



Kansas City Metropolitan Area

# BASE GUIDE

REGIONAL COORDINATION  
GUIDE | 2022

This document was prepared  
in collaboration with the  
Metropolitan Emergency  
Managers Committee (MEMC)  
of the Mid-America Regional  
Council (MARC).



# Kansas City Metropolitan Area Regional Coordination Guide (RCG) BASE GUIDE

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## Contributors

This document was revised under the direction of the Metropolitan Emergency Managers Committee (MEMC) Plans Subcommittee with information and support from planning taskforces, working groups, and other stakeholders across multiple disciplines, public, volunteer, and private.

### 2022 MEMC Plans Subcommittee

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- **Missouri State Emergency Management Agency (SEMA)**
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## 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 02, 05, 07, 13, 15, SIA 2 – Terrorism, and Regional Resource Annex
3	May 2022	MEMC Plans Subcommittee	Update to RCG Base Guide, ESF 05 and 7 (incorporated into Base Guide and deleted as separate annexes).

## 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) website ([www.marc.org](http://www.marc.org)).

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## Letter of Promulgation

To all agencies and readers,

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 intended to complement and support your jurisdiction's Emergency Operations Plan (EOP) for incidents that exceed the capabilities of a single jurisdiction or when multiple jurisdictions are affected. 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.

Sincerely,



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Leavenworth Emergency Management Director  
MEMC Plans Subcommittee Co-Chair



Pete Sturner  
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# Introduction: RCG Base Guide

The Kansas City Metropolitan Area (the Region) Regional Coordination Guide (RCG) Base Guide is the foundational document for the RCG.

Familiarize yourself with the RCG Base Guide during disaster planning and preparation.



- It is intended for all entities that may need to communicate and coordinate in the event of an emergency incident that affects the Region.
- The RCG, including the Base Guide, is not an operational document.
- Most entities should read the RCG Base Guide before a disaster to assist with planning and preparation. During a disaster, it may be used as a reference. See “RCG Overview,” below for more information about the RCG, how it is structured, and how to use it.

The purpose of the RCG Base Guide is to provide:

- An introduction to the full RCG and how to use it
- The organizational structure for regional coordination and key regional coordination concepts and procedures
- The local units of government and jurisdictional boundaries in the Region
- Existing emergency plans, procedures, and preparedness activities in the Region
- An overview of the regional hazard analysis, capability assessment, and regional equipment and personnel
- 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
  - This includes the actions taken by Emergency Management Agencies (EMAs) in the Region to coordinate local emergency activities and activate local EOCs
- Testing and maintenance of the protocols described in the RCG
- Regional issues to assist EMAs with accomplishing regional coordination activities during local EOC operations.
- Guidance for information exchange among local EMAs and EOCs during emergency incidents, including the types of information and how it will be shared.
- A mechanism for facilitating regional support and coordination to locally impacted EMAs when the needs of the incident/event overwhelm and/or exceed existing local capabilities.



# RCG Overview

This section provides a summary of the RCG purpose, audience, structure, and use. Use this section if you are getting started with the RCG.

## What is the Purpose of the RCG?

The purpose of RCG is to:

- Ensure coordination among jurisdictions in the Region during emergency incidents with actual or potential impacts that cross jurisdictional boundaries.
- Provide an all-hazard, capabilities-based guide to assist entities in the Region with regional coordination activities.
- Establish a framework for these regional coordination activities among participating entities.
- Assist participating entities with augmenting their emergency resources and maximizing their emergency capabilities.
- Improve the surveillance, early detection and mitigation of hazards and threats.



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**Regional Coordination Activities or Protocols** are a series of formal actions for communicating and cooperating during an incident that requires regional coordination. Involved jurisdictions can use these to facilitate the exchange of pertinent information, release consistent public information messages, and share resources and personnel.

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The RCG is:

- Intended to complement and support local efforts to prepare for, respond to, recover from, and mitigate hazards.
- Available for Regional entities to use when there is a need for common messages and information and resource sharing.
- A voluntary and flexible agreement between participating entities. The extent to which the RCG is used should be determined by the event and the needs of the involved jurisdictions, agencies, and organizations.

The RCG is NOT:

- An operational document. Operational emergency activities are coordinated at the local level.<sup>1</sup>

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<sup>1</sup> Specifically, 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.





## What is the Scope of the RCG?

The RCG is both flexible and scalable. Its scope includes:

- All phases of emergency management (mitigation, preparedness, response, and recovery), emphasizing the regional coordination activities necessary to ensure effective emergency response and recovery efforts.
- Any type or size of incident.
- Incidents, which require a response to protect life and property (e.g., natural and manmade hazards) and planned events, which are scheduled nonemergency activities that can sometimes turn into incidents (e.g., MLB All-Star Game).<sup>2</sup>
- All jurisdictions in the Mid-America Regional Council (MARC) Region. See “Who Should Use the RCG?” below.
  - Jurisdictions may reference the RCG in their local plans and protocols and, if appropriate, accept it as a part of their local Emergency Operations Plans (EOPs) as described in Attachment A, “RCG Acceptance Guidelines.”



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RCG participation is voluntary. No participating entity has control or authority over another participating entity, except where stated elsewhere in federal, state, or local laws.

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## How Does the RCG Work with Other Plans?

The RCG is designed to support, enhance, and/or interface with:

- Local EOPs. The RCG supports the emergency functions in these by addressing the actions necessary for effective regional coordination. See “How is the RCG Structured?” and “Situation Overview: Local Emergency Operations Plans,” below.
- Emergency plans, procedures, protocols, and guidelines developed by other regional entities. Attachment B includes a regional emergency plans index describing these and many of the other plans relevant to the RCG.

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. Out-of-region events are largely handled through the Emergency Management Assistance Compact (EMAC) via states.

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<sup>2</sup> Because planned nonemergency events can sometimes turn into incidents, and because regional coordination may be needed in both instances, these terms are not necessarily mutually exclusive and may be used interchangeably in the RCG.



## Who Should Use the RCG?

The RCG is for use by all entities in the nine-county, bi-state region represented by the Mid-America Regional Council (see Figure 1 and Attachment C). This includes:

- All jurisdictions in the Region, including the many regional agencies and personnel engaged in emergency management and support roles in these jurisdictions.
- Non-governmental organizations (NGOs), such as private and volunteer agencies and organizations.
- For more information:
  - In this document, see "Situation Overview."

## How is the RCG Structured?

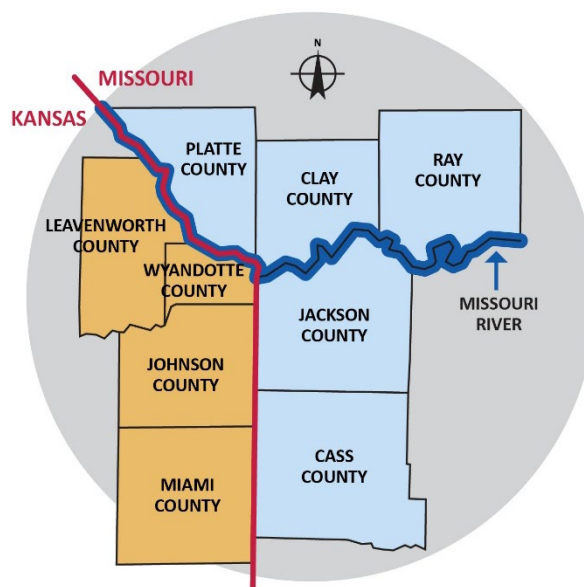
The RCG consists of several documents including:

- A Base Guide, which provides the overall organizational structure for regional coordination and key regional coordination concepts and procedures
- The Regional Resource Annex
- Thirteen supplemental Emergency Support Function (ESF)<sup>3</sup> annexes, which address the regional issues associated with specific emergency functions (see Figure 2)
- Two Special Incident Annexes (SIAs)

The RCG has a flexible framework that allows for the addition of Support Annexes, Incident Annexes, and Partner Guides. This also allows it to be easily integrated with national guidance, such as the National Response Framework<sup>4</sup> and National Preparedness Goal<sup>5</sup>.

The RCG Base Guide and ESF annexes align with the organization of local EOPs, whether using traditional functional annexes or standard ESF annexes. Attachment D provides a comparison matrix of this alignment.

**Figure 1.** The Kansas City Metropolitan Area is the nine-county bi-state region represented by MARC.

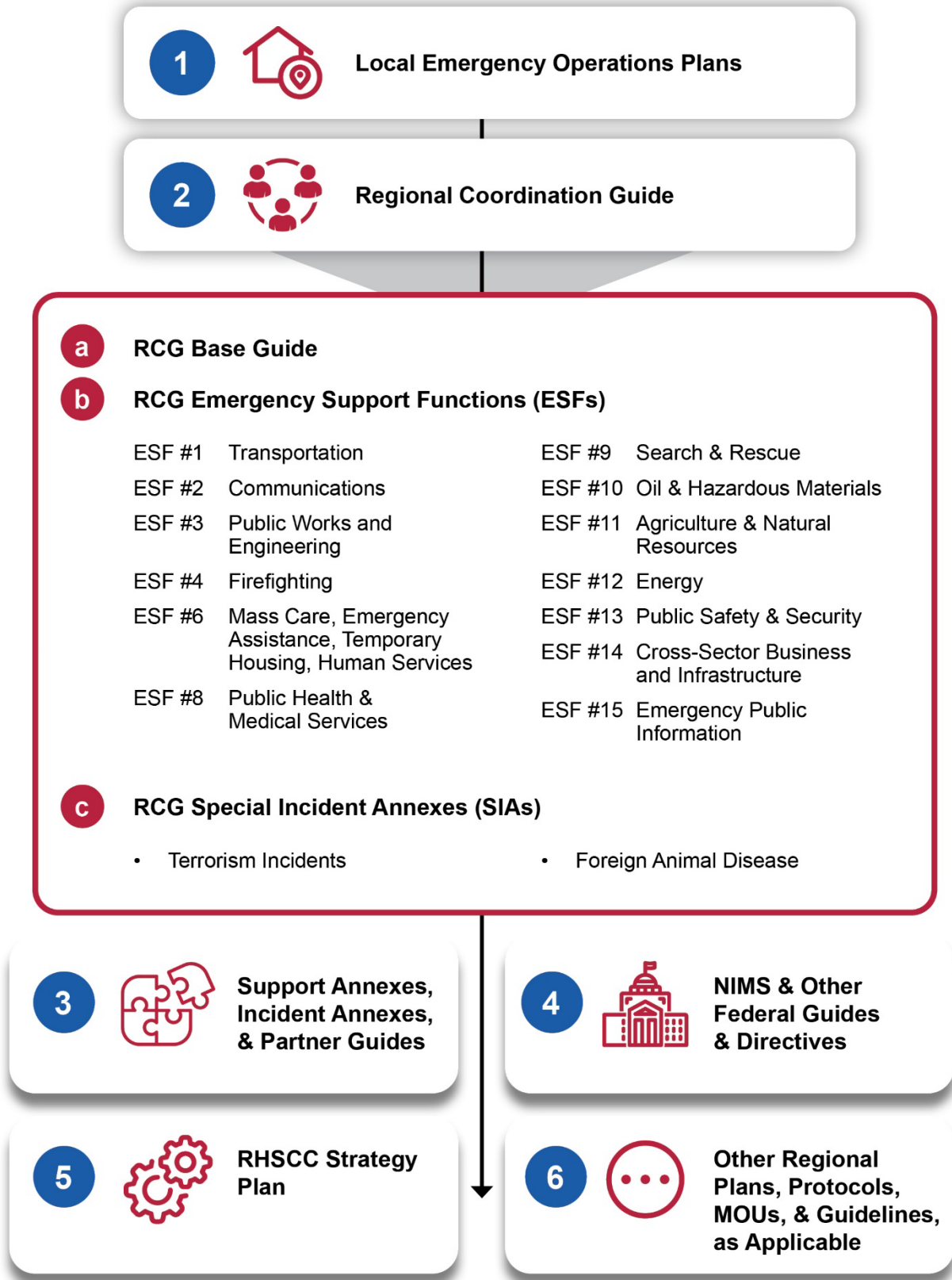


<sup>3</sup> COMPLIANCE NOTE: Comprehensive Preparedness Guide (CPG) 101, version 2, November 2010 indicates the following for all "support annexes" and documents: "for consistency, the recommended structure for all annexes is the same as that of the basic plan." (page 3-15 of CPG-101 vs. 2). In order to eliminate unnecessary redundancy, the ESFs include only those sections that have direct application and relevance to each respective support function. Sections that are not included in each of the ESFs (e.g. Introductory Materials; Admin, Finance, and Logistics; and Plan Development and Maintenance) are addressed in the Base Guide section of the Regional Coordination Guide.

<sup>4</sup> <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>

<sup>5</sup> <https://www.fema.gov/emergency-managers/national-preparedness/goal>

**Figure 2. RCG Organization.** This figure shows how the RCG is structured, and how it relates to



## How to Use the RCG

How and which parts of the RCG you use depends on:

- Your role(s) and responsibilities during an event.
  - Emergency managers and those in similar positions will use the RCG Base Guide, all ESFs, both SIAs, and the Regional Resource Annex.
  - Others will use the RCG Base Guide and the ESF(s) that relate to their duties during a regional incident. See Figure 2, above, to determine the ESF that you will use.
- Whether you are using the RCG before or during an incident. See Figure 3, below.

**Figure 3.** Using the RCG before and during an incident.



### **BEFORE AN INCIDENT**

Take time to familiarize yourself with the following materials:

- Your local (or organizational) emergency response plans and procedures,
- The RCG Base Guide,
- The RCG ESF that corresponds with your role(s) and responsibilities (see Figure 2).
- Any Regional Support Annexes and/or Plans that correspond with your role(s) and responsibilities, and the Regional Resource Annex.



### **DURING AN INCIDENT**

- Activate or follow your local emergency operations plan (EOP)
- Review the appropriate RGB ESF, Regional Annex, or Plan relevant to your role in the incident.
- Use the RCG Base Guide only as a reference if general questions about regional coordination arise.

# Situation & Assumptions

## In This Section

- The Situation Overview provides an introduction to the Kansas City Metropolitan Region, including Region Size and Population; Regional Preparedness Entities; Hazard Analysis Summary; Capability Assessment; Regional Equipment and Personnel; and Mitigation Plans.
- Planning Assumptions provide context for understanding the information provided in the RCG.

## Situation Overview

The Situation Overview provides an overall understanding of the Kansas City Region, including factors, concepts, and entities that describe the Region and that are involved in or may impact regional response, and serves as a general introduction. Many these have functional roles described in detail elsewhere in the RCG and are cited accordingly. Use this section as an introduction to the Region.

## Region Size & Population

The Kansas City Region has a population of nearly two million and encompasses nearly 4,500 square miles. Table 1 shows size and population data and Table 2 shows demographic information for the Region's nine counties and the City of Kansas City.

**Table 1.** Kansas City Region and Population

State	City/County	Total Area (sq. mi)	Land Area (sq. mi)	Population	Density
Kansas	Johnson County	480.15	476.78	613,219	1,286.17
	Leavenworth County	468.33	463.27	82,184	177.40
	Miami County	590.15	576.72	34,593	59.98
	Wyandotte County	155.69	151.39	167,046	1,103.42
Subtotal		1,694.32	1,668.16	877,911	
Missouri	Kansas City	319.03	314.95	491,918	1561.89
	Cass County	702.67	698.99	109,638	156.85
	Clay County	408.86	396.35	255,518	644.68
	Jackson County	616.41	604.84	716,862	1185.21
	Platte County	427.22	420.33	108,569	258.29
	Ray County	573.57	569.47	23,008	40.40
Subtotal		2,728.73	2,689.98	1,177,494	

Population source: U.S. Census County Population Totals 2021 (estimate)



**Table 2.** Kansas City Region Demographics

State	City/County	Sex		Median Age	Race/Ethnicity				
		Male	Female		White	Black/ African American	American Indian/ Alaska Native	Asian	Hispanic/ Latino
Kansas	Johnson County	49.1% 293,325	50.9% 304,249	37.8	84.7% 505,946	4.7% 28,193	0.3% 1,612	5.2% 31,326	7.8% 46,561
	Leavenworth County	53.4% 43,544	46.6% 37,955	37.9	81.5% 66,456	8.7% 7,104	0.7% 600	1.5% 1,199	7.1% 5,806
	Miami County	50.3% 16,958	49.7% 16,782	42.9	94.1% 31,763	1.1% 372	1.0% 353	0.6% 188	3.3% 1,118
	Wyandotte County	49.7% 82,248	50.3% 83,199	33.9	55.8% 92,238	21.5% 35,582	0.5% 820	4.9% 8,072	29.2% 48,333
Missouri	Kansas City	50.1% 76,736	49.9% 76,278	33.5	53.9% 82,441	22.4% 34,329	0.5% 747	5.2% 7,994	30.7% 47,028
	Cass County	48.7% 51,011	51.3% 53,676	39.9	90.2% 94,400	4.2% 4,377	0.5% 482	0.6% 626	4.6% 4,800
	Clay County	49.1% 120,951	50.9% 125,529	37.2	84.1% 207,254	6.2% 15,172	0.4% 1,028	2.3% 5,548	7.0% 17,175
	Jackson County	48.3% 338,610	51.7% 362,123	36.8	66.2% 463,747	23.2% 162,903	0.3% 2,174	1.8% 12,938	9.2% 64,160
	Platte County	49.3% 50,755	50.7% 52,093	38.3	84.0% 86,355	6.7% 6,853	0.3% 298	2.9% 2,956	6.3% 6,466
	Ray County	49.4% 11,322	50.6% 11,578	42.4	94.9% 21,721	1.1% 256	0.4% 85	0.2% 42	2.6% 588

Source: U.S. Census American Community Survey, 5-year Estimates 2020

## Regional Preparedness Entities

The Kansas City Region has many long-standing regional emergency preparedness organizations in the Region. The list below includes the principal entities involved in regional preparedness, along with their roles and responsibilities.

- **The Regional Homeland Security Coordinating Committee (RHSCC)**<sup>6</sup> oversees homeland security issues and federal homeland security grants in the Region. RHSCC subcommittees, which address the specific goals and objectives outlined in the RHSCC Strategy Plan, include:
  - Mid-America Local Emergency Planning Committee (LEPC)
  - Mid-America Emergency Rescue Committee (MARCER)
  - The MARC Health Care Coalition (MARC HCC) that focuses on health and medical preparedness and response activities and serves as the ESF “arm” of the RHSCC/MACC when appropriate.
  - Metropolitan Emergency Managers Committee (MEMC)
- The Mid-America Regional Council (MARC)<sup>7</sup> provides daily support and technical assistance for ongoing emergency preparedness activities in the Region on behalf of the RHSCC and its subcommittees and facilitates regional planning, training and exercise activities, and information sharing between the Region’s jurisdictions.
- The Mid-America Regional Council Public Safety Communications Board (MARC PSCB)<sup>8</sup> is responsible for executive level policy guidance and oversight for the regional 911 and interoperable communications systems.
- The Kansas City Regional Community Organizations Active in Disaster (KC-COAD)<sup>9</sup> is a body of voluntary agencies and faith-based groups and people that seek to provide communication, cooperation, coordination, and collaboration during disasters.
- The Kansas City Mortuary Operational Response Group (KCRMORG)<sup>10</sup> provides personnel and resources to facilitate an organized and effective response to mass fatality events.

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<sup>6</sup> More information about the RHSCC and its subcommittees is available 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))

<sup>7</sup> <https://www.marc.org/>

<sup>8</sup> <https://www.marc.org/Emergency-Services-9-1-1/Regional-911-System/Committees/Public-Safety-Communications-Board>

<sup>9</sup> <https://kcregionalcoad.org/>

<sup>10</sup> <https://www.marc.org/Emergency-Services-9-1-1/KCRMORG/General-Information/Overview>

## Local Emergency Management Agencies (EMAs)

- Counties in Kansas and counties and cities in Missouri maintain resolutions or ordinances that:
  - Establish and describe local EMAs and emergency authorities
  - Describe the responsibility for implementing local EOPs, activating local EOCs and, when needed, issuing a local state of emergency.
- Kansas and Missouri state emergency statutes governing local EMAs include:
  - **Kansas:** Kansas Statutes Annotated (KSA) 48-904 through 48-936, as amended, provide the chair of the Board of County Commissioners with the authority to declare a local State of Emergency and implement the county EOP.
  - Many Kansas municipalities also maintain city EOPs and work closely with their respective county EMAs to coordinate information, share resources, and ensure local emergency declarations are made in a timely manner.
  - Missouri: Missouri Revised Statutes (RSMO), as amended, Chapter 44, provides the chief elected official in each county, municipality, and fire protection district) with the authority to declare a local state of emergency. This statute requires that each political subdivision in the state have an emergency management organization and a local EOP.
- For more information
  - In this document, see “Key Concepts & Organizations” for more about the role of local EMAs in the Regional Coordination System (RCG) and “Organization & Assignment of Responsibilities” for more about local EMA information, planning, and logistics tasks.
  - See the RCG’s Regional Resource Annex for contact information for EMAs and EOCs in the Region.<sup>11</sup>



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Local EOCs serve as the central location for interagency coordination and executive decision-making in each jurisdiction.

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## Local Emergency Operations Centers (EOCs)

- Local EOCs managed by the EMAs in the Region:
  - Serve as the central locations for interagency coordination and executive decision-making in each jurisdiction
  - Accomplish policy and coordination functions
  - Support tactical and operational decisions made in the field within the Incident Command (ICS)/National Incident Management System (NIMS) structure
- In the case of a multi-jurisdictional event a Multiagency Coordination Center (MACC), a physical location or structure where the Multiagency Coordination (MAC) Group operates, may be

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<sup>11</sup> Contact information will be updated by the responsible EMAs as needed, maintained by the MEMC, and included as appropriate in the WebEOC regional boards.

established to support Local EOCs. For more information on the MAC Group, see “Key Concepts & Organizations” in this document.

- Local EOCs accomplish the following actions appropriate to an incident, including but not limited to:
  - Monitor, collect, record, analyze, display and distribute information
  - Support activities at the scene and in the field
  - Coordinate public information and warning
  - Prioritize and coordinate disaster-related activities
  - Conduct liaison and coordination activities with external entities
  - Notify and provide ongoing information to elected officials
  - Coordinate long-term recovery operations
  - Prepare action and policy plans
- When an incident exceeds or threatens to exceed local resources, local EOCs are responsible for initiating and maintaining contact with their regional, state, and federal partners
- Local EOCs will be equipped to communicate with the field, as well as with volunteer, state, federal and private sector organizations by landline telephone, the Internet, radio, facsimile, and cellular telephone.
- Local jurisdictions in the Region use WebEOC, a common web-based EOC information management tool, to:
  - Collect, organize, and distribute information
  - Assist with decision-making in their EOCs
  - Facilitate regional information sharing and coordinate between the involved EOCs.
- **For more information:**
  - In this document:
    - See “Key Concepts and Organizations” for detail about WebEOC
    - Attachment E “ICS Response and Support System Relationships” for an explanation of the ICS, including the role of local EOCs in emergency management.
  - See ESF #2 – Communications.



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Local EOPs describe the organization and procedures used for coordinating local disaster response and recovery activities.

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## Other Operational Centers

- Other operational centers may be activated by agencies and organizations involved in the event. These may include:
  - Departmental operations centers (DOCs) operated by local public health departments
  - Hospital command centers (HCCs) activated by hospitals
  - Operational centers established by affected private sector entities
  - A human services joint support operations center (HSJSOC) may be established to support family assistance centers in mass casualty / mass fatality events such as an act of terrorism or Complex Coordinated Terrorist Attack (CCTA).
- These entities use WebEOC to establish linkages and share information with local EOCs in the Region.

