

# KANSAS CITY REGION

## REGIONAL COORDINATION GUIDE

# 2019

### BI-STATE

# KANSAS CITY REGION



## Regional Coordination Guide

December 2019



*This document was prepared in collaboration with the Metropolitan Emergency Managers Committee of the Mid-America Regional Council*



# ABOUT

## *Kansas City Metropolitan Area Regional Coordination Guide*

The Kansas City Metropolitan Area Regional Coordination Guide (RCG) is an all-hazard, capabilities-based guide designed to address any of the hazards potentially affecting the metro-area. The RCG is for use by all local governments, as well as Non-Governmental Organizations (NGOs), such as the private and volunteer agencies and organizations in the metro region.

The RCG is intended to ensure a series of formal actions are in place to facilitate communication and cooperation between the many agencies and organizations in the region potentially involved in emergency events requiring some degree of regional coordination. Participation in the activities described in the RCG is voluntary and the RCG is not intended to be an operational document. Operational emergency activities are coordinated through local Emergency Operations Centers (EOCs) and described in local Emergency Operations Plans (EOPs), standard operating guides, and the operating procedures maintained by local emergency response agencies and organizations.

Throughout the RCG, the terms “regional coordination activities” and “regional coordination protocols” are used synonymously and defined as: a series of formal actions taken by the jurisdictions involved in the event intended to facilitate the exchange of pertinent information, the release of consistent public information messages, and the sharing of resources and personnel. The regional significance of an incident will be determined by the jurisdictions involved. The concepts described in the RCG are designed to be flexible and the extent of its use will be determined by the event and the needs of the involved jurisdictions, agencies and organizations.

The activities described in the RCG support the National Incident Management System (NIMS) and the initiatives set forth in the National Preparedness Guidelines (NPG), both of which encourage jurisdictions to work together to strengthen collaboration and enhance regional capabilities. Further, the RCG supports the goals and objectives set forth in the Kansas City Urban Area Homeland Security Strategy, whose focus is to “strengthen relationships between jurisdictions and across disciplines by leveraging the long history of cooperation and coordination which exists between emergency services agencies in the region”.

The RCG is organized using a Base Guide and fifteen (15) Emergency Support Function (ESF) annexes. The Base Guide provides the overall organizational structure for regional coordination, while the ESF annexes address the regional issues associated with specific emergency functions.

The RCG was developed with oversight from the Metropolitan Emergency Management Committee (MEMC) Plans Subcommittee and support from planning Task Forces and Workgroups comprised of local government officials, response personnel, voluntary agency representatives and members of the private sector. In addition, the regional coordination protocols described in the RCG have been endorsed by the Regional Homeland Security Coordinating Committee (RHSCC), which provides oversight and policy guidance for homeland security issues and funding in the metro-area.

# HOW TO USE THIS GUIDE

The majority of plan users will only need to be familiar with the Base Guide and the respective Emergency Support Function (ESF) that applies directly to the user's role in relation to a regional incident requiring the use of coordination principles outlined in this Guide.

**NOTE:** *Emergency managers or associated positions are the exception. These individuals should be familiar with the entire Regional Coordination Guide (RCG).*

## BEFORE THE INCIDENT/EVENT

- 1. Be familiar with your local (or organizational-level) emergency response plans and procedures**, as appropriate. All disasters are local. This regional coordination guide is meant to complement and support local efforts to prepare, respond, recover, and mitigate hazards.
- 2. Become familiar with the RCG: Base Guide.** The Base Guide contains the key concepts and procedures that will drive regional coordination. The fundamental tenets described in the Base Guide are foundational and its principles and concepts have broad applicability in facilitating effective coordination.
- 3. Become familiar with the RCG: Emergency Support Function (ESF)** that corresponds with the user's role(s) and responsibilities.
- 4. Become familiar with any Regional Support Annexes and/or Plans** that correspond with the user's role(s) and responsibilities.
- 5. Become familiar with the Regional Resource Annex.** The Regional Resource Annex is a comprehensive document that identifies critical information and resources, such as contacts, equipment, reference material, and much more. When familiarizing yourself with the Regional Resource Annex, identify those sections in the document that are most relevant to you and your organization.

## DURING THE REGIONAL INCIDENT/EVENT

- 1. After activating LEOP, review the appropriate RCG: ESF and/or supporting Regional Annex or Plan.** Once a regional incident has occurred or is imminent, users should refer to the associated Regional plan/annex or ESF relevant to their role in managing the incident.
- 2. Use the RCG: Base Guide only as a reference.** The RCG: Base Guide is not entirely operational, and should only be referenced if general questions about regional coordination arise.



**KANSAS CITY REGION**  
***KANSAS CITY METROPOLITAN AREA***  
***REGIONAL COORDINATION GUIDE***  
***(RCG):***  
  
***BASE GUIDE***

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# CONTRIBUTORS

This document was revised under the direction of the MEMC Plans Subcommittee with information and support from dozens of stakeholders across multiple disciplines; public and private. Current MEMC Plans Subcommittee members include:

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**CITY OF KANSAS CITY, MO, OFFICE OF EMERGENCY MANAGEMENT**  
**CITY OF OAK GROVE - SNI VALLEY EMERGENCY MANAGEMENT**  
**JACKSON COUNTY - EMERGENCY MANAGEMENT**  
**JOHNSON COUNTY, KS - EMERGENCY MANAGEMENT**  
**LEAVENWORTH COUNTY - EMERGENCY MANAGEMENT**  
**MID-AMERICA REGIONAL COUNCIL**  
**MISSOURI STATE EMERGENCY MANAGEMENT AGENCY (SEMA)**  
**PLATTE COUNTY - SHERIFF'S OFFICE**  
**SAINT LUKE'S HOSPITAL**  
**SHAWNEE FIRE DEPARTMENT**



# PROMULGATION DOCUMENT

## REGIONAL COORDINATION GUIDE (RCG)

### *-Sample Promulgation Document-*

The Regional Homeland Security Coordinating Committee (RHSCC), in conjunction with other emergency preparedness agencies in the Kansas City metropolitan area, has developed the Regional Coordination Guide (RCG) for use as appropriate by all of the jurisdictions in the nine (9) county, bi-state region represented by the Mid-America Regional Council (MARC).

The RCG is not an operational document, rather it is intended to complement and support the [insert jurisdiction] Emergency Operations Plans (EOP). When implemented, the RCG is designed to enhance the ability of local governments to coordinate their efforts, share resources, release consistent information and respond as effectively and efficiently as possible to emergency incidents in the region.

This Promulgation Document provides a non-binding expression of interest in performing services and activities detailed in the RCG. The RCG does not create or intend to contractually and/or legally obligate this jurisdiction to commit their resources and/or relinquish their jurisdictional authorities as legally defined.

The RCG will be accepted as an [insert “appendix,” “attachment,” “addendum,” as appropriate] to the [insert jurisdiction] EOP when it is signed and dated below by the appropriate government officials.

\_\_\_\_\_  
Chief Elected Official  
[insert appropriate county or city official]

\_\_\_\_\_  
Date

# RECORD OF CHANGES

Change Number	Date of Change	Completed By	Comments
1	July 2013	MEMC Plans Subcommittee	Update to RCG Base Guide and 15 ESFs
2	December 2019	MEMC Plans Subcommittee	Update to RCG Base Guide and ESF 2, 5, 7, 13, 15, SIA 2 – Terrorism, and Regional Resource Annex

# RECORD OF DISTRIBUTION

The Regional Coordination Guide (RCG) will be provided to all plan stakeholders. A redacted version will be posted on the Mid-America Regional Council (MARC) Web site.





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# OVERVIEW

- ❖ The Kansas City Metropolitan Area Regional Coordination Guide (**RCG**) is intended to ensure coordination among jurisdictions in the metro area during emergency events whose impacts or potential impacts cross jurisdictional boundaries.
- ❖ The RCG ensures a series of formal actions are in place to facilitate communication and cooperation between the many agencies and organizations potentially involved in emergency events requiring some degree of regional coordination.
- ❖ Participation in the activities described in the RCG is voluntary. The concepts described are designed to be flexible and the extent of the RCG's use will be determined by the event and the needs of the involved jurisdictions, agencies, and organizations.

The RCG is organized using a Base Guide and fifteen (15) Emergency Support Function (ESF) annexes. Similar to the National Response Framework (NRF), the Base Guide provides the overall organizational structure for regional coordination, while the following ESF annexes address the regional issues associated with specific emergency functions.

## Regional Coordination Guide: Emergency Support Function (ESF) Annexes

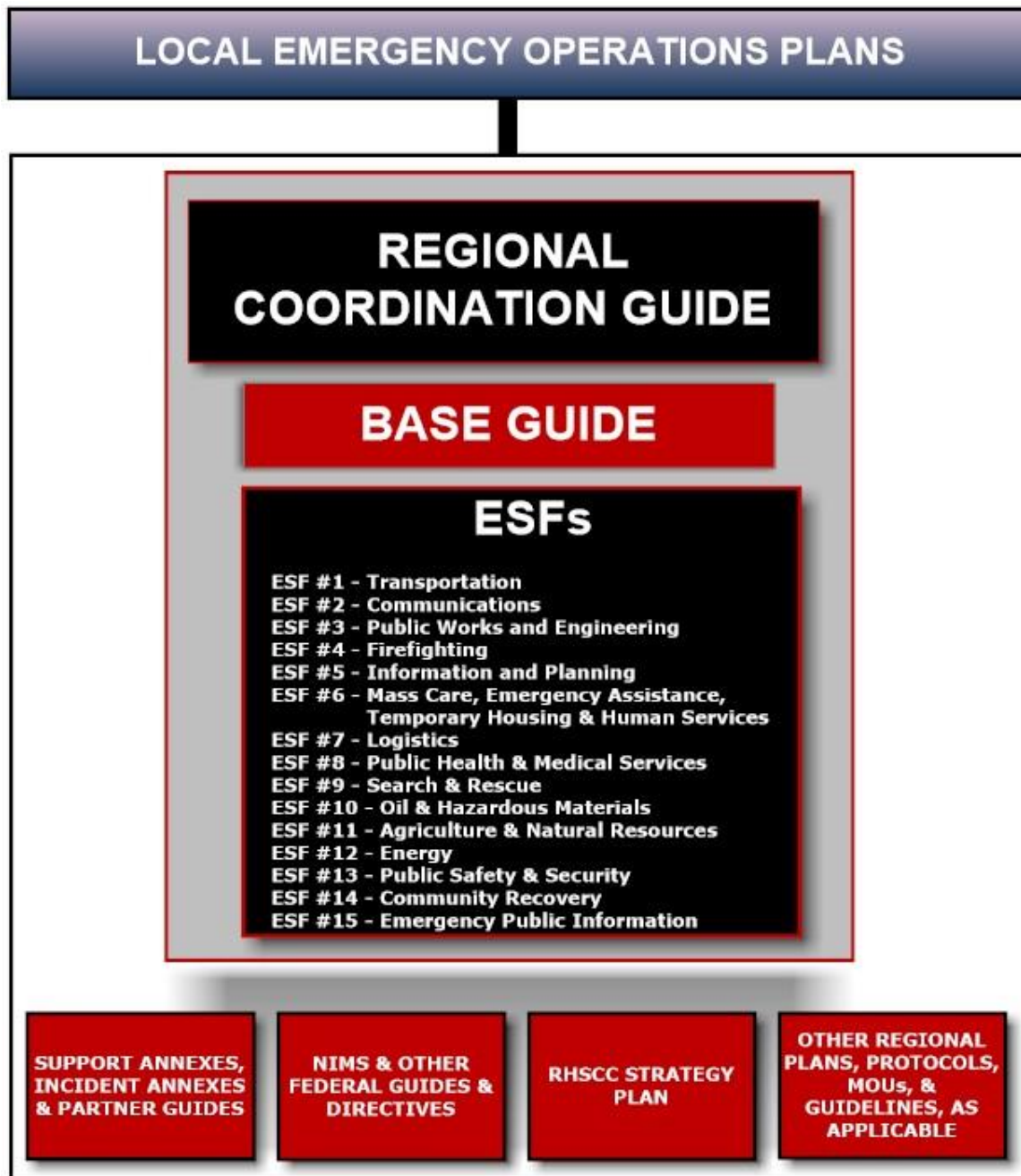
- ESF #1 – Transportation
- ESF #2 – Communications
- ESF #3 – Public Works and Engineering
- ESF #4 – Firefighting
- ESF #5 – Information and Planning
- ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services
- ESF #7 – Logistics
- ESF #8 – Public Health and Medical Services
- ESF #9 – Search and Rescue
- ESF #10 – Oil & Hazardous Materials
- ESF #11 – Agriculture and Natural Resources
- ESF #12 – Energy
- ESF #13 – Public Safety and Security
- ESF #14 – Community Recovery
- ESF #15 – Emergency Public Information

- A.** The RCG framework illustrated in **Figure 1** allows for the addition of Support Annexes, Incident Annexes and Partner Guides, as appropriate. Using this flexible framework also allows the RCG

to be easily integrated with appropriate national guidance, such as the NRF, National Preparedness Goals, and others as appropriate.

- B.** Organization of the Base Guide and the ESF annexes are compatible with the organization of local EOPs, whether using traditional functional annexes or standard ESF annexes (the comparison matrix is included in **Attachment B**).

**Figure 1. Regional Coordination Guide Organization**



# **PURPOSE, SCOPE, SITUATION & ASSUMPTIONS**

# PURPOSE

- A.** The RCG provides an overall framework for ensuring regional coordination activities and may be initiated and maintained when there is a need for the jurisdictions in the metro area to provide common messages, and share information and resources.
- B.** The protocols described in the RCG are intended to assist participating jurisdictions, agencies and organizations (whether government, volunteer or private sector) in augmenting their emergency resources and maximizing their emergency capabilities.
- C.** The RCG is not intended to be an operational document. Operational emergency activities are coordinated through local Emergency Operations Centers (EOCs) and described in local Emergency Operations Plans (EOPs), standard operating guides, and the operating procedures maintained by local emergency response agencies.
- D.** Throughout this RCG and its attachments, the terms regional coordination activities and regional coordination protocols are used synonymously and defined as: *a series of formal actions taken by the jurisdictions involved in the event intended to facilitate the exchange of pertinent information, the release of consistent public information messages, and the sharing of resources and personnel.*
- E.** The purpose of the RCG **Base Guide** is to identify and describe the following:
- ❖ Local units of government and jurisdictional boundaries in the region
  - ❖ Existing emergency plans, procedures and preparedness activities in the region
  - ❖ Regional stakeholders and available regional assets
  - ❖ Coordination of activities during events with regional significance, specifically:
    - How regional coordination will be initiated
    - How relevant information will be exchanged
    - How available resources will be identified and shared
    - How common messages will be developed and disseminated
  - ❖ Roles and responsibilities of involved jurisdictions, agencies and organizations
  - ❖ Testing and maintenance of the protocols described in the RCG

# SCOPE

## General

- A.** The RCG is an all-hazards, capabilities-based guide designed to address any of the hazards potentially affecting the metro area. The RCG is for use by local governments, as well as Non-Governmental Organizations (NGOs) such as the private and volunteer agencies and organizations in the metro area.
- B.** The RCG addresses activities in all phases of emergency management (mitigation, preparedness, response and recovery) with an emphasis on the regional coordination activities necessary to ensure effective emergency response and recovery efforts.
- C.** The RCG is flexible and scalable and was developed for use during any type or size of incident or event. Use of the principles and actions described in the RCG will be determined by the incident or event and the needs of the involved jurisdictions, agencies and organizations. Furthermore, the RCG is applicable for both planned events (i.e. MLB All-Star Game), which are scheduled nonemergency activities; and incidents (i.e. natural and manmade hazards), which are occurrences that require a response to protect life and property. Because events can sometimes turn into incidents, and because regional coordination may be needed in both instances, the application and use of these terms and their meaning throughout the RCG may be interchangeable and are not necessarily mutually exclusive.
- D.** The RCG was developed for all of the jurisdictions in the Mid-America Regional Council (MARC) region. MARC is an association of city and county governments that serves as the metropolitan planning organization for the bi-state Kansas City area. A map of the MARC region is included as **Figure 2**.
- E.** Local participation in the activities described in the RCG is voluntary. Therefore, the RCG represents a voluntary agreement among participating organizations, and as such, no participating organization has “control” or authority over another participating organization except where stated elsewhere in federal, state or local laws. The jurisdictions in the region may choose to reference the RCG in their local plans and protocols and, if appropriate, accept the RCG as a part of their EOPs as described in **Attachment F**.

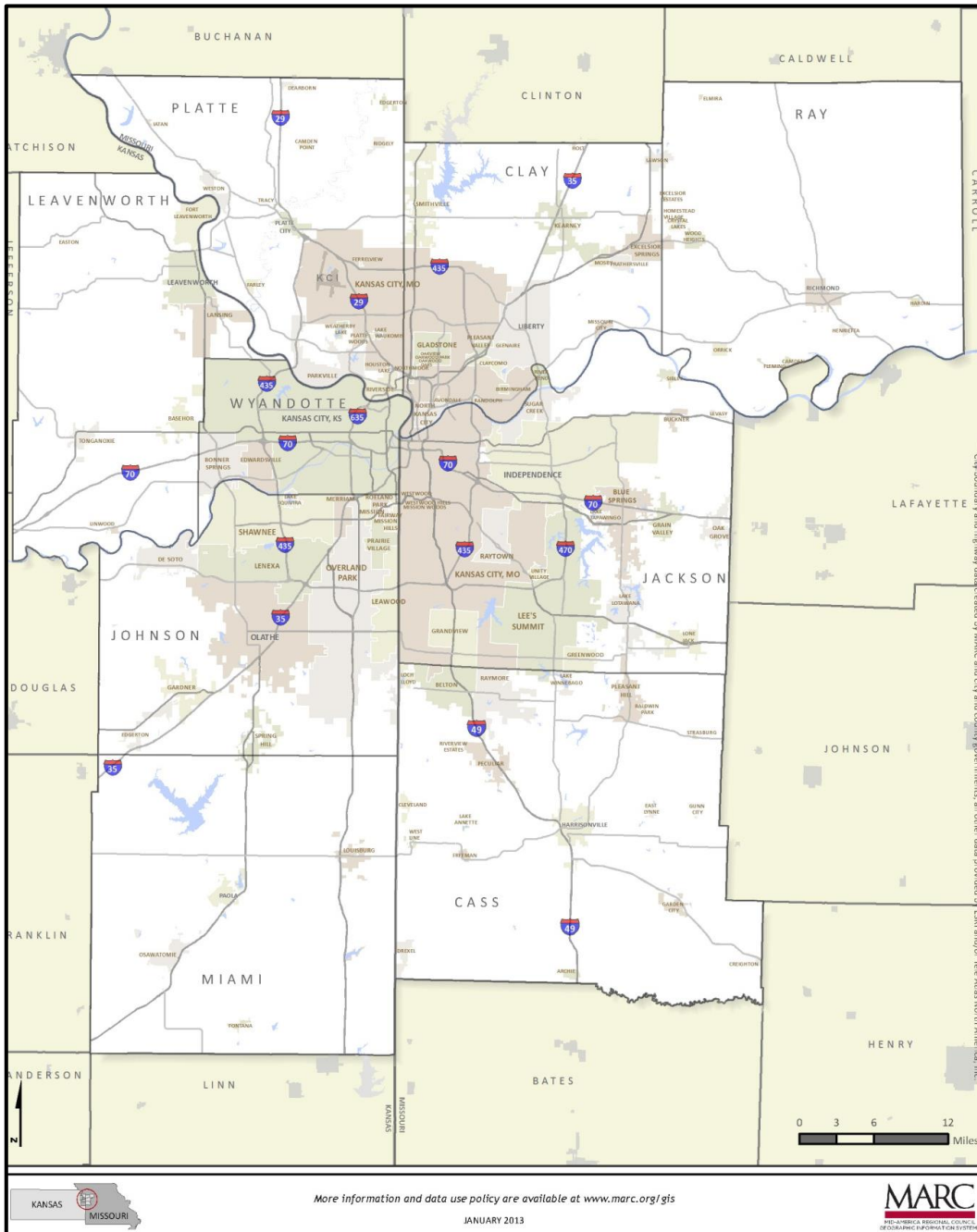
## Other Plans

- A.** The RCG is designed to support the local Emergency Operations Plans (EOPs) maintained by the individual jurisdictions in the Region. The RCG seeks to build on the emergency functions in these EOPs by addressing the actions necessary for effective regional coordination. A comparison matrix of the RCG Emergency Support Functions (ESFs) and the functional annexes in local EOPs is included as **Attachment B**.
- B.** In addition to local EOPs, there are a variety of emergency plans, procedures, protocols and guidelines maintained by regional agencies and organizations throughout the metro area, including the Mid-America Local Emergency Planning Committee (LEPC) Plan, the MARC Emergency Rescue Committee (MARCER) Mass Casualty Incident (MCI) Plan, the Metropolitan Medical

Response System (MMRS) Plan, the Tactical Interoperable Communications (TIC) Plan and others.

