Kansas City, Missouri

Local Emergency Operations Plan
January 2023

Emergency Management
Kansas City, Missouri

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PREFACE

The Kansas City Local Emergency Operations Plan (LEOP) was prepared by the Office of Emergency Management (OEM) and adopted by the City Council of Kansas City, Missouri. It reflects recent developments in the field of emergency management, including lessons learned from recent disasters, and updates of the National Incident Management System (NIMS).

I.   VERSIONS AND DISTRIBUTION

This plan is available in two versions:

A.   *Public Version – The public version of the Plan excludes information such as telephone numbers, confidential maps, and other sensitive information. The public version is available in the following formats and locations

        a. Any resident or business within Kansas City may request a printed or electronic version of the Plan by:
           i.   visiting the KCMO.gov website at https://www.kcmo.gov/city-hall/departments/city-manager-s-office/kcmo-emergency-operations-plan or;
           ii.   calling OEM at **(816) 513-8640** or;
           iii. writing to: **Kansas City Office of Emergency Management, Century Towers, 635 Woodland Av, Suite 2107, Kansas City, MO 64106**.

B.   For Official Use Only (FOUO) Version – This version contains all elements of the Plan and is available to public safety officials at the local, state and federal level. A FOUO version of the Plan has been distributed to the following:

        a. City Manager
        b. City Department Directors
        c. Chief of the Kansas City Fire Department
        d. Chief of the Kansas City Police Department
        e. KCPD Special Operations Division Commander
        f. KCPD Homeland Security Division Commander
        g. The State Emergency Management Agency.

II. STRUCTURE AND PAGINATION

A. The Plan attempts to use common terminology as much as possible. To maintain brevity, however, the use of acronyms is utilized throughout the document. Where able, acronyms are presented with the full terminology in its first instance in the document. A **Table of Common Terms and ICS Acronyms** is also provided to assist the reader (see **Attachment Preface-1**).

B. *The Plan is divided into the Preface, Base Plan, Annexes, and Hazard Specific Response Plans (HSRP). Any of the following sections may also have one or more attachments.

1. Base Plan

    The Base Plan provides an overview of Kansas City, MO (KCMO), a basic introduction to the government of KCMO, and general information that applies to all elements of the Plan.

2. Annexes

    Annexes provide information relating to a specific element or function of the City.

3. Hazard Specific Response Plans (HSRP)

    HSRPs provide expanded information and guidance regarding the principal threats facing Kansas City.

C. Each section has a header which provides the primary (or lead) agencies/departments, secondary (or support) departments, and secondary (or support) external agencies.

D. All pages and figures (charts and graphics) are consecutively numbered throughout the Plan.

III. COMPARISON WITH STATE AND FEDERAL PLANS

*The State of Missouri has adopted the Emergency Support Function (ESF) format for their State Emergency Operations Plan (SEOP) to mirror the organization of federal plans. The following diagram shows how the Kansas City plan relates to the structure of the state and federal plans:

Table 1 - KCMO LEOP/ESF Crosswalk

KCMO LEOP	Missouri and Federal Emergency Support Functions
Annex A - Direction & Control	**ESF 2 – Communications, ESF 5 – Information and Planning,**
Annex B – Emergency Communications	**ESF 2 - Communications**
Annex C - Public Information & Warning	**ESF 15 – External Affairs**
Annex D – Fire, Rescue, EMS & Hazardous Materials	**ESF 4 – Firefighting, ESF 8 – Public Health and Medical Services, ESF 9 – Search and Rescue, ESF 10 - Oil & Hazardous Materials Response**
Annex E - Health & Medical	**ESF 11 – Agriculture & Natural Resources**
Annex F - Law Enforcement	**ESF 13 – Public Safety and Security**

KCMO LEOP	Missouri and Federal Emergency Support Functions
Annex G – Evacuation and Transportation Services	ESF 1 – Transportation, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services,
Annex H - Mass Care & Sheltering	ESF 1 – Transportation, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services
*Annex I – Family and Friends Reunification Center/Family Assistance Center	ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services
*Annex J – Emergency Pet Services	ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 11 – Agriculture & Natural Resources
*Annex K - Infrastructure	ESF 3 – Public Works and Engineering, ESF 10 – Oil and Hazardous Materials, ESF 12 – Energy, ESF 14- Cross-Sector Business and Infrastructure
*Annex L - Damage Assessment	ESF 4 – Firefighting, ESF 8 – Public Health and Medical Services, ESF 9 – Search and Rescue, ESF 10 - Oil & Hazardous Materials Response; ESF 13 – Public Safety and Security, ESF 14- Cross-Sector Business and Infrastructure
*Annex M - Debris Management	ESF 1 – Transportation, ESF 7 – Logistics, ESF 10 – Oil and Hazardous Materials, ESF 11 – Agriculture and Natural Resources, ESF 14- Cross-Sector Business and Infrastructure
*Annex N – Resource Management	ESF 1 – Transportation, ESF 3 – Public Works and Engineering, –ESF 7 - Logistics
*Annex O - Catastrophic Event	All ESFs
HSRP 1 – Flood Operations	ESF 1 – Transportation, ESF 3 – Public Works and Engineering, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services, ESF 9 – Search and Rescue, ESF 10 – Oil and Hazardous Materials, ESF 11 – Agriculture and Natural Resources, ESF 13 – Public Safety and Security; ESF 15 – External Affairs
HSRP 2 – Heat Operations	ESF 1 – Transportation, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services, ESF 15 – External Affairs
HSRP 3 – Thunderstorm and Tornado	ESF 3 – Public Works and Engineering, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services, ESF 9 – Search and Rescue, ESF 10 – Oil and Hazardous Materials, ESF 11 – Agriculture and Natural Resources, ESF 13 – Public Safety and Security, ESF 15 – External Affairs
HSRP 4 - Winter Weather Operations	ESF 1 – Transportation, ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services, ESF 15 – External Affairs
*HSRP 5 – Disease Outbreak	ESF 6 – Mass Care, Emergency Assistance, Temporary Housing & Human Services, ESF 8 – Public Health and Medical Services
*HSRP 6 - Terrorism	ESF 13 – Public Safety and Security

Emergency Support Functions are listed and briefly described in Attachment Preface 2 – Emergency Support Functions

IV.   RECORD OF CHANGES

The Plan will be reviewed annually and appropriate changes and revisions made (see the Base Plan for a revision schedule). The Plan may also be reviewed after incidents, events, and exercises and revised as needed. Any changes will be recorded in the appropriate section of the **Base Plan**.

ATTACHMENT PREFACE-1: TABLE OF COMMON TERMS AND ACRONYMS

The following is a table which lists various common terms and acronyms used throughout the LEOP. These terms and acronyms will also be defined in their respective annexes.

Table 2 - Common Terms and Acronyms

A	
AA	Automatic Aid - KCFD's agreements with neighboring jurisdictions to render assistance automatically (i.e. without drawing up just in time agreements
AAR	After Action Report – a report made after an exercise or incident, which lists things that went well and things that need improvement
AC	Area Command - Under ICS, an organization established to oversee the management of multiple incidents that are each being managed by an ICS organization and/or oversee the management of large incidents that cross jurisdictional boundaries.
ADA	Americans with Disabilities Act
Administration and Finance Coordinator	Under ICS, the person responsible for administrative and finance activities in the EOC.
ALS	Advanced Life Support - An ambulance service capable of delivering advanced skills performed by Emergency Medical Technician - Paramedic (e.g., intravenous [IV] fluids and drug administration). In KCMO, the Fire Department is the sole provider of ALS ambulance services.
ARC	American Red Cross - A non-governmental organization chartered under Title 36 of the United States Code, Section 3001 to provide emergency assistance and disaster relief services to the public following a disaster.
ARES	Amateur Radio Emergency Service - ARES trains and organizes amateur radio operators to provide emergency communications.
ARFF	Aircraft Rescue Firefighting - A motor-driven vehicle, designed and constructed for the purpose of aircraft rescue and fighting fires and capable of delivering Class B Foam, providing a specified level of pumping, water, hose, and rescue capacity and personnel.

Assisting Agency	An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. Also called Supporting Agency.
B	
Biological Agent	Living organisms or the materials derived from them (such as bacteria, viruses, fungi, and toxins) that cause disease in or harm to humans, animals, plants, or cause deterioration of material.
BLS	Basic Life Support - An emergency medical service capable of delivering basic emergency interventions performed by Emergency Medical Services (EMS) practitioners trained and credentialed to do so (e.g., splinting, bandaging, oxygen administration). In KCMO the KCFD provides BLS services.
Branch	Under ICS, the organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
C	
CAP	Civil Air Patrol. Congressionally chartered non-profit corporation that serves as the official civilian auxiliary of the United States Air Force.
CAS	Consolidated Assistance Site – location outside of the evacuation area where evacuees are processed for reunification and transport to sheltering and care areas.
Catastrophe	Any disaster of such scope and magnitude that local, state and regional governmental services are completely inadequate, due to extreme loss of life, property, etc. An incident of this magnitude would require sustained national involvement for a prolonged period of time.
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive weapons.
CCTA	Complex Coordinated Terrorist Attack. Multiple, synchronized terrorist attacks in different locations.
CERT	Community Emergency Response Teams. A group of trained volunteers that can assist with many aspects of emergency response.
CFR	Code of Federal Regulations

Chemical Warfare Agent	A chemical substance (such as a nerve agent, blister agent, blood agent, choking agent, or irritating agent) used to kill, seriously injure, or incapacitate people through its physiological effects.
CHEMTREC	Chemical Transportation Emergency Center. A private organization assisting emergency response personnel with chemical information during emergencies. Hotline: 1-800-262-8200.
Chief	Under ICS, the title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).
CI	Critical Infrastructure. Any system that supplies critical needs for a community, such as electricity, transportation, water, fuel, etc.
City (KCMO)	A term used to denote all departments and divisions of the City of Kansas City, Missouri.
COAD	See KCCOAD
COG	Continuity of Government
COG	Continuity of Government. A document, usually a plan, that outlines steps taken to ensure governmental functions continue.
Command Staff	Under ICS, consists of the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.
COOP	Continuity of Operations Plan - A plan specifically designed to guide the continued operation, or restoration of essential governmental services following a major emergency or disaster.
Cooperating Agency	An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
CPD	City Planning and Development
D	
Damage Assessment Team	A team consisting of representatives from one or more local, state and federal agencies who are tasked to identify and quantify disaster related damage.
Decontamination	The removal of dangerous goods from personnel and equipment to the extent necessary to prevent potential adverse health effects.
Deployment	Departure of team or personnel from home unit or base.
DFO	Disaster Field Office - A temporary federal facility opened near a declared disaster area to manage federal disaster operations.

Disaster	A sudden calamitous event characterized by loss of life, human suffering, destruction of property, and economic and social disruption that requires a multiple agency response.
DM	Debris Management – operations for removal/disposal of post incident debris.
DMAT	Disaster Medical Assistance Team - the basic deployable unit of the National Disaster Medical System (NDMS).
DMORT	Disaster Mortuary Operational Response Team - a volunteer group of medical and forensic personnel under the guidance of the National Disaster Medical System (NDMS) or State or local auspices, who are activated in the event of a disaster to provide victim identification and mortuary services.
DOC	Department Operations Center – similar to an EOC but limited to the department. Coordinates with the EOC when the EOC is activated.
DoD	United States Department of Defense.
DOE	United States Department of Energy.
E	
E911	Enhanced 911 System – an emergency call system that can route calls to local jurisdiction based on the caller's location (even with cell phone)
EAP	Evacuation Assembly Point - A temporary location in the evacuation area to gather people during a mass evacuation, before transferring them to a shelter.
EAS	Emergency Alert System - A communication and warning system set by the federal government in order for emergency messages to be broadcast via radio and TV stations.
EAS	Evacuee Assembly Site - A location at which evacuees may congregate awaiting transport out of the affected area.
EM	Emergency Manager – the person in charge of the Office of Emergency Management.
EMA	Emergency Management Agency - A generic term for any governmental organization with emergency management responsibilities.
EMAC	Emergency Management Assistance Compact - A Public Law (PL 104-321) that creates an agreement with all 50 states, the District of Columbia, and all territories to share resources during disasters.
Emergency	Any event requiring increased coordination or response beyond the routine in order to save lives, protect property, protect the public health and safety, or lessen or avert the threat of a disaster.

EMS	Emergency Medical System. As defined by Kansas City Ordinance No. 130946, a system for the provision of an ambulance transport system and an emergency responder service through the designation of specific responsibilities to the major components of the system.
EMS Medical Director	The EMS Medical Director is the City official with authority over all segments of clinical care of the pre-hospital emergency medical services system.
EMT	Emergency Medical Technician - A person licensed by the state as an EMT and granted clinical privileges by the EMS Medical Director as an EMT.
EOC	Emergency Operations Center - The location at which the coordination of information and resources to support the incident management activities normally takes place.
EOD	Explosive Ordinance Disposal - A public safety agency specializing in the investigation and disarming of suspected explosive devices. Also known as Bomb Squad
EOP	Emergency Operations Plan - Also called LEOP, Local Emergency Operations Plan.
EPA	Environmental Protection Agency.
ERC	Evacuee Reception Center – a location to process numerous incoming evacuees, assign them to shelters, aid in reunification, and provide other assistance.
ESF	Emergency Support Function - For a description of the functions see **Attachment Preface-2: Emergency Support Functions**
Exercise	An instrument to train for, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment.
External Resources	Resources that fall outside a team's particular agency, including other agency resources or commercially contracted resources.
F	
FAC	Family Assistance Center - A facility where federal, state, and local agencies offer assistance to victims of a disaster.
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer - The federal official appointed by the President to manage disaster recovery programs following a disaster declaration.
Federal Declaration	Presidential finding that a jurisdiction of the United States may receive Federal aid as a result of damages from a major disaster or emergency.
FEMA	Federal Emergency Management Agency

FFRRC	Family and Friends Reunification/Reception Center – a location that provides reunification and other basic services for affected persons, their family, and other official caretakers.
Functional and Access Needs	Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.
Fusion Center	A liaison between local, state and federal intelligence entities, as well as private organizations to detect, prevent, and respond to terrorist threats in the Greater Kansas City community.
G	
GIS	Geographic Information Systems - An electronic information system, which provides a geo-referenced database to support management decision-making. .
GPS	Global Positioning Systems – a system that locates and tracks using orbital satellites.
GSD	KCMO General Services Department.
H	
Hazard Analysis	A process for identifying the hazards that exist and determining the probability and frequency of occurrence for each.
Hazardous Material Response Team (KCFD Hazmat Division)	Specially trained and equipped KCFD units that are responsible for detecting and measuring the existence of hazardous materials; isolating, containing hazardous materials; supervising the cleanup of hazardous materials; and working with other technical experts to take actions to protect life and health, property, and the environment.
Hazardous Materials Incident	Any occurrence resulting in the uncontrolled release of hazardous materials from a fixed site capable of posing a risk to public health, safety, and/or the environment.
Hazardous Substance	Any substance or mixture of substances that presents a danger to public health, public safety, or the environment.
Hazmat	Hazardous Materials - Any material that is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combination thereof, and requires special care in handling because of the hazards it poses to public health, safety, and/or the environment.
HCC	Healthcare Coalition – committee of healthcare organizations
HSRP	Hazard Specific Response Plan
HSEEP	Homeland Security Exercise and Evaluation Plan

HVAC	Heating, Ventilation, and Air Conditioning
I	
IA	Individual Assistance - refers to a range of federal disaster programs designed to assist individuals, families and businesses after a federally declared disaster. See also Public Assistance.
IAP	Incident Action Plan - under ICS, provides means to communicate the overall incident objectives in the context of both operational and support activities that depend on management by objectives to accomplish response tactics.
IC	Incident Commander - The person with overall responsibility for and incident.
ICP	Incident Command Post - the field location at which the primary tactical-level, on-scene incident command functions are performed.
ICS	Incident Command System - a subcomponent of NIMS. A standardized approach to incident management that enables a coordinated response from various jurisdictions and agencies, establishes common processes, and allows for integration of facilities, equipment, personnel, procedures, and communications.
Incident	An occurrence in which hazards or threats result in a harmful, dangerous, or otherwise unwanted outcome.
Incident of National Significance	High-impact events that require an extensive well-coordinated multiagency response to save lives, minimize damage, and provide the basis for long term community and economic recovery.
Infrastructure	The basic facilities, services, and installations needed for the functioning of the City, such as transportation and communication systems, water and power lines, and public institutions including police, fire, medical, etc.
Infrastructure Team	An EOC team consisting of the KCMO Parks & Recreation Department, the KCMO Public Works Department, and the KCMO Water Services Department.
IP	Internet Protocol
IST	Incident Support Team - a certified and trained team that can help manage an incident under the direction of the lead authority (usually the local).
ITD	Information and Technology Division
J	
JFO	Joint Field Office - A temporary Federal multiagency coordination center established locally to facilitate field-level incident management activities related to prevention, preparedness, response, and recovery.

JIC	Joint Information Center - A physical location where Public Information Officers collocate to coordinate and disseminate information.
JIS	Joint Information System – a system where PIOs share information and ensure common messaging for the public
K	
KCATA	Kansas City Area Transit Authority - A quasi-governmental organization providing public transit in the Kansas City metropolitan area.
KCCOAD	Kansas City Community Organizations Active in Disaster. A group of non-profit, religious and other voluntary agencies that coordinate services before, during and after a disaster in the Kansas City region.
KCFD	Kansas City, Missouri Fire Department
KCHD	Kansas City, Missouri Health Department
KCI	Kansas City International Airport (also referred to by their official designation: MCI)
KCMO	Kansas City, MO
KCMORG	Kansas City Mortuary Response Group
KCPD	Kansas City, Missouri Police Department
KCPP	Kansas City Pet Project – a 501 3c organization under contract to manage KCMO's animal shelter and control operations
L	
LEOP	Local Emergency Operations Plan. The principle document that guides emergency response and recovery.
LEPC	Local Emergency Planning Committee. A committee of private industry and public emergency response agencies formed to reduce the community's risks from accidents involving hazardous chemicals through coordinated planning, training, exercises, and public education.
LERC	Law Enforcement Resource Center – a location used by KCPD to monitor law enforcement activities
LNO	Designation for a military liaison officer.
Logistics Section Chief	Under ICS, the individual responsible for resource management and responding to resource requests.

M	
MACG	Multiagency Coordination Group – a group of policy makers and agency leaders that assist with setting policy, resource management, and ensuring a common operating picture in a multi-jurisdictional incident.
MACS	Multiagency Coordination System - systems that provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. Usually overseen by a MAC Group (MACG)
MARC	Mid America Regional Council
MARCER	Mid America Regional Council Emergency Rescue Committee
Mass Care	Includes sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members.
MCI	Mid-Continent International - Kansas City International Airport
MCI	Mass Casualty Incident - An incident in which the number of people killed or injured in a single incident is large enough to strain or overwhelm the resources of local EMS providers.
MDNR	Missouri Department of Natural Resources.
MEMC	Metropolitan Emergency Managers Committee
Mental Health Functional and Access Needs	Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.
MERS	Metropolitan Emergency Radio System – a radio system connecting regional EMAs, fire/police department, ARC, NWS, and select other stakeholders
MKC	Kansas City Downtown (Wheeler) Airport
MMRS	Metropolitan Medical Response System
MoDOT	Missouri Department of Transportation
MONG	Missouri National Guard
MOU (or MOA)	Memorandum of Understanding (or Agreement) a document executed by governmental entities defining a relationship or commitment.

N	
N&HSD	KCMO Neighborhood and Housing Services
NDMS	National Disaster Medical System - A federally coordinated system that augments the Nation's medical response capability. The overall purpose of the NDMS is to establish a single integrated National medical response capability for assisting State and local authorities in dealing with the medical impacts of major peacetime disasters.
NGO	Non-governmental Organization - usually a non-profit and/or volunteer organization (American Red Cross, for example).
NIMS	National Incident Management System - a comprehensive national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines to work together to prepare for, respond to, recover from, and mitigate domestic incidents, regardless of cause, size, or complexity.
NMSZ	New Madrid Seismic Zone – and area in SE Missouri and surrounding states prone to earthquakes
NOAA	National Oceanographic and Atmospheric Administration - parent federal agency of the National Weather Service.
NRCC	National Response Coordination Center – coordinates overall Federal support for major incidents and emergencies
NRF	National Response Framework - an all-discipline, all-hazards guide that establishes a single, comprehensive framework for the management of domestic incidents.
NWS	National Weather Service - The federal agency designated to monitor weather conditions and issue weather warnings.
O	
OEM	The City's Office of Emergency Management.
OEQ	Office of Environmental Quality
P	
P&R	Parks and Recreations
PA	Public Assistance - refers to a range of federal disaster programs designed to assist governmental entities (and some private non-profit entitles) with recovery after a federally declared disaster.
PAC	Public Assistance Coordinator - The PAC is a customer-service representative assigned to work with an applicant from declaration to funding approval.