- Both Kansas and Missouri maintain State Emergency Operations Centers (SEOCs). Local EOCs maintain contact with their respective SEOCs, as well as other established operational centers appropriate to the event.
- Other state and federal operational centers specific to a particular ESF will be addressed in the appropriate ESF.
- For more information:
  - In this document, see “Key Concepts & Organizations” for information about alternate EOCs and Central Coordination Facilities and about WebEOC.
  - See SIA 2: Terrorism Incidents for more information about establishing an HSJSOC during a CCTA.



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Emergency operational centers work closely with local EOCs to ensure information sharing, resource support, and the timely request of state and federal assistance.

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## Local Emergency Operations Plans (EOPs)

Local EOPs maintained by the individual jurisdictions in the Region are supported and enhanced by the RCG.

- The RCG builds on the emergency functions in local EOPs by addressing the actions necessary for effective regional coordination.
- Local EOPs may address the following:
  - Emergency decision making and the local declaration process
  - Local EOC activation, configuration, management and staffing
  - Notification and updating of staff and elected officials
  - On-scene command structure and its interface with the EOC
  - Requesting state and federal assistance
  - Overall coordination of mutual aid and resource tracking
  - Information collection, analysis, and dissemination
  - Issuing situation reports, bulletins, and advisories
  - Technology available in the EOC, such as WebEOC, GIS mapping, notification systems, etc.
  - Other emergency coordination functions performed in support of the event
- EMAs in the Region will work with MARC to share their local EOPs, as appropriate.
- **For more information:**
  - In this document, see Attachment D for a comparison of RGB ESF annexes and local EOPs.



## Regional Threat Hazard Analysis Summary

The Kansas City Region is prone to many threats and hazards with the potential to create an incident requiring some degree of regional coordination. Understanding the types of threats and hazards is important as regional coordination priorities, strategies, and actions may vary based on the type of hazard.





- Table 3 lists the range of threats and hazards that will stretch the regions capabilities the most as identified in the regions Threat Hazard Identification and Risk Assessment Process.

Threat/Hazard	
<b>Tornado(s)</b>	
<b>Winter Storm / Ice Storm</b>	
<b>Hazmat / Chemical Release</b>	
<b>Cyberattack</b>	
<b>Pandemic / Human Disease</b>	
<b>Biological Attack</b>	
<b>Earthquake</b>	
<b>Complex Coordinated Terrorist Attack (CCTA)</b>	
<b>Explosive Device</b>	
<b>Flood</b>	

## Capability Assessments

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 Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review (THIRA/SRA).

See Attachment F for more about the THIRA, including capability assessments for planning, operational coordination, operational communications, situational assessment, public information and warning, intelligence and information sharing, mass care services, critical transportation, infrastructure systems, supply chain integrity & security, and logistics & supply chain management. Contact MARC to access the THIRA.

## Local Resources & Mutual Aid

Both the States of Kansas and Missouri encourage local jurisdictions to render assistance to each other in times of disaster according to provisions of mutual aid arrangement or agreements.

- For more information:
- In this document, see "Mutual Aid" in the "Logistics, Administration & Finance" section, below.
  - See Missouri Chapter 44 Civil Defense Section 44.090.
  - See Kansas Statutes and Authorities (KSA) 48-950.

## Regional Equipment & Personnel

With the goal of increasing the Region's overall preparedness, MARC seeks and uses federal and state grant funding to invest in specialized emergency equipment and training for personnel on behalf of the RHSCC and in accordance with the RHSCC Strategy Plan.<sup>12</sup>

### Resources

MARC invests in regional resources using funding from federal and state grants.

- Resources include specialized equipment for responding to a variety of hazards, such as mass casualty incident (MCI) equipment and trailers, hazardous materials (HazMat) equipment and trailers, communications equipment, command vehicles, etc.
  - MARC strategically deploys these resources to local agencies (such as fire departments, law enforcement agencies, hospitals, etc.) in the Region.
  - The receiving agency accepts responsibility for tracking the resource, training personnel, maintaining it, and having it deployable within the Region for a designated time.

### Personnel Training

In addition to resource investments, MARC uses regional funds to provide specialized training for emergency services personnel.

- **For more information:** In this document, see "Regional Coordination Levels" for how MARC can assist during a low, medium, or high-level regional incident and "Organization and Assignment of Responsibilities" for more about MARC's duties.

## Mitigation Plans

The following is a list of the regional plans that provide guidance for reducing risks from disaster incidents.

- Regional Hazard Mitigation Plan for Cass, Clay, Jackson, Platte, and Ray Counties and their incorporated cities in Missouri (updated 2020)
- Kansas Homeland Security Region L Hazard Mitigation Plan for Johnson County, Leavenworth County, and Wyandotte County (updated 2019)
- Kansas Homeland Security Region J Hazard Mitigation Plan, for Anderson County, Coffey County, Franklin County, Linn County, Miami County, Osage County, and Shawnee County, Kansas (updated 2019)

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<sup>12</sup> The RHSCC Strategy Plan, serves as the guide for the continued funding of regional emergency response equipment, personnel training and other preparedness initiatives, is available 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)

# Planning Assumptions

The following regional coordination principles provide the basis for the activities in the RCG. Use this section to understand the context for the activities described in later sections of the RCG Base Guide. ESFs will have additional planning assumptions specific to their functions.

## Regional Coordination Principles

- Jurisdictions in the Region should establish and maintain a unified and coordinated operational structure and process that:
  - Appropriately integrates all critical stakeholders (public, private, and NGO)
  - Supports the execution of core capabilities by using the Incident Command System, National Incident Management System (NIMS), and the RCG.
- A key regional objective is having the capability to mobilize critical resources and establish command, control, and coordination structures within the affected jurisdiction to support its response and recovery.
- Local jurisdictions 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 with impacts that cross jurisdictional boundaries may require regional coordination to maximize available resources, accomplish common goals, and manage the event more efficiently and effectively.
- Effective regional coordination protocols help local governments accomplish their primary emergency response mission of saving lives, preventing injuries and property damage, and minimizing community disruption.
- As the metropolitan planning organization for the Region, MARC may work on behalf of local jurisdictions to accomplish goals and objectives established by local governments.
- The RCG supports NIMS and National Preparedness Goal (NPG), which encourage jurisdictions to strengthen collaboration and enhance regional capabilities.
- The regional coordination protocols described in the RCG are endorsed by the Regional Homeland Security Coordinating Committee (RHSCC), which provides oversight and policy guidance for homeland security issues and funding in the Region.

## Information & Planning Assumptions

- Local EMAs will maintain the capability to activate, staff and manage an EOC appropriate for their community
- Local EOCs will maintain the capability to exchange information with the other EMAs and EOCs in the metro area.
- Local EOCs will maintain contact with their respective State EOCs and request state and federal assistance when appropriate.
- Local EOCs will actively work to ensure appropriate regional coordination actions occur in support of the event.

- Technology such as the Internet and telephones will be available to support regional coordination activities.
- State EOCs, federal operational centers, and a Multiagency Coordination Center (MACC) will be activated to support local EMA and EOC activities as required by the event.

## Logistics Assumptions

- The timely and coordinated acquisition and use of resources will have a direct impact on the ability of other emergency services agencies to perform their tasks.
- Depending on the event, there may not be sufficient supplies, equipment, personnel and other resources in the Region available to manage a major or long-term emergency situation.
- Resources may be severely limited in a major disaster and will have to be assigned on a priority basis.
- Resource management activities will be highly dependent on the incident, resource accessibility, transportation systems, and the locations of suppliers.
- The sharing of resources between jurisdictions in the Region is encouraged and the shared use of regional resources greatly increases the Region's capabilities to respond to a major event.
- Unaffected or less affected jurisdictions may deploy resources to other communities in the Region as needed but will not be asked to provide assets to another that would leave their jurisdiction lacking potentially needed resources.<sup>13</sup>
- In major incidents, state and federal resources may be available to assist the jurisdictions in the Region, but their availability may not be immediate. The jurisdictions in the Region should be prepared to manage the event without state and federal resources for 48-72 hours.

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<sup>13</sup> Some regional plans, such as the "Regional Mass Casualty Incident Plan for Metropolitan Kansas City," already include provisions where an unaffected jurisdiction may assist an impacted jurisdiction with resource and coordination support.

# Concept of Operations

## In This Section

- Key concepts & organizations, including the Regional Multiagency Coordination System (MACS) and the Multiagency Coordination (MAC) Group, key components of the RCG.
  - How and when to initiate regional coordination
  - Regional coordination levels, including descriptions of low-, medium-, and high-level incidents and their regional coordination protocols
  - Ongoing regional coordination activities
- 

## Key Concepts & Organizations

This section provides an overview of the concepts and organization that together provide the overall framework for accomplishing the regional coordination activities required by an incident.

In addition to the actions described in this section, Attachment G provides a checklist of initial actions to be considered when the event involves local EOC activations and the need for regional coordination activities.

### The Regional Multiagency Coordination System (MACS)

As noted in the RCG Overview, above, the RCG includes protocols that help jurisdictions share and coordinate information and resources during an incident that requires regional coordination.

These regional protocols comprise a MACS. The MACS:

- Describes the mechanisms for how planning and response occur on a regional level.
- Is flexible, adaptable, and scalable to any type or size of incident.
- Coordinates the many entities involved in an incident to:
- Support local EOCs and other operational and coordination centers
- Ensure the efforts of the jurisdictions impacted or potentially impacted by an incident are appropriately interconnected and complementary, not duplicative.
- Reinforce interoperability among entities, making response efforts more efficient and effective by coordinating available resources, services, and aid.
- Encourages a proactive approach to regional coordination. Proactive measures may include ensuring regional communications platforms (e.g., WebEOC, conference call capabilities) are tested and fully operational and planning for future issues potentially requiring regional coordination.

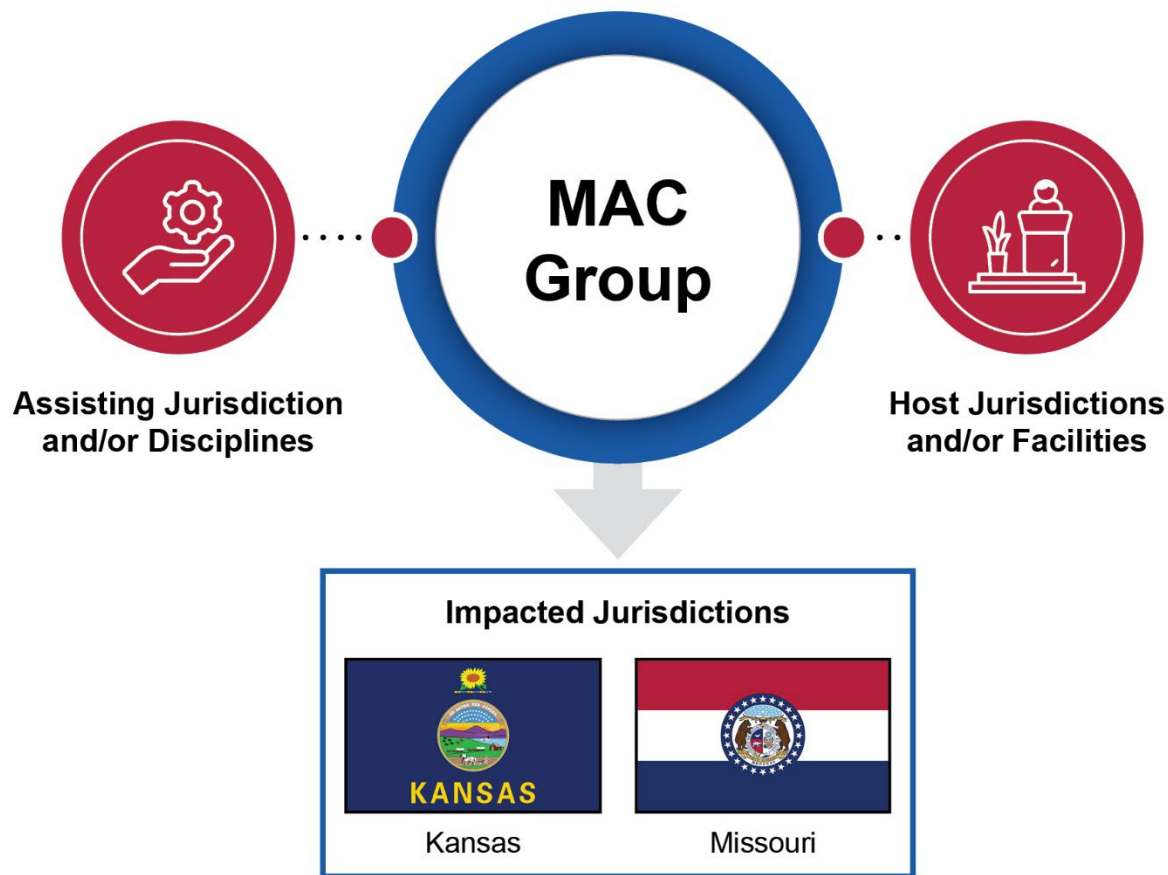
### Impacted, Assisting, and Host Jurisdictions

The MACS uses a three-deep concept of impacted, assisting, and hosting jurisdictions to guide coordination. See Figure 4.



- **Impacted Jurisdiction(s)** have been or will be adversely impacted by an incident/event. This includes all the political subdivisions within the jurisdiction(s), including special districts.
- **Assisting Jurisdiction(s)** and/or Discipline(s) provide timely emergency resources, services, and personnel to the Impacted Jurisdiction(s) and, in some cases, the Host Jurisdiction in accordance with the MACS.
- **Host Jurisdiction(s)** and/or Facility(ies) receive and shelter residents and animals from the Impacted Jurisdictions in incidents with evacuation and/or mass care operations. These provide mass care and other needs as appropriate.

**Figure 4. Regional Multiagency Coordination System (MACS) Overview.** The MACS provides a flexible, adaptable, and scalable approach to ensure all involved jurisdictions and entities coordinate effectively and efficiently.



### Multiagency Coordination (MAC) Group

The MAC Group is a foundational component of the MACS that serves as the primary coordinating body during a regional incident and will include representatives from the impacted jurisdictions. Like the MACS, the MAC Group is adaptable and scalable to any incident.

The participants, roles, and responsibilities of the MAC Group vary by incident phase:

- **Prevention, Protection, and Mitigation:** the MAC Group is not formally activated or organized during this phase, as its primary role and formal designation is response and recovery. Many of the key participants in a future MAC Group are conducting planning, training and exercises within their respective organizations during this phase.

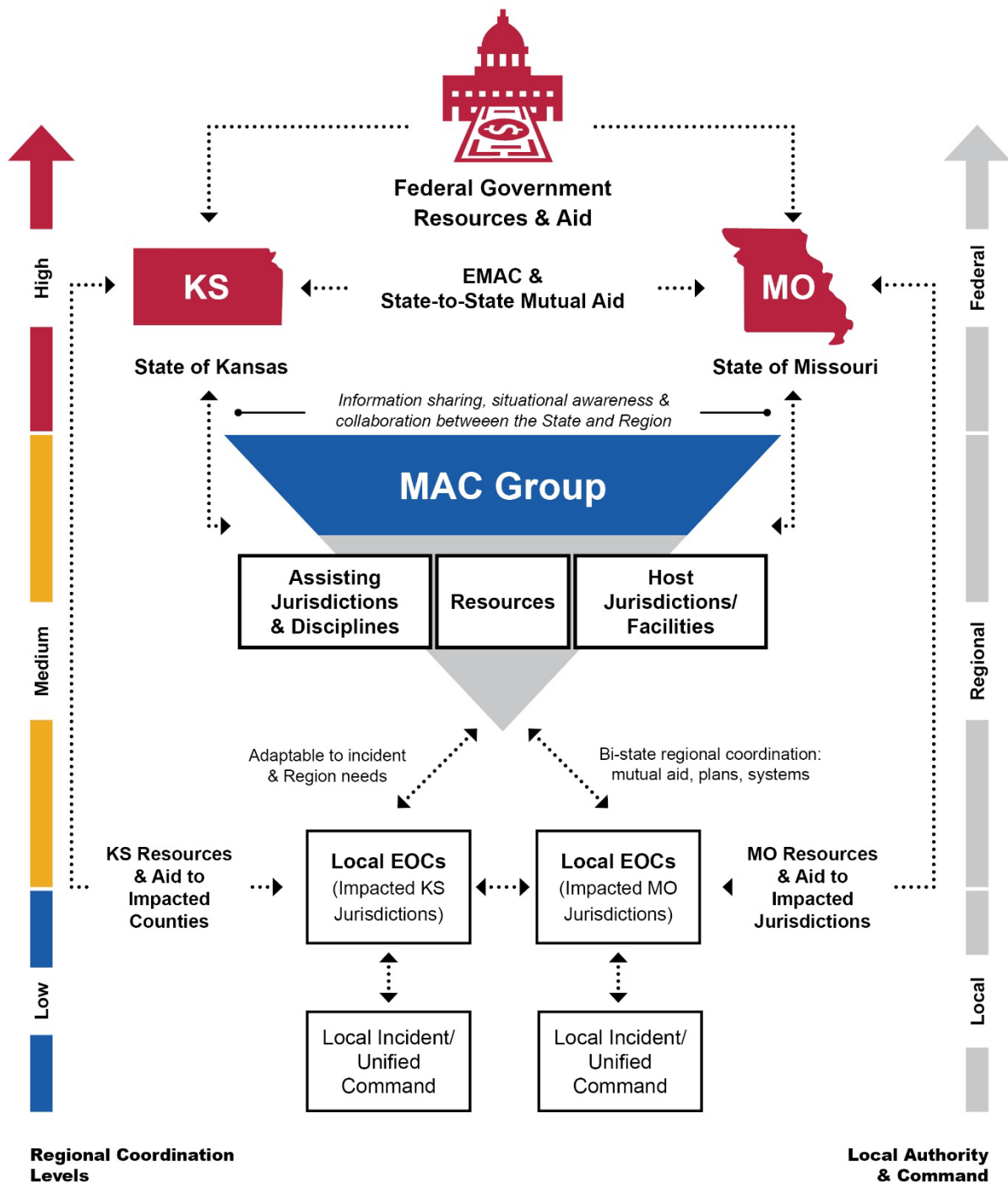
- Response: When active, the MAC Group determines what courses of action are needed and will be implemented based on the situation at the time of the incident.
- The nature of the incident and its evolving needs dictate which participants and organizations will be involved in the MAC Group throughout the response phase. The following represents a brief sample of potential participants:
  - Elected officials
  - Emergency management
  - First responders (e.g., law enforcement, fire, EMS, SAR, HAZMAT)
  - Public health
  - Hospitals/medical
  - Nongovernmental organizations
  - Transportation/traffic professionals
  - Public works/utilities
  - Animal control/management
  - Public information officers (PIOs)

Regional points of contact (shown in Attachment H) for established regional coordination processes will typically become a key component of the MAC.

- Recovery: the MAC Group is part of the flexible structure that enables affected communities and disciplines to operate in a unified and collaborative manner during recovery.
  - For a large-scale regional incident, the MAC Group plays a vital role in providing the framework and collaborative impetus to ensure a common regional vision for recovery is achieved.
  - The MAC Group should adapt its organizational structure, coordination strategy, and actions as appropriate (e.g., holding regularly scheduled meetings versus operating on a 24/7 schedule).
  - The region may determine to organize Disaster Recovery Committees (DRCs) to address the many recovery activities and issues.
  - During recovery, the MAC Group may add participants such as community planners, chambers of commerce, the business community, community organizations, academic organizations, financial institutions, federal partners, and more.

Figure 5 shows how the MAC Group provides regional coordination.

Figure 5. Regional Coordination Overview



## Local EMAs

The local EMAs and organizations (such as the Terrorism Early Warning Group Fusion Center, NGOs, etc.) in the Region, as the primary coordinating agencies during a regional incident, provide the following functions:

- Initiate and maintain regional coordination activities based on a recognized need to exchange and/or clarify information regarding the event
- Disseminate common emergency messages; provide assistance to impacted jurisdictions; participate in the coordination of multi-jurisdictional activities as appropriate;
- Under catastrophic regional conditions (i.e., Level High), participate in the facilitation and discussions pertaining to the prioritization of resources and actions within the Region.
- **For more information:**
  - In this document, see “Regional Coordination Levels” for more detail on the role of local EMAs during a low-, medium-, and high-level incident and “Organization & Assignment of Responsibilities” for additional detail on the role of local EMAs as coordinating agencies.

## **WebEOC & Technology**

During an incident that requires regional coordination, the jurisdictions should maximize use of the Region’s technology tools and virtual information sharing capabilities.

- Jurisdictions in the Region have implemented WebEOC, a common EOC crisis information management system, which allows them to share real-time information online.
- In addition, other technology such as teleconferencing, e-mails, facsimile, etc., as needed will be used to ensure coordination is accomplished by the jurisdictions involved.
- **For more information:**
  - In this document, see “Exchanging Information” for more detail about responsibilities for uploading and maintaining information in WebEOC and other technologies for relaying information.

## **Incident Support Team (IST)**

- In some cases, EMA personnel from unaffected or lesser affected jurisdictions in the Region will assist with regional coordination activities. However, when requested by the jurisdiction in need of support, the IST may also assist.
- The IST are a key component of the MACS. These specialists
  - Augment staff
  - Provide critical services in their areas of expertise
  - Provide subject-matter expertise to the impacted jurisdictions in need of assistance
- The IST will be deployed at the discretion of the jurisdictions.
- The specific responsibilities of the IST will be based on the event and the needs of the jurisdiction requesting assistance.
- To the extent possible, the deployment of IST will be made through established memorandum of understanding (MOU) protocols between the two jurisdictions.
  - Regional jurisdictions may provide support personnel to jurisdictions in need of assistance without expectation of reimbursement, especially for short deployments, during the initial onset of an incident, or when a state declaration has not been issued.
  - Time spent by all deployed personnel should be carefully tracked and recorded separately to help ensure appropriate records are available in the event reimbursement is made available.
- The ISF may work virtually (i.e., via WebEOC, conference calls, emails, etc.) or be deployed to local EOCs.

- The MAC Group may also use the IST if it needs to activate a physical location to coordinate activities. During a high-level incident specialists may assist with:
  - Facility setup and maintenance
  - Developing and maintaining a common operating picture for the Region
  - Monitoring and entering information in the WebEOC regional boards
  - Developing an overall strategy and if appropriate, an Incident Action Plan (IAP) for ongoing regional coordination activities
  - Other activities as requested by the MAC Group
- **For more information:**
  - In this document, see “Regional Coordination Levels” for detail on the role of the IST during a low-, medium-, and high-level incidents.

### **Alternate EOCs & Central Coordination Facilities**

- Jurisdictions will develop appropriate MOUs if they agree one’s EOC will serve as the alternate EOC for the other.
- If a jurisdiction’s primary and alternate EOCs are unable to function, it may use the EOCs and resources of other participating EMAs in the Region.
- In addition to pre-existing MOUs, upon request, an unaffected EOC may provide physical space and/or communications capabilities to support another jurisdiction’s EOC operations.
- Such support may also include the provision of mobile resources (e.g., communications vehicles, generators, etc.).
- If the emergency affects several regional EOCs, a central coordination facility may be established in an unaffected or less affected jurisdiction to support the affected jurisdictions.
  - This strategy may allow local jurisdictions to pool resources to accomplish critical emergency services.
  - An unaffected EOC may also be an ideal location for the MAC Group to physically meet during an incident requiring a high-level coordination (see “Regional Coordination Levels,” below).
- **For more information see the following resources:**
  - Federal Catastrophic Incident Annex<sup>14</sup>
  - The State of Missouri’s Catastrophic Incident Annex, published as part of their State EOP.<sup>15</sup>
  - The State of Kansas’ Kansas Response Plan (KRP)

### **Requesting & Deploying Resources**

**Local Resources:** The entities involved in the incident will use various methods to exchange and coordinate resource management information.