- C. A regional emergency plans index describing these and many of the other plans relevant to the RCG is included as **Attachment C**. The RCG is designed to support, enhance and interface with these existing plans and procedures, which will be integrated and referenced where appropriate.

Figure 2. MARC Regional Map





# SITUATION OVERVIEW

## The Kansas City Region

The Kansas City Region is diverse, encompassing nine (9) counties and numerous cities/jurisdictions with a population of nearly two (2) million and 4,500 square miles. **Table 1** shows the counties and their respective population data, which is based on the 2018 U.S. Census Population Estimate.

**Table 1. Regional Data**

State	City	Total Area (sq. mi)	Land Area (sq. mi)	Population	Density*
Missouri	Kansas City	319.03	314.95	491,918	1,561.89

State	County	Total Area (sq. mi)	Land Area (sq. mi)	Population	Density*
Missouri	Cass	702.67	698.99	104,954	150.1509
	Clay	408.86	396.35	246,365	621.5845
	Jackson	616.41	604.84	700,307	1,157.8384
	Platte	427.22	420.33	102,985	245.0099
	Ray	573.57	569.47	22,883	40.1830
<b>Subtotal</b>		<b>2,728.73</b>	<b>2,689.98</b>	<b>1,177,494</b>	
Kansas	Johnson	480.15	476.78	597,555	1,253.3139
	Leavenworth	468.33	463.27	81,352	175.6039
	Miami	590.15	576.72	33,680	72.7006
	Wyandotte	155.69	151.39	165,324	1,092.0404
<b>Subtotal</b>		<b>1,694.32</b>	<b>1,668.16</b>	<b>877,911</b>	
<b>TOTAL</b>		<b>4,423.05</b>	<b>4,358.14</b>	<b>2,055.405</b>	

## Kansas City Regional Preparedness

### *General*

- A.** The Kansas City metropolitan area has a long history of conducting regional emergency preparedness activities. Local jurisdictions recognize that participation with surrounding communities in training, exercises and other preparedness activities helps to maximize the use of funds, standardize training and equipment, test communications, build relationships and improve coordination between jurisdictions.
- B.** There are many long standing regional emergency preparedness organizations in the region, including the Mid-America Local Emergency Planning Committee (LEPC), the Mid-America Emergency Rescue Committee (MARCER), the Metropolitan Emergency Manager’s Committee (MEMC), the Kansas City Regional Community Organizations Active in Disaster (KC-COAD), Kansas City Mortuary Operational Response Group (KCRMORG), the MARC Public Safety



Communications Board, the Regional Homeland Security Coordinating Committee (RHSCC) and others.

- C.** The RHSCC provides oversight for homeland security issues and federal homeland security grants in the MARC region. The RHSCC has established Subcommittees made up of stakeholders throughout the region to address the specific goals and objectives outlined in the RHSCC Strategy Plan. More information on the RHSCC and its Subcommittees may be found on the MARC Website at [https://www.marc.org/Emergency-Services-9-1-1/Homeland-Security-\(RHSCC\)](https://www.marc.org/Emergency-Services-9-1-1/Homeland-Security-(RHSCC)).
- D.** MARC provides daily support and technical assistance for ongoing emergency preparedness activities in the region. This is accomplished on behalf of the RHSCC and its Subcommittees – the Mid-America LEPC, the MARCER, the MEMC and many others. MARC facilitates regional planning, training and exercise activities, as well as information sharing between the many jurisdictions in the metro area.

### National Guidance

- A.** The RCG is intended to assist local jurisdictions in enhancing their compliance with NIMS and accomplishing the actions described in the NIMS Implementation Activity Schedule. The RCG will help to ensure all jurisdictions have a common operating picture of events affecting the metro area. For more information on NIMS, see <https://www.fema.gov/national-incident-management-system> and for information on the National Preparedness Goal (NPG), see <https://www.fema.gov/national-preparedness-goal>.

### Hazard Analysis Summary

- A.** The bi-state Kansas City metropolitan area is prone to many hazards with the potential to create an incident requiring some degree of regional coordination
- B.** Local EOPs maintained by the jurisdictions in the Region contain hazard vulnerability assessments addressing all of the hazards potentially affecting their jurisdictions. The Regional Multi-Hazard Mitigation Plan and county mitigation plans provide assessment and mitigation goals for the multiple hazards within the Region based on the local jurisdictions’ EOPs and assessments.
- C.** The Region updated the Regional Threat and Hazard Identification and Risk Assessment (THIRA) in 2019. For the THIRA, subject matter experts identified a broad range of threats and hazards relevant to the Kansas City metropolitan area.

The following scenarios were foundational in the 2019 Kansas City Regional THIRA:

Category	Type	Event Name	Is this a terrorist event?
Natural	Tornado	EF5 Tornado	No
Natural	Winter Storm / Ice Storm	Severe Winter Storm	No
Technological	Hazmat Release - Chemical	Train Derailment Causes Hazmat Release	No
Human Caused	Cyber Attack	Cyber Attack	Yes
Natural	Pandemic - Human	Mutated H5N1 Influenza Virus Strain	No
Human Caused	Biological Attack	Biological Attack	Yes



Natural	Earthquake	New Madrid Earthquake	No
Human Caused	Other	Complex Coordinated Terrorist Attack	Yes
Human Caused	Explosive Devices	Explosive Devices 2	Yes
Natural	Flood	Flooding	No

In order to align the 2019 Kansas City Region’s THIRA/SPR with the State of Kansas and Missouri per CPG-201 vs. 3, “impact estimates” and “Capability Targets” were needed for each state, as opposed to only providing a single bi-state assessment. To do so, scenarios needed to be adjusted so they could be applied generically to the Kansas side or Missouri side, and the assessment required the region to complete two (2) Whole of Community Input Forms.

While capabilities vary across each state, very few differences manifested in terms of priority capabilities and major gap areas at the macro level.

The hazards chosen below reflect scenarios that will exercise the greatest range of capabilities. Readers should consult the THIRA for more information on potential impacts resulting from these hazards.

**Table 2. Regional Hazards**

THREAT/HAZARD	OVERALL RISK
<b>TORNADO</b>	<b>Probability:</b> High <b>Severity:</b> High <b>Overall Risk:</b> High
<b>WINTER STORM / ICE</b>	<b>Probability:</b> High <b>Severity:</b> High <b>Overall Risk:</b> High
<b>HAZMAT / CHEMICAL RELEASE</b>	<b>Probability:</b> High <b>Severity:</b> Medium <b>Overall Risk:</b> High
<b>CYBERATTACK</b>	<b>Probability:</b> High <b>Severity:</b> High <b>Overall Risk:</b> High
<b>PANDEMIC / HUMAN DISEASE</b>	<b>Probability:</b> Medium <b>Severity:</b> High <b>Overall Risk:</b> High
<b>BIOLOGICAL ATTACK</b>	<b>Probability:</b> Low <b>Severity:</b> High <b>Overall Risk:</b> Medium
<b>EARTHQUAKE</b>	<b>Probability:</b> Low <b>Severity:</b> Medium <b>Overall Risk:</b> Medium
<b>COMPLEX COORDINATED TERRORIST ATTACK (CCTA)</b>	<b>Probability:</b> Medium <b>Severity:</b> High

	<b>Overall Risk:</b> Medium
<b>EXPLOSIVE DEVICE</b>	<b>Probability:</b> Low <b>Severity:</b> High <b>Overall Risk:</b> Medium
<b>FLOOD</b>	<b>Probability:</b> High <b>Severity:</b> High <b>Overall Risk:</b> High

- D.** The priorities, strategies, and actions will likely vary based on the type of hazard anticipated to impact the Region. The most imminent hazards likely to impact the area can be separated into two general categories: Notice incident and no-notice/limited-notice incident. It is important to recognize that this categorization of hazards has operational significance for determining key emergency priorities and actions during the initial phase of an incident or planned event.
- E.** It is also recognized that events in other parts of the country not directly impacting the Region (e.g., hurricanes) may require the need for regional coordination to provide effective support operations.

## Capability Assessment

One of the stated objectives of the Region regarding operational coordination is to establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities, as outlined in the Region’s 2019 THIRA. To achieve this, the following capability targets for operational coordination have been set:

- ❖ **Operational Coordination:**
  - (MO) Within 4 hour(s) of a potential or actual incident, establish and maintain a unified and coordinated organizational structure and process across 92 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 3 month(s).
  - (KS) Within 4 hour(s) of a potential or actual incident, establish and maintain a unified and coordinated organizational structure and process across 36 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 3 month(s).
- ❖ **Operational Communications:**
  - (MO) Within 1 hour(s) of an incident, establish interoperable communications across 92 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 90 day(s).
  - (KS) Within 1 hour(s) of an incident, establish interoperable communications across 36 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 90 day(s).
- ❖ **Situational Assessment:**
  - (MO & KS) Within 1 hour(s) of an incident, and on a 4 hour(s) cycle thereafter, provide notification to leadership and 45 partner organizations involved in incident management of the current and projected situation. Maintain for 30 day(s).

- ❖ Intelligence & Information Sharing
  - (MO & KS) During steady state, and in conjunction with the fusion center and/or Joint Terrorism Task Force (JTTF), every 1 year(s), review ability to effectively execute the intelligence cycle, including the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information, and identify the 25 personnel assigned to support execution of the intelligence cycle. Then, within 15 minute(s) of the identification or notification of a credible threat, identify/analyze local context of the threat for the respective area of responsibility, and facilitate the sharing of threat information with 10 priority intelligence stakeholder agencies/entities in accordance with the intelligence cycle, and all dissemination protocols.

Additional capability needs are addressed in the Region's 2019 Regional Capability Targets.

### *Regional Equipment and Personnel*

In addition to the personnel and resources maintained on a regular basis by local emergency response agencies, a series of regional investments have been made in specialized emergency equipment and training for personnel.

- A.** Specialized equipment has been purchased through several types of federal grants by MARC on behalf of the RHSCC to increase the Region's overall preparedness levels. These investments were accomplished in accordance with the Regional Homeland Security Coordinating Committee's (RHSCC) Strategy Plan.
- B.** Equipment has been procured by the Mid America Regional Council and received by local agencies who accept responsibility for having trained personnel, maintaining the resource and having it deployable within the region for a designated period of time. Once equipment is accepted by a local jurisdiction, they are tracked by the receiving agency (e.g., fire departments, law enforcement agencies, hospitals, etc.).
- C.** These resources have been strategically deployed to select local agencies throughout the metropolitan area such as Emergency Medical Services (EMS) agencies, fire departments, law enforcement agencies, health departments, hospitals and others. The resources include specialized equipment for response to a variety of hazards potentially impacting the metro, such as Mass Casualty Incident (MCI) equipment and trailers, Hazardous Materials (HazMat) equipment and trailers, communications equipment, command vehicles, and many others. The Regional Resource Annex includes a list of these resources, as well as information regarding their deployment.
- D.** In addition to equipment purchases, regional funds have been used to provide specialized training for emergency services personnel from fire departments, law enforcement agencies, EMS agencies, hospitals, public health agencies, public works departments, volunteer agencies and other emergency services agencies and organizations in the region.
- E.** Grants provided by federal and state agencies and administered by MARC will continue to be used to increase the region's overall preparedness levels. Purchases and expenditures are made in accordance with the Regional Homeland Security Coordinating Committee (RHSCC) Strategy Plan, a multi-year plan that serves as the guide for the continued funding of regional emergency response equipment, personnel training and other preparedness initiatives. The RHSCC Strategy



Plan may be found in its entirety at [https://www.marc.org/Emergency-Services-9-1-1/Homeland-Security-\(RHSCC\)/General-Information/Guiding-Principles-Strategy-Plan](https://www.marc.org/Emergency-Services-9-1-1/Homeland-Security-(RHSCC)/General-Information/Guiding-Principles-Strategy-Plan).

## **Mitigation Overview**

MARC prepared a Natural Hazard Mitigation Plan in 2004 to help cities and counties on the Missouri side of the metro area identify ways to reduce risks from disaster events. Mitigation plans are reviewed and approved by FEMA every 5 years.

In 2015, Cass, Clay, Jackson, Platte and Ray counties (the Missouri counties of the MARC region), along with 39 other jurisdictions, 19 school districts and four fire/ambulance districts, updated this Regional Multi-Hazard Mitigation Plan completed an update to the plan as a prerequisite to apply for certain FEMA pre-and post-disaster funding. The current plan expires on August 31, 2020. Routine revisions are underway for resubmission in 2020. The Plan contains information on each participating jurisdictions' mitigation strategies, to include individual project goals and actions. The Plan is available in its entirety on the MARC Website at: <https://www.marc.org/Emergency-Services-9-1-1/MEMC/Activities/Regional-Hazard-Mitigation-Plan>

In 2013, Johnson, Wyandotte, and Leavenworth counties (three of the four Kansas counties in the MARC region), began a joint effort as Homeland Security Region L to create a unified plan which was most recently approved by FEMA on October 3, 2019. The plan is available in its entirety at <https://www.jocogov.org/dept/emergency-management/emergency-management-program/county-emergency-plans/mitigation-plan>

In 2019, Miami County (the other Kansas county in the MARC region) along with other Kansas Counties in Homeland Security Region J updated their joint mitigation plan and submitted to FEMA in July 2019. This plan is available in its entirety at [https://drive.google.com/open?id=1yKEqijkY8vG\\_NEzvUKMCpQLiz1a\\_xPHU](https://drive.google.com/open?id=1yKEqijkY8vG_NEzvUKMCpQLiz1a_xPHU)

# **PLANNING ASSUMPTIONS**

## **Regional Coordination Principles**

The following regional coordination principles provide the basis for the activities described in the RCG:

- ❖ One of the desires is that all jurisdictions directly, indirectly or potentially impacted by disasters in the nine-county area establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders (public, private, and NGO entities) and supports the execution of core capabilities by using ICS, NIMS and the Regional Coordination Guide. Additionally, a key objective of the Region is the capability to mobilize critical resources and establish command, control, and coordination structures within the affected community to support response and recovery.
- ❖ The local jurisdictions in the metro area have the ultimate responsibility and legal authority for conducting emergency operations. Most emergencies are managed successfully by local response agencies and EOCs with no extraordinary regional coordination requirements.



- ❖ Emergency events whose impacts cross jurisdictional boundaries may require coordination among local jurisdictions to maximize available resources, accomplish common goals and more efficiently and effectively manage the event.
- ❖ The development of effective regional coordination protocols will help local governments accomplish their primary emergency response mission of saving lives, preventing injuries and property damage, and minimizing community disruption.
- ❖ Jurisdictions that are unaffected (or less affected) by an emergency may deploy resources to other communities in the region with a need for them. However, local jurisdictions will not be asked to provide assets to another that would leave their jurisdiction lacking potentially needed resources. *Note: Existing regional plans, such as the KC Regional Mass Fatality Plan, already include provisions where an unaffected jurisdiction may assist an impacted jurisdiction with resource and coordination support.*
- ❖ During a regional emergency or disaster event, competing demands for regional resources and services may require the prioritization of requests.
- ❖ MARC serves as the metropolitan planning organization for the region and when requested, MARC may work on behalf of local jurisdictions to accomplish goals and objectives established by local governments.
- ❖ The RCG supports the National Incident Management System (NIMS) and National Preparedness Goal (NPG). NIMS and the NPG encourage jurisdictions to work together to strengthen collaboration and enhance regional capabilities.
- ❖ Development of the RCG supports the goals and objectives set forth in the Kansas City Urban Area Homeland Security Strategy whose focus is to “strengthen relationships between jurisdictions and across disciplines by leveraging the long history of cooperation and coordination which exists between emergency services agencies in the region”.



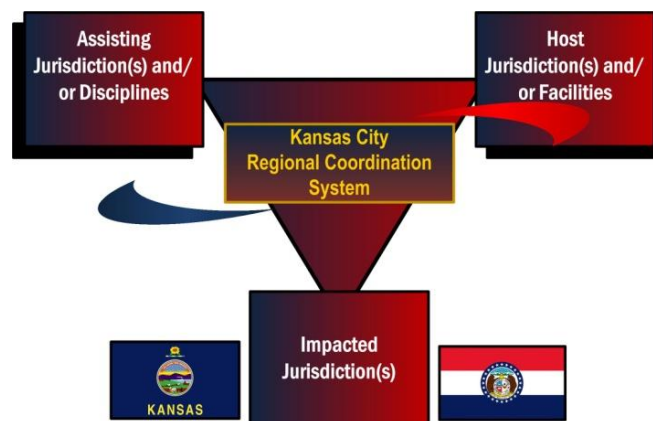
# CONCEPT OF OPERATIONS



# KEY CONCEPTS & ORGANIZATIONS

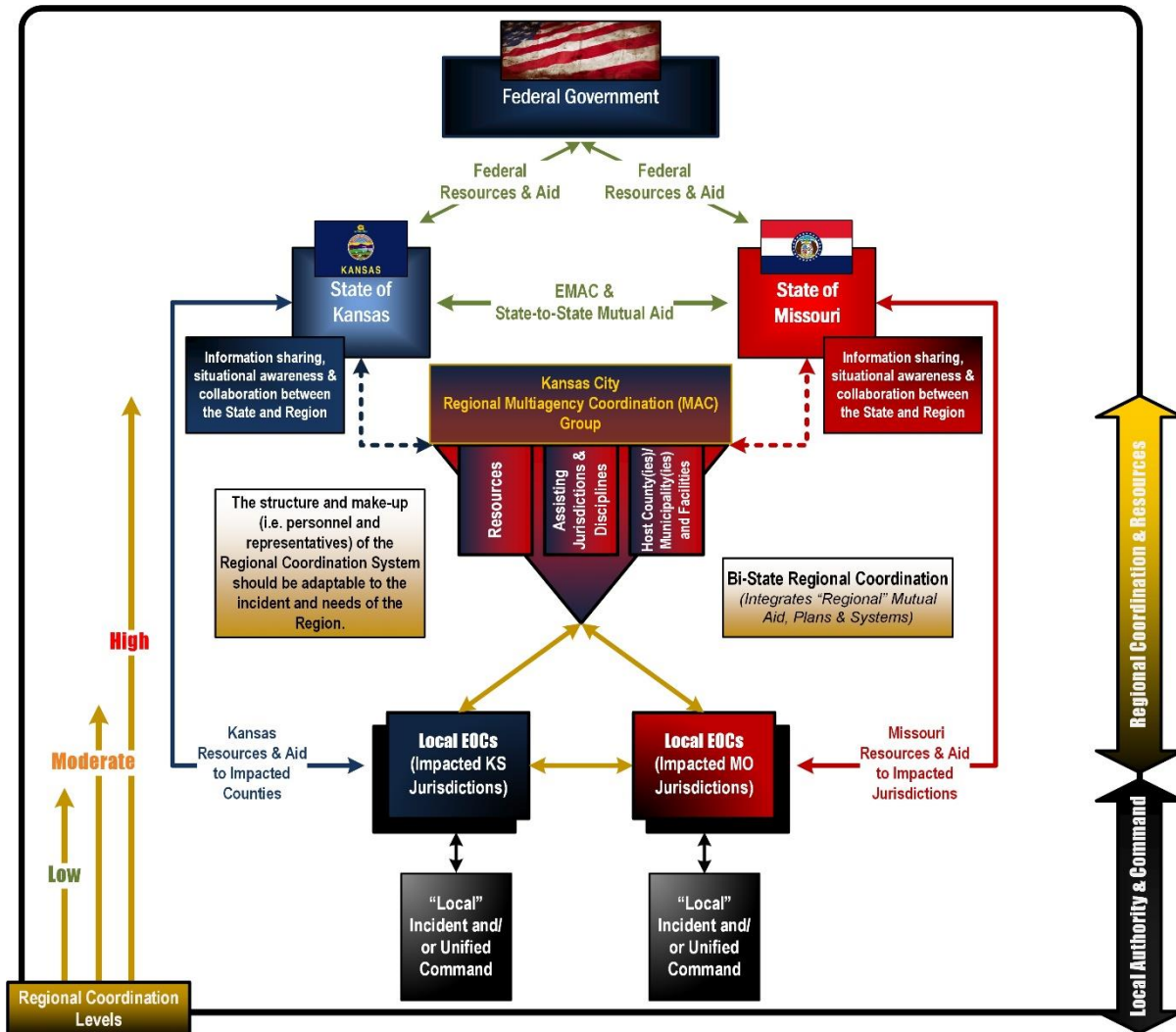
- The activities/protocols described in this section provide the overall framework needed to accomplish the appropriate regional coordination activities required by the incident.
- The regional coordination activities described in this section are designed to support local EOCs and other operational and coordination centers by enhancing their ability to effectively coordinate with the many agencies and organizations involved in the event.