PAO	Public Assistance Officer - The federal official in charge of implementing federal PA programs following a federally declared disaster.
PETS Act	Pet Evacuation and Transportation Standards Act. A law requiring the inclusion of pet evacuation and transportation within LEOPs
PIO	Public Information Officer. The ICS position in charge of public information and warning.
Plan Bulldozer	An emergency resource catalog published by the Plan Bulldozer Committee of the Heavy Constructors Association of the Greater Kansas City Area and the Kansas City Chapter Associated General Contractors. Its purpose is to meet the need for equipment and expertise from the area's construction companies to alleviate human suffering and loss of property caused by natural and man-made disasters.
POC	Point of Contact
POD	Point of Distribution. A location from which medications can be distributed to the public or governmental workers.
PPE	Personal Protective Equipment - Equipment and clothing required to shield or isolate personnel from the chemical, physical, thermal, and biological hazards that may be encountered at a hazardous materials (Hazmat) incident. (National Fire Protection Association [NFPA] Standard # 472)
Proclamation of a State of Emergency	A proclamation signed by the Mayor or Mayor pro tempore before, during or after a disaster temporarily activating certain emergency powers as necessary to maintain or restore public order, or to protect life and property.
PSAP	Public Safety Answering Point – call center for the region that accepts and routes calls to their appropriate jurisdiction
PWD	Public Works Department
Q-R	
RACES	Radio Amateur Civil Emergency Service
Radiological Material	Any material that spontaneously emits ionizing radiation. (National Fire Protection Association [NFPA] Standard # 472)
RCG	KC Regional Coordination Guide
Risk	A subjective combination of probability and vulnerability that provides a general assessment of the significance of a hazard and how much effort should go into planning for and mitigating against it.
ROW	Right-of-Way – area surrounding a transportation conduit (street, highway, rail, etc.) which is owned/managed by the corresponding entity (e.g. MoDOT)

RRCC	Regional Response Coordination Center – temporary location set up by FEMA to assist with local major emergencies or disasters
RSMo	Revised Statutes of Missouri
S	
SAR	Search and Rescue.
SCO	State Coordinating Officer - State equivalent of the FCO.
SEMA	Missouri State Emergency Management Agency
SEOC	SEMA State Emergency Operations Center
SEOP	Missouri State Emergency Operations Plan
Shelter Management Team	Team provides managerial and operational support for a shelter during an emergency. Responsibilities of the team includes: operating the shelter; establishing security; ensuring the availability of adequate care, food, sanitation, and first aid; and selecting and training personnel to perform operational tasks. May apply to people shelters, pet shelters, or both (as specified).
SNS	Strategic National Stockpile – a cache of medications for rapid deployment in a toxin or disease related incident
SOD	KCPD Special Operations Division
SOG/SOP	Standard Operating Guidelines (or Procedures)
SPD	Supply Distribution Point
State Disaster Declaration	Responding to local requests for assistance, the Governor may proclaim a state disaster, which allows state agency resources to assist local governments.
T	
TDSR	Temporary Debris Storage and Reduction – location used to temporarily store debris from and incident
U-V-W	
UC	Unified Command

UCT	Unified Command Team
UMT	Unified Management Team - the UMT is a strategic policy team formed in the EOC in response to large scale events. Acting under the authority and direction of the City Manager, the UMT is chaired by the Emergency Management Director, and consists of the City Manager/Assistant City Manager, senior representatives of the fire department, health department, police department, and other City department directors. The purpose of the UMT is to manage citywide response and recovery efforts and establish urgent City policies by consensus.
Unified Command	An application of ICS used when there is more than one responding agency with incident jurisdiction and/or incidents cross political jurisdictions.
USACE	United States Army Corps of Engineers.
USAR or US&R	Urban Search and Rescue
USC	United State Code – the Code of Laws of the United States of America
USCG	United States Coast Guard
VOIP	Voice over Internet Protocol
WEA	Wireless Emergency Alert System
WSD	KCMO Water Services Department
X-Y-Z	
Zoonotic Disease	A disease that can be passed between animals and humans.

ATTACHMENT PREFACE-2: EMERGENCY SUPPORT FUNCTIONS, COMMUNITY LIFELINES, AND RECOVERY SUPPORT FUNCTIONS

Emergency Support Functions (ESFs)

*The State of Missouri and the Federal Government operate under the concept of ESFs. ESFs provide the structure for coordinating Federal interagency response through grouping functions most frequently used. SEMA **(573-526-9100)**, and certain jurisdictions within Missouri, have adopted using ESFs to group their response agencies.

The State of Missouri and the Federal Government, however, have slightly different ESFs, ESF 14 having a different name. Many local jurisdictions use their own ESF groups that vary from both Missouri and the Federal Government. Below is a table providing some detail (for more comprehensive information, refer to the **Missouri State Emergency Management Agency State Emergency Operations Plan** (OEM **(816-513-8640)** has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the authoring agency.)[1] and the **National Response Framework Fourth Edition 2019** (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response):

Table 3 - KCMO LEOP ESF Crosswalk

ESF#	Title	SEMA Description	FG[2] Description
1	Transportation	Coordinate the management of transportation (including air operations) systems during an incident	Coordinate and regulates the management of transportation systems including the safety and security
2	Communications	Manage communication support to response efforts	Coordinate critical communication infrastructure and systems including supporting response

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[1] A copy of this plan may be requested from SEMA.
[2] Federal Government.

ESF#	Title	SEMA Description	FG² Description
3	Public Works and Engineering	Coordinate the capabilities and resources to protect public works and infrastructure	Coordinate the capabilities and resources to deliver services, tech assistance, engineering and construction expertise, and other support
4	Firefighting	Coordinate response efforts in detection and suppression of wildland, rural, and urban fires	Support wildland, rural, and urban firefighting detection and suppression
5	Information and Planning	Support and facilitate multiagency planning and coordination	Support and facilitate multiagency planning and coordination
6	Mass Care, Emergency Assistance, Temporary Housing, & Human Services	Coordinate and support the delivery of mass care, emergency assistance, and donations management	Coordinate and support the delivery of mass care and emergency assistance
7	Logistics	Provide logistics planning to manage government, private, and NGO resources	Coordinates meeting the needs of disaster survivors and responders
8	Public Health and Medical Services	Provide a mechanism to supplement local public health and medical resources	Coordinates assistance to actual or potential public health and medical incidents
9	Search and Rescue (SAR)	Coordinate and support rapid deployment of SAR resources	Coordinates rapid deployment of SAR resources

ESF#	Title	SEMA Description	FG[2] Description
10	Oil and Hazardous Materials Response	Protect health and safety, property, and environment from and restore CI[3] capacity from oil/hazardous material incidents	Coordinates response support for an actual or potential discharge of oil or hazardous materials
11	Agriculture and Natural Resources	Coordinates protection of the nation's food supply including pests and disease	Coordinates protection of the nation's food supply including pests and disease
12	Energy	Ensure adequate supplies of energy during and following and emergency	Supports reestablishment of energy systems and provides tech expertise for radiological and nuclear incidents
13	Public Safety and Security	Coordinate law enforcement activities	Supports public safety and security capabilities
14	Cybersecurity	Under development	
14	Cross Sector Business and Infrastructure		Coordinates cross-sector infrastructure partners to prevent or mitigate cascading failures
15	External Affairs	Disseminate public information and warning and provide situational awareness	Coordinates public information release

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[3] Critical Infrastructure

Community Lifelines

*The Federal Emergency Management Agency (FEMA) **(816-283-7061)** created the concept of Community Lifelines. The definition of Community Lifelines is: A lifeline enables the continuous operation of critical business and government functions and is essential to human health and safety or economic security[4]. The following table outlines the Community Lifelines:

Table 4 - Community Lifelines

Category	Subcategories				
Safety and Security	Law Enforcement/ Security	Fire Services	Search and Rescue	Government Services	Community Safety
Food, Water, Shelter	Food	Water	Shelter	Agriculture	
Health and Medical	Medical Care	Patient Movement	Public Health	Fatality Mgmt.	Medical Supply Chain
Energy (Power & Fuel)	Power (Grid)	Fuel			
Communications	Infrastructure	Alerts, Warnings, and Messages	911 and Dispatch	Responder Comms	Finance
Transportation	Highway/ Roadway	Mass Transit	Railway	Aviation	Maritime
Hazardous Materials	Facilities	HAZMAT, Pollutants, Contaminants			

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[4] https://www.fema.gov/emergency-managers/practitioners/lifelines

Recovery Support Functions (RSFs)
*FEMA has identified 6 RSFs to facilitate the Federal assistance supporting recovery efforts under the National Disaster Recovery Framework (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response). The 6 functions are:

Table 5 - Recovery Support Functions

Recovery Support Function	Description
Economic	Economic Recovery supports the return of economic and business activities to a state of health and develop new economic opportunities resulting in a sustainable and economically viable community
Community Planning and Capacity Building	Through coordination and partner support, Community Planning and Capacity Building supports a variety of partners for planning, improving capacity to recover, and improving the resilience of the whole community
Housing Recovery	Housing Recovery facilitates the delivery of Federal resources to assist with providing housing solutions that support the needs of the whole community
Health and Social Services	Health and Social Services outlines the support to recovery efforts addressing public health, health care facilities, and essential social services for the whole community
Infrastructure Systems	Infrastructure Services works to efficiently facilitate the restoration of infrastructure systems and services
Natural and Cultural Resources	Natural and Cultural Resources facilitates the integration of capabilities to support the protection of natural resources, cultural resources, and historic properties to preserve, conserve, rehabilitate, and restore them

ATTACHMENT PREFACE-3: PHONE DIRECTORY FOR LEOP

Organization	Primary Number
American Century Investments	816-531-5575
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
Apple Bus Company	816-315-0888
AT&T FirstNet/Network Disaster Response Team	800-574-7000
Bayer CropScience, LP	816-242-2000
Belton – Fire Department	816-331-7969
Cass - County Clerk	816-380-8101
Cass County - Assessor	816-380-8179
Cass County - Building Codes, Zoning, and Environmental Health	816-380-8134
Cass County - Emergency Management	816-380-8584
Cass County - Health	816-380-8425
Cass County - Public Administrator	816-380-3260
Cass County - Recorder of Deeds	816-380-8118
Cass County - Sheriff	816-380-8320
Centers for Disease Control	800-232-4636
Central Jackson County Fire Protection District	816-229-2522
Central Platte County Fire Protection District	816-858-2231
Clay County - Assessor	816-407-3500
Clay County - Clerk	816-407-3570
Clay County - Emergency Management	816-407-3730
Clay County - Health	816-595-4200
Clay County - Parks and Recreation	816-407-3660
Clay County - Planning and Zoning	816-407-3380
Clay County - Public Administrator	816-407-3600
Clay County - Recorder	816-407-3550
Clay County - Sheriff	816-407-3750, 816-407-3700 non-emergency
Claycomo - Fire Department	816-452-4612
Della Lamb Community Services	816-842-8040
DST Systems, INC.	816-737-4000
Evergy	888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call
First Student, Inc.	816-359-4560
Fort Osage Fire Protection District	816-650-5811
Frontier Forensics, LLC	913-299-1533
GEHA Field at Arrowhead Stadium	816-920-9300

Organization	Primary Number
Gladstone – Fire Department	816-436-2200
Gladstone – Water Department	816-436-2200
Grandview – Consolidated Schools	816-316-5175
Grandview – Fire Department	816-316-4962, 816-316-4960 after hours
H&R Block	816-854-3000
Hallmark Cards Corporate	800-425-5627
Harvesters Community Food Network	816-989-3000
Hy-Vee Arena	816-505-0404
Independence – Fire Department	816-325-7123
Independence – Power and Light	816-325-7550
Independence – Water Department	816-325-7658
Jackson County - Assessment Department	816-306-9042
Jackson County - Clerk	816-881-3242
Jackson County - County Counselor	816-881-3355
Jackson County - Emergency Preparedness	816-881-3000
Jackson County - Health	816-404-6415
Jackson County - Medical Examiner	816-881-6600
Jackson County - Parks and Recreation	816-503-4800
Jackson County - Public Administrator	816-881-3775
Jackson County - Public Works	816-881-4530
Jackson County - Public Works – Planning and Zoning	816-881-3258
Jackson County - Recorder	816-881-4483
Jackson County - Sheriff	816-541-8017
Jewish Vocational Services	816-471-2808
Johnson County, KS – Fire Department	913-432-1105
Johnson County, KS – Health Department	913-826-1200
Johnson County, KS – Mental Health	913-826-4200
Kansas City Board of Public Utilities (BPU)	913-573-9622 water, 913-573-9531 electrical
Kansas City Public Schools Transportation	816-418-8825
Kansas City Regional Fusion Center	816-513-0970 KCPD dispatch
Kansas City Southern Railway Company	877-527-9464 emergency

Organization	Primary Number
Kansas City Veterinary Medical Association (KCVMA)	913-381-7823
Kansas City Zoo	816-595-1234
Kansas City, KS – Fire Department	913-573-5550
Kansas Department of Transportation (KDOT) – District 1 Office	785-296-3881
Kaufman Stadium	816-921-8000
KC Area Transit Authority (KCATA)	816-346-0200, 816-346-0243 dispatch
KC Pet Project	816-683-1383
KC Scout	816-607-2000
KC Streetcar	816-627-2527
KCFD	816-513-4600, 816-513-0900 Dispatch
KCFD – Fire Marshal's Office	816-513-4610
KCMO - 311 Call Center	311, 816-513-1313
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO – Aviation Department Airport Police	816-243-4000 emergency, 816-243-5237 non-emergency
KCMO – Biz Care	816-513-2491
KCMO – City Auditor's Office	816-513-3300
KCMO – City Clerk	816-513-6401
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - City Planning and Development	816-513-1500
KCMO – Civil Rights and Equal Opportunity Department	816-516-1836
KCMO - Conventions and Entertainment Facilities	816-513-5000
KCMO – EMS Medical Director	816-513-6263
KCMO - Finance Department	816-513-1173
KCMO – Finance Office of Management and Budget	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO – General Services Department City Security	816-513-2778
KCMO - General Services Department Corporate Safety and Risk Management	816-513-1313, 816-513-1225

Organization	Primary Number
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO – General Services Department Regulated Industries	816-513-4560
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO - Housing and Community Development	816-513-3200, 816-513-3025 Home Repair, 816-513-9020 Land Bank)
KCMO – Human Resources	816-513-1929
KCMO – Law Department	816-513-3142, 816-513-6750, 816-513-3105, 816-513-3126
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO – Municipal Court	816-513-2700
KCMO – Neighborhood Services Department	816-513-1313
KCMO – Neighborhood Services Department Neighborhood Preservation	816-513-9010
KCMO – Neighborhood Services Department Regulated Industries	816-513-4560
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO – Office of Environmental Quality	816-513-3452
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
KCPD – Central Patrol Division	816-234-5510
KCPD – Crime Lab	816-349-3200
KCPD – East Patrol Division	816-234-5530
KCPD – Human Resources	816-234-5410
KCPD – Media Unit	816-234-5170
KCPD – Metro Patrol Division	816-581-0700
KCPD – North Patrol Division	816-437-6200
KCPD – Patrol Bureau Office	816-234-5030
KCPD – Shoal Creek Division	816-413-3400
KCPD – South Patrol Division	816-234-5550
KCPD – Special Operations Division	816-413-3597, 816-329-0786 backup
KCPD – Traffic Enforcement Unit	816-482-8180

Organization	Primary Number
KCPD – Violent Crimes Division	816-234-5200
Kearny Fire & Rescue Protection District	816-628-4122
Lakeside Nature Center	816-513-8960
Leawood, KS – Fire Department	913-266-0600
Lee's Summit – Fire Department	816-969-7360 emergency, 816-969-7407 non-emergency
Lenexa, KS – Fire Department	913-888-6380
Liberty – Fire Department	816-439-4310
Medical Reserve Corps (MRCKC)	816-200-0672
Mid-America Regional Council – Local Emergency Preparedness Committee (LEPC)	816-474-4240
Mid-America Regional Council – Health Care Coalition (HCC)	913-608-9425 duty officer
Mid-America Regional Council (MARC)	816-474-4240
Missouri – Department of Agriculture	573-751-4211
Missouri – Department of Health and Senior Services	573-751-6400
Missouri – Department of Mental Health	573-751-4122
Missouri – Department of Natural Resources	800-361-4827, 573-751-3443
Missouri – Department of Public Safety	573-751-4905
Missouri – Department of Revenue	573-751-4450
Missouri – Department of Social Services	573-751-4815
Missouri – Department of Transportation	888-275-6636, 866-831-6277 motor carrier service
Missouri – Governor's Office	573-751-3222
Missouri – National Guard	888-526-6664
Missouri – Office of Refugee Administration	314-773-9090
Missouri – S.A.V.E. Coalition	573-526-9100
Missouri – State Emergency Management Agency	573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first)
Missouri – State Fire Marshal	573-751-2930
Missouri – State Highway Patrol	573-751-3313
National Center for Missing and Exploited Children	800-843-5678
National Oceanic and Atmospheric Administration	202-482-6090

Organization	Primary Number
North Kansas City – Fire Department	816-274-6025
North Kansas City – School District Transportaion Department	816-321-5460
Olathe, KS – Fire Department	913-971-7900
Operation BBQ Relief	844-627-7353
Overland Park, KS – Fire Department	913-888-6066
Platte County - Assessor	816-858-3310
Platte County – Clerk	816-858-3340
Platte County – Emergency Management	816-858-2424
Platte County – Health	816-587-5998
Platte County – Parks and Recreation	816-858-3419
Platte County – Planning and Zoning	816-858-3338
Platte County – Public Administrator	816-858-3447
Platte County – Recorder	816-858-3326
Platte County – School District Transportation Department	816-856-4820
Platte County – Sheriff	816-858-2424
Pleasant Valley – Fire Department	913-792-0200
Raytown Fire Protection District	816-737-6034
Raytown School District Transportation	816-268-7170
Riverside – Fire Department	816-372-9024
Salvation Army	816-471-4337
Sanofi-aventis	816-966-5397
Sni Valley fire Protection District	816-690-6990
South Metropolitan Fire Protection District	816-331-3008
Southern Platte County Fire Protection District	816-741-2900
Spire	816-756-5252 emergency
Student Transportation of America	816-349-3327, 888-942-2250
The Whole Person	816-561-0304
T-Mobile Center	816-949-7100
T-Mobile Emergency Response Team	888-639-0020, 254-295-2220 GETS
U.S. Airforce Whiteman Airforce Base	660-687-1110
U.S. Army Combined Arms Center	913-684-2993, 913-684-1718 Public Affairs
U.S. Army Corps of Engineers	816-389-2000
U.S. Army Fort Leavenworth, KS	913-684-2993, 913-684-1718 Public Affairs

Organization	Primary Number
U.S. Army Fort Leavenworth, KS – 15th Military Police Brigade	913-684-2111
U.S. Census Bureau	301-763-4636 or 800-923-8282
U.S. Department of Defense (DoD)	888-407-4747, 703-571-3343
U.S. Department of Health and Human Services (DHHS)	877-696-6775
U.S. Department of Homeland Security (DHS)	202-282-8000
U.S. Department of Veterans Affairs	800-698-2411
U.S. Environmental Protection Agency (EPA)	913-551-7003, 800-223-0425
U.S. Federal Aviation Administration	866-835-5322
U.S. Federal Bureau of Investigation	816-512-8200
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. Federal Reserve Bank of Kansas City	800-333-1010
U.S. Internal Revenue Service (IRS) Submissions Processing Center	816-966-2840
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations
U.S. Northern Command	719-554-6889, 719-556-7321 operator
U.S. Office of the Inspector General	202-619-0335, 800-447-8477 fraud
U.S. Small Business Administration	816-426-4900
United Way 211	211, 816-472-4289
University of Missouri Extension (MU Extension)	816-482-5850
US Department of Agriculture - Natural Resources Conservation Service	202-690-2257
Verizon Critical Response Team	800-981-9558
WaterOne	913-895-1800
World Health Organization	202-974-3000

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

KANSAS CITY, MISSOURI BASE PLAN

January 2023

Table of Contents

I. PROMULGATION DOCUMENT

(See Preface)

II. ORGANIZATION

*This emergency operations plan is organized into the following manner:

- Preface
- Promulgation Statement
- Base Plan
- Annex A – Direction & Control
- Annex B – Emergency Communications
- Annex C – Public Information & Warning
- Annex D – Fire, Rescue, EMS, and HazMat
- Annex E – Health & Medical
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- Hazard Specific Response Plan 1 – Flood Operations
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- *Hazard Specific Response Plan 6 - Terrorism

III. RECORD OF CHANGES

This document will be reviewed annually and/or after any significant event, incident, or exercise. Changes will be made as needed at that time. Changes in contact information or other items that do not alter the operating procedure will be made immediately and need not be recorded here.