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<sup>14</sup> [https://www.fema.gov/media-library-data/20130726-1825-25045-3106/catastrophic\\_incident\\_annex\\_2008.pdf](https://www.fema.gov/media-library-data/20130726-1825-25045-3106/catastrophic_incident_annex_2008.pdf)

<sup>15</sup> Local jurisdictions may obtain a copy by contacting the Missouri State Emergency Management Agency (SEMA). Request the Missouri EOP - NMSZ OPLAN.

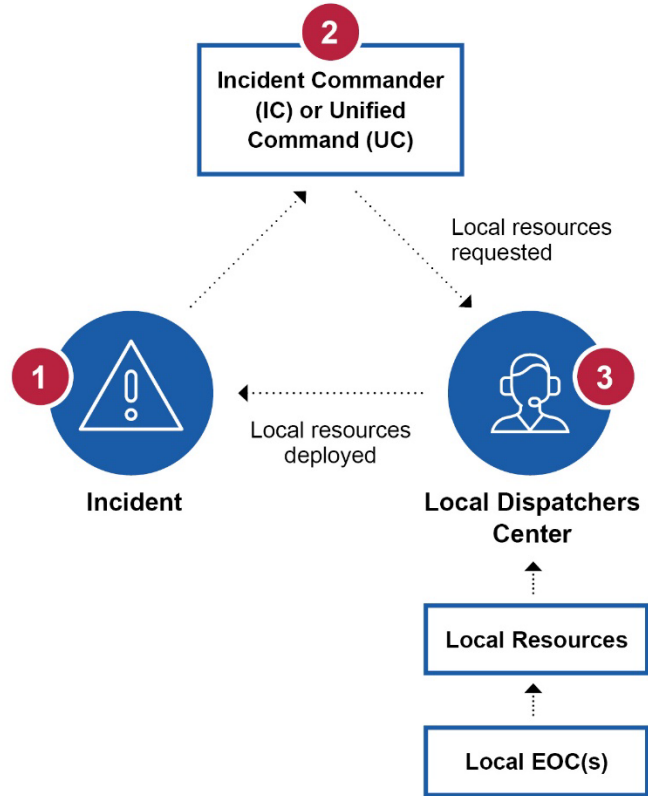


- Requests for emergency resources at the local level will typically be made by contacting their own local dispatch centers, who will identify and deploy the appropriate local resources. See Figure 6.
- **For more information:**
  - In this document, see “Exchanging Information” for more detail on information sharing protocols.

**Regional Resources:** As local resources are exhausted, impacted jurisdictions will first use established regional processes and mechanisms, as applicable and available, to request resources.

- Regional resources are often discipline-specific. An example is below in Table 4; see Attachment H for a complete list of established regional resource request processes by discipline.
- The local jurisdiction may convene the MAC Group to facilitate the identification and coordination of resource and support capabilities in the Region. See “Initiating Regional Coordination,” below.
- The regional points of contact for established regional coordination processes will typically become a key component of the MAC Group.
- For resource activities/needs that do not have an established regional process, the MAC Group will be organized according to the needs of the incident.
- The dispatch centers will maintain communications with local EOCs, who will work to coordinate the sharing and deployment of regional resources.

**Figure 6.** Deploying Local Resources



**Table 4.** Established Regional Resource Request Processes (Example: See Attachment H for the full table)

Regional Resource/Service	Regional Point of Contact (i.e., regional gatekeeper or facilitator)	Related Plans, ESFs, and/or Documents Describing Process
<b>Regional Interoperable Communications Resources</b>	Johnson County Emergency Communications Center -- Regional Communications Coordinator (COMC) (913) 826-1000  Kansas City Missouri Police Department- Technical Systems Manager-- (816) 482-8510	ESF #2 - Communications Regional TICP
<b>Firefighting</b>	Missouri: Lee Summit Fire Department (816) 969-7407  Kansas: Johnson County Emergency Communications Center (913) 826-1000	ESF #4 - Firefighting

- Specific regional resources and assets should be maintained by local dispatch centers and are included in the Regional Resource Annex.
- The information EOCs maintained in the WebEOC regional boards may also be useful in identifying resources and personnel not in use by one jurisdiction and needed by another.
- If local resource request procedures are not available or in place, the Resource Request Forms in Attachment I provide sample forms and procedures that can be adapted to the situation and jurisdictions involved.
- Local resources will be tracked by EOCs using local mechanisms and, when appropriate, WebEOC.
- The MAC Group will assist with identifying, coordinating, and, under extreme catastrophic situations (a high-level incident), facilitate the prioritization of resources. Local jurisdictions will retain control of administration, deployment, and tracking of these resources.
- When appropriate, the IST may be deployed to assist impacted jurisdictions may help identify, request, and deploy available resources, and/or identify similar needs in other jurisdictions that may be met resource pooling.
- **For more information**, see the following in this document:
  - “Regional Coordination Specialists” (under “Key Concepts & Organizations”) for more information about these specialists
  - Attachment I “Sample Mutual Aid Agreement & Resource Request Forms” and Attachment J “Legal References for Mutual Aid” for mutual aid information.
  - “Information, Collection, Analysis & Dissemination” and Attachment K “Web EOC Examples” for more information about WebEOC

**State and Federal Resources:** If regional resources are inadequate for the incident, local EOCs will forward a request for resources to their respective State EOCs.

- If the situation warrants activation of state and federal resources, local EOCs will work closely with their respective State EOCs to ensure coordination with state and federal agencies, and appropriate resource coordination and support for emergency operations in the Region.

## Initiating Regional Coordination

Procedures for implementing the MACS may vary depending on the nature of the incident/event. The following Regional Coordination Levels indicate possible measures for implementing the MACS; these are possible courses of action that can easily be adapted to the situation.

### Deciding to Initiate Regional Coordination

The decision to initiate regional coordinate may vary depending by the type of incident.

#### For Pre-Planned Events:

The decision to use components of the MACS will vary for pre-planned events. However, because the MACS is scalable and flexible, the Region can use the MACS if it is not in conflict with existing laws and/or agreements between all the involved parties.

The MACS 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.

### For Notice and No-Notice Incidents (Hazards and Threats):

The MACS may be activated:

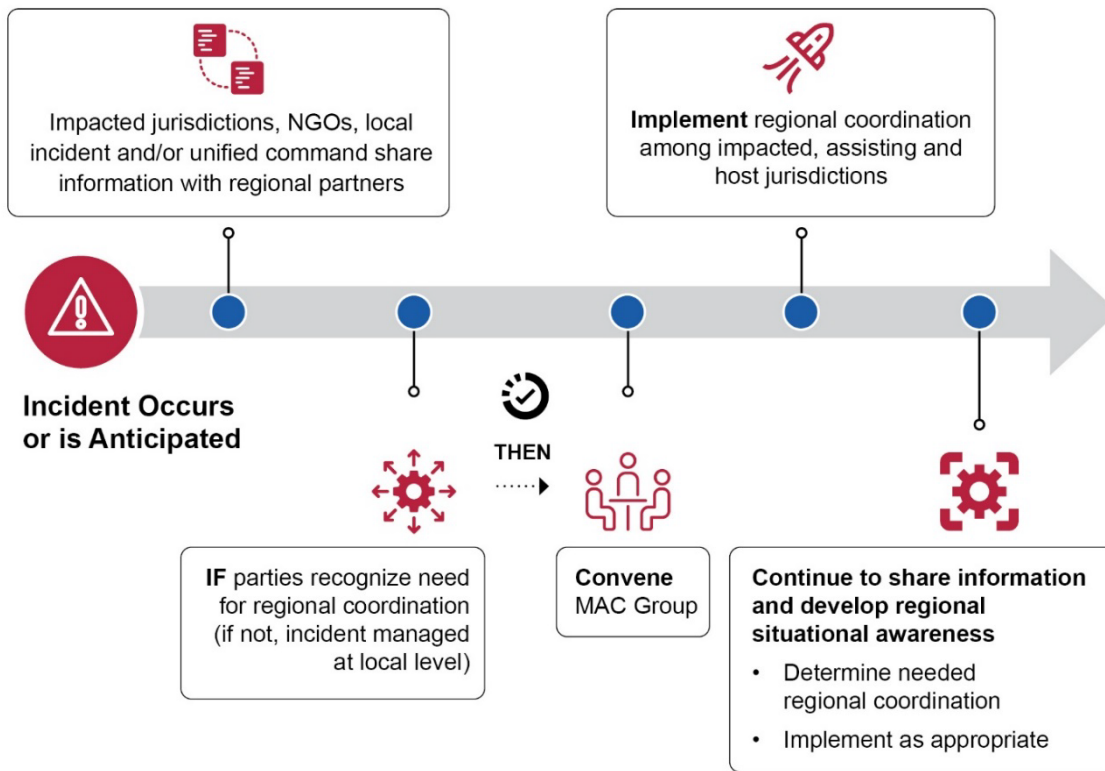
- When a chief executive requests the implementation of the MACS.
- During a Level low, medium, or high regional incident/event (e.g., when there is the possibility or reality that more than one jurisdiction could become involved in the incident response and recovery).
- When the incident could expand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

## Initiation Steps

Once an incident occurs or is anticipated:

- The impacted jurisdiction(s) will share information with regional partners.
- If there is a need for regional support and coordination, a MAC Group is convened.
- The MAC Group is convened, and will coordinate resources and information among the impacted, host, and assisting jurisdictions.
- See Figure 7 for a visualization of the implementation process.

**Figure 7.** Initiating Regional Coordination. This approach is flexible and adaptable to the incident. The following demonstrates an example of how the initiation process may work for a notice or no-notice incident; this could also be used for a pre-planned event.



## Regional Coordination Levels

The MACS has three regional coordination levels: low, medium, and high, described below.

Each includes conditions that act as loosely defined triggers for when the involved entities should consider certain regional coordination actions.

The conditions for initiating regional coordination address the need to:

- Exchange and/or clarify information regarding the event
- Disseminate common emergency messages
- Share resources with or provide assistance to impacted jurisdictions
- More information on initiating regional coordination is available in “Initiating Regional Coordination,” below.



The regional coordination levels and their associated actions are not a rigid metric for conducting coordination activities.

Instead, they are a set of **broad** guidelines and suggested actions to be adapted based on the real needs and threats facing the region.



### Regional Coordination: Low

Low regional coordination level incidents will likely be fully managed within the impacted jurisdiction(s). However, cascading impacts can escalate these incidents and impact the Region. Both the impacted jurisdiction(s) and the overall Region should follow the roles as shown in Table 5 to ensure preparedness.

- **For more information:**
  - In this document, see “Information Collection, Analysis, & Dissemination”

**Table 5.** Low Regional Coordination Level

LOW LEVEL Notification and Standby	
<b>Definition</b>	Any incident likely within the response capabilities of local government or with normal mutual aid partners that results in little to no additional assistance from regional partners.
<b>Conditions</b>	Potential need for limited regional assistance (beyond normal mutual aid), collaboration, and resources. Impact to a single jurisdiction. Response is mostly limited to a single jurisdiction.
<b>Example</b>	Minor flash flood or slow-rising flooding.
<b>Level of Regional Coordination</b>	Minimal.



**Role of the Region**

- The impacted jurisdiction manages the incident per its existing plans and procedures, using normal mutual aid partners.
- The impacted jurisdiction anticipates possible cascading impacts that could escalate the incident and affect the Region.
- The impacted jurisdiction shares information with the Region regarding the incident.
- Regional partners remain on standby and maintain a heightened level of vigilance and readiness.

## Regional Coordination: Medium

Medium-level incidents may impact either a single or multiple jurisdictions, require regional assistance from assisting jurisdiction(s) beyond normal mutual aid, and may require activation of the MACS. During a medium-level event, follow the protocols below and see Table 6 for a summary.

### Initiating Regional Coordination

- The impacted jurisdiction takes responsibility for or delegates the following:
  - Determining the need to initiate regional coordination by activating the MACS
  - Convening the (MAC) Group
  - Initiating the specific actions described in one or more of the ESF Annexes
  - Ensuring appropriate ongoing regional coordination activities
- Any jurisdiction may initiate regional coordination if it has identified an issue of regional significance.
- NGOs may request initiation of regional coordination activities by contacting their local EMAs.
- **For more information:**
  - In this document, see “Regional Coordination Initiation,” below.

### Regional Coordination Communications

- The impacted jurisdiction takes responsibility for or delegates maintaining contact with other jurisdictions (assisting and host) in the Region. To do so:
  - It may use the Internet to post regionally significant information
  - It may send a group email requesting jurisdictions in the Region begin regularly posting information to the regional WebEOC boards
  - In more urgent incidents, it may arrange a conference call with other jurisdictions to discuss needed regional coordination actions and develop a specific course of action.
- All participating jurisdictions (impacted, assisting, and host) will share information with regional partners through established regional information sharing mechanisms.
  - Participating entities will use this information to maintain regional situational awareness and contribute to obtaining a common operating picture.
- 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.
- **For more information:**
  - In this document, see “Information Collection, Analysis, & Dissemination” and Attachment L, “Situational and Domain Awareness.”

## Resource Sharing

- The impacted jurisdictions(s) drive resource needs and priorities.
- The MAC Group will identify potential partners, support services, and resources.
- The MAC Group will coordinate cross-jurisdictional activities, as needed. Examples include traffic control, sheltering, etc.
- Impacted jurisdictions are responsible for requesting/receiving resources and support. This provides them with control over selecting what they need and for what cost (in some cases).
  - 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.
  - Assisting and host Jurisdictions do not have to offer assistance if they do not have the resources and capabilities.
  - Unaffected jurisdictions in the Region may deploy the IST to assist and/or serve as liaisons to the MAC Group.
- Resource management administration, decision-making, and legal stipulations are managed locally per existing plans and procedures.
- **For more information:**
  - In this document, see “Key Concepts & Organizations” for more information about the IST and “Logistics” for more information about resource sharing.

## Public Information

- The MAC Group will coordinate emergency public information and warning coordination between impacted, assisting, and host jurisdictions.
- **For more information:**
  - See ESF #15 – Emergency Public Information.

**Table 6.** Medium Regional Coordination Level

<b>MEDIUM</b> Limited to moderate regional support	
<b>Definition</b>	<ul style="list-style-type: none"> <li>A local-level incident with limited to moderate support from assisting jurisdictions in the Region and/or multiple jurisdictions impacted. May require a broad range of regional resources from assisting jurisdictions to augment local capabilities.</li> </ul>
<b>Conditions</b>	<ul style="list-style-type: none"> <li>Need for regional assistance from assisting jurisdiction(s) beyond normal mutual aid.</li> </ul>
<b>Example</b>	<ul style="list-style-type: none"> <li>Localized Flash Flooding Incident.</li> <li>Localized Tornado.</li> <li>Severe Winter/Ice Storm.</li> </ul>
<b>Level of Regional Coordination</b>	<ul style="list-style-type: none"> <li>Moderate regional coordination and participation.</li> <li>Mostly limited to utilizing immediate neighboring regional partners, as requested.</li> </ul>



**Role of the Region**

- Convene the MAC Group.
- Obtain Regional situational awareness.
- Determine resource and support needs, as requested by the Impacted Jurisdiction(s).
- Support local jurisdictions in coordinating cross-jurisdictional activities, as needed and requested.
- Impacted, Assisting, and Host Jurisdictions share information with the Region regarding the incident.
- Coordinate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions, as needed (most likely via a virtual JIC).

## Regional Coordination: High

High-level incidents exceed local capabilities and require significant coordination and participation from the Region and regional capabilities and resources from assisting and host jurisdictions.

During a high-level event, follow the protocols below. Table 7 provides a summary.

### Initiating Regional Coordination

- The impacted jurisdiction takes responsibility for or delegates the following:
  - Determining the need to initiate regional coordination by activating the MACS and convening the (MAC) Group.
  - During a high-level incident, such as a complex coordinated terrorist attack (CCTA), the need to initiate regional coordination may be obvious; the jurisdiction should immediately convene the MAC Group.
  - Initiating the specific actions described in one or more of the ESF Annexes.
  - Ensuring appropriate ongoing regional coordination activities.
- Any jurisdiction may initiate regional coordination if it has identified an issue of regional significance.
- NGOs may request initiation of regional coordination activities by contacting their local EMAs.
- **For more information:**
  - In this document, see “Regional Coordination Initiation.”



Protocols for high-level incidents include all protocols for medium-level incidents.



### Regional Coordination Communications

- The impacted jurisdiction takes responsibility for or delegates maintaining contact with other jurisdictions (assisting and host) in the Region. To do so:
  - It may use the Internet to post regionally significant information.
  - It may send a group email requesting jurisdictions in the Region begin regularly posting information to the regional WebEOC boards.
  - While initial MAC Group interactions will likely be virtual, it should strongly consider convening in a physical location, when appropriate, to facilitate improved and more timely regional coordination and decision-making.

This is especially important when situations are evolving and changing quickly, resources are



scarce, life/safety concerns are high, and needs extend beyond just information sharing and resource coordination.

- In more urgent incidents, it may arrange a conference call with other jurisdictions to discuss needed regional coordination actions and develop a specific course of action.
- All participating jurisdictions (impacted, assisting, and host) will share information with regional partners through established regional information sharing mechanisms.
- Participating entities will use this information to maintain regional situational awareness and contribute to obtaining a common operating picture.
- Specifically, during a high-level incident, a Regional Situation Report should be developed and shared with all jurisdictions in the Region.

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.

- 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.
- **For more information:**
  - In this document, “Information Collection, Analysis, & Dissemination” and “Exchanging Information” sections on the Regional Situation Report and Attachment M for the Regional Situation Report template.

### **Resource Sharing**

- The impacted jurisdictions(s) drive resource needs and priorities.
- The MAC Group will identify potential partners, support services, and resources.
- The MAC Group will coordinate cross-jurisdictional activities, as needed. Examples include traffic control, sheltering, Family and Friends Notification and Reception Center (FFNRC), family assistance center(s), etc.
- Impacted jurisdictions are responsible for requesting/receiving resources and support. This provides them with control over selecting what they need and for what cost (in some cases).
  - 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.
  - Assisting and host Jurisdictions do not have to offer assistance if they do not have the resources and capabilities.
  - Unaffected jurisdictions in the Region may deploy the IST to assist and/or serve as liaisons to the MAC Group.
- Resource management administration, decision-making, and legal stipulations are managed locally per existing plans and procedures.
- **For more information:**
  - In this document, see “Ongoing Regional Coordination Activities” and “Logistics.”

### **Public Information**

- The MAC Group will coordinate emergency public information and warning coordination between impacted, assisting, and host jurisdictions.

- 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.
- The (MAC) Group will also coordinate closely with both the State of Missouri and Kansas to ensure efforts are efficient and not duplicative.
- **For more information:**
  - See ESF #15 – Emergency Public Information.

**Table 7.** High Regional Coordination Level

<b>High Significant Regional Incident</b>	
<b>Definition</b>	<ul style="list-style-type: none"> <li>Any incident that will exceed local capabilities and require a broad range of regional capabilities beyond those of the impacted jurisdictions' neighboring partners.</li> </ul>
<b>Conditions</b>	<ul style="list-style-type: none"> <li>Need for significant regional capabilities and resources</li> <li>Multiple jurisdictions impacted by the incident</li> </ul>
<b>Example</b>	<ul style="list-style-type: none"> <li>Widespread Cyber Attack</li> <li>EF5 Tornado</li> <li>CBRNE Terrorist Attack</li> <li>Complex Coordinated Terrorist Attack (CCTA)</li> <li>Major Flood</li> <li>Major Air Toxic HAZMAT Release</li> <li>Major Reception and Care Operations from a New Madrid Seismic Zone Earthquake</li> </ul>
<b>Level of Regional Coordination</b>	<ul style="list-style-type: none"> <li>High level of regional coordination and participation</li> </ul>
<b>Role of the Region</b>	<ul style="list-style-type: none"> <li>Convene MAC Group (most likely via a meeting).</li> <li>Establish a physical location to facilitate regional coordination.</li> <li>Obtain Regional situational awareness.</li> <li>Determine resource and support needs and priorities.</li> <li>MAC 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.</li> <li>MAC Group facilitates the coordination of cross-jurisdictional activities throughout the Region.</li> <li>Impacted, assisting, and host Jurisdictions share information with the other unaffected jurisdictions in the Region regarding the incident.</li> <li>Facilitate emergency public information and warning coordination between Impacted, Assisting, and Host jurisdictions (via a virtual and physical JIC).</li> </ul>

# Ongoing Regional Coordination Activities

## Coordinating with Other Operational Centers

In addition to local EOCs, agencies and organizations involved in the event may activate:

- 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)
- Operational centers established by affected utility providers/other private-sector entities

Agency/organization-specific operation centers must work closely with local EOCs to ensure information sharing, resource support, and the timely request of state and federal assistance.

- When available, the WebEOC information management system will be used to establish linkages and share information among EOCs and other emergency operational centers in the Region.

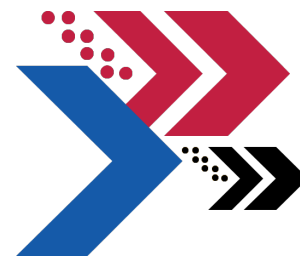
When providing regional coordination support:

- 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.
- Jurisdictions may also request the IST.
- **For more information:**
  - In this document, see “Incident Support Team (IST)” and Attachment E “ICS Response & Support System Relationships.”

## Recovery

- The involved jurisdictions will continue regional coordination activities as needed into and throughout the recovery phase.
- Regional coordination actions in the recovery phase include continued posting of information to the WebEOC regional boards and the sharing of information between jurisdictions.

# Organization & Assignment of Responsibilities



## In This Section

- The organization and assignment of responsibilities during an incident that requires regional coordination.
- Entities in this section include local governments, MARC, NGOs, state and federal agencies, local EMAs, and cooperating agencies.

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This section outlines the organization and assignment of responsibilities of the various entities during an incident that requires regional coordination.

- To the extent possible, the roles of the agencies and organizations involved in regional coordination activities should parallel their daily roles, with regional responsibilities based on the knowledge, expertise, and capabilities of the agencies and organizations involved.
- 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.
- The responsibilities described below are not all-inclusive, but rather intended to reinforce the activities described in the RCG Base Guide.
- **For more information:**
  - see the RCG ESF annexes; each describes the responsibilities appropriate to its function.

## Regional Coordination: Overall Responsibilities

### Local Governments

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., the IST) during emergencies.
- Work with MARC to ensure the RCG is maintained, updated, tested, and exercised

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.

As appropriate, jurisdictions in surrounding regions should monitor the incident for potential impacts on their jurisdictions and the potential need to provide assistance to the 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 (NGOs)**

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.

## **Information, Planning, & Logistics Responsibilities**

For regional information, planning, and logistics, responsibilities vary between the coordinating agencies (i.e., local EMAs) and cooperating agencies (i.e., governmental, volunteer, and private sector entities engaged in emergency response); these also share some responsibilities.