**Figure 3. Regional Coordination System**



One of the foundational concepts of the Regional Homeland Security Coordinating Committee (RHSCC) is that local governments, agencies and organizations in the Kansas City region benefit from a shared approach to enhancing capabilities to prevent, protect, mitigate, respond to and recover from a broad range of threats and hazards, by strengthening relationships between jurisdictions and across disciplines. The RHSCC has long recognized that capabilities and resources vary across jurisdictions. Some disaster events may overwhelm the resources of a single jurisdiction or impact multiple jurisdictions within the region, necessitating assistance from regional partners or collective decision-making to meet the needs of the situation. The **Regional Coordination Guide** (RCG) was developed to document and outline these protocols for regional action in order to maximize the sharing and coordination of information and resources and to improve the surveillance, early detection and mitigation of hazards and threats. These regional protocols can be best understood to comprise a **Regional Coordination System** (RCS). The RCS is a comprehensive concept to describe the mechanisms for how planning and response occur on a regional level, and to ensure the efforts of jurisdictions impacted or potentially impacted by a disaster are appropriately inter-connected and complementary, rather than duplicative. It reinforces interoperability among area jurisdictions and organizations, and makes response efforts more efficient and effective by coordinating available resources, services, and aid. As the diagram above illustrates (see **Figure 3**), the RCS is founded upon a flexible and adaptable three-deep concept (i.e. Impacted, Assisting, and Host Jurisdictions) that can be contracted or expanded based on the impact, magnitude, and scale of a regional incident/event. **Figure 4** provides a broad overview of the RCS and how it complements local, state, and Federal partners.

Figure 4. Regional Coordination Overview



Another foundational component of the RCS is the **Multiagency Coordination (MAC) Group**. This group is meant to be adaptable and scalable to any incident/event and will serve as the primary coordinating body during a significant disaster event necessitating regional coordination. The nature of the incident/event and corresponding and evolving response and recovery needs will largely determine which participants will make up the (MAC) Group at any given time during the incident/event.

## KEY CONCEPTS

**Resources:**

Resources are defined as personnel, vehicles, established teams, equipment, supplies and facilities available for assignment.

**Impacted Jurisdiction(s):**

The area defined as the “Impacted Jurisdiction” encompasses the jurisdiction and all the political subdivisions located within that jurisdiction, including special districts. The “Impacted Jurisdiction” is the jurisdiction that has or will be adversely impacted by an incident/event.

**Assisting Jurisdiction(s) and/or Disciplines:**

The Assisting Jurisdiction and/or discipline(s) provides timely emergency resources, services, and manpower to the Impacted Jurisdiction(s) -- and in some cases, the Host Jurisdiction -- in accordance to the provisions set forth by the RCS.

**Host Jurisdiction(s) and/or Facility:**

In situations where evacuation and/or mass care operations are necessary, the Host Jurisdiction serves as the jurisdiction that receives and shelters residents and animals coming from the Impacted Jurisdiction(s), and provides mass care and other needs as appropriate.

**Multiagency Coordination (MAC) Group:** This group is meant to be adaptable and scalable to the incident/event. The nature of the incident/event and corresponding and evolving response and recovery needs will largely determine which participants will make up the (MAC) GROUP at any given time during the incident/event. Specifically, the (MAC) GROUP may be comprised of those designated representatives from the Impacted and Assisting/Host jurisdictions' key leadership, emergency management, first responder disciplines (i.e. Law Enforcement, Fire, EMS, SAR, HAZMAT), public health/medical, other regional disciplines, nongovernmental organizations, and ESF representatives (i.e. Transportation, Mass Care, Communications, Public Works, etc.). Other groups and organizations may be included, depending on the type and scale of the incident.

## The Multiagency Coordination (MAC) Group

The organization of the (MAC) Group should be incident specific and the general make-up of the group will be driven by the needs of the situation. The key players and stakeholders that will likely make-up the (MAC) Group will also be key contributors to the prevention, protection and mitigation efforts in the Region (e.g. planning, training, and exercises). However, the primary role and formal designation of the (MAC) Group will be reserved for response and recovery operations.

The following represents examples of organizations and disciplines that may be included in the (MAC) Group for each respective phase:

**Prevention, Protection and Mitigation**

During these phases, the (MAC) Group is not formally activated or organized; however, many of the key players within the region would be involved in planning, training and exercises within their own respective disciplines and organizations.



### Response

The nature of the incident, and the evolving needs would dictate which organizations would be involved in the (MAC) Group throughout the duration of the response phase. The following represents a brief sample of potential participants:

- ❖ Elected Officials
- ❖ Emergency Management
- ❖ First Responder Disciplines (i.e. Law Enforcement, Fire, EMS, SAR, HAZMAT)
- ❖ Public Health
- ❖ Hospitals/Medical
- ❖ Nongovernmental organizations (American Red Cross)
- ❖ Transportation/Traffic Professionals
- ❖ Public Works/Utilities
- ❖ Animal Control/Management
- ❖ Public Information Officers

### Recovery

Recovery operations need a flexible structure that enables affected communities and disciplines to operate in a unified and collaborative manner. It is also an opportunity to look forward, and focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community, and ultimately increase resiliency. For a large-scale regional incident, the (MAC) Group will play a vital role in providing the framework and collaborative impetus to ensure a common regional vision for recovery is achieved. Due to the strategic nature of recovery, the organizational structure and coordination strategy and actions of the (MAC) Group should be adapted, as appropriate (e.g. holding regularly scheduled meetings versus operating on a 24/7 schedule). Further, the region may determine to organize Disaster Recovery Committees (DRCs) to address the many recovery activities and issues.

The following is a brief sampling of possible disciplines and stakeholders of the (MAC) Group during Recovery.

For a more detailed list of potential organizations, see ESF 14 – Community Recovery.

- ❖ Elected Officials
- ❖ Emergency Management
- ❖ Community Planners
- ❖ Chambers of Commerce
- ❖ Community Organizations and Clubs (i.e. Rotary and Lions Club)
- ❖ Economic Development Organizations
- ❖ Schools and Universities
- ❖ Businesses
- ❖ Financial and Banking Institutions
- ❖ Nongovernmental organizations (Red Cross, Salvation Army, etc.)
- ❖ Transportation/Traffic Professionals
- ❖ Public Works/Utilities
- ❖ Mental Health Professionals
- ❖ Federal Partners (SBA, Habitat for Humanity)

# INITIATING REGIONAL COORDINATION

1. Although the criteria for initiating regional coordination are subjective, the Regional Coordination System (RCS) encourages a proactive approach to enhance regional vigilance/surveillance, information sharing, and, if necessary, a coordinated approach to incident/event management.

- ❖ Proactive regional coordination measures initiated by those involved in the event may include ensuring regional communications platforms (i.e., WebEOC, conference call capabilities, etc.) are tested and fully operational, as well as planning for future issues potentially requiring regional coordination.
2. Implementation procedures may vary depending on the nature of the incident/event. The implementation of the RCS, as the Regional Coordination Levels below indicate, are only meant to provide possible courses of action that can easily be adapted to the situation.
  3. **When to initiate regional coordination activities:**

**Pre-Planned Events**

For pre-planned events, the decision to utilize components of the RCS will vary. However, because the RCS is scalable and flexible, the region can utilize the RCS as long as it is not in conflict with existing laws and/or agreements between all of the involved parties.

The RCS may be activated:

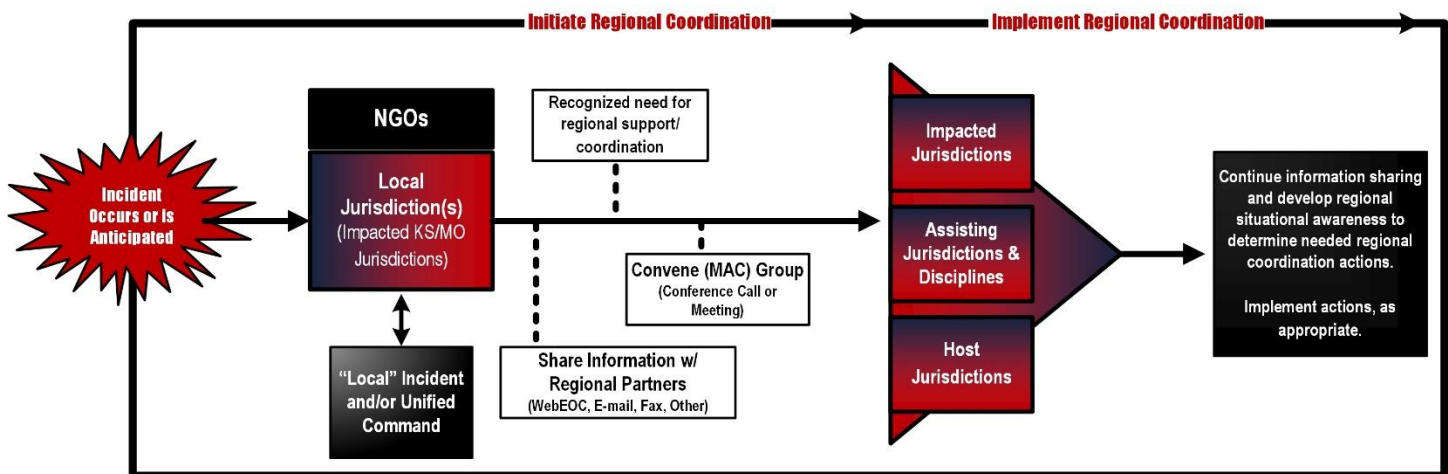
- ❖ When planning for large or high profile public gatherings that affect multiple jurisdictions.
- ❖ When similar past events have required multi-agency coordination within the region.

**Notice and No-Notice Incidents (Hazards and Threats)**

The RCS may be activated:

- ❖ When a chief executive requests the implementation of the RCS.
- ❖ During a Level 1, 2, or 3 regional incident/event. (i.e. When there is the possibility or reality that more than one jurisdiction could become involved in the incident response and recovery).
- ❖ When the incident could expand rapidly and involve cascading events such as a complex coordinated terrorist attack (CCTA).

**Figure 5. Initiating Regional Coordination**



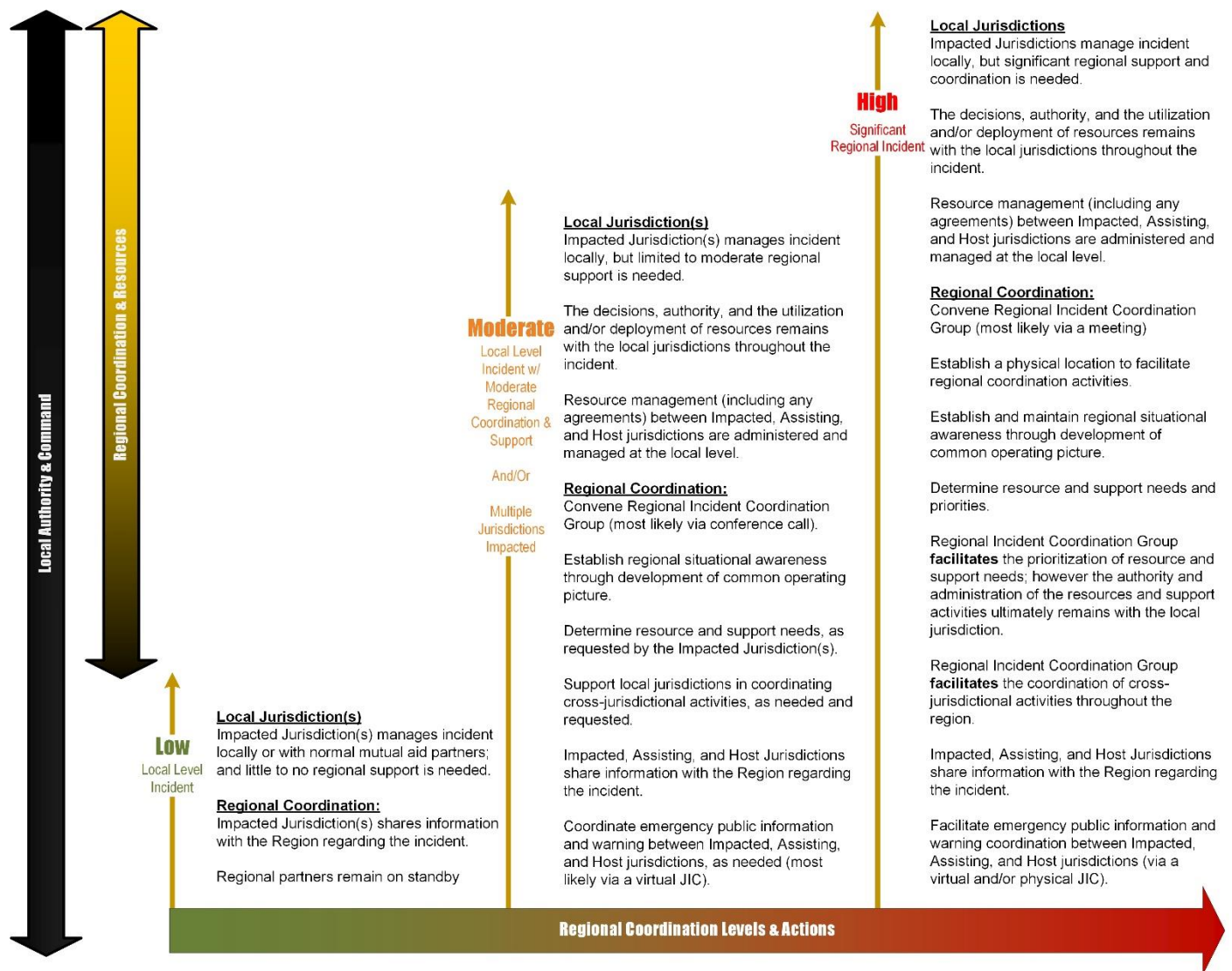


# REGIONAL COORDINATION LEVELS

1. The type, scope and nature of the incident/event will dictate when it has regional significance and when regional coordination activities may be initiated. The RCS has three regional coordination levels (see **Figure 6**). Each level includes associated conditions (i.e. loosely defined triggers) that describe when certain actions may be considered. As a general rule, potential conditions for initiating coordination include a recognized need to:

- ❖ Exchange and/or clarify information regarding the event
- ❖ Disseminate common emergency messages
- ❖ Share resources or provide assistance to impacted jurisdictions

**Figure 6. Regional Coordination Levels**



2. The regional coordination levels and their associated actions should not be seen as a rigid metric for conducting coordination activities. Instead, they are a set of broad guidelines and suggested actions that are meant to be adapted based on the real needs and threats facing the region. If active, the (MAC) Group, which includes representatives from the impacted jurisdiction(s), will ultimately determine what courses of action will be needed and implemented based on the situation at the time of the incident.

The regional coordination levels and their associated actions should not be seen as a rigid metric for conducting coordination activities. Instead, they are a set of broad guidelines and suggested actions that are meant to be adapted based on the real needs and threats facing the region.

### Regional Coordination: Low

Coordination Levels	Definition	Conditions	Example	Level of Regional Coordination	Role of the Region
<b>LOW</b>  Notification and Standby  <i>Local level incident</i>	Any disaster or emergency that is likely to be within the response capabilities of local government or with normal mutual aid partners; and results in little to no additional assistance from regional partners	<p><i>Potential</i> need for limited regional assistance (beyond normal mutual aid), collaboration, and resources</p> <p>Impact to a single jurisdiction</p> <p>Response is mostly limited to a single jurisdiction</p>	Minor Flash Flood or Slow-Rising Flooding	<b>Minimal</b> regional coordination	<p>Impacted Jurisdiction(s) shares information with the Region regarding the incident.</p> <p>Regional partners remain on standby</p>

1. During a local level incident, the impacted jurisdiction will manage the incident per its existing plans and procedures; and will utilize “normal” mutual aid partners, as appropriate.
2. The impacted jurisdiction will share information with regional partners through established regional information sharing mechanisms, as defined in this plan. See **Information Collection, Analysis, & Dissemination** and ESF 5 - Information and Planning.
3. Regional partners will remain on standby and maintain a heightened level of vigilance and readiness.

4. The impacted jurisdiction should anticipate possible cascading impacts, which could escalate the situation and affect the Region.

### Regional Coordination: Moderate

Coordination Levels	Definition	Conditions	Example	Level of Regional Coordination	Role of the Region
<p style="font-size: 24pt; font-weight: bold; margin: 0;">Moderate</p> <p style="font-size: 12pt; margin: 5px 0;"><i>Local-level incident with limited to moderate support from assisting jurisdictions in the region</i></p> <p style="font-size: 12pt; margin: 5px 0;"><i>And/Or</i></p> <p style="font-size: 12pt; margin: 5px 0;"><i>Multiple jurisdictions impacted</i></p>	<p>Any incident that may require a broad range of regional resources from assisting jurisdictions to augment local capabilities</p>	<p>Need for regional assistance from assisting jurisdiction(s) beyond normal mutual aid</p>	<p>Localized Flash Flooding Incident</p> <p>Localized Tornado</p> <p>Sever Winter/Ice Storm</p>	<p><b>Moderate</b> regional coordination and participation</p> <p>Mostly limited to utilizing immediate neighboring regional partners, <i>as requested</i></p>	<p>Convene Regional Incident Coordination Group (most likely via conference call).</p> <p>Obtain Regional situational awareness.</p> <p>Determine resource and support needs, as requested by the Impacted Jurisdiction(s).</p> <p>Support local jurisdictions in coordinating cross-jurisdictional activities, as needed and requested.</p> <p>Impacted, Assisting, and Host Jurisdictions share information with the Region regarding the incident.</p> <p>Coordinate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions, as needed (most likely via a virtual JIC).</p>

1. The impacted jurisdictions will determine the need to activate the RCS and will assume responsibility to convene the (MAC) Group. The (MAC) Group will typically be made up of the affected jurisdictions and support organizations/agencies as defined in the (15) ESF Annexes. As the situation evolves and new operational needs are anticipated, regional coordination actions may include the need to provide emergency management assistance to impacted jurisdictions and/or initiate the specific actions described in one or more of the ESF Annexes. In the event the impacted jurisdiction is overwhelmed, the impacted jurisdiction may delegate this responsibility.