Date of Change	Page #/Section	Name of Person Making the Change	Additional Notes
13 Nov 2015	Annex Q Emergency Pet Services	Christopher Carroll	Updated info on contracted shelter management
13 Nov 2015	Annex R Debris Management	Christopher Carroll	Updated old terminology
25 April 2016	Base Plan	Christopher Carroll	Removed Hazard Analysis and updated information
25 April 2016	Annex D Damage Assessment	Christopher Carroll	Updated References section to remove outdated FEMA guide and replace with current
25 April 2016	Annex M – Health and Medical	Christopher Carroll	Included section referencing Missouri's CHEMPACK Plan; included Attachment M-1
21 July 2016	Annex D – Damage Assessment	Christopher Carroll	Updated to include FEMA's new pilot program
21 July 2016	Annex M – Health and Medical	Christopher Carroll	Updated to include new Health Dept. information
21 July 2016	Annex F – Fire, Rescue, EMS, and HazMat	Christopher Carroll	Updated phone numbers and fire station compliments
12 October 2017	Annex B – Emergency Communications	Christopher Carroll	Removed MOSAIC and included new communications trailer
26 December 2017	Annex A – Direction and Control	Christopher Carroll	Included EOC ICS organization chart
29 December 2017	HSRP 4 – Severe winter Weather	Christopher Carroll	Updated information to reflect new NWS alert products
30 January 2018	Annex R – Debris Management	Christopher Carroll	Included additional information required on FEMA checklist for acceptance under new program

Date of Change	Page #/Section	Name of Person Making the Change	Additional Notes
October 2018	Complete revision of entire LEOP	Christopher Carroll	Consulted various departments, reorganized and revised all sections of the LEOP
October 2018	Annex A – Direction and Control	Christopher Carroll	Included updated EOC procedures and included organizational charts to conform with FEMA guidelines
October 2018	Annex B – Emergency Communications	Christopher Carroll	Updated communications systems to reflect predominance of VOIP and new satellite communications trailer
October 2018	Annex C – Public Communications	Christopher Carroll	Included AlertKC; instant messaging system
October 2018	Annex K – Damage Assessment	Christopher Carroll	Updated survey location assessment procedures; placed OEM in charge of conducting damage assessments
October 2018	HSRP 5 – Terrorism	Christopher Carroll	Included Complex Coordinated Terrorist Attacks (CCTA) information
December 2020	Complete revision of entire LEOP	Christopher Carroll	Consulted various departments, reorganized and revised all sections of the LEOP
December 2020	Annex O – Family and Friends Assistance	Christopher Carroll	Created this separate annex, which describes structures and systems needed to provide assistance to disaster victims

Date of Change	Page #/Section	Name of Person Making the Change	Additional Notes
December 2020	Annex N – Catastrophic Incident	Christopher Carroll	Completed an entire rewrite of this annex to conform with National Response Framework and Missouri State Emergency Operations Plan guidelines
November 2020	Complete LEOP Review and Revision	Christopher Carroll	Added additional sections, revised information based on current changes, reorganized sections
*November 2022	Complete LEOP Revision		Reflects new and reorganized departments, HSRP 5 – Disease Outbreak added, and Terrorism moved to HSRP 6, Friends/Family reunification annex added as Annex I with subsequent annexes moved up one letter

IV. RECORD OF DISTRIBUTION

(See Preface)

V. PURPOSE STATEMENT

The Kansas City, Missouri, Local Emergency Operations Plan (LEOP) or "Plan" is intended to:

    A. Provide a framework to help minimize the loss of lives, prevent injury, protect property, safeguard the environment, and preserve the local economy in the event of a disaster.

B. Meet emergency planning requirements of the federal and state governments[1].

C. Provide general guidance to City agencies and its partners in preparing for, responding to, and recovering from the effects of natural, man-made, and technological emergencies and disasters. Although the Hazard Specific Response Plans of the LEOP provide specific information on the emergencies and disasters that are most likely to occur, the overall plan is designed with an "all hazards" consideration whose principles can be applied to a variety of incidents and events.

D. It outlines the overall manner in which an emergency or disaster will be managed by the City, including procedures to analyze the emergency situation, and to respond quickly, appropriately and effectively.

VI. SCOPE

This Plan applies to all City Departments and Divisions and the Kansas City Police Department[2] (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** and to incidents and events of city-wide significance. It does not apply to daily incidents that are within the scope and authority of individual departments.

VII. GENERAL POLICY STATEMENTS

*It is generally the policy of the City of Kansas City, MO (also referred to as the City or KCMO), to ensure its commitment to the whole community and be inclusive of all of its citizens and visitors during an incident, emergency, or disaster. To that end, KCMO recognizes its responsibility through certain elements of planning, response, and recovery (mitigation being covered in the **2020 Regional Hazard Mitigation Plan** (https://www.marc.org/emergency-services/plans/hazard-mitigation-plan).

A. Duties During an Incident
1. The City will endeavor to utilize to the best of its ability available resources to manage an event, incident, catastrophe, or disaster in the most efficient manner possible. In providing emergency services, the City will remain unbiased and direct its actions toward the greater good for the citizens of Kansas City, MO. To attain that overreaching goal,

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[1] This plan was specifically organized in accordance with the Missouri All-Hazard Emergency Planning Guidance, December 2012 and complies with Federal Emergency Management Agency's Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101, November 2010; however, the general organization may differ.
[2] The Kansas City, MO, Police Dept. is not under the authority of the City of Kansas City, MO, but governed by a Board of Police Commissioners appointed by the Governor of Missouri upon which the Mayor of Kansas City serves as a member.

the City will administer its resources and services to prioritize the following objectives:

    a. Protect the life, health and safety of the greatest number of people.

    b. Preserve public infrastructure that is necessary for the continuation of emergency services.

    c. Preserve public and private property in a manner that supports economic activity and the general well-being of the public.

    d. Protect the environment and historic assets.

    e. Assist the whole community during an incident through inclusivity of diverse, vulnerable, and access and functional needs populations

    f. Protect or support pets or animals

B. Suspension of Routine Activities and Availability of Employees

    1. The City should make any reasonable accommodations to conduct normal business operations as needed. However, day-to-day functions that do not contribute directly to the disaster operation may be suspended for the duration of the emergency.

    2. During a declared emergency, the Mayor **(816-513-3500)** or the City Manager **(816-513-1408)** may completely close selected offices in order to insure employee safety or prevent the impediment of responders.

    3. Those City employees not otherwise assigned to emergency related duties may be reassigned to support the incident as needed.

    4. The City and City Departments will have Continuity of Operations Plans to address maintenance of daily functions during an emergency.

C. Commitment to Nondiscrimination

    1. All local activities will be carried out in accordance with 44 CFR 206.11 (nondiscrimination in disaster assistance). Further, it is City policy that no services will be denied to anyone on the basis of race, religion, national origin, age, sex, marital status, veteran status, sexual orientation or the presence of any functional and/or access needs.

D. Conformance with the National Incident Management System (NIMS)

    1. The City has adopted the NIMS as the foundation for all emergency operations. NIMS allows the City to integrate its response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector and nongovernmental organizations (see Annex A - Incident Command, Direction and Control for specific information).

E. Compliance with Americans with Disabilities Act (ADA) guidelines

    1. Although it may not be explicitly stated in every section and subsection throughout this document, it is understood that Kansas City, Missouri is committed to meeting the disaster needs of the whole community, including vulnerable populations and individuals with access and functional needs.

F. Compliance with Pet Evacuation and Transportation Standards (PETS) Act
1. The PETS Act is an amendment to the Stafford Act and signed into law in 2006. The Act requires public entities to take into consideration pets when planning on evacuations.

VIII. ASSUMPTIONS

Assumptions are general parameters upon which planning is based. They range from permanent physical assumptions, such as topography or political borders, to dynamic situational assumptions, such as demographics or agency scope.

SITUATION ASSUMPTIONS
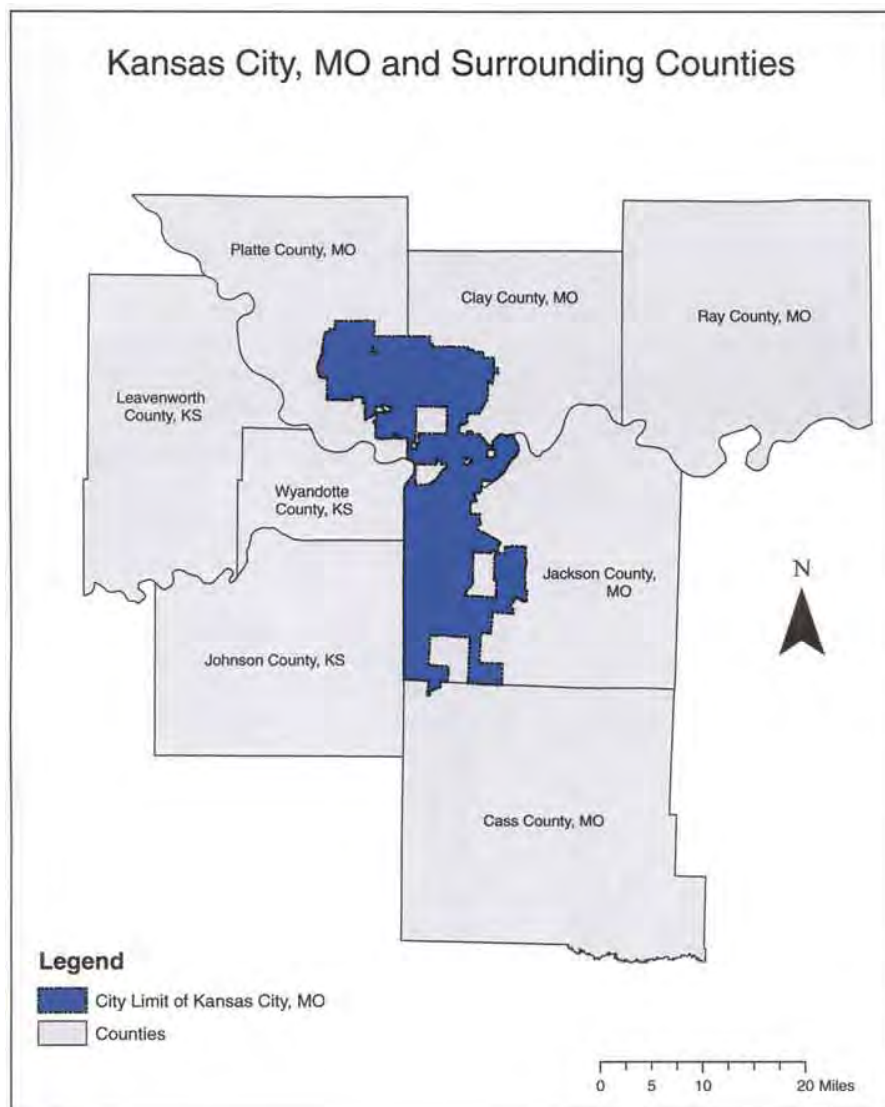
*Location and Size of Kansas City, Missouri is located on the western side of the State of Missouri. In total land area, Kansas City is ranked 23rd largest land area nationally with 314.98 square miles. The majority of the City lies in the Counties of Jackson, Platte and Clay; with a small portion located in Cass County (see **Figure 1 - KCMO and Surrounding Counties**). The general terrain is moderately hilly with the Missouri River bisecting the city and numerous streams and creeks crisscrossing the city. In addition, the Kansas River merges with the Missouri River at the border between Kansas City, Missouri and Kansas City, Kansas. Figure 1 - KCMO and Surrounding Counties

Demographics[3]

*Demographic information was acquired from various sources as generally noted in the footnotes.

A. City of Kansas City, Missouri.
   1. *Kansas City, MO, is the largest city in Missouri. Census data from the year 2020 ranks the City of Kansas City 36th nationally with an estimated population of 508,090 within 200,826 households (2.53 persons per household). The average population density is over 1,613.07 per square mile[4]. Kansas City has a diverse population estimated to be 52.8% White (non-Hispanic/Latino), 12.0% Hispanic/Latino, 25.78% Black/African American, 0.36% American Indian/Alaska Native, 3.11% Asian, 0.29% Native Hawaiian/Pacific Islander, 5.2% Mixed.

B. The Kansas City Region
   1. Located in the Federal Emergency Management Agency's Region VII (FEMA) **(816-283-7061)** (whose offices are located here) and the Missouri State Emergency Management Agency's (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))** Region A, Kansas City, Missouri, is recognized as a partner in the region combining with the four counties in which it resides as well as four counties in Kansas (Leavenworth, Wyandotte, Johnson, and Miami), and an additional county in Missouri (Ray) through the Mid-America Regional Council (MARC) **(816-474-4240)**. This relationship permits partnering with other jurisdictions during disasters.

C. Functional and Access Needs Population
   1. *The term "functional and access needs" is used to characterize populations that may have additional needs in functional areas (for example but not limited to: communication needs, transportation needs, supervision/medical care needs, or lack of the ability to maintain independent living). According to US Census Bureau **(301-763-4636 or 800-923-8282)**, approximately 13.0% of the population of the

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[3] Information taken from the US Census Bureau, City-Data.com, Wikipedia, and other sources.
[4] Based on the 2020 US Census.

Kansas City Region can be classified as having functional and access needs (not counting non-English speakers, low income, homeless, etc.). Utilizing these figures, approximately 66,051 persons within KCMO fall within this category.

D. Economics and Commerce
   1. Kansas City is an economic center for the Midwestern United States:
   2. Located at the juncture of four interstate highways (I-70, I-29, I-49 and I-35), four interstate linkages (I-435, I-470, I-635, and I-670), and 7 federal highways (US-24, US-40, US-50, US-56, US-69, US-71, and US-169), Kansas City is a major transportation hub.
   3. Kansas City is served by more than 300 motor freight carriers, including Yellow Corp., the nation's largest less-than-truckload carrier, which is headquartered in Kansas City. Kansas City is the third largest truck terminal in the United States. The trucking industry imports and exports nearly 1.5 million tons of freight in Kansas City.
   4. The second-largest rail center in the United States, Greater Kansas City is served by four of the country's eight Class I rail carriers, as well as three regional lines and one local switching carrier (Kansas City Terminal) responsible for nearly 780,000 tons of import and export cargo.
   5. *Kansas City is connected via the Missouri river to the nation's inland water system and is served by seven barge lines; 14 docks and terminal facilities exist in the metropolitan area moving 110,000 tons of freight per year.[5] As an important inland port, Kansas City ranks first in the country in Foreign Trade Zones' space. There are two major airports with about 280 flights a day fly in and out of Kansas City International Airport **(816-243-3000 admin, 816-243-4000 ACC)** handling an average of 228 passengers and 730,000 tons of cargo per day. Wheeler (Downtown) Airport **(816-859-7600)** averages 700 flights a day[6].
   6. *The City's central location and diversified transportation and storage facilities make it one of the nation's key business markets and the home of several major businesses. Kansas City is the headquarters of Hallmark Cards **(800-425-5627 Corporate)**, Kansas City Southern Industries **(877-527-9464 emergency)**, American Century Investments **(816-531-5575)**, H&R Block **(816-854-3000)**, and DST Systems Inc. **(816-737-4000)**. Kansas City also hosts major manufacturing or regional offices for Bayer CropScience, LP **(816-242-2000)**, Sanofi-aventis, Inc. (pharmaceuticals) **(816-966-5397)**, and numerous others.

E. *Kansas City, Missouri, is home to multiple auditoriums and sports venues, notably Kaufman Stadium **(816-921-8000)**, GEHA Field at Arrowhead Stadium

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[5] Information from www.kcportauthority.com.
[6] Information is taken from KCMO Aviation Dept..

(816-920-9300), the T-Mobile Center **(816-949-7100)**, and the Hy-Vee Arena **(816-505-0404)**.

F. *Kansas City is a regional center of government. It is the regional headquarters for several federal agencies. The federal government is Kansas City's largest single employer maintaining a number of regional federal facilities, including a federal office building, federal courthouse, IRS Submissions Processing Center **(816-966-2840)** and Federal Reserve Bank **(800-333-1010)**.

G. *The Kansas City region is located between two major military installations. Fort Leavenworth, Kansas **(913-684-2993, 913-684-1718 Public Affairs)**, approximately twenty-five miles northwest of the downtown core, is home to several Army activities including the 15th Military Police Brigade **(913-684-2111)** and the US Army Combined Arms Center **(913-684-2993, 913-684-1718 Public Affairs)**. Whiteman Air Force Base **(660-687-1110)**, Missouri, approximately 80 miles to the east-southeast of the downtown core, is home to the nation's only B-2 Stealth Bomber base (the 509th Bomb Wing), the A-10 Thunderbolt of the 442nd Fighter Wing, as well as Missouri National Guard **(888-526-6664)**.

Hazard Assessment

Kansas City is known to have some degree of threat from a wide variety of disasters, but not all present a significant hazard to Kansas City. This information can be found in **Regional Multi-Hazard Mitigation Plan 2020** (https://www.marc.org/emergency-services/plans/hazard-mitigation-plan) coordinated by the Mid-America Regional Council (MARC) incorporating information from the five counties within the MARC region including Kansas City, MO.

GENERAL ASSUMPTIONS

A. This plan is not designed to supersede standard operating procedures followed by individual departments for daily operations and routine incidents.

B. *This is an "all hazards" plan designed to provide a basis for response to any major incident or event. However, certain traditionally common incidents are outlined in more detail in the Hazard Specific Response Plan sections.

C. Kansas City is subject to a wide variety of emergencies and disasters that vary greatly in type, size, scope, duration, and can occur at any time (see the Hazard Assessment). When an emergency or disaster occurs, City officials will take the appropriate steps to respond to the incident, including the implementation of this plan, to reduce the loss of life and property and assist in expediting recovery and restoration.

D. City resources and KCPD resources will be committed to meet disaster related needs, as appropriate. If these resources are insufficient to effectively respond

to the emergency or disaster, the City will call for mutual aid, regional assets, state resources and federal resources (in that order).

