Services regarding health and medical issues. The plan is maintained and kept on file with CBCDPHHS. Copies are also kept on file with the Emergency Management Director for Columbia/Boone County, as well as other appropriate local officials.
- D. Ambulance service in Boone County is provided by local hospitals - University Hospital Ambulance Service and Boone Hospital Center Ambulance Service. Air Ambulance service by helicopter is provided by University of Missouri Staff for Life and other area providers.

- E. There are four urgent care facilities in Boone County: Boone Convenient Care (operated by BJC Medical Group), Providence Urgent Care, Broadway Urgent Care, and Urgent Care (operated by University of Missouri Health Care).
- F. There is one Federally Qualified Health Center, Family Health Center, which provides primary care to the uninsured and underinsured.
- G. Mental health services can be obtained from the University of Missouri Psychiatric Center, or local counseling facilities.
- H. A hazard analysis can be found in Appendix 5 to the Basic Plan in the Columbia/Boone County Emergency Operations Plan.

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#### ASSUMPTIONS

- A. A major disaster will create medical problems beyond the normal day-to-day capabilities of the medical system.
- B. Outside assistance is available and will respond when needed.

#### CONCEPT OF OPERATIONS

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#### DIRECTION AND CONTROL

- A. It is the responsibility of the Columbia/Boone County Department of Public Health and Human Services to coordinate the health related aspects of the local response to an emergency. When the local public health emergency exceeds the department's ability to handle the situation, CBCDPHHS will coordinate with Emergency Management officials, city and county agencies, fire, law enforcement, emergency medical service providers, local medical professionals, hospitals, public and private schools, higher education, the American Red Cross, health and social services agencies, volunteer organizations, laboratories, pharmacies, veterinarians, representatives of the Missouri Department of Health and Senior Services and Missouri Department of Natural Resources, and federal agencies such as the Centers for Disease Control and the Environmental Protection Agency.
- B. The Health and Medical Coordinator will coordinate overall operations of health and medical activities in Boone County, with the various services (i.e., ambulance, Medical Examiner, Public Health, etc.) under the direction and control of their respective administrators. During large-scale disasters, the Health and Medical Coordinator will operate from the city/county EOC.
- C. The Director of the CBCDPHHS has the authority to declare a local public health Emergency. In a local public health emergency, the Health Director will consult with the Chief Elected Officials for the City of Columbia and Boone County, as well as with the Emergency Management Director.
- D. Annex A, Direction and Control, of the Columbia/Boone County Emergency Operation Plan defines the emergency (disaster) classification and response procedures for the City of Columbia and Boone County, Missouri.
- E. The EOC will not interfere with the internal operations of the health and medical services, but will monitor dispatches and provide support as needed.

- F. Requests for outside medical assistance need not go through the EOC, unless it is to the state or federal government. However, all requests should be reported to the EOC immediately after they are made.
- G. Staff from organizations included in Annex M will be briefed on the entire health operational plan. Training will be provided to staff and others to assist them in their duties related to emergency response.
- H. Key elements of this Annex and the Local Public Health Emergency Plan will be exercised annually to test specific parts of the plan according to established guidelines.
- I. The Columbia/Boone County Department of Public Health and Human Services is a city public health agency established by the Columbia City Charter. There is an annual agreement between the City of Columbia and the Boone County Commission for the provision of public health and animal control services to Boone County residents outside of the incorporated city limits.
- J. During a public health emergency, routine duties of the Columbia/Boone County Department of Public Health and Human Services may be suspended.
- K. The Health and Medical Coordinator will establish a Health Command to conduct emergency public health operations until such time as the EOC is activated. At that time, the Director or their designee will serve as liaison to the EOC. A Health Command will continue to be operated with representatives from various health and medical agencies as appropriate to the emergency. Depending on the disaster, the EOC may have two representatives to coordinate the broad spectrum of both public health and medical services.
- L. In the event of a terrorism incident, the Columbia/Boone County Department of Public Health and Human Services will coordinate the public health response with the criminal investigations of local, state, and federal law enforcement agencies.

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#### OPERATION TIME FRAMES

- A. This plan addresses all phases of emergency management concerning a local public health emergency: Mitigation, Preparedness, Response and Recovery. These operational time frames are established to accomplish various tasks within public health and medical response.

#### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The health and medical functional diagram is located in Appendix 1 to this annex.
- B. The Columbia/Boone County Department of Public Health and Human Services is responsible for public health, including the surveillance, investigation and vaccination of individuals to prevent the threat of disease, assurance of safe water and food, and vector control. CBCDPHHS also provides animal control services and will coordinate the provision of services for displaced and deceased animals during a disaster and coordinate animal disease outbreak control measures.
- C. Hospitals in Columbia will provide patient care and request support from surrounding area hospitals as necessary.
- D. The hospital ambulance services will be responsible for first responder medical care, as well as patient transport. Local fire departments can support this function by providing first aid and triage to disaster victims.

- E. Crisis augmentation of health and medical personnel will be performed when needed by the Medical Reserve Corps and spontaneous medical volunteers. Spontaneous medical volunteers will be processed by the Medical Reserve Corps and the City of Columbia Office of Volunteer Services.
- F. The patient population in the hospital and nursing homes will be evacuated according to internal plans should an evacuation be required. (See Appendix 2 to Annex J for a list of these facilities.) Those patients who cannot be evacuated will continue to receive care in their facility with a minimal staff remaining.
- G. The Boone County Medical Examiner will be responsible for the expansion of mortuary services in a mass casualty incident.
- H. The Missouri Department of Mental Health and local counseling services can provide crisis counseling for emergency workers and disaster victims upon Federal declaration of a disaster.
- I. The Health and Medical Coordinator for Columbia/Boone County will be the Director of the Columbia/Boone County Department of Public Health and Human Services. This coordinator will be responsible for the coordinated response of all health and medical services in a disaster situation. The Health and Medical Coordinator is also responsible for the following:
  - a. Assist in obtaining the necessary protective respiratory devices, clothing, equipment, and antidotes for personnel responding to a hazardous materials incident.
  - b. Assist in maintaining radiation dose records and ensure that dose records are read at appropriate intervals when personnel are responding to a radiological incident.
  - c. Assist in the establishment of decontamination procedures for victims, response personnel, and equipment.
  - d. Protect health and medical records, when possible.
  - e. Negotiate, coordinate, and prepare mutual aid agreements.
  - f. Support cleanup and recovery operations, as necessary.
  - g. Assist local Red Cross and Salvation Army personnel in providing health and medical services in shelters when staff capacity is available.
  - h. Assist with the identification of existing medical facilities that could be expanded into emergency treatment centers for disaster victims.
  - i. Assist with obtaining supplies to augment expanded medical needs.
  - j. Coordinate health and medical activities with state and federal teams, if deployed.
  - k. Monitor and support triage operations conducted by hospitals and incident commanders to assure that triage centers are available and functioning.
  - l. Maintain critical communications with health providers and others through the Health Alert Network. The Health Alert Network is a database that contains contact information for all health and medical entities. This system will be used to communicate with health-medical contacts during an emergency.

#### DIRECTION AND CONTROL

- A. The Health and Medical Coordinator will coordinate overall operations of health and medical activities in Boone County, with the various services (i.e., ambulance, Medical Examiner, Public

Health, etc.) under the direction and control of their respective administrators. During large-scale disasters, the Health and Medical Coordinator will operate from the city/county EOC.

- B. The EOC will not interfere with the internal operations of the health and medical services, but will monitor dispatches and provide support as needed.
- C. Decisions to evacuate the hospitals and nursing homes will be made by the institution's staff and will be controlled by the facility's Incident Commander and coordinated with the EOC.

## CONTINUITY OF GOVERNMENT

### LINES OF SUCCESSION

- A. Director, Columbia/Boone County Department of Public Health and Human Services;
- B. Assistant Director, Columbia/Boone County Department of Public Health and Human Services;
- C. Public Health Manager.
- D. Office of Human Services Manager.
- E. Columbia/Boone County Department of Public Health and Human Services;
- F. Public Health Nursing Supervisor, Columbia/Boone County Department of Public Health and Human Services;

### PRESERVATION OF RECORDS

- A. The essential records for the Columbia/Boone County Department of Public Health and Human Services are located at 1005 W. Worley, Columbia, Missouri.
- B. In order to provide normal operations after a local public health emergency, all vital records must be protected and preserved. The following guidelines will apply:
  - a. The Registrar for the Columbia/Boone County Department of Public Health and Human Services is responsible for the day-to-day maintenance of records and documents vital to the operation of the agency. The Department Registrar and Records Custodians fulfill these duties on a daily basis. The Public Health Manager is the custodian of all medical records. The Environmental Health Manager is the custodian of all Environmental Health and Animal Control records. The City Clerk is the custodian of all City Council approved contracts, records, and documents.
  - b. Resources for the duplication and movement of records for safekeeping will be allocated. Additional information concerning preservation of records can be obtained by contacting the Secretary of State's Office in Jefferson City, Missouri.

### ADMINISTRATION AND LOGISTICS

- A. Statistics of various types will be very important during a disaster. Data to be kept and reported to the EOC include:
  - a. Deaths- number of deaths will be obtained as confirmed deaths through the Medical Examiner's Office.
  - b. Injuries

- c. Vaccinations given
  - d. Blood supply
  - e. Incidence of disease (suspect/case) - as required by law
  - f. Hospital census/status
- B. Accurate records of hours worked and supplies used must be reported to the EOC for use in determining the total cost of the disaster. All actions taken in a local public health emergency must be recorded as they are essential for future mitigation activities, training, exercising, and settling litigation issues.
  - C. Supply requisitions will be made through normal channels as much as possible, but will be made through the EOC when necessary. Annex G of the Columbia / Boone County Emergency Operations Plan defines the procurement process for city and county resources. Unusual expenditures will be directed to the Director and coordinated with the City and County purchasing agents as per the EOP.
  - D. Disaster assistance from the state or federal government will be utilized in accordance with their provisions and statutes. Requests for federal assistance will be coordinated through the Columbia/Boone County Office of Emergency Management.
  - E. Discrimination on the grounds of race, color, religion, nationality, sex, age, physical impairment or economic status will not be allowed in the execution of local public health functions.

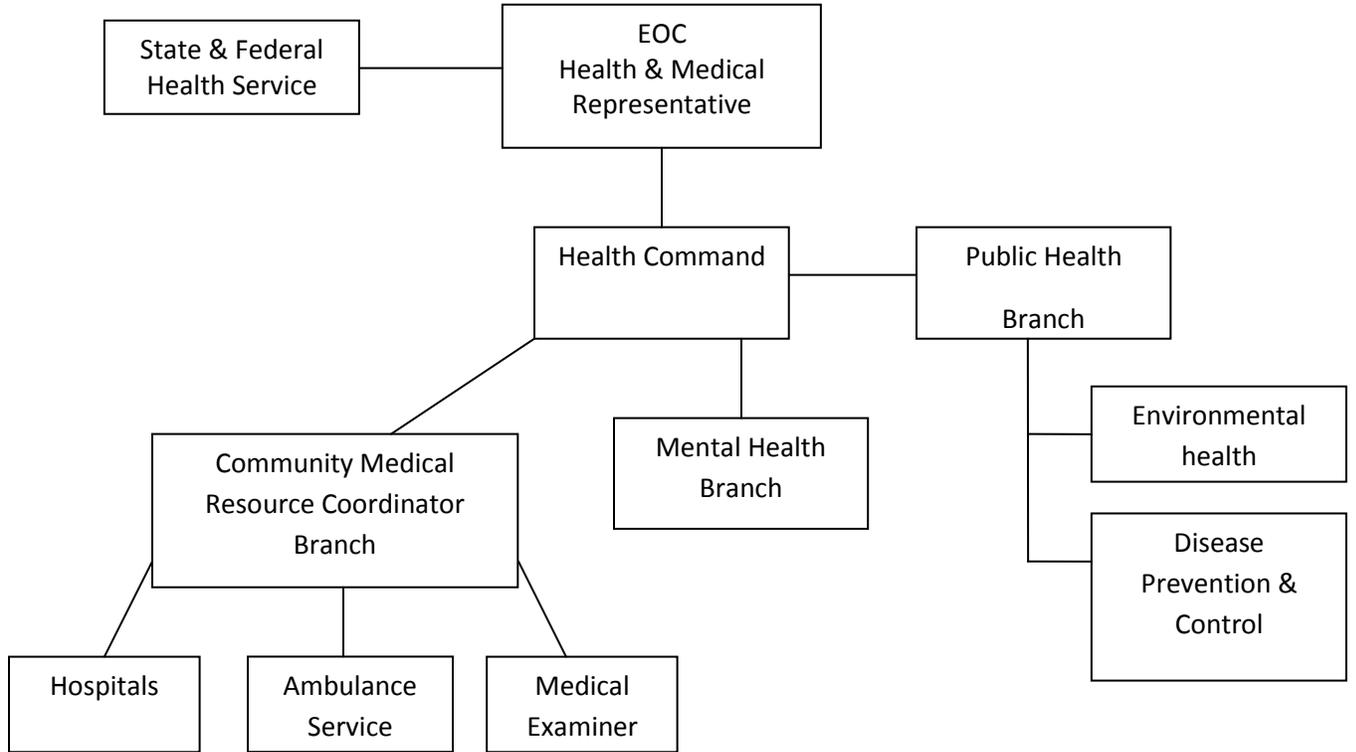
#### PLAN DEVELOPMENT AND MAINTENANCE

- A. The plan will be developed by the Columbia/Boone County Department of Public Health and Human Services with information received from other participating agencies, medical facilities and voluntary agencies. The plan will be reviewed annually by the Columbia/Boone County Department of Public Health and Human Services and revised as necessary. Plans will be distributed to all staff and others who have a responsibility for a local public health emergency.

#### APPENDICES

1. Health and Medical Functional Diagram
2. Health and Medical Capabilities
3. Local Public Health Emergency Plan (Executive Summary)
4. Boone County Mass Fatality Response Plan
5. Columbia/Boone County Guidelines for Pet and Temporary Animal Sheltering
6. Attachment A – FEMA Disaster Assistance Policy

ANNEX M APPENDIX 1: HEALTH AND MEDICAL FUNCTIONAL DIAGRAM



## ANNEX M APPENDIX 2: HEALTH AND MEDICAL CAPABILITIES

\* A complete list of Health and Medical Resource Contacts is kept in the Health Alert Network Capacity System at the Health Department.

***See Resource Directory for full listing of facilities and contact information***

## ANNEX M APPENDIX 3: LOCAL PUBLIC HEALTH EMERGENCY PLAN

- A. The Columbia/Boone County Department of Public Health and Human Services has developed a Local Public Health Emergency Plan to respond to, recover from, and reduce the threat of bio-terrorism and other public health emergencies. The plan is outlined in the executive summary below. The plan is maintained by and kept on file with the Columbia/Boone County Department of Public Health and Human Services. Copies are also on file with the Emergency Management Directors for Columbia/Boone County, and other appropriate local officials.

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### LPHEP EXECUTIVE SUMMARY

- A. The Local Public Health Emergency Plan (LPHEP) outlines the actions to be taken by the Local Public Health Agency (LPHA), in conjunction with local government officials and cooperating private and volunteer organizations. A local public health emergency can best be described as an event, which threatens the safety and well-being of a number of people in an area; bio-terrorism incident, a natural or man-made disaster, pandemic influenza, etc. To work towards a safer environment the plan has been developed to:
  - a. Reduce the vulnerability of citizens to any disasters that creates a local public health emergency.
  - b. Establish capabilities for protecting citizens from the effects of a local public health emergency.
  - c. Respond effectively to the actual occurrence of disasters, and;
  - d. Provide for recovery in the aftermath of any local public health emergency.
- B. The Columbia/Boone County LPHEP is a multi-hazard, functional operational response plan that has three components:
  - a. An Introduction that serves as an overview of the LPHA's approach to a local public health emergency.
  - b. Chapters that address specific function critical to emergency response and recovery, and;
  - c. Appendices which support each chapter and contain technical information, details and methods for use in emergency operations.
- C. The importance of understanding the contents of the plan cannot be underestimated. All individuals who may have any involvement with the plan must be briefed and understand their roles in its implementation. Staff members of the LPHA will be responsible for maintenance, training, updating and developing exercises to improve the plan.
- D. The entire LPHEP can be found in the LPHA or with the Emergency Management Director.

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**MASS FATALITY RESPONSE PLAN****A. Countywide Alert**

- a. An alert will be issued when there is an event that has the potential to cause an activation of the mass fatality plan.
- b. It provides an early notification to prepare the Health Care, Mortuary Services and Medical Examiner's Systems for larger than expected numbers of decedents.
- c. Alerts may be issued by the Public Safety Joint Communications and/or Office of Emergency Management.
- d. Examples of Countywide Alerts
  - i. Several significant incidents exist (either by size or nature)
  - ii. Medical Examiner System and Mortuary Services resources are low or close to being insufficient
  - iii. Natural occurrences exist (fire, flood, earthquake, etc.)
  - iv. Complete or partial failure of the Health Care and/or Medical Examiner System critical infrastructure (hospital compromised, communications system, etc.)
  - v. Potential or actual public health emergency exists

**B. Roles and Responsibilities**

- a. Medical Examiner Administration initiates actions to ensure the integrity of the Medical Examiner's system, as appropriate
- b. Hospitals complete morgue space availability query
- c. The Columbia/Boone County Office of Emergency Management (OEM) is notified.
- d. The Columbia/Boone County Public Health and Human Services on-call Duty Officer is notified.
- e. Members of the Columbia/Boone County Health and Medical Emergency Planning Committee are notified.

**C. Alert Actions**

- a. Public Safety Joint Communications (PSJC) notifies:
  - i. Death Investigator on-call for Medical Examiner's Office
  - ii. Emergency First Responders (if needed)
  - iii. The Columbia/Boone County Public Health & Human Services on-call Duty Officer.
  - iv. Public Safety Answering Points for mutual aid (if needed)
- b. Medical Examiner's Office notifies:
  - i. Local/County Funeral Directors and contract mortuary services
- c. The Columbia/Boone County Public Health & Human Services on-call Duty Officer notifies:
  - i. Hospitals of Columbia/Boone County
    1. University of Missouri Healthcare: University Hospital and MU Women's and Children's Hospital

2. Boone Hospital Center
3. Harry S. Truman Veteran's Administration

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## LEVEL 1 ACTIVATION

### A. Level 1 Description

- a. Ten to nineteen (10-19) anticipated decedents require recovery, transportation, identification or family assistance services.
- b. The event is managed by the local jurisdiction.
- c. Human remains are not contaminated by any toxic or hazardous materials.
- d. Human remains are generally intact.
- e. No criminal or terrorist involvement is suspected.
- f. \*\* If the complexity involves any of the following, please consider proceeding to Level 3 Activation:
  - i. Fragmented human remains
  - ii. Tedious recovery or difficulty in locating and recovering remains
  - iii. Contaminated remains requiring decontamination
  - iv. Criminal involvement
  - v. Suspected terrorist activity
  - vi. Other factors that require an enhanced level of management and coordination

### B. Level 1 Notifications

- a. Scene Incident Commander (IC) determines internal notifications and makes the following notifications to the County:
  - i. Medical Examiner's Office Notifications:
    1. University Chaplain's Office (as needed).
  - ii. Columbia/Boone County Public Health & Human Services Duty Officer.
    1. Director of Public Health.
    2. Hospitals of Columbia/Boone County House Supervisors – Emergency Response Number:
      - a. University of Missouri Healthcare: University Hospital and MU Women's and Children's Hospital
      - b. Boone Hospital Center
      - c. Harry S. Truman Veteran's Administration
  - iii. Columbia/Boone County Office of Emergency Management (OEM) Notifications:
    1. County Commissioner's Office
    2. Columbia City Manager's Office
    3. Public Information Officers (as needed)
    4. The Columbia/Boone County Public Health & Human Services on-call Duty Officer

### C. Level 1 Areas of Responsibility

- a. Public Safety (Law Enforcement/Fire)
  - i. Overall "on-scene" incident management and mitigation.