- ❖ Regional coordination may be initiated by any jurisdiction who has identified an issue of regional significance by calling or e-mailing other jurisdictions in the Region and/or through the use of Web-based information management technology.
- ❖ Initiation of regional coordination activities may be requested by Non-governmental Organizations (NGOs), such as volunteer or private sector agencies (e.g., the American Red Cross or a hospital



- in the Region). To request initiation of regional coordination activities, NGOs may contact their local EMAs, who will activate the appropriate regional coordination activities.
- ❖ The impacted jurisdiction initiating regional coordination should take responsibility for organizing the (MAC) Group, maintaining contact with the other jurisdictions, and ensuring appropriate ongoing regional coordination activities. However, the impacted jurisdiction initiating regional coordination may delegate those activities.
  - ❖ Upon request, MARC may assist any jurisdiction with the facilitation and maintenance of regional coordination activities, such as sending group emails, organizing conference calls and arranging meetings.
2. Depending on the urgency of the situation, the jurisdiction initiating regional coordination may use the Internet to post regionally significant information and/or:
    - ❖ In more urgent situations, arrange a conference call with other jurisdictions to discuss needed regional coordination actions and develop a specific course of action
    - ❖ Send a group email requesting jurisdictions to begin regularly posting information to the regional WebEOC boards
  3. All participating jurisdictions (impacted, assisting, and host jurisdictions) will share information with regional partners through established regional information sharing mechanisms, as defined in this plan (see **Information Collection, Analysis, & Dissemination** and ESF 5 - Information and Planning). This information will provide regional situational awareness and contribute to obtaining a common operating picture.
  4. During this level of incident, the Impacted Jurisdiction(s) will drive resource needs and priorities.
  5. Resource management (including any agreements) between Impacted, Assisting, and Host Jurisdictions will be administered and managed at the local level. While the (MAC) Group will identify potential partners, support services, and resources, the actual administration, decision-making authority, and legal stipulations will be managed locally per existing plans and procedures. (see ESF 7 - Logistics)
    - ❖ Requesting/receiving resources and support is made at the discretion of the Impacted Jurisdiction, which will allow them the ability to select what they need; and, in some cases, for what cost. The Assisting and/or Host Jurisdictions only have to offer assistance if they have the resources and capabilities. At all times, Impacted Jurisdictions retain the choice of seeking resource support from either state or federal, or both, as may be appropriate for their circumstances.
  6. The (MAC) Group will coordinate cross-jurisdictional activities, as needed. Examples include traffic control, sheltering, etc.
  7. Unaffected jurisdictions in the region may deploy Regional Coordination Support Specialists to affected jurisdictions to assist and/or serve as liaisons to the (MAC) Group (see **Ongoing Regional Coordination Activities** and ESF 5 - Information and Planning).
  8. The (MAC) Group (via ESF 15) will coordinate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions, as needed (most likely via a virtual JIC).

## Regional Coordination: High

Coordination Levels	Definition	Conditions	Example	Level of Regional Coordination	Role of the Region
<b>High</b>  <i>Significant Regional Incident</i>	Any incident that will exceed local capabilities, and require a broad range of regional capabilities beyond those of the impacted jurisdictions' neighboring partners	<p>Need for significant regional capabilities and resources</p> <p>Multiple jurisdictions impacted by the incident</p>	<p>Widespread Cyber Attack</p> <p>EF5 Tornado</p> <p>CBRNE Terrorist Attack</p> <p>Complex Coordinated Terrorist Attack (CCTA)</p> <p>Major Flood</p> <p>Major Air Toxic HAZMAT Release</p> <p>Major Reception and Care Operations from a New Madrid Seismic Zone Earthquake</p>	<b>High</b> level of regional coordination and participation	<p>Convene Regional Incident Coordination Group (most likely via a meeting)</p> <p>Establish a physical location to facilitate regional coordination activities.</p> <p>Obtain Regional situational awareness</p> <p>Determine resource and support needs and priorities.</p> <p>Regional Incident Coordination Group facilitates the prioritization of resource and support needs; however the authority and administration of the resources and support activities ultimately remains with the local jurisdiction.</p> <p>Regional Incident Coordination Group facilitates the coordination of cross-jurisdictional activities throughout the region.</p> <p>Impacted, Assisting, and Host Jurisdictions share information with the other unaffected jurisdictions in the region regarding the incident.</p> <p>Facilitate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions (via a virtual and physical JIC).</p>

1. The impacted jurisdictions will determine the need to activate the RCS and will assume responsibility to convene the (MAC) Group. During a Level 3 incident/event, the need may be obvious and immediate actions should be taken to convene the (MAC) Group as in the case of a complex coordinated terrorist attack (CCTA). The (MAC) Group will typically be made up of the affected jurisdictions and support organizations/agencies as defined in the (15) ESF Annexes. As the situation evolves and new operational needs are anticipated, regional coordination actions may include the need to provide emergency assistance to impacted jurisdictions and/or initiate the specific actions described in one or more of the ESF Annexes. In the event the impacted jurisdiction is overwhelmed, the impacted jurisdiction may delegate this responsibility.

- ❖ Regional coordination may be initiated by any jurisdiction who has identified an issue of regional significance by calling or e-mailing other jurisdictions in the Region and/or through the use of Web-based information management technology. See ESF 5 - Information and Planning.
  - ❖ Initiation of regional coordination activities may be requested by Non-governmental Organizations (NGOs), such as volunteer or private sector agencies (e.g., the American Red Cross or a hospital in the Region). To request initiation of regional coordination activities, NGOs may contact their local EMAs, who will activate the appropriate regional coordination activities.
  - ❖ The impacted jurisdiction initiating regional coordination should take responsibility for organizing the (MAC) Group, maintaining contact with the other jurisdictions, and ensuring appropriate ongoing regional coordination activities. However, the impacted jurisdiction initiating regional coordination may delegate those activities.
  - ❖ Upon request, MARC may assist any jurisdiction with the facilitation and maintenance of regional coordination activities, such as sending group emails, organizing conference calls and arranging meetings.
- 2.** Depending on the urgency of the situation, the jurisdiction initiating regional coordination may use the Internet to post regionally significant information and/or:
- ❖ In more urgent situations, arrange a conference call with other jurisdictions to discuss needed regional coordination actions and develop a specific course of action
  - ❖ Send a group email requesting jurisdictions to begin regularly posting information to the regional WebEOC boards
- 3.** While initial interactions amongst the (MAC) Group will likely be conducted virtually, the Region should strongly consider convening in a physical location, if appropriate. This will facilitate improved and more timely regional coordination and decision-making, especially in an environment in which situations will evolve and change quickly, resources will be scarce, and life/safety concerns will be at their highest. It is also anticipated that this level of incident will require more than just information sharing and resource coordination, such as in the previous lower level incident.
- 4.** All participating jurisdictions (impacted, assisting, and host jurisdictions) will share information with regional partners through established regional information sharing mechanisms, as defined in this plan (see **Information Collection, Analysis, & Dissemination** and ESF 5 - Information and Planning). This information will provide regional situational awareness and contribute to obtaining a common operating picture.
- Specifically, during this level of incident/event, a Regional Situation Report (see ESF 5 - Information and Planning) should be developed and shared with all jurisdictions in the region.
- 5.** The (MAC) Group will facilitate resource and support needs based on the Regional Situation Report, and the continuing needs of the impacted and assisting/host jurisdictions. Life/safety concerns should drive resource needs and priorities.
- 6.** Resource management (including any agreements) between Impacted, Assisting, and Host Jurisdictions will be administered and managed at the local level. While the (MAC) Group will identify potential partners, support services, and resources, the actual administration, decision-making authority, and legal stipulations will be managed locally per existing plans and procedures. (see ESF 7 - Logistics)



- ❖ Requesting/receiving resources and support is made at the discretion of the Impacted Jurisdiction, which will allow them the ability to select what they need; and, in some cases, for what cost. The Assisting and/or Host Jurisdictions only have to offer assistance if they have the resources and capabilities. At all times, Impacted Jurisdictions retain the choice of seeking resource support from either state or federal, or both, as may be appropriate for their circumstances.
- 7. The (MAC) Group will coordinate cross-jurisdictional activities, as needed. Examples include traffic control, sheltering, Family and Friends Reception and Reunification Center(s), Family Assistance Center(s), etc.
- 8. Unaffected jurisdictions in the region may deploy Regional Coordination Support Specialists to affected jurisdictions to assist and/or serve as liaisons to the (MAC) Group (see **Ongoing Regional Coordination Activities** and ESF 5 - Information and Planning).
- 9. The (MAC) Group (via ESF 15) will coordinate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions, as needed (most likely via a virtual JIC). During a catastrophic incident in which the (MAC) Group has established a physical location, the JIC may be co-located to enhance emergency public information warning and coordination. A virtual JIC may also be utilized depending on the needs of the incident/event.
- 10. The (MAC) Group will also coordinate closely with both the State of Missouri and Kansas to ensure efforts are efficient and not duplicative.

# ONGOING REGIONAL COORDINATION ACTIVITIES

## Coordinating with Other Operational Centers

1. In addition to local EOCs, other operational centers may be activated by agencies and organizations involved in the event, such as Departmental Operations Centers (DOCs) operated by local Public Health Departments, Emergency Coordination Centers (ECCs) operated by volunteer agencies, Hospital Command Centers (HCCs) activated by hospitals, Human Services Joint Support Operations Center (HSJSOC), as well as operational centers established by affected utility providers or other private sector entities.
2. It is important that these agency/organization-specific operation centers work closely with local EOCs to ensure information sharing, resource support and the timely request of state and federal assistance. When available, the capabilities of a Web-based EOC information management system will be used to establish linkages and share information among EOCs and other emergency operational centers in the region.

## Providing Regional Coordination Support

(see ESF 5 - Information and Planning)

## **A. Emergency Management Assistance**

- ❖ In major events (or when some communities are more heavily impacted than others) emergency management assistance may be requested to assist impacted jurisdictions in accomplishing regional coordination activities.
- ❖ Any EMA or EOC in the region may request emergency management assistance from other jurisdictions.
- ❖ The specific responsibilities of the individuals providing emergency management assistance (referred to as Regional Coordination Support Specialists) will be based on the event and the needs of the jurisdiction requesting assistance. In most cases, Regional Coordination Support Specialists will be emergency management personnel from unaffected or lesser affected jurisdictions in the region.
- ❖ When appropriate and requested by the jurisdiction in need of assistance, Regional Coordination Support Specialists may also include departmental or agency representatives with a key role in the event (e.g., public health, transportation, law enforcement, fire, public information, volunteer agencies, hospitals, utilities and others).
- ❖ The individuals serving as Regional Coordination Support Specialists may work in a virtual environment (i.e., via WebEOC, conference calls, emails, etc.), or they may be deployed to local EOCs to work on behalf of the affected jurisdiction(s) to assist with regional coordination and other activities as requested. They may also be utilized to assist the (MAC) Group in supporting regional coordination activities in the event a physical location to facilitate coordination is established.
- ❖ Based on the event and the needs of the impacted jurisdiction(s), Regional Coordination Support Specialists may be asked to assist with:
  - Monitoring and entering information into the WebEOC regional boards
  - Facilitating regional coordination activities such as conference calls, group emails or meetings
  - Providing guidance for emergency public information activities to help ensure consistent messages are being released
  - Identifying available regional resources and ensuring their readiness for deployment
  - Identifying similar needs in different communities that might be met by the pooling of resources
  - Ensuring requests are made when appropriate to the states to enact the provisions of the Emergency Management Assistance Compact (EMAC)
  - Developing an overall strategy and if appropriate, an Incident Action Plan (IAP) for ongoing regional coordination activities
  - Other activities as requested

## **B. EOC Support**

- ❖ In the event a jurisdiction's primary and secondary EOCs are unable to function, the EOCs and resources of other participating EMAs in the region may be used to provide EOC back up support.



- ❖ Upon request, an unaffected EOC may provide physical space and/or communications capabilities to support another jurisdiction's EOC operations. EOC back up support may also include the provision of mobile resources (e.g., communications vehicles, generators, etc.) as practical and appropriate for the incident.
- ❖ An unaffected EOC may also be an ideal location for the (MAC) Group to physically meet during an incident requiring a High level of coordination activation.
- ❖ If the emergency impacts several EOCs in the region, a central coordination facility may be established in an unaffected (or less affected) jurisdiction to support the local EOC operations of affected jurisdictions. This strategy may allow local jurisdictions to pool resources when needed in order to accomplish critical emergency services.

# **ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**



- A.** To the extent possible, the roles of the agencies and organizations involved in regional coordination activities should parallel their daily roles. Regional coordination roles and responsibilities should be based on the knowledge, expertise and capabilities of the agencies and organizations involved.
- B.** Specific responsibilities for emergency operations are assigned in local EOPs and in the emergency plans, standard operating guides and checklists maintained by individual public, private and volunteer agencies and organizations in the region.
- C.** The responsibilities described below are not all-inclusive, but rather intended to reinforce the activities described in the RCG: Base Guide. In addition, each ESF annex will describe the responsibilities appropriate to that function.
- D.** Accomplishing the actions described in the following sections will assist the agencies and organizations potentially involved in emergency events in accomplishing regional coordination activities. In addition to the activities described below, each ESF addresses more specific actions for the appropriate function.

## LOCAL GOVERNMENTS

- 1.** To the extent practical and possible, all local governments in the region will:
  - ❖ Participate in regional preparedness activities, such as planning, training, exercising and other preparedness initiatives
  - ❖ Participate in activities designed to maintain good working relationships with emergency response agencies and organizations
  - ❖ Work to ensure their emergency services agencies and organizations are trained as appropriate in NIMS
  - ❖ Activate local EOCs as needed, coordinate with other jurisdictions and follow the regional coordination protocols described in the RCG
  - ❖ Appropriately reference the regional coordination protocols described in the RCG in local EOPs
  - ❖ Make appropriate personnel available to provide Emergency Management assistance to affected jurisdictions when requested
  - ❖ Update EOC standard operating guidelines to include entering information into the regional WebEOC boards, as appropriate
  - ❖ Update agency protocols and EOC guidelines to assist in accomplishing the regional coordination activities described in the RCG
  - ❖ Ensure appropriate record keeping procedures are in place to document personnel, equipment and supplies used during emergencies

- ❖ As appropriate and needed, coordinate with other jurisdictions in the region to develop memoranda of understanding detailing the procedures for lending resources (e.g., Regional Coordination Support Specialists) during emergencies (see ESF 7 - Logistics)
  - ❖ Work with MARC to ensure the RCG is maintained, updated, tested and exercised
- 2.** To the extent practical and possible, the jurisdictions in the region unaffected by an event will:
- ❖ Activate their EOCs to monitor the event, as needed
  - ❖ Participate in regional coordination activities to monitor the need for support from their jurisdictions
  - ❖ If requested and appropriate, provide personnel and equipment support to affected jurisdictions
  - ❖ Monitor the event for potential impacts on their jurisdiction, as well as additional requests for support from impacted jurisdictions
- 3.** As appropriate, jurisdictions in surrounding regions should monitor the incident for potential impacts on their jurisdictions, as well as the potential need to provide assistance to the metro region.

## MID-AMERICA REGIONAL COUNCIL (MARC)

To the extent practical and possible, MARC will:

- ❖ Sponsor and facilitate regional planning, training, exercises and other preparedness initiatives, as appropriate
- ❖ During a regional incident, support coordination and collaboration activities among the jurisdictions, as capable and needed.
- ❖ Upon request, provide support to local jurisdictions to assist in accomplishing regional coordination activities
- ❖ Work with the MEMC and other plan stakeholders to update and maintain the RCG.

## NON-GOVERNMENTAL ORGANIZATIONS

To the extent practical and possible, volunteer agencies, the private sector, community organizations and others will:

- ❖ Participate in coordination activities designed to maintain good working relationships with local emergency response agencies



- ❖ Take part in regional planning, training and exercise activities in order to strengthen regional preparedness
- ❖ Maintain emergency plans, procedures and guidelines to support the activities described in the RCG
- ❖ Support local response operations with resources and personnel

## **STATE/FEDERAL AGENCIES**

To the extent practical and possible, state and federal agencies will:

- ❖ Take part in regional coordination, planning, training and exercise activities
- ❖ When requested and appropriate, provide resources, personnel and technical assistance in a timely and effective manner to support local response operations



# **DIRECTION, CONTROL, AND COORDINATION**

## DIRECTION & CONTROL

The regional coordination principles described in the RCG will **not** usurp or infringe upon the authorities, plans, procedures, or prerogative of any participating jurisdiction, agency, or organization (Local, State and Federal). However, because the RCG is designed to enhance regional capabilities and to assist stricken jurisdictions within the region, the effectiveness of the RCG will be highly dependent upon the active participation, coordination, and cooperation of all involved parties.