E. *Kansas City will make every effort to provide for the whole community including those with functional and access needs. Included in this effort is participation in and consultation with the Mid America Regional Council's and other advocacy groups and businesses, such as The Whole Person, Inc. **(816-561-0304),** American Red Cross, and KC Pet Project. Their expertise was regularly solicited and incorporated into this emergency operations plan.
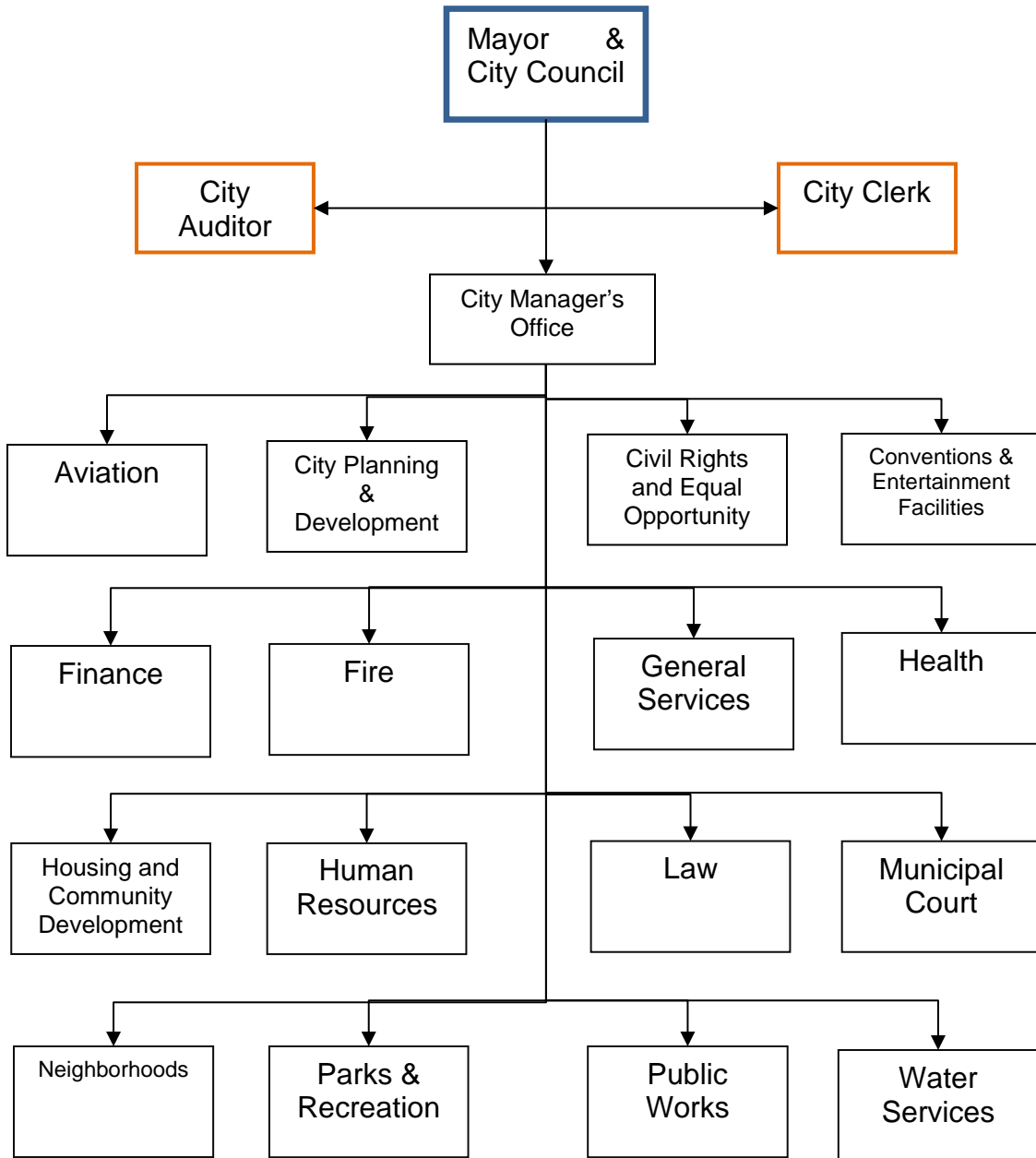
PLANNING ASSUMPTIONS

This Base Guide is based on the following assumptions:

A. This Base Guide will be utilized in response to emergencies and disasters which require a combined, coordinated citywide response. An "authorized City official" will determine when this threshold is met. "Routine" emergencies will be handled in accordance with the policies and procedures of the individual departments.

B. This Base Plan is intended to address foreseeable emergencies and disasters. It is assumed that this plan will be adapted, as necessary and appropriate, to address unforeseen scenarios.

C. All operations (under the authority of this plan) will be managed in accordance with the National Incident Management System (NIMS), and the Incident Command System (ICS).

D. The Emergency Operations Center (EOC) **(816-513-8640)** will be activated and utilized to manage major emergencies and disasters. If the primary EOC is not available, an alternate EOC will be established as appropriate.

E. Departments serving in the EOC always retain their own authority, but work cooperatively to ensure efficient, coordinated emergency operations

XI. CITY GOVERNMENT STRUCTURE

*Figure 2 - City Organization

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                          ┌──────────────────┐
                          │ Mayor         &  │
                          │ City Council     │
                          └──────────────────┘
                                   │
 ┌──────────────┐                  │                    ┌──────────────┐
 │ City         │◄─────────────────┼───────────────────►│ City Clerk   │
 │ Auditor      │                  │                    │              │
 └──────────────┘                  ▼                    └──────────────┘
                          ┌──────────────────┐
                          │ City Manager's   │
                          │ Office           │
                          └──────────────────┘
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Aviation	City Planning & Development	Civil Rights and Equal Opportunity	Conventions & Entertainment Facilities

Finance	Fire	General Services	Health

Housing and Community Development	Human Resources	Law	Municipal Court

Neighborhoods	Parks & Recreation	Public Works	Water Services

Political Structure

The City of Kansas City has a council-manager form of government. The Mayor is the chief elected official of the City and president of the City Council. The City is divided into six council districts, and each district has two elected representatives (one elected from the district, and one elected at large). Together the Mayor and City Council are the legislative and policy-making body for the City. By City Charter, the City Council appoints the City Manager, the City Clerk **(816-513-6401)**, and the City Auditor **(816-513-3300)**.

Departmental Structure

A. The City is organized into Offices, Departments and Divisions.   Some City Offices and Departments[7] are mandated by the City Charter, and the remaining offices and departments are established by the City Council[8]. Divisions are sub-units of an Office or Department.

B. The City Manager is the chief administrative officer, and the Office of Emergency Management is a division of the City Manager's Office. The Kansas City Police Department (KCPD) is an independent agency, governed by a Board of Commissioners appointed by the Governor of Missouri **(573-751-3222)**.

Emergency Management Structure and Mission

*The Kansas City Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)** is a division within the City Manager's Office and reports directly to the City Manager. The Emergency Management Director (EMD) is hired by the City Manager and manages a unit consisting of three coordinators and a Fiber Optic Specialist (**see Figure 3 - Office of Emergency Management** Organization). The mission of OEM is to save life and property by taking reasonable measures to prepare for, respond to, recover from, and mitigate the effects of disasters. OEM has primary responsibility for:

A. Preparing, maintaining and activating the LEOP.
B. Coordinating response and recovery activities during a significant emergency or disaster.
C. Operating the City's primary Emergency Operations Center (EOC) and back up EOC.
D. Coordinating with other local emergency management agencies, the Missouri State Emergency Management Agency (SEMA), the Department of Homeland
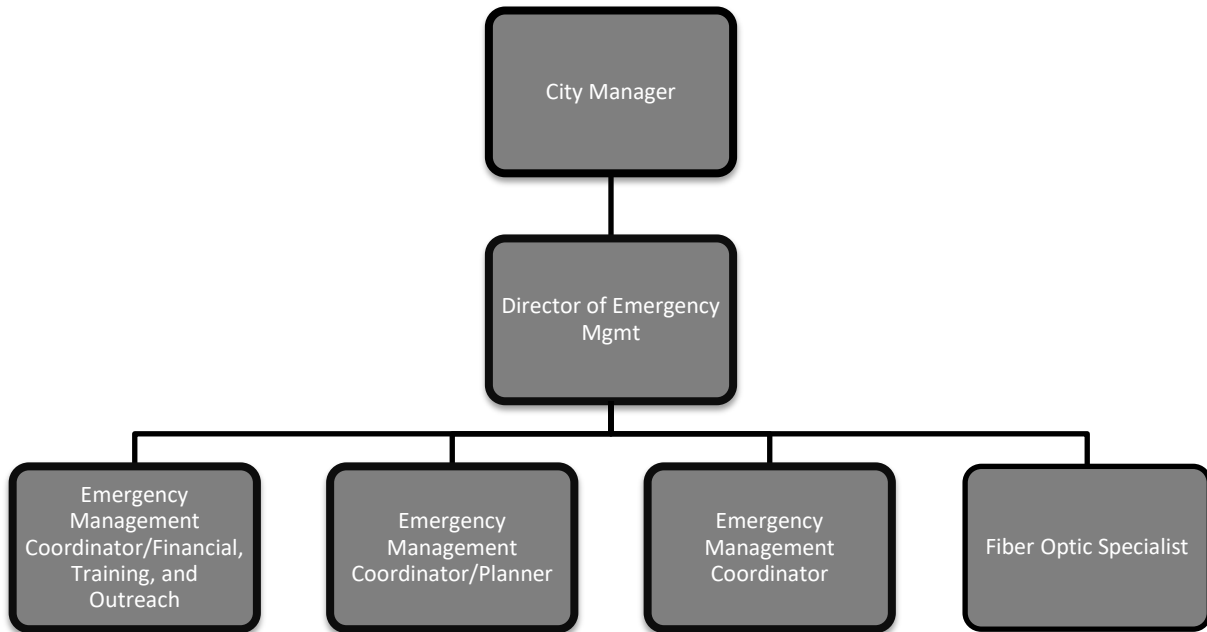
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[7] The City Manager, City Clerk and City Auditor are mandated by the City Charter and are appointed by the City Council. Additionally, the following City Departments are mandated by Charter (appointed by and under the direction of the City Manager): Aviation, Finance, Fire, Health, Human Resources, Law, Municipal Court, Parks and Recreation, Public Works**,** and Water Services.

[8] As of the date of this Plan, non-Charter departments are: City Planning and Development, Convention and Entertainment**)**, General Services, Civil Rights and Equal Opportunity, Information Technology, and Neighborhood Services.

Security **(202-282-8000)** and the Federal Emergency Management Agency, as appropriate.

E. Conducting emergency management related exercises and training for City personnel, and education programs for the general public.

Figure 3 - Office of Emergency Management Organization


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                    ┌──────────────────┐
                    │   City Manager   │
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                    ┌──────────────────┐
                    │ Director of      │
                    │ Emergency Mgmt   │
                    └──────────────────┘
                             │
   ┌──────────────┬──────────┴──────────┬──────────────┐
┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────────┐
│Emergency │ │Emergency │ │Emergency │ │ Fiber Optic  │
│Management │ │Management │ │Management │ │ Specialist   │
│Coordinator/│ │Coordinator/│ │Coordinator│ │              │
│Financial, │ │Planner   │ │          │ │              │
│Training, and│ └──────────┘ └──────────┘ └──────────────┘
│Outreach   │
└──────────┘
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XII. DEPARTMENTAL RESPONSIBILITIES

(In alphabetical order)

City Auditor's Office

A. *Routine

The City Auditor **(816-513-3300)** is appointed by and reports to the City Council. The City Auditor conducts independent audits of City programs and activities.

B. *Emergency/Disaster
As needed, the City Auditor's Office may support disaster operations through auditing and oversight of emergency programs and spending. The City Auditor may assist the Finance Department **(816-513-1173)** with processing and tracking finances for reimbursement.

Aviation

A. Routine
The Aviation Department **(816-243-3000, 816-859-7600 MKC, 816-243-4000 ACC)** operates Kansas City International Airport (MCI) and Kansas City Downtown Airport (MKC). The Aviation Department's mission is to provide outstanding airport services in a safe and cost-effective manner for the benefit of citizens, visitors, airlines and customers. The department is an enterprise fund department of the City and is supported wholly by airport user charges.

B. Emergency/Disaster
Aviation facilities may be used to receive aircraft carrying emergency supplies and equipment, as the reception site for incoming evacuees, and as the reception and transfer point for medical evacuation. Wheeler Downtown Airport (MKC) is the designated reception site for the National Medical Disaster System and for FEMA. Aviation Police **(816-243-4000 ACC, 816-243-5237 non-emergency)** may assist the KCPD with law enforcement duties.

*The Aviation Department maintains a Department Operations Center (DOC). The DOC is an FAA required incident response center where Aviation and airline stakeholder's representatives respond during a major emergency at the airport. The DOC may activate when an Incident Command Post (ICP) arises in response to an emergency at the airport. Aviation's DOC may activate independently of the City's Emergency Operations Center (EOC) but will coordinate with the City's EOC when the City's EOC is activated. Aviation's DOC is located on the third-floor conference room of the Airport's Police Building.

City Clerk (Office of the)

A. Routine
The City Clerk's Office **(816-513-6401)** provides administrative, research and clerical assistance to the Mayor, City Council, Silver-Haired City Council, Board of Trustees of City Trusts, the City administration and taxpayers. The mission of the City Clerk's Office is to provide quality customer service to the public, elected officials and City staff by providing effective processing, distribution and retention of information and official records.

B. Emergency/Disaster
The City Clerk's Office assists with the official processing of legal documents such as a Proclamation of a State of Emergency.

City Council & Mayor

A. Routine

City Council sponsors and passes city ordinances. The City Council can conduct internal investigations, appoint City officers (Auditor, Clerk, and City Manager), represent their districts, and other duties as described in the City Charter. The Mayor **(816-513-3500)** is a voting member of the Kansas City Board of Police Commissioners.

B. Emergency/Disaster

In times of emergency or disaster, the Mayor and City Council shall conduct business as outlined under the above section unless such circumstances prohibit the conducting of normal business. Any member of the City Council may be called upon to conduct a press briefing. Such briefings should be coordinated with the City Communications Office **(816-513-1349)**.

The Mayor also has the duty of declaring a State of Emergency for the City of Kansas City (see **Annex A – Direction and Control** for additional information).

City Manager's Office

A. Routine

As the city's chief administrator, the City Manager **(816-513-1408)** serves and advises the Mayor and City Council, appoints most department directors, prepares a proposed annual budget for council consideration, and coordinates City operations and programs. The Manager also sees that the ordinances of the City and applicable State and federal laws are followed and enforced.

B. Emergency/Disaster

In the event of an emergency, the City Manager (or designee) will assume general direction and control of all emergency resources and operations with policy guidance from the Mayor and City Council. (Section 4.1 of Administrative Regulation (AR) 1-04) Various divisions within the City Manager's Office will also assist the public providing an avenue to services and important information.

*Certain sections within the City Manager's Department handle specific duties in an emergency as well as on a routine basis. Those sections are:

1. Office of City Communications
   a. Routine
      The City Communications Officer **(816-513-1349)** provides a variety of public information services to City departments and the City Council. The primary function of City Communications is to prepare and disseminate information directly to the public and via diverse media sources.
   b. Emergency/Disaster
      The City Communications Officer and staff provide public

information and warning services in the Emergency Operations Center if activated and may serve as the Joint Information Center lead.

2. EMS Medical Director
   a. Routine
      The EMS Medical Director **(816-513-6263)** is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system. The EMS Medical Director works with the Fire Dept. **(816-513-4600, 816-513-0900 Dispatch)** in operating the City's ambulance and emergency medical technician program
   b. Emergency/Disaster
      The EMS Medical Director will provide medical direction and clinical oversight for pre-hospital emergency medical services to disaster victims. The EMS Medical Director may activate the EOC in accordance with this Plan, may serve on the Unified Command Team, and assists in the coordination of medical services with other elements of the pre-hospital emergency medical services system.

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3. Office of Emergency Management (OEM)
   a. Routine
      The Office of Emergency Management **(816-513-8640, 816-301-6260 Duty)** undertakes pre-disaster planning, and preparedness activities, including training, exercises and public outreach in conjunction with other state and local emergency management agencies.
   b. Emergency/Disaster
      The Office of Emergency Management operates the City's Emergency Operations Center, located at 635 Woodland Ave. Suite 2107, coordinates disaster response operations, advises the City Manager and Mayor on the proclamation of a local state of emergency, conducts damage assessments, coordinates recovery operations, and serves as the sub grantee for federal disaster recovery grants.

4. *Office of Environmental Quality (OEQ)
   a. Routine
      The Office of Environmental Quality **(816-513-3452)** ensures all City government actions are performed in an environmentally responsible manner; promotes City policies that encourage the private sector to preserve and enhance the environment; and collaborate with public and private partners on projects that preserve and enhance the environment.
   b. Emergency/Disaster

The Office of Environmental Quality evaluates recovery projects for environmental impact and works with local, state, and federal personnel to fulfill requirements of the National Environmental Policy Act (NEPA) and other federal laws, regulations and policies.

City Planning & Development

A. Routine

The City Planning and Development Department **(816-513-1500)** is the lead agency for both the physical and economic development of the city. It serves as staff to the Planning, Zoning and Economic Development Committee of the City Council, the City Plan Commission, the Board of Zoning Adjustment, the Landmarks Commission, and the Building and Fire Codes Board of Appeals. In these capacities the department reviews residential and commercial development plans, zoning and subdivision platting, residential and commercial building plans, public improvement plans, and provides all long-range planning for the city.

B. Emergency/Disaster

The Department may provide staffing for the Emergency Operations Center; assures compliance with federal historic preservation requirements; assists with the identification of debris staging and other sites; and assists with the evaluation of damaged buildings.

Convention & Entertainment

A. Routine

The Convention and Entertainment Facilities **(816-513-5000)** is responsible for the daily management of several multi-purpose facilities, including Bartle Hall. The management of these facilities includes marketing, sales, event production and security, maintenance of the physical facilities, and state-of-the-art audio, video and internet services.

B. Emergency/Disaster

The Convention and Entertainment Facilities may provide large scale shelter facilities as an option of last resort. Additionally, department staff may serve in the Emergency Operations Center when required.

Civil Rights and Equal Opportunity

A. *Routine

The Civil Rights and Equal Opportunity Department's **(816-516-1836)** mission is to assist with the abridgment or violation of civil rights, human rights, or equal opportunity. The department accomplishes its mission by advocating for economic inclusion, equity, labor rights, and providing a platform for redress of complaints and conciliation for all citizens of Kansas City, Missouri.

This division also investigates discrimination complaints consistent with Title VI, Title VII, and local and State laws prohibiting discrimination. It also provides

oversight of labor, contract, wage, and workforce compliance of City construction projects.

B. *Emergency/Disaster
The Civil Rights and Equal Opportunity Department may assist recovery operations by certifying minority, women, disadvantaged, and small local business enterprises, facilitating economic opportunities by contract matching through prime and sub-contracting, joint ventures, and the mentor-protégé program.

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Finance

A. *Routine
The Finance Department **(816-513-1173)** provides overall management of the financial affairs of the City so that public funds are equitably collected, effectively leveraged and properly utilized. These functions are carried out through six divisions: Administration, Accounts, Budget, Development Finance, Revenue and Treasury.

B. *Emergency/Disaster
The Finance Department assists in receiving and processing disaster grants. Additionally, department staff may serve in the Emergency Operations Center to assist with processing and tracking finances for reimbursement and ensuring that procurement cards are ready to be used for unforeseen expenses and that other financial functions of government continue during the emergency

Fire Dept. (KCFD)

A. Routine
The KCFD **(816-513-4600, 816-513-0900 Dispatch)** provides fire suppression, rescue operations, hazardous materials responses, fire prevention, fire investigation services and emergency medical services, both basic life support and advanced life support and pre-hospital transport.

B. Emergency/Disaster
In addition to routine services, KCFD assists with public warning and evacuation operations, emergency medical services to disaster victims, implements regional mass casualty plans, activates Fire/EMS mutual aid, and may serve in key roles in the Emergency Operations Center including the Unified Management Team, the Operations Section Chief, providing access control, and others.

General Services (GSD)

A. Routine
The General Services Department **(816-513-1313)** provides a number of services that enable other departments to accomplish their respective missions including servicing the facilities, overseeing the operation and maintenance of fleet vehicles, duplicating, purchasing, records management, employee safety,

risk management, security, and managing all information and technology programs and systems.

B. Emergency/Disaster
The General Services Department may serve as the Logistics Section in the EOC and assists with obtaining supplies, services, material, and with emergency contracting; coordinates post disaster damage assessment for public facilities; facility access control, CCTV services and technology services, and submits post disaster insurance claims.

*Certain sections within General Services Department handle specific duties in an emergency as well as on a routine basis. Those sections are:
1. Information Technology Division (ITD) **(816-513-3333)**
    a. Routine
    The Information Technology Division (ITD) is responsible for supporting centralized IT services for city-wide operations. These services include providing, administering, and managing critical server storage, and backup infrastructure that includes the City telephone and data networks. ITD also maintains centralized data centers for hosting the City's primary Enterprise Resource Planning (ERP) applications that handles the City's financial and human resource data processing environments. In addition, ITD provides asset management and PC support for thousands of devices used throughout the City to perform critical day-to-day citizen support requirements for the various departments. ITD also manages the cybersecurity program for the city, which is responsible for maintaining the integrity and security of critical data.
    b. Emergency/Disaster
    During disasters and emergencies, ITD performs many of the same functions provided during day-to-day operations. In addition, a member of ITD staff may report to the Emergency Operations Center (EOC) to ensure the continued operation and functionality of the EOC.

Health
A. Routine
The mission of the Health Department **(816-513-6008, 816-717-6721 Duty)** is to promote, preserve and protect public health. This mission is carried out through a number of programs and services including communicable disease prevention, chronic disease prevention, health education, environmental health (food protection, industrial hygiene, etc.) and others. The Health Department is also responsible for the coordination of Bioterrorism preparedness efforts in both the Kansas City bi-state region and Missouri's designated Region A Local Public Health Agencies (LPHA).

B. Emergency/Disaster

The Health Department monitors public health threats and issues public health advisories and quarantines. The Health Department also requests and manages the federal government's Strategic National Stockpile which contains medications as well medical supplies. The Health Department also fulfills a support role to other agencies and functions covered under ESF #6, Mass Care, while fulfilling a lead role in ESF#8 Health & Medical. The Health Director plays a key role in the Emergency Operations Center, including advising on all health and environmental matters, and serving on the Unified Command Team.