- b. EMS
  - i. Triage, treatment and transport of the ill and/or injured.
- c. Medical Examiner Administration
  - i. Has overall fatality management responsibility.
  - ii. Ensures adequate resources are available to support the Medical Examiner's System.
  - iii. Provides technical assistance in support of the incident.
- d. Transport Service Provider(s)
  - i. Provide transportation of the deceased from the scene of death to the examination center/temporary morgue and from the morgue to final disposition location(s) within the public safety jurisdiction.
  - ii. The Medical Examiner Investigator is assigned to oversee transport operations, communicates with hospitals, and serves as a liaison to the Medical Examiner. (See Columbia\Boone County EOP Resource Directory Guide in Annex M Section for Contact Information).
  - iii. The Medical Examiner Investigator coordinates transport resources are available to the Medical Examiner and Health System.
- e. Columbia/Boone County Office of Emergency Management (OEM)
  - i. Receive and process resource requests from the City/County to the State
  - ii. Coordinate the request of a local emergency declaration
- f. Columbia/Boone County Department of Public Health and Human Services
  - i. Duty officer acts as initial liaison to Medical Examiner
- g. Hospitals
  - i. Prepare to activate internal mass fatality surge capacity.
  - ii. Hospitals complete morgue space availability query.

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## LEVEL 2 ACTIVATION

- A. Level 2 Description
  - a. Twenty to twenty-nine (20-29) anticipated decedents require recovery, transportation, identification and family assistance services.
  - b. Event is managed by the local jurisdiction and may use external resources/ assistance from outside the operational area.
  - c. Human remains are not contaminated by any toxic or hazardous materials and are generally intact.
  - d. Complexity issues of the incident may instigate the Medical Examiner's Administration to request authorization for a higher level of activation, in order to obtain additional supportive resources. Such issues may be an increasing scope and magnitude of recovery operations, involvement of VIPs, and/or other complicating aspects of the operation.
  - e. \* \* If the complexity involves any of the following, please proceed to Level 3 Activation:
    - i. Fragmented human remains

- ii. Tedious recovery or difficulty in locating and recovering remains
  - iii. Contaminated remains requiring decontamination
  - iv. Criminal involvement
  - v. Suspected terrorist activity
  - vi. Other factors that require an enhanced level of management and coordination
- B. Level 2 Notifications
- a. Local Incident Commander (IC) determines internal notifications and makes the following notifications to City/County:
  - b. All Level 1 Notifications plus:
    - i. Medical Examiner's Office Notifications:
      - 1. Statewide Funeral Directors Association
    - ii. Columbia/Boone County Department of Public Health and Human Services Notifications:
      - 1. Public Health Emergency Planner
      - 2. Medical Director
      - 3. Vital Records
      - 4. Division of Human Services
    - iii. Columbia/Boone County Office of Emergency Management (OEM) Notifications:
      - 1. Community Organizations Active in Disasters (COAD)
- C. Level 2 Areas of Responsibility
- a. All Level 1 Areas of Responsibility plus:
    - i. Medical Examiner Administration
      - 1. Coordinates with Missouri Funeral Directors Association for disaster surge resources.
      - 2. Consider Family Assistance Center (FAC) Activation.
    - ii. Columbia/Boone County Office of Emergency Management (OEM)
      - 1. Provide coordination to multiple levels of government per National Incident Management System requirements
      - 2. Staff and manage the City/County Emergency Operations Center (EOC) when activated
        - a. Joint Information Center (JIC) at EOC
    - iii. Columbia/Boone County Department of Public Health and Human Services (CBCDPHHS)
      - 1. Consider Staffing and Managing Department Operation Center (DOC)
      - 2. Support incident action planning through technical specialist(s)
      - 3. Coordinate with hospitals and prepare to receive any resource requests that are not available through the Region F Healthcare Coalition
      - 4. CBCDPHHS Division of Human Services
        - a. Review plans and prepare to establish and manage the Family Assistance Center with direction from the Medical Examiner's Administration

- b. Notify key personnel to prepare to implement appropriate contingency actions and plans
  - c. Initiate internal disaster staffing plan
  - d. Direct fatality related concerns directly to the Medical Examiner
  - e. Assess the need for behavioral health services to support the mass fatality operations for responding personnel and the community
  - f. Consult with Missouri Funeral Directors Association regarding potential staffing needs at Family Assistance Center
- iv. Hospitals
- 1. Prepare to receive, manage and provide storage of decedents at their facility or an alternate location for a longer period of time determined by the Medical Examiner System
  - 2. Initiate internal mass fatality surge capacity plans
  - 3. Consider appropriate contingency actions and plans
  - 4. Direct fatality related concerns directly to the Medical Examiner
  - 5. Maintain continuous resource and situation status with Boone County hospitals through EMSsystem
  - 6. Hospitals complete morgue space availability query
  - 7. Consider activation of Hospital Command Center (HCC) and/or Hospital Incident Command System (HICS)
- v. Missouri Funeral Directors Association
- 1. Conduct and communicate survey of private funeral industry resources to support activation (may include storage capacity, staffing, transportation vehicles and equipment/supplies).
  - 2. Consider internal mass fatality surge capacity plans.
  - 3. Consider appropriate contingency actions and plans.
  - 4. Direct fatality related concerns directly to the Medical Examiner.
  - 5. Consider sending a Liaison Officer to the Medical Examiner's Administration.
  - 6. Maintain continuous resource and situation status.

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## LEVEL 3 ACTIVATION

### A. Level 3 Description

- a. Level 3 Activation involves 30-50 anticipated decedents from an event that is considerably more complex than a Level 2 Activation. Complexity may include factors such as:
  - i. Fragmented human remains.
  - ii. Tedious recovery or difficulty in locating and recovering remains.
  - iii. Contaminated remains requiring decontamination.
  - iv. Criminal involvement.

- v. Suspected terrorist activity.
    - vi. Other factors that require an enhanced level of management and coordination
  - b. The County Emergency Operations Center is activated for required logistical support.
  - c. Activate the Region F Emergency Healthcare Coalition. The Healthcare coalition can act as a conduit for the availability of resources from the hospitals in Region F.
  - d. Activate County Vital Record's Surge capacity.
- B. Level 3 Notification
  - a. Local Incident Commander (IC) determines internal notifications and makes the following notifications to the County:
  - b. All Level 1 and 2 Notifications plus:
    - i. Medical Examiner's Office Notifications:
      - 1. Chaplain Volunteers.
- C. Level 3 Areas of Responsibility
  - a. Public Safety (Law Enforcement/Fire)
    - i. Scene Security.
    - ii. Investigation.
    - iii. Support to the Medical Examiners.
    - iv. Request medical-health resources through the Columbia/Boone County EOC, if needed.
  - b. Medical Examiner Administration
    - i. A Medical Examiner (or representative) will communicate with the Columbia/Boone County EOC.
    - ii. Assesses the need to request assistance from the State to include the Disaster Portable Morgue Unit and the MFDEA-Disaster Response Team.
    - iii. Ensures adequate resources are available to support the incident.
    - iv. Ensures adequate resources are available to support the Medical Examiner System.
    - v. Consider requesting temporary morgue site from the EOC.
    - vi. Overall fatality management responsibility.
    - vii. Oversight of the Family Assistance Center (FAC) operation.
    - viii. Coordinates and ensures decontamination of the deceased.
    - ix. Coordinate Disaster Service Workers and other requested fatality management surge resources through the EOC.
  - c. Medical Examiner Transport Service Provider(s)
    - i. Provides transportation of the deceased to the public safety jurisdiction for the purpose of managing the collection and storage of the deceased.
    - ii. The person assigned to oversee transport operations, coordinates body transport operations, communicates with hospitals, and serves as a liaison to the Medical Examiner Administration.
    - iii. Ensures adequate transport resources are available to the Medical Examiner System.
  - d. Columbia/Boone County Office of Emergency Management (OEM)

- i. Provide coordination to multiple levels of government as per NIMS
  - ii. Staff and manage the Columbia/Boone County Emergency Operations Center (EOC)
  - iii. Create and process resource requests from the County EOC to the State
  - iv. Coordinate the development of a local emergency declaration
  - v. Contact Columbia REDI to get a list of potential temporary morgue sites
- e. Columbia/Boone County Department of Public Health and Human Services (PHEPR)
  - i. Activate Department Operation Center (DOC)
  - ii. Support incident action planning through technical specialist
  - iii. Coordinate with Columbia/Boone County Hospitals managing any requests for medical supplies and equipment not available through the Region F Healthcare Coalition
- f. Hospitals
  - i. Prepare to receive, manage and provide for extended storage for the deceased patients who have expired in their facilities as determined by the Medical Examiner System.
  - ii. Implement the Hospital Incident Command System (HICS).
  - iii. Initiate internal (morgue) surge capacity plans.
  - iv. Implement appropriate contingency actions and plans.
  - v. Maintain continuous resource and situation status with the regional Healthcare Coalition EMResource/EMTrack.
  - vi. Hospitals complete morgue space availability query
- g. Columbia/Boone County Department of Public Health and Human Services Division of Human Services
  - i. Establish and manage Family Assistance Center with direction from the Medical Examiner's Administration.
  - ii. Request personnel from Missouri Funeral Directors Association, Mental Health professionals, Medical Reserve Corps, American Red Cross and Faith Based Partners.
  - iii. Implement appropriate contingency actions and plans.
  - iv. Provide behavioral health services to support the mass fatality operations.
  - v. Initiate internal disaster staffing plan
- h. Missouri Funeral Directors Association
  - i. Conduct and communicate survey of private funeral industry resources to support activation. Include: storage capacity, staffing, transportation vehicles and equipment/supplies.
  - ii. Initiate internal mass fatality surge capacity plans.
  - iii. Consider appropriate contingency actions and plans.
  - iv. Maintain continuous resource and situation status with the Columbia/Boone County EOC, if activated.

- v. When requested, provide Family Assistance Center with personnel experienced in grief counseling and collecting data for the Victim Information Profile (VIP) forms.
- i. Region F Emergency Healthcare Coalition
  - i. Coordinates Region F medical mutual aid requests.
  - ii. Coordinates with the Columbia/Boone County EOC
- j. Columbia/Boone County Emergency Operations Center
  - i. Overall policy level management and mitigation of events occurring with each individual jurisdiction.
  - ii. Resource coordination.
  - iii. Prioritization of multiple sites.
  - iv. Development of Consolidated Action Plan.

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## LEVEL 4 ACTIVATION

### A. Level 4 Description

- a. A Level 4 Activation may be indicated when routine Mass Fatality Management resources are stressed due to an actual event requiring extraordinary measures that may extend beyond the available resources within the County.
  - 1. Level 4 Activations involve greater than 50 decedents anticipated with an event that is considerably more complex than a Level 3 Activation. Complexity may include factors such as:
    - a. Fragmented human remains
    - b. Tedious recovery or difficulty in locating and recovering remains
    - c. Contaminated remains requiring decontamination
    - d. Criminal involvement
    - e. Suspected terrorist activity
    - f. Any other combination of factors that require an enhanced level of management and coordination

\*\* Level 4 Activations may require the use of non-traditional /alternative death care delivery methods as coordinated by the County Medical Examiner Administration. Level 4 is a “Contingency Activation”
  - ii. Columbia/Boone County Emergency Operations Center (EOC) is activated.
  - iii. Local public safety agencies (Police, Fire & EMS) request medical/health resources through the EOC. The EOC determines what resources are available and notifies the appropriate ICS position for each event/jurisdiction of the resources that will be allocated.
  - iv. Actions taken during Level 4 Activations are focused on maintaining the integrity of the Medical/Health System, providing resources to support response and recovery efforts for multiple mass fatality events, and ensuring the general health and welfare of persons affected.

- v. The Columbia/Boone County Medical Examiner Administration assesses the need to request assistance from State and federal mortuary response teams and/or the Mobile Morgue Unit and communicates this request to the EOC.
- B. Level 4 Notifications
  - a. Local Incident Commander (IC) determines internal notifications and makes the following County notifications:
    - i. All Level 1, 2 and 3 4 Notifications.
- C. Level 4 Areas of Responsibility
  - a. Public Safety (Law Enforcement/Fire)
    - i. Overall “on-scene” incident management and mitigation
  - b. EMS
    - i. Triage, treatment and transport of the ill and/or injured
  - c. Medical Examiner Administration
    - i. Takes appropriate actions to ensure the following are met:
    - ii. This may include: policy modification or suspension, amended dispatch procedures for Medical Examiner’s personnel implementation of altered standards of death care to include collection, storage, and identification of the deceased and family assistance. These altered standards may include non-refrigerated storage of bodies and temporary interment of the deceased. Additionally, mass cremation and suspension of funerals and the establishment of public access to fatality drop off/collection points throughout the County during periods of isolation, quarantine or social distancing may be authorized by the Public Health Officer.
    - iii. Recommends Policy level activities at the EOC to establish modified death certificate procedures, altered standards of death care, temporary interment and public fatality collection points throughout the County.
    - iv. Overall fatality management responsibility.
    - v. Oversight of the Family Assistance Center operation.
    - vi. Coordinates and ensures decontamination of the deceased.
    - vii. Coordinate Disaster Service Workers and other requested fatality management surge resources through the EOC.
    - viii. Ensures adequate resources are available to support the incident.
    - ix. Coordinates the response and mission tasking of all Medical Examiner resources from out of the region through the State and federal mutual aid systems.
    - x. Ensures adequate resources are available to support the Medical Examiner System.
    - xi. Provides technical assistance in support of the incident.
  - d. Medical Examiner Transport Service Provider(s)
    - i. Provides transportation of the deceased to the public safety jurisdiction for the purpose of managing the collection and storage of the deceased.

- ii. The person assigned to oversee transport operations, coordinates body transport operations, communicates with hospitals, and serves as a liaison to the Medical Examiner Administration.
  - iii. Request additional transportation resources if necessary.
- e. Columbia/Boone County Office of Emergency Management (OEM)
  - i. Provide coordination to multiple levels of government as per NIMS and EM process
  - ii. Staff and manage the Emergency Operation Center (EOC)
  - iii. Create and process resource requests from the regional Healthcare Coalition to the State EOC
  - iv. Coordinate the development of a local emergency declaration
- f. Hospitals
  - i. Prepare to provide extended storage for the deceased patients who have expired in their facilities as determined by the Medical Examiner System.
  - ii. Implement the Hospital Incident Command System (HICS).
  - iii. Initiate internal (morgue) surge capacity plans.
  - iv. Implement appropriate contingency actions and plans.
  - v. Maintain continuous resource and situation status with the Regional Healthcare Coalition through EMResource/EMTrack.
  - vi. Hospitals complete morgue space availability query
- g. Columbia/Boone County Department of Public Health and Human Services
  - i. The Health & Medical Coordinator will coordinate from the EOC with Columbia/Boone County Hospitals to manage any requests for medical supplies and equipment not available through the Region F Healthcare Coalition
  - ii. Use Mosaic to request any SNS supplies the hospitals, clinics or alternate care sites request from the EOC
  - iii. Consider establishing warehouse site to manage and distribute the inventory
- h. Columbia/Boone County Department of Public Health and Human Services Division of Human Services
  - i. Establish and manage Family Assistance Center
  - ii. Consider a “virtual family assistance center” or “fatality information call center” operation.
  - iii. Implement appropriate contingency actions and plans.
  - iv. Assess need for behavioral health services to support the mass fatality operations.
  - v. Consult with social services agencies, mental health providers, American Red Cross, Medical Reserve Corps, faith based partners and Missouri Funeral Directors Association regarding potential staffing needs at Family Assistance Center
- i. Missouri Funeral Directors Association

- i. Conduct and communicate survey of private funeral industry resources to support activation. Include: storage capacity, staffing, transportation vehicles and equipment/supplies.
  - ii. Initiate internal mass fatality surge capacity plans.
  - iii. Consider appropriate contingency actions and plans.
  - iv. Maintain continuous resource and situation status with the Columbia/Boone County EOC.
  - v. Provide Family Assistance Center with personnel experienced in grief counseling and collecting data for the Victim Information Profile (VIP) forms.
- j. Region F Emergency Healthcare Coalition
  - i. Support incident action planning through technical specialist
  - ii. Support Medical Health Coordination through NIMS
  - iii. Coordinates Region F medical mutual aid requests
  - iv. Coordinate with the Columbia/Boone County EOC and Hospital Command Centers (HCC's)

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## LEVEL 5 ACTIVATION

### A. Level 5 Description:

- a. A Level 5 Activation may be indicated when routine Mass Fatality Management System resources are stressed due to an actual event requiring extraordinary measures that may extend beyond the available resources within the County. These events exceed the County's ability to manage or mitigate the event without the assistance of State and Federal resources. In a Level 5 Crisis Activation, resources from outside the County will most likely not be available.
  - i. Columbia/Boone County Emergency Operations Center (EOC) is activated.
- b. Local public safety agencies (Police, Fire & EMS) request medical/health resources through the EOC. The EOC determines what resources are available and notifies the appropriate ICS position for each event/jurisdiction of the resources that will be allocated.
- c. The Region F Healthcare Coalition coordinates regional resource and medical mutual aid requests and makes any appropriate Medical Mutual Aid Resource Requests through the Columbia/Boone County EOC. The Columbia/Boone County EOC then requests through the State EOC.
- d. The County Medical Examiner's Administration requests assistance from State and federal and private sources and communicates this request to the EOC.
 

\*\* Level 5 Activations will likely require the use of non-traditional /alternative death care delivery methods as coordinated by the County Medical Examiner Administration.

### B. Level 5 Notifications

- a. All Level 1, 2, 3 and 4 Notifications.

### C. Level 5 Areas of Responsibility

- a. Public Safety (Law Enforcement/Fire)

- i. Overall “on-scene” incident management and mitigation
- b. EMS
  - i. Continue triage, treatment and transport of the ill and/or injured
- c. Medical Examiner Administration
  - i. Continue taking appropriate actions to ensure objectives are met. This may include:
    - 1. Policy modification or suspension, amended dispatch procedures for Medical Examiner’s personnel implementation of altered standards of death care to include collection, storage, and identification of the deceased and family assistance.
    - 2. The following are altered standards of death care: non-refrigerated storage of bodies, temporary interment of the deceased, suspension of funerals and establishment of public access to fatality drop off/collection points throughout the County.
  - ii. Continue coordination of resources availability to support the incident.
  - iii. Continue coordination of resources availability to support the Medical Examiner System.
  - iv. Consider requesting State and Federal DMORT teams
  - v. Provides technical assistance in support of the incident
  - vi. Makes policy recommendation as to the return to normal standard of death care after incident has been controlled.
- d. Medical Examiner Transport Service Provider(s)
  - i. Provides transportation of the deceased to the public safety jurisdiction for the purpose of managing the collection and storage of the deceased.
  - ii. The person assigned to oversee transport operations, coordinates body transport operations, communicates with hospitals, and serves as a liaison to the Medical Examiner Administration.
  - iii. Ensures adequate transport resources are available to the Medical/ Health System.
- e. Columbia/Boone County Office of Emergency Management
  - i. Continue providing coordination to multiple levels of government as per NIMS
  - ii. Continue efforts to staff and manage the Columbia/Boone County Emergency Operation Center (EOC)
  - iii. Continue processing resource requests from the Columbia/Boone County EOC to the State EOC
  - iv. Maintain continuous resource and situation status with the regional Healthcare Coalition through EMResource/EMTrack.
  - v. Continue on consolidated Action Plan.
- f. Hospitals
  - i. Prepare to provide extended storage for the deceased patients who have expired in their facilities.
  - ii. Implement the Hospital Incident Command System (HICS).