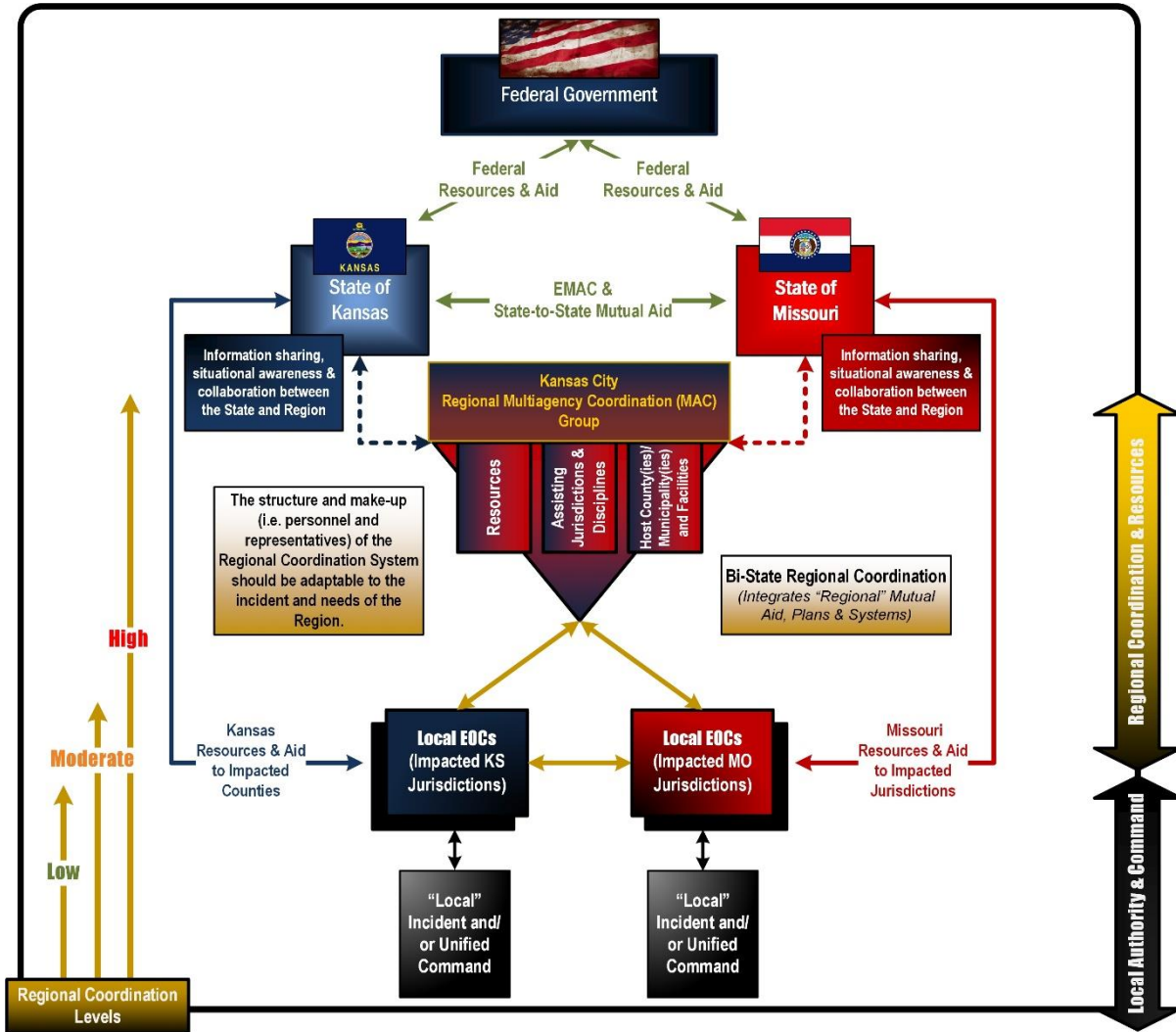
Direction and control prior to, during, and following an emergency or disaster rests with the elected leadership and/or command authority (i.e. incident/unified command) of the legally recognized jurisdiction impacted by a given emergency or disaster. This authority continues throughout the stages of emergency operations or until conditions warrant a change in such authority. Similarly, the tenets described in the RCG will not usurp or infringe upon the authorities, plans, procedures, or prerogative of any participating jurisdiction, agency, or organization (Local, State and Federal). However, because the RCG is designed to enhance regional capabilities and to assist stricken jurisdictions within the region, the effectiveness of the RCG will be highly dependent upon the active participation, coordination, and cooperation of all involved parties.

- A.** The local EOCs in each jurisdiction serve as the central location for local interagency coordination and executive decision-making. Local EOCs support field operations and coordinate the activities of emergency agencies such as law enforcement, fire services, public health, emergency medical services, public works, volunteer and private sector agencies, and others as necessary to support emergency events.
- B.** When the event exceeds or threatens to exceed local resources, local EOCs are responsible for maintaining contact and initiating the RCS with their regional partners, as appropriate; and to work with their respective State EOCs in requesting state and federal assistance and utilize the Regional Resource Sharing Agreement (if a signatory to the agreement) as illustrated in **Figure 7**. Information on local EOCs in the region, including EOC locations, capabilities, and contact information is included in the Regional Resource Annex.

## MULTI-AGENCY COORDINATION

Multi-agency coordination is a process intended to assist all levels of government and all disciplines in working together more efficiently and effectively. This is accomplished through a Multi-agency Coordination Center (MACC). The regional coordination activities described in the RCG support the National Incident Management System (NIMS) and the concept of using a MACC to assist with coordination and communication during emergency incidents.

**Figure 7. Direction, Control & Coordination Overview**





# **INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION**



# EXCHANGING INFORMATION

- A. It is anticipated that during most emergency events available technology will be maximized to accomplish the exchange of regionally significant information and the maintenance of regional coordination activities. See ESF 5 - Information and Planning.
- B. Regional coordination actions to ensure the exchange of critical information may include conference calls, group e-mails, WebEOC, faxes, and other means as required by the situation.

## WebEOC

- A. The jurisdictions in the metropolitan area have also implemented a common EOC crisis information management system, WebEOC, which allows jurisdictions to share real-time information through the Internet. WebEOC will serve as a platform for exchanging information and coordinating actions among the jurisdictions in the region as illustrated in **Figure 8**.
- B. The region is working to ensure all appropriate jurisdictions, agencies and organizations have access to WebEOC to help facilitate regional coordination activities.
- C. WebEOC regional boards have been developed to track critical emergency actions and share significant information among the jurisdictions in the region. The regular posting of emergency information by local EOCs to the WebEOC regional boards will allow jurisdictions to monitor actions and identify areas requiring regional coordination.
- D. The regional WebEOC boards are developed and enhanced by an MEMC workgroup. Examples of these regional boards are included in **Attachment E** and samples of specific regional boards are included with their applicable ESF as listed below:
  - ❖ Regional EOC Status Board (See ESF #5 – Information and Planning)
  - ❖ Regional Key Events Board (See ESF #5 – Information and Planning)
  - ❖ Regional Sit Rep Board (See ESF #5 – Information and Planning)
  - ❖ Regional PIO Message Board (See ESF #15 – Emergency Public Information)
  - ❖ Regional Press Release Board (See ESF #15 – Emergency Public Information)
  - ❖ Regional Resource Requests Board (See ESF #7 – Logistics)
  - ❖ Regional Shelters Status Board (See ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services)
  - ❖ Regional Utilities Outage Board (See ESF #12 – Energy)
- E. A technology currently being used and refined by the agencies and organizations in the region for notification of a regional event, is Short Message Service (SMS), which may be used to send text messages to mobile devices, such as cell phones, pagers and PDAs. An SMS gateway is provided

through WebEOC and messages are sent notifying EMAs in the region of local EOC activations. This SMS technology serves as a valuable tool for providing notification to regional agencies and organizations of an event potentially requiring regional coordination.

- F.** Posting information to the regional boards should be included in local EOC standard operating guides. Particular attention should be given to updating information in the Regional Key Events Board, the Regional EOC Status Board and the Regional Sit Rep Board. For more information on the capabilities and use of the WebEOC regional boards, see ESF 5 - Information and Planning.
- G.** When used by all jurisdictions involved in the event, the regional boards will help local EOCs and other operational centers to:
  - ❖ Maintain awareness of the actions taken by other jurisdictions
  - ❖ Assist in monitoring activities potentially requiring specific regional coordination actions

**Figure 8: Metro Area Regional Coordination**



- H.** If responding EOCs are unable to accomplish regional coordination activities, Emergency Management assistance from other jurisdictions may be requested to provide personnel to assist in posting information to the regional WebEOC boards.
- I.** In addition to sharing information through regional boards and traditional methods (e.g., telephone, e-mail, faxes), the EOCs in the region may, if available, combine WebEOC technology with video conferencing solutions to conduct live, virtual meetings between EOCs. When available, the use of these technologies may be used to facilitate the exchange of information and assist in accomplishing regional coordination objectives.

## Other Technologies & Strategies

- A.** In the event Internet and telephone services are unavailable, the capabilities of Metropolitan Emergency Radio System (MERS) and/or amateur radio operators may be used to contact the EOCs in the region to initiate and maintain the exchange of information. For additional information on communications capabilities in the region, see ESF 2 – Communications.
- B.** Depending on the event, the (MAC) Group may identify the need to meet physically to accomplish activities that cannot be accomplished using other information sharing tools. In these cases, the impacted jurisdiction(s) requesting initiation of the RCS will work to establish a meeting location. For more information, see ESF 5 – Information and Planning.

# RELAYING PUBLIC MESSAGING

- A.** The public information annexes contained in local EOPs detail the dissemination of emergency information to the public. Local EOPs address establishing the functions of a Joint Information Center (JIC) to coordinate the release of emergency public information as an integral part of their EOC activities.
- B.** At the regional level, the RCG describes emergency public information strategies and actions in ESF 15 - Emergency Public Information. As described in ESF 15, the type of incident will affect the flow of emergency information and dictate the need for coordination among agencies and/or jurisdictions. Most emergency public information messages will be released through local jurisdictions and local media mechanisms; however, when a complex event has the potential to affect several jurisdictions (e.g., disease epidemics, hazardous materials releases, etc.), the release of common public information messages by the affected jurisdictions will be especially critical. See ESF 15 - Emergency Public Information.

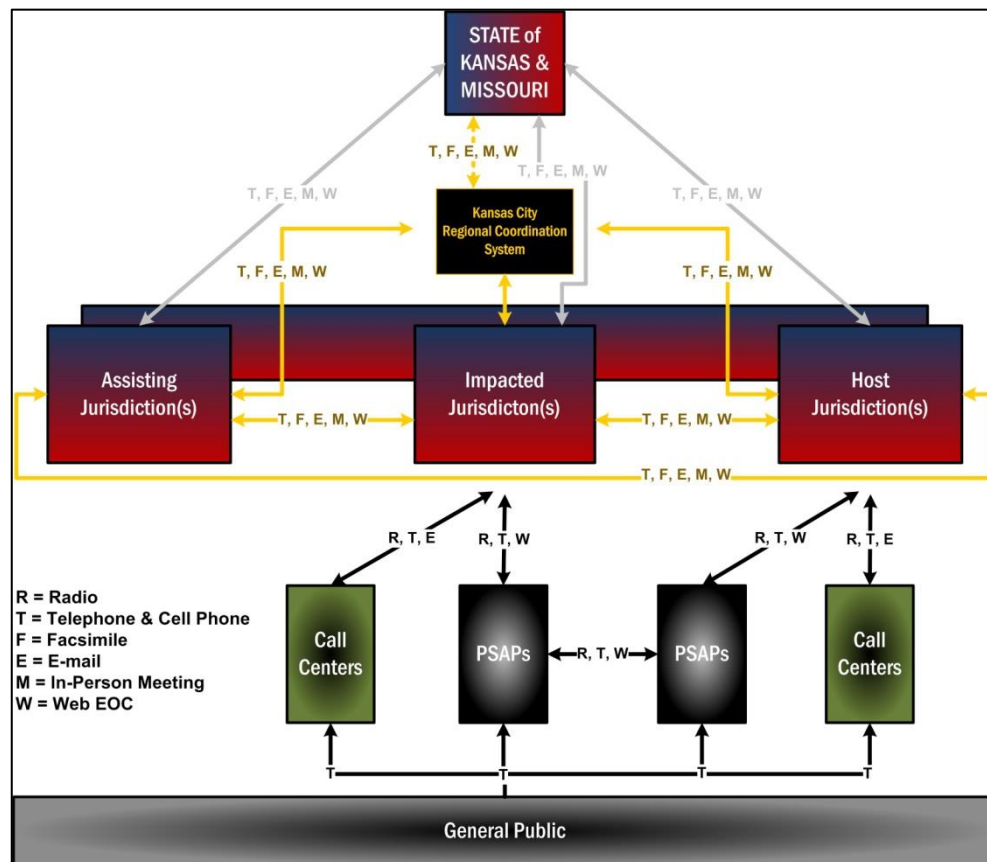


# COMMUNICATIONS

# REGIONAL COMMUNICATIONS

- A.** Communications within each respective jurisdiction in the Region will occur according to local plans and procedures. As a general note, communications will occur primarily through cell phones, telephone, WebEOC, e-mail, and/or facsimile. During incidents in which traditional means of communications (i.e. telephone, cell phone, e-mail) are not operable, two-way radios and amateur radios, in addition to redundant communication systems, may be used (see ESF 2 - Communications). **Figure 9** below depicts a general overview of communication mechanisms and processes that may be implemented. ESF 2 - Communications provides additional information on regional communication plans, systems, and procedures. See ESF 2 - Communications.

**Figure 9: Regional Communications**



- B.** ESF 7 - Logistics describes the established discipline-specific processes, which identifies regional points of contact and communication mechanisms for requesting key resources and services. The following disciplines are provided in ESF 7 - Logistics:

- ❖ Regional Interoperable Communications Resources



- ❖ Firefighting Resources
  - ❖ Private-Sector Heavy Equipment Resources
  - ❖ Regional Health and Medical Resources
  - ❖ Regional Technical Search and Rescue System/Resources
  - ❖ Regional HAZMAT Teams
  - ❖ KC-Metro Disaster Tactical Response Team (KCMDTRT)
  - ❖ Regional Explosive Ordinance Disposal (EOD) Teams
  - ❖ Kansas City Regional Mortuary Operational Response Group (KCRMORG) Personnel & Equipment
  - ❖ Regional Mass Care Resources
- C.** The Government Emergency Telecommunications System (GETS) combined with Wireless Priority Service (WPS) can assist in call connection during times of telecommunications congestion. Detailed information (including eligibility criteria) can be found at <https://www.dhs.gov/cisa/government-emergency-telecommunications-service-gets>



# **ADMINISTRATION, FINANCE, AND LOGISTICS**



# LOGISTICS

## Sharing Resources

### **A. Identifying Resources**

- ❖ The Regional Resource Annex will be used by local jurisdictions to identify available resources. This annex contains a list of the resources maintained by agencies in the region, including the specialized personnel and resources purchased with regional funds and maintained by local jurisdictions.
- ❖ The (MAC) Group, if activated, will also facilitate the identification and coordination of resource and support capabilities in the region as described in ESF 7 - Logistics.
- ❖ The information maintained in the WebEOC regional boards may also be useful in developing a regional picture of the event to potentially identify resources and personnel not in use by one jurisdiction that may be needed by another.
- ❖ The WebEOC Regional Resource Requests board (see ESF 7 - Logistics) may be used by EOCs to post and monitor the need for resources and personnel.

### **B. Requesting and Deployment**

- ❖ Each jurisdiction in the region maintains resources and personnel for emergency response and when incidents occur, the affected jurisdiction(s) will activate the appropriate assets located in their jurisdiction. Based on the scope of the event, they may request additional or specialized resources from other communities.
- ❖ As described under **Capabilities Assessment** and ESF 7 - Logistics, regionally funded equipment resources and specially trained response personnel are maintained by emergency services agencies strategically located throughout the metropolitan area. ESF 7 - Logistics describes the process for requesting these resources.
- ❖ The use of Regional Coordination Support Specialists may assist jurisdictions in identifying available regional resources and ensuring their readiness for deployment, as well as identifying similar needs in different communities that might be met by the pooling of resources.

# MUTUAL AID

- ❖ Jurisdictions in the State of Kansas will provide mutual aid in accordance with Kansas Mutual Aid System Compact (KSA 48-950 through KSA 48-958). These statutes empower municipalities (counties and cities) to establish policies regarding the rendering of aid to other jurisdictions within and outside the state during times of declared emergencies/disasters.
- ❖ Jurisdictions in the State of Missouri will provide mutual aid in accordance with the provisions of RSMO, Chapter 44, Section 44.090 allowing the executive officer of any political subdivision to

enter into mutual aid agreements with public and private agencies both within and outside the state for reciprocal emergency mutual aid.

- ❖ When possible, the sharing of resources and personnel between jurisdictions will be accomplished via established first responder and discipline-specific mutual aid systems that exist locally and in the region. Regional mutual aid provisions include, but are not limited to: Regional Public Works Mutual Aid Agreement, Plan Bulldozer, State-wide Mutual Aid provisions (i.e. MoScope, KSA 48-950), and hospital mutual aid agreements. See ESF 7 - Logistics.
- ❖ Reciprocal recognition of licenses, police arrest powers, etc. are recognized through various state laws. Some may require specific provisions be met. See ESF 7 – Logistics.
- ❖ As a general rule, mutual aid and assistance and/or contractual agreements should be executed prior to the deployment of resources as feasible.
- ❖ Missouri and Kansas are members of the nationwide Emergency Management Assistance Compact (EMAC), a mutual aid agreement and partnership allowing states to assist one another during emergencies. EMAC establishes a legal foundation for states to send assistance to, and receive assistance from, other states during state declared emergencies. To the extent possible, deployments of Regional Coordination Support Specialists and other mutual aid (across state lines) will be requested and tracked through EMAC protocols, as appropriate.
- ❖ In the event state emergency declarations have not been made and EMAC procedures are not in place, Regional Coordination Support Specialists and other mutual aid may be deployed at the discretion of the jurisdictions involved for short periods of time, based on the needs and requirements of the incident. In most cases, the jurisdictions in the region will provide support personnel (if available and practical) to other jurisdictions in need of assistance for brief periods (usually 24-hours or less) without expectation of reimbursement.
- ❖ In all cases, time spent by personnel deployed to provide regional coordination assistance should be carefully tracked and recorded separately to help ensure appropriate records are available in the event a state and/or federal declaration is made and reimbursement is potentially available. As appropriate, jurisdictions in the region are highly encouraged to develop agreements detailing the provision of mutual aid assistance to other jurisdictions in emergencies.

## ADMIN & FINANCE

The financial documentation of costs and expenditures such as fuel, maintenance, overtime salaries, etc. are the responsibility of each responding jurisdiction (i.e. Host and Assisting jurisdictions).

Upon demobilization, personnel from the impacted, assisting and host entities should take the following steps:

1. Deployed personnel should compile, verify and submit travel vouchers, expense receipts, and mission records to the designated person for appropriate action.
2. Forward the completed reimbursement package to the appropriate jurisdiction/department/individual for auditing and action based on the most current local and regional plans and procedures.

### Examples of Reimbursement Documentation

- ❖ Trip reports or records of work performed by individuals during deployment
- ❖ Time sheets of staff, including careful documentation of overtime
- ❖ Itemized invoices and/or receipts for all items including, but not limited to, clear descriptions of items purchased (e.g., serial numbers, or other identifying information), costs, dates, vendors, and invoice/receipt numbers.
- ❖ Equipment hours/logs
- ❖ Mileage
- ❖ Documentation of damages to equipment and supplies, such as photos to support damaged equipment claims
- ❖ Volunteer hours
- ❖ Copies of all resource requests, contracts, statements, and/or agreements
- ❖ Records of requested work providing clear descriptions of work performed, location of work performed, and dates of work performed



# PLAN DEVELOPMENT AND MAINTENANCE

The RCG Base Guide and ESF annexes were developed with oversight from the Metropolitan Emergency Management Committee (MEMC) Plans Subcommittee and support from planning Task Forces and Workgroups comprised of local government officials, response personnel, voluntary agency representatives and members of the private sector.

The regional coordination protocols described in the RCG have been endorsed by the RHSCC, which provides oversight and policy guidance for homeland security issues and funding in the metro area.

## **Testing and Maintenance**

- A.** The MEMC, as the regional organization representing EMAs in the metro area, is responsible for providing the support and subject matter expertise needed to initiate, maintain and test the protocols established in the RCG.
- B.** The MEMC with assistance from MARC is responsible for ensuring EMA emergency contact information is properly maintained. The MEMC will also work to ensure the protocols for initiating and maintaining coordination are available to the EMAs in the region and tested on a regular basis.
- C.** To help formalize the regional coordination system established in the metro area, the MEMC may host one of its meetings each quarter with the technology used to support the regional coordination protocols.
- D.** An MEMC meeting reminder may be sent using the paging system developed for initiating regional coordination, and the meeting itself may be held virtually using video conferencing capabilities, when available. Quarterly use and testing of the system will help to ensure linkages between the EOCs in the metro area.
- E.** Jurisdictions should include the testing and use of the regional WebEOC boards in their EMA protocols and standard operating guides to help ensure local awareness and understanding of the protocols developed to facilitate effective regional coordination.
- F.** The regional coordination protocols described in the RCG should be integrated as appropriate in local and regional exercises.
- G.** It is recommended that the RCG: Base Guide be reviewed and updated as appropriate each year with special attention given to the following:
  - ❖ Information generated by exercises
  - ❖ Lessons learned from emergency events
  - ❖ New and/or additional guidance from state and federal agencies
  - ❖ New or enhanced resources and/or personnel
- H.** Once the Base Guide has been thoroughly used and appropriately revised, less significant updates may be needed every other year to address ongoing changes and updates.
- I.** The MEMC and MARC, in cooperation with the emergency response agencies in the region, will be responsible for providing ongoing maintenance and updating of the RCG Base Guide, its Attachments and the ESF annexes.