Housing and Community Development

A. *Routine

The Housing and Community Development Department **(816-513-3046)** shall be generally responsible for housing production and preservation, housing rehabilitation and repair, rental housing assistance, fair housing, discrimination and equity relating to housing, and ensuring affordable housing.

B. *Emergency/Disaster

The Housing and Community Development Department may assist with the recovery phase of a disaster in locating housing for those who lost their housing due to the disaster.

Human Resources (HR)

A. Routine

The Human Resources Department **(816-513-1929)** is responsible for coordinating the recruitment and hiring of City employees, processing new hires and personnel transactions, administering the City's benefits and pension systems, providing educational and training opportunities to City employees, handling requests for reasonable job accommodations, overseeing labor and employee relations, equal employment opportunity issues, unemployment compensation, the City's drug and alcohol abuse policy and family medical leave programs, as well as a variety of other City-wide rules and policies.

B. Emergency/Disaster

The Human Resources Department may assist with hiring, staffing, resolving labor contract issues and similar tasks during the recovery phase.

Law

A. Routine

Office of the City Attorney **(816-513-3142, 816-513-6750, 816-513-3105, 816-513-3126)** provides legal services to the Mayor, the City Council, City Manager, boards, commissions and all of the departments of the City. The City Attorney is appointed by the City Manager to manage the legal affairs of the City. The Law Department operates through three general sections: City Prosecutor; Litigation; and Corporate Services.

B. Emergency/Disaster
In addition to routine duties, the Office of the City Attorney advises the City Manager and Unified Command Team regarding local and state law, and reviews and approves (for legal sufficiency) draft Proclamations of a State of Emergency and other emergency orders.

Municipal Court
A. *Routine
The Kansas City Municipal Court **(816-513-2700)** is a limited jurisdiction court, and processes cases annually involving alleged violations of municipal ordinances. It is the largest municipal court in the state of Missouri with nine judges.

B. *Emergency/Disaster
During mass evacuation operations, the Municipal Court may assist law enforcement agencies and the City in processing of individuals charged and the release or transfer of persons in custody.

Neighborhood Services
A. *Routine
The Neighborhood Services Department **(816-513-1313)** administers neighborhood services, such as neighborhood preservation and code enforcement, animal control contract with KC Pet Project, abatement of dangerous buildings, community block watch and crime prevention and weatherization and emergency repair programs. The Department also operates and Regulated Industries (overseeing compliance of certain industries such as liquor, catering, adult entertainment, taxi cabs and salvage yards).

B. *Emergency/Disaster
The Neighborhoods and Community Services Department coordinates post disaster private sector damage assessment, oversees demolition of dangerous/hazardous structures, and may assist with the delivery of disaster recovery programs to the general public.

C. *Divisions
1. 311 Call Center
   a. Routine
   The 311 Call Center **(311, 816-513-1313)** is the central point of contact for City services. The public can utilize a variety of methods to contact the Call Center and receive information, request a service, express concerns, or be placed in contact with other city departments and officials.
   b. Emergency/Disaster
   The 311 Call Center will assist in providing information and assistance to the public that calls into the center.

Parks & Recreation

A. Routine

The Parks and Recreation Department **(816-513-7500)** provides recreational, leisure and aesthetic opportunities for all citizens, and conserves and enhances the environment. The Department operates and maintains parks, recreation facilities, pools, boulevards, ornamental fountains and monuments, and 10 community centers.

B. *Emergency/Disaster

Parks and Recreation shares the responsibility with Public Works **(816-513-9970)** and Water Services for barricade placement at roads and bridges that may become dangerous to travel on during emergency operations (especially flooding), clears snow and removes dangerous trees and debris from public property and the public right of way, and provides community centers and staffing for public shelters. The Parks and Recreation Department plays a key role in the Emergency Operations Center, including advising on infrastructure matters and may serve on the Unified Command Team.

Police Department (KCPD)

A. Routine

The Kansas City, Missouri Police Department **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** is the City's primary law enforcement organization and is responsible for ensuring the safety and security of the citizens within Kansas City, MO. KCPD may assist Airport Police with operations as needed.

B. *Emergency/Disaster

The Traffic Division, Special Operations Division, and the Law Enforcement Resource Center may play key roles in the Emergency Operations as the Operations Section Chief, Incident Commander, or a member of the Unified Management Team (UMT).   These roles include coordinating all law enforcement emergency operations, cooperating with other City, State and Federal agencies and providing advice on matters of public safety, the Operations Section Chief, and as a member of the Unified Management Team. KCPD may also provide access control to the EOC.

Public Works (PWD)

A. *Routine

The Public Works Department **(816-513-9970)** operates many essential City services including street maintenance, traffic signs and signals, street lighting and snow removal. Additional responsibilities include oversight of public transportation (Area Transportation Authority), recycling, trash collection, and bulky item pickup. PWD also operates the City's Tow Lot.

B. *Emergency/Disaster

Public Works shares the responsibility with Parks and Recreation Department and Water Services for barricade placement on roads and bridges that may become dangerous to travel on during emergency operations (especially flooding), assisting with removal of dangerous trees, debris, trash, recycling, bulky items, and snow from the public property and the public right of way, and maintains public infrastructure systems. The Public Works Department plays a key role in the Emergency Operations Center, including advising on infrastructure matters and may serve on the Unified Command Team.

Water Services (WSD)

A. Routine

The Water Services Department **(816-513-1313)** maintains and operates water collection, processing and distribution systems, storm water management and control systems and wastewater collection and processing systems for residential and business customers in Kansas City and for wholesale customers in the Kansas City region. The Water Services Dept. is also responsible for monitoring and maintaining the city's levee system.

B. *Emergency/Disaster

The Water Services Department issues flood advisories to City forces, places barricades at roads and bridges that may become dangerous to travel on r during emergency operations (especially flooding) and maintains water and sewer delivery systems. The Water Services Department plays a key role in the Emergency Operations Center, including advising on infrastructure matters, operating the flood monitoring/warning system, maintaining on-going contact with the federal/state/local/private agencies that monitor weather related forecasts and advising the EOC on meteorological issues, and may serve on the Unified Command Team. Water Services initiates responses and notifications to state and Federal regulatory agencies in accordance with permit requirements from those agencies as it relates to water and sewer events impacted by severe weather.

XIII. PLAN SUPPORT AND MAINTENANCE

Training

The Office of Emergency Management will establish a training program to familiarize key personnel with their roles and responsibilities under this plan.

A. Exercising the Plan
    1. *The Office of Emergency Management will establish and/or participate in Homeland Security Exercise and Evaluation Programs (HSEEP) to periodically test the functionality and efficacy of the Plan (or elements of the Plan). This exercise program complies with state and federal exercise requirements. At a minimum, the Base Plan, or portions thereof, will be exercised annually with After Action Reports and Improvement Plans (AAR/IP).

B. Maintaining the Plan
    1. The LEOP was prepared by the Kansas City Office of Emergency Management with input from other city departments. The Plan will be reviewed and amended on the following schedule:
        a. This document will be reviewed annually [9] and updated as needed. Major revisions will be presented to the City Council for approval.
        b. Minor updates that do not affect the overall operating procedures (ex. contact numbers, asset reassignments, etc.) will be presented to the City Manager for approval on an ongoing basis.
        c. The plan may also be reviewed following any significant incident or training exercise.

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[9] Per Section 2-85 of the Code of Ordinances Kansas City, Missouri. The LEOP is reviewed on a sectional basis more frequently. A complete detailed review with revisions is performed bi-annually.

XIV. GENERAL AUTHORITIES AND REFERENCES

This LEOP and the emergency operations it discusses are based on local, state and federal law, regulations and policies. The following authorities and references pertain to the general basis and authority of emergency management and the LEOP. Additional authorities and references may be provided in subsequent Annexes if they apply specifically to the subject matter.

Local and Regional

A. Charter of the City of Kansas City, Missouri (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
B. City of Kansas City, Missouri, Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances):
   1. Chptr 2; Article II; Section 2-49 – Order of succession of elected officials
   2. Chptr 2; Article III; Section 2-82 – Acting City Manager
   3. Chptr 2; Article III; Section 2-85 – Office of Emergency Management
   4. Chptr 50; Article V; Section 50-155 – Issuance of Proclamation of Emergency; Powers of Mayor under a Proclamation of Emergency.
   5. Chptr 50; Article V; Section 50-156 – Law Enforcement Powers of Mayor.
C. Administrative Regulation (AR) (located on the KCMO intranet mykc.kcmo.org)
   1. AR 1-04 – Disaster Procedures, 4-1-1997
   2. AR 1-06 – Flood Stage Warnings, 4-1-1997
   3. AR 1-23 – Media Relations and Communications
   4. AR 1-24 – Disaster Documentation, 12-1-2005
D. Kansas City Regional Coordination Guide (RCG), Mid-America Regional Council (MARC), December 2019 (https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide).

State

A. Revised Statutes of Missouri (RSMo) (https://revisor.mo.gov/main/Home.aspx),
   1. Chapter 44– Civil Defense
   2. Chapter 70, Section 70.837 – Powers of Political Subdivisions to Cooperate or Contract – Emergencies—public safety agencies may provide aid to other public safety agencies in state and bordering states.
   3. Chapter 292, Sections 600-625, "Community Right to Know"
B. Missouri All-Hazard Emergency Planning Guidance, December 2013 (https://sema.dps.mo.gov/docs/programs/Planning-Disaster-Recovery/LEOP-Planning-Documents/2013-All-Hazard-Emergency-Planning-Guidance.pdf).
C. Missouri Code of State Regulations, Title 11, Division 40, Chapter 11, "State Emergency Management Agency (https://www.sos.mo.gov/adrules/csr/current/11csr/11csr.asp) in section 11

CSAR 10-11-210 "General Organization Missouri Emergency Response Commission"

D. Missouri State Hazard Mitigation Plan, 2018 (https://sema.dps.mo.gov/newspubs/publications/#:~:text=The%20Missouri%20State%20Hazard%20Mitigation,injuries%2C%20damages%20and%20loss%20of)

E. Executive Order 05-42, (establishes the NIMS as the standard for emergency incident management in the State of Missouri) (https://www.sos.mo.gov/library/reference/orders/2005/eo05_042)

F. New Madrid Seismic Zone Earthquake Joint State of Missouri and FEMA Region VII Response Operations Plan, January 2014, (https://sema.dps.mo.gov/docs/publications/new-madrid-seismic-zone-earthquake.pdf).

Federal

1. Federal Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (https://www.fema.gov/disasters/stafford-act)

2. Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 et seq.) (https://www.hsdl.org/?abstract&did=614#:~:text=Public%20Law%20107-296%2C%20the%20Homeland%20Security%20Act%20of,of%202002%22%20also%20known%20as%20the%20%22SAFETY%20Act.%22)

3. Title 42, United States Code (USC), Chapter 68, Disaster Relief, Sections 5121-5204. https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter68&edition=prelim)

4. Title 44, Code of Federal Regulations, Emergency Management and Assistance (https://www.law.cornell.edu/cfr/text/44).

5. Homeland Security Presidential Directive (HSPD) – 5, Management of Domestic Incidents, dated February 28, 2003 (https://www.dhs.gov/publication/homeland-security-presidential-directive-5).

6. Presidential Policy Directive 8 (PPD-8), National Preparedness, March 30, 2011 (https://www.dhs.gov/presidential-policy-directive-8-national-preparedness).

7. HSPD – 9, Defense of United State Agriculture and Food, dated January 30, 2004 (https://www.hsdl.org/?abstract&did=444013).

8. Americans with Disabilities Act (ADA) (https://www.ada.gov/2010_regs.htm)

9. Pet Evacuation and Transportations Standards (PETS) Act of 2006 (https://www.congress.gov/bill/109th-congress/house-bill/3858)

10. National Incident Management System, October 2017 (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf).

11. National Response Framework, October 2019 (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response).

12. Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101, September 2021 (https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg)

13. Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness (SPR) Guide: Comprehensive Preparedness Guide (CPG) 201, May 2018 (https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg).

14. Guidance on Planning for Integrations of Functional Needs Support Services in General Population Shelters, May 2010 (https://www.fema.gov/about/offices/disability)

15. Public Assistance Program and Policy Guide, FP 104-009-2 June 2020 (https://www.fema.gov/assistance/public/policy-guidance-fact-sheets)

16. National Disaster Recovery Framework, June 2016 (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery)

17. National Mitigation Framework, June 2016 (https://www.fema.gov/sites/default/files/2020-04/National_Mitigation_Framework2nd_june2016.pdf)

ATTACHMENT BASE-1: LEGAL AUTHORITY OFFICE OF EMERGENCY MANAGEMENT

Sec. 2-85. - Office of emergency management.

a) *Definitions.* The following definitions apply to this section:

   1) *Disaster* means any large-scale event as described in subsection (a)(2) which results in, or has the potential to result in a significant loss of life or property, and which exceeds the ability of the city to effectively respond without assistance from the state or federal government.

   2) *Major emergency* means any large-scale event requiring the use of the emergency operations center to coordinate the combined response of three (3) or more city departments to an act of terrorism, fire, wind, flood, earthquake or other natural or man-made calamity.

b) The city establishes the office of emergency management (OEM) under the direction of the city manager to prepare for and carry out actions to prevent, minimize and reduce injury and damage due to all major emergencies and disasters. OEM constitutes the city's official "local organization for emergency management" as defined in the Civil Defense Act, RSMo 44.010 et seq. OEM is responsible for emergency planning, emergency preparedness, and the coordination of response and recovery operations related to all disasters that may impact the city. OEM shall be responsible for the performance of emergency management functions within the territorial limits of the city and may conduct these functions outside the territorial limits as may be required pursuant to the provisions of RSMo Ch. 44.

c) The city manager shall appoint a qualified emergency manager who shall have direct responsibility for the organization, administration and operation of local emergency management operations, subject to the direction and control of the city manager and the city council. The emergency manager shall be responsible for:

   1) The completion and maintenance of the all-hazard local emergency operations plan (LEOP). The LEOP shall be in compliance with state and federal requirements and shall be reviewed annually with updates made as needed. The city manager is authorized to mandate the various departments, as necessary, to participate in work groups to draft, edit and implement the LEOP.

   2) The completion and maintenance of procedures to ensure interdepartmental cooperation and coordination during disasters and major emergencies.

   3) The operation and maintenance of a city emergency operations center (EOC). The emergency manager shall maintain the EOC in a manner that provides sufficient technological and procedural means to effectively manage field forces and shall establish procedures for the activation and staffing of the EOC when conditions warrant.

   4) The establishment of a unified management team (UMT) in accordance with the LEOP.

   5) Advising the city manager and mayor concerning the need for any of the following:

      a. A proclamation of a local state of emergency.

      b. Applying for state or federal disaster assistance.

      c. Declaration of an area as a municipal disaster assistance zone; or

      d. A proclamation to establish a disaster area boundary.

6) Coordinating post-disaster damage assessment.

7) Conducting liaisons with external organizations, including other local governments, schools, utilities, private organizations, and business organizations; the Missouri State Emergency Management Agency; the Missouri State Department of Homeland Security; the U.S. Department of Homeland Security; and the Federal Emergency Management Agency. To the extent allowed by law, the emergency manager shall:

   a. Serve as the city manager's primary point of contact for homeland security information, planning and non-law enforcement operations; and

   b. Coordinate city homeland security planning, analysis and warning with the city police department and other public safety agencies, and to the extent practical, disseminate appropriate warning information to the various departments.

8) Issuing public warnings when necessary to protect people and property.

9) Conducting emergency management training for city personnel and public education programs as appropriate to improve understanding of, and preparedness for, disasters or major emergencies.

10) Organizing and chairing an emergency management advisory committee, and holding meetings as needed to solicit information and guidance from the various departments concerning emergency management programs and priorities.

11) Establishing volunteer cadres to assist the city with emergency operations, communications and other similar functions.

12) Public event monitoring, when the events may pose a threat to public safety due to the number of people participating, location of the event, notoriety of the event, or other factors as determined by the city manager. The emergency manager shall, in cooperation with the city police department, city fire department and other city departments, participate in the planning and monitoring of such events in order to provide public warning and evacuation in accordance with the LEOP.

13) Adopting and implementing the National Incident Management System promulgated by the U.S. Department of Homeland Security.

14) Adopting and implementing any other federal or state emergency management requirement.

15) The city shall manage disasters and major emergencies in accordance with the National Incident Management System, all applicable laws, and the LEOP. All departments and city agencies shall cooperate with the emergency manager in implementing the National Incident Management System and the LEOP.

(Ord. No. 981304, § 1, 11-19-98; Ord. No. 080113, § 1, 6-19-08; Ord. No. 140592 , § 1, 8-21-14)

ATTACHMENT BASE-2: CITY RESOLUTION ADOPTING THE 2020 VERSION OF THE LEOP

TO BE ADDED

ATTACHMENT BASE-3: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Administrative Regulations (AR), Kansas City, MO, City Manager, (located on the KCMO Intranet: mykc.kcmo.org)

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Department of Public Safety – Division of Fire Safety, Title 11 Div. 40 Code of State Regulations, Missouri Secretary of State, December 2001, https://www.sos.mo.gov/adrules/csr/current/11csr/11csr.asp.

Developing and Maintaining Emergency Operations Plans: Comprehensive Guide (CPG) 101, Version 2.0, November 2010, FEMA, https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg.

Disaster Relief, 42 United States Code Ch. 68, as amended, May 1974, 93rd Congress, https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter68&edition=prelim.

Emergency Management and Assistance, Title 44 CFR, February 2014, https://www.law.cornell.edu/cfr/text/44.

Executive order 05-42, November 2005, Governor Matt Blunt, https://www.sos.mo.gov/library/reference/orders/2005/eo05_042.

Guidance on Planning for Integrations of Functional Needs Support Services in General Population Shelters, May 2010, FEMA, https://www.fema.gov/about/offices/disability.

Homeland Security Act of 2002, Public Law 107-296, November 2002, 107th Congress, https://www.hsdl.org/?abstract&did=614#:~:text=Public%20Law%20107-296%2C%20the%20Homeland%20Security%20Act%20of,of%202002%22%20also%20known%20as%20the%20%22SAFETY%20Act.%22.

Homeland Security Presidential Directive-5 (HSPD-5): Directive on Management of Domestic Incidents, February 2003, President George W. Bush, https://www.dhs.gov/publication/homeland-security-presidential-directive-5.

Homeland Security Presidential Directive-9 (HSPD-9): Defense of United States Agriculture and Food, January 2004, President George W. Bush, https://www.hsdl.org/?abstract&did=444013.

Kansas City Regional Coordination Guide, December 2019, Mid-America Regional Council, https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide.

Missouri All-Hazard Emergency Planning Guidance, December 2013, Missouri State Emergency Management Agency (SEMA), https://sema.dps.mo.gov/docs/programs/Planning-Disaster-Recovery/LEOP-Planning-Documents/2013-All-Hazard-Emergency-Planning-Guidance.pdf.

Missouri State Hazard Mitigation Plan, 2018, SEMA, https://sema.dps.mo.gov/newspubs/publications/#:~:text=The%20Missouri%20State%20Hazard%20Mitigation,injuries%2C%20damages%20and%20loss%20of.

National Disaster Recovery Framework, 2nd ed., June 2016, Department of Homeland Security, https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery.

National Incident Management System, 3rd ed., October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

National Mitigation Framework, 2nd ed., June 2016, Department of Homeland Security, https://www.fema.gov/sites/default/files/2020-04/National_Mitigation_Framework2nd_june2016.pdf.

National Response Framework, 4th edition, October 2019, FEMA https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response.

New Madrid Seismic Zone Earthquake – Joint State of Missouri & Region VII Response Operations Plan, January 2014, FEMA and SEMA, https://sema.dps.mo.gov/docs/publications/new-madrid-seismic-zone-earthquake.pdf.

Presidential Policy Directive 8 (PPD-8), March 2011, President Barack Obama, https://www.dhs.gov/presidential-policy-directive-8-national-preparedness.

Public Assistance Program and Policy Guide, Ver. 4, FP 104-009-2, June 2020, FEMA, https://www.fema.gov/assistance/public/policy-guidance-fact-sheets.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/disasters/stafford-act.

Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness (SPR) Guide: Comprehensive Preparedness Guide (CPG) 201, 3rd Edition, May 2018, Homeland Security, https://www.fema.gov/emergency-managers/national-preparedness/plan#cpg.