- iii. Initiate internal (morgue) surge capacity plans.
- iv. Implement appropriate contingency actions and plans.
- v. Maintain continuous resource and situation status with the Regional Healthcare Coalition through EMResource/EMTrack.
- vi. Complete a regional morgue space availability query
- g. Columbia/Boone County Department of Public Health and Human Services Division of Human Services
  - i. Continue establishing and manage Family Assistance Center
  - ii. Continue assessing the need for behavioral health services to support the mass fatality operation.
  - iii. Continue communication with EOC regarding staffing needs at the Family Information Center.
  - iv. Continue contingency actions and plans to provide behavioral health services for healthcare responders, healthcare responders' families, existing mental health clients and other community members.
- h. Missouri Funeral Directors Association
  - i. Continue conducting and communicating survey of private funeral industry resources to support event. Include: storage capacity, staffing, transportation vehicles and equipment/supplies.
  - ii. Continue mass fatality surge capacity plans.
  - iii. Continue contingency actions and plans.
  - iv. Continue monitoring Medical Examiner System through established briefings schedule for incident information.
  - v. Continue resource and situation status with the EOC
- i. Region F Emergency Healthcare Coalition
  - i. Continue staffing and managing Coordination activities
  - ii. Continue support incident action planning through technical specialist(s)
  - iii. Continue managing Medical Coordination through NIMS
  - iv. Continue coordination of regional medical mutual aid requests.
  - v. Continue coordination with the Columbia/Boone County EOC and Regional/State Coordinators and Points of Contact.

## ANNEX M APPENDIX 4: COLUMBIA/BOONE COUNTY GUIDELINES FOR PETS AND TEMPORARY ANIMAL SHELTERING

(Note: Columbia/Boone County Animal Control has very detailed SOGs for the processing of animals.)

### PURPOSE

- A. To This appendix exists to establish the means and methods for the most reasonable and proper care and handling of animals during disaster situations.

### SITUATION AND ASSUMPTIONS

- A. Situation
  - a. Boone County is subject to a number of disasters that could cause potential evacuation of persons and their pets or livestock from an affected area.
  - b. Shelters operated by the American Red Cross do not accept pets. Persons seeking shelter may be unaware of the policy and will report to shelters with their animals. Some individuals may refuse to evacuate without provisions for the care of their pets.
  - c. Depending on the type of disaster, it is likely that there will be an increase in the number of stray animals at large in the community.
  - d. The removal of dead animals will be a problem, especially in a catastrophic disaster and may pose a health risk to the human population if not dealt with in a timely manner.
  - e. The Columbia/Boone County Department of Public Health and Human Services provides animal control services for the City of Columbia, Rocheport, Harrisburg, Hartsburg, and unincorporated areas of Boone County. Ashland, Centralia, Sturgeon, and Hallsville provide their own animal control services.
  - f. The Central Missouri Humane Society operates an animal shelter in Columbia, Missouri. There are other non-profit organizations that exist for the protection of animals.
  - g. There are 19 veterinary clinics in Boone County, many with potential to board animals during a disaster.
  - h. The Boone County Fairgrounds, the University of Missouri School of Veterinary Medicine and other private individuals may have available space for the care of large animals.
  - i. Assistance will be necessary for the capture and care of exotic animals and wildlife.
- B. Assumptions
  - a. A major disaster will create problems beyond the normal day-to-day capabilities of the Columbia/Boone County Department of Public Health and Human Services - Animal Control Division and the Central Missouri Humane Society.
  - b. During a disaster outside assistance is available and will respond when needed.

### COMMUNICATION PROCEDURES

- A. Upon the event of a disaster involving evacuation or displacement of multiple Boone County residents, the following persons shall be notified immediately:
  - a. Columbia/Boone County Health Director

- b. Columbia / Boone County Environmental Health Supervisor
- c. Columbia/Boone County Animal Control Division

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#### CONCEPT OF OPERATIONS

- A. The Health and Medical Coordinator will be responsible for conducting operations in the EOC.
- B. Animal Control, the Central Missouri Humane Society, and other rescue / support groups maintain their own internal personnel call-up lists.
- C. Requests for outside veterinary services need not go through the EOC.
- D. Emergency animal shelters will be established when necessary and communicated to the public through Emergency Information Office (Annex C).
- E. Animal Control and Humane Society officials will coordinate with Red Cross personnel to assure the safety and care of the animals of evacuees or displaced families.
- F. A list of animal shelter facilities will be maintained by Animal Control.
- G. Animals impounded will be tracked, using microchip devices, photographs, and complete descriptions, until disposition is completed. Animal Control staff will attempt to locate owners of stray animals.
- H. A system for tracking deceased animals will be maintained and will include: photographs, microchip scanning, detailed descriptions, location found, and tags/license information.
- I. Identifying information will be used to assist individuals attempting to locate missing pets.

 **FEMA**  
DISASTER ASSISTANCE POLICY

**DAP9523.19**

**I. TITLE: Eligible Costs Related to Pet Evacuations and Sheltering**

**II. DATE: OCT 24 2007**

**III. PURPOSE:**

The purpose of this policy is to identify the expenses related to State and local governments' emergency pet evacuation and sheltering activities that may be eligible for reimbursement following a major disaster or emergency declaration.

**IV. SCOPE AND AUDIENCE:**

This policy is applicable to all major disasters and emergencies declared on or after its date of issuance. It is intended to be used by FEMA personnel involved in making eligibility determinations under the Public Assistance Program.

**V. AUTHORITY:**

Sections 403 and 502 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), 42 U.S.C. 5170b, 42 U.S.C. 5192; the Pets Evacuation and Transportation Standards Act (PETS Act) of 2006, P.L. No. 109-308, § 4, 120 Stat. 1725 (2006); and 44 CFR §§ 206.223(a), 206.225(a).

**VI. BACKGROUND:**

On October 6, 2006, the PETS Act was signed into law, amending Section 403 of the Stafford Act. Section 403, as amended by the PETS Act, authorizes FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency.

**VII. POLICY:**

**A. Definitions:**

1. Household Pet. A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not

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include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.

2. Service Animal<sup>1</sup>. Any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items.

3. Congregate Household Pet Shelters. Any private or public facility that provides refuge to rescued household pets and the household pets of shelterees in response to a declared major disaster or emergency.

**B. Eligibility.** State and local governments that receive evacuees from areas declared a major disaster or an emergency may seek reimbursement for eligible pet rescue, sheltering, and evacuation-support costs.

1. State and local governments outside the designated disaster area may seek reimbursement under mutual aid protocols through the affected and supported state(s). (44 CFR § 206.223(a)(2)).

2. State and local governments are the only eligible applicants for sheltering and rescuing household pets and service animals. Contractors or private nonprofit (PNP) organizations that shelter or rescue household pets and service animals cannot be reimbursed directly as an applicant. However, contractors and PNPs can be reimbursed for sheltering and rescuing household pets and service animals through a state or local government, provided a written statement from an eligible applicant is presented in which the applicant verifies that the contractor or PNP is performing or has performed sheltering or rescuing operations on the applicant's behalf and the expenses are documented.

**C. Household Pet Rescue.** State and local governments may conduct rescue operations for household pets directly or they may contract with other providers for such services. Eligible costs include, but are not limited to, the following:

1. Overtime for regular full-time employees.

<sup>1</sup> Department of Justice, Americans with Disabilities Act (ADA), 42 USC 1201 et seq, implementing regulations at 28 CFR § 36.104.



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2. Regular-time and overtime for contract labor (including mutual aid agreements) specifically hired to provide additional support required as a result of the disaster.

3. The use of applicant-owned or leased equipment (such as buses or other vehicles) to provide eligible pet transportation to congregate pet shelters may be reimbursed according to 44 CFR § 206.228(1)(a) (does not include operator labor). The cost of leasing equipment for this purpose may also be eligible for reimbursement.

**D. Congregate Household Pet Sheltering.** State and local governments may conduct sheltering operations for pets directly, or may contract with other sheltering providers for such services. Eligible Category B congregate pet sheltering costs may include, but are not limited to, the *reasonable* costs for:

1. Facilities.

- Minor modifications to buildings used for congregate household pet sheltering, if necessary to provide increased capacity for the accommodation of sheltererees' household pets.
- Facility lease or rent.
- Increase in utility costs, such as power, water, and telephone.
- Generator lease and operation (but not purchase).
- Shelter safety and security.
- Shelter management.
- Shelter and crate/cage cleaning.

2. Supplies and Commodities. Eligible items are those needed for, and used directly on, the declared disaster, and are reasonable in both cost and need. Examples include:

- Food, water, and bowls.
- Crates/Cages.
- Pet transport carriers.
- Animal cleaning tables and supplies.
- Medication for animal decontamination and parasite control to ensure that the animal is not a health threat to humans or other animals.

3. Eligible Labor. If the regular employees of an eligible applicant perform duties in direct support of congregate pet sheltering operations, any overtime pay related to such duties is eligible for reimbursement. However, the straight-time pay of these employees is not eligible. Regular-time and overtime for contract labor, including mutual aid agreements,



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specifically hired to provide additional support required as a result of the disaster or emergency is also eligible for reimbursement.

4. Equipment. The use of applicant-owned or leased equipment (such as buses, trucks, or other vehicles) to provide eligible pet evacuation or sheltering support may be reimbursed according to 44 CFR §206.228(1)(a) (does not include operator labor). The cost of leasing equipment may also be an eligible expense for reimbursement.

5. Emergency Veterinary Services. For the purposes of screening the health of household pets and service animals, and assessing and treating minor illnesses and injuries, congregate pet shelters may be staffed with emergency veterinary teams. The following costs related to the provision of emergency veterinary services in a congregate pet sheltering environment are eligible for reimbursement:

- Veterinary diagnosis, triage, treatment, and stabilization.
- Provision of first aid, including materials (bandages, etc.).
- Medicine.
- Supervision of paid and volunteer veterinary staff.
- Vaccinations administered to protect the health and safety of congregate shelter and supporting emergency workers including but not limited to tetanus and hepatitis.
- Vaccinations administered to protect the health and safety of congregate shelter pets for transmissible or contagious diseases including but not limited to bordetella/kennel cough.

6. Transportation. Transportation of evacuees' household pets and service animals to congregate shelters from pre-established pickup locations is an eligible expense when the means of transportation used is the most cost-effective available.

7. Shelter Safety and Security. Additional reimbursable safety and security services may be provided at congregate pet shelters, based upon need.

8. Cleaning and Restoration. The costs (to the Applicant) to clean, maintain, and restore a facility to pre-congregate pet shelter condition are eligible.

9. Removal and Disposal of Animal Carcasses. The costs (to the Applicant) to remove and dispose of animal carcasses in a safe and timely manner and in compliance with applicable laws and regulations are eligible.



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10. Cataloging/Tracking System for Pets. The reasonable costs (to the Applicant) for tracking animals at congregate pet shelters for the purposes of reuniting them with their owners are eligible.

E. **Service animals**. Service animals will be sheltered with their owners in congregate shelters.

F. **Length of Operation**. Costs of sheltering/caring for household pets will no longer be eligible for FEMA reimbursement when the pet owner transitions out of Section 403 emergency sheltering.

VIII. **ORIGINATING OFFICE**: Disaster Assistance Directorate (Public Assistance Division).

IX. **SUPERSESION**: This policy supersedes all previous guidance on this subject.

X. **REVIEW DATE**: Three years from date of publication.

\_\_\_\_\_  
Carlos J. Castillo  
Assistant Administrator  
Disaster Assistance Directorate

# ANNEX N: TERRORISM

## PURPOSE

The purpose of this annex is to establish a unified approach for emergency response agencies in the county to respond to and recover from a threat or act of terrorism. Also, establish a terrorism response system that prescribes responsibilities and actions required to respond to and recover from a terrorist event.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. The county has assets that could be targets for terrorist activities. These include, but are not limited to:
  - a. Federal, state, county and municipal government facilities and structures
  - b. Chemical Facilities
  - c. Medical facilities
  - d. Religious facilities
  - e. Businesses and manufacturing centers
  - f. Airports, railroads, highways and navigable rivers
  - g. Pipelines; power plants; public utilities; landmarks; and large public gatherings
  - h. Agriculture
    - i. Terrorism takes many forms: bombings, arson, infrastructure attacks (on water, electric, gas, or telecommunications systems), mass shootings, cyberspace failure or disruption, transportation attacks (hijacking, bombing, sabotage etc.), and common law torts.
      1. Weapons of Mass Destruction (WMD). Any weapon designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon designed to release radiation or radioactivity at a level dangerous to human life (18 USC 2332a).
      2. Chemical Agent. A chemical substance intended to kill, seriously injure, or incapacitate people through physiological effects. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (including munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. A chemical agent attack might release a chemical warfare agent (such as a nerve or blister agent) or an industrial chemical that may have serious consequences. Whether an infectious agent or a hazardous chemical causes an outbreak may not be obvious early in an investigation;

however, most chemical attacks are localized, and their effects become evident within a few minutes. Different chemical agents can be persistent or non-persistent. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents may have high evaporation rates, be lighter than air, or disperse rapidly; therefore the ability to cause casualties is significantly reduced over a relatively short period of time (although they may persist longer in small unventilated areas).

3. **Biological Agents.** Living organisms or materials derived from them that cause disease; harm humans, animals, or plants; or deteriorate materials. Recognition of a biological hazard can occur by: identifying it as a credible threat; discovering bio-terrorism evidence (devices, agents, clandestine labs); diagnosing a disease caused by an agent identified as a possible bio-terrorism agent; or gathering and interpreting public health surveillance data. People exposed to a pathogen such as anthrax or smallpox may not know they have been exposed, and those infected or subsequently infected may not feel sick for some time. Infectious diseases typically progress with a delay between exposure and onset of illness -the incubation period. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, direct patient care providers and the public health community are likely to first detect a biological attack on civilians (See annex M and/or the LPHA ERP). Terrorists also could use biological agents to affect agricultural commodities (agri-terrorism). These agents include wheat rust or viruses that could devastate the local or even national economy.
4. **Radiological/Nuclear.** High-energy particles or gamma rays emitted by an atom undergoing radioactive decay. Emitted particles can be charged alpha or beta particles, or neutral neutrons, or gamma rays. The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. Also, involvement of radioactive materials in an explosion may or may not be obvious; depending on what explosive device was used. The presence of a radiation hazard is difficult to ascertain unless the responders have the proper detection equipment and the training to use it. Most of the many detection devices available are designed to detect specific types and levels of radiation -they are not appropriate for measuring or ruling out the presence of all possible radiological hazards. Terrorists may use the following delivery methods:
  - a. An improvised nuclear device (IED) is any explosive device designed to cause a nuclear yield. Either uranium or plutonium

isotopes can fuel these devices, depending on the trigger. While “weapons-grade” material increases the efficiency a device, materials of less than weapons grade can still be used.

- b. A radiological dispersal device (RDD) is any explosive device that spreads radioactive material when detonated. A RDD includes an improvised explosive device that could be used by placing it in close proximity to radioactive material. A RDD also includes devices identified as “dirty bombs”.
  - c. A simple RDD spreads radiological material non-explosively (for example, medical isotopes or waste).
  - d. Explosives. Conventional explosive devices or improvised bombs used to cause massive local destruction or to disperse chemical, biological, or radiological agents. Improvised explosive devices are categorized as explosive or incendiary -using high or low filler explosive materials to explode and/or cause fires. Bombs and firebombs are inexpensive and easily constructed. They are not technologically sophisticated. Of all weapons, these are the easiest to obtain and use. The components are readily available, as are detailed instructions for constructing these devices. They are the likeliest terrorist weapons.
  - e. Cyber Terrorism. “Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation’s critical infrastructures ... in order to intimidate or coerce a government or civilian population ... in furtherance of political or social objectives. ”
- i. There exist resources statewide that are capable of response to incidents resulting from terrorist activity. These resources include, but are not limited to, hazardous materials response teams with enhanced capabilities for response to incidents involving nuclear or radiological materials, and biological and chemical agents.

Such resources are mobilized and deployed by the Division of Fire Safety through Statewide Fire Mutual Aid at the request of the affected local jurisdiction in support of response and recovery operations.

Requests for Fire Mutual Aid assistance should be directed to the Regional or Statewide Mutual Aid Coordinator.

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## ASSUMPTIONS

- A. The county recognizes the responsibility for public health and safety, and the need of a plan to set forth guidelines to deal with terrorism, and the need to exercise the procedures, policies, and guidelines set forth in this Annex.

- B. Proper implementation of this Annex can reduce the effects a Terrorist attack and limit related exposure to the public.
- C. No single agency at the Local, State, or Federal level possesses the authority and/or the expertise to act unilaterally on the many difficult issues that may arise in response to a threat or act of terrorism, particularly if WMD is involved.
- D. Should a terrorist incident be identified, the county could be acting alone pending mobilization and deployment of other local, State and Federal assets.
- E. An act of terrorism involving WMD in the county could immediately overwhelm the local response capabilities.
- F. Counter terrorism efforts including intelligence gathering and appropriate response training may reduce some incident potential, but incidents can occur with little or no warning.
- G. If appropriate personal protective equipment (PPE) is not readily available, entry into the contaminated area (hot zone) may be delayed until the arrival of trained and equipped emergency response personnel. Responders must also be aware of secondary devices targeting first responders.

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## CONCEPT OF OPERATIONS

- A. Primary Objectives in Response to a Terrorist Act:
  - a. Protect the lives and safety of the citizens and first responders.
  - b. Isolate, contain, and/or limit the spread of any cyber-attack, nuclear, biological, chemical, incendiary, or explosive device.
  - c. Identify the type of agent or devices used.
  - d. Identify and establish control zones for suspected agent used.
  - e. Identify appropriate decontamination procedure and/or treatment.
  - f. Ensure that responders have appropriate equipment and personal protective equipment (PPE).
  - g. Notify emergency personnel, including medical facilities of the danger and anticipated casualties.
  - h. Notify appropriate state and Federal agencies.
  - i. Provide accurate and timely public information.
  - j. Preserve as much evidence as possible to aid investigations.
  - k. Protect critical infrastructure.
- B. Operational Time Frames
  - a. Mitigation
    - i. Develop a method for processing information.
    - ii. Analyze potential threats, targets, and potential hazards for the jurisdiction. Disseminate on a need to know basis when appropriate.
    - iii. Identify facilities, agencies, personnel, and resources necessary to support a terrorist incident response.
    - iv. Whenever possible, training exercises conducted by local jurisdictions

- should include terrorism (WMD) and the utilization of mutual aid resources.
- v. Review and become familiar with the SEOP.
    1. Preparedness: The County will take the appropriate security measures. See Appendix 1 of this Annex for the National Terrorism Advisory System threat guidelines.
      - a. Develop and review Plans and SOG's for response to a terrorist incident. Open and prepare the EOC for possible full activation.
      - b. Advise key personnel of the potential risk.
      - c. Make recommendation as to a possible course of action.
      - d. Maintain increased readiness status until the situation escalates or the decision to discontinue operations is given. Train personnel and maintain inventory of equipment and supplies.
    2. Response
      - a. Any individual who receives notification of a terrorist incident or who is responsible for making notifications must assure that every effort is made to contact primary and support personnel as identified in the Basic Plan and to immediately notify SEMA.
      - b. Once a terrorism incident is suspected, local law enforcement will report and request assistance from the state using existing operating guidelines and/or procedures.
      - c. Each Emergency Response agency shall send a representative to the EOC and may be required to provide a representative to the on-scene Unified Command.
      - d. Local government departments will provide assistance to the EOC as dictated by the current situation.
      - e. Designated local jurisdiction Public Information Officer (PIO) will coordinate all public information releases. (See Annex C)
    3. Recovery
      - a. Determine the extent of damages, prepare a damage assessment report and request assistance.
      - b. Test, check, and exercise equipment to identify its serviceability.
      - c. Restore essential public services to critical facilities.
      - d. Inventory and replace supplies as necessary.
      - e. Restore all public service to the general population.

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## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. Organization: A response organization for a terrorism incident will be under the Direction and Control of the Presiding Commissioner. The coordinated response will be conducted from the EOC. The primary responders for terrorism are normally local law enforcement, fire, and County Health and Medical personnel. All other departments are considered to be support. Each

jurisdiction should prepare an SOG and functional check list for response to a terrorism incident as defined in the Basic Plan (P&S Chart). In addition, an up-to-date list of emergency response personnel will be maintained and available. The following provides a breakdown by functional areas.