### **Local EMAs (Coordinating Agencies)**

Local Emergency Management Agencies (EMAs) in the Region are responsible for information, planning, and logistics tasks to ensure regional coordination actions are accomplished and that cooperating agencies consider regional coordination during resource management activities.

Attachment G includes a first hour checklist for regional emergencies, which may be used by Coordinating Agencies to determine regional response priorities.

Specific responsibilities include:

- Including up-to-date information regarding local EOC activities in the regional WebEOC boards.
- Initiating and maintaining coordination with the other jurisdictions in the Region. During Level Moderate or High incidents/events, local EMAs from the impacted jurisdiction will typically convene the MAC Group.
- Considering and coordinating the potential pooling of local resources to meet a regionally identified need (e.g., mass care operations).
- Initiating communications with other jurisdictions regarding the availability of resources to support emergency operations.
- Maintaining ongoing communications with other jurisdictions, such as conference calls and meetings to help ensure regional coordination.
- Working to ensure consistent and useful emergency public information is released by all involved jurisdictions, including information regarding resource management activities (in particular, information regarding volunteer and donations management activities as described in ESF #6).
- Coordinating with PIOs to ensure messaging includes considerations for persons with access and functional needs.
- Providing information to state and federal agencies regarding the need for additional resources and serve as a liaison with state and federal entities.
- Coordinating the activities of the cooperating agencies to ensure regional issues are considered during local EOC operations.
- Include up-to-date information regarding resources and ensure cooperating agencies provide information as needed and in the regional WebEOC boards.
- Working to ensure appropriate record-keeping procedures are in place to appropriately track emergency-related expenditures and personnel use.

- Working to ensure equipment and personnel information is appropriately entered into WebEOC and accessible to the appropriate regional stakeholders.
- **For more information:**
  - In this document, see the First Hour Checklist for Regional Emergencies in Attachment G.

## **Cooperating Agencies**

Cooperating agencies include all government, volunteer, and private sector agencies with emergency responsibilities. As needed, cooperating agencies will provide resources, personnel and special expertise to support information and planning activities.

Cooperating agencies are tasked with ensuring regional coordination by:

- Facilitating awareness of, broadcasting information to, and providing services for access and functional needs persons.
- Include regional coordination activities in their standard operating procedures, guidelines and/or checklists.
- When requested and if available, assign and deploy representatives to local EOCs to assist with resource management activities.
- Provide ongoing status reports regarding resources needed and available as requested by local EOCs.
- Maintain up-to-date rosters for notifying personnel and 24-hour staffing capabilities.
- Perform other emergency tasks as requested by local EMAs and EOCs.
- Work to ensure training is available for appropriate personnel in NIMS, the use of WebEOC and other training, as appropriate.
- Work with the Coordinating Agency to ensure recordkeeping procedures are in place to accurately track resources and personnel.
- Providing information regarding their activities for the regional WebEOC boards.
- Communicating with the cooperating agencies in other jurisdictions regarding information and planning issues.
- Considering the potential pooling of local resources to meet a regionally identified need.
- Participating in regional coordination activities, such as conference calls and meetings.
- Maintaining communications with agencies in other jurisdictions regarding the availability of resources to manage emergency activities.
- Working to ensure consistent and useful emergency public information is provided regarding agency activities and coordinating the release of information with the other jurisdictions in the Region.

## **Shared Responsibilities for Coordinating and Cooperating Agencies**

Coordinating and cooperating agencies should also accomplish the following information and planning tasks:

- Provide ongoing status reports as requested by local EOCs and EMAs.
- Include regional coordination activities in their standard operating procedures, guidelines and/or checklists.
- When requested, deploy representatives to local EOCs to serve as the IST.
- Maintain up-to-date rosters for notifying personnel and 24-hour staffing capabilities.

- Ensure appropriate personnel are trained in NIMS and the use of WebEOC.
- Perform other emergency actions as requested by local EOCs and EMAs.

# Information Collection, Analysis & Dissemination

## In This Section

- This section includes protocols relevant to exchanging information, through regional situation reports; conference calls, webinars, faxes, email, etc.; WebEOC and Regional Boards; other technology; and physical meetings.
- 

## Exchanging Information

For most incidents, available technology will be maximized to accomplish the exchange of regionally significant information and the maintenance of regional coordination activities.

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.

## Regional Situation Report

- The Kansas City Regional Situation Report is an informal process that aids jurisdictions and/or organizations in identifying the areas of greatest damage and need. This process involves gathering specific information from local county/municipal sources within the Region using the Kansas City Regional Situation Report and accompanying form in Attachment M.
- As situation reports are shared and analyzed, this information will assist the Region in developing a common operating picture of the incident as it relates to the Region and determine what resources and services are needed throughout the affected area.
- The MAC Group determines the information sharing protocol for the incident. Because continual information is critical, it should determine:
  - How often information should be shared.
  - Where and how information from the Regional Situation Report should be posted or shared (e.g., on the Regional Metro Key Events Board, via conference call, or at designated regional coordination meetings).
- **For more information:**
  - In this document, see the Regional Situation Report and accompanying form in Attachment M.

## Conference Calls, E-mail, HSIN Connect Webinar, Fax

- Conference calls, e-mails, faxes, webinars, and other technology solutions will likely be the channels for initial coordination activities. All jurisdictions can access the following technology solutions during emergencies:
- **FreeConference.com Conference Line:** Dial-in Number: 1 (605) 475-6006; Access Code: 443-8270
- **HSIN Connect Webinar:** <https://share.dhs.gov/kcricg/> (jurisdictions do not need a HSIN account to access, but can enter as guests; Webinar limited to 400 attendees)
- **E-mail:** The Regional Resource Annex has a listing of EOC e-mail addresses.

## WebEOC, Regional Boards, & SMS

- WebEOC serves as a platform for exchanging information and coordinating actions among the jurisdictions in the Region as illustrated in Figure 8.
- WebEOC has regional boards<sup>16</sup> that track critical emergency actions and share significant information among jurisdictions.
  - 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.
- Local EOCs should:
  - Post regularly to the WebEOC regional boards to allow other jurisdictions to monitor actions and identify areas requiring regional coordination.
  - Give particular attention to updating information in the Regional Key Events Board, the Regional EOC Status Board and the Regional Sit Rep Board.
  - Include regional board posting in their standard operating guides.
- Attachment K provides examples of regional boards:
  - Regional EOC Status Board
  - Regional Key Events Board
  - Regional Sit Rep Board
  - Regional PIO Message Board (See ESF #15 – Emergency Public Information)
  - Regional Press Release Board (See ESF #15 – Emergency Public Information)
  - Regional Resource Requests Board
  - Regional Shelters Status Board (See ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services)
  - Regional Utilities Outage Board (See ESF #12 – Energy)
- WebEOC also provides a short message service (SMS) gateway to notify EMAs in the Region of local If responding EOCs are unable to accomplish regional coordination activities, Emergency

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<sup>16</sup> The regional WebEOC boards are developed and enhanced by an MEMC workgroup.

Management assistance from other jurisdictions may be requested to provide personnel to assist in posting information to the regional WebEOC boards.

- Emergency management assistance from other jurisdictions may be requested to provide personnel to assist the local EOC with posting information to the regional WebEOC boards.
- The EOCs in the Region may, if available, combine WebEOC technology with video conferencing solutions to conduct virtual meetings between EOCs.

**Figure 8. Regional Coordination**



## Other Technologies & Strategies

- If internet and telephone services are unavailable, the Metropolitan Emergency Radio System (MERS)<sup>17</sup> and/or amateur radio operators may be used to contact regional EOCs to initiate and maintain the exchange of information.
- The Government Emergency Telecommunications System (GETS) combined with Wireless Priority Service (WPS) can assist in call connection during times of telecommunications congestion.<sup>18</sup>
- For additional information on communications capabilities in the Region, see ESF #2 – Communications.

<sup>17</sup> <https://www.marc.org/Emergency-Services-9-1-1/MEMC/Activities/Warning-Systems>

<sup>18</sup> <https://www.dhs.gov/cisa/government-emergency-telecommunications-service-gets>

## Physical Meetings

- One or more jurisdictions may identify the need to have physical meetings to accomplish specific objectives.
- The jurisdiction(s) requesting initiation of the meeting will work to establish a time and location suitable for those involved.
- As noted in “Regional Coordination Levels,” above, meeting in a physical location can facilitate improved and more timely regional coordination and decision-making, especially important during a high-level incident.

## Public Messaging

- Most emergency public information messages will be released through local jurisdictions and local media mechanisms.
  - The public information annexes in local EOPs detail the dissemination of emergency information to the public.
  - Local EOPs establish the functions of a Joint Information Center (JIC) to coordinate the release of emergency public information as an integral part of their EOC activities.
- Messages should consider access and functional needs persons.
- 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.
- **For more information:**
  - See ESF #15 - Emergency Public Information for emergency public information strategies and actions at the regional level.

# Communications

## In This Section

- This section provides an overview of the regional communications plans, systems, and procedures that can be found in ESF #2 – Communications as well as discipline-specific resource-request processes in Attachment H.

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## Regional Communications

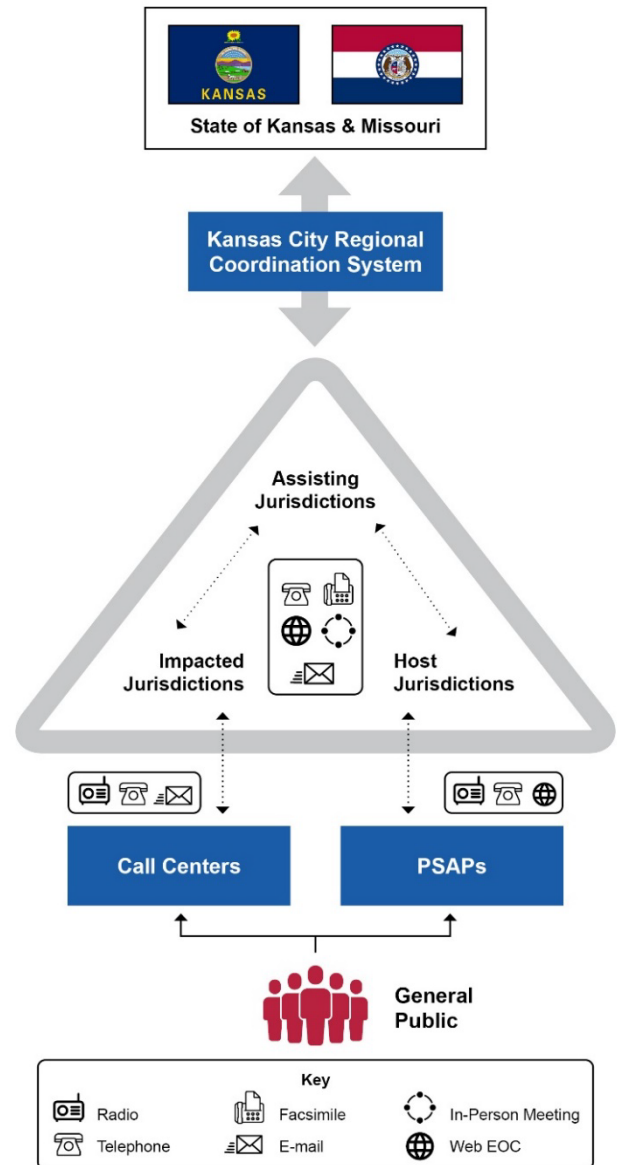
### Regional Communication Plans, Systems, & Procedures

ESF #2 - Communications provides detailed information on regional communication plans, systems, and procedures. In brief:



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

**Figure 9.** Regional Communications



## Discipline Specific Processes

Attachment H provides established resource request processes, including regional points of contact and communication mechanisms for requesting key resources and services, for the following disciplines:

- 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.

# Logistics, Administration, & Finance

## In This Section

- This section provides an overview of logistics involved with resource sharing and mutual aid, as well as an overview of administration and finance protocols.

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## Logistics

This section of the RCG provides a general overview of emergency logistics, specifically, how to request and manage assistance in the Region. This includes:

- A description of the process to request and deploy resources purchased through regional Homeland Security dollars.
- Mutual aid and assistance agreements and strategies for local jurisdictions in the Region.
- Regionally available resources.
- Resource coordination and sharing among jurisdictions.
- Procuring resources from outside the Region.
- Regional personnel augmentation.
- Personnel and resource accountability and badging.

## Sharing of Resources

### Identifying Resources

Local jurisdictions should use the Regional Resource Annex 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 will facilitate the identification and coordination of resource and support capabilities in the Region.
- The WebEOC regional boards may also be useful in identifying resources and personnel not in use by one jurisdiction that may be needed by another.
- The WebEOC Regional Resource Requests board may be used by EOCs to post and monitor the need for resources and personnel.
- **For more information:**
  - In this document, see “Multiagency Coordination (MAC) Group,” “Regional Coordination Levels,” “WebEOC Regional Boards, and SMS,” and Attachment K “Regional Resource Requests Board.”

## Requesting and Deployment

- Each jurisdiction in the Region maintains resources and personnel for emergency response and when incidents occur and 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,” above, regionally funded equipment resources and specially trained response personnel are maintained by emergency services agencies strategically located throughout the Region.
- Attachment H describes the process for requesting these resources.
- The use of the IST 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.
- **For more information:**
  - In this document, see “Capabilities Assessment” under “Situation Overview,” Attachment H, and “Incident Support Team (IST)” under “Key Concepts and Operations.”

## Mutual Aid

### Local Mutual Aid & Assistance

- 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.
- Local mutual aid may involve pre-existing agreements or may require the creation of new instruments/agreements to address emerging events or parties outside of existing compacts. Local jurisdictions and organizations in the Region should use existing compacts, as appropriate.
- For situations outside of existing compacts/agreements, a sample Mutual Aid Agreement and Request Form is provided in Attachment I and can be modified and adapted according to local procedures and rules.

### Regional Mutual Aid

- Regional mutual aid provisions include, but are not limited to the Regional Public Works Mutual Aid Agreement, Plan Bulldozer, State-wide Mutual Aid provisions (e.g., MoScope, KSA 48-950), and hospital mutual aid agreements.
- Jurisdictions should generally execute mutual aid and assistance and/or contractual agreements prior to the deployment of resources.
- In the event state emergency declarations have not been made and EMAC procedures are not in place, the IST 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. See “Incident Support Team (IST),” above.

### Elements in Mutual Aid and Assistance Agreements (MAAs)

The U.S. Department of Homeland Security has identified through NIMS a number of important elements that should generally be included in MAAs:

- Definitions of key terms.
- Procedures for requesting and providing aid.
- Payment, reimbursement, and allocation of costs.
- Notification procedures.
- Roles and responsibilities of individual parties.
- Protocols for interoperable communications.
- Relationships to other MAAs.
- Recognition of licensures and certifications.
- Sharing agreements.
- Workers' compensation.
- Liability and immunity.
- Provisions to update and terminate the agreement.

### **Regionally Available Resources & Mutual Aid**

- The local EMAs in the Region maintain information regarding the resources available in their individual jurisdictions.
- This information is included in local EOPs and supporting documents (i.e., SOGs, checklists, operating manuals, etc.).
- Local plans also assign primary and support responsibilities to government departments with resources and personnel available to support emergency activities.
- 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 in the Region (e.g., fire mutual aid).
- These include, but are not limited to: Regional Public Works Mutual Aid Agreement, Plan Bulldozer, State-wide Mutual Aid provisions (MoScope, KSA 48-950), fire, police, EMS, and hospital mutual aid agreements.
- In major events, state and federal resources may be available to assist jurisdictions in the Region, but their availability may not be immediate.
  - As a general rule, the jurisdictions in the Region should be prepared to manage the event without state and federal resources for at least 48-72 hours.
  - While the broader systems and processes of the MACS define the appropriate courses of action for regional coordination, future updates to the MACS may consider a pre-arranged regional compact or agreement to greatly expedite (especially when resources and services are likely to be needed immediately) and ease the implementation of regional coordination activities between local jurisdictions.
  - In future updates, Attachment I may be modified to accommodate this need. The MARC Region is in the process of developing a Regional Resource Agreement; when available the agreement will be included here.

### **Grant-Funded Regional Equipment**

MARC has purchased specialized equipment using Homeland Security and regional grant funds on behalf of the RHSCC to increase the Region's overall preparedness levels.

- Local agencies receiving this equipment 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.).
- For more information:
  - See “Local Resources & Mutual Aid” under “Situation Overview” for more detail.

#### Regional Resource Annex

- The Regional Resource Annex includes a list of MARC-procured resources, as well as information regarding their deployment.
- The following below outlines the Terms of Agreement (Equipment and Vehicles) for the agencies that agree to house/receive these resources that have been purchased with regional funds:
  - **Acceptance of Emergency Services Grant Equipment:** The Agency agrees to make the equipment available for regional response and for regional exercises, as appropriate, for a period of four years following the effective date of the Agreement.
  - **Acceptance of Emergency Services Grant Trailer:** The Agency agrees to make the equipment available for regional response and for regional exercises, as appropriate, for a period of five years following the effective date of the Agreement.
  - **Acceptance of Emergency Services Grant Vehicle:** The Agency agrees to make the vehicle available for regional response and for regional exercises, as appropriate, for a period of ten years following the effective date of the Agreement. As applicable, the Agency will also exchange and replace any expendable supplies stored with the vehicle as soon as possible after use to ensure that the vehicle is fully operational for an emergency event within the Region.
  - **Disposition of Equipment, Trailer or Vehicle:** When original or replacement vehicle, trailer or equipment acquired with homeland security funds is no longer needed for the original project or program, the vehicle, trailer and equipment may be retained, sold, or disposed if it is not needed in any other homeland security sponsored project or program. Vehicle, Trailer and equipment with a current fair market value of less than \$5,000 may be retained, sold or disposed with no further obligation to MARC after the term of this Agreement has expired. Any transfer of ownership or selling of the vehicle or equipment with a current fair market value greater than \$5,000 must be done in accordance with grant guidance and policies and must be coordinated through MARC. Records must be maintained regarding ultimate disposition of the vehicle, trailer and equipment.

#### Regional Coordination System

- During a Level Moderate or High incident, resource coordination and sharing within the Region will be facilitated by the Regional Coordination System. See “Key Concepts & Organizations.”

#### Personnel and Resource Accountability and Badging

- The Regional Badging and Accountability System provides area response agencies with the necessary hardware and software to print identification badges unique to the Kansas City Region.
- The system was designed primarily for use in two different types of situations: “pre-incident” and “just-in-time” during an incident. As these situations have differing hardware, software, procedures and outcomes, policies for each situation guide the proper use, deployment and verification of the Accountability System.
- **For more information:**

- In this document, see Attachment N includes the policy guidance and additional pre-incident badging policies for various disciplines.

#### Resource Typing

- To the extent feasible, the jurisdictions in the Region will work to type resources according to the NIMS resource typing definitions.
- Typed definitions for many of the response resources within these groups have been completed and are continuously being updated, revised, and expanded. Specific information on the NIMS typed resource definitions may be found on FEMA's website.<sup>19</sup>

#### State-Level Mutual Aid

- In addition to local and regional resources, state and federal resources may be available to assist with the event.
- Requests for state and federal resources are made by local EOCs (both county and city EOCs in Missouri and county EOCs in Kansas) to their respective State EOCs.
- State declarations may be made by the Governors based on guidance from SEMA in Missouri and KDEM in Kansas, when a significant involvement of state resources or personnel is anticipated.
- State-level mutual statutes for Kansas and Missouri are as follows:
  - **Jurisdictions in the State of Kansas** will provide mutual aid in accordance with the Kansas Mutual Aid System Compact (KSA 48-950 through KSA 48-958). These statutes empower 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.
- Kansas and Missouri 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.
  - When state declared emergencies have been made, mutual aid assistance to the Region will be provided through EMAC.
  - To the extent possible, deployments of the IST and other mutual aid (across state lines) will be requested and tracked through EMAC protocols, as appropriate.
- Reciprocal recognition of licenses, police arrest powers, etc., are recognized through various state laws. Some may require specific provisions to be met.
- Local EOCs will work closely with their state counterparts to request needed and available state resources. A variety of state assistance may be available to local officials, including National Guard resources and the resources and technical assistance of state agencies as described in State EOPs.

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<sup>19</sup> <http://www.fema.gov/emergency/nims/ResourceMngmnt.shtm#content>.



## **Federal Assistance**

- Requests for federal assistance are made by the Governor through the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA).
- Major disasters are declared by the President based on the request of the Governor with the recommendation of FEMA.
  - A Presidential declaration activates the full range of disaster assistance outlined in the Robert T. Stafford Act, as amended.
  - Other federal declarations can be made by the Administrator of the Small Business Administration (SBA) for loan programs to those affected by disasters, and by the Secretary of Agriculture for agricultural disaster situations.
- Some federal assistance may be available without a Presidential declaration.
  - For example, to protect life, local commanders of Department of Defense (DOD) organizations have the authority to respond without a federal declaration.
  - Other federal assistance available without a declaration includes the provision of technical expertise from agencies such as the United States Army Corps of Engineers (USACE).
- Aid agreements expedite emergency response by:
  - Establishing protocols for requesting and providing assistance.
  - Determining policies and procedures for reimbursement and compensation in advance, thereby eliminating or lessening the extent to which these issues must be negotiated with each new event.
- Formalized, pre-event aid agreements can also expedite FEMA reimbursement for services, equipment, and supplies delivered via mutual aid. FEMA will reimburse mutual aid costs if:
  - The aid was requested (i.e., no spontaneous responders).
  - The assistance requested directly related to a disaster eligible for FEMA assistance.
  - The assistance occurred under a signed, written mutual aid agreement.
- The aid agreement must apply in all situations, not just to events that trigger a federal Stafford Act emergency/disaster declaration or that are eligible for federal aid.
- Only the entity requesting mutual aid is eligible to apply for grant assistance directly from FEMA; entities providing aid must seek reimbursement from the requesting entity.
- FEMA may reimburse for verbal aid agreements, but these must be documented in writing post-event and signed by an official of each entity as a condition to receive FEMA reimbursement.
- To eliminate confusion and avoid eligibility concerns, having written documentation with appropriate authorizations prior to rendering and/or receiving aid is strongly recommended.

## **Volunteer and Private Sector Resources & Agreements**

Many volunteer and community organizations in the Region have resources and personnel available to assist with emergencies. Most are members of the Kansas City Regional Community Organizations Active in Disaster (COAD).

- The COAD serves as the primary agency through which volunteer resources may be requested.
- **For more information**
  - See Regional Resource Annex and ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services for information on volunteer agency resources:

- There are numerous private sector resources in the Region potentially available to assist local jurisdictions with resources and personnel during emergency events (e.g., Plan Bulldozer).
- Many local jurisdictions have memoranda of understanding (MOUs) and other agreements with local vendors and suppliers to provide assistance.
- To the extent possible, local jurisdictions are encouraged to enter into pre-disaster contracts and agreements that address disaster situations and services.
- Additional private sector resources may be donated to support emergency activities. Donated resources will be requested, tracked and distributed through the protocols described in the ESF #6 Donations Management Plan attachment.