ATTACHMENT BASE-4: PHONE NUMBERS FOR AGENCIES IN THE BASE PLAN

Organization	Primary Number
American Century Investments	816-531-5575
Bayer CropScience, LP	816-242-2000
DST Systems, INC.	816-737-4000
GEHA Field at Arrowhead Stadium	816-920-9300
H&R Block	816-854-3000
Hallmark Cards Corporate	800-425-5627
Kansas City Southern Railway Company	877-527-9464 emergency
Kaufman Stadium	816-921-8000
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO – Aviation Department Airport Police	816-243-4000 emergency, 816-243-5237 non-emergency
KCMO – City Auditor's Office	816-513-3300
KCMO – City Clerk	816-513-6401
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - City Planning and Development	816-513-1500
KCMO – Civil Rights and Equal Opportunity Department	816-516-1836
KCMO - Conventions and Entertainment Facilities	816-513-5000
KCMO – EMS Medical Director	816-513-6263
KCMO - Finance Department	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO - Housing and Community Development	816-513-3200, 816-513-3025 Home Repair, 816-513-9020 Land Bank)
KCMO – Human Resources	816-513-1929
KCMO – Information Technology Division	816-513-3333
KCMO – Law Department	816-513-3142, 816-513-6750, 816-513-3105, 816-513-3126
KCMO - Mayor/Mayor Pro-Tem	816-513-3500

Organization	Primary Number
KCMO – Municipal Court	816-513-2700
KCMO – Neighborhood Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO – Office of Environmental Quality	816-513-3452
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
MARC	816-474-4240
Missouri – Governor's Office	573-751-3222
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
Sanofi-aventis	816-966-5397
The Whole Person	816-561-0304
T-Mobile Center	816-949-7100
U.S. Airforce Whiteman Airforce Base	660-687-1110
U.S. Army Combined Arms Center	913-684-2993, 913-684-1718 Public Affairs
U.S. Army Fort Leavenworth, KS	913-684-2993, 913-684-1718 Public Affairs
U.S. Army Fort Leavenworth, KS – 15th Military Police Brigade	913-684-2111
U.S. Census Bureau	301-763-4636 or 800-923-8282
U.S. Department of Homeland Security	202-282-8000
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. Federal Reserve Bank of Kansas City	800-333-1010
U.S. Internal Revenue Service (IRS) Submissions Processing Center	816-966-2840

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex A: Direction and Control

January 2023

KANSAS CITY, MISSOURI
DIRECTION AND CONTROL

Primary (lead) Departments:	Kansas City, MO, Office of Emergency Management (OEM)
	Fire Department (KCFD)
	Police Department (KCPD)
Secondary (support) Departments:	City Communications
	City Security
	Health Department
	Parks & Recreation
	Public Works
	Water Services
	Other City Departments as Required
Secondary (support) External Agencies:	American Red Cross
	Evergy
	Spire
	Kansas City Area Transit Authority (KCATA)
	Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

This Annex establishes the legal basis for, and method of, incident command, direction and control for the City of Kansas City Missouri (KCMO). It outlines the overall manner in which an emergency or disaster will be managed by the City, including procedures to analyze the emergency situation, and to respond quickly, appropriately and effectively.

II. PLANNING ASSUMPTIONS

This Annex is based on the following assumptions:

A. This Annex will be utilized in response to emergencies and disasters which require a combined, coordinated citywide response. An "authorized City official" will determine when this threshold is met. "Routine" emergencies will be handled in accordance with the policies and procedures of the individual departments.

B. This Annex is intended to address foreseeable emergencies and disasters. It is assumed that this plan will be adapted, as necessary and appropriate, to address unforeseen scenarios.

C. All operations (under the authority of this Annex) will be managed in accordance with the National Incident Management System (NIMS), and the Incident Command System (ICS).

D. The Emergency Operations Center (EOC) **(816-513-8640, 816-301-6260 Duty)** will be activated and utilized to manage major emergencies and disasters. If the EOC is not available, an alternate EOC will be established as appropriate.

E. Departments serving in the EOC always retain their own authority, but work cooperatively to ensure efficient, coordinated emergency operations.

III. CONCEPT OF OPERATIONS

The Concept of Operations focuses primarily on EOC operations and outlines related information to activating and utilizing the KCMO EOC.

Office of Emergency Management (OEM) Duty Officer

The KCMO OEM does not possess the staffing levels to man the EOC 24/7. To ensure constant monitoring and surveillance of situations in KCMO and rapid EOC activation, KCMO OEM staff rotates Duty Officer responsibilities among able office personnel.

The Office of Emergency Management has a duty number – **816-301-6260** – that is manned 24 hours a day 7 days a week for incoming emergency calls. The Duty Officer is also responsible for monitoring conditions within the city in the event that the EOC may be activated.

Pre-Incident Surveillance and Initial Notification

KCMO OEM continually monitors situations and routine daily occurrences that could potentially develop into situations that could pose a threat to KCMO. KCMO OEM, however, does not accomplish this task alone and relies on the other City Departments to provide awareness.

Surveillance

The City of Kansas City has a number of departments who independently monitor conditions within the City and respond (within their own scope of authority) when an emergency occurs.

These departments typically become aware of an emergency through a variety of means including "9-1-1" telephone calls from the public; reports from the National Weather Service **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)**; 311 Call Center **(311, 816-513-1313)**; and reports from other local emergency responders.

Each department has standard operating procedures for notifying other first responders of routine emergencies, and for notifying other first responders and key City officials when an emergency exceeds, or is likely to exceed, their own resource capabilities.

The EOC has access to thousands of closed-circuit cameras throughout the KCMO region that can be used to obtain situational awareness of evolving events such as storm occurrences and damage, civil unrest locations, and flooding. See respective annexes for more information.

Initial Notification

For most emergencies that lead to EOC activations (see below regarding activations), the Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)** and Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** dispatch centers serve as the initial notification point for the City.

When an incident rises to the level of an emergency or disaster, the KCFD dispatch center will notify the Fire Chief and the on-duty deputy chief of the Emergency Operations Bureau. The Fire Chief then notifies the City Manager **(816-513-1408)** and the Emergency Manager (EM).

When an incident rises to the level of an emergency or disaster, the KCPD dispatch will contact the EM (or designee) for activation of the EOC. The Chief will also notify the Board of Police Commissioners (of which the Mayor is a member) of any significant threats to the City.

*The Director of Water Services **(816-513-1313)** has authority and responsibility for alerting the City Manager's Office and various City departments of potentially dangerous flood stages. The flood stages are as noted in the Water Services Flood Fight Plan utilized by other state and Federal agencies and other City departments and governmental entities responsible for various elements of the levees system.

*Other departmental operations centers, if activated prior to the EOC, may initially contact the EM or OEM Duty Officer to notify OEM of an incident. See EOC Collaboration with Departmental Operation Centers section.

The EM (or designee) will notify other key department heads of additional details and will call personnel to respond to the EOC as appropriate utilizing the Emergency Contact List. The EM (or designee) should ensure that 311 Call Center **has** been notified so they may relay information to the public.

The Office of Emergency Management will maintain an Emergency Contact List of EOC responders as a hard copy within the EOC and electronically in an internal database. The list will be frequently reviewed and updated with current contact names and numbers as needed.

EOC Design and Functionality

*The KCMO EOC is designed and operated as a functionally based EOC. EOC responders are sectioned according to their functions (see also **Annex B Emergency Communications** for a diagram of the EOC layout). The sections are called "pods" and described below:

The Police Pod

The pod is utilized by law enforcement agencies, with KCPD being the primary. However, if the need arises, Missouri State Highway Patrol **(573-751-3313)** and/or

the Federal Bureau of Investigation (FBI) **(816-512-8200)** personnel may also locate at this pod.

The pod has the capability for personnel to monitor radio frequencies for greater situational awareness.

The EOC can accommodate a separate table in proximity to the Police Pod with telephone and computer access for the FBI when additional positions are necessary.

Fire Pod

This pod is utilized by fire and emergency medical services (EMS) personnel, with KCFD being the primary. The pod also has the capacity for personnel to monitor radio frequencies for enhanced situational awareness.

Infrastructure Pod

The Infrastructure Pod is divided into 2 sections: the main pod; and the extra positions.

  A. Main pod is for managing infrastructure resources such as flood barricades, large equipment such as snowplows, and community centers/shelters. Typically, Water Services, Public Works **(816-513-9970)**, Parks and Recreation **(816-513-7500)**, and Neighborhoods Services **(816-513-1313)** staff this pod.

  B. *Extra positions exist detached from but in correlation with the main Infrastructure Pod for the Water Services Hydrologist and IT Support. Rain and flooding predictive analysts, operations information technology specialists, and other senior personnel in support of issues impacting public health and the environment during severe events.

Health Pod

The Health Pod encompasses positions for public health officials and those partner agencies (American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty)** and Salvation Army **(816-471-4337)**, for example) assisting with mass care and sheltering.

Finance Pod

Used for only the highest levels of EOC activation, the Finance Pod serves as the position for General Services procurement person and a person from the Finance Department **(816-513-1173)**. Generally, the pod is used for liaisons (such as from outside agencies – the Kansas City Royals or Kansas City Area Transportation Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)**, for example) and

occasionally the City Manager and/or Public Information Officer (PIO)[1] **(816-513-1349)**.

Outer pod

Along the north and back of the EOC is an L-shaped table that provides positions for additional agencies. Typically, liaisons from the utility companies and the National Weather Service (NWS) **(**will occupy the northern section with the EM and assistant on the southern section (opposite side of the podium). However, these positions can be adapted for any EOC responder.

Dispatch Pod

In conjunction with the Police Pod, the Dispatch Pod has resources for both KCFD and KCPD dispatchers to provide situational awareness to the EOC and rapidly dispatch calls and requests from the EOC.

Master Control

Although not a "pod," Master Control is the position for staff to maintain situational awareness and provide intel to the EOC responders. The various EOC displays are also operated from this position.

Unified Management Team (UMT)/Conference Room

Policy makers utilized the UMT for privacy in deciding high level plans and guidelines. The separation from the main EOC floor allows for less interruptions. The room can also be used by City Department and Division heads to discuss the incident/event.

Joint Information Center (JIC)

PIOs coordinate their messages and monitor media outlets (both mass and social media). The JIC **(816-513-8661)** provides an isolated room with the resources to assist the PIOs.

Overflow – Training Room

Though not directly apart of the EOC, the Training Room can be set up to accommodate additional personnel when the EOC is inadequate.

For a diagram of the EOC layout, see **Annex B Emergency Communications**.

EOC Activation

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[1] The PIO will generally operate from the UMT or JIC (see below) when multiple PIOs must coordinate.

EOC Activations

Kansas City, MO, typically utilizes and organizes its EOC in an ICS-like structure as defined in the **National Incident Management System** (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf) with the primary function of coordination with some support functions also See also **Attachment A** for more information.

A. Authority to Activate the EOC[2]

Typically, the EOC is activated (i.e., "turned on") by the EM or the EM's representative. The City Manager, Assistant City Manager, or any Department Director (or designee) may request activation of the EOC if they determine that a condition exists, or may soon exist, that poses a threat to life and property within the City.

B. EOC Activation Level Criteria

The EOC may be activated at any of the following levels. Generally, the EOC is activated at the lowest level[3] necessary to adequately respond to the situation:

    i. No Activation – general monitoring

        i. OEM staff, particularly the Duty Officer, will monitor weather conditions and other factors (such as upcoming events) to remain aware of potentially hazardous situations.

        ii. The EOC is not staffed nor a virtual EOC established, although communication channels with the various agencies may be maintained.

    ii. Level 4 – Situation Monitoring

        i. The EOC may be activated at Level 4 when, in the opinion of an authorized City official, a condition is threatening or may soon threaten the City but there is no immediate threat to life or property.

        ii. A Level 4 activation allows for OEM staff to monitor the event and the EOC to be brought to a higher state of readiness more quickly. A Level 4 activation typically occurs in response to severe weather warnings.

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[2] Other City departments and external entities may request an activation of the EOC by contacting the EM.

[3] EOC levels are more of an arbitrary indication of the size and scope of EOC operations and are influenced by the incident. The level reflects the number of agencies within the EOC, and degree of external partnerships needed to manage the incident. For relative comparison, the level of EOC activation corresponds to the ICS type of incident: No Activation would correspond to an ICS Type 5 (not activating for routine incidents).

      iii. A proclamation of a local State of Emergency is neither needed nor appropriate at this level.

      iv. Additional personnel representing other departments may be called to respond to the EOC as needed; but will typically be only one or two.

      v. Activation will typically be virtual; although, it could be physical as needed

      vi. A proclamation of a local State of Emergency is neither needed nor appropriate at this level

      vii. The Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))** is generally not informed nor provided Situational Reports (SitReps) unless otherwise needed

iii. Level 3 – Partial Activation

      i. The EOC may be activated at Level 3 when a condition will result or is resulting in the need to coordinate City departments and strategic partners (non-governmental organizations (NGOs), private businesses, other agencies, etc.) but not all EOC pods are necessarily staffed.

      ii. Level 3 activations will generally involve multiple departments and maybe some outside agencies. Law enforcement, fire, and infrastructure pods are typically staffed, but other pods may have personnel (a representative for the health pod or external agencies such as the NWS, for example).

      iii. Activation will typically be physical, but it can be virtual if circumstances dictate (pandemic such as COVID-19, for example)

      iv. Level 3 activations allow responding departments to bring their command staff to a single location, to use the resources and systems of the EOC, and to begin direct coordination with other response agencies. A level 3 activation typically involves a few agencies/departments and usually only those of the city.

      v. A proclamation of a local State of Emergency is usually neither needed nor appropriate at this level.

      vi. The EOC will generally not activate for more than one operational period.

      vii. SitReps are sent to SEMA only as necessary or requested

iv. Level 2 – Full Activation with limited State and/or Federal Involvement

    i. The EOC may be activated at Level 2 when, in the opinion of an authorized City official the City is experiencing (or soon will experience) a condition that imperils life and/or property; *or* requires the use of EOC to coordinate multiple City departments and agencies.

    ii. Typically, Level 2 activations occur in response to any situation where coordination of multiple departments and agencies is necessary for response such as flash flooding, heavy snowstorm (with snow plowing and traffic accidents), major planned event, etc. The EOC will be activated in order to facilitate efficient communication between responding departments and provide logistical support to the incident or event.

    iii. Level 2 activations allow responding departments to bring their command staff to a single location, to use the resources and systems of the EOC, and to begin direct coordination with other response agencies.   A level 2 activation typically involves City departments and possibly partner agencies.

    iv. With a level 2 activation, generally all pods have representatives and external agencies will typically be brought in (e.g., Spire **(816-756-5252 emergency)**, Evergy **(888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call)**, other private sector agencies, regional EMs, NGOs such as American Red Cross, NWS.

    v. State and/or Federal partners may also staff the EOC as liaisons or for rapid response if the situation escalates

    vi. Activation will be physical unless there is extreme need or severe circumstances dictate otherwise

    vii. A proclamation of a local State of Emergency may be declared, dependent upon the conditions of the incident, as necessary.

    viii. The EOC may be activated for multiple operational periods, requiring scheduling of shifts

    ix. SitReps may be sent to SEMA **via** WebEOC and/or the SEMA Region A Coordinator **(573-645-6646)** as needed or requested.

v. Level 1 – Full Activation with State and Federal Involvement

    i. The EOC shall be activated at Level 1 when, in the opinion of an authorized City official the City is experiencing (or soon will experience) a condition that presents a significant and immediate threat to life and property; *and* requires the use of extraordinary powers and resources in accordance with the

Local Emergency Operations Plan (LEOP); *and* which requires the full utilization of the EOC. A Level 1 activation is also required when an Incident or Event is of such a magnitude that many agencies are participating in response operations; especially when additional agencies not within the City are included.

ii.   Typically, such activations occur in response to a major flood, major tornado, major hazardous materials spill, terrorist, or other related activities. In addition, major events of regional or even national significance (World Series/Superbowl Parade, national events with high level federal and foreign dignitaries, etc.) may necessitate activating to a Level 1.

iii. State and/or Federal partners will typically coordinate planning and response (and recovery, as necessary) activities with City agencies.

iv.   Activation will be physical.

v.   If needed, Level 1 activations can be conducted on a 24-hour basis (two 12-hour shifts or three 8-hour shifts)[4].

vi.   A proclamation of a Local State of Emergency is generally issued (except for planned events).

vii. The EOC may be activated for multiple operational periods, requiring scheduling of shifts

viii. SitReps will be sent to SEMA via WebEOC and/or the SEMA Region A Coordinator as needed or requested.

Activation Requirements

Once the decision has been made to activate the EOC, certain steps must be taken depending upon the level of activation:

A. Level 4 Activation

i.   Log into WebEOC and create an incident name (optional unless other agencies are participating at the EOC or activation is Level 3 or greater.)

ii.   Post on regional WebEOC boards that the EOC is activated to Level I (optional – see above)

iii. Log into and activate pertinent web sites, cameras, etc. to monitor the situation

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[4] During extended activations into multiple operational periods/days, there is a supply cart in the basement storage that contains cots, disposable pillows, and blankets that can be utilized.

iv.   Turn on the projectors and display pertinent information on the wall screens

B. Level 3 Activation

    i.   As above except WebEOC log in and incident name creation are not optional

    ii.   Logistical decisions (such as feeding) should be made as soon after activation as possible, if not before

    iii. The SEMA Region A Coordinator may be contacted and apprised of the situation. Situational Awareness may also be provided via SEMA's WebEOC.

C. Level 2 Activation

    i.   As above plus:

    ii.   An auxiliary EOC can be created within the training room to accommodate additional participants

    iii. The SEMA Region A Coordinator will be contacted and apprised of the situation to request state support, if needed.

D. Level 1 Activation

    i.   As above plus:

    ii.   An auxiliary EOC can be created within the training room to accommodate additional participants

    iii. The SEMA Region A Coordinator will be contacted and apprised of the situation to request state and Federal support.

EOC Operations

EOC Staffing (by Level)

The EOC may be activated at any of the following levels. Generally, the EOC is activated at the lowest level necessary to adequately respond to the event[5]:

A. EOC Staffing - Level 4 – Situation Monitoring[6]

Staffing consists typically of the OEM staff and possibly one or two other departments. See Figure 1 - EOC Level 4 Monitoring below.

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[5] The information provides a basic representation. EOC Staffing will be based on the needs of the incident.