## Plan Development & Maintenance Schedule

Typically, the RCG will be reviewed every three (3) years unless circumstances dictate a revision prior to the three (3)-year date. At least one exercise of the RCG should be conducted between revisions with accompanying after action reports. Transient information (such as contact numbers, signatures, etc.) should be updated immediately.

<b>RECOMMENDED REVIEW TIMELINE</b>			
<b>ESF (Review Year 1, Year 2, Year 3)</b>	<b>Form Task Force, begin review</b>	<b>If changes needed, begin drafting</b>	<b>Submit changes to Plans, MEMC, RHSCC for review/approval</b>
ESF #5 (1), ESF#1 (2), ESF#10 (3)	Jan - Mar	Apr - May	Jun - Jul
ESF #6 (1), ESF#2 (2), ESF#11 (3)	Jan - Mar	Apr - May	Jun - Jul
ESF #7 (1), ESF#3 (2), ESF#13 (3)	Apr - May	Jun - Jul	Aug - Sep
ESF #12 (1), ESF#4 (2), ESF#14 (3)	Apr - May	Jun - Jul	Aug - Sep
ESF #15 (1), ESF#9 (2), ESF#8 (3)	Aug - Sep	Oct - Nov	Dec - Jan



# ATTACHMENTS

# Attachment A. First Hour Checklist for Regional Emergencies

The following actions should be carried out as needed based on the specifics of the incident by local officials tasked with responsibilities for accomplishing emergency functions. This attachment provides an initial checklist of actions for all emergency functions and discusses the immediate actions for situational awareness, gaining regional awareness, overall response status, and emergency public information. In addition, each ESF annex includes a first-hour checklist specific to that function.

Purpose
This checklist is intended to assist Emergency Management Agencies (EMAs), Chief Elected Officials, public safety agencies and others in quickly assessing what has happened during a disaster or in determining the threat of a disaster. The following checklist may be used to guide regional coordination actions by helping those involved to review the status of initial actions and determine what activities are necessary to effectively manage the incident.

Immediate Actions for Any Incident
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review status of initial response actions and determine response status.</li> <li><input type="checkbox"/> Consider protective actions if appropriate.</li> <li><input type="checkbox"/> Evaluate emergency public information requirements.</li> <li><input type="checkbox"/> Determine next steps needed to coordinate activities, implement appropriate protective actions and release regionally consistent emergency public information.</li> <li><input type="checkbox"/> Utilize the WebEOC regional boards to log jurisdiction-specific actions.</li> <li><input type="checkbox"/> Ensure appropriate communications are initiated between jurisdictions and if needed, arrange for a regional conference call (for more information, see Step 2.)</li> </ul>

Step 1: Gaining General Situational Awareness
<ul style="list-style-type: none"> <li><input type="checkbox"/> If an incident occurred, what happened, including where and when?</li> <li><input type="checkbox"/> What is the incident (natural disaster, accident, terrorism)?</li> <li><input type="checkbox"/> Is there an estimate of injuries/fatalities?</li> <li><input type="checkbox"/> What are the estimated damages to or status of critical infrastructures (transportation, power, medical, water)?</li> <li><input type="checkbox"/> If incident has not occurred, what is latest information/intelligence about threats locally and to the region and what are the potential impacts?</li> <li><input type="checkbox"/> Determine if regional coordination actions are needed and if so, proceed to Step 2.</li> </ul>

Step 2 – Gaining and Maintaining Regional Awareness and Ensuring Regional Coordination
<ul style="list-style-type: none"> <li><input type="checkbox"/> Local jurisdictions will work to maintain appropriate regional coordination actions including:               <ul style="list-style-type: none"> <li>✓ Initiating conference calls and meetings as needed, as described in the Base Guide and ESF 5: Information and Planning. The MEMC Co-Chairs for each state will reach out to the affected jurisdiction’s emergency manager to determine if regional support is required. If the MEMC co-chairs are unavailable then the MEMC Plans Co-Chairs for each state will assume this responsibility.</li> <li>✓ Entering and updating the WebEOC Regional Boards.</li> <li>✓ Convene/organize the Multiagency Coordination (MAC) Group, as described in the Base Guide.</li> </ul> </li> <li><input type="checkbox"/> During regional conference calls and/or meetings, participants may discuss the following as appropriate to the event (see ESF 5: Information and Planning, which includes the Regional Situation Report)               <ul style="list-style-type: none"> <li>✓ What are the incident facts and what is the response status?</li> <li>✓ What actions need to be coordinated regionally?</li> <li>✓ What regional resources are available and needed (see ESF 7: Logistics and Regional Resource Annex)?</li> <li>✓ What ESF activities should be implemented to manage the event?</li> <li>✓ What steps should be taken to ensure regional coordination activities are maintained?</li> </ul> </li> </ul>



✓ In addition, if dictated by the event, the State EMAs (SEMA and KDEM) may work with local officials and other state and federal agencies to arrange bi-state conference calls to help ensure regional situational awareness, coordination between the two states and to discuss potential coordinated response activities.

**Step 3: Determining Overall Response Status**

- Who is leading the response or investigation?
- What assets/agencies are on scene, available, or needed?
- If the event is significant and may require state assistance, has the State EMA been contacted?
- Have the appropriate IAP steps been initiated and local and state situation reports completed as required by the event?
- What is the threat status and/or emergency declaration(s) status (federal, state, local)?
- What regional assets may be available to assist with the event (see ESF 7: Logistics and Regional Resource Annex)?
- How can you prepare for response?
  - ✓ Activate EOCs and JICs; inform and call-up primary and support agencies as needed; notify mass care facilities and organizations with transportation and heavy equipment assets; request mutual aid; issue public advisories.
- Based on the event and the functions implemented, see the First Hour Checklist(s) included as an attachment to the appropriate ESF.

**Step 4: Initial Response Actions**

- Activate the local EOC and call-up the EOC Team as needed.
- Maintain communications with the (MAC) Group and State EOC and request regional/state assistance if dictated by the situation.
- Work to coordinate the activities of all responding agencies.
- Develop an Incident Action Plan (IAP) and submit appropriate situation reports to the state.
- Ensure personnel are available for 24-hour staffing of the EOC.
- Consider sharing resources and personnel with other jurisdictions in the region.
- Consider pooling regional resources and personnel to open facilities (e.g., shelters, alternate care sites, etc.) to serve more than one jurisdiction in the region.

**Step 5: Determining Initial Protective Actions (Schools, Workforce, Transportation, etc.)**

- If appropriate for the incident (i.e., one requiring evacuation or in-place shelter):**
- Has any initial protective action occurred for **schools** (e.g., lockdown)?
  - Has any initial protective action occurred for **citizens** and the **workforce** (e.g., shelter in place)?
  - How have functional/access needs populations been addressed?
  - Has any initial protective action occurred for **transportation** (e.g., public transit operational, transportation route restrictions lifted)?
  - What schools/workforce facilities are in the hazard area?
  - What other protective actions should be considered, and who else should be involved in discussions?
  - What additional protective actions may be needed to protect affected general public, schools, workforce, etc.?
    - Evacuation, in-place protection, quarantine, school/work dismissal, cancellation of public meeting and closing of government facilities.
  - What considerations should be made when making protective action decisions? *Many factors play a role in decisions and should be evaluated case-by-case. The following are general considerations.*
    - For a **threat or hazard involving regional impact** consider partial or full-scale evacuation of potentially impacted area.
    - For a **threat or hazard involving local impact**, consider partial local evacuation unless addressed below.
    - For a **short air release of toxic chemical** (e.g., brief plume), consider sheltering in place initially downwind of release.



- Step 5: Determining Initial Protective Actions (Schools, Workforce, Transportation, etc.)**
- For **long air release of toxic chemical** (e.g., continuously leaking), consider local evacuation of persons downwind of release.
  - For an **explosion**, consider evacuating the impacted area and consider secondary devices.
  - For **infectious contamination**, depending on type, consider quarantine, requesting strategic national stockpile, and/or mass prophylaxis.
  - For **dirty bomb**, consider sheltering initially and then evacuation of persons downwind.
  - For **flooding**, consider evacuation of impacted area.
  - For **terrorist or active threat**, consider protection of critical infrastructure and harden soft targets like hospitals and reunification locations. Notify and coordinate with the FBI.

- Emergency Public Information Considerations**
- What should be communicated, when, how, and by whom?
  - What information has been communicated to the general public/schools/workforce, etc. and is the message uniform and consistent across all jurisdictions involved?
  - Consider posting information to the Prepare Metro KC Web-site at <http://www.preparemetrokc.org/>.
  - Is there a need for joint emergency public information activities (i.e., issuing regionally supported news releases, advisories, etc.)?

- First Hour Summary Statement**
- This summary statement should be filled in with details gathered while gaining local and regional awareness and determining response status (Steps 1, 2 and 3) – the following are for illustration purposes only:
- [An incident] has occurred in [jurisdiction(s)].*
  - [Local and state officials] are [responding / managing the incident].*
  - Local EOCs [in jurisdictions] are operational*
  - At this time, we are asking individuals who live or work in the area to monitor local radio and television stations for further information and instructions.
  - Schools and daycare facilities throughout the region are *[locked down. Students will not be released until the situation has been fully assessed.]*
  - [Name of transit systems] are [operational]. Roads [remain open]. Restrictions have [been lifted or been implemented].*
  - [Shelters have been opened at \_\_\_\_]*
- Include other information as appropriate from previous steps as necessary*

# Attachment B. ESF Descriptions and Local EOP Comparison

This comparison is made using the functional annexes currently in *most* Missouri and Kansas EOPs and there may be slight variations. Most Kansas counties have converted from functional annexes to ESFs.

EMERGENCY SUPPORT FUNCTION (ESF) ANNEX DESCRIPTIONS	* COMPARABLE LOCAL EMERGENCY OPERATIONS PLAN (EOP) FUNCTIONAL ANNEXES	
	Missouri	Kansas
<p><b>ESF #1 – Transportation</b></p> <ul style="list-style-type: none"> <li>• Regional transportation infrastructure, including:               <ul style="list-style-type: none"> <li>- Interstate highways</li> <li>- State and local roads</li> <li>- Bridges</li> <li>- Railroads</li> <li>- Aviation System</li> <li>- Maritime system (waterways and bridges)</li> </ul> </li> <li>• Regional transportation capabilities, including:               <ul style="list-style-type: none"> <li>- Local transportation resources</li> <li>- Private transportation resources</li> <li>- State and federal transportation resources</li> <li>- Special needs transportation resources</li> </ul> </li> <li>• Fuel systems, equipment and supplies available in the region to support transportation activities</li> <li>• The laws, statutes, ordinances and/or regulations regarding evacuation and transportation at the local, state and federal level</li> <li>• A regional transportation coordination system which addresses:               <ul style="list-style-type: none"> <li>- How potentially finite transportation resources in the region will be used, when needed simultaneously by multiple jurisdictions</li> <li>- Federal transportation planning requirements for local Public Health Agencies (LPHAs) regarding mass prophylaxis and the Strategic National Stockpile (SNS)</li> <li>- Emergency transportation planning requirements for the hospitals in the region</li> </ul> </li> </ul>	<p><b>Annex J: Evacuation</b></p>	<p><b>Annex E: Evacuation</b></p> <p><b>Annex S: Transportation</b></p>



<p><b>ESF #2 – Communications</b></p> <ul style="list-style-type: none"> <li>• Available communications and back up communications capabilities in the region, including amateur radio capabilities</li> <li>• Communications between jurisdictions and communications interoperability among response agencies from different jurisdictions</li> <li>• Telecommunications and Internet resources, and emergency warning and notification capabilities</li> </ul>	<p><b>Annex B: Communications and Warning</b></p>	<p><b>Annex A: Warning</b></p> <p><b>Annex B: Communications</b></p>
<p><b>ESF #3 – Public Works and Engineering</b></p> <ul style="list-style-type: none"> <li>• Regionally available public works assets and protocols for regional resource activation (e.g., Plan Bulldozer)</li> </ul>	<p><b>Annex I: Public Works</b></p> <p><b>Annex P: Debris Management</b></p>	<p><b>Annex K: Public Works and Engineering</b></p>
<p><b>ESF #4 – Firefighting</b></p> <ul style="list-style-type: none"> <li>• Regionally available fire services agency plans, resources and personnel</li> </ul>	<p><b>Annex F: Fire and Rescue</b></p>	<p><b>Annex F: Fire Fighting</b></p>
<p><b>ESF #5 – Information and Planning</b></p> <ul style="list-style-type: none"> <li>• Describes the actions taken by EMAs in the region to coordinate local emergency activities and activate local EOCs</li> <li>• Assists EMAs in considering regional issues and accomplishing regional coordination activities during local EOC operations</li> <li>• Provides guidance to facilitate the exchange of information among local EMAs and EOCs during emergency incidents, including the types of information and how it will be shared</li> <li>• Develops a mechanism for making support available to impacted EMAs, when the needs of the event tax or overwhelm existing local capabilities</li> </ul>	<p><b>Annex A: Direction and Control</b></p>	<p><b>Annex N: Direction and Control</b></p> <p><b>Annex U: Legal</b></p>
<p><b>ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services</b></p> <ul style="list-style-type: none"> <li>• Regional mass care capabilities to include feeding, staffing and supplies</li> <li>• Regionally available human services assistance</li> <li>• Regional coordination of human services assistance and temporary housing issues</li> <li>• Activities required to coordinate the reception and care of evacuees from outside the region</li> <li>• Mass care, housing and human services assistance for functional needs populations</li> </ul>	<p><b>Annex L – Reception and Care</b></p>	<p><b>Annex C: Shelter and Mass Care</b></p> <p><b>Annex O: Human Services</b></p>



<ul style="list-style-type: none"> <li>Pet and animal sheltering issues</li> </ul>		
<p><b>ESF #7 – Logistics</b></p> <ul style="list-style-type: none"> <li>Identifying regionally available resources</li> <li>Resource coordination and sharing among jurisdictions</li> <li>Procuring resources from outside the region</li> </ul>	<p><b>Annex G – Resource and Supply</b></p> <p><b>Annex Q – Donations Management</b></p>	<p><b>Annex M: Resource Management</b></p> <p><b>Annex T: Donations Management</b></p>
<p><b>ESF #8 – Public Health and Medical Services</b></p> <ul style="list-style-type: none"> <li>Emergency roles, capabilities and plans of local Public Health Agencies (LPHAs), Emergency Medical Services (EMS) Agencies, hospitals, behavioral health agencies, county coroners and medical examiners, and other healthcare agencies and organizations in the region</li> <li>Existing local and regional health and medical plans, as well as other emergency plans and protocols potentially related to the performance of health and medical activities</li> <li>Guidelines for ensuring regional coordination between all of the agencies and organizations potentially involved in a major health and medical event, including the activation of a Regional Healthcare Coordination System (RHCS) and when needed, a Regional Healthcare Coordination Center (RHCC)</li> <li>Health and medical systems potentially used to help manage a significant health and medical event in the region (e.g., the National Disaster Medical System [NDMS])</li> <li>Infrastructure and supplies potentially required and available to support emergency health and medical activities, including but not limited to critical facilities, utilities, supplies, special medical equipment and pharmaceutical caches</li> <li>Actions implemented to help ensure timely information sharing and regional coordination regarding disease surveillance, investigation and the recognition of early indicators</li> <li>Resources and guidelines for mass fatalities management activities, including the state and federal resources potentially available to provide support (e.g., Disaster Mortuary Operations Response Teams [DMORTs])</li> <li>Activities to help ensure emergency worker health and safety, as well as address environmental health issues potentially arising as a result of an emergency event</li> <li>Evacuation and transportation issues involved with the movement of patients from one healthcare facility to another, including</li> </ul>	<p><b>Annex M: Health and Medical</b></p>	<p><b>Annex H: Health and Medical</b></p>



<p>both hospitals and alternate care sites established in support of the event</p> <ul style="list-style-type: none"> <li>Regional communications systems available to support a major health and medical event including the MARCER radio system, EMSsystem, WebEOC, HEAR, amateur radio and others</li> <li>Regional mental/behavioral health systems and volunteer resources available to support health and medical activities.</li> </ul>		
<p><b>ESF #9 – Search and Rescue</b></p> <ul style="list-style-type: none"> <li>Regionally available search and rescue resources and capabilities</li> </ul>	<p><b>Annex F: Fire and Rescue</b></p>	<p><b>Annex R: Search and Rescue</b></p>
<p><b>ESF #10 – Oil &amp; Hazardous Materials</b></p> <ul style="list-style-type: none"> <li>Regionally available hazmat plans, resources and personnel</li> </ul>	<p><b>Annex H: Hazardous Materials</b>  <b>Annex K: In-place Shelter</b></p>	<p><b>Annex D: Radiological Protection</b>  <b>Annex Q: Hazardous Materials</b></p>
<p><b>ESF #11 – Agriculture and Natural Resources</b></p> <ul style="list-style-type: none"> <li>Regional information sharing regarding agricultural issues, the coordination of regional food safety issues and when needed, coordination activities to protect natural resources in the region</li> </ul>	<p><b>Annex O – Animal Care</b></p>	
<p><b>ESF #12 – Energy</b></p> <ul style="list-style-type: none"> <li>Public and private agencies providing energy and utility services to the jurisdictions in the region</li> <li>Local plans and protocols in place for dealing with emergency energy and utility related issues</li> <li>Regional information sharing protocols for energy and utilities system restoration and the availability of alternate energy sources</li> <li>Resource and personnel assistance potentially available to other jurisdictions with energy and utility restoration issues and sharing of information and provision of mutual aid</li> <li>Establishing a location for regional information sharing regarding energy and utility related issues, when several jurisdictions are involved who share the same providers</li> </ul>	<p><b>Annex I: Public Works</b></p>	<p><b>Annex L: Utilities</b></p>
<p><b>ESF #13 – Public Safety and Security</b></p> <ul style="list-style-type: none"> <li>Regionally available law enforcement resources and capabilities, the regional</li> </ul>	<p><b>Annex E: Law Enforcement</b>  <b>Annex N: Terrorism</b></p>	<p><b>Annex G: Law Enforcement</b>  <b>Annex V – Terrorism</b></p>



<p>coordination of public safety and security actions, and regionally coordinated terrorism surveillance and early warning</p>		
<p><b>ESF #14 – Community Recovery</b></p> <ul style="list-style-type: none"> <li>• Long-term resource sharing, the dissemination of public information, and long-term and regional community recovery activities</li> </ul>	<p><b>Annex D: Damage Assessment</b></p>	<p><b>Annex J: Recovery</b>  <b>Annex P: Hazard Mitigation</b></p>
<p><b>ESF #15 – Emergency Public Information</b></p> <ul style="list-style-type: none"> <li>• Ensures a series of formal actions are in place to facilitate the exchange of pertinent information and the release of consistent public information messages among jurisdictions in the region</li> <li>• Provides information to assist local governments in coordinating the release of emergency public information, thus helping to ensure consistent, timely and useful emergency messages are released by all involved jurisdictions</li> </ul>	<p><b>Annex C: Emergency Public Information</b></p>	<p><b>Annex I: Emergency Public Information</b></p>



# Attachment C. Regional Plans Index

The following is a list and brief description of the local and regional emergency plans pertinent to the RCG:

## Local Plans

### Local Emergency Operations Plans (EOPs)

Local EOPs assign emergency responsibilities and provide a framework for conducting emergency operations in each jurisdiction in the metro area. Local EOPs are all-hazard and describe the emergency functions to be performed for response to any major emergency. Local EOPs are supported by Standard Operating Guides (SOGs) and other implementing procedures that provide specific information for carrying out emergency responsibilities. Local EOPs describe the establishment of local Emergency Operations Centers (EOCs) during major events, as well as declaring local emergencies and requesting state and federal assistance. Local EOPs are maintained by EMAs and copies may be obtained as appropriate upon request.