## Administration & Finance

- Documentation of costs and expenditures such as fuel, maintenance, overtime salaries, etc., are the responsibility of each host and assisting jurisdiction.
- Financial documentation is important if disaster grant funding becomes available that allows for reimbursement of these expenses. If reimbursed does occur, the jurisdiction should maintain these documents for the time defined by the grant program, for auditing purposes.
- Upon demobilization, personnel from the impacted, assisting, and host entities should take the following steps:
  - Deployed personnel should compile, verify, and submit travel vouchers, expense receipts, and mission records to the designated person for appropriate action.
  - 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 include:
  - 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 & Maintenance

## In This Section

- Testing and maintenance of the RCG protocols, as well as the technology that supports them
- Development and maintenance of the RCG documents

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## RCG Protocol & Technology Testing & Maintenance

- The MEMC, as the regional organization representing EMAs in the Region, is responsible for:
  - Providing the support and subject matter expertise needed to initiate, maintain, and test the protocols established in the RCG.
  - With assistance from MARC, for ensuring EMA emergency contact information is properly maintained.
  - Ensuring the protocols for initiating and maintaining coordination are available to the EMAs in the Region and tested on a regular basis.
- The regional coordination protocols described in the RCG should be integrated as appropriate in local and regional exercises.
- To help formalize the MACS, the MEMC may host one of its meetings each quarter with the technology used to support the regional coordination protocols. For example:
  - An MEMC meeting reminder may be sent using the paging system developed for initiating regional coordination.
  - The meeting may be held virtually using video teleconferencing capabilities, when available.
- Quarterly use and testing of the system will help to ensure linkages between the EOCs in the Region.
- Jurisdictions should include testing and use of the regional WebEOC boards in their EMA protocols and standard operating guides. This will help ensure local awareness and understanding of the protocols and facilitate effective regional coordination.

## RCG Development & Maintenance Schedule

The MEMC and MARC, in cooperation with the emergency response agencies in the Region, is responsible for providing ongoing maintenance and updating of the RCG Base Guide, its Attachments, the Regional Resource Annex, ESF Annexes, and Special Incident Annexes.

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.

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. Typically, MEMC Plans Subcommittee will review the RCG every three years unless circumstances dictate a revision prior to the three-year date.

- MEMC Plans Subcommittee should conduct at least one exercise of the RCG between revisions with accompanying after-action reports.
- Transient information (such as contact numbers, signatures, etc.) should be updated immediately.

Table 8 provides a recommendation for reviewing ESFs across this three-year period. Following this timeline ensures updates of all ESFs every three years without burdening the updates in a single year.

**Table 8.** Recommended ESF Review Timeline

ESF Review Year			Form Task Force: Begin Review	Changes needed: Begin Drafting	Submit changes to Plans, MEMC, RHSCC for review & approval
Year 1	Year 2	Year 3			
ESF #6	ESF #1 ESF #2	ESF #10 ESF #11	Jan - Mar	Apr - May	Jun - Jul
Base Guide ESF #12	ESF #3 ESF #4	ESF #13 ESF #14	Apr - May	Jun - Jul	Aug - Sep
ESF #15 SIA #1	ESF #9 SIA #2	ESF #08	Aug - Sep	Oct - Nov	Dec - Jan

# Attachments

## In This Section

This section includes all attachments referenced in the main narrative:

- Attachment A: RCG Acceptance Guidelines
  - Attachment B: Regional Plans Index
  - Attachment C: List of Jurisdictions in the Region
  - Attachment D: ESF Descriptions and Local EOP Comparison
  - Attachment E: ICS Response & Support System Relationships
  - Attachment F: THIRA
  - Attachment G: First Hour Checklist for Regional Emergencies
  - Attachment H: Established Regional Resource Request Processes
  - Attachment I: Sample Mutual Aid Agreement & Resource Request Forms
  - Attachment J: Legal References for Mutual Aid
  - Attachment K: WebEOC Examples
  - Attachment L: Situational and Domain Awareness
  - Attachment M: Regional Situation Report
  - Attachment N: Regional Badging and Accountability System
  - Attachment O: List of Acronyms
-

# Attachment A. RCG Acceptance Guidelines

## 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

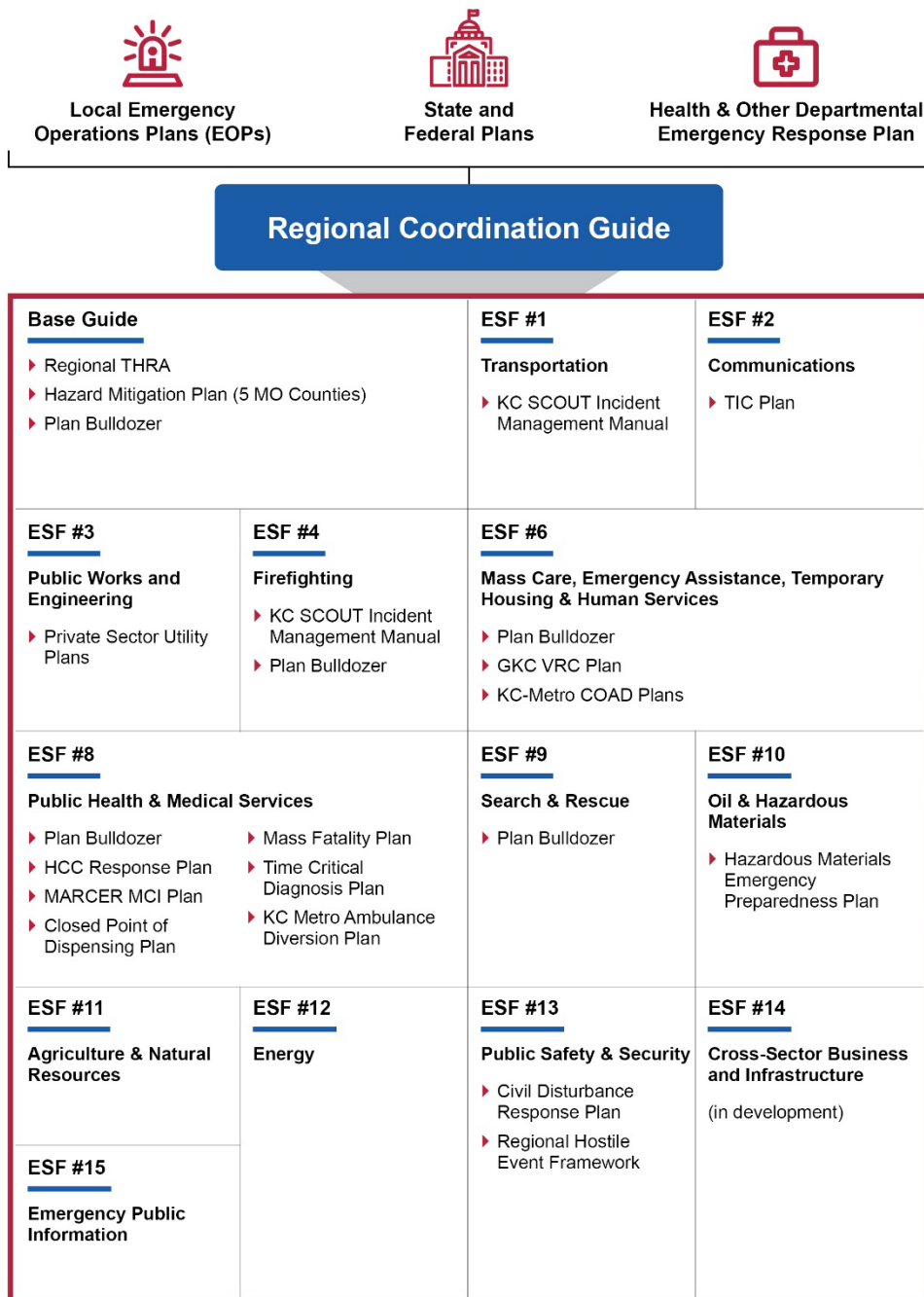
A promulgation document may be presented by the Emergency Management Director to the Chief Elected Official (CEO) in each political subdivision (a sample is included in Attachment O of the Base Guide). Depending on the needs of the local Emergency Management Agency and the CEO in each jurisdiction, a 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 B. Regional Plans Index

This Attachment includes brief descriptions of local and regional emergency plans pertinent to the RCG as shown in Figure 10.

Figure 10. Regional Plans Flowchart



## 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 Region
- Are all-hazard and describe the emergency functions to be performed for response to any major emergency.
- Are supported by Standard Operating Guides (SOGs) and other implementing procedures that provide specific information for carrying out emergency responsibilities.
- Describe the establishment of local Emergency Operations Centers (EOCs) during major events, as well as declaring local emergencies and requesting state and federal assistance.
- Are maintained by EMAs and copies may be obtained as appropriate upon request.

### Public Health Emergency Response (PHER) Plans

- Each county and several of the larger cities in the Region maintain local 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 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

### Regional Hazardous Materials Emergency Preparedness Plan (RHMEPP) – Mid America Hazardous Materials Emergency Preparedness Alliance (LEPC/MO LEPC) (2021)

The 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).
- 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.
- Is designed to meet the requirements of SARA Title III, the Missouri Emergency Response Commission and the Kansas Commission on Emergency Planning and Response.

- Includes a hazard assessment for the area and outlines hazardous materials response capabilities to address the identified hazards.

### **Kansas City Regional Threat and Hazard Identification and Risk Assessment (THIRA) (2021)**

- The 2021 THIRA evaluates 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 of the THIRA may be obtained from MARC.

### **Tactical Interoperability Communications (TIC) Plan (2022)**

The 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.
- Documents procedures for the activation and deactivation of regional interoperable communications resources.

### **Regional Hazard Mitigation Plans**

Regional Multi-Hazard Mitigation Plans are maintained to sustain actions designed to reduce or eliminate long-term risk to people and property from natural and other hazards.

The three Regional plans include:

- Cass, Clay, Jackson, Platte, and Ray Counties in Missouri maintained by MARC (2020)
- Johnson, Wyandotte, and Leavenworth Counties in Kansas self-maintained (2019)
- Miami County in Kansas self-maintained (2019)<sup>20</sup>

### **Metropolitan Emergency Resource (ERC) Catalog/Plan Bulldozer**

The Metropolitan ERC, known as "Plan Bulldozer":

- Is published annually by the Plan Bulldozer Committee of the Heavy Constructors Association of the Greater Kansas City Area (HCAGKC)
- Is a regional mutual aid agreement with the heavy contractors in the Region.
- Describes the types of heavy equipment resources potentially available to local jurisdictions
- Provides 24-hour contact information for accessing these resources.

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<sup>20</sup> Currently being updated. See <https://www.miamicountyohio.gov/1069/2022-Hazard-Mitigation-Plan-Update> for most current version.

- Plan Bulldozer is available at the HCAGKC website<sup>21</sup>.
- Requires an agreement from the local jurisdiction.

### **KC SCOUT Incident Management Manual**

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

- This can be obtained through the MARC Emergency Communications program.

### **MARC Health Care Coalition (HCC) Response Plan (2021)**

The MARC HCC Response Plan:

- Provides 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
- Includes information sharing, resource management and coordination, and the integration of ESF #8, the Region's other discipline-specific health and medical response plans, and HCC member plans, as applicable.
- Is included as an attachment to ESF #8.

### **MARCER Mass Casualty Incident (MCI) Plan (2022)**

The MARC Emergency Rescue (MARCER) MCI Plan:

- Describes the regional coordination of EMS resources during an MCI incident
- Provides listing of available resources and personnel, as well as checklists for those responding to the event
- Is available from the MARC

### **Kansas City Metropolitan Community Plan for Ambulance Diversion (2020)**

This plan:

- Describes the ambulance diversion policies used throughout the Region
- Describes a system of catchments for area hospitals; this 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
- Is available on the MARC website

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

The regional Closed Point of Dispensing (POD) Plan

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<sup>21</sup> Plan is available at [http://kcheavyconstruction.com/wp-content/uploads/2022/02/EmergencyResourceCatalog\\_PW.pdf](http://kcheavyconstruction.com/wp-content/uploads/2022/02/EmergencyResourceCatalog_PW.pdf)

- 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
- Provides the framework for activating and operating a POD within the hospital
- Is intended to identify key roles in POD activities and outline strategies for coordinating internal response activities
- , developed by the RHSCC Hospital and Public Health Subcommittees
- Is available on the Kansas Department of Health and Environment website

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

The Regional Mass Fatality Plan:

- Describes the management of mass fatalities in the MARC region
- Is available from MARC.

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

- Copies can be obtained through the MEMC Plans Subcommittee

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

To assist with their role in the execution of disaster related activities (e.g., sheltering, feeding, family reunification, etc.), the ARC maintains plans and protocols for shelter management and other functions, including forms and documentation for mass care operations (e.g., shelter registration, inventory, inspection, tracking), 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 the Region.

- 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
- The services provided by MUMDRT are not restricted to Missouri jurisdictions and may be requested by Kansas jurisdictions
- Copies can be obtained through the MEMC Plans Subcommittee

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

- This plan establishes a uniform set of criteria for the pre-hospital and inter-hospital triage and transport of Time Critical Diagnosis (TCD) patients.

- It is available on the MARC website.

### **Regional Hostile Event Framework (2022)**

This Regional Hostile Event Framework:

- Outlines common practices and terminology for responding to active shooter incidents.
- 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.
- Contact the MARC Emergency Services Department for access.

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

The Kansas City Regional Disturbance Response Framework

- Outlines common practices and terminology for response to civil disorder incidents
- 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.
- Contact the MARC Emergency Services Department for access.



## Attachment C. List of Jurisdictions in the Region

The RCG is intended for all entities the nine-county, bi-state Kansas City Metropolitan Area (the Region), represented by MARC. Below is a list of the counties and municipalities in the Region.

### Counties:

Cass County, MO  
Clay County, MO  
Jackson County, MO  
Johnson County, KS  
Leavenworth County, KS  
Miami County, KS  
Platte County, MO  
Ray County, MO  
Wyandotte County, KS

### Municipalities:

Archie, MO	Greenwood, MO	Northmoor, MO	West Line, MO
Avondale, MO	Gunn City, MO	Oak Grove, MO	Weston, MO
Baldwin Park, MO	Hardin, MO	Oaks, MO	Westwood, KS
Basehor, KS	Harrisonville, MO	Oakview, MO	Westwood Hills, KS
Belton, MO	Henrietta, MO	Oakwood, MO	Wood Heights, MO
Birmingham, MO	Holt, MO	Oakwood Park, MO	
Blue Springs, MO	Homestead Village, MO	Olathe, KS	
Bonner Springs, KS	Houston Lake, MO	Orrick, MO	
Buckner, MO	Iatan, MO	Osawatomie, KS	
Camden, MO	Independence, MO	Overland Park, KS	
Camden Point, MO	Kansas City, KS	Paola, KS	
Claycomo, MO	Kansas City, MO	Parkville, MO	
Cleveland, MO	Kearney, MO	Peculiar, MO	
Creighton, MO	Lake Annette, MO	Platte City, MO	
Crystal Lakes, MO	Lake Lotawana, MO	Platte Woods, MO	
Dearborn, MO	Lake Quivira, KS	Pleasant Hill, MO	
De Soto, KS	Lake Tapawingo, MO	Pleasant Valley, MO	
Drexel, MO	Lake Waukomis, MO	Prairie Village, KS	
East Lynne, MO	Lake Winnebago, MO	Prathersville, MO	
Easton, KS	Lansing, KS	Randolph, MO	
Edgerton, KS	Lawson, MO	Raymore, MO	
Edgerton, MO	Leavenworth, KS	Raytown, MO	
Edwardsville, KS	Leawood, KS	Richmond, MO	
Elmira, MO	Lee's Summit, MO	Ridgely, MO	
Excelsior Estates, MO	Lenexa, KS	River Bend, MO	
Excelsior Springs, MO	Levasy, MO	Riverside, MO	
Fairway, KS	Liberty, MO	Riverview Estates, MO	
Farley, MO	Linwood, KS	Roeland Park, KS	
Ferrelview, MO	Lone Jack, MO	Shawnee, KS	
Fleming, MO	Loch Lloyd, MO	Sibley, MO	
Fontana, KS	Louisburg, KS	Smithville, MO	
Freeman, MO	Merriam, KS	Spring Hill, KS	
Garden City, MO	Mission, KS	Strasburg, MO	
Gardner, KS	Mission Hills, KS	Sugar Creek, MO	
Gladstone, MO	Mission Woods, KS	Tonganoxie, KS	
Glenaire, MO	Missouri City, MO	Tracy, MO	
Grain Valley, MO	Mosby, MO	Unity Village, MO	
Grandview, MO	North Kansas City, MO	Weatherby Lake, MO	

## Attachment D. ESF Descriptions & Local EOP Comparison

This table compares the functional annexes currently in most Missouri and Kansas EOPs; slight variations may exist. Most Kansas counties have converted from functional annexes to ESFs.

Emergency Support Function (ESF) Annex Descriptions	* Comparable Local EOP Functional Annexes	
	Missouri	Kansas
<b>ESF #1 – Transportation</b>  Regional transportation infrastructure, including:  Interstate highways  State and local roads  Bridges  Railroads  Aviation System  Maritime system (waterways and bridges)  Regional transportation capabilities, including:  Local transportation resources  Private transportation resources  State and federal transportation resources  Special needs transportation resources Fuel systems, equipment and supplies available in the Region to support transportation activities  The laws, statutes, ordinances and/or regulations regarding evacuation and transportation at the local, state, and federal level  A regional transportation coordination system which addresses:  How potentially finite transportation resources in the Region will be used, when needed simultaneously by multiple jurisdictions  Federal transportation planning requirements for local Public Health Agencies (LPHAs) regarding mass prophylaxis and the Strategic National Stockpile (SNS)  Emergency transportation planning requirements for the hospitals in the Region	Annex J: Evacuation	Annex E: Evacuation  Annex S: Transportation

Emergency Support Function (ESF) Annex Descriptions	* Comparable Local EOP Functional Annexes	
	Missouri	Kansas
<b>ESF #2 – Communications</b>  Available communications and back up communications capabilities in the Region, including amateur radio capabilities  Communications between jurisdictions and communications interoperability among response agencies from different jurisdictions  Telecommunications and Internet resources, and emergency warning and notification capabilities	<b>Annex B:</b> Communications and Warning	Annex A: Warning  <b>Annex B:</b> Communications
<b>ESF #3 – Public Works and Engineering</b>  Regionally available public works assets and protocols for regional resource activation (e.g., Plan Bulldozer)	<b>Annex I:</b> Public Works  <b>Annex P:</b> Debris Management	<b>Annex K:</b> Public Works and Engineering
<b>ESF #4 – Firefighting</b>  Regionally available fire services agency plans, resources and personnel	<b>Annex F:</b> Fire and Rescue	<b>Annex F:</b> Fire Fighting
<b>ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services</b>  Regional mass care capabilities to include feeding, staffing and supplies  Regionally available human services assistance  Regional coordination of human services assistance and temporary housing issues  Activities required to coordinate the reception and care of evacuees from outside the Region  Mass care, housing and human services assistance for functional needs populations  Pet and animal sheltering issues	<b>Annex L:</b> Reception and Care	<b>Annex C:</b> Shelter and Mass Care  <b>Annex O:</b> Human Services

Emergency Support Function (ESF) Annex Descriptions	* Comparable Local EOP Functional Annexes	
	Missouri	Kansas
<p><b>ESF #8 – Public Health and Medical Services</b></p> <p>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</p> <p>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</p> <p>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)</p> <p>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])</p> <p>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</p> <p>Actions implemented to help ensure timely information sharing and regional coordination regarding disease surveillance, investigation and the recognition of early indicators</p> <p>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])</p> <p>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</p> <p>Evacuation and transportation issues involved with the movement of patients from one healthcare facility to another, including both hospitals and alternate care sites established in support of the event</p> <p><b>Regional communications systems available to support a major health and medical event including the MARCER radio system, EMSsystem, WebEOC, HEAR, amateur radio and others</b></p> <p>Regional mental/behavioral health systems and volunteer resources available to support health and medical activities.</p>	<p><b>Annex M:</b> Health and Medical</p>	<p><b>Annex H:</b> Health and Medical</p>
<p><b>ESF #9 – Search and Rescue</b></p> <p>Regionally available search and rescue resources and capabilities</p>	<p><b>Annex F:</b> Fire and Rescue</p>	<p><b>Annex R:</b> Search and Rescue</p>

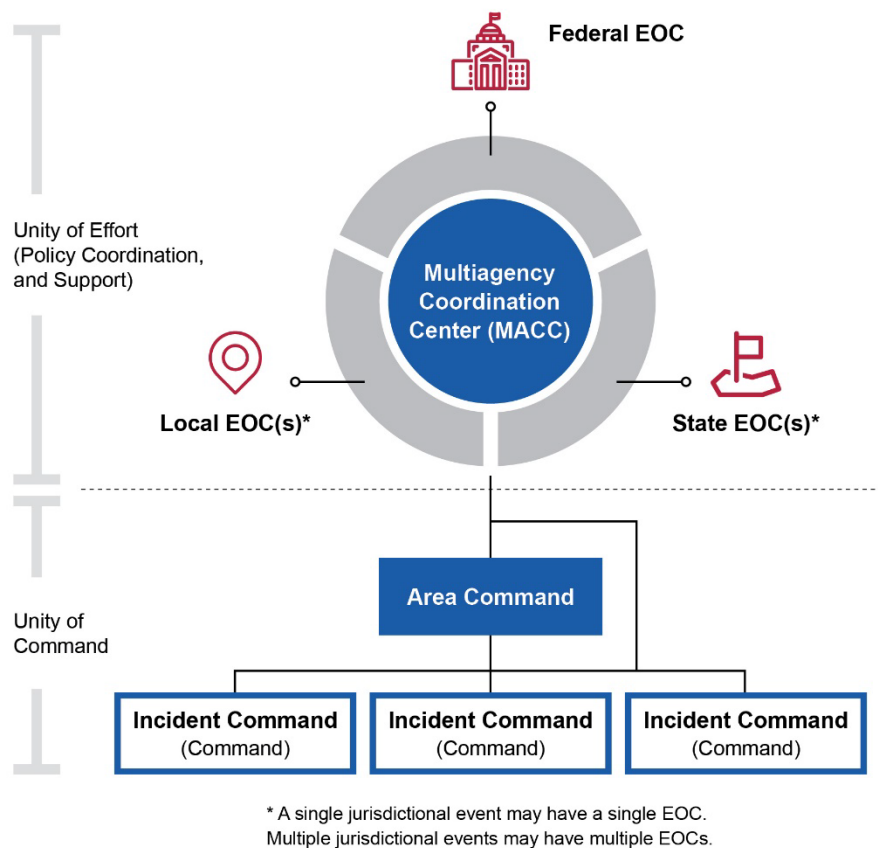
Emergency Support Function (ESF) Annex Descriptions	* Comparable Local EOP Functional Annexes	
	Missouri	Kansas
<b>ESF #11 – Agriculture and Natural Resources</b>  Regional information sharing regarding agricultural issues, the coordination of regional food safety issues and when needed, coordination activities to protect natural resources in the Region	<b>Annex O:</b> Animal Care	
<b>ESF #12 – Energy</b>  Public and private agencies providing energy and utility services to the jurisdictions in the Region  Local plans and protocols in place for dealing with emergency energy and utility related issues  Regional information sharing protocols for energy and utilities system restoration and the availability of alternate energy sources  Resource and personnel assistance potentially available to other jurisdictions with energy and utility restoration issues and sharing of information and provision of mutual aid  Establishing a location for regional information sharing regarding energy and utility related issues, when several jurisdictions are involved who share the same providers	<b>Annex I:</b> Public Works	<b>Annex L:</b> Utilities
<b>ESF #13 – Public Safety and Security</b>  Regionally available law enforcement resources and capabilities, the regional coordination of public safety and security actions, and regionally coordinated terrorism surveillance and early warning	<b>Annex E:</b> Law Enforcement  <b>Annex N:</b> Terrorism	<b>Annex G:</b> Law Enforcement  <b>Annex V:</b> Terrorism
<b>ESF #14 – Cross-Sector Business and Infrastructure</b>  Align and support cross-sector operations among infrastructure owners and operators, businesses, and government partners to stabilize community lifelines, as well as any impacted critical functions.		
<b>ESF #15 – Emergency Public Information</b>  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  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	<b>Annex C:</b> Emergency Public Information	<b>Annex I:</b> Emergency Public Information

## Attachment E. ICS Response & Support System Relationships

This Attachment provides an overview of the response ecosystem, which is crucial to effective response and service delivery to those effected in an incident.