[6] Per ICS and NIMS, the organization chart is based on the incident's needs at the time. Not all positions need to be accounted except for the EOC Director.
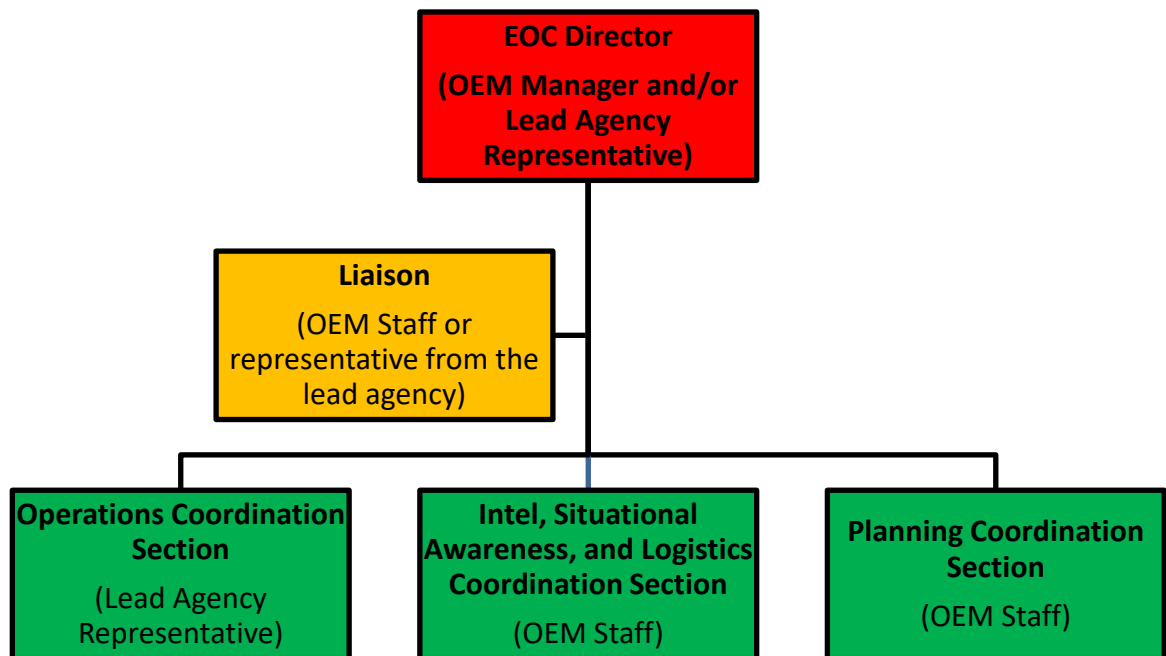
Figure 1 - EOC Level 4 Monitoring
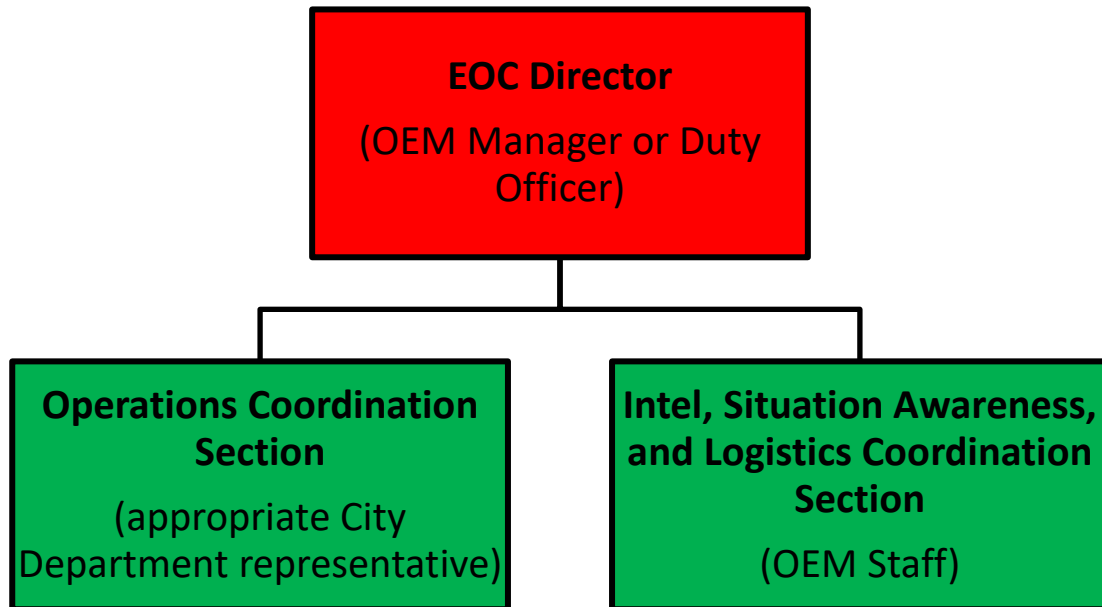
B. EOC Staffing Level 3 – Partial Activation

Based on the nature of the event, the EM (or designee) and (if applicable) the City official (who requested activation of the EOC) will determine what departments should initially be represented in the EOC. Typically, these departments include (as needed):

  i.   OEM staff **(816-513-8640, 816-301-6260 Duty)**

  ii.   Fire Department **(816-513-4600, 816-513-0900 Dispatch)**

  iii. Police Department **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**

  iv.   Infrastructure (Water Services **(816-513-1313)**; Public Works; Parks & Recreation; Neighborhoods Services **(816-513-1313)**)

  v.   Flood Water Systems Monitor (who has a specific pod in the EOC if flooding is likely)

  vi.   Other City departments as necessary

  vii. Other external agencies as necessary (e.g., American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**, Evergy **(888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call)**, NWS **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)**)

*The ICS organizational structure of the EOC may expand with the complexity of the incident as exhibited below in Figure 2 - EOC Level 3 Partial Activation.

Figure 2 - EOC Level 3 Partial Activation
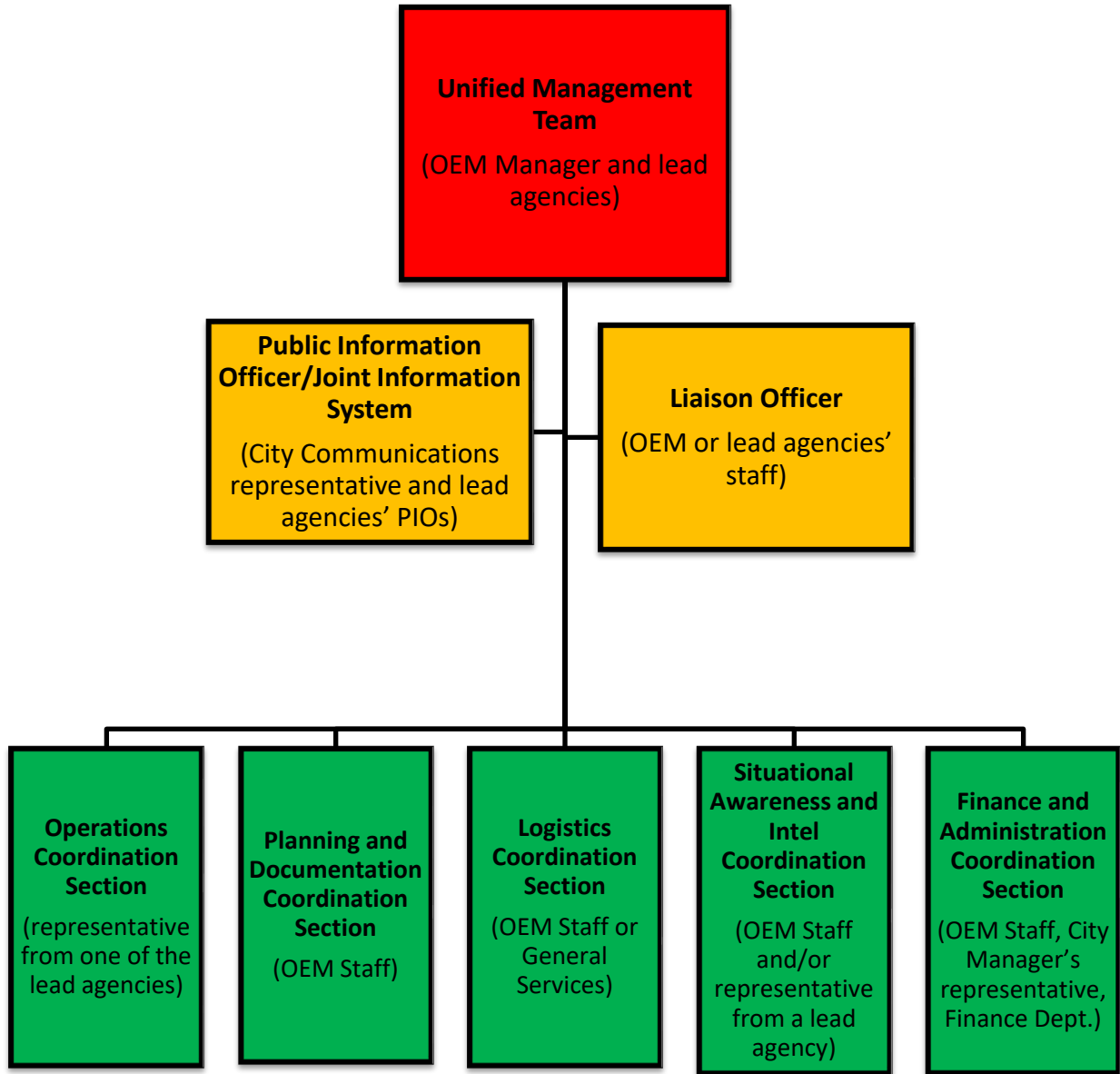

C. EOC Staffing Level 2 – Full Activation

Based on the nature of the event, the EM (or designee) and (if applicable) the City official (who requested activation of the EOC) will determine what departments should initially be represented in the EOC. Typically, these departments include (as needed):

    i.   All OEM staff and appropriate volunteers

ii.   City Manager **(816-513-1408)**

iii.   Fire Chief and other representatives of the Fire Department

iv.   Police Chief and other representatives of the Police Department

v.   Health Director and other representatives of the Health Department **(816-513-6008, 816-717-6721 Duty)**

vi.   EMS Medical Director **(816-513-6263)**

vii.   Infrastructure (Parks & Recreation **(816-513-7500)**; Water Services; Public Works **(816-513-9970)**)

viii. City Communications (PIO) **(816-513-1349)**

ix.   Citywide Security **(816-513-2778)**

x.   Water Services Dept. Flood Water Systems Monitor (if flooding is likely)

xi.   Information Technology Div. (IT) (global information systems (GIS) and Technical Support) **(816-513-3333)**

xii.   311 Call Center (for telephone support) **(311, 816-513-1313)**

xiii. Finance Department **(816-513-1173)**

xiv.   Manager of Procurement Services

xv.   Other City departments as necessary

xvi.   Evergy liaison

xvii. The American Red Cross

xviii. KCATA **(816-346-0200, 816-346-0243 dispatch)**

xix.   Other external agencies as necessary (e.g., SEMA **(573-526-9100 24-hr)**, FEMA, Gas, Pipeline, Hospitals, etc.)

*The ICS organizational structure of the EOC may expand with the complexity of the incident as exhibited below in Figure 3 – EOC Level 2 Full Activation.

Figure 3 – EOC Level 2 Full Activation

Unified Management Team

(OEM Manager and lead agencies)

Public Information Officer/Joint Information System

(City Communications representative and lead agencies' PIOs)

Liaison Officer

(OEM or lead agencies' staff)

Operations Coordination Section

(representative from one of the lead agencies)

Planning and Documentation Coordination Section

(OEM Staff)

Logistics Coordination Section

(OEM Staff or General Services)

Situational Awareness and Intel Coordination Section

(OEM Staff and/or representative from a lead agency)

Finance and Administration Coordination Section

(OEM Staff, City Manager's representative, Finance Dept.)

D. EOC Staffing Level 1 – Full Activation with State and Federal Involvement

Based on the nature of the event, the EM (or designee) and (if applicable) the City official (who requested activation of the EOC) will determine what departments should initially be represented in the EOC. Typically, these departments include:

Annex A-18

   i.   All OEM staff and appropriate volunteers

  ii.   City Manager

 iii.   Fire Chief and other representatives of the Fire Department

 iv.   Police Chief and other representatives of the Police Department

  v.   Health Director and other representatives of the Health Department

 vi.   EMS Medical Director

 vii.   Infrastructure (Parks & Recreation; Water Services; Public Works)

viii.   City Communications (PIO)

 ix.   Citywide Security

  x.   Water Services Dept. Flood Water Systems Monitor (if flooding is likely)

 xi.   Information Technology Dept (GIS and Technical Support)

 xii.   311 Call Center (for telephone support)

xiii.   Finance Department

xiv.   Manager of Procurement Services

 xv.   Other City departments as necessary

xvi.   Evergy liaison

xvii.   The American Red Cross

xviii.   KCATA

xix.   Other external agencies as necessary (e.g., SEMA, FEMA, Gas, Pipeline, Hospitals, etc.)

*The ICS organizational structure of the EOC may expand with the complexity of the incident as exhibited below in Figure 4 – EOC Level 1 Activation with State and Federal Involvement. See also **Annex O – Catastrophic Incident** for more information on coordination with the Missouri State and Federal Governments.

Figure 4 – EOC Level 1 Activation with State and Federal Involvement
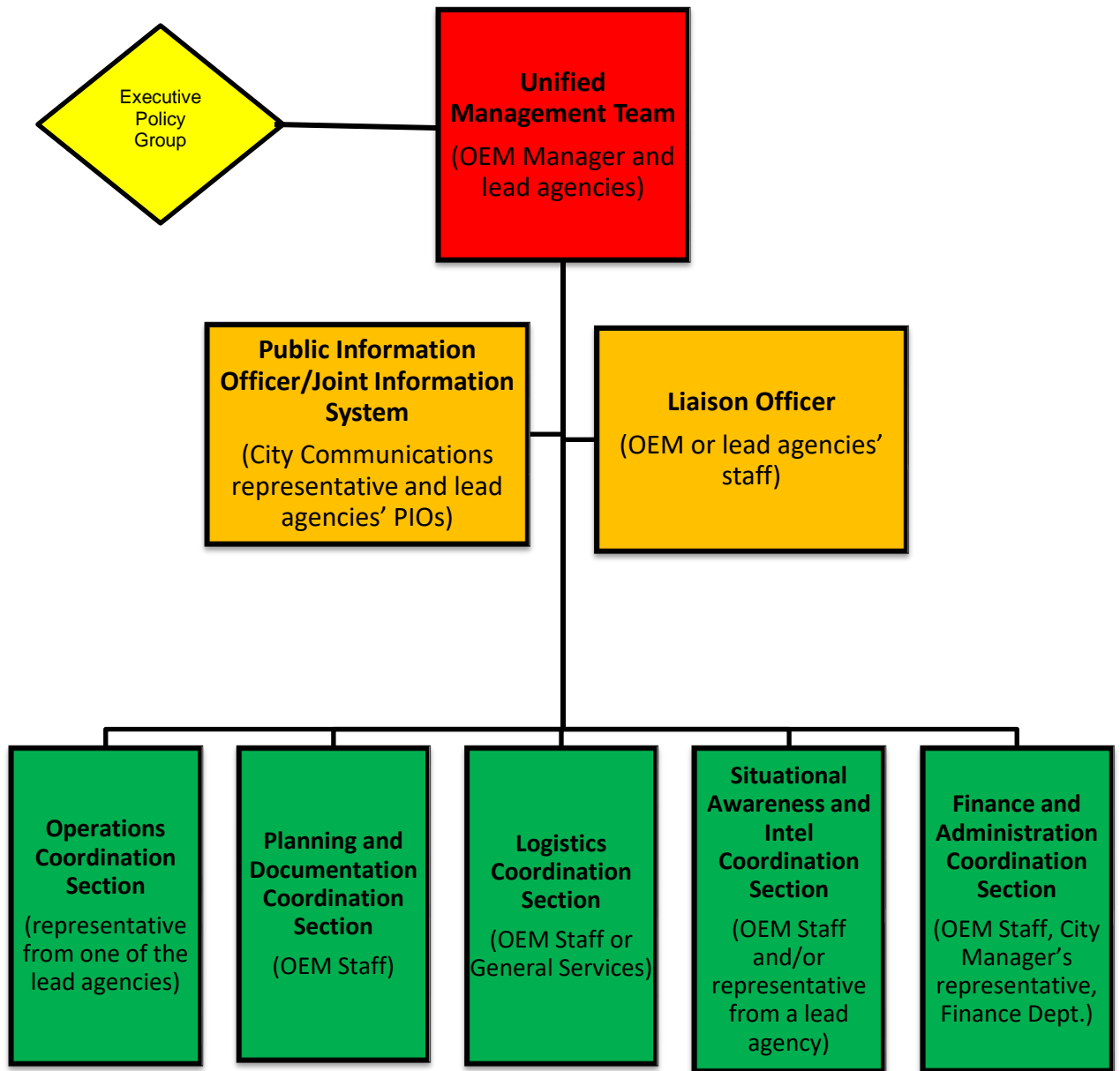
Unified Management Team (UMT)

The EOC will utilize a Unified Management Team (UMT) to coordinate overall support to the incident as necessary if a single agency is unable to manage the incident/event.

A. Activation of the UMT

   The EM, designee, or other authorized official will activate the UMT when an incident rises to the level of a major emergency (Level II) or disaster (Level III).

B. Chair of the UMT

   The City Manager is the primary head of the UMT, however in his/her absence the EM will serve as chair. The chair will:

C. Periodically call UMT meetings.

D. Set the agenda for discussion and decision making and assure that the meetings are run in a well ordered and expeditious manner.

E. Assure that decisions are made utilizing the best information available and that all members are fully heard. If a decision cannot be reached, the City Manager will provide guidance to the lead agency for their operational direction.

F. Membership of the UMT

   Membership in the UMT is formed based on the nature and scope of the incident. The EM (or his designee) in consultation with the City Manager (or his designee) will select personnel from the various departments represented in the EOC based on their role in response operations and familiarity with overall emergency operations. Typically, this may include senior representatives from:

   i.   KCFD

   ii.   KCPD

   iii.   Health Director

   iv.   EMS Medical Director

   v.   One or more representatives of the Infrastructure Team

   vi.   The EOC PIO

   vii.   Others as needed

   viii. Responsibilities of the UMT

   ix.   Determines the general need for, the scope (size), and the duration of emergency operations.

   x.   Sets overall incident policies and priorities.

xi.   Recommends when the Mayor **(816-513-3500)** should proclaim a local State of Emergency.

xii.   Directs the utilization of City resources.

xiii.   Directs the issuance of public information and warning.

xiv.   Maintains contact with the Incident Commander and Command Staff.

EOC Collaboration with Department Operation Centers

*The EOC operated by the OEM is the primary operations center for KCMO. However, due to their nature and complexity, other departments may have their own room for coordinating operations for lesser incidents, in which the KCMO EOC is not activated, or as a point of contact for the KCMO EOC.

*The Aviation Department maintains a Department Operations Center (DOC) **(816-243-4000)**. Aviation's DOC may activate independently of the City's Emergency Operations Center (EOC) to coordinate incidents on their property. For larger and/or complex incidents the Aviation DOC will coordinate with the City's EOC when the City's EOC is activated. Aviation's DOC is located on the third-floor conference room of the Airport's Police Building.

*The Health Department **also** maintains its own Health Department Operations Center (HOC). The HOC may activate as necessary for their own smaller operations. For larger incidents or anytime both the HOC and EOC are activated, the HOC will coordinate with the EOC through the Health representative at the EOC. See **Annex E – Health and Medical** for more information.

EOC Infrastructure

The EOC receives power primarily from the local Evergy **power** grid. In the event of electrical line or other power failure, the EOC is equipped with a 134-kw diesel generator.

Alternate/Back-Up EOC (Satellite Communications Trailer)

The City operates a portable communications system that can be set up at any location if the EOC is inoperable. The Satellite Communications Trailer provides satellite telephone and internet capability. OEM staff can provide laptop computers for EOC responders to utilize at the back-up EOC site, or the city staff can bring this equipment with them.

The EM (or designee) will determine when the EOC is not operational, will dispatch the Satellite Communications Trailer to an appropriate location (typically a school or community center), and will notify EOC responders of the location of the backup EOC.

EOC Deactivation

The EOC may be deactivated once the incident is no longer of a sufficient impact to require multi-agency monitoring or coordination. As with activation, certain steps should be taken depending upon the level of activation:

Authority to Deactivate the EOC

A. Level 4 Deactivation

   i. The EM (or designee) will determine when to deactivate the EOC.

   ii. Level 4 Deactivation Requirements:

       i. Once it is determined that the incident has no more additional information that would be pertinent to log and any after action reports (if applicable) have concluded, the EM (or designee) can archive the WebEOC log to be utilized as necessary for future reference. Archiving the records saves the information where reports can be written, but the incident no longer appears on the WebEOC boards. Archiving does not prohibit printing our reports upon request, and the Audit View logs are printed and then scanned into a PDF file to be saved on the EOC Share drive.

B. Level 3 Deactivation

   i. The UMT or a lead agency will determine when to terminate EOC operations.

   ii. Level 3 Deactivation Requirements:

       i. The EM (or designee) will perform similar actions as stated for a Level 4 Deactivation and in addition:

       ii. The EM may conduct a formal After-Action Report process or in a more informal hotwash.

C. Level 2 Deactivation

   i. The UMT will determine when to deactivate the EOC and/or transition to a recovery based EOC

   ii. Level 2 Deactivation Requirements:

       i. The EM (or designee) will archive the WebEOC log to preserve the purpose of the activation, personnel who participated, time activated and deactivated, and other event information.

       ii. At an appropriate time, the EM will collect information to be used to create an AAR. Information may be collected via an actual meeting or through a post incident/event survey. The EM will submit a formal After-Action Report to the City

Manager reviewing the operation, identifying any deficiencies, and recommending a plan to resolve those deficiencies.

D. Level 1 Deactivation

   i.   The UMT, with the Executive Policy Group, will determine when to deactivate the EOC and/or transition to a recovery based EOC

   ii. Level 1 Deactivation Requirements:

       i.   The EM (or designee) will archive the WebEOC log to preserve the purpose of the activation, personnel who participated, time activated and deactivated, and other event information.

       ii. At an appropriate time, the EM will collect information to be used to create an after-action report (AAR)[7]. Information may be collected via an actual meeting or through a post incident/event survey. The EM will submit a formal After-Action Report to the City Manager reviewing the operation, identifying any deficiencies, and recommending a plan to resolve those deficiencies.