B. Assignment of Responsibilities

- a. EOC Function: (See Basic Plan and appropriate Annex's for additional Information.) The Federal Government is responsible to determine the Nations threat level. See Appendix 1 to this Annex for the National Terrorism Advisory System alert levels. However, it is up to the local jurisdiction to determine their appropriate threat level based upon their current situation.
  - i. If notification of a terrorist incident is received, the Emergency Management Director/Coordinator will immediately contact the chief elected official and primary and support agencies as identified in the Primary & Support Responsibility Charts.
  - ii. If notification of an incident is received by other than the Emergency Management Office, the individual receiving the notification will contact the Emergency Management Office and/or the chief elected official immediately.
  - iii. The Emergency Management Office is responsible to contact the SEMA Duty Officer and inform them of their current situation and threat. Other local departments will follow their respective SOG's for notifications.
  - iv. Activate the EOC at either the primary or alternate location. The EOC serves as the clearinghouse for local jurisdictions to collect, discuss, and disseminate information in regard to a particular event occurring within their jurisdiction. The EOC is responsible to maintain contact with appropriate state and federal agencies throughout the incident period.
  - v. Review the EOP and determine if pre-designated staging areas, mobilization and reception centers are far enough away from the actual scene so that safety is guaranteed.
  - vi. If necessary, a Joint Operations Center (JOC) will be established by the Lead Federal Agency (LFA) and will be under the operational control of the Federal on Scene Commander (OSC). The JOC is the focal point and is responsible for coordinating requests from the State. The On Scene Commander may request that a representative from the impacted jurisdiction be assigned to the JOC.
- b. Emergency Management:
  - i. Direction and Control will originate from the EOC.
  - ii. Ensure the alternate EOCs are ready in the event that the primary EOC is not available.
  - iii. The EOC will be staffed in accordance with the Basic Plan.
  - iv. Coordinate with SEMA and other Federal, State or Local Agency's EOCs as necessary
  - v. Prepare and distribute Situations Reports (SITREPS).
  - vi. Coordinate response and recovery operations.

- vii. Identify and coordinate resource requirements.
- c. Local Law Enforcement:
  - i. Manage the incident scene. Set-up Incident Management System (IMS) to manage/coordinate with other departments and agencies using the Unified Command System.
  - ii. Respond to requests for support/assistance from other departments; local, state, and federal.
  - iii. Provide security, maintain order, prevent unauthorized entry, control and re-route traffic and maintain open access/egress for authorized vehicles into the terrorist incident scene.
  - iv. Assist in evacuation/in place protection notification of the affected area as requested by the EOC or the on scene incident commander.
  - v. Develop and maintain Standard Operating Guides (SOGs) of duties, roles and responsibilities for any terrorism incidents involving Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE).
  - vi. Ensure Scene Security and evidence preservation pending arrival of the FBI, and assist the FBI and other investigative authorities in determining responsibility.
  - vii. Establish access control into and out of crime scene.
  - viii. Provide security for Command Post and EOC.
  - ix. Manage crowd control when necessary.
- d. Fire Department
  - i. Respond to all reports of terrorist incidents to determine the nature and scope of the incident.
  - ii. Provide a representative to the EOC and coordinate with county law enforcement and other agencies for support and resource requirements.
  - iii. Establish site security areas and hazard exclusion zones in accordance with established procedures and guidelines.
  - iv. Determine the nature of the incident.
  - v. Provide information on hazardous material/evaluation and environmental damage assessment.
  - vi. Develop and maintain internal guidelines to identify specific roles and responsibilities of fire service personnel in each of the major terrorism incidents involving CBRNE.
  - vii. Keep the EOC informed.
- e. Health Department
  - i. Provide personnel safety information to the EOC.
  - ii. Provide an environmental analysis, with help from the Missouri Department of Health and Senior Services and the Centers for Disease Control and Prevention. Coordinate with the County Health Director on all health issues. The County Health Director is responsible to determine the health risk, and recommend epidemiological and toxicological solutions to deal with public health issues

- involved in a terrorist incident. (See Annex M)
- iii. Monitor response personnel and general public exposure to chemical, biological, and radiological agents.
  - iv. Monitor and track potential victims.
  - v. Provide information regarding exposure and treatment to potential victims and workers.
  - vi. The County Health and Medical Director or a designated representative will assist the PIO on Health and Medical issues and in broadcasts concerning public and individual health issues.
  - vii. Keep the EOC informed.
- f. Public Works
- i. Respond to emergency requests from the EOC by providing resources, i.e. trucks, earth moving equipment and other needed assets/materials along with operators to reduce hazards, minimizing secondary damage.
  - ii. Provide barricades to assist in evacuation and/or scene security.
  - iii. Assist in providing temporary storage of equipment and materials until appropriate locations can be located.
  - iv. Coordinate with the EOC and the on scene commander to insure the area is safe to enter. Do not enter any area if it has not cleared and declared safe for reentry.
- g. Emergency Medical Services
- i. The Chief of Emergency Medical Service (EMS) is primarily responsible for directing the medical response and on scene operation within the impacted area. The EMS is responsible for identifying and anticipating resource requirements and allocates resources accordingly. EMS coordinates mutual aid in conjunction with the County Health Officer.
- h. Public Information Officer (PIO)
- i. For information on this topic, see Annex C of this plan.
- C. All departments, agencies, and individuals support the Direction and Control function as follows:
- a. Initial response operations are the responsibility of the local jurisdiction. The FBI is the Lead Federal Agency for all terrorist attacks and will establish a JOC for Direction and Control is one if needed. The MSHP has primary responsibility for coordinating the state level response.
  - b. Local public information operations will be coordinated from the EOC. Note: FEMA/FBI may establish a Joint Information Center (JIC).
  - c. Response and Recovery operations are the responsibility of the local jurisdiction. When making a formal request to SEMA for assistance, the local jurisdiction must have exhausted its capabilities and resources.

Line of Succession for Terrorism

- A. The line of succession for the Presiding Commissioner is through the District Commissioners, in order of their seniority.
- B. All local departments listed above are required to maintain a line of succession of at least three persons. See Basic Plan or appropriate annex for names and/or positions.

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**ADMINISTRATION AND LOGISTICS**

- A. Administration
  - a. To implement Annex N, an incident must be designated a suspected or actual terrorist threat or incident by the Chief elected official.
  - b. Procedure for dealing with expenses incurred and liability for actions and injuries are outlined in local ordinances, mutual aid agreements and this plan.
  - c. A post-incident report and critique shall be the responsibility of the lead agencies with input from all involved agencies. This will be used for plan modifications and training exercises.
- B. Logistics
  - a. On Hand stockpiles of Critical Essential materials and supplies should be inventoried and updated annually to ensure its operational readiness or serviceability.
  - b. Emergency purchasing authority may be authorized by the chief elected official if a terrorist incident has occurred.
  - c. The cleanup, removal and disposal of contaminated materials will be handled with the same care that was used during the incident. The MO Department of Natural Resources and the US Environmental Protection Agency may provide assistance in removal, disposal oversight, technical considerations and funding.

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**APPENDICES**

- 1. Appendix 1 – National Terrorism Advisory System

The National Terrorism Advisory System, or NTAS, replaces the color-coded Homeland Security Advisory System (HSAS). This new system will more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

It recognizes that Americans all share responsibility for the nation's security, and should always be aware of the heightened risk of terrorist attack in the United States and what they should do.

### **NTAS Alerts**

After reviewing the available information, the Secretary of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued.

#### **Imminent Threat Alert**

Warns of a credible, specific, and impending terrorist threat against the United States.

#### **Elevated Threat Alert**

Warns of a credible terrorist threat against the United States.

NTAS Alerts will only be issued when credible information is available.

These alerts will include a clear statement that there is an **imminent threat** or **elevated threat**. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels.

#### **Sunset Provision**

An individual threat alert is issued for a specific time period and then automatically expires. It may be extended if new information becomes available or the threat evolves.

NTAS Alerts contain a **sunset** provision indicating a specific date when the alert expires - there will not be a constant NTAS Alert or blanket warning that there is an overarching threat. If threat information changes for an alert, the Secretary of Homeland Security may announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS Alert, will be distributed the same way as the original alert.

# ANNEX O: VOLUNTEER AND DONATIONS MANAGEMENT

## PURPOSE

- A. To provide for the orderly and coordinated use of volunteer resources, donated goods management, mass care and human services – including special needs populations -- to help the City of Columbia, Boone County and its communities respond to and recover from the effects of a major disaster, including a terrorist incident/attack and/or any type of Public Health Emergency. The COAD is a function of Municipal and County Government administrated under the umbrella of the Columbia/Boone County Office of Emergency Management to coordinate public and private resources.
- B. A VOLUNTEER AND DONATIONS MANAGEMENT will enhance the community’s ability to ensure that human needs are met in times of disaster through mitigation, preparation, response and recovery activities and planning.

## SITUATION AND ASSUMPTIONS

- A. Situation:
  - a. Columbia/Boone County is subject to a number of disasters that could affect residents by causing displacement and lack of primary need resources. The number of people affected could range from few in an isolated incident to many if a disaster strikes a densely populated area.
  - b. Potential disasters that could compel implementation of mass care activities include, but are not limited to, the following man-made or natural disasters: flooding, hazardous materials incidents, weather related disasters, CBRNE (chemical, biological, radiological, nuclear, explosive) events, terrorist events.
  - c. A local disaster may displace citizens requiring sheltering, feeding and other immediate and possibly long term care.
- B. Assumptions:
  - a. Government agencies cannot handle the burden of human service needs without the assistance of volunteer, private, public and faith based community organizations.
  - b. Coordinated planning and response by social service agencies, faith based organizations, and other community organizations will result in efficient, effective, and expedient service delivery in a disaster.
  - c. Community organizations have an important role to play in strengthening the capacity of local communities to resist, or recover from the effects of a disaster, and should be fully integrated into emergency management systems at all levels. Disaster community services coordination may be effectively utilized during all four phases of Emergency Management
- C. Situation:

- a. Many volunteers are affiliated with disaster response agencies prior to an actual event. Community organizations active in disasters (COADs) already using affiliated volunteers in mitigation and preparedness activities can direct them to missions in areas of need during the active disaster cycle.
  - b. Unaffiliated spontaneous volunteers will show up at the scene of a disaster.
- D. Assumptions:
- a. Disaster Volunteering is necessary for the recovery and healing of people and communities following major disasters.
  - b. Volunteer resources may be individuals, or be garnered from communities, government, and from the private sector.
  - c. Local volunteer agencies, church groups, and civic organizations may supply food, clothing, and medical supplies; provide shelter assistance; provide referral assistance to individuals in need of temporary housing; assist homeowners with recovery and repair of damaged homes and property cleanup; furnish counseling services; and respond to other needs.
  - d. Communities can respond to and heal from disasters more effectively when volunteer efforts are well managed.
  - e. Coordination of volunteer resources and needs through this annex will ensure the most optimal use of resources.
  - f. Management of unaffiliated volunteers is best accomplished through collaborative planning by disaster groups and other community organizations.
  - g. Coordinated management of unaffiliated volunteers can ensure their successful utilization during response and recovery activities.
  - h. Concise, timely public information will clarify to citizens how they may volunteer to support disaster operations.
  - i. Citizens who engage in meaningful and quality volunteer experiences are more inclined to seek future community service.
- E. Situation:
- a. As a result of a disaster, the public will likely want to donate both money and materials.
- F. Assumptions:
- a. Donations of cash and goods, when managed properly, can be a tremendous help to those recovering from a disaster.
  - b. Planning for management of an increase in donated goods including intake, storage and distribution is essential.
  - c. Communication to the public on what and how to donate is critical.

## CONCEPT OF OPERATIONS

- A. Volunteer Management
  - a. This annex will coordinate affiliated and spontaneous volunteer intake and use during all phases of disaster planning mitigation, preparedness, response and recovery.
  - b. The ARC will be a lead agency in providing training and coordination of volunteers.
- B. Donations Management

- a. COAD will oversee donations management in cooperation with social services agencies for warehousing and distribution, and with the media who can communicate needs and resources to the public.
- C. Mass Care
  - a. American Red Cross (ARC) will be the lead COAD agency for mass care and will work in conjunction with numerous other community disaster initiatives. ARC will provide food, clothing, emergency shelter assistance, crisis counseling, welfare inquiries, and other services as needed.
  - b. Salvation Army will also provide assistance with mass feeding, emergency sheltering, spiritual counseling, and other emergency mass care needs.
  - c. Humane Society of Missouri will serve as the lead animal volunteer agency and will coordinate with local, state and national volunteer agencies to provide the animal needs when mass care situations arise. CHS will Provide rescue for disaster affected household pets and service animals, and will provide care and shelter for household pets and service animals owned by disaster victims.
- D. Social Services
  - a. Social Services may be utilized in meeting basic human needs immediately following a disaster.
  - b. Social Services may also play a large role in recovery by providing individuals, families, and the community with a wide range of assistance, including employment, food, housing, shelter, clothing, legal, and financial aid.
- E. Planning
  - a. Cooperative agreements formed by agencies via the COAD can result in a better state of readiness to mitigate or avoid the immediate impact of any kind of disaster.
  - b. COAD will facilitate the creation of intra and inter-agency disaster plans which are understood and practiced by both staff and consumers.
- F. Public Information
  - a. The news media should be engaged throughout the process of volunteer recruitment, training, and deployment in a disaster to publicize and encourage the volunteer process.
  - b. The news media should be engaged in communicating to the public the need for volunteers and share details on how donations of cash and goods can be made. The COAD should be specific in identifying what is needed for victims.
  - c. The news media should be engaged in promoting the maximum utilization of social services by those in need.

**ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITY**

- A. The Columbia/Boone County Emergency Operations Plan has designated the COAD Coordination team to carry out the activities of this Annex. The team will be led by designated staff from the Columbia/Boone County Office of Emergency Management. The team is subdivided into four segments, each with its own coordinator from the following lead agencies:
  - a. Volunteer Management -City of Columbia Director of Neighborhood Services
  - b. Donation Management - City of Columbia Purchasing Agent

- c. Mass Care Lead agency - American Red Cross
  - d. Human Services – City of Columbia Human Services Manager
- B. As noted in the Columbia/Boone County Local Public Health Emergency Plan, the city/county Director of Public Health and Human Services has identified sources for the recruitment of medically trained volunteers, such as nursing students from local colleges and vocational/technical schools, in a Public Health Emergency.
- C. In order to maintain community input and participation, the coordinators of the COAD team will participate in and seek input from the external organizations. These shall consist of public and private organizations that provide volunteer coordination and human services in a disaster. It is understood that while the community services team is assigned responsibility in the EOP, all phases of community services emergency operations will be encouraged to perform in conjunction with the local COAD.

#### DIRECTION AND CONTROL

- A. When the local EOC is activated, the designated COAD team leader will be positioned in that facility to act as a liaison and help coordinate COAD activities. Specific tasks of this liaison include:
- a. Communicating with the coordinators of the four segments of the COAD.
  - b. Writing and/or approving all media messages related to COAD activities.
  - c. Ensure the activation and deployment of volunteer and human service resource managers early in the disaster response phase.

#### CONTINUITY OF GOVERNMENT

- A. The line of succession for the delegated coordinators will be through the each coordinator's organizational chain of command.

#### ADMINISTRATION AND LOGISTICS

- A. The following information systems, forms, and organizational actions should be considered for development, in conjunction with the local COAD and the Emergency Management Director:
- a. Disaster Preparedness
  - b. COAD will participate in activities to promote individual, family and community readiness in order to better withstand or avoid the immediate impact of any kind of disaster. This includes:
  - c. Develop a registry of trained volunteers and volunteer roles.
  - d. Develop a mobile "toolbox" to enable volunteer reception and dispatch center.
  - e. Develop a Volunteer Waiver of Liability form.
  - f. Enhance the level of volunteer management training, including training and guidance to prepare on-site volunteer resource managers for this role.
  - g. Collaborate with federal, state, and local officials to develop and adopt a system that identifies trained and credentialed volunteers affiliated with recognized volunteer agencies.

- h. Prepared gift receipts and other documentation to be ready in the event of a disaster.
  - i. Prepare media messages in advance of a disaster giving the public direction on the donation of cash and goods.
  - j. Identify shelter locations with kitchen facilities, restrooms, showers, communication capabilities, parking, and accessibility for persons with disabilities; have up-to-date agreements with those facilities.
  - k. Define volunteer roles needed to open the shelters.
  - l. Identify arrangements to provide care for children of disaster workers and first responders.
  - m. Identify medical, mental health, and animal care functions that may be necessary at mass-care facilities.
  - n. Create a plan for the distribution of food and water. Identify the agency responsible for protecting food supplies.
  - o. Review plans and SOGs.
  - p. Review the resource distribution system.
  - q. Develop and conduct human services and volunteer management disaster exercises as part of routine emergency management exercises.
  - r. Identify organizations that currently receive and manage donated goods.
  - s. Identify additional facilities where donations can be accepted if existing organizations who receive donated goods are overwhelmed.
  - t. Inventory resources available to open shelters and create a list of goods to be donated or purchased in cooperation with the Donation Management team.
  - u. Collaborate with state and federal agencies in developing a plan for a Disaster Recovery Center. This plan shall include, but is not limited to: potential sites and agreements with those sites; organizational procedures; agencies to be present; standing agreements among participating agencies regarding information sharing and confidentiality; resources and supplies needed; security procedures.
- B. Response
- a. Report on the readiness level to the Columbia/Boone County Emergency Operation Center (EOC).
  - b. Prepare canteens to feed victims and emergency field personnel; establish availability of food and water.
  - c. Provide for rescue, care shelter and essential needs of household pets and service animals owned by disaster victims.
  - d. Report additional required emergency resources to the Columbia/Boone County Emergency Manager or Emergency Operations Center is stood up.
  - e. Transfer required resources to the impacted disaster area.
  - f. Request security personnel for the shelter and care facilities
  - g. Prepare medical and first-aid sites for victims of the disaster and emergency personnel.
  - h. Inventory the status of equipment and supplies, including cots, bedding, and so on.
  - i. Dispatch personnel and resources to shelters.

- j. Collect, analyze, and disseminate information continually so that organizations and individuals can be aware of the current situation.
  - k. Perform activities that eliminate or lower the scale of future disasters, minimize suffering, and reduce loss of human life.
- C. Columbia/Boone County COAD Organizational Chart (Community Organizations Active in Disasters)
- D. Emergency Management -Columbia/Boone County Director of Emergency Management
- E. COAD Coordination Team -Team Leader, Volunteer Coordinator, Donation Coordinator, Mass Care Coordinator, Human Services Coordinator
- F. Volunteer Coordinator- City of Columbia Director of Neighborhood Services
- G. Donation Management Coordinator— City of Columbia Finance Dept. – Purchasing Division
- H. Mass Care Coordinator—American Red Cross
- I. Human Services Coordinator—Columbia/Boone County Dept. of Public Health and Human Services – Division of Human Services

# ANNEX P: CATASTROPHIC EVENT

*(Note: In collaboration and conjunction with SEMA, “their” tiered response plan is enclosed in this annex in the event of a state-wide disaster event. SEMA’s plan will not supersede the Columbia/Boone County Emergency Operations Plan, and is presented as information only. It will be at our discretion to implement these plans or not.)*

## PURPOSE

- A. The purpose of this annex is to provide operational concepts unique to catastrophic event planning and response, and assign responsibilities to meet the needs of local jurisdictions following a catastrophic event. It serves as a supplement to the Local Emergency Operations Plan (LEOP) and is intended to expand the response and recovery organization for a catastrophic event and most likely an earthquake. Many of the operational concepts could be easily adapted to a large scale man-made or natural hazard.