Unified Command and Unified Area Command are almost a certainty for complex responses where multiple local, state, and federal agencies have concurrent and cross-jurisdictional responsibilities, even if the events are located within a single local jurisdiction. See Figure 11, below.

**Figure 11.** Incident Command System Relationships - Unified Area Command Model





## Incident Command / Unified Command

During an incident, the Incident Command System's (ICS) Unified Command quickly establishes a command-and-control infrastructure, which is essential to empowering response personnel to make quick decisions.

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>22</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.



### Unified Command

Law enforcement will 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 personnel and establish command simultaneously, while smaller departments may have to concentrate solely on threat mitigation.

**Source: FEMA PER335 Critical Decision Making for Complex Coordinated Attacks**

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

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<sup>22</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)

## 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 in the Unified Area Command may include:

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



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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.

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## 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 with mass casualties/fatalities, HSJSOC may be established to support friends and 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.
- Ensures effective communication between agencies responsible for the provision of family assistance services
- Ensures 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). Positions are organized using the NIMS/ICS structure.

**For more information:** See SIA 2 Terrorism Incidents.



# Attachment F. Regional THIRA Core Capability Targets

The Region's Threat and Hazard Identification and Risk Assessment may be obtained through MARC.

## Regional Core Capability Targets

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 Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review (THIRA/SRA).

To achieve this, the following capability targets for operational coordination have been identified. Additional capability needs are addressed in the Region's Regional Capability Targets in the THIRA.

### ➤ Planning:

- (MO) Within every 2 years, update all emergency operations plans that define the roles and responsibilities of 375 partner organizations involved in incident management across 92 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.
- (KS) Within every 2 years, update all emergency operations plans that define the roles and responsibilities of 195 partner organizations involved in incident management across 36 jurisdictions affected, and the sequence and scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.

### ➤ Operational Coordination:

- (MO) Within 4 hours 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 months.
- (KS) Within 4 hours 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 months.

### ➤ Operational Communications:

- (MO) Within 1 hour of an incident, establish interoperable communications across 92 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 90 days.
- (KS) Within 1 hour of an incident, establish interoperable communications across 36 jurisdictions affected and with 45 partner organizations involved in incident management. Maintain for 90 days.

### ➤ Situational Assessment:

- (MO & KS) Within 1 hour of an incident, and on a 4-hour cycle thereafter, provide notification to leadership and 45 partner organizations involved in incident management of the current and projected situation. Maintain for 30 days.

➤ **Public Information and Warning:**

- (MO) Within 1 hour notice of an incident, deliver reliable and actionable information to 1,146,268 people affected, including 143,795 people with access and functional needs (affected) and 34,131 people with limited English proficiency affected.
- (KS) Within 1 hour notice of an incident, deliver reliable and actionable information to 854,359 people affected, including 86,546 people with access and functional needs (affected) and 47,323 people with limited English proficiency affected.

➤ **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.

➤ **Mass Care Services**

- (MO) Within 5 day(s) of an incident, provide emergency sheltering, food, and water for 94,500 people requiring shelter and 84,000 people requiring food and water, including 9,450 people with access and functional needs (requiring accessible shelter) and 8400 people with access and functional needs (requiring food and water), and 2625 animals requiring shelter, food, and water. Maintain for 60 day(s).
- (KS) Within 3 day(s) of an incident, provide emergency sheltering, food, and water for 31,500 people requiring shelter and 28,000 people requiring food and water, including 3,150 people with access and functional needs (requiring accessible shelter) and 2,800 people with access and functional needs (requiring food and water), and 875 animals requiring shelter, food, and water. Maintain for 60 day(s)
- (MO) Within 4 week(s) of an incident, move 63,000 people requiring temporary, non-congregate housing, including 6,300 people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.
- (KS) Within 14 day(s) of an incident, move 21,000 people requiring temporary, non-congregate housing, including 2,100 people with access and functional needs (requiring accessible, temporary, non-congregate housing), from congregate care to temporary housing.

➤ **Critical Transportation**

- (MO) Within 4 hour(s) notice of an incident, complete the evacuation of 4,132 people requiring evacuation, including 413 people with access and functional needs (requiring evacuation).
- (KS) Within 4 hour(s) notice of an incident, complete the evacuation of 3,473 people requiring evacuation, including 347 people with access and functional needs (requiring evacuation).
- (MO & KS) Within 1 day(s) of an incident, clear 14 miles of road affected, to enable access for public, private, and nonprofit emergency responders.

➤ **Infrastructure Systems**

- (MO) Within 3 month(s) of an incident, restore services to 344,277 customers (without water services).
- (KS) Within 3 month(s) of an incident, restore services to 289,399 customers (without water services).
- (MO) Within 3 month(s) of an incident, restore services to 344,277 customers (without wastewater services).
- (KS) Within 3 month(s) of an incident, restore services to 289,399 customers (without wastewater services).
- (MO) Within 5 day(s) of an incident, restore service to 57,313 customers (without communication service).
- (KS) Within 5 day(s) of an incident, restore service to 42,718 customers (without communication service).
- (MO) Within 5 day(s) of an incident, restore service to 286,567 customers (without power service).
- (MS) Within 5 day(s) of an incident, restore service to 213,590 customers (without power service).

➤ **Supply Chain Integrity & Security**

- (MO & KS) Every 1 year(s) engage 75 partner organizations involved in incident management to promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.

➤ **Logistics & Supply Chain Management**

- (MO) Within 72 hour(s) of an incident, identify and mobilize life-sustaining commodities, resources, and services to 94,500 people requiring shelter and 84,000 people requiring food and water. Maintain distribution system for 60 day(s).
- (KS) Within 72 hour(s) of an incident, identify and mobilize life-sustaining commodities, resources, and services to 31,500 people requiring shelter and 28,000 people requiring food and water. Maintain distribution system for 60 day(s).

## Attachment G. First Hour Checklist for Regional Emergencies

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.

Local officials tasked with emergency function responsibilities should carry out the following actions as needed based on the specifics of the incident.

In addition, each ESF annex includes a first-hour checklist specific to that function. Please refer to SIA #2 – Terrorism Incidents for data elements critical to the dynamic CCTA response.

### **Purpose of the First Hour Checklist for Regional Emergencies**

**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. It 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**

- ☐ Review status of initial response actions and determine response status.
- ☐ Consider protective actions if appropriate.
- ☐ Evaluate emergency public information requirements (see “Emergency Public Information Considerations” checklist, below).
- ☐ Determine next steps needed to coordinate activities, implement appropriate protective actions and release regionally consistent emergency public information.
- ☐ Use the WebEOC regional boards to log jurisdiction-specific actions.
- ☐ Ensure appropriate communications are initiated between jurisdictions and if needed, arrange for a regional conference call (for more information, see Step 2).



## Gaining General Situational Awareness

Step 1	<input type="checkbox"/> If an incident occurred, what happened, including where and when?
	<input type="checkbox"/> What is the incident (natural disaster, accident, terrorism)?
	<input type="checkbox"/> Is there an estimate of injuries/fatalities?
	<input type="checkbox"/> What are the estimated damages to or status of critical infrastructures (transportation, power, medical, water)?
	<input type="checkbox"/> If an incident has not occurred, what is the latest information/intelligence about threats locally and to the Region and what are the potential impacts?
	<input type="checkbox"/> Determine if regional coordination actions are needed and if so, proceed to Step 2.

## Gaining/Maintaining Regional Awareness and Ensuring Regional Coordination

Step 2	<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 "Initiating Regional Coordination" section of the Base Guide. 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>Convening/organizing the MAC Group, as described in this Base Guide (see "Key Concepts and Organizations," above).</li> </ul>
	<input type="checkbox"/> During regional conference calls and/or meetings, participants may discuss the following as appropriate to the event. <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 Gaining Resource Management Situational Awareness, below.</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> <li>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.</li> </ul>
	<input type="checkbox"/> • -000000000000

## Determining Overall Response Status

Step 3	<input type="checkbox"/> Who is leading the response or investigation?
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	<input type="checkbox"/> What assets/agencies are on scene, available, or needed?
	<input type="checkbox"/> If the event is significant and may require state assistance, has the state EMA been contacted?
	<input type="checkbox"/> Have the appropriate IAP steps been initiated, and local and state situation reports completed as required by the event?
	<input type="checkbox"/> What is the threat status and/or emergency declaration(s) status (federal, state, local)?
	<input type="checkbox"/> What regional assets may be available to assist with the event?
	<input type="checkbox"/> How can you prepare for a 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.
	<input type="checkbox"/> Based on the event and the functions implemented, see the First Hour Checklist(s) included as an attachment to the appropriate ESF.

## Initial Response Actions

Step 4	<input type="checkbox"/> Activate the local EOC and call-up the EOC Team as needed.
	<input type="checkbox"/> Maintain communications with the MAC Group and State EOC and request regional/state assistance if dictated by the situation.
	<input type="checkbox"/> Work to coordinate the activities of all responding agencies.
	<input type="checkbox"/> Initiate MACS, as appropriate.
	<input type="checkbox"/> Develop an Incident Action Plan (IAP) and submit appropriate situation reports to the state.
	<input type="checkbox"/> Ensure personnel are available for 24-hour staffing of the EOC.
	<input type="checkbox"/> Consider sharing resources and personnel with other jurisdictions in the Region.
	<input type="checkbox"/> 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.
	<input type="checkbox"/> Identify and deploy resources and personnel on a priority basis.
	<input type="checkbox"/> If necessary, establish staging areas, distribution sites and mobilization centers from which resources may be distributed.
	<input type="checkbox"/> Maintain an inventory system to track supplies and equipment used in the disaster.
	<input type="checkbox"/> Maintain accurate records of resources, personnel used, and funds expended on emergency activities.
	<input type="checkbox"/> Consider sharing resources and personnel with other jurisdictions in the Region to help manage logistics-related activities.
	<input type="checkbox"/> If resources are shared, ensure proper agreements (MOUs, contracts, etc.) are in place.

- ☐ If appropriate, consider pooling regional resources to open facilities (e.g., alternate care sites, shelters, warehouses) to serve more than one jurisdiction in the Region.

## Determining Initial Protective Actions (Schools, Workforce, Transportation, etc.)

If appropriate for the incident (evacuation or in-place shelter required):

<b>Step 5</b>	<input type="checkbox"/> Has any initial protective action occurred for schools (e.g., lockdown)?
	<input type="checkbox"/> Has any initial protective action occurred for citizens/the workforce (e.g., shelter in place)?
	<input type="checkbox"/> How have functional/access needs populations been addressed?
	<input type="checkbox"/> Has any initial protective action occurred for transportation (e.g., public transit operational, transportation route restrictions lifted)?
	<input type="checkbox"/> What schools/workforce facilities are in the hazard area?
	<input type="checkbox"/> What other protective actions should be considered and who else should be involved in discussions?
	<input type="checkbox"/> What additional protective actions may be needed to protect affected general public, schools, workforce (e.g., evacuation, in-place protection, quarantine, school/work dismissal, public meeting cancellation and government facility closure)?
	<input type="checkbox"/> What considerations should be made when making protective action decisions? General considerations: <ul style="list-style-type: none"> <li>For a threat or hazard involving regional impact consider partial or full-scale evacuation of potentially impacted area.</li> <li>For a threat or hazard involving local impact, consider partial local evacuation unless addressed below.</li> <li>For a short air release of toxic chemical (e.g., brief plume), consider sheltering in place initially downwind of release.</li> <li>For long air release of toxic chemicals (e.g., continuously leaking), consider local evacuation of persons downwind of release.</li> <li>For an explosion, consider evacuating the impacted area and consider secondary devices.</li> <li>For infectious contamination, depending on type, consider quarantine, requesting strategic national stockpile, and/or mass prophylaxis.</li> <li>For dirty bombs, consider sheltering initially, then evacuating persons downwind.</li> <li>For flooding, consider evacuation of impacted area.</li> <li>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.</li> </ul>

## Emergency Public Information Considerations

- ☐ What should be communicated, when, how, and by whom?

<input type="checkbox"/>	What information has been communicated to the general public/schools/workforce, etc. and is the message uniform and consistent across all jurisdictions involved?
<input type="checkbox"/>	Consider posting information to the Prepare Metro KC website at <a href="https://www.preparemetrokc.org/">https://www.preparemetrokc.org/</a> .
<input type="checkbox"/>	Is there a need for joint emergency public information activities (i.e., issuing regionally supported news releases, advisories, etc.)?
<input type="checkbox"/>	Does the plan identify mechanisms for disseminating timely and accessible emergency public information using multiple methods (e.g., television, radio, internet, sirens) as well as to reach all audiences?

### 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:**

<input type="checkbox"/>	[An incident] has occurred in [jurisdiction(s)].
<input type="checkbox"/>	[Local and state officials] are [responding / managing the incident].
<input type="checkbox"/>	Local EOCs [in jurisdictions] are operational
<input type="checkbox"/>	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.
<input type="checkbox"/>	Schools and daycare facilities throughout the Region are [locked down. Students will not be released until the situation has been fully assessed.]
<input type="checkbox"/>	[Name of transit systems] are [operational]. Roads [remain open]. Restrictions have [been lifted or been implemented].
<input type="checkbox"/>	[Shelters have been opened at ____]
<i>Include other information from previous steps as necessary.</i>	

# Attachment H. Established Regional Resource Request Processes

Table 9. Established Regional Resource Request Processes

Regional Resource/Service	Regional Point of Contact (i.e., regional gatekeeper or facilitator)	Related Plans, ESFs, and/or Documents Describing Process
<b>Regional Interoperable Communications Resources</b>	Johnson County Emergency Communications Center -- Regional Communications Coordinator (COMC) (913) 826-1000  Kansas City Missouri Police Department-Technical Systems Manager (816) 482-8510	ESF #2 – Communications  Regional TICP
<b>Firefighting</b>	Missouri: Lee Summit Fire Department (816) 969-7407  Kansas: Johnson County Emergency Communications Center (913) 826-1000	ESF #4 – Firefighting
<b>Private-Sector Heavy Equipment (see Plan Bulldozer)</b>	Heavy Constructor's Association of the Greater Kansas City Area (need to have MOU in place) (816) 753-6443	ESF #3 – Public Works & Engineering
<b>Regional Health and Medical Resources</b>	Regional Healthcare Coordination System  Region A Hospital Coordinator Duty Officer: (913) 608-9425  Region A EMS Coordinator: Dan Manley: (816) 969-1304, (816) 701-8209, or (816) 392-0710	ESF #8 – Public Health & Medical  Mass Casualty Incident Plan  Kansas City Regional Evacuation Guide
<b>Regional Technical Search and Rescue System/Resources (Specialized capabilities, including individuals trained to conduct high angle rescue, confined space rescue, trench rescue, structural collapse and mass transportation rescue)</b>	Missouri: Lee Summit Fire Department (816) 969-7407  Kansas: Johnson County Emergency Communications Center (913) 826-1000	ESF #9 – Search and Rescue
<b>Regional HAZMAT Teams</b>	Missouri: Lee Summit Fire Department (816) 969-7407  Kansas: Johnson County Emergency Communications Center (913) 826-1000	ESF #4 – Firefighting  ESF #10 – Oil & Hazardous Materials

Regional Resource/Service	Regional Point of Contact (i.e., regional gatekeeper or facilitator)	Related Plans, ESFs, and/or Documents Describing Process
<b>KC-Metro Disaster Tactical Response Team (KCMDTRT)</b>	<p>Kansas: Overland Park, Kansas Police Department's Communications Center (913) 895-6300</p> <p>Missouri: Kansas City, Missouri Police Department's Communications Center's On-Duty Supervisor (816) 889-6160</p>	<p>ESF #13 – Public Safety &amp; Security</p> <p>SIA #2 – Terrorism</p>
<b>Regional Explosive Ordinance Disposal (EOD) Teams</b>	<p><b>Contact the closest team to your jurisdiction.</b></p> <p>Kansas City, Missouri Police Department (KCPD): (816) 889-6160</p> <p>Independence Police Department (IPD): (816) 836-3600</p> <p>Lee's Summit Police Department (LSPD): (816) 969-7390</p> <p>Kansas City, Kansas Police Department (KCKPD): (913) 573- 6000</p> <p>Overland Park Police Department (OPPD): (913) 895-6300</p> <p>Olathe Police Department (OPD): (913) 971-7500</p> <p>Leavenworth Police Department (LPD): (913) 682-4411</p>	<p>ESF #13 – Public Safety &amp; Security</p> <p>SIA #2 – Terrorism</p>
<b>Kansas City Regional Mortuary Operational Response Group (KCRMORG) Personnel &amp; Equipment</b>	<p>Missouri: Lee Summit Fire Department (816) 969-7407</p> <p>Kansas: Johnson County Emergency Communications Center (913) 826-1000</p>	<p>ESF #8 – Public Health &amp; Medical</p> <p>Regional Mass Fatality Plan</p>
<b>Regional Mass Care Resources</b>	<p>American Red Cross (816) 931-8400</p>	<p>ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services</p>

# Attachment I. Sample Mutual Aid Agreement & Resource Request Forms

**Guidelines:** For situations outside of existing compacts/agreements, this sample MAA and accompanying Resource Request Form may be modified and adapted according to local procedures and rules. Prior to implementation, a qualified and appropriate legal representative of the jurisdiction should carefully review the document. Terms should not be in conflict with Missouri Chapter 44 Civil Defense Section 44.090 and/or Kansas KSA, 48-950, and any other applicable laws, as appropriate.

## SAMPLE EMERGENCY MUTUAL AID ASSISTANCE AGREEMENT

This Agreement made entered into this \_\_\_\_\_ day of \_\_\_\_\_ 2013 by and between the undersigned and duly organized political subdivisions of the State of \_\_\_\_\_, in order to grant assistance to one another where such assistance is necessary to protect life and property, or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual political subdivisions; and

**WHEREAS**, the political subdivisions cooperating under this Agreement are authorized by law to enter into and carry out the provisions provided herein, and

**WHEREAS**, each of the parties entering into this Agreement has expertise unique to the management of disasters/emergencies that would be difficult and time consuming to accumulate during the onset of a disaster/emergency, and

**WHEREAS**, the unique expertise and experience maintained by each political subdivision cooperating under this Agreement would be beneficial to each other should the need arise, and

**WHEREAS**, the pertinent provisions of State Law provide for and encourage a written Agreement memorializing such Agreements to provide mutual aid and assistance;

**NOW, THEREFORE**, it is agreed by and between the parties hereto as follows, to wit:

### Section 1. Definitions

- A. **“AGREEMENT”** – this document which sets forth the agreement to facilitate the rendering of assistance to protect life and property; or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual member political subdivisions.
- B. **“ACTUAL INCIDENT AGREEMENT”** – a contract between two member political subdivisions entered into at the time of emergency or disaster in which the Assisting Party agrees to provide specified resources to the Requesting Party under the terms and conditions specified in this Agreement.
- C. **“REQUESTING PARTY”** – the member political subdivision requesting aid in the event of an emergency or disaster pursuant to the terms and conditions of this Agreement.
- D. **“ASSISTING PARTY”** – the member political subdivision furnishing equipment, services and/or manpower to the Requesting Party pursuant to the terms consistent with those in this Agreement.
- E. **“AUTHORIZED REPRESENTATIVE”** – an officer or employee of a member political subdivision authorized in writing by that entity to request, offer, or provide assistance under the terms of this Agreement.
- F. **“EMERGENCY”** – any occurrence, or threat thereof, whether natural, or caused by man, in war or in peace, which



results or may result in substantial injury or harm to the population, substantial damage to or loss of property, or substantial harm to the environment.

- G. “DISASTER”** – any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration at the Local, State, and/or Federal Level, and is likely to clearly exceed local capabilities and require a broad range of State and Federal assistance.
- H. “MEMBER POLITICAL SUBDIVISION”** – any political subdivision or authorized officer or agency within the \_\_\_\_Region which maintains its own emergency services organization and has agreed to the terms of this Agreement.

## **Section 2. Terms of Agreement**

The parties hereto agree and acknowledge that this Agreement shall become effective upon the date of execution by the parties represented here with, and the initial term of this Agreement shall be for one (1) year from the date of execution. Unless a party notifies the other parties of its intention not to renew and continue this Agreement, such term shall be automatically extended for a further period of one (1) year and shall only be terminated as thereafter provided. In the event of such continuation on a year-to-year basis, all of the terms and provisions hereof shall continue in full force and effect during said extensions.

It is further agreed, that in the event any party wishing to withdraw from this Agreement, absent mutual consent, shall be deemed to be relieved of any obligations or benefits hereunder upon written notice by the withdrawing party to the other cooperating parties providing ten (10) days notice of said withdrawal and termination of this Agreement.

## **Section 3. Procedures for Provision of Mutual Aid**

When a member political subdivision either becomes affected by, or is under imminent threat of an emergency or disaster and, as a result, has officially declared an emergency, it may request emergency-related mutual aid assistance by: (1) submitting a Request for Assistance to an Assisting Party or to the State EOC, or (2) orally communicating a request for mutual aid assistance to an Assisting Party or to the State EOC, followed as soon as feasible by written confirmation of the request. Mutual aid shall not be requested by a member political subdivision unless resources available within the stricken area are deemed to be inadequate. All requests for mutual aid must be transmitted by the Authorized Representative of the member political subdivision. No member political subdivision shall be required to provide mutual aid.

- A. REQUIRED INFORMATION:** Each Request for Assistance shall provide the following information to the extent known by the Requesting Party:

- Local Disaster Emergency Declaration(s): Identification of all local entities that have formally declared an emergency.
- Stricken Area and Status: A general description summarizing the condition of the community (e.g. whether disaster or emergency is imminent, in progress or has already occurred) and of the damage sustained to date.
- Incident Command: Identification of the Incident Commander(s) and the person(s) to which Assisting Party supervisory personnel will report upon arrival at the designated staging location, if applicable.
- Request for Assistance: Identification of amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed by Requesting Party, including:
  - Services and Infrastructure: Identification of available public services and infrastructure systems in Requesting Party's geographical limits, if any, as well as identification of those public services and infrastructure systems made unavailable by the emergency and which Requesting Party is requesting assistance reestablishing.
  - Facilities: Identification of the type(s) of sites, structures or buildings outside of Requesting Party's

geographical limits being requested to serve as relief centers, shelters, or staging areas for incoming emergency personnel, goods and services.

- Length of Deployment: Unless a shorter or longer duration is identified in the initial Request for Assistance, the normal initial duration of Assisting Party's assistance shall be seven days and may be extended, if necessary, in seven day increments.