### Public Health Emergency Response (PHER) Plans

Each county in the region, as well as several of the larger cities, maintain local Public Health Emergency Response (PHER) Plans describing the emergency activities of the Public Health Departments and local emergency response agencies in the event of an infectious disease outbreak or other major public health and medical emergency. PHER Plans are supported by SOGs describing specific activities such as mass prophylaxis dispensing operations. PHER Plans are housed with and maintained by local LPHAs.

### Hospital Emergency Plans

The hospitals in the metro region maintain Emergency Plans, as well as supporting protocols and SOGs for response to all-hazards potentially affecting their facilities. These plans detail establishment of the Hospital Incident Command System (HICS) and a Hospital Command Center (HCC). SOGs are maintained as appropriate for specific activities, such as decontamination and self-sustainment in compliance with Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) standards.

## Regional Plans

### Mid-America Local Emergency Planning Committee (LEPC) and Regional Hazardous Materials Emergency Preparedness Plan (RHMEPP) (2016)

This plan provides an administrative framework for hazardous materials planning and response for the Missouri and Kansas counties (Cass, Clay, Jackson, Platte, and Ray Counties in Missouri; and Johnson, Leavenworth and Wyandotte Counties in Kansas) served by the Mid-America Local Emergency Planning Committee (LEPC). The RHMEPP is not an operational document, but rather a plan to assist emergency response agencies, local governments and the private sector in planning for hazardous materials emergencies. This regional plan is designed to meet the requirements of SARA Title III, the Missouri Emergency Response Commission and the Kansas Commission on Emergency Planning and Response. It includes a hazard assessment for the area and outlines hazardous materials response capabilities to address the identified hazards.

### Kansas City Regional THIRA (2019)





The 2019 Threat and Hazard Identification and Risk Assessment (THIRA), which builds off the 2012 and 2017 THIRA and 2010 Regional Capabilities Assessment, re-evaluated the region's threats, hazards, and capabilities against the Core Capabilities outlined in the National Preparedness Goals.

The Regional THIRA expands on existing local and multi-state Hazard Identification and Risk Assessments (HIRAs) and other risk methodologies by broadening the factors considered in the process, incorporating the whole community throughout the entire process and by accounting for important community-specific factors. Copies may be obtained from MARC.

### **Tactical Interoperability Communications (TIC) Plan (2019)**

The Tactical Interoperable Communications (TIC) Plan describes how interoperable communications will be accomplished in accordance with the communications resources available in the region and what agencies maintain these resources. The TIC Plan also documents procedures for the activation and deactivation of regional interoperable communications resources.

### **Regional Hazard Mitigation Plans (various dates below)**

Regional Multi-Hazard Mitigation Plans are maintained in order to sustain actions designed to reduce or eliminate long-term risk to people and property from natural and other hazards. There are three regional plans as follows:

Cass, Clay, Jackson, Platte and Ray counties in Missouri maintained by MARC (2015)

Johnson, Wyandotte, and Leavenworth counties in Kansas self-maintained (2014)

Miami county in Kansas self-maintained (2019)

### **Regional Evacuation Plan (2009)**

The Kansas City Regional Mass Evacuation Plan provides a vehicle for collaboration in planning, communication, information sharing, and coordination of activities/operations before, during, and after a regional emergency or disaster requiring an evacuation.

The basis for this coordinated approach is to avoid duplication of effort, maximize resources, and provide the public with consistent emergency messaging. One of the stated purposes of this Plan is not to replace local emergency operations plans, but to provide framework for coordinating evacuation operations when a local jurisdiction is overwhelmed and requires regional assistance or when multiple jurisdictions are impacted. Additionally, this Plan is intended to describe regional processes in mass evacuation so that local jurisdictions can model their own local emergency operation plans (EOP) to coordinate with this Plan.

### **Plan Bulldozer (Varies)**

Plan Bulldozer is a regional mutual aid agreement with the heavy contractors in the metropolitan area. Plan Bulldozer describes the types of heavy equipment resources potentially available to local jurisdictions and provides 24-hour contact information for accessing these resources. A copy of Plan Bulldozer may be obtained from MARC. The Emergency Resources Catalog is published annually by the Plan Bulldozer Committee of the Heavy Constructors Association of the Greater Kansas City Area.

### **MARC HCC Response Plan (2019)**



The purpose of this plan is to provide general guidance for response to all hazards events that threaten the healthcare system that result in illness or injury to the population within the boundaries of the various coalitions within the bi-state region and the healthcare system. This plan includes information sharing, resource management and coordination, and the integration of the Regional Coordination Guide I ESF #8 Plan, the region's other discipline-specific health and medical response plans, and HCC member plans, as applicable.

### **KC SCOUT Incident Management Manual (Under Revision as of Dec 2019)**

This regional manual is maintained by the Missouri Department of Transportation (MDOT) and the Kansas Department of Transportation (KDOT) and describes detours for major highways on both sides of the state line.

### **MARCER Mass Casualty Incident (MCI) Plan (2015)**

The MARC Emergency Rescue (MARCER) Committee Mass Casualty Incident (MCI) Plan describes the regional coordination of EMS resources during a MCI incident. The plan also provides listing of available resources and personnel, as well as checklists for those responding to the event. The MCI Plan also details the use of an electronic patient tracking system available in the metro area. *Available at: [www.marc.org](http://www.marc.org)*

### **Regional Mass Fatality Plan (2013)**

Describes the management of mass fatalities in the MARC region.

### **KC-Metro Regional Mental Health Response System Plan (2013)**

During emergencies or disasters, the psychological first aid/disaster mental health needs of a community may overwhelm locally available resources. To assist local jurisdictions in ensuring timely and coordinated mental health services are available to their citizens following an emergency, a Regional Mental Health Response System was established. The purpose of this document is to identify the mental health resources available through the Regional Mental Health Response System and provide information on how to activate the resources of the Regional Mental Health Response System. The plan is currently under revision.

### **Kansas City Metropolitan Community Plan for Ambulance Diversion (2016)**

Describes the ambulance diversion policies used throughout the metropolitan area. In addition to establishing diversion protocols, the plan describes a system of catchments for area hospitals. This system of catchments helps to ensure that if a hospital is closed to ambulances and/or trauma patients that patients may be quickly routed to another nearby hospital in the affected hospital's catchment area. *Available at: <http://www.marc.org/emergency/marcerambulancediversion.htm>*

### **Volunteer Reception Center Implementation and Operations Plan (VRC) Plan (2015)**

The Volunteer Reception Center Implementation and Operations Plan (VRC) describes the management of spontaneous, unaffiliated volunteers, as well as affiliated, but unassigned, volunteers following a large-scale natural or man-made disaster affecting the region.

### **American Red Cross (ARC) Disaster Plans (Varies)**



To assist with their role in the execution of disaster related activities (e.g., sheltering, feeding, family reunification, etc.), the ARC maintain plans and protocols for shelter management and other functions, including forms and documentation for mass care operations (i.e., shelter registration, inventory, inspection, tracking, etc. forms), as well as lists of mass care facilities and their capacities and other disaster protocols. These plans are maintained by the respective local ARCs.

### **Missouri Methodist Disaster Response Team (MUMDRT) Plan (2005)**

The Missouri United Methodist Response team (MUMDRT) and the AmeriCorps St. Louis Emergency Response Team (ERT) partner in the coordination of unaffiliated volunteers. In communities where a volunteer coordination center already exists, MUMDRT and ERT will assist in the volunteer coordination effort. In areas where no volunteer center exists MUMDRT and ERT will take the lead. Although “Missouri” United Methodist is the official title of the agency maintaining the MUMDRT, the services provided by MUMDRT are not restricted to Missouri jurisdictions and may be requested by Kansas jurisdictions.

### **Time Critical Diagnosis Plan (2015)**

For patients who experience trauma, stroke or STEMI, a potentially fatal form of heart attack, time is critical. This plan establishes a uniform set of criteria for the pre-hospital and inter-hospital triage and transport of Time Critical Diagnosis (TCD) patients.

### **Hospital Closed Point-of-Dispensing (POD) Plan Template for Medical Countermeasures (2013)**

The regional Closed Point of Dispensing (POD) Plan, developed by the RHSCC Hospital and Public Health Subcommittees, coordinates the planning and response actions of hospitals during a public health emergency requiring medical countermeasures (usually oral medication or vaccinations) given to a group of people at risk of exposure to a disease. This plan provides the framework for activating and operating a POD within the hospital. This plan is intended to identify key roles in POD activities and outline strategies for coordinating internal response activities.

### **Active Shooter Response Framework (2015)**

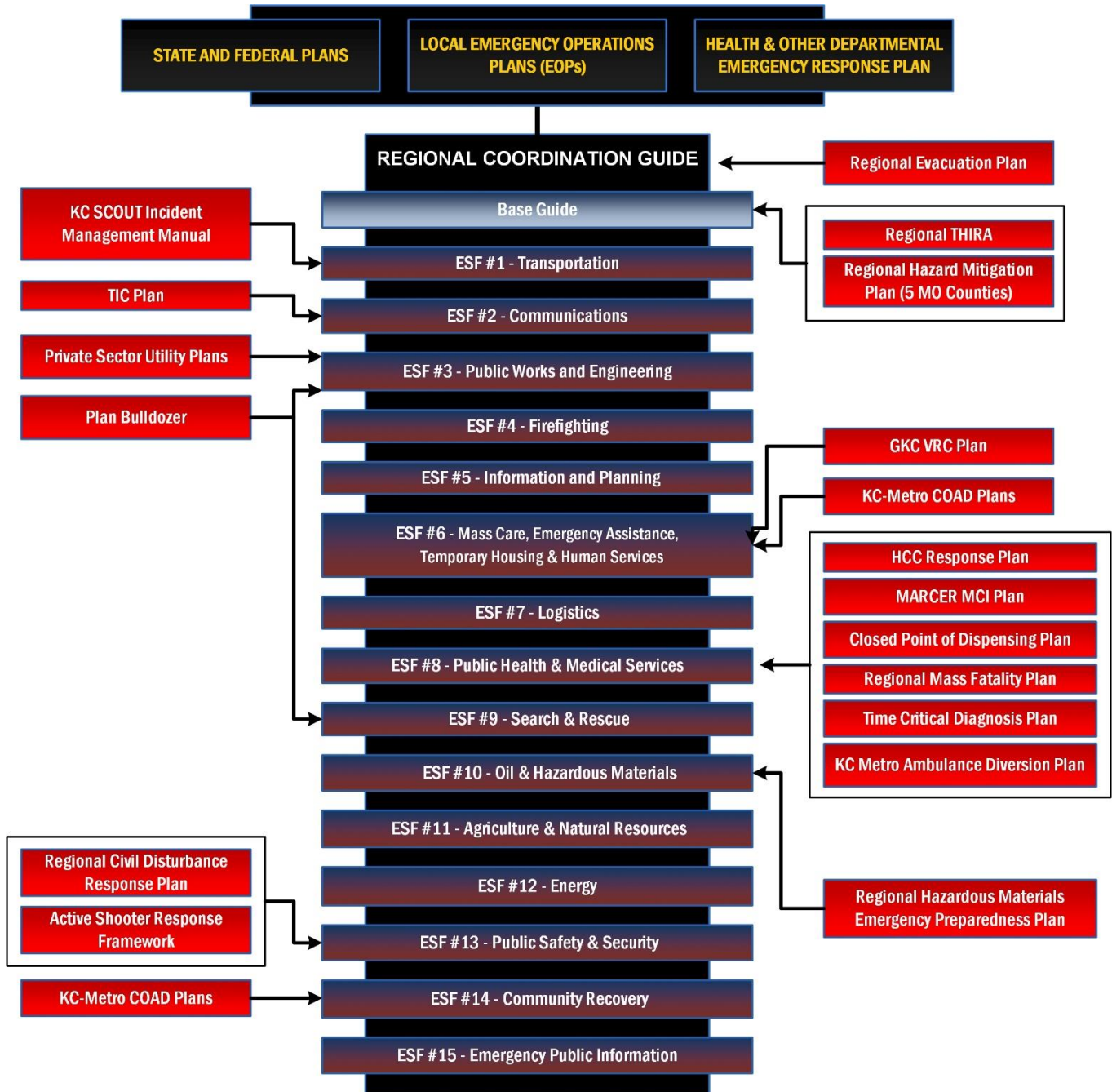
This Kansas City Region Active Shooter Response Framework outlines common practices and terminology for responding to active shooter incidents. It is intended to provide guidance to help ensure that the myriad agencies likely to respond to an active shooter incident are working from the same assumptions and using collectively agreed upon terminology and techniques.

### **Regional Civil Disturbance Response Framework (2019)**

The KCRCDR outlines common practices and terminology for response to civil disorder incidents. It provides guidance to help ensure that the myriad agencies likely to respond to an incident are working from the same assumptions and using collectively agreed upon terminology and techniques.

*\* Due to the sensitive information contained in some plans, availability may be limited. Contact the Mid-America Regional Council (MARC) Emergency Services Department for access.*

# Attachment D. Regional Plans Flowchart





# Attachment E. WebEOC Sample

Below are samples of WebEOC boards – additional samples of the regional boards are included with their corresponding ESFs. For access to the WebEOC boards, agencies and organizations should contact their local Emergency Management Agency (EMA).

## SAMPLE – REGIONAL EOC STATUS BOARD

**County EOC Status**  
2019 February Incident Reporting

Buttons: + Add County + Add City Actions

Filters: County: View All Cities/Countries: View All Activation Level: View All Search

Last Updated	Agency	Status	Incident(s) Working	Main Phone Line
03/27/2019 14:23:27	KCMO	2 - Partial Activation	St Pat's Parade & Festivities	816-513-8610
05/25/2019 18:26:19	Johnson County	1 - Stand By	LEVEL-2 WATCH to monitor potential for severe weather	913-715-1010
05/25/2019 18:26:20	(Select)	0 - Not Activated	Severe weather diminished. returning to level 1, normal operations.	9137151010
03/15/2018 14:52:28	Cass County	0 - Not Activated		774-996-9632
04/30/2018 10:03:18	Clay County	0 - Not Activated		816.407.3722
04/30/2018 10:06:48	Jackson County	0 - Not Activated		816.881.4625
05/15/2018 14:31:19	Leavenworth County	0 - Not Activated		(913) 684-0455
03/27/2019 14:21:40	Miami County	0 - Not Activated		913-294-3232
03/27/2019 14:21:54	Platte County	0 - Not Activated		816.858.1966
10/30/2019 13:58:59	Wyandotte County	0 - Not Activated		913-573-6300

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## SAMPLE – REGIONAL KEY EVENTS BOARD

**METRO Key Events**  
2019 February Incident Reporting

Record Number: 884  
Matt May will be the Duty Officer for Wyandotte Co KS from 10/20/19 to 11/03/19. He can be reached at 913 645 6562 (Cell) 816 717 4141 (Pager) or mmmay@wyocok.org  
\*\*\* WV EM Director - Matt May at 08:47:04 on 10/20/2019

Date	Reported By	Position	Name
10/20/2019 08:47:04	Wyandotte County	WV EM Director	Matt May
Metro Key Events Posted	Missouri Incident Key Events Not Submitted	Missouri Statewide Key Events Not Submitted	Kansas Statewide Key Events

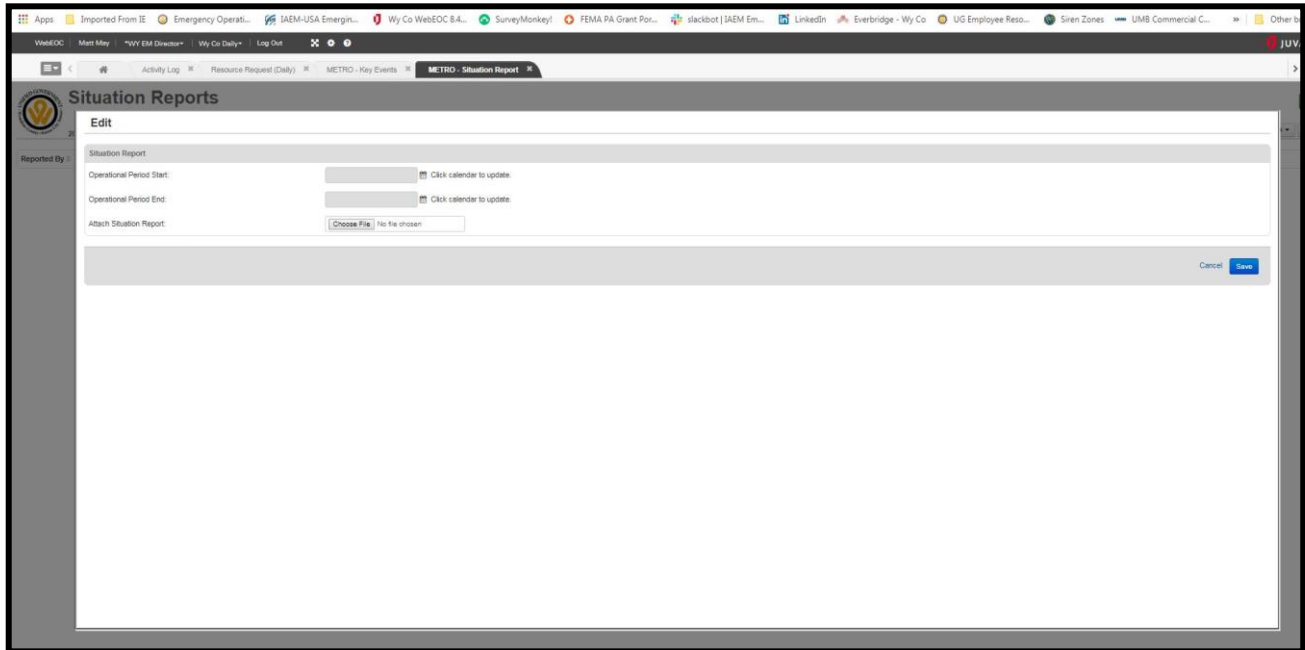
Record Number: 883  
Matt May will be the Duty Officer for Wyandotte Co KS from 10/21/19 to 10/20/19. He can be reached at 913 645 6562 (Cell) 816 717 4141 (Pager) or mmmay@wyocok.org  
\*\*\* WV EM Director - Matt May at 09:24:44 on 10/24/2019

Date	Reported By	Position	Name
10/24/2019 09:24:44	Wyandotte County	WV EM Director	Matt May
Metro Key Events Posted	Missouri Incident Key Events Not Submitted	Missouri Statewide Key Events Not Submitted	Kansas Statewide Key Events

Record Number: 878  
Command closing down as of 1900 hrs  
\*\*\* WV EM Director - Matt May at 18:56:41 on 10/20/2019  
MACE ENDED AT 1852 HOURS  
\*\*\* WV EM Director - Matt May at 17:13:29 on 10/20/2019  
Rake Start 1340 hours  
\*\*\* WV EM Director - Matt May at 13:53:23 on 10/20/2019  
NWS Hazardous weather outlook attached  
\*\*\* WV EM Director - Matt May at 08:32:32 on 10/20/2019  
Command Center staffed and running  
\*\*\* WV EM Director - Matt May at 08:01:02 on 10/20/2019  
Weather two AS OF 0600 10-20-19  
Selfreport 10/20/19.pdf

Page 1 of 10 Disable Refresh? ©2019 ESi Acquisition, Inc. WebEOC

SAMPLE – REGIONAL SITUATION REPORT (SITREP) BOARD



The screenshot shows a web browser window with the 'Situation Reports' application. The main content area is titled 'Edit' and contains the following fields:

- Operational Period Start:** A date input field with a calendar icon and the text 'Click calendar to update'.
- Operational Period End:** A date input field with a calendar icon and the text 'Click calendar to update'.
- Attach Situation Report:** A file upload button labeled 'Choose File' with the text 'No file chosen'.