## SITUATION AND ASSUMPTIONS

### SITUATION

- A. A catastrophic incident, as defined by the National Response Framework (NRF), is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are Incidents of National Significance. These factors drive the urgency for coordinated national planning to ensure accelerated Federal/national assistance.
- B. A major earthquake centered in the New Madrid seismic zone is one of the most catastrophic natural hazards facing the State of Missouri. Based on current information, earthquake experts have identified 47 Missouri Counties and the City of St. Louis as those jurisdictions most likely to be impacted by a magnitude 7.6 or greater earthquake on the Modified Mercalli Scale. Additional information on Missouri’s earthquake threat is provided in the local jurisdiction’s Hazard Analysis and the State of Missouri Hazard Analysis.
- C. The earthquake-planning scenario used to develop this annex is based on the 2009 Mid-America Earthquake Center New Madrid Seismic Zone Catastrophic Earthquake Response Planning Project. Additional data was gathered from Federal Emergency Management Agency (FEMA) Hazards United States (HAZUS) model-MH Earthquake Event Reports, Southeast MO to develop the loss estimation (damage estimates). The primary purpose of HAZUS is to provide a methodology and software application to develop loss estimations. Although no loss estimation

will prove completely accurate, it can provide potential damage patterns and conclusions which provide guidelines for emergency response planning.

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## ASSUMPTIONS

- A. The local jurisdiction has the primary responsibility to prepare for and respond to incidents and disasters. As such, the local jurisdiction must be prepared to manage initial emergency response and recovery activities for at least the first 96 hours through internal capabilities and/or mutual aid agreements, regardless of the size and scope of the incident. State and federal government will make every effort to provide additional life safety support as quickly as possible; however, state and federal resources may not be available in the early stages of an emergency.
- B. Damage to transportation (roads, bridges, rail, air, etc.), communication (phone, cell, emergency 911, public warning sirens, etc.), utility distribution systems (electric, gas, and water, etc.), pipelines, chemical and fuel storage and other infrastructure systems will isolate communities creating virtual islands within the disaster areas. Damaged transportation routes may not be functional for many weeks or months. For at least 96 hours after an earthquake, the local jurisdiction must be prepared to meet their own emergency needs.
- C. A number of people will self-evacuate the damaged area, if possible, while many others will stay for a variety of reasons including protecting property or caring for farm/companion animals. Evacuation, if necessary, shall be conducted in accordance with Annex J, Evacuation, of the jurisdiction's LEOP.
- D. Shelters identified for use during other natural disasters may not be available in the impacted area. Temporary sheltering in campers and tents may be determined to be the safest option until buildings and residences are inspected. Prudent and safe actions must be taken into consideration when determining whether to remain in their residence or utilize temporary shelters. Sheltering may take place outside the impacted area.
- E. The Governor may suspend some governmental operations in the affected tier and response tier of the state (as required) to direct maximum utilization of available resources in the initial response.
- F. The local jurisdiction will use all available local resources and implement established mutual aid agreements as needed.

## CONCEPT OF OPERATIONS

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### GENERAL

- A. Response Concept
  - a. State of Missouri's actions in the event of a catastrophic event is based on the concept of automatic response. At a 6.5 magnitude or greater earthquake all state departments/agencies will activate their plans and take appropriate actions for an earthquake response (i.e. assessment of bridges and roads, communication infrastructure, building damage).

- b. The local jurisdiction will activate their plans and take appropriate actions for a catastrophic event (earthquake) response to include assessment of bridges and roads, communication infrastructure, building damage, immediate assessment of injuries and medical system status. Initial injury and damage assessments will be forwarded to the State Emergency Operations Center.
- B. Tiered Response
- a. In order to implement a coordinated response, the state may be divided into three tiers: Affected Tier, Initial Response Tier, and Support Tier. These tiers were established to facilitate the planning process based on a New Madrid earthquake event, but can be applied to any catastrophic event. Tier assignment may change depending upon the event. Refer to Appendix 2 for response tier map.
  - b. The Affected Tier consists of jurisdictions that have been identified as the most likely to be impacted by a catastrophic event. For a New Madrid earthquake with a magnitude 6.5 or greater, regions C and E have been identified as the affected tier.
  - c. The Initial Response Tier consists of jurisdictions that have been identified as potential sources of immediate response assets into impacted areas. For a New Madrid earthquake with a magnitude 6.5 or greater, regions B, F, I and G have been identified as the initial response tier.
  - d. The Support Tier consists of jurisdictions that have been identified as potential sources of support and replenishment of assets (i.e. sheltering, medical surge, and staging areas.) For a New Madrid earthquake with a magnitude 6.5 or greater, regions H, A and D have been identified as the support tier.
- C. Direction and Control
- a. State Unified Command
    - 1. The Missouri State Emergency Operations Center (SEOC) serves as the State's Unified Command.
    - 2. This is the state level command where direction and control will be exercised for the statewide response.
  - b. State Area Coordination Center (SACC)
    - 1. Area Coordination Centers may be established at state run facilities in regions C and E in order to facilitate the state's response and recovery efforts to region unique situations.
    - 2. If established, these area coordination centers will coordinate logistics operations in their respective regions between local emergency operation centers and the state unified command.
    - 3. Incident Support Teams (IST) may be deployed by the state to assist state area coordination operations. An IST is an overhead management team to facilitate the ICS organization.
    - 4. Additional area coordination centers may be established as the situation warrants.
  - c. Local Emergency Operations Centers (Local Unified Command)

1. Local Unified Command is the NIMS terminology used for the Direction and Control function within the local emergency operations center.
2. The local jurisdiction must be prepared to manage initial emergency response and recovery activities for at least the first 96 hours through internal capabilities and/or mutual aid agreements.
3. The local jurisdiction will report initial damage assessments, casualty figures, and condition of critical infrastructure to the State Unified Command at the State Emergency Operations Center (SEOC).
4. The local jurisdiction will coordinate with the State Unified Command/SEOC until otherwise directed.

D. Damage Assessment

- a. Damage assessment of the local jurisdiction will be conducted as outlined in Annex D, Damage Assessment, of the jurisdiction's LEOP.
- b. The local jurisdiction will report damage assessment information to the SEOC as soon as possible. Information should be passed using any available means (web based, faxed, phone, radio, etc.).
- c. One of the first priorities of damage assessment for the local jurisdiction will be inspection of local roads and bridges. (Technical assistance may be available from MODOT).

E. Communications

- a. The Missouri State Highway Patrol is the lead state agency for providing initial emergency communications to and from the affected areas.
- b. Due to anticipated communications limitations, all communications should be limited to critical life safety messages.
- c. Communications assets and locations have been identified and are listed in Annex A, Direction and Control, and B, Communications & Warning, of the jurisdiction's LEOP.
- d. A NIMS communications plan template is attached as shown in Appendix 7, Communications Plan, to this Annex.

F. Points of Distribution (PODs)

- a. PODs are temporary locations at which commodities are distributed directly to disaster victims. These may be different locations than where the commodities arrive in the jurisdictions Points of Arrival (POA).
- b. It is the responsibility of the local jurisdiction to identify locations and to operate the PODs in their jurisdiction. POD locations are listed in Appendix 4, Points of Distribution, to this Annex.

G. Transportation

- a. The local jurisdiction must identify available transportation resources for the movement of personnel and/or equipment.
- b. Identify vehicles that can be used for transportation of people with access and functional needs.
- c. These resources are listed in Annex G, Resource and Supply, of the jurisdiction's LEOP.
- d. Local transportation routes are identified in Annex J, Evacuation.

- H. Evacuation
  - a. An Evacuation Management Team (EMT) will be established as part of the State Unified Command. The EMT is responsible for coordinating all evacuations throughout the state.
  - b. The local jurisdiction will coordinate all of their evacuation operations through the Evacuation Management Team located at the SEOC.
- I. Mass Care and Functional Needs Support Services
  - a. Refer to Annex L, Reception and Care, of the jurisdiction's LEOP.
  - b. Note: This section of the local plan should address the specific needs of the local jurisdictions associated with mass care, shelters, access and functional needs population, and pets.

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## PHASES OF EMERGENCY MANAGEMENT

- A. Refer to the general responsibilities in Appendix 2, Attachment B of the local jurisdiction's Basic Plan for agency-specific actions.
- B. Mitigation (Prevention)
  - a. It is recognized that you cannot prevent a catastrophic event from happening; however, there are measures that can be taken to lessen their effect. Such measures could include:
    - i. Adopt seismic resistant design standards, some of which are currently being followed (i.e. bridges built since 1990).
    - ii. Comply with floodplain management guidelines.
    - iii. Adopt seismic non-structural design standards such as FEMA guides: "Avoiding Earthquake Damage: A Checklist for Homeowners"; "FEMA 74-Reducing the Risks of Non-Structural Earthquake Damage: A Practical Guide"; "FEMA 232-Homebuilders' Guide to Earthquake-Resistant Design and Construction", etc.
- C. Preparedness
  - a. The preparedness phase occurs prior to and in anticipation of a catastrophic event (earthquake). This phase focuses on promotion of increased public awareness of the potential emergency, preparation of necessary materials and equipment or response to the emergency, and training for emergency response personnel. Typical functions of the preparedness phase include conducting public information programs, maintaining emergency resources inventory lists and conducting exercise and training programs.
  - b. Provide training and information to mitigate the effects of a catastrophic event (earthquake).
  - c. Train and equip response personnel.
  - d. Identify local staging areas and fuel sources.
  - e. Identify transportation resources and facilities, to include injured and access and functional needs populations.
  - f. Identify large, adequately equipped shelter facilities and transportation resources.
  - g. Identify adequate locations that could serve as Points of Distribution (PODS).

- h. Promote personal preparedness i.e. Community Emergency Response Team (CERT).
- D. Response
  - a. The response phase occurs from the onset of a catastrophic event (earthquake) and lasts until lifeline systems are at least partially restored. During this phase, functions that are critical to saving lives, to protecting people, and meeting basic human needs are performed.
  - b. In the event of an earthquake with a 6.5 magnitude or greater all departments/agencies identified in this plan will activate their plans. For other catastrophic events this plan will be activated as determined by the senior elected official.
  - c. See Appendix 3 to this Annex for the actions for each Tier Level.
- E. Recovery
  - a. The recovery phase usually overlaps the response phase. It begins a few days after the catastrophic event (earthquake) and can last for years. During the recovery phase, the federal government provides disaster relief upon Presidential Declaration. Functions during this phase include federal relief under P.L. 93.288, as amended, for public and individual assistance, establishment of Disaster Recovery Centers, establishment of temporary housing facilities, and federal disaster loans and grants. Long-term recovery includes restoration of affected areas to their normal or to a substantially improved state.
  - b. Establish liaisons and hold at a minimum, annual meetings of state and local agencies, non-governmental organizations, and volunteer groups that would play significant roles in returning communities to livable conditions.
  - c. Focus should key on returning social services, schools, environmental issues and public utilities to normal as quickly as possible.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### ORGANIZATION

- A. The organization for a catastrophic event (earthquake) will be based on the jurisdiction's LEOP Basic Plan. All operations will be conducted under the National Incident Management System (NIMS). See Appendix 1 to this Annex.

### ASSIGNMENT OF RESPONSIBILITIES

- A. The LEOP Basic Plan includes the Primary and Support Responsibilities Chart that shows agency assignments. Agencies and organizations with primary and/or support assignments are responsible to develop and maintain SOPs, checklists, and other supporting documents that detail how to perform their assigned tasks.
- B. In accordance with RSMo, Chapter 44, the chief elected official of the local jurisdiction is responsible for the coordination of response to a catastrophic event (earthquake). Responsibilities include but are not limited to:

- a. Activate the local EOC. (Once activated, the local EOC is the coordinating point for all local response and recovery activities.)
- b. Serve as the collection point for damage assessment information.
- c. Coordinate the provision of services, equipment, and supplies to support expedient operations associated with an earthquake disaster; for the approval and acquisition of equipment and supplies not available through normal purchasing channels and ordering time frames following an earthquake.
- d. Identify sites for Points of Distribution (PODS).
- e. Identify sites for Emergency Rest Area Stops.
- f. Identify local staging areas.

#### DIRECTION AND CONTROL

- A. Direction and control will be consistent with guidance found in Annex A, Direction and Control and Section III-3 of this Annex.

#### CONTINUITY OF GOVERNMENT

- A. Continuity of government will be consistent with guidance found in the jurisdiction's LEOP.

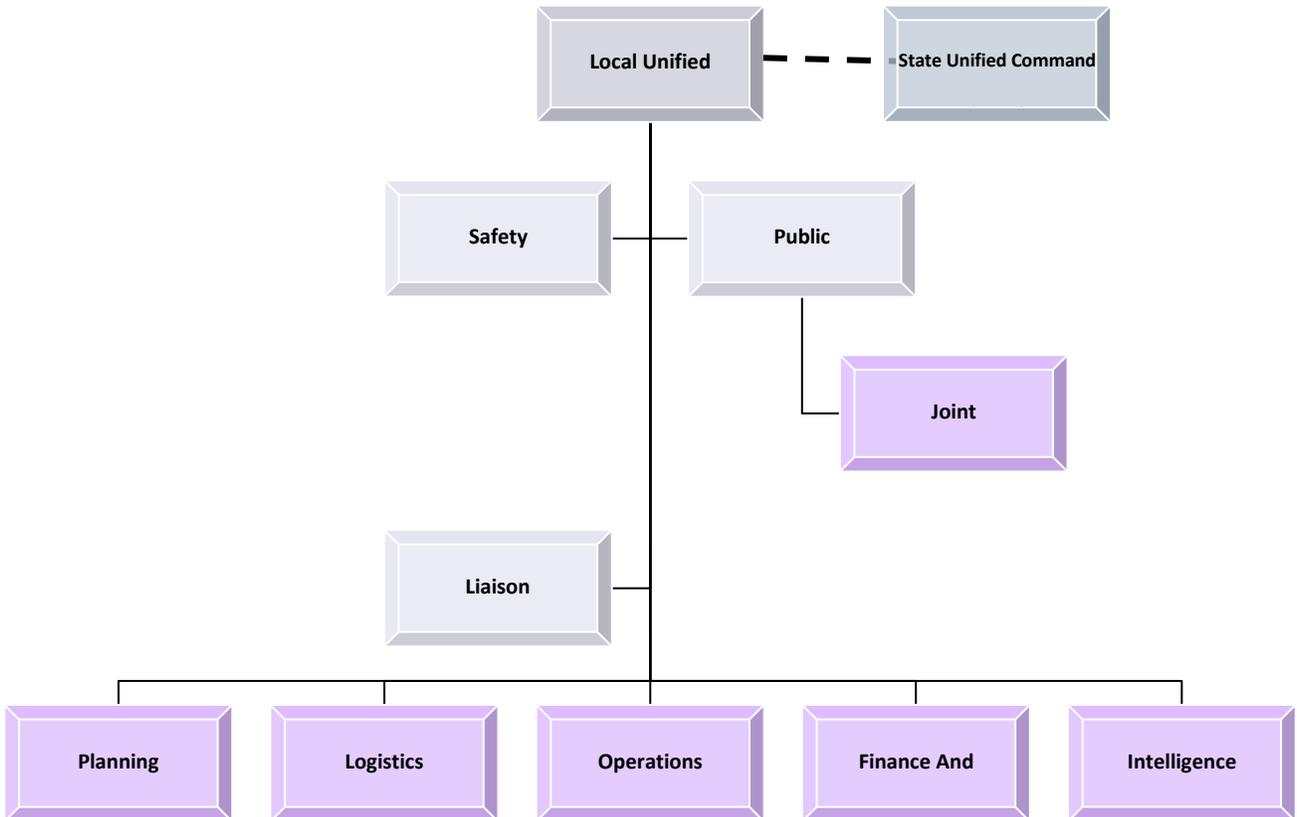
#### ADMINISTRATION AND LOGISTICS

- A. Administration and Logistics will be consistent with guidance found in the jurisdiction's LEOP.

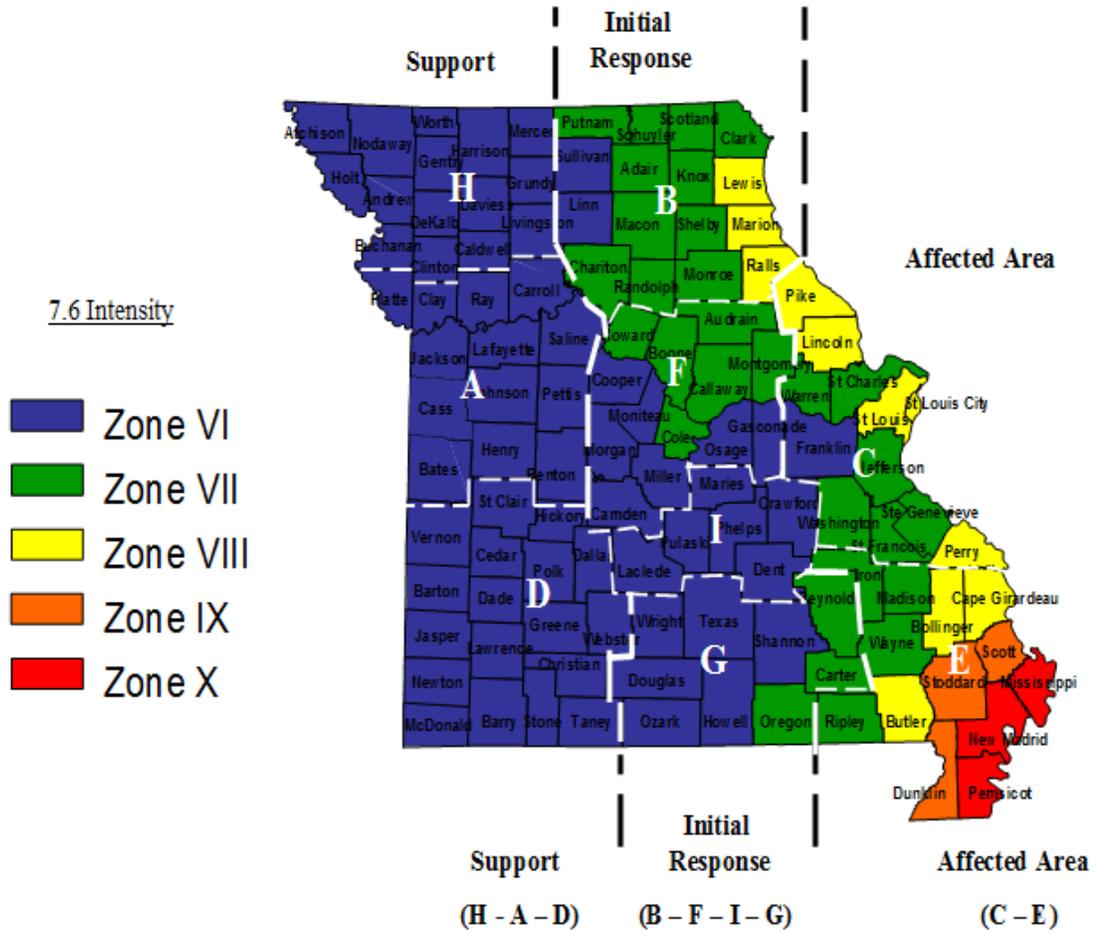
#### APPENDICES

- A. ICS Organization
- B. Tier Response Map
- C. Tier Response Actions
- D. Points of Distribution (PODs)
- E. Staging Areas
- F. Command Structure – Organization Assignment List (Optional use)
- G. Communications Plan (Optional use)
- H. Resource Assessment
- I. Local Resource Request Form
- J. Emergency Rest Area Sites

ANNEX P APPENDIX 1: ICS ORGANIZATION



# Response Tiers



## ANNEX P APPENDIX 3: STATE OF MISSOURI TIER RESPONSE ACTIONS

- A. Actions following a catastrophic event (earthquake) are as follows:
- a. Affected Tier
  - b. Immediate assessment should be conducted to ascertain injuries and medical system status (i.e. functioning hospitals, clinics, ambulances)
  - c. Initial injury and damage assessments will be forwarded to the (SEOC).
  - d. A coordinated response will be achieved by mobilizing resources through the local emergency operations center.
  - e. Points of Distribution Sites (PODS) will be identified by local jurisdictions for the distribution of commodities to the affected population.
  - f. See Appendix 5 to this annex for local staging area designations.
  - g. A Local Unified Command EOC will be established. See Appendix 6 to this Annex for organizational structure.
  - h. State Area Coordination Centers (SACCs) may be established.. If established, these area coordination centers will coordinate logistics operations in their respective regions between local emergency operation centers and the state unified command.
  - i. Any locally coordinated evacuation will be conducted in coordination with the state's Evacuation Management Team.
  - j. The priority of movement is for responders into the affected area and movement of victims with life threatening conditions out of the affected area.
  - k. The Local Unified Command will designate a Local Net Control Station (LNCS) to coordinate radio traffic and frequency allocation. This will be coordinated with the Regional Net Control Station (RNCS). See Appendix 7 to this Annex for a sample communications plan form.
- B. Initial Response Tier
- a. Immediate assessment should be conducted to ascertain available resources that could be deployed to affected regions. This information should be forwarded to the SEOC using the form shown in Appendix 8 to this Annex.
  - b. Assessments should be done to determine medical surge capacity to support critical patient evacuation from the affected tier.
  - c. A coordinated response will be achieved by mobilizing resources through the (SEOC).
  - d. All activated response elements must report to assigned staging areas upon mobilization. All response to affected areas will be deployed from designated staging areas.
  - e. Consolidated or discipline specific staging areas will be established for initial response tier resources. See Appendix 5 to this Annex.
  - f. Responders should report equipped for operation and be self-sufficient for up to 96 hours, and be prepared for a deployment period of 14 to 28 days.
  - g. The concept of operations for a voluntary evacuation of the affected tier is to move the affected population through the initial response tier to the support tier of the state.