- B. REQUESTS DIRECTLY TO ASSISTING PARTY:** The Requesting Party may directly contact the Authorized Representative of the Assisting Party. The Requesting Party shall be responsible for keeping the State EOC(s) advised of the status of mutual aid activities.
- C. REQUESTS ROUTED THROUGH OR ORIGINATING FROM THE STATE EOC:** The Requesting Party may directly contact the State EOC. The State EOC may then contact other member political subdivisions on behalf of the Requesting Party. Once identified, each Assisting Party must communicate directly with the Requesting Party.
- D. ASSESSMENT OF AVAILABILITY OF RESOURCES AND ABILITY TO RENDER ASSISTANCE:** When contacted by a Requesting Party, or by the State EOC on behalf of a Requesting Party, the Authorized Representative of any member political subdivision agrees to assess local resources to determine available personnel, equipment and other assistance. If the equipment and personnel of the Assisting Party are unavailable or already engaged in response activities at the time a call for assistance is received, that party shall not be under any obligation to the Requesting Party or to any other person or persons to furnish resources (i.e. personnel and equipment), unless the request is renewed after the party's equipment and personnel again become available to respond.
- E. INCIDENT COMMAND SYSTEM & NIMS:** The parties agree that the Requesting Party shall coordinate and utilize a standard ICS, to the greatest extent possible, for an emergency requiring mutual aid assistance under this Agreement. Requesting Party's ICS shall be consistent with the concepts and principles of the National Incident Command System (NIMS) developed by the U.S. Department of Homeland Security. Utilization of ICS shall not be interpreted as increasing or decreasing the authority, responsibility, and accountability inherent to personnel or resources deployed by Assisting Party under the terms of this Agreement.
- F. SUPERVISION AND CONTROL:** When providing assistance under the terms of this Agreement, the personnel, equipment, and resources of any Assisting Party will be under the operational direction (the authority to assign tasks, designate objectives, and synchronize and integrate actions) of the \_\_\_\_\_, which shall advise supervisory personnel of the Assisting Party of work tasks, for assignment to personnel. Direct supervision and oversight (indicates the on-site, close contact whereby the supervisor is able to respond quickly to the needs of the supervisee) of personnel, equipment and resources shall remain with the designated supervisory personnel of the \_\_\_\_\_.
- G. FOOD, HOUSING, AND SELF-SUFFICIENCY:** Unless specifically instructed otherwise, the Requesting Party shall have the responsibility of providing food and housing for the personnel of the Assisting Party from the time of their arrival at the designated location to the time of their departure. However, Assisting Party personnel and equipment should be, to the greatest extent possible, self-sufficient while working in the emergency or disaster area. The Requesting Party may specify only self-sufficient personnel and resources in its Request for Assistance.
- H. COMMUNICATIONS:** Unless specifically instructed otherwise, the Requesting Party shall have the responsibility for coordinating communications between the personnel of the Assisting Party and the Requesting Party. Assisting Party personnel should be prepared to furnish communications equipment sufficient to maintain communications among their own respective operating units.
- I. RIGHTS AND PRIVILEGES:** Whenever the officials, employees and volunteers of the Assisting Party are rendering aid pursuant to this Agreement, such persons shall have the powers, duties, rights, privileges, and immunities, and shall receive the compensation, incidental to their employment or position.
- J. TERM OF DEPLOYMENT:** The initial duration of a Request for Assistance is normally seven days and may be extended, if necessary, in seven day increments. However, the duration may be shorter or longer depending on the event.
- K. SUMMARY REPORT:** Within ten days of the return of all personnel deployed following an event, the Requesting Party will prepare a Summary Report of the event, and provide copies to each Assisting Party. The Report shall include a chronology of events and description of personnel, equipment and materials provided by one party to the other.

## Section 4. Reimbursement

The terms and conditions governing reimbursement for any assistance provided pursuant to this Agreement shall be in accordance with the following provisions, unless otherwise agreed upon by the Requesting and Assisting Parties.

- A. PERSONNEL:** During the period of assistance, the Assisting Party shall continue to pay its employees according to its then prevailing ordinances, rules, and regulations. The Requesting Party shall reimburse the Assisting Party for all direct and indirect costs, including actual costs paid and fringe benefits, as long as those costs are reasonable and do not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs, unless agreed to otherwise by the parties. Additional expenses incurred such as room and board, travel expenses, and other expenses will be reimbursed if approved by Requesting Party at the time the Actual Incident Agreement is executed.
- B. BACKFILL PERSONNEL:** In such cases where a permanent employee of the Requesting Party is performing disaster-related work, and it is necessary to provide a person to fill their normal position and duties, a backfill employee or hire may be necessary. Under the provisions of this Agreement, backfilled employees or hires will not be included or directly addressed in this Agreement, and should be agreed to otherwise between parties outside of this Agreement.
- C. EQUIPMENT:** The Assisting Party shall be reimbursed by the Requesting Party for the use of its equipment during the period of assistance according to pre-established local or state hourly rates; or by actual replacement, operation, and maintenance expenses incurred, when necessary. For those instances in which some costs may be reimbursed by the Federal Emergency Management Agency, the eligible direct costs shall be determined in accordance with 44 CFR 206.228, or other regulations in effect at the time of the disaster. If the equipment used to perform emergency work is extraordinarily damaged resulting from performance of this emergency work, the Requesting Party shall agree to replace the equipment with the same age, capacity, and condition, less the salvage value, unless damage is caused by willful negligence and misconduct on the part of the Assisting Party's operator or if the damage could have been reasonably avoided.
- D. MATERIALS AND SUPPLIES:** The Assisting Party shall be reimbursed for all materials and supplies furnished by it and used or damaged during the period of assistance, except for the costs of equipment, fuel, maintenance materials, and labor, which shall be included in the equipment rate established above. The measure of reimbursement shall be determined in accordance with 44 CFR 206.228 or other regulations in effect at the time of the disaster. In the alternative, the parties may agree that the Requesting Party will replace, with like kind and quality as determined by the Assisting Party, the materials and supplies used or damaged. If such an agreement is made, it shall be reduced to writing in the Actual Incident Agreement.
- E. RECORD KEEPING:** The Assisting Party shall maintain records and submit invoices within 60 days for reimbursement by the Requesting Party in accordance with existing policies and practices. Requesting Party finance personnel shall provide information, directions, and assistance for record keeping to Assisting Party personnel.
- F. PAYMENT:** Unless otherwise mutually agreed, the Assisting Party shall invoice the Requesting Party for all reimbursable expenses with an itemized statement as soon as practicable after the expenses are incurred, as stated above. The Requesting Party shall pay the invoice, or advise of any disputed items, not later than sixty (60) days following receipt of the invoice, unless otherwise agreed upon.
- G. FEDERAL OR STATE AID:** Requesting Party's duty to reimburse Assisting Party for its assistance is in no way contingent upon the availability of Federal or State aid.
- H. WAIVER OF REIMBURSEMENT:** The Assisting Party reserves the right to assume or donate, in whole or in part, the costs associated with any loss, damage, expense or use of personnel, equipment and resources provided. Assisting Party shall inform the Requesting Party of the waiver as soon as practical after the expenses are incurred, but not later than sixty (60) days following the period of assistance. The Assisting Party shall send the Requesting Party written documentation that Assisting Party's governing body ratified and/or expressed approval of the decision not to seek reimbursement.

## Section 5. Insurance

Each party shall be responsible for its own actions or omissions and those of its employees.

Unless otherwise agreed upon by Requesting Party and Assisting Party, it is agreed that each party shall be individually responsible for providing insurance coverage in accordance with the following provisions and subject to the terms of the Reimbursement section herein:

- A. UNEMPLOYMENT & WORKERS' COMPENSATION COVERAGE:** Each member political subdivision shall be responsible for its own actions and those of its employees and is responsible for maintaining its own unemployment insurance and workers' compensation insurance coverage, as required by law, for its employees.
- B. AUTOMOBILE LIABILITY COVERAGE:** Each member political subdivision shall be responsible for its own actions and is responsible for complying with the [INSERT RULE]\_\_\_\_\_. Member political subdivisions agree to obtain automobile liability coverage with a limit of at least \$\_\_\_\_\_ combined single limit and coverage for owned, non-owned, and hired vehicles, or maintain a comparable self-insurance program. It is understood that the member political subdivision may include in the emergency response, volunteer companies that have motor vehicles titled in the name of the volunteer company. It is the responsibility of each member political subdivision to determine if the volunteer company has automobile liability coverage as outlined in this section.
- C. GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, AND LAW ENFORCEMENT LIABILITY:** To the extent permitted by law and without waiving sovereign immunity, each member political subdivision shall be responsible for any and all claims, demands, suits, actions, damages, and causes for action related to or arising out of or in any way connected with its own actions, and the actions of its personnel in providing mutual aid assistance rendered or performed pursuant to the terms and conditions of this Agreement. Each member political subdivision agrees to obtain general liability, public official's liability and law enforcement liability, if applicable, with minimum single limits of no less than \$\_\_\_\_\_, or maintain a comparable self-insurance program.

---

**IMPORTANT:** Insurance and liability will vary by state and jurisdictions. The following is an example of language that might be included but should be modified according to state and local provisions.

---

- D. GENERAL INSURANCE POLICY REQUIREMENTS:** All insurance policies required under this Agreement shall be in effect during the period of assistance. All policies shall be primary and not contributory. During the period of assistance, parties shall pay the premiums on the required policies and shall not allow the policies to be revoked, canceled, amended, or allowed to lapse without thirty (30) days notification to the other party, if possible, or shall otherwise provide such notification immediately upon learning that a policy has been, or will be, revoked, canceled, amended, or allowed to lapse.

## Section 6. Indemnification

Each party to this Agreement shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees and agents at all times. Neither party agrees to insure, defend, or indemnify the other. To the extent a party does not maintain the proper levels of liability and other insurance coverage pursuant to the terms of this Agreement, the party's liability for being uninsured, or underinsured, shall not be construed as a waiver of its governmental or sovereign immunities.

## Section 7. Immunities

See State Laws [INSERT]\_\_\_\_\_.

**Section 8. Applicable Law**

In the event that the construction, interpretation, and enforcement of this Agreement are subjected to adjudication in a court of law, the construction, interpretation, and enforcement of the terms of the Agreement, and each party’s duties and responsibilities there under, shall be governed by the laws of the State of \_\_\_\_\_. In such event, the Courts of the State of \_\_\_\_\_ shall have jurisdiction over the Agreement and the parties.

**Section 9. Severability and the Effect on Other Agreements**

Should any portion, section, or subsection of this Agreement be held to be invalid by a court of competent jurisdiction, that fact shall not affect or invalidate any other portion, section or subsection; and the remaining portions of this Agreement shall remain in full force and effect without regard to the section, portion, or subsection or power invalidated.

**Section 10. Amendments**

Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, executed, and signed by all parties to this Agreement with the same approvals, certifications, submissions and other requirements applicable to the original Agreement.

**Section 11. Signatures**

In witness whereof, the parties to this Agreement through their duly authorized officials or representatives, hereby execute this Agreement on the dates set out below, and in doing so certify that each has read, understood, and agreed to the terms and conditions of this Agreement as set forth herein and has the authority to enter into this legally binding contractual Agreement. The effective date of this Agreement is the date of the signature and seal last affixed to this page.

County/City Officials \_\_\_\_\_ Date Signed: \_\_\_\_\_

_____	_____	_____
Mayor/Commissioner	Attest	Title
_____		
Emergency Manager		

County/City Officials \_\_\_\_\_ Date Signed: \_\_\_\_\_

_____	_____	_____
Mayor/Commissioner	Attest	Title
_____		
Emergency Manager		

## **SAMPLE “ACTUAL INCIDENT AGREEMENT” FORMS**

The Request Forms should be modified and adapted according to local procedures and rules.

Part I: Request for Assistance

Part II: Assistance to Be Provided

Part III: Requesting Party's Approval

---

### **Part I: Request for Assistance**

Incident Name: Request Number:

Requesting Party Name: \_\_\_\_\_

Point of Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_ Fax: \_\_\_\_\_

1. General description of the event. (*Attach latest local Situation Report.*)
  
2. Identification of the emergency services function(s) for which assistance is needed (e.g., fire, law enforcement, emergency medical, transportation, communications, public works and engineering, building inspection, mass care, resource support, search and rescue, etc.) and the particular type of assistance needed. (*Please attach additional documentation as needed.*)
  
3. Identification of the critical infrastructure system(s) for which assistance is needed (e.g., sanitary sewer, potable water, storm water systems, etc.) and the type of work assistance required. (*Please attach additional documentation as needed.*)

4. Amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed, including approx. place of arrival. *(Please attach additional documentation as needed.)*

5. When Needed (Date & Time) \_\_\_\_\_

Authorized Requesting Party Official: \_\_\_\_\_

Title: \_\_\_\_\_ Signature: \_\_\_\_\_

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

After completion of Part I, fax this form to the potential Assisting Party and/or to the State EOC.

KANSAS CITY METROPOLITAN AREA



## Part II: Assistance to be Provided

Incident Name: \_\_\_\_\_ Request Number: \_\_\_\_\_ Assisting Party Name: \_\_\_\_\_

Assisting Party Point of Contact Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_ Fax: \_\_\_\_\_

The request for assistance from \_\_\_\_\_ has been received.

Date & Time Received: \_\_\_\_\_

Assistance Will Be Provided?

- ☐ YES  
☐ NO

If no, briefly explain why:

1. Personnel. (List or attach point-of-contact/team leader and all personnel)
  
2. Equipment, Supplies, & Materials. (List or Attach)
  
3. Place of Arrival: \_\_\_\_\_
  
4. Estimated Date and Time of Arrival: \_\_\_\_\_
  
5. Estimated Date and Time of Departure: \_\_\_\_\_
  
6. Please attach additional information pertinent to this Actual Incident Agreement, such as but not limited to:  
information or terms for procedures or provisions of mutual aid, reimbursements (e.g., waiver of  
reimbursement, payments), insurance, or any other items.

The above and/or attached terms and information have been coordinated with the Requesting Party.

- ☐ YES  
☐ NO

Authorized Assisting Party Official: \_\_\_\_\_

Title: \_\_\_\_\_ Signature: \_\_\_\_\_

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

After completion of Part II, fax this form to the Requesting Party and/or to the State EOC.

\_\_\_\_\_

### Part III: Requesting Party's Approval

Incident Name: \_\_\_\_\_

Request Number: \_\_\_\_\_

In accordance with this Actual Incident Agreement and the terms and conditions described in Part II, this agreement is hereby:

- ☐ ACCEPTED
- ☐ DECLINED

Authorized Requesting Party Official: \_\_\_\_\_

Title: \_\_\_\_\_ Signature: \_\_\_\_\_

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

After completion of Part III, fax this form to the Assisting Party and/or to the State EOC.

## Attachment J. Legal References for Mutual Aid

Level of Government	Document	Citation/Statute	Authority/Responsibility
Federal	<a href="#">Stafford Act</a>	<a href="#">44 CFR Section 206</a>	DHS/FEMA – emergency response
Federal	<a href="#">Executive Order 12148</a>	<a href="#">44 Fed. Reg. 43239</a>	DHS/FEMA – preparedness/response
Federal	<a href="#">Presidential Policy Directive 8 (FEMA Implementation)</a>	<a href="#">Presidential Policy Directive PPD 8</a>	DHS/FEMA – national preparedness
Federal	<a href="#">Presidential Policy Directive 21 (FEMA Implementation)</a>	<a href="#">Presidential Policy Directive PPD 21</a>	DHS public health and medical
Federal	<a href="#">Emergency Management Assistance Compact</a>	<a href="#">Public Law 104-321</a>	FEMA/State mutual aid
Federal	<a href="#">National Emergencies Act</a>	<a href="#">Public Law 94-412, 90 Stat. 1255</a>	Executive Branch – Presidential Declaration
Federal	<a href="#">Pandemic and All Hazards Preparedness Act</a>	<a href="#">Public Law No. 109-417</a>	HHS/CDC – public health preparedness and response
Federal	<a href="#">Public Health Service Act</a>	<a href="#">Public Law 78-410</a>	HHS – public health emergency declaration
Federal	<a href="#">Public Readiness and Emergency Preparedness Act</a>		HHS – declaration of immunity from liability for claims related to medical countermeasures
Federal	<a href="#">NIMS</a>		DHS/FEMA – incident command system
Federal	<a href="#">National Response Framework, Third Edition</a>		DHS/FEMA – national all-hazards approach to coordinate emergency response through ESFs
State	Kansas Mutual Aid System	Statutes <a href="#">48-950</a> -958	KS Political jurisdiction or multi-jurisdictional agencies
Municipal	Municipal Mutual Aid	KS <a href="#">12-16,117</a> ,	KS Municipalities (Counties/Cities)
Public Agency	Public Agencies	KS <a href="#">12-2904</a>	Public agencies
State	Kansas Mutual Aid	KS <a href="#">80-1517</a>	Fire (ESF #4)
State	Kansas Mutual Aid	KS <a href="#">65-6158</a>	Public Health and Medical (ESF #6)

Level of Government	Document	Citation/Statute	Authority/Responsibility
State	Kansas Mutual Aid	KS <a href="#">48-3602</a>	Law Enforcement
State	Missouri Mutual Aid	MO <a href="#">44.415</a>	State Emergency Management
State	Missouri Mutual Aid - Missouri Law Enforcement	MO <a href="#">44.098</a>	Law Enforcement mutual aid with KS and OK
State	Missouri EMS	MO <a href="#">190.107</a> <a href="#">MO 190.900 - 939</a>	EMS/ambulance
State	Kansas EMS	KS <a href="#">65-6158</a>	EMS/ambulance
State	Kansas Wildfire	KS <a href="#">31-801</a>	Forest Fire preservation
State	Missouri Mutual Aid	MO <a href="#">320.090</a>	Fire
State	Kansas EM Compact	KS <a href="#">48-9a01</a>	KSW Interstate EM Compact/State EM
State	Missouri Mutual Aid	MO <a href="#">44.095</a>	Mutual aid with Kansas/State EM
State	Missouri Mutual Aid	MO <a href="#">44-090</a> MO <a href="#">44-105</a> MO <a href="#">44-045</a>	Interstate and Intrastate. No declaration required. License reciprocity recognized.
State (National Agreement)	Kansas / Missouri	<a href="#">EMS Compact</a>	EMS reciprocal recognition of license
State (National Agreement)	Kansas / Missouri	<a href="#">Nurse Licensure Compact</a>	Nurse reciprocal recognition of license

## Attachment K. WebEOC Examples

Below are examples of WebEOC boards – additional examples are included with their corresponding ESFs. **These examples are for demonstration purposes only.** Local agencies and organizations should contact the Emergency Management Agencies (EMAs) in their jurisdictions for specific login information to WebEOC and access to the appropriate boards.

Figure 12. Regional EOC Status Board

County EOC Status					
2019 February Incident Reporting					
<a href="#">+ Add County</a> <a href="#">+ Add City</a> <a href="#">Actions</a>					
County: <a href="#">View All</a>	Cities/Countries: <a href="#">View All</a>	Activation Level: <a href="#">View All</a>	Search <input type="text"/> <a href="#">Search</a>		
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	<a href="#">View</a> <a href="#">Edit</a>
05/25/2019 18:26:19	Johnson County	1 - Stand By	LEVEL-2 WATCH to monitor potential for severe weather	913-715-1010	<a href="#">View</a> <a href="#">Edit</a>
05/25/2019 18:26:20	(Select)	0 - Not Activated	Severe weather diminished. returning to level 1, normal operations.	9137151010	<a href="#">View</a> <a href="#">Edit</a>
03/15/2018 14:52:28	Cass County	0 - Not Activated		774-996-9632	<a href="#">View</a> <a href="#">Edit</a>
04/30/2018 10:03:18	Clay County	0 - Not Activated		816.407.3722	<a href="#">View</a> <a href="#">Edit</a>
04/30/2018 10:06:48	Jackson County	0 - Not Activated		816.881.4625	<a href="#">View</a> <a href="#">Edit</a>
05/15/2018 14:31:19	Leavenworth County	0 - Not Activated		(913) 684-0455	<a href="#">View</a> <a href="#">Edit</a>
03/27/2019 14:21:40	Miami County	0 - Not Activated		913-294-3232	<a href="#">View</a> <a href="#">Edit</a>
03/27/2019 14:21:54	Platte County	0 - Not Activated		816.858.1966	<a href="#">View</a> <a href="#">Edit</a>
10/30/2019 13:58:59	Wyandotte County	0 - Not Activated		913-573-6300	<a href="#">View</a> <a href="#">Edit</a>
Page 1 of 2 <a href="#">Disable Refresh?</a>					

Figure 13. Regional Key Events Board

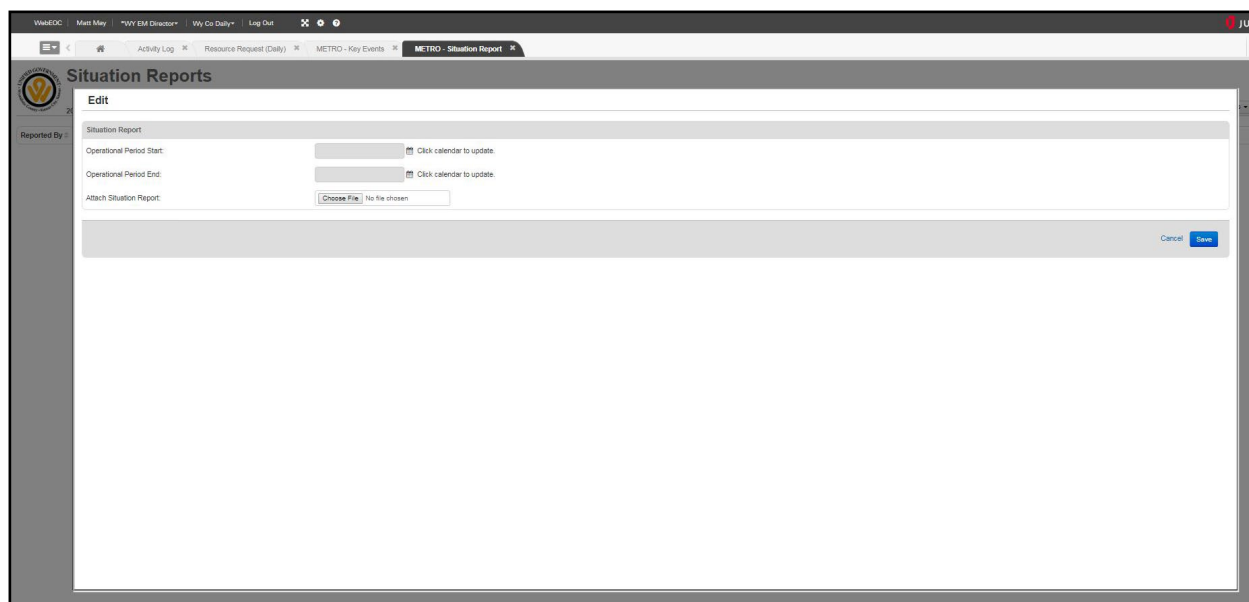
METRO Key Events			
2019 February Incident Reporting			
<a href="#">Advanced Search Options</a> <a href="#">Actions</a>			
Record Number: 884 Matt May will be the Duty Officer for Wyandotte Co KS from 10/29/19 to 11/03/19. He can be reached at 913 645 6552 (Cell) 816 717 4141 (Pager) or mmay@ksclick.org *** VVY EM Director - Matt May at 08:47:04 on 10/29/2019			
Date 10/29/2019 08:47:04	Reported By Wyandotte County	Position VVY EM Director	Name <a href="#">Matt May</a>
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 10/25/19. He can be reached at 913 645 6552 (Cell) 816 717 4141 (Pager) or mmay@ksclick.org *** VVY EM Director - Matt May at 08:24:44 on 10/24/2019			
Date 10/24/2019 08:24:44	Reported By Wyandotte County	Position VVY EM Director	Name <a href="#">Matt May</a>
Metro Key Events Posted	Missouri Incident Key Events Not Submitted	Missouri Statewide Key Events Not Submitted	Kansas Statewide Key Events
Record Number: 879 Command closing down as of 1900 hrs *** VVY EM Director - Matt May at 18:56:41 on 10/20/2019 JACE ENDED AT 1902 HOURS *** VVY EM Director - Matt May at 17:13:29 on 10/20/2019 Race Start 1340 hours *** VVY EM Director - Matt May at 13:53:23 on 10/20/2019 NWS Hazardous weather outlook attached *** VVY EM Director - Matt May at 08:32:32 on 10/20/2019 Command Center staffed and running *** VVY EM Director - Matt May at 08:01:02 on 10/20/2019 Weather two AS OF 0800 10-20-19 <a href="#">View Report 10/20/19</a>			
Page 1 of 18 <a href="#">Disable Refresh?</a>			

Figure 15. Local Shelter Board



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 "WV 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 "WV EM Director"

Figure 14. Regional Situation Report (SITREP) Board



**Situation Reports**

**Edit**


Situation Report

Operational Period Start:  Click calendar to update.