At the bottom right of the form, there are 'Cancel' and 'Save' buttons.

SAMPLE – LOCAL SHELETER BOARD



The screenshot shows a web browser window with the 'Shelters' application. The page title is 'Shelters' and it includes a '2019 February Incident Reporting' subtitle. A table lists shelter information with the following columns: Name, Region, County, Status, Type, Post Impact Capacity, Capacity, Occupancy, Availability, and Last Update. The table contains three rows of data.

Name	Region	County	Status	Type	Post Impact Capacity	Capacity	Occupancy	Availability	Last Update
Test	KC Metro	Wyandotte County	CLOSED	Emergency	0	0	0	0	05/24/2016 13:22:13 "WY EM Staff"
KCMO Test Shelter	Region A	City of Kansas City	CLOSED	Emergency	0	1	0	1	08/17/2017 11:17:16
test shelter		Wyandotte County	OPEN	Feeding Center	200	300	100	200	08/08/2017 16:17:28 "WY EM Staff"



# Attachment F. ICS Response and Support System Relationships

Understanding the response ecosystem is essential to effective response and service delivery to those affected.

Quickly establishing a command and control infrastructure is essential. The Incident Command System’s Unified Command shall be utilized. **Response personnel *must* be empowered to make quick decisions.** For complex responses, Unified Command and Unified Area Command is almost a certainty where diversity of local, state, and federal agencies having concurrent and cross-jurisdictional responsibilities for response; even if the events are located within a single local jurisdiction.

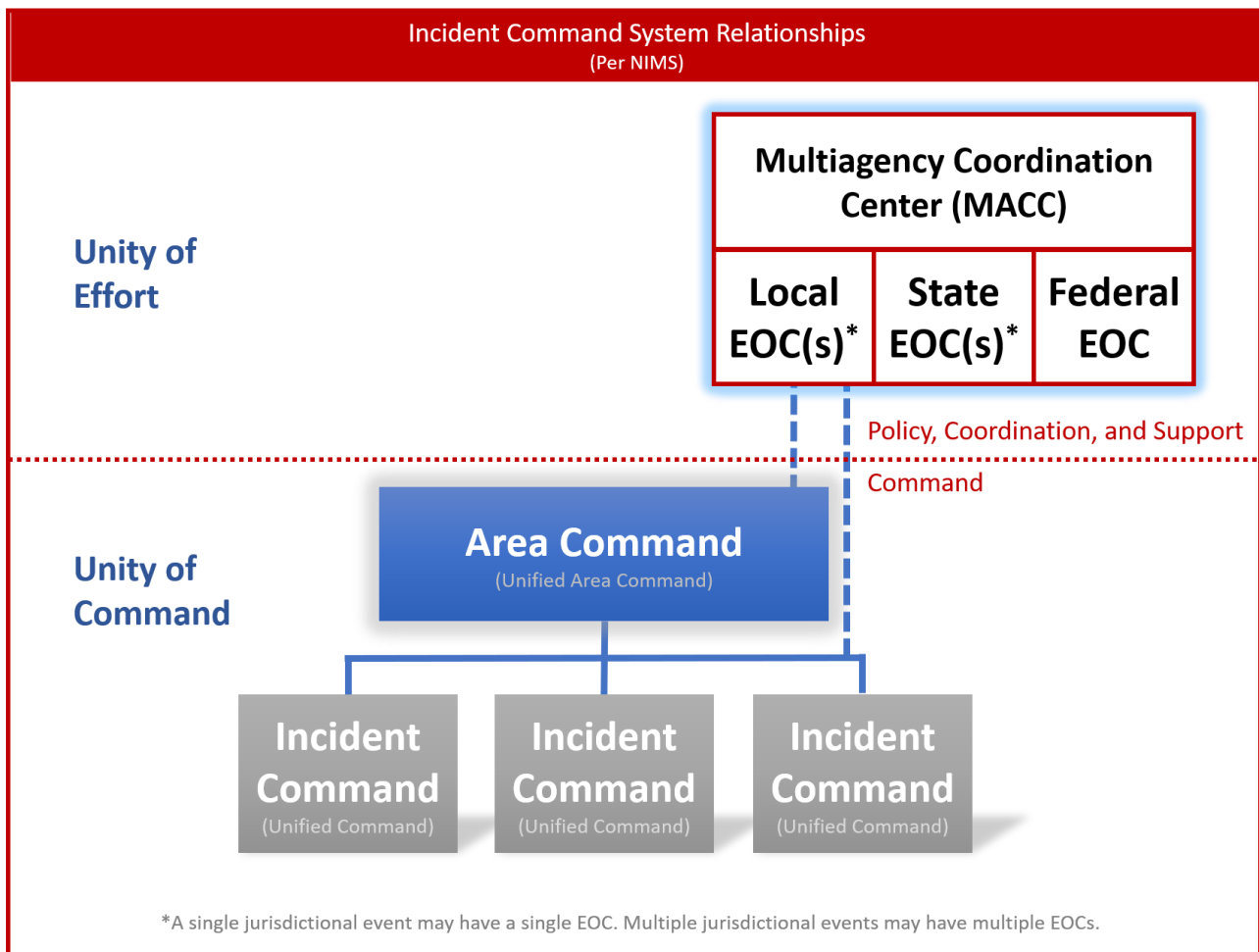


Figure 1: Incident Command System Relationships - Unified Area Command Model

## Incident Command / Unified Command

A Unified Command enables organizations from, multiple disciplines to have a voice in determining common priorities and supports the safe synchronization of personnel and resources.<sup>1</sup>

The first responder to arrive has the difficult decision of determining whether to take immediate action or wait on additional resources. Assessing the incident will determine the mode of operation, which emergency response discipline or agency will take the lead role to mitigate the threat, and which agencies will support the operation



Law enforcement will have to weigh the decision to neutralize the threat or establish initial command. Establishing command early as a unified front results in better coordination and communication. The dilemma for law enforcement is determining the point of diminishing return for sending in personnel for threat mitigation instead of establishing command. This is different for each jurisdiction and depends on available resources. Larger departments may have the ability to send in personnel and establish command simultaneously, while smaller departments may have to concentrate solely on threat mitigation.<sup>2</sup>

Agencies in the Unified Command may include:

- Fire
- Law Enforcement (local, state, and FBI)
- EMS / Ambulance Service(s)
- Emergency Management
- Additional participating or coordinating agencies as dictated by the needs of the incident

## Area Command/Unified Area Command

The existence of multiple sites may require the establishment of an Area Command. The Area Command:

- Provides management and coordination for two or more incidents in close proximity;
- Establishes shared objectives and maintains a shared common operating picture during the CCTA; and
- Works directly with the individual Incident Commanders to prioritize and allocate resources.

Agencies included in the Unified Area Command may include:

- Fire
- Law Enforcement (local, state, and FBI)

<sup>1</sup> Federal Emergency Management Agency, National Incident Management System, (Washington, DC) <https://www.fema.gov/national-incident-management-system> . See ICS Tab 7—Consolidating the Management of Multiple Incidents at [https://www.fema.gov/media-library-data/1508151197225-ced8c60378c3936adb92c1a3ee6f6564/FINAL\\_NIMS\\_2017.pdf](https://www.fema.gov/media-library-data/1508151197225-ced8c60378c3936adb92c1a3ee6f6564/FINAL_NIMS_2017.pdf)

<sup>2</sup> From FEMA PER335 Critical Decision Making for Complex Coordinated Attacks





- EMS / Ambulance Service(s)
- Public Health
- Emergency Management
- Additional participating or coordinating agencies as dictated by the needs of the incident

*NOTE: The Unified Area Command serves the same role as an Area Command, with representatives from impacted jurisdictions comprising the command staff. Under both Area Command and Unified Area Command, the tactical and operational responsibilities for incident management activities reside with the individual on-scene Incident Commander.*

### **Emergency Operations Center (EOC)**

Departments should assign the most qualified senior decision maker to their local EOC.

### **Human Services Joint Support Operation Center (HSJSOC)**

In events where mass casualties/fatalities occur, the Human Services Joint Support Operation Center (HSJSOC) may be established to support Friends & Family Reunification / Reception Center(s) (FFRRC) and Family Assistance Center(s) (FAC).

The HSJSOC serves as the operation center for managing the Family Assistance Center(s) and the response to victim needs. The objectives are to ensure effective communication between agencies responsible for the provision of family assistance services; ensure efficient delivery of family assistance services by identifying needs, gaps, and by avoiding duplication of services; and coordinate/manage resource requests. The management team should include senior representatives from all key agencies and organizations with a defined role who can make decisions and allocate or access resources.

The HSJSOC stands up before or concurrently with the FAC(s). Organize positions using NIMS/ICS structure.

See the Terrorism / CCTA special Incident Annex for more details.

## Attachment G. Guidelines for Accepting the RCG

### Legal Basis

The local Emergency Operations Plan (EOP) in each jurisdiction provides the legal basis for all emergency activities and as described in the Introduction section of the Base Guide, participation in the activities described in the Regional Coordination Guide (RCG) is voluntary.

The Regional Coordination Guide (RCG) may be adopted as a part of local EOPs by the political subdivisions in the MARC region, or the RCG may be referenced in EOPs as an augmentation to local capabilities. Several options for incorporating the RCG into local EOPs are provided below.

### Options

- Since the RCG is intended to augment local capabilities, it may be accepted by the jurisdictions in the region as an appendix, attachment or addendum (depending on plan organization) to their local EOP.
- If jurisdictions are using the National Response Framework (NRF) organization, the RCG may be included as a Support Annex to the local EOP.
- The jurisdictions may choose to incorporate the RCG by referencing it or including appropriate sections of the RCG in their EOPs. For example, ESF #1 (Transportation) may be referenced in the Transportation Annex of the local EOP with appropriate sections of ESF #1 included as an attachment, appendix or addendum.
- Using any of the options above, if desired and appropriate, the RCG may be officially promulgated by the jurisdictions as described below.

### Promulgation

A promulgation document may be presented by the Emergency Management Director to the Chief Elected Official (CEO) in each political subdivision ([a sample is included on page 7 of the Base Guide](#)). Depending on the needs of the local Emergency Management Agency and the CEO in each jurisdiction, a brief explanation in writing or verbally may be made to CEOs to familiarize them with the concepts described in the RCG. The Foreword included in the RCG Preface section may be used for this purpose.



## Attachment H. List of Acronyms

- ACC: Acute Care Center
- ACS: Adventist Community Services
- ADAC: Animal Disaster Assistance Coalition
- AOA: Area Agencies on Aging
- ARC: American Red Cross
- ATA: Area Transportation Authority
- ATF: Bureau of Alcohol, Tobacco and Firearms
- BART: Big Animal Rescue Truck
- CA: Coordinating Agency
- CAP: Civil Air Patrol
- CAP: Community Action Programs
- CBO: Community-Based Organizations
- CBRNE: Chemical, Biological, Radiological, Nuclear or Explosive
- CCHCP: Cross Cultural Health Care Program
- CCTA: Complex Coordinated Terrorist Attack
- CDC: Centers for Disease Control
- CERT: Community Emergency Response Team
- CFR: Code of Federal Regulations
- COE: U.S. Army Corps of Engineers
- CRI: City Readiness Initiative
- CRI: Crisis Response International
- CRNE: Chemical, Radiological, Nuclear or Explosive
- CTS: Casualty Transportation System
- DART: Disaster Animal Response Teams
- DCC: Donations Coordination Center
- DCT: Donations Coordination Team
- DFO: Disaster Field Office
- DHCC: District Healthcare Coordination Center
- DHS: U.S. Department of Homeland Security
- DHSS: Missouri Department of Health and Senior Services
- DMORT: Disaster Mortuary Operations Response Teams
- DNR: Missouri Department of Natural Resources
- DOC: Departmental Operations Center
- DOE: U.S. Department of Energy
- DPMU: Disaster Portable Morgue Units
- DRC: Disaster Recovery Center
- DRT: Disaster Response Team
- DSPG: Disaster Services Program Guidance
- DSS: Department of Social Services
- EARS: Emergency Animal Rescue Service
- ECC: Emergency Coordination Center
- EERU: Emergency Equine Response Unit
- EM: Emergency Management
- EMA: Emergency Management Agency
- EMAC: Emergency Management Assistance Compact
- EMI/NETC: Emergency Management Institute National Emergency Training Center
- EMS: Emergency Medical Services



EOC: Emergency Operations Center  
EOP: Emergency Operations Plan  
EPA: Environmental Protection Agency  
EPI: Emergency Public Information  
ERT: Emergency Response Team  
ERT-A: Emergency Response Team - Advanced Element  
ERT-N: Emergency Response Team - National Element  
ESF: Emergency Support Function  
ESL: English as Second Language  
EST: Emergency Support Team  
FAA: Federal Aviation Administration  
FAC: Family Assistance Center  
FAD: Foreign Animal Disease  
FEMA: Federal Emergency Management Agency  
FFRRC: Family and Friends Reception & Reunification Center  
FRP: Federal Response Plan  
FSA: Farm Service Agency  
GIS: Geographic Information Systems  
GKC VRC: Greater Kansas City Volunteer Reception Center  
HCC: Hospital Command Center  
HEAR: Hospital Emergency Administrative Radio  
HERG: Healthcare Emergency Response Guide  
HHS: U.S. Department of Health and Human Services  
HICS: Hospital Incident Command System  
HIPAA: Health Insurance Portability and Accountability Act  
HQ: Headquarters  
HSUS: Humane Society of the United States  
IAP: Incident Action Plan  
IC: Interface Chief  
ICP: Incident Command Post  
ICS: Incident Command System  
IC/UC: Incident Command/Unified Command  
IM: Information Management Chief  
IMT: Information Management Team  
IRC: Information Resource Center  
IRS: Internal Revenue Service  
IT: Interface Team  
JCAHO: Joint Commission on the Accreditation of Healthcare Organizations  
JCCC: Johnson County Community College  
JFO: Joint Field Office  
JIC: Joint Information Center  
JIS: Joint Information System  
JMA: Jane Mobley Associates  
JVS: Jewish Vocation Services  
KCC: Kansas Corporation Commission  
KCMRS: Kansas City Metropolitan Medical Response System  
KCTG: Kansas City Transportation Group  
KC-COAD: KC-Metro Community Organizations Active in Disaster  
KDEM: Kansas Division of Emergency Management  
KDHE: Kansas Department of Health and Environment  
KDOT: Kansas Department of Transportation



KFDA: Kansas Funeral Directors and Embalmers Association  
KHA: Kansas Hospital Association  
KMAP: Kansas Mutual Aid Program Agreement  
KRP: Kansas Response Plan  
KSA: Kansas Statutes Annotated  
HSJSOC: Human Services Joint Support Operations Center  
KWO: Kansas Water Organization  
KWP: Kansas Water Patrol  
LC: Liaison Chief  
LEP: Limited English Proficient  
LEPC: Local Emergency Planning Committee  
LPHA: Local Public Health Agency  
MAAC: Mid-America Assistance Coalition  
MACC: Multiagency Coordination Center  
MACS: Multiagency Coordination System  
MAC Group: Multiagency Coordination (MAC) Group  
MARC: Mid-America Regional Council  
MARCER: MARC Emergency Rescue Committee  
MAST: Metropolitan Ambulance Service Trust  
MC: Mobilization Center  
MCC: Medical Command and Control  
MCI: Mass Casualty Incident  
MDOT: Missouri Department of Transportation  
MEIS: Metropolitan Emergency Information System  
MEMC: Metropolitan Emergency Manager's Committee  
MEMS: Modular Emergency Medical System  
MERS: Metropolitan Emergency Radio System  
MFDA: Missouri Funeral Directors Association  
MHA: Missouri Hospital Association  
MMRS: Metropolitan Medical Response System  
MOU: Memoranda of Understanding  
MRC: Medical Reserve Corps  
MRCKC: Medical Reserve Corps of Kansas City  
MRE: Meals Ready to Eat  
MUMDRT: Missouri United Methodist Disaster Response Team  
MWP: Missouri Water Patrol  
NCEM: National Coordinating Council on Emergency Management  
NDMS: National Disaster Medical System  
NEHC: Neighborhood Emergency Help or Health Center  
NEMA: National Emergency Management Association  
NEMIS: National Emergency Management Information System  
NG: National Guard  
NGO: Non-Governmental Organization  
NIC: NIMS Integration Center  
NIMS: National Incident Management System  
NOAA: National Oceanic and Atmospheric Administration  
NPG: National Preparedness Guidelines  
NPSC: National Processing Service Center  
NRF: National Response Framework  
NRP: National Response Plan  
NSS: National Shelter System



NTSB: National Transportation Safety Board  
NVOAD: National Voluntary Organizations Active in Disaster  
NWS: National Weather Service  
OC: Operations Chief  
OFDA: Office of Foreign Disaster Assistance  
PAO: Public Affairs Officer  
PC: Personal Computer  
PDA: Preliminary Damage Assessment  
PHER: Public Health Emergency Response  
PHI: Protected Health Information  
PIO: Public Information Officer  
PNP: Private-Not-for-Profit  
POA: Point of Arrival  
PSC: Missouri Public Service Commission  
PVO: Private Voluntary Organizations  
RAPIO: Regional Association of Public Information Officers  
RCC: Resource Coordination Center  
RCC: Resource Coordination Committee  
RCG: Regional Coordination Guide  
RCS: Regional Coordination System  
RD: Regional Director  
RHCS: Regional Healthcare Coordination System  
RHSCC: Regional Homeland Security Coordinating Committee  
ROC: Regional Operations Center  
ROST: Regional Operations Support Team  
RRT: Regional Response Team  
RSA: Resource Staging Area  
RSC: Recovery Service Center  
RSMO: Missouri Revised Statutes  
SART: State Animal Rescue Team  
SBA: Small Business Administration  
SEOC: State Emergency Operating Center  
SEOP: Missouri State Emergency Operations Plan  
SERT: State Emergency Response Team  
SHMO: State Hazard Mitigation Officer  
SITREP: Situation Report  
SNS: Strategic National Stockpile  
SOG: Standard Operating Guide  
SOP: Standing Operating Procedure  
SpNS: Special Needs Shelter  
SUV: Spontaneous Unaffiliated Volunteer  
TCL: Target Capabilities List  
TDD: Telecommunications Display Devices  
TIC: Tactical Interoperable Communications  
TL: Team Leader  
TRS: Telecommunications Relay Services  
TSA: The Salvation Army  
TTS: Text-To-Speech  
TTY: Teletypewriters  
UMLT: Unified Mortuary Leadership Team  
USDA: United States Department of Agriculture



USDOT: United States Department of Transportation  
UWGKC: United Way of Greater Kansas City  
VCT: Volunteer Coordination Team  
VITA: Volunteers in Technical Assistance  
VMAT: Veterinary Medical Assistance Teams  
VOAD: Voluntary Organizations Active in Disaster  
VOCA: Victims of Crime Act  
VOLAG: Voluntary Agency  
VRC: Volunteer Reception Center