- h. To facilitate evacuation, local jurisdictions will identify, establish, and support emergency rest area sites in coordination with the state's Evacuation Management Team. Emergency rest area sites will be designed to distribute information, emergency medical treatment, fuel, food and water to the evacuating population as they pass through to the support tier of the state. See Appendix 10 to this Annex.
  - i. Response from the Initial Response Tier will be coordinated through the State Unified Command.
  - j. State Area Coordination Centers (SACCs) may be established.
  - k. The priority of movement is for responders into the affected tier and movement of victims with life threatening conditions out of the affected tier.
- C. Support Tier
- a. Immediate assessment should be conducted to ascertain resources that could be used to support mass care of the evacuated population from the affected tier. This information should be forwarded to the (SEOC) using the form shown in Appendix 8 of this Annex.
  - b. Assessments should be done to determine medical surge capacity to support critical patient evacuation from the affected tier.
  - c. Assessments should be conducted to prepare for the mass care of the evacuated population and functional needs support services (FNSS) population.
  - d. Mass care and support of deployed resources are the primary function for the support tier.
  - e. Response enhancement and replenishment will be drawn from the support tier.
  - f. Support Tier jurisdictions will activate sites to support mass care of the evacuated population.
  - g. Any Response from the Support Tier to the Affected Tier will be coordinated through the State Unified Command.
  - h. State Area Coordination Centers (SACCs) may be established.
  - i. Any evacuation will be conducted in coordination with the state's Evacuation Management Team.

**Procedures and Models per  
USACE Mobile Districts Plan**

SUBJECT: Local Distribution Point Planning for Commodities

1. Purpose: The purpose of this document is to provide state, local and tribal agencies guidance when planning for distribution of emergency supplies and commodities to the public. This guidance centers on local distribution points where the commodities are placed into the victims' hands.

2. Introduction: The US Army Corps of Engineers (USACE) provides predictive models of commodity needs based on hurricane winds, track of the storm, population density, and estimated number of residences without power. These models predict people "in need." This fact is very important for determining the amount of commodities that may be required; however, this fact is useless if commodities can't be placed into the victims' hands in a timely manner. The 2004 hurricane season proved that the ability to distribute commodities to the public is the controlling factor to determine supply, not the people "in need" as the models show. To successfully accomplish the commodity distribution mission, we must literally "begin with the end in mind." The successful execution of a distribution plan is essential for success. The plan must have pre-determined locations of distribution points, layout plans for each point, and must include equipment and manpower requirements.

3. Overview: The type and quantity of supplies that the public will need in the aftermath of disasters or other crises will vary due to many factors and no one event will be just like another. Experience in emergency response over the years suggests some common necessities that the public will require to meet health, safety, and lifesaving needs. They include potable water (usually bottled), packaged ice, Meals Ready to Eat (MRE) and other supplies. In small scale disasters and in the initial hours of larger disasters, these commodities are often supplied by state and local governments, donations from industry, and volunteer agencies. When the need for commodities exceeds the state's capability, under a Presidential Declaration, the state can request that FEMA provide the additional requirements. FEMA will provide commodities stored in bulk quantities at regional logistics centers in various locations and, if needed, task ESF#3 (USACE) to purchase additional quantities of ice and water. The FEMA/USACE provided commodities are delivered from the federal staging areas to state logistical staging areas where the state in-turn supplies the local distribution points. These commodities and supplies are most often delivered in over-the-road tractor trailer loads. Since these types of trucks (eighteen wheelers) are eighteen to thirty feet long, with a trailer that is forty-five to fifty-two feet long, large open areas are required to accommodate the vehicles with their loads. Distribution points must be areas that are paved, concrete, or gravel hard-stand that can withstand loads that are at load limits of national roadways. In addition to the area needed for the trucks, planning must include area for unloading, dumpsters, proper traffic flow, stockpiles, and ingress and egress for the distribution to the public. Figure 1 below shows the general flow of commodities from Federal to State to local distribution points.

4. Key Background Information: We live in a "just in time" world. The vendors that supply bottled drinking water, packaged ice and other commodities are geared to supply their normal business clients. They minimize storage costs and personnel costs by keeping production in line with demand. In large response efforts, packaged ice and water are provided from all over the US and Canada in order to meet the immediate demand. The same is true with the trucking

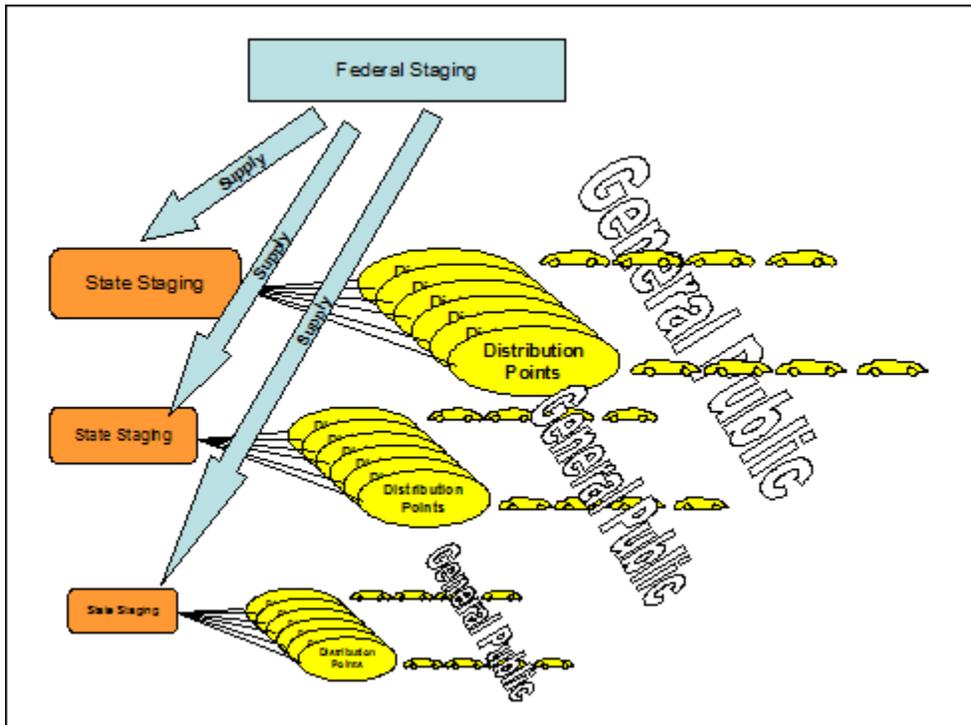


Figure 1

industry. Large, over-the-road trucks are seldom idle and are in business to serve clients. This is especially true of refrigerated vans which are in high demand. When disaster strikes, the commercial world has to change their normal business structure to provide support to the effort. Vendors have to continue to support their normal customer base and gear up operations to support disaster requirements. This process, by rule of thumb for large orders, takes 48 hours during the weekday to deliver up to 50 loads and 72 hours to deliver up to 50 loads if initiated on a Friday after 12:00 noon. Because of these factors, the pre-positioning of commodities for a pending event is crucial.

4.1 In past responses, the industry has been impacted by large orders being cancelled and then re-ordered the next day. You can imagine the whiplash to their additional personnel, bottle suppliers, delivery schedules, trucking assets, and existing customers, that this can cause, especially on a weekend when they normally are not working. We will never eliminate this type of situation, but we as responders need to understand the repercussions to our business partners. Another re-occurring impact is to the trucking industry. When large numbers of trucks sit for 4 or 5 days at a staging or distribution site without being off-loaded, there is a huge impact on re-supply, costs, and can result in trucking companies refusing to participate in future efforts. Our planning efforts must include ways to

off-load trucks quickly to free up this limited resource. It's a lot better for the victims of a disaster to have a little ice melt at a distribution point than to hold the refrigerated truck and keep it from delivering another load.

4.2 Another key aspect of commodities planning is the understanding of the "pipeline effect." The need for commodities is directly proportional to commercial power. If the power is out the need is there. When the power returns (with the exception of a contaminated water supply) the need is gone. During response operations the power restoration process must be closely monitored and commodity supplies adjusted. The pipeline is defined as all the commodities purchased but not yet delivered and all the supply trucks that are in route between the supplier and the distribution points. In large operations this number can be in the hundreds and if the power grid suddenly comes on line, then the trucks and commodities in the pipeline will represent excess stockage. The pipeline effect will most always happen, but we as managers must reduce the effect as much as possible through planning, communications, and coordination.

4.3 Distribution points provide a great place to communicate to the public by means of informational handouts. Community relations personnel are included in the distribution resource plan. The key is to have the information packaged in a handout format to prevent people from exiting their vehicles. Maximum vehicle flow is crucial to reaching as many people as possible.

5. Planning Factors: The following are general information and common planning factors that, if used by all, will help in coordinating and communicating during the planning and response process.

#### 5.1 General Information:

Ice: 8 lbs (1bag) per person per day

40,000 bs per truck load

20 Pallets per truck, 2000 lbs per pallet, 250 – 8 lbs bags per pallet, 5000 bags per truck

25 Trucks = 1 million lbs

Water: 3 liters or 1 gal per person (3.79 liters per gal)

18,000 liters or 4,750 gal per truck

20 Pallets per truck, 900 liters per pallet, 237 gal per pallet, 1900 lbs per pallet

212 Trucks = 1 million gal

MREs: 2 MREs per person per day

21,744 MREs per truck load

12 MREs per case, 1812 cases per truck

46 truck loads = 1 million MREs

Tarps: 4,400 tarps per truck load

Tarp size is generally 20' x 25'

#### 5.2 Shelters and Mobile Kitchen Requirements:

Shelters will require a mixed load of commodities consisting of 3 pallets water, 1 pallet ice, 1 pallet MREs per 500 person facility.

Mobile kitchens require 2 trailers water and 1 trailer ice per 10,000 meals per day per site.

5.3 Distribution Point Planning: The following are assumptions used for distribution planning:

- Victims will drive through a distribution point and be served without leaving their vehicles.
- Each car represents an average family of 3.
- Each vehicle passing through a distribution point will receive the following:
  - 2 or 3 bags of ice
  - 1 case of water (9 – 12 liters)
  - 6 MREs
  - 1 tarp

1 truck load of ice and water will serve 1,660 vehicles or about 5000 people

1 truck load of MREs will serve 3,624 vehicles or about 10,000 people

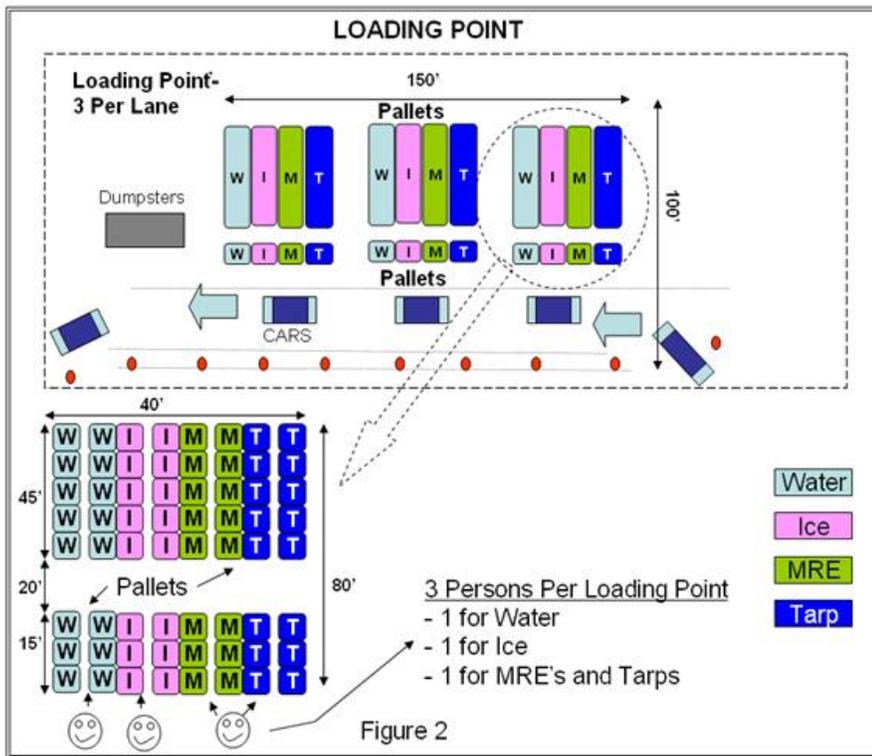
1 truck load of tarps will serve 4,400 vehicles or about 4,400 homes

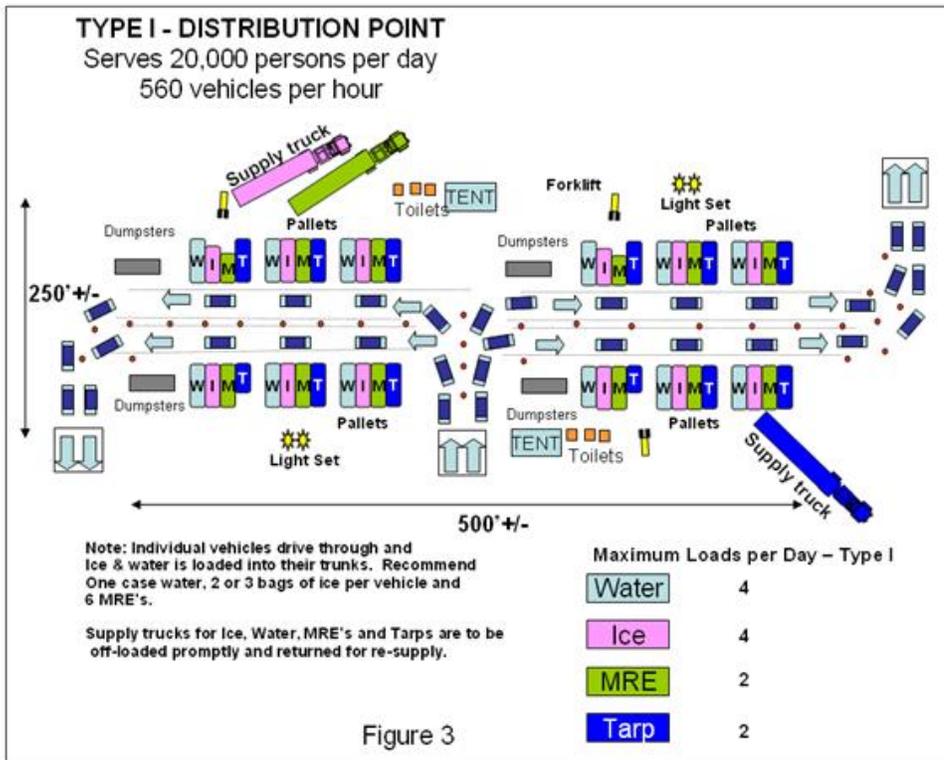
Distribution points will be open to the public for 12 hours per day. Re-supply of distribution points will primarily be at night (while the point is closed to the public).

A loading point is where a stockpile of ice, water, MREs, and tarps are located. Each loading point has a team of people (1 for water, 1 for ice, and 1 for MREs/tarps) that load these items into the vehicle as it stops in front of their position (see Figure 2).

Based on past experience, a well planned and operated distribution point with one lane of traffic and 3 loading points can service 140 cars per hour. Based on a 12 hour work day, about 1,680 vehicles or  $1,680 \times 3 = 5000$  people can be served.

6. Layout plans for distribution points: The following plans provide examples of different sizes of distribution points and the resources required for operations:

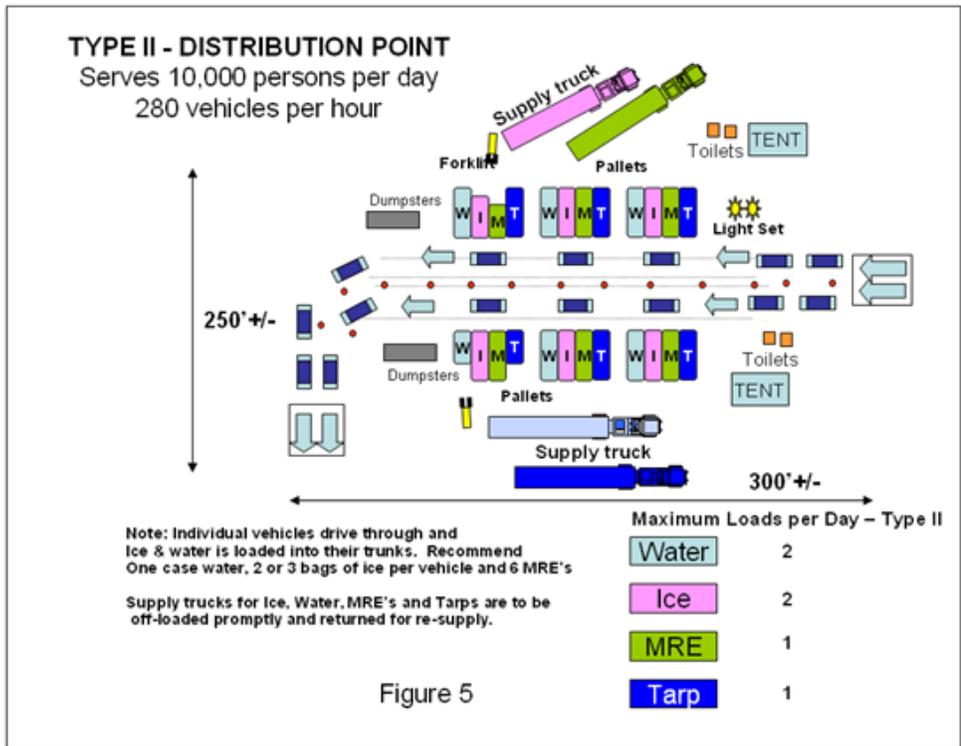




**Type I Distribution Point  
Resources Required**

| Type I Distribution Point |                    |           |           |                  |                |
|---------------------------|--------------------|-----------|-----------|------------------|----------------|
| Manpower                  |                    |           |           | Equipment        |                |
|                           | Type               | Day       | Night     | Type             | Number         |
| Local Responsibility      | Manager            | 1         | 0         | Forklifts        | 3              |
|                           | Team Leader        | 2         | 1         | Pallet Jacks     | 3              |
|                           | Forklift Operator  | 2         | 3         | Power Light Sets | 2              |
|                           | Labor              | 57        | 4         | Toilets          | 6              |
|                           | Loading Point      | 36        |           | Tents            | 2              |
|                           | Back-up Loading PT | 18        |           | Dumpsters        | 4              |
|                           | Pallet Jacks Labor | 3         |           | Traffic Cones    | 30             |
|                           | <b>Totals</b>      |           | <b>70</b> | <b>9</b>         | Two-way radios |
| Others                    | Law Enforcement    | 4         | 1         |                  |                |
|                           | Community Rel.     | 4         | 0         |                  |                |
| <b>Grand Total</b>        |                    | <b>78</b> | <b>10</b> |                  |                |