Operational Period End:  Click calendar to update.

Attach Situation Report:  No file chosen

Figure 16. Regional Resource Requests Board



## Resource Requests/Task Assignments

Incident: Wy Co Daily

---

**Request/Task Assignment**

Incident Name:  
Wy Co Daily

Date/Time:  
10/30/2019 13:52:05

**Contact Information**

Name of data entry Matt May	Phone # 913-845-6582	Email mmay@wycockok.org	
Primary Contact	Primary Contact #	Secondary Contact #	Primary Email
Alternate Contact	Alternate Contact #	Secondary Contact #	Alternate Email

**Request/Task Details**

Objective:

\*Required

Mission Name:

\*Required

Task:

\*Required

Detailed description: \*Required

ATTENTION: In order to expedite the request it is critical to provide a detailed description of the need you are requesting to be filled. Failure to do so will result in unnecessary delays in filling the request.

Check this box when requesting a resource. ☐

**Assignment Details**

Priority  
 (Select) \*Required

Date/Time Due

Assigned To  
 (Select)

**Attachments**

Description 1:

Attachment 1:

No file chosen

Description 2:

Attachment 2:

No file chosen

Description 3:

Attachment 3:

No file chosen

**Assignment Notification**

Have you notified this agency/department of this request? ☐ Yes ☒ No

Email Address:

Subject:

\*\*THERE IS A NEW REQUEST FOR ASSISTANCE IN WEBEOC\*\*

Message:



# Attachment L: Situational & Domain Awareness

Situational awareness is a subset of domain awareness, and although there is a relationship between the two, a major distinction exists. While situational awareness pertains to what is happening at a specific scene, domain awareness involves many of the same concerns but on a larger level. That is, domain awareness focuses its attention not only on the individual situation that responders are handling, but also on the common elements among multiple scenes. While line-level responders are managing individual situations, commanders generally are less interested in the particulars of each situation and are more interested in the cumulative effect of multiple situations.

The relationship between those responsible for managing situations and those responsible for domain awareness is interdependent; each relies on the other to share information to be successful.

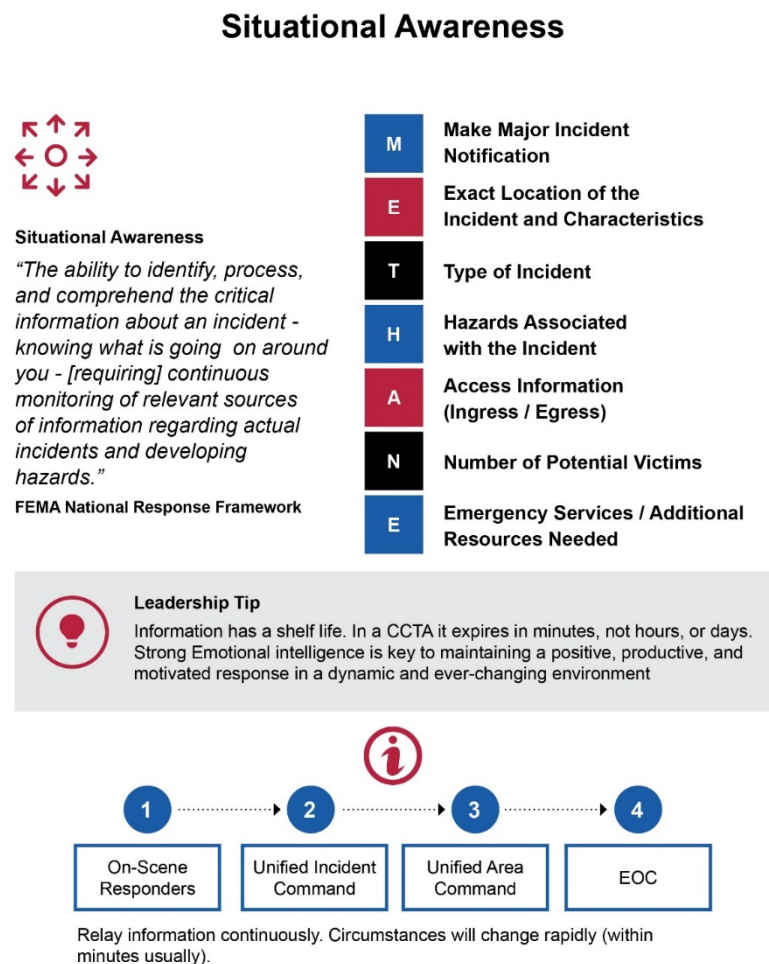
## Situational Awareness

Situational awareness is the ability to identify, process, and comprehend the critical information about an incident.<sup>23</sup> Situational awareness is generated and maintained at the incident command level at each incident site by:

- Activating existing information sharing protocols as listed in local and regional plans
- Constantly updating Web EOC.
- Constantly updating Unified Area Command.

Figure 17 outlines the conditions that create situational awareness.<sup>24</sup>

Figure 17. Incident Conditions creating Situational Awareness



<sup>23</sup> Source: FEMA

<sup>24</sup> NFPA 3000.8 Incident Management. NFPA 3000™ (PS): Standard for an Active Shooter/Hostile Event Response (ASHER) Program, 2018 Edition. NFPA ©2018.

The **CAN** acronym is useful in communicating / relaying situational assessments because it identifies current conditions, actions needed to mitigate the situation, and logistical needs, such as personnel, equipment, food, or others. The acronym **CAN** stands for:

<u><b>C</b></u> onditions	<u><b>A</b></u> ctions	<u><b>N</b></u> eeds
<ul style="list-style-type: none"> <li>• <b>M</b>ajor Incident Notification</li> <li>• <b>E</b>xact Location and Characteristics</li> <li>• <b>T</b>ype of incident</li> <li>• <b>H</b>azards</li> <li>• <b>A</b>ccess (Ingress/Egress)</li> <li>• <b>N</b>umber of Potential Victims</li> </ul>	<ul style="list-style-type: none"> <li>• Actions being taken</li> <li>• Threat containment</li> <li>• Force Protection Status</li> <li>• Completing primary / secondary search</li> <li>• Medical Triage / Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Services – Additional Resources Needed</li> <li>• Urgent Help</li> <li>• Relief</li> <li>• Tools or Equipment</li> <li>• Support to current assignment</li> </ul>

## Domain Awareness

Domain awareness involves understanding what is happening throughout all areas of responsibility. Command personnel look at a broader view-the entire jurisdiction or a section of the jurisdiction-which is considered their domain. Domain awareness is established and maintained at the Emergency Operations Center (EOC) of Unified Area Command level (if activated) with information coming to/from Unified Area Command, Unified Incident Commands (IC), Multiagency Coordination (MAC) Group, Regional Healthcare Coordination System / Center (RHCS / RHCC), Joint Information System / Center (JIS / JIC), responding agencies, media monitoring and interaction with the Kansas City Regional Fusion Center (KCRFC).

# Attachment M: Regional Situation Report

## Kansas City Regional Situation Report

The Kansas City Regional Situation Report should begin immediately after the onset of a major incident so as to identify those areas of greatest damage and need. It involves gathering information from local county/municipal sources and focuses on timeliness and quantity of information (see Form: Kansas City Regional Situation Report, below). As these reports are shared and analyzed, this information will assist the Region in developing a common operating picture of the incident (as it relates to the Region) and determine what resources and services are needed throughout the affected area.

## Determine Information Sharing Protocol for the Incident

Because continual information is critical, the Multiagency Coordination (MAC) Group should 1) determine how often information should be shared; and 2) determine where and how information from the form below should be posted or shared (e.g., Regional Metro Key Events Board, conference call, or at designated regional coordination meetings, as determined by the MAC Group).

## FORM: Kansas City Regional Situation Report

### Guidelines

This form can be shared with regional partners and/or used in guiding verbal regional situational assessments regarding the affected jurisdiction(s) during regional conference calls and/or meetings. It highlights key items to discuss to develop a common operating picture for the Region during a major incident/event.

<b>Incident</b>	<b>Date</b>  <b>Time</b> <i>Indicate the approximate time this form was completed.</i>
<b>Jurisdiction</b>	<b>Reported by (name)</b>
<b>Provide Descriptive Location or Address of Incident (as applicable)</b>	
<b>Estimated Time of Incident (as applicable)</b>	<b>Cause of Incident (as applicable)</b>
<b>Incident Extent of Damages/Issues (as applicable)</b>  <div> <div> Access to impact area and road conditions:           Utility status: </div> <div> <ul style="list-style-type: none"> <li>• Critical infrastructure/key resources:</li> <li>• Residential structures</li> <li>• Businesses</li> </ul> </div> </div>	
<b>Extent of Injuries, Illness, and/or Fatalities (as applicable)</b>  <div> Estimated Fatalities: Estimated Injuries/Illnesses: </div>	

**FORM: Kansas City Regional Situation Report (continued)**

**Indicate Department/Organization specific operations that have been impaired in your jurisdiction (*as applicable*)**

**Indicate Immediate Concerns**

**Indicate Immediate Needs** (e.g., search and rescue, security, medical, water, food)

**Indicate Immediate Priorities** (e.g., life safety, debris removal, mass care)

**What actions have already been taken and by whom?**  
(ESFs and/or operations that have been activated locally; EOC activation, etc.)

**Comments/Additional Information**

# Attachment N. Regional Badging & Accountability System

## Regional Badging & Accountability System Overview

The Regional Badging and Accountability System (System) provides area response agencies the necessary hardware and software to print responder and equipment identification badges for the purposes of tracking and managing assets during disasters or emergency situations. The system uses Salamander Technologies and was designed primarily for use in two different types of situations: “pre-incident” and “just-in-time” during an incident. As these situations have differing hardware, software, procedures and outcomes, distinctive policies for each situation are necessary to guide the proper use, deployment and verification of the System. Participating agencies have adopted guidelines and agreed to abide by them. A guidance document has established the sets of policies as uniform guidelines for agencies employing the System. User guides for how to create records and print badges are available at: <http://missouri.responders.us/resources/salamander/user-guides/>

## Pre-Incident Badging

Below lists agencies with badging stations and points of contact information for pre-incident badging.

**Table 10.** Badging Station Locations

Missouri			
Agency	Primary Contact	Phone	Email
CJCFPD	Trish Welch	(816) 229-9118	<a href="mailto:twelch@cjcfpd.org">twelch@cjcfpd.org</a>
Platte County Emergency Management	Mike O’Neal	(816) 858-1966	<a href="mailto:moneal@plattasheriff.org">moneal@plattasheriff.org</a>
Independence Fire	Dante Gliniecki	(816) 365-2245	<a href="mailto:dgliniecki@indepmo.org">dgliniecki@indepmo.org</a>
KCMO Emergency Management	Jim Connelly	(816) 513-8601	<a href="mailto:James.Connelly@kcmo.org">James.Connelly@kcmo.org</a>
Cass County (City of Raymore)	Ryan Murdock	(816) 892-3032	<a href="mailto:rmurdock@raymore.com">rmurdock@raymore.com</a>
Southern Platte Fire	Chris Denney	(816) 741-2900	<a href="mailto:cdenney@spfpd.com">cdenney@spfpd.com</a>

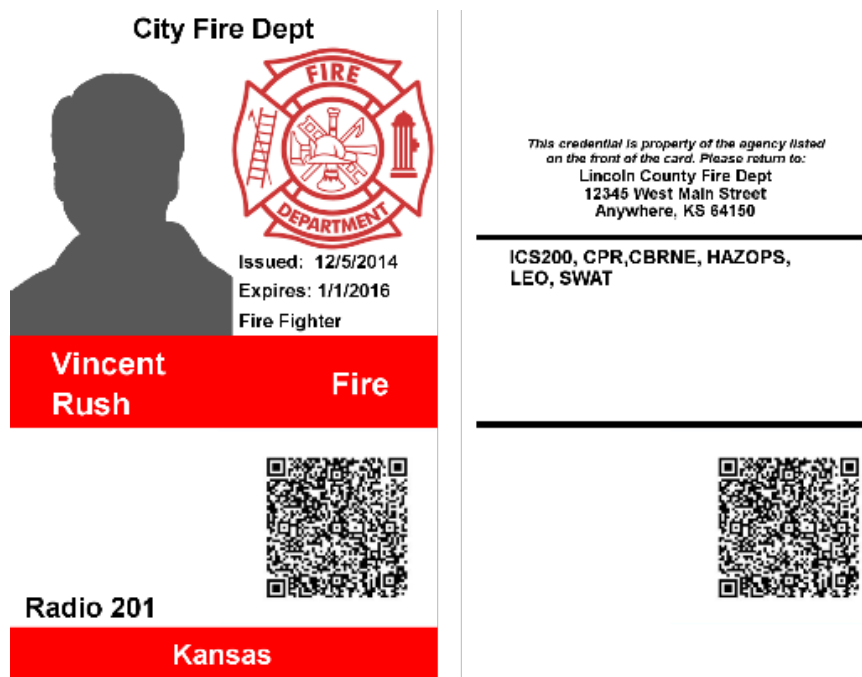
Kansas			
Agency	Primary Contact	Phone	Email
<b>Johnson County Emergency Management</b>	Terry Kegin	(913) 782-3038	tkegin@jocogov.org
<b>Wyandotte County Emergency Management</b>	Matt May	(913) 573-6337	<a href="mailto:mmay@wycokck.org">mmay@wycokck.org</a>
<b>Leavenworth County Emergency Management</b>	Chuck Magaha	(913) 684-0455	<a href="mailto:CMagaha@leavenworthcounty.gov">CMagaha@leavenworthcounty.gov</a>

The following regional committees, with support from the MEMC Accountability Subcommittee, are responsible for setting pre-incident badging policy for their represented disciplines:

Discipline:	Regional Committee:
<ul style="list-style-type: none"> <li>➤ Fire</li> <li>➤ Law Enforcement</li> <li>➤ EMS</li> <li>➤ Public Health</li> <li>➤ Emergency Management</li> <li>➤ Volunteers (MRC, CERT, Amateur Radio)</li> <li>➤ Healthcare System</li> <li>➤ Private Industry (Critical Infrastructure)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Heart of America Fire Chiefs' Association</li> <li>➤ Law Enforcement Subcommittee</li> <li>➤ MARCER</li> <li>➤ Public Health Subcommittee</li> <li>➤ MEMC</li> <li>➤ MEMC</li> <li>➤ Hospital Committee</li> <li>➤ MEMC in conjunction with LEPC/AMSC</li> </ul>



Figure 18. Pre-Incident Badge Example



## Just-In-Time Badging

Just-In-Time badging refers to badges created on scene for a specific incident with a defined operational period. Within the Regional Accountability System, these types of badges are known as “rapidTAG’s”.

The RapidTAG system is one of two components of a Complete Accountability Kit. Each Complete Accountability Kit contains:

- 2 Salamander “Command” Kits – laptops to synchronize data from mobile devices (Salamander TRACK APPS); displays an ICS flow chart view of resources on a particular incident/event. Data can also be exported into ICS forms (via DragonFly program)
- 1 Salamander “rapidTAG” Kit – laptop, software and printer to create and print “rapidTAG” cards at an incident/event location.
- 5 Salamander “02-Track” APP licenses – application downloaded to mobile devices that can be used to scan in badges and manage on-scene accountability. Has the ability to link to Command Kit or can be used in a standalone environment. Salamander “02-TRACK” APP will run on Android or Apple (iOS) devices – phone and tablets.

The region has invested in three Complete Accountability Kits located at:

- Kansas City, MO Fire Department
- Johnson County Communications Center
- Independence Emergency Management

## Attachment O. Promulgation Document

The Kansas City Metropolitan Area Regional Coordination Guide (RCG) is intended for use as appropriate by all jurisdictions in the nine (9) county, bi-state region represented by the Mid-America Regional Council (MARC).

The RCG is intended to complement and support [jurisdiction's] Emergency Operations Plan (EOP). When implemented, the RCG is designed to enhance the ability of [jurisdiction] and other local governments in the Region to coordinate their efforts, share resources, release consistent information and respond as effectively and efficiently as possible to emergency incidents that may require a regional response.

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, or designee [insert appropriate county or city official]	_____ Date
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_____ Elected Official, or designee [insert appropriate county or city official]	_____ Date
--	---------------

_____ Elected Official, or designee [insert appropriate county or city official]	_____ Date
--	---------------

## Attachment P. List of Acronyms

<b>ACC:</b> Acute Care Center	<b>DSPG:</b> Disaster Services Program Guidance	<b>HQ:</b> Headquarters
<b>ACS:</b> Adventist Community Services	<b>DSS:</b> Department of Social Services	<b>HSUS:</b> Humane Society of the United States
<b>ADAC:</b> Animal Disaster Assistance Coalition	<b>EARS:</b> Emergency Animal Rescue Service	<b>IAP:</b> Incident Action Plan
<b>AOA:</b> Area Agencies on Aging	<b>ECC:</b> Emergency Coordination Center	<b>IC:</b> Interface Chief
<b>ARC:</b> American Red Cross	<b>EERU:</b> Emergency Equine Response Unit	<b>ICP:</b> Incident Command Post
<b>ATA:</b> Area Transportation Authority	<b>EM:</b> Emergency Management	<b>ICS:</b> Incident Command System
<b>ATF:</b> Bureau of Alcohol, Tobacco and Firearms	<b>EMA:</b> Emergency Management Agency	<b>IC/UC:</b> Incident Command/Unified Command
<b>BART:</b> Big Animal Rescue Truck	<b>EMAC:</b> Emergency Management Assistance Compact	<b>IM:</b> Information Management Chief
<b>CA:</b> Coordinating Agency	<b>EMI/NETC:</b> Emergency Management Institute National Emergency Training Center	<b>IMT:</b> Information Management Team
<b>CAP:</b> Civil Air Patrol	<b>EMS:</b> Emergency Medical Services	<b>IRC:</b> Information Resource Center
<b>CAP:</b> Community Action Programs	<b>EOC:</b> Emergency Operations Center	<b>IRS:</b> Internal Revenue Service
<b>CBO:</b> Community-Based Organizations	<b>EOP:</b> Emergency Operations Plan	<b>IST:</b> Incident Support Team
<b>CBRNE:</b> Chemical, Biological, Radiological, Nuclear or Explosive	<b>EPA:</b> Environmental Protection Agency	<b>IT:</b> Interface Team
<b>CCHCP:</b> Cross Cultural Health Care Program	<b>EPI:</b> Emergency Public Information	<b>JCAHO:</b> Joint Commission on the Accreditation of Healthcare Organizations
<b>CCTA:</b> Complex Coordinated Terrorist Attack	<b>ERT:</b> Emergency Response Team	<b>JCCC:</b> Johnson County Community College
<b>CDC:</b> Centers for Disease Control	<b>ERT-A:</b> Emergency Response Team - Advanced Element	<b>JFO:</b> Joint Field Office
<b>CERT:</b> Community Emergency Response Team	<b>ERT-N:</b> Emergency Response Team - National Element	<b>JIC:</b> Joint Information Center
<b>CFR:</b> Code of Federal Regulations	<b>ESF:</b> Emergency Support Function	<b>JIS:</b> Joint Information System
<b>COE:</b> U.S. Army Corps of Engineers	<b>ESL:</b> English as Second Language	<b>JMA:</b> Jane Mobley Associates
<b>CRI:</b> City Readiness Initiative	<b>EST:</b> Emergency Support Team	<b>JVS:</b> Jewish Vocation Services
<b>CRI:</b> Crisis Response International	<b>FAA:</b> Federal Aviation Administration	<b>KCC:</b> Kansas Corporation Commission
<b>CRNE:</b> Chemical, Radiological, Nuclear or Explosive	<b>FAC:</b> Family Assistance Center	<b>KCMMS:</b> Kansas City Metropolitan Medical Response System
<b>CTS:</b> Casualty Transportation System	<b>FAD:</b> Foreign Animal Disease	<b>KCTG:</b> Kansas City Transportation Group
<b>DART:</b> Disaster Animal Response Teams	<b>FEMA:</b> Federal Emergency Management Agency	<b>KC-COAD:</b> KC-Metro Community Organizations Active in Disaster
<b>DCC:</b> Donations Coordination Center	<b>FFRRC:</b> Family and Friends Reception & Reunification Center	<b>KDEM:</b> Kansas Division of Emergency Management
<b>DCT:</b> Donations Coordination Team	<b>FRP:</b> Federal Response Plan	<b>KDHE:</b> Kansas Department of Health and Environment
<b>DFO:</b> Disaster Field Office	<b>FSA:</b> Farm Service Agency	<b>KDOT:</b> Kansas Department of Transportation
<b>DHCC:</b> District Healthcare Coordination Center	<b>GIS:</b> Geographic Information Systems	<b>KFDA:</b> Kansas Funeral Directors and Embalmers Association
<b>DHS:</b> U.S. Department of Homeland Security	<b>GKC VRC:</b> Greater Kansas City Volunteer Reception Center	<b>KHA:</b> Kansas Hospital Association
<b>DHSS:</b> Missouri Department of Health and Senior Services	<b>HCC:</b> Hospital Command Center	<b>KMAP:</b> Kansas Mutual Aid Program Agreement
<b>DMORT:</b> Disaster Mortuary Operations Response Teams	<b>HEAR:</b> Hospital Emergency Administrative Radio	<b>KRP:</b> Kansas Response Plan
<b>DNR:</b> Missouri Department of Natural Resources	<b>HERG:</b> Healthcare Emergency Response Guide	<b>KSA:</b> Kansas Statutes Annotated
<b>DOC:</b> Departmental Operations Center	<b>HHS:</b> U.S. Department of Health and Human Services	<b>HSJSOC:</b> Human Services Joint Support Operations Center
<b>DOE:</b> U.S. Department of Energy	<b>HICS:</b> Hospital Incident Command System	<b>KWO:</b> Kansas Water Organization
<b>DPMU:</b> Disaster Portable Morgue Units	<b>HIPAA:</b> Health Insurance Portability and Accountability Act	<b>KWP:</b> Kansas Water Patrol
<b>DRC:</b> Disaster Recovery Center		<b>LC:</b> Liaison Chief
<b>DRT:</b> Disaster Response Team		<b>LEP:</b> Limited English Proficient
		<b>LEPC:</b> 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  
**MACS:** Regional Multiagency Coordination System  
**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  
**NCCEM:** 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  
**RD:** Regional Director  
**RHCS:** Regional Healthcare Coordination System  
**RHSCC:** Regional Homeland Security Coordinating Committee  
**RHMEPP:** Regional Hazardous Materials Emergency Preparedness Plan  
**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