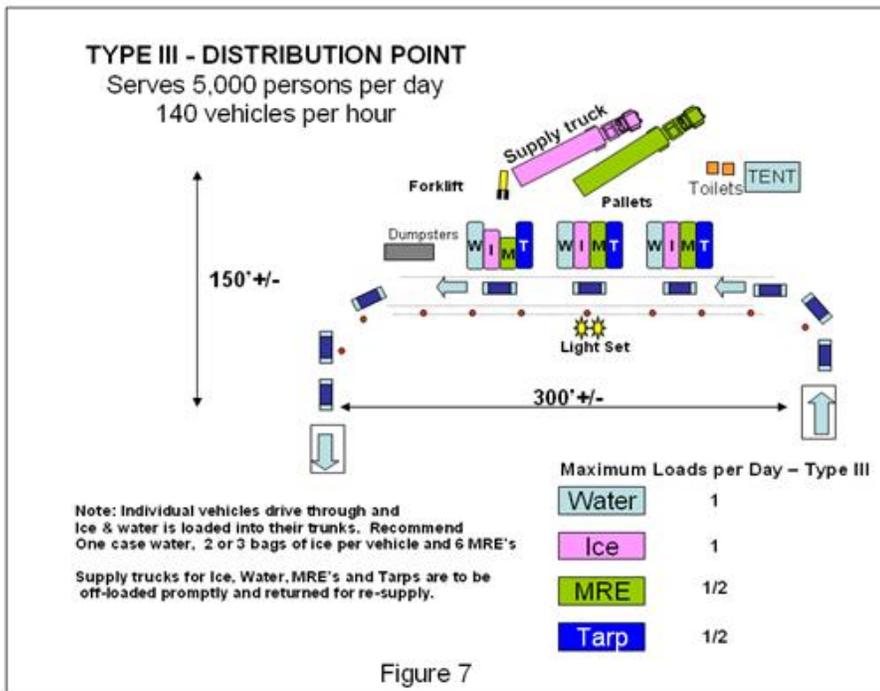
Figure 4



**Type II Distribution Point  
Resources Required**

| Type II Distribution Point |                    |           |          |                  |        |
|----------------------------|--------------------|-----------|----------|------------------|--------|
| Manpower                   |                    |           |          | Equipment        |        |
| Type                       |                    | Day       | Night    | Type             | Number |
| Local Responsibility       | Team Leader        | 1         | 0        | Forklifts        | 2      |
|                            | Forklift Operator  | 1         | 2        | Pallet Jacks     | 2      |
|                            | Labor              | 28        | 3        | Power Light Sets | 1      |
|                            | Loading PT         | 18        |          | Toilets          | 4      |
|                            | Back-up Loading PT | 9         |          | Tents            | 2      |
|                            | Pallet Jacks Labor | 1         |          | Dumpsters        | 2      |
| <b>Totals</b>              |                    | <b>30</b> | <b>5</b> | Traffic Cones    | 15     |
| Others                     | Law Enforcement    | 2         | 1        | Two-way radios   | 0      |
|                            | Community Rel.     | 2         | 0        |                  |        |
| <b>Grand Total</b>         |                    | <b>34</b> | <b>6</b> |                  |        |

Figure 6



**Type III Distribution Point  
Resources Required**

| Type III Distribution Point |                    |     |       |                  |        |
|-----------------------------|--------------------|-----|-------|------------------|--------|
| Manpower                    |                    |     |       | Equipment        |        |
| Type                        |                    | Day | Night | Type             | Number |
| Local Responsibility        | Team Leader        | 1   | 0     | Forklifts        | 1      |
|                             | Forklift Operator  | 1   | 1     | Pallet Jacks     | 1      |
|                             | Labor              | 14  | 2     | Power Light Sets | 1      |
|                             | Loading PT         | 9   |       | Toilets          | 2      |
|                             | Back-up Loading PT | 4   |       | Tents            | 1      |
|                             | Pallet Jacks Labor | 1   |       | Dumpsters        | 1      |
|                             | Totals             | 16  | 3     | Traffic Cones    | 10     |
| Others                      | Law Enforcement    | 2   | 1     | Two-way radios   | 0      |
|                             | Community Rel.     | 1   | 0     |                  |        |
| Grand Total                 |                    | 19  | 4     |                  |        |

Figure 8

7. Planning Methods: This section will discuss methods to determine the location and number of distribution points (DP), provide suggestions for supplying manpower and equipment resources, and discuss distribution point operations.

7.1 Determining the Location and Number of DP: The number and general location of most DPs will be determined by population; however most all tribes, municipalities, and/or major communities will require a DP and, in some cases, several DPs.

The number of DPs can be determined mathematically. The Excel model shown in Figure 9 will calculate the number of DPs required when the total number of people without commercial power is entered. The model uses a 40% factor to calculate the estimated number of people that will visit a DP. This figure is an estimated average percentage based on past experience. The model also considers only Type III DPs which consist of a one lane operation. A Type III DP provides for 5000 people and can handle one truck load of ice and water per day along with MREs and tarps. Therefore, for every truck load of ice or water ordered, there should be a corresponding DP or lane for off-loading. The number of actual DPs can be lowered if Type I or Type II DPs are used; however, the number of "lanes" will remain the same. For example: If the model computes 32 Type III DPs, then that would equal 16 Type III and 8 Type II; or 16 Type III, 4 Type II and 2 Type I; all equaling 32 lanes.

Another method for determining the number and location of DPs is through Geographical Information Systems (GIS). GIS can produce a dot density map that provides a visual dot for a selected density of population. To determine the location of DPs, a dot density map should be produced based on a density of one dot for every 12,500 people (40% of 12,500 = 5000, the number of people served by a Type III DP). The location of the dot will provide a general start for locating a DP; however, as stated before, consider all tribes, municipalities, and/or major communities having at least one DP.

The pre-planning of DP locations is critical to the public. This allows the locations of the DPs to be known to the public prior to an event before communications are impacted. This also allows for route clearing priorities and route mapping to be performed during the pre-planning process in lieu of the response process.

7.2 Resourcing DPs: DP operations, including manpower and equipment, are a local responsibility. A partnership between the community and response planners is essential for the establishment of a successful distribution system that serves the public in their time of need. The most challenging resource to provide is manpower. Most local governments depend on the National Guard, volunteer fire departments, church groups and other volunteer agencies for manpower. All of these sources are viable; however, close coordination is needed to assure local governments are not using a specific resource in multiple locations. One good example of using a local resource is the use of local churches in the disaster area. Some churches have very large parking areas that work well for a Type III DP and the church can work with their congregation to establish a ministry to man and operate the DP. This example uses people from the community to help people in the community. Figures 4, 6, and 8 show the personnel and equipment requirements for each type of DP. The Excel model in Figure 9 provides a total roll up of personnel and equipment for all the DPs required.

Each DP requires an equipment package, as shown in Figures 4, 6, and 8. If the disaster receives a Presidential Declaration, then the costs for renting this equipment will qualify for Federal reimbursement. It is recommended that the planning agent, city, county, or tribal agency provide the equipment to the DPs located within their area of responsibility. Planning agents should work with local vendors and have agreements in place to provide the required equipment. The rates, either hourly, daily, or weekly, should be discussed with the State Emergency Management office and FEMA to get guidance on best practices. This suggested method of supplying equipment helps prevent duplication and allows for easier reimbursement.

7.3 DP Operations: The successful operations of a DP require a DP Team Leader or manager that understands the purpose, functions, and requirements of a DP. A successful Team Leader or manager must have the skills to motivate people, organize shifts, assure the right equipment is available, keep records on equipment usage, gather/record information on deliveries, arrange for future deliveries based on usage, and act as the primary POC for the DP with the local emergency management agency and possibly state or federal interest. Figures 11 – 14 are tracking charts that gather key information on deliveries. This information, as well as any contract/delivery forms that require signing by the delivery driver, must be collected and maintained until local, state, or Federal officials collect it. This information is vital for documenting payment to the delivery contractors.

Key checklist items for DP operations:

- A. Adequate Manpower (Consider backups for each position)
- B. Equipment (Forklift and pallet jack a must)
- C. Site Layout, good traffic flow
- D. Room for delivery trucks (18 wheelers without disrupting operations)
- E. Qualified Forklift Operator
- F. Security (Help with the general public)
- G. Traffic Control (Police at main intersections)
- H. Signs identifying the site as "Commodities Distribution Point"
- I. Request a Community Relations person to help handout information to the public
- J. Always keep safety first
- K. Provide a notebook for securing delivery charts and receipts
- L. Communications (Team Leader or manager will require communications)
- M. Train an assistant for night operations
- N. Ask for technical help through your Emergency Manager if assistance is needed

Questions on layouts, models or other information in this document should be directed to:

Mr. Allen Morse  
Disaster Program Manager  
Office of Homeland Security/US Army Corps of Engineers  
Phone 251-604-4751  
E-Mail [thomas.a.morse@usace.army.mil](mailto:thomas.a.morse@usace.army.mil)

|   |      |              |               |              |             |             |                  |              |                |
|---|------|--------------|---------------|--------------|-------------|-------------|------------------|--------------|----------------|
| Enter Number of Type III Dist. Points to be used          |      |              |               |              |             |             |                  |              |                |
|   | 32   |              |               |              |             |             |                  |              |                |
| - 1 Type II = 2 Type III                                  |      |              |               |              |             |             |                  |              |                |
| - 1 Type I = 4 Type III                                   |      |              |               |              |             |             |                  |              |                |
|   |      |              |               |              |             |             |                  |              |                |
|   |      |              |               |              |             |             |                  |              |                |
| <b>Number of truck loads required per day for 24 days</b> |      | <b>Water</b> |               | <b>ICE</b>   |             | <b>MREs</b> |                  | <b>Tarps</b> |                |
|   | Days | Loads        | K Gal         | Loads        | K #         | Loads       | Each             | Loads        | Each           |
|   | 1    | 32           | 152.0         | 32           | 1280        | 16          | 347,904          |              |                |
|   | 2    | 29           | 139.0         | 29           | 1170        | 15          | 318,084          |              |                |
|   | 3    | 27           | 125.9         | 27           | 1061        | 13          | 288,263          |              |                |
| <b>Initial Order (72 Hour Planning Total) &gt;</b>        |      | <b>88</b>    |               | <b>88</b>    |             | <b>44</b>   |                  | <b>36</b>    | <b>160,000</b> |
|   | 4    | 24           | 112.9         | 24           | 951         | 12          | 258,443          |              |                |
|   | 5    | 21           | 99.9          | 21           | 841         | 11          | 228,623          |              |                |
|   | 6    | 18           | 86.9          | 18           | 731         | 9.1         | 198,802          |              |                |
| <b>Next Order (next 72 Hour Planning Total) &gt;</b>      |      | <b>63</b>    |               | <b>63</b>    |             | <b>32</b>   |                  |              |                |
|   | 7    | 16           | 73.8          | 16           | 622         | 7.8         | 168,982          |              |                |
| 60% Power back on-line >                                  | 8    | 13           | 60.8          | 13           | 512         | 6.4         | 139,162          |              |                |
|   | 9    | 12           | 55.1          | 12           | 464         | 5.8         | 126,115          |              |                |
|   | 10   | 10           | 49.4          | 10           | 416         | 5.2         | 113,069          |              |                |
|   | 11   | 9.2          | 43.7          | 9.2          | 368         | -           | -                |              |                |
|   | 12   | 8.0          | 38.0          | 8.0          | 320         | -           | -                |              |                |
|   | 13   | 6.8          | 32.3          | 6.8          | 272         | -           | -                |              |                |
|   | 14   | 5.6          | 26.6          | 5.6          | 224         | -           | -                |              |                |
|   | 15   | 4.4          | 20.9          | 4.4          | 176         | -           | -                |              |                |
| 90% Power back on-line >                                  | 16   | 3.2          | 15.2          | 3.2          | 128         | -           | -                |              |                |
|   | 17   | 2.8          | 13.3          | 2.8          | 112         | -           | -                |              |                |
|   | 18   | 2.4          | 11.4          | 2.4          | 96          | -           | -                |              |                |
|   | 19   | 2.0          | 9.5           | 2.0          | 80          | -           | -                |              |                |
|   | 20   | 1.6          | 7.6           | 1.6          | 64          | -           | -                |              |                |
|   | 21   | 1.2          | 5.7           | 1.2          | 48          | -           | -                |              |                |
|   | 22   | 0.8          | 3.8           | 0.8          | 32          | -           | -                |              |                |
|   | 23   | 0.4          | 1.9           | 0.4          | 16          | -           | -                |              |                |
|   | 24   | 0.0          | 0.0           | 0.0          | 0           | -           | -                |              |                |
| <b>Total Loads</b>  |      | <b>249.6</b> | <b>1185.6</b> | <b>249.6</b> | <b>9984</b> | <b>101</b>  | <b>2,187,446</b> | <b>36</b>    | <b>160,000</b> |

Figure 9

|   |      |              |               |              |              |            |                  |           |                |
|---|------|--------------|---------------|--------------|--------------|------------|------------------|-----------|----------------|
| Enter Number of Type III Dist. Points to be used          |      | 32           |               |              |              |            |                  |           |                |
| - 1 Type II = 2 Type III                                  |      |              |               |              |              |            |                  |           |                |
| - 1 Type I = 4 Type III                                   |      |              |               |              |              |            |                  |           |                |
|   |      |              |               |              |              |            |                  |           |                |
|   |      |              |               |              |              |            |                  |           |                |
| <b>Number of truck loads required per day for 24 days</b> |      | <b>Water</b> | <b>ICE</b>    | <b>MREs</b>  | <b>Tarps</b> |            |                  |           |                |
|   | Days | Loads        | K Gal         | Loads        | K#           | Loads      | Each             | Loads     | Each           |
|   | 1    | 32           | 152.0         | 32           | 1280         | 16         | 347,904          |           |                |
|   | 2    | 29           | 139.0         | 29           | 1170         | 15         | 318,084          |           |                |
|   | 3    | 27           | 125.9         | 27           | 1061         | 13         | 288,263          |           |                |
| <b>Initial Order (72 Hour Planning Total) &gt;</b>        |      | <b>88</b>    |               | <b>88</b>    |              | <b>44</b>  |                  | <b>36</b> | <b>160,000</b> |
|   | 4    | 24           | 112.9         | 24           | 951          | 12         | 258,443          |           |                |
|   | 5    | 21           | 99.9          | 21           | 841          | 11         | 228,623          |           |                |
|   | 6    | 18           | 86.9          | 18           | 731          | 9.1        | 198,802          |           |                |
| <b>Next Order (next 72 Hour Planning Total) &gt;</b>      |      | <b>63</b>    |               | <b>63</b>    |              | <b>32</b>  |                  |           |                |
|   | 7    | 16           | 73.8          | 16           | 622          | 7.8        | 168,982          |           |                |
| 60% Power back on-line >                                  | 8    | 13           | 60.8          | 13           | 512          | 6.4        | 139,162          |           |                |
|   | 9    | 12           | 55.1          | 12           | 464          | 5.8        | 126,115          |           |                |
|   | 10   | 10           | 49.4          | 10           | 416          | 5.2        | 113,069          |           |                |
|   | 11   | 9.2          | 43.7          | 9.2          | 368          | -          | -                |           |                |
|   | 12   | 8.0          | 38.0          | 8.0          | 320          | -          | -                |           |                |
|   | 13   | 6.8          | 32.3          | 6.8          | 272          | -          | -                |           |                |
|   | 14   | 5.6          | 26.6          | 5.6          | 224          | -          | -                |           |                |
|   | 15   | 4.4          | 20.9          | 4.4          | 176          | -          | -                |           |                |
| 90% Power back on-line >                                  | 16   | 3.2          | 15.2          | 3.2          | 128          | -          | -                |           |                |
|   | 17   | 2.8          | 13.3          | 2.8          | 112          | -          | -                |           |                |
|   | 18   | 2.4          | 11.4          | 2.4          | 96           | -          | -                |           |                |
|   | 19   | 2.0          | 9.5           | 2.0          | 80           | -          | -                |           |                |
|   | 20   | 1.6          | 7.6           | 1.6          | 64           | -          | -                |           |                |
|   | 21   | 1.2          | 5.7           | 1.2          | 48           | -          | -                |           |                |
|   | 22   | 0.8          | 3.8           | 0.8          | 32           | -          | -                |           |                |
|   | 23   | 0.4          | 1.9           | 0.4          | 16           | -          | -                |           |                |
|   | 24   | 0.0          | 0.0           | 0.0          | 0            | -          | -                |           |                |
| <b>Total Loads</b>  |      | <b>249.6</b> | <b>1185.6</b> | <b>249.6</b> | <b>9984</b>  | <b>101</b> | <b>2,187,446</b> | <b>36</b> | <b>160,000</b> |

Figure 10

COMMODITIES PLANNING

Key Lessons Learned:

- a. Commodities will be pushed forward before logistical structures are in place.
- b. The critical planning factor for ordering commodities is “distribution” capability, not people without power.
- c. Distribution planning must be a priority with local governments for the commodities mission to be successful.
- d. All levels of government must understand the distribution point concept.

Key Planning Factors:

- a. Ice – 1 truck load (40,000 lbs, 8 lbs/per) serves 5000 people
- b. Water – 1 truck load (18,000 liters, 3+liters/per) serves 5000 people
- c. MREs – 1 truck load (21,744 ea., 2 ea/per) serves 10,000 people
- d. Tarps – 1 truck load (4,400 ea.) serves 4000 families with roof damage
- e. 1 car represents 1 family or 3 people
- f. Each car is provided the following:
  - i. 2 or 3 bags of ice
  - ii. 1 case of water (9-12 liters)
  - iii. 6 MREs
  - iv. 1 tarp, if they state they have roof damage
- g. A distribution point (DP) with one supply lane can serve 1,660 cars or 5000 people in one day, (Type III Distribution Point).
- h. A Type II DP has two lanes
- i. A Type I DP has four lanes

1 Truck Load Ice

1 Truck Load Water

½ Truck Load of MREs      Serves 5000 People = One Type III DP

1 Truck Load of Tarps

## ANNEX P APPENDIX 5: LOCAL STAGING AREAS

*(Note: In collaboration and conjunction with SEMA, their tiered response plan is enclosed in this annex in the event of a state-wide disaster event. SEMA's plan will not supersede the Columbia/Boone County Emergency Operations Plan, and is presented as information only. It will be at our discretion to implement these plans or not.)*

|  |                                   |
|--|-----------------------------------|
| Law Enforcement Staging Areas:           | To Be Determined at Time of Event |
| Alternate Law Enforcement Staging Areas: | To Be Determined at Time of Event |
| Fire Staging Areas:                      | To Be Determined at Time of Event |
| Alternate Fire Staging Areas:            | To Be Determined at Time of Event |
| EMS Staging Areas:                       | To Be Determined at Time of Event |
| Alternate EMS Staging Areas:             | To Be Determined at Time of Event |
| Public Works Staging Areas:              | To Be Determined at Time of Event |
| Alternate Public Works Staging Areas:    | To Be Determined at Time of Event |
| Other Staging Areas as needed:           | To Be Determined at Time of Event |
| - Volunteers                             |                                   |
| - Health and Medical                     |                                   |

ANNEX P APPENDIX 6: COMMAND STRUCTURE

| <b>ORGANIZATION ASSIGNMENT LIST</b>    |      | 1. INCIDENT NAME                          | 2. DATE PREPARED | 3. TIME PREPARED |
|--|------|---|------------------|------------------|
| POSITION                               | NAME | 4. OPERATIONAL PERIOD (DATE/TIME)         |                  |                  |
| <b>5. INCIDENT COMMANDER AND STAFF</b> |      | <b>9. OPERATIONS SECTION</b>              |                  |                  |
| INCIDENT COMMANDER                     |      | CHIEF                                     |                  |                  |
| DEPUTY                                 |      | DEPUTY                                    |                  |                  |
| SAFETY OFFICER                         |      | <b>a. BRANCH I- DIVISION/GROUPS</b>       |                  |                  |
| INFORMATION OFFICER                    |      | BRANCH DIRECTOR                           |                  |                  |
| LIAISON OFFICER                        |      | DEPUTY                                    |                  |                  |
| <b>6. AGENCY REPRESENTATIVES</b>       |      | DIVISION/GROUP                            |                  |                  |
| AGENCY                                 | NAME | DIVISION/GROUP                            |                  |                  |
|  |      | <b>b. BRANCH II- DIVISION/GROUPS</b>      |                  |                  |
|  |      | BRANCH DIRECTOR                           |                  |                  |
|  |      | DEPUTY                                    |                  |                  |
|  |      | DIVISION/GROUP                            |                  |                  |
|  |      | <b>c. BRANCH III- DIVISION/GROUPS</b>     |                  |                  |
|  |      | BRANCH DIRECTOR                           |                  |                  |
|  |      | DEPUTY                                    |                  |                  |
|  |      | DIVISION/GROUP                            |                  |                  |
|  |      | <b>d. AIR OPERATIONS BRANCH</b>           |                  |                  |
|  |      | AIR OPERATIONS BR. DIR.                   |                  |                  |
|  |      | AIR TACTICAL GROUP SUP.                   |                  |                  |
|  |      | AIR SUPPORT GROUP SUP.                    |                  |                  |
|  |      | HELICOPTER COORDINATOR                    |                  |                  |
|  |      | AIR TANKER/FIXED WING CRD.                |                  |                  |
|  |      | <b>10. FINANCE/ADMINISTRATION SECTION</b> |                  |                  |
|  |      | CHIEF                                     |                  |                  |
|  |      | DEPUTY                                    |                  |                  |
|  |      | TIME UNIT                                 |                  |                  |
|  |      | PROCUREMENT UNIT                          |                  |                  |
|  |      | COMPENSATION/CLAIMS UNIT                  |                  |                  |
|  |      | COST UNIT                                 |                  |                  |
| PREPARED BY (RESOURCES UNIT)           |      |   |                  |                  |

203 ICS (1/99)

NPES 1327

ANNEX P APPENDIX 7: COMMUNICATIONS PLAN

See ICS Form 205 for Communications Plan Format



ANNEX P APPENDIX 9: RESOURCE REQUEST FORM

**LOCAL GOVERNMENT  
RESOURCE REQUEST**

|   |                     |                |                         |           |
|---|---------------------|----------------|-------------------------|-----------|
| <b>Priority:</b>  | Black-Flash         | Red-High       | Yellow-Medium           | Green-Low |
| <b>*Status:</b>   | Red-Action Required | Orange-Enroute | Yellow-On- Scene        |           |
|   | Green-Released      | Blue-Closed    | Approval Pending        |           |
| Request is made for<br>(Circle One)   | Donation            | Acquisition    | Donation or Acquisition |           |
| <p><b>If request can only be satisfied by acquisition, Approving Authority agrees to pay for the item(s), (or the non-federal share). Approving Authority assumes full responsibility and liability for the items or services received, will control and safeguard any non-expendable loaned items/equipment that must be returned and agrees to assist in the recovery/redeployment of such items as soon as practical when the items are no longer needed at the disaster location.</b></p> |                     |                |                         |           |
| <b>Approved By:</b><br>(Approving Authority)  | Printed Name        | Title          | Signature               |           |
| <b>*Request Number:</b>   |                     |                |                         |           |
| <b>Supplemental Number:</b>   |                     |                |                         |           |
| <b>WHO IS MAKING THE REQUEST?</b>   |                     |                |                         |           |
|   |                     |                |                         |           |
|   |                     |                |                         |           |
| <b>Requesting Organization:</b>   |                     |                |                         |           |
| <b>*Requestor's Contact Info:</b>   | Name:               | Pager:         |                         |           |
|   | Title:              | Frequency:     |                         |           |
|   | Phone:              | Talk Group:    |                         |           |
|   | Office Cell:        | Call Sign:     |                         |           |
|   | Personal Cell:      | Other:         |                         |           |
|   | Fax:                |                |                         |           |
| <b>Related Event/ Incident/Activity:</b>  |                     |                |                         |           |
| <b>Display All resource requests related to:</b>  |                     |                |                         |           |
|   |                     |                |                         |           |

| WHAT IS BEING REQUESTED?        |   |
|---------------------------------|---|
|                                 |   |
|                                 |   |
| <b>*Resource Type/Kind:</b>     |   |
| <b>*Quantity:</b>               |   |
| <b>Qty Unit Of Measure:</b>     |   |
| <b>When Needed:</b>             |   |
| <b>Mission:</b>                 |   |
| <b>Release Date:</b>            |   |
|                                 |   |
| <b>Resource must come with:</b> | <input type="checkbox"/> Fuel <input type="checkbox"/> Meals <input type="checkbox"/> Operator(s) <input type="checkbox"/> Water <input type="checkbox"/> Maint <input type="checkbox"/> Lodging <input type="checkbox"/> Power |
| <b>Other Comments:</b>          |   |

**DELIVER THIS RESOURCE TO:**

|  |  |     |
|--|--|-----|
| Site Name <a href="#">Select</a> <a href="#">Clear</a> | Site Type <a href="#">Select</a> <a href="#">Clear</a> |     |
| Street Address   | Apt or Lot No.   |     |
| City   | State  | Zip |
| County <a href="#">Select</a> <a href="#">Clear</a>    |  |     |
| Intersection - Street 1                                | Intersection - Street 2                                |     |
| Country <a href="#">Select</a> <a href="#">Clear</a>   | Geographic Area <a href="#">Select</a>                 |     |
| United States  | (Region, District, Campus, etc).                       |     |
| <b>Additional Location Information</b>                 |  |     |
|  |  |     |
|  |  |     |

**GEO LOCATION & MAPPING**

|   |  |  |  |
|---|--|--|--|
| <b>Geo Locate:</b> <a href="#">by Lat &amp; Long</a> <a href="#">by Map</a> | <a href="#">by Address</a> <a href="#">by Intersection</a> |  | <a href="#">Clear Latitude/Longitude Information</a> |
|---|--|--|--|

|                                  |                       |                 |                  |
|----------------------------------|-----------------------|-----------------|------------------|
| <b>Show on Map?</b><br>Yes    No | <b>Geo Located By</b> | <b>Latitude</b> | <b>Longitude</b> |
|----------------------------------|-----------------------|-----------------|------------------|

|  |                |             |
|--|----------------|-------------|
| <b>Contact on scene:</b><br><b>(Name, Phone, etc.)</b> | Name:          | Pager:      |
|  | Title:         | Frequency:  |
|  | Phone:         | Talk Group: |
|  | Office Cell:   | Call Sign:  |
|  | Personal Cell: | Other:      |
|  | Fax:           |             |

**SPECIAL INSTRUCTIONS (E.G. SAFETY MESSAGE, INGRESS/EGRESS ROUTES, ETC.)**

## ANNEX P APPENDIX 10: EMERGENCY REST AREA SITES

*(Note: In collaboration and conjunction with SEMA, their tiered response plan is enclosed in this annex in the event of a state-wide disaster event. SEMA's plan will not supersede the Columbia/Boone County Emergency Operations Plan, and is presented as information only. It will be at our discretion to implement these plans or not.)*

### Columbia/Boone County

1. To Be Determined at Time of Event
- 2.
- 3.
- 4.
- 5.
- 6.

## ANNEX P APPENDIX 11: LOGISTICS SUPPORT

Logistics management is the process of planning, preparing, implementing, and evaluating all logistics functions that support an operation or activity. The Federal Emergency Management Agency (FEMA) defines resources as all personnel and major goods available, or potentially available, for assignment to operations. Resources are described by kind and type. Each level of government has a responsibility to mobilize these resources to protect lives and property and relieve suffering. All local resources must be committed before assistance is requested from neighboring jurisdictions, states or the federal government. Reimbursement for logistics support provided may depend upon factors such as a Presidential Declaration, liability associated with a HAZMAT spill, etc., and in the case of smaller scale disasters may not be forthcoming.

Logistics support for catastrophic events are the most difficult to perform and manage. The scope of the event may preclude the use of many local resources that normally would be available to call upon for assistance. A catastrophic event may severely hinder the ability of the local government to respond because many of the local government's staff members may also be adversely affected and its facilities may no longer be available; communications may be severely disrupted; the number of people needing assistance may be very large; debris, high water, blocked roads, etc. may impede movement; equipment loss and other factors may impair functional capabilities. However, the logistical support of resources is an extremely critical factor in the successful management of disaster response and recovery efforts. As such, logistical support needs to be established, staffing organized and logistics support functions made operational and maintained as soon as possible.

The degree and type of logistical support generally is determined by the scope of the response, the severity and size of the disaster and the infrastructure that is still functional within the emergency or disaster area. The logistics staff at the Incident Command level focus internally on providing support to the responding forces. At the local Emergency Operations Center, (EOC) however, the logistics staff may be called upon to support local departments and volunteer groups providing external logistics support for citizens, in addition to providing internal logistics support. Effective logistics management ensures that all functions are executed in a unified and integrated manner in order to ensure appropriate support actions, decrease delivery time, avoid duplication, and reduce costs.

Basic Elements of the Administration and Logistics section of the plan such as "Situation and Assumptions," "Concept of Operations," etc: The focus of Annex O is to identify and plan for the exceptions to normal operations, as outlined in the basic Local Emergency Operations Plan (LEOP). For example, the Logistics Assumptions would consider the potential for greater than normal delays in receiving logistics support from the State if roads are blocked by debris and collapsed bridges. Also, the Concept of Operations for Logistics in a catastrophic event may anticipate the use of Area Commands and a State Area Coordinating Center. The Annex O Concept of Operations would explain how the EOC would coordinate with those entities.

Organization and Assignment of Responsibilities: The provision of effective logistics support can be very complex and especially challenging in a catastrophic event, so dependable paid or volunteer staffing

should be identified, trained and exercised/employed in advance of a catastrophic disaster. At a minimum, the EOC Logistics Section staffing should include a:

- A. Logistics/Resource Management Section Chief (May be the County or City Clerk, a Volunteer, an Incident Command System trained Fire Fighter, EMD staff member, etc.)
- B. Deputy Section Chief
- C. Services Branch Chief
- D. Support Branch Chief
- E. Various Functional Unit Leaders as determined necessary according to the scope of the disaster situation and identified in the Logistics Section's Branches shown below.

A truly catastrophic event is not disaster business as usual. For example, personnel who are normally identified to perform the Logistics Section staffing may be too busy doing other things during a catastrophic event to effectively cover logistics and resource management functions as well. Also, individual logistics functions and associated subfunctions that may need to be performed and should be considered in a catastrophic event are more complex than normal, likely will require a larger logistics staff than normal, will be more difficult to control and will require considerable organizational skill to manage effectively and efficiently. To perform this function appropriately, the Logistics/Resource Management Section may need to organize into Branches and Units. According to the Incident Command System, the Section normally would be organized into two main Branches and subordinate Units:

Services Branch:

- A. Communications Unit: A key to the successful operation of the various resources into a district will depend heavily upon the ability of these agencies to communicate effectively. Logistics will develop the communications plan and coordinate the assignment of communications links (in and out of the disaster area), manage the communications network established, and provide any needed communications equipment and maintenance support. Common terminology for all voice transmissions must be utilized.
- B. Medical Unit: Logistics will develop the medical plan and provide medical aid and responder rehabilitation services to the EOC; and may be assisting in providing logistical support for incoming volunteer medical care personnel; logistically supporting local radiological/chemical/biological hazards control operations; helping facilitate patient evacuations; may be asked to assist in providing supplies, potable water and logistical support for victim identification/mortuary services.
- C. Food/Mass Care Unit: Along with local governments, volunteer entities are a part of the first line of disaster defense; there are dozens of organizations and government agencies that provide some type of help during a disaster; when disaster recovery is organized, more people outside the area and from other states are willing to provide donations and volunteers to help with locating and contacting citizens in need and assisting in supporting special needs populations. Logistics may also be found assisting volunteer entities in providing life-sustainment support and temporary mass care of persons displaced or evacuated from their residences; including the

provision of temporary housing and sheltering, mass feeding, water, ice, sanitation, personal care kits, shelter safety, first aid, special needs; shelters for pet control. However, logistics staff may find they are called upon to perform or manage certain mass care functions, including the coordination of temporary sheltering and feeding – fixed or self contained mobile food preparation units, personnel to prepare/distribute meals, sanitation and clean up, food supplies/utensils should local volunteer agencies are unable to function or have too few volunteers on the scene to function for several days or longer.

Support Branch:

- A. Supply/Resource Management Unit: Logistics is responsible for forecasting, requisitioning, sourcing and ordering (requirements processing) acquisition at the local level and requesting resources through mutual aid and state channels (see Appendix 9 Local Request Form); monitoring asset visibility (resource tracking); warehousing - receipt; inventory, storage and handling; security; accountability; inventory control; issue and distribution, including establishing and coordinating logistics staging areas and Points of Distribution System (PODS) operations; deployment; recovery, redeployment; reutilization; and disposition of materiel, materials, equipment, supplies, fuel and services; demobilization; and documenting all transactions.
- B. Donations Management Unit: Logistics may work with volunteer entities and donors in coordinating and managing unsolicited goods and services to most effectively integrate and employ the donations to reduce the need for local, state and federal resources and prevent the outpouring of donations from overwhelming responders and local governments; coordination includes receiving donations offers and requests of donated goods and services, being careful in the utmost to not replace, hinder or bottleneck the operations of the volunteer entities but helping to clarify and validate the requests for donations being made to the major donors making offers, tracking shipments, coordinating law enforcement support of shipment deliveries, and coordinating the receipt, safeguarding and distribution of donations, thereby reducing or eliminating duplication of efforts and making the most effective use of donations to augment federal, state and local support efforts.
- C. Facility Management Unit: Logistics also be called upon to assist in providing location determinations, facility selections and acquisitions, space management and building services as requested for both fixed and portable facilities. Support includes facilities and space for logistics staging areas, points of distribution, warehousing, base camps, etc.
- D. Transportation Asset Management and Movement Control Unit: Logistics will develop the traffic plan and coordinate the prioritizing, planning, ordering, sourcing, and acquisition for transportation resources and services; developing time-phasing plans and movement coordination and tracking; may terminal transfer operations at staging sites; overnight storage for vehicles, maps and directions for responding personnel, emergency towing and repairs, designating fuel, oil, and water depots, and coordinating with law enforcement to help ensure deliveries at the right places and times.

- E. Evacuation Logistics Support Unit: Operations conducts evacuation operations, but logistics may help with providing transportation assets for special needs citizens and those without transportation, helping provide for mass movement needs such as vans, buses, aircraft, water vessels, trains, trucks, etc., and emergency route refueling and temporary repairs for those with vehicles; helping coordinate voluntary entities provide first aid and mass care support such as in transit temporary sheltering, rest area management, food and water, human services, donations and resource management, transport and security; as well as facilities identification and management for destination mass care sites for citizens displaced by government recommended or ordered evacuation, or by self-evacuation due to emergency/disaster events.

# GLOSSARY OF TERMS AND ACRONYMS

Access and Functional Needs: Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting, in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the ADA Amendments Act of 2008, P.L. 110-325, and those associated with them.

Affiliated Volunteers: Usually individuals associated with and trained by a host agency prior to a disaster.

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assessing or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

ALS: Advance Life Support

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis of decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Biological Agents: Living organisms or materials derived from them that cause disease, harm humans, animals, or plants, or deteriorate materials.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

CBRNE – Chemical, Biological, Radiological, Nuclear or Explosive device

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

CHEMTREC - Chemical Transportation Emergency Center

Chemical Agents: A chemical substance intended to kill, severely injure, or incapacitate people through psychological effects.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Contingency: For more effective planning, a construct that groups similar hazards and activities related to possible incidents.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Cyber Terrorism: "Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures...in order to intimidate or coerce a government or civilian population in furtherance of political or social objectives.

Chief Executive Officer - The county commission or county supervisor or the mayor or other manager of the executive affairs of any city, town, village or fire protection district (RSMo Chapter 44).

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Direction and Control Staff: Comprised of the functional coordinators found in each annex of this plan. The Direction and Control Staff are members of the overall EOC staff.

Disaster - For the purpose of the plan, a disaster can be described as any type situation that endangers life and property to a degree that a concentrated effort of emergency services be coordinated on a large scale to contain the situation. Examples would be tornados, floods, explosions, earthquakes, or large scale civil disobedience.

Disaster Volunteering: Refers to all volunteer activities performed during any of the four phases of the emergency management (Mitigation, Preparedness, Response or Recovery).

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

DOC - Department Operations Center

DRC - Disaster Recovery Center: Place where disaster victims can come and find out what types of assistance are available to them. These centers will be manned by local, state, and federal agencies and organizations.

EMAC - Emergency Management Assistance Compact

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

EAS - Emergency Alert System: A communication and warning system set by the federal government in order for emergency messages to be broadcast via radio and TV stations.

EOC - Emergency Operations Center: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

EOP - Emergency Operations Plan: The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

EPI - Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exercise: An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: Tabletop, Functional, and Full Scale.

Family Assistance Center: A secure facility to provide information or assistance about missing and unaccounted for persons and deceased and support the reunification of the missing or deceased.

FEMA - Federal Emergency Management Agency: An agency established in 1979 which consolidated emergency agencies and functions into one organization.

FNSS – Functional Needs Support Services

FOG - Field Operations Guide

FRP - Federal Response Plan (to be replaced by the National Response Plan)

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

Functional Area: A major grouping of functions and tasks that agencies perform to carry out awareness, prevention, preparedness, response, and recovery activities.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

GIS - Geographic Information System

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Analysis: The process of identifying the potential hazards that could affect the jurisdiction and determine the probable impact each of these hazards could have on people and property.

HAZMAT - Hazardous Material

Hazardous Substances: Any substance or mixture of substances that presents a danger to public health, public safety, or the environment.

HSPD-5: Homeland Security Presidential Directive-5

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

LEPC - Local Emergency Planning Committee

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer (LNO): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States,

tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

MFDEA - Missouri Funeral Directors and Embalmers Association

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

MULES - Missouri Uniform Law Enforcement System

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another or request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System (NDMS): A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF): A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

NAWAS - National Warning System

NBC - Nuclear, Biological, or Chemical

NERRTC - National Emergency Response and Rescue Training Center

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operations periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

#### POLREP - Pollution Report

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and forum that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**PIO - Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**PVO - Private Voluntary Organizations**

**Qualifications and Certification:** The subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**R&D - Research and Development**

**Radiation (Nuclear):** High-energy particles or gamma rays emitted by an atom undergoing radioactive decay. Emitted particles can be charged alpha or beta particles or neutral neutrons.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes

mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet the basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

RESTAT - Resources Status

ROSS - Resource Ordering and Status System

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

SDO - Standards Development Organizations

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

SITREP - Situation Report

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be place while awaiting a tactical assignment. The Operations Section manages Staging Areas.

SO - Safety Officer

SOG - Standard Operating Guidelines: A ready and continuous reference to those procedures which are unique to a situation and which are used for accomplishing specialized functions.

SOP - Standard Operating Procedure

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Emergency Management Agency (SEMA): Prepares and maintains state emergency operations plan, the state EOC and assists local government in developing and maintenance of their operations plans and centers. It is also responsible for radiological support, damage assessment and emergency public information.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Safeguarding Vital Records: Measures by government that protect vital records the government must have to continue functioning during emergency conditions and to protect the rights and interests of citizens during and after the emergency.

Succession: The process established to list the order, line, or interim personnel entitled to succeed one another under emergency conditions.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualification.

Unaffiliated or Spontaneous Volunteers: Individuals or groups that arrive unsolicited at the scene of a disaster. They may or may not be a resident of the affected community. They may or may not possess skills necessary to respond to the current disaster. Also, they usually are not associated with any part of the existing emergency management system.

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

US&R - Urban Search and Rescue

Voluntary Agencies: Organizations that utilize affiliated and often spontaneous volunteers to deliver disaster services.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

WMD - Weapons of Mass Destruction