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[7] An AAR is a report on what went well during the activation and what could be improved.

IV. INFORMATION MANAGEMENT WITHIN THE EOC

Situational Awareness

*The Kansas City Police Department is responsible for intelligence and analysis for criminal incidents. Information may be obtained by all responders or within the EOC and should be shared for accurate situational awareness.

*For all other incidents, intelligence gathering shall be conducted by all responders, both field units and information gathering within the EOC. The Planning Section (Situational Unit) will gather the information and provide analysis in cooperation with the lead agencies involved. Situational awareness can be obtained from the responders via direct contact with respective departments' dispatch (through phone or other communication method, indirect (via a representative in the EOC), or through the KCPD/KCFD dispatch console in the EOC (see also **Annex B – Emergency Communications**).

*In addition, City Communications will monitor mass media, social media, and other media outlets to obtain and share pertinent information. City Communications may coordinate with other departmental PIOs when they are activated.

Information Management and Documentation – WebEOC

Upon activation of the EOC, Kansas City utilizes WebEOC to record and disseminate written information concerning EOC status, position logs, key event information and similar operational details. WebEOC creates a permanent, unalterable record of entries. The ability to "log in" to WebEOC is restricted to City personnel and certain approved external partners. Authorization to log in to Kansas City's WebEOC can be requested by contacting the EM (or his designee).

Status Briefings

Status briefings are conducted within the EOC on a periodic basis to disseminate the most current operational information. The EM will conduct these at least once an operational period, or more often as necessary. During these briefings each Section will be given a chance to discuss pertinent information.

Briefing of Legislative and Other Personnel

The City Manager or designee will conduct briefings for the City Council and others as necessary to keep them informed on the status of emergency operations.

Coordination with External EOCs

A. The EM is responsible for maintaining regular contact with external EOCs on behalf of the UMT.

B. The EM will regularly report on the local situation to the state EOC as requested. For large incidents (Level III activations) it may be necessary to regularly send situational reports even if not requested.

C. WebEOC will be used to report (and record) the activation status of the Kansas City EOC to the region.

Coordination with an Area Command

An Area Command (AC) may be established for disasters of regional scope. Once an AC is activated, the UMT will determine whether to maintain the KCMO EOC to manage City operations and to appoint an appropriate liaison between the AC and EOC.

V. ADMINISTRATION, FINANCE, AND LOGISTICS

Continuity of Government

The City has a detailed Continuity of Operations Plan (COOP) to be utilized to ensure critical services continue to be provided during a disruption to normal city routine. Each City department also has its own supplemental COOP for their continued operations. In the event a key City official is unable to perform his or her duties the following order of succession will be used, in accordance with City law and policy.

Succession of Authority

A. *Political Authority (Mayor **(816-513-3500)**)

Political authority for the City of Kansas City resides in an elected City Council and Mayor. In accordance with Section 2-49 of the Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances), "If there is no mayor or if the mayor is out of the city or otherwise incapacitated, the mayor pro tem, shall act as mayor until the mayor resumes the duties of the office or until that office is filled in accordance with the City Charter and state law." "If there is no mayor pro tem or if the mayor pro tem is out of the city or otherwise incapacitated, the chairs of the following committees shall, in the following order of succession, act as mayor until the mayor and mayor pro tem resume the duties of their office or until the office is filled."

  i. Mayor pro tem

  ii. Finance and Governance Committee

  iii. Transportation and Infrastructure

  iv. Planning, Zoning and Economic Committee

  v. Neighborhoods and Public Safety

  vi. Ethics and legal review

  vii. Legislative

  viii. Airport

  ix. Housing

  x. Small business, entrepreneurship, and jobs

  xi. Youth Development

  .

B. Executive Authority (City Manager and Department Heads)

Executive authority for the City of Kansas City resides with the City Manager, who is appointed by the City Council. The City Manager is responsible for the operation and management of the various City departments (see **Base Plan, Figure 2 – City Organization,** pg. 14), including the Office of Emergency Management **(816-513-8640, 816-301-6260 Duty)**. The City Manager is responsible for both day-to-day and emergency operations. In accordance with Section 220 (d) of the City Charter
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances), "The city manager and any other officer, or officers, are hereby authorized to exercise and perform any of their powers or duties through any other qualified City employee." Administrative procedures establish the following order of succession:

i. City Manager: The City Manager will designate an Assistant City Manager or other senior City official to act on his/her behalf when appropriate. Department Heads are notified by e-mail whenever someone is appointed to act on the City Manager's behalf.

ii. Department Heads: Each Department Head will designate an assistant Department Head or other senior staff member by memorandum.

iii. Emergency Manager (EM): The EM advises the Assistant City Manager of the acting EM whenever the EM is unavailable or unable to perform his duties. Typically, the one of the Emergency Management Coordinators will be designated as the acting EM.

iv. *The City Clerk: In accordance with Section 2-111 (c) of the Code of Ordinances
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances), "The city clerk shall have power and is hereby authorized to appoint and designate an employee in the office of the city clerk to serve as chief deputy city clerk, and such other deputies as required and authorized." Accordingly, the City Clerk has designated a chief deputy, and all other clerks are deputy clerks as well.

v. The Chief of Police Law enforcement authority for the City of Kansas City resides with a Police Chief, who is appointed by a Board of Police Commissioners. The Commissioners, in turn, are appointed by the Governor of Missouri. Section 84.490.2 of the Revised Statutes of Missouri (https://revisor.mo.gov/main/Home.aspx) states "The board may, in case of and during the absence or disability of the chief, designate a qualified police officer who shall serve as acting chief and perform the duties of the office." Accordingly, the Board of Police Commissioners will designate an up to five deputy chiefs who may serve in that capacity.

C. Protection and Retention of Records

Each department is responsible for identifying essential records, and for taking actions necessary to preserve those records in accordance with local policies and state law[8]. The details for record protection and retention can be located in the respective department's COOP.

B. Proclaiming a State of Emergency

Authorities

In accordance with Article I, Section 102 of the City Charter; and Sections 2-6(b) (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances),   the Mayor (or the Mayor's designee) is authorized to proclaim a State of Emergency to protect people and property in response to a civil disorder, calamity, or any disaster.

Guidance

A Proclamation of a State of Emergency should be recommended when a condition of emergency or disaster exists, or soon will exist, that poses a significant threat to public order, public health and safety, or property.

Procedure

A. Drafting the Proclamation

While the City Manager may task anyone with drafting the proclamation, typically the OEM working with the Law Dept. will prepare the draft proclamation. The proclamation shall conform to Article I, section 2-6.

B. Recommended Format and Contents

The proclamation should be in standard format (see **Attachment A-1: Example of a Proclamation of a State of Emergency** following). Elements   required   by   Article   I,   Section   2-6(b) (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances) include:

   i.   The source of legal authority for the proclamation (Article I, Section 2-6(b)).

   ii. A description of any special powers to be activated (see Article I, Section 2-6(b)(3)).

   iii. The time which the proclamation and special powers will expire[9].

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[8] See AR 3-22 Records Management (located on the KCMO Intranet: mykc.kcmo.org); and the General Records Retention Schedule as published by the Missouri Secretary of State: http://www.sos.mo.gov/archives/localrecs/schedules/general.asp

[9] The expiration time can be indefinite at which point it must be stated that the proclamation shall continue until the Mayor signs a proclamation ending the initial proclamation of emergency.

    iv.   The proclamation must be signed (by the Mayor or the Mayor's designee) and dated.

C. Other elements that are recommended:

    i.   A description of the nature of the emergency or disaster which occasions the proclamation (such as tornado, flood, civil disturbance, etc.).

    ii.   The boundaries of the emergency or disaster area (i.e. citywide or lesser boundaries – labelled as Municipal Disaster Assistance Zones under Article I, Section 2-6(a) (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.)).

    iii.   A description of how the emergency or disaster is beyond the capability of the City to effectively respond (e.g., the City having exceeded the capacity of the police department to maintain public order).

D. Legal Review and Promulgation

    i.   If possible and/or necessary, a draft proclamation must be submitted to the Law Department for approval as to form and content before being submitted to the Mayor or the Mayor's designee for approval.

    ii.   Following approval, the original copy of the proclamation should be sent to the City Clerk **(816-513-6401)** for recording.

E. General Dissemination

Following execution, copies of the proclamation will be sent to the State Emergency Management Agency, to the news media, and to other parties as appropriate.

State and Federal Disaster Assistance

KCMO OEM will maintain familiarity with current assistance request procedures to advise other City Departments and elected officials on required documentation and processes.

State and Federal Disaster Recovery Programs

In accordance with the **Robert T. Stafford Disaster Assistance and Relief Act** (https://www.fema.gov/disasters/stafford-act), the federal government may make certain disaster recovery programs available to disaster areas. These programs are offered on a cost-sharing basis, with the federal government typically paying 75% of eligible costs, the state government typically paying 10%, and the local government paying the remainder.

Emergency Declaration

An Emergency Declaration makes limited federal assistance available to governmental entities in the affected area. Typically, this is limited to reimbursement for Emergency Protective Measures, and Debris Removal only.

Major Disaster Declaration

Public Assistance (PA) includes a variety of programs designed to assist governmental entities with the cost of recovery. Assistance is divided into seven categories. See **Annex K - Damage Assessment: Attachment K-3, Federal Eligibility Considerations** for details.

Requesting State and Federal Disaster Assistance

The process for requesting disaster declarations and assistance is outlined in **Annex N - Catastrophic Incidents**.

ATTACHMENT A-1: EXAMPLE OF A PROCLAMATION OF EMERGENCY

Title:	Proclamation Declaring a State of Emergency
Authority:	WHEREAS, Section 2-6(b), Code of Ordinances, grants the Mayor, or his designee, the authority to proclaim a State of Emergency whenever in the Mayor's judgment a [natural or man-made] is imminent because of [nature of the disaster]; and
	WHEREAS, as of [time and date of the conditions leading to the disaster] the City of Kansas City [is now experiencing/will soon experience] conditions which pose a significant threat to public health and safety due to [name the type of incident and pertinent information that leads to the conclusion an emergency is imminent]; and
Nature of the Emergency:	WHEREAS, the area of such emergency [is occurring/is expected] [throughout the City/or describe the boundaries of the area]; and
	WHEREAS, due to [conditions of the emergency] [it is anticipated (unless the conditions are already occurring)] the City of Kansas City [will experience/is experiencing] significant impacts to public health and safety including, but not limited to: [list estimated impacts for the incident]; and
	WHEREAS, the City of Kansas City wishes to employ all means available under the law to protect public life, health, safety and property from the effects of this [name type of event]; NOW, THEREFORE,
Boundaries of the Emergency:	IT IS HEREBY PROCLAIMED
	That a State of Emergency exists in the City of Kansas City, Missouri, beginning [beginning time and date], and lasting until [time and date];
Specific Observed Consequences (Optional):	IT IS FURTHER PROCLAIMED AND ORDERED that the City Manager is authorized to take the following actions to protect life and property:
	1. To temporarily waive any routine administrative and budgetary requirements that may impede the effective deliver of essential public services, including provisions of current Collective Bargaining Agreements with City employees;
	2. To order the evacuation of areas where there exists a threat to public health and safety, and to designate any public place, public street, thoroughfare, boulevard or parking area and any other place closed to motor vehicles, persons and pedestrian traffic;
Reason for the Proclamation:	3. To order all regular, special, and auxiliary police officers, fire department personnel, and other conservators of the peace to report for duty assignments such as reporting to be in accordance with prearranged plans or under the directions of lawful authority;
Proclamation Duration:	4. To issue orders deemed necessary to protect life and property and to reserve critical resources within the purposes of this ordinance; and
	5. [Add others as necessary.]
Directives:	Authenticated as Adopted
	This __ Day of ____, 200X

ATTACHMENT A-2: SEMA SITUATIONAL AWARENESS REPORT

*Local Jurisdiction Situational Awareness Report

Date: _____   **Time:** _____

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

County:		Jurisdiction:	
Name:	Title:		Phone:
Email:	Fax #:		Cell:

Local Emergency Operations Center Status:

LEOC Activated: YES NO		Hours of Operation:	
Contact Name:		Title:	
Telephone:	FAX:		Cell:
LEOC Physical Location:			

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

Summary of Event: (Include date & time of actual event.)	
Fatalities:	Injuries:
Shelter Status: (Number of open shelters, location of shelters, people in shelters, etc.)	
Primary Home/Business Damage:	
Power Outages:	

Medical/Fire/LE Issues:
Utility (Electric, Water, Sewage) Issues:
Road/Bridge Issues:

Local Actions: (What actions have you taken?)

Summary of Actions Taken:

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

SEMA FAX #: (573) 634-7966

ATTACHMENT A-3: FIELD OPERATIONS

Field Operations

Organization under ICS

*The City of Kansas City will utilize the Incident Command System (ICS) when conducting field response operations. The Incident Command/Unified Command (IC/UC) will expand or contract the organization, filling or removing/demobilizing sections as needed. The IC/UC will communicate and coordinate with the EOC if activated (see Figure 5 - ICS Structure).

Figure 5 - ICS Structure
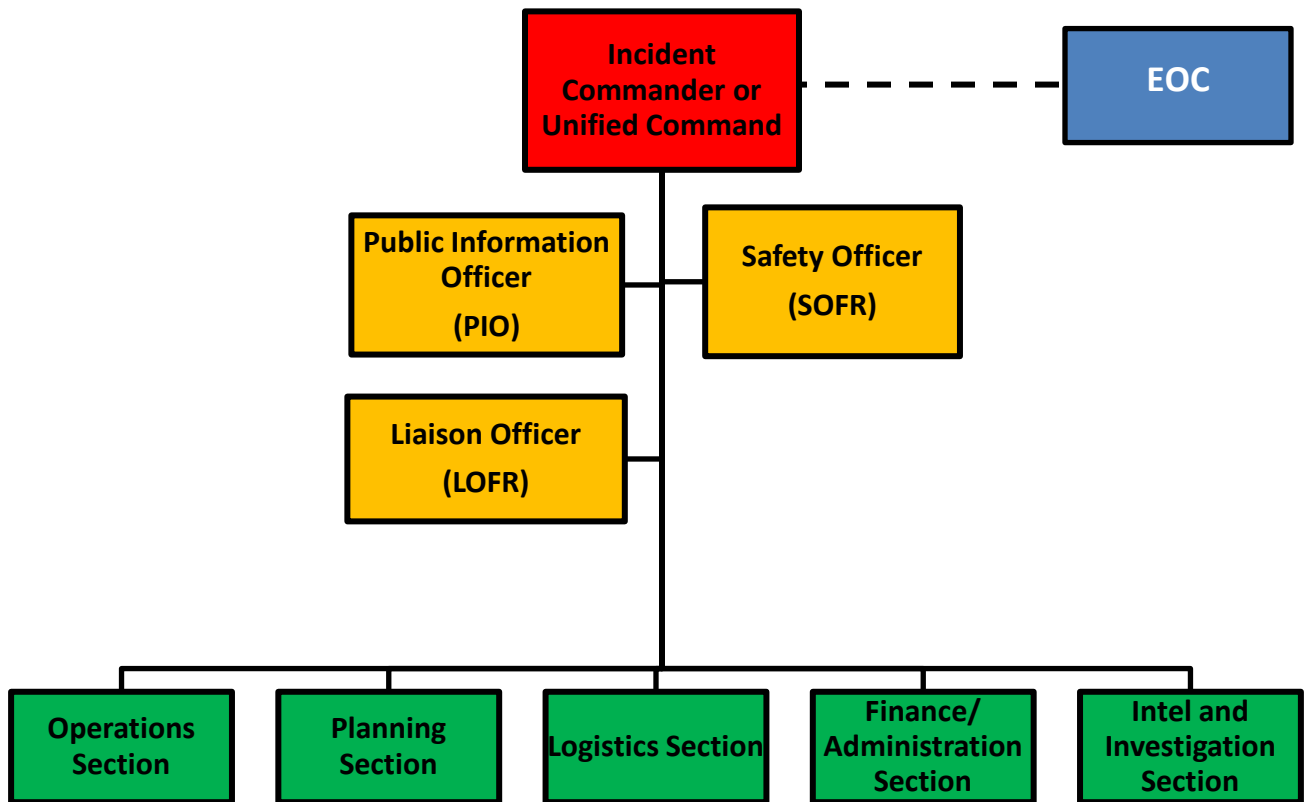
Field responsibilities under ICS

A. Incident Command/Unified Command (IC/UC)

*Typically, the IC/UC will be the senior representative(s) from the lead agency/agencies depending on the nature of the incident. The IC/UC will

be in contact and coordinate with the EOC when it is activated. The IC is responsible for the overall command of response operations on scene. This includes:

    i.   Supervision of the command staff functions (public information, safety, liaison)

    ii.   Establishing the incident Command Post (CP)

    iii.   Establishing strategic goals

    iv.   Setting (or approving) operational objectives and priorities, including the Incident Action Plan

    v.   Ensuring adequate safety of all emergency responders and the general public

B. Command Staff

    i.   The Command Staff carries out staff functions on behalf of the IC:

        i.   The Public Information Officer (PIO) provides incident related information to the media

        ii.   The Safety Officer (SOFR) monitors incident operations and advises the incident commander on all matters relating to operational safety, including the health and safety of emergency response personnel

        iii.   The Liaison Officer (LOFR) is the point of contact for representatives of other governmental agencies, non-governmental organizations, and private entities

C. General Staff

    i.   The Operations Section (OSC)

        i.   The Operations Section Chief is responsible for managing all tactical operations for the incident. The Operations Section:

        ii.   Establishes tactical strategies to implement incident objectives and priorities

        iii.   Implements public warning and notification utilizing field forces

        iv.   Directs police, fire, emergency medical and other response personnel

        v.   Determines primary and secondary evacuation routes based on field conditions

        vi.   Provides intelligence information (unless a separate Intel Section is created)

        vii.   Conducts other activities as directed by the IC

D. The Planning Section (PSC)

i. The Planning Section Chief is responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This includes:

    i. Maintaining information on the current and forecasted situation, as well as the status of resources assigned to the incident

    ii. Prepares and documents the Incident Action Plan (IAP), incident maps, and gathers and disseminates information and intelligence critical to the incident

    iii. Conducts other activities as directed by the IC

E. The Logistics Section (LSC)

    i. The Logistics Section Chief meets all support needs for the incident, including:

        i. Ordering resources through appropriate procurement authorities from off-incident locations

        ii. Provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel

        iii. Obtains and tracks resources

        iv. Conducts other activities as directed by the IC

F. Finance/Admin Section (FSC)

    i. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section Chief is activated to track and report to the IC the financial costs as the incident progresses. The Finance/Admin Section tracks and prepares reports on the cost of:

        i. Personnel

        ii. Procurement and use of equipment and supplies

        iii. Other incident related costs

        iv. Conducts other activities as directed by the IC

G. Intelligence and Investigation Section

    i. In an incident that is heavily driven by the need to conduct a large-scale, intense investigation (such as for criminal or epidemiological) or requires an extensive intelligence function (such as with terrorist acts), the IC/UC can opt to place, as needed, this function into its own section rather than under the Operations or Planning Sections. Intelligence and Investigation section would have groups (as needed) for:

   i. Investigative operations

  ii. Missing persons (data gathering and analysis)

 iii. Intelligence

 iv. Mass fatality management

  v. Forensics

 vi. Investigative support

ATTACHMENT A-3: ACRONYMS

AAR	After-Action Report
AC	Area Command
ACC	Area Control Center
ARC	American Red Cross
COOP	Continuity of Operations Plan
DOC	Department Operations Center
EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
GIS	Global Information Systems
HOC	Health Department Operation Center
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
KCATA	Kansas City Area Transportation Authority
KCFD	Kansas City Fire Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
LEOP	Local Emergency Operations Plan
NGO	Non-governmental Organization
NIMS	National Incident Management System
NWS	National Weather Service
OEM	Office of Emergency Management
PIO	Public Information Officer
SEMA	Missouri State Emergency Management Agency
UMT	Unified Management Team

ATTACHMENT A-4: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Administrative Regulations (AR), Kansas City, MO, City Manager, (located on the KCMO Intranet: mykc.kcmo.org).

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

General Records Retention Schedule, August 2020, Missouri Secretary of State, https://www.sos.mo.gov/archives/localrecs/schedules.

National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/disasters/stafford-act.

ATTACHMENT A-5: PHONE NUMBERS FOR AGENCIES IN ANNEX A

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
Evergy	888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call
KC Area Transit Authority	816-346-0200, 816-346-0243 dispatch
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO – City Clerk	816-513-6401
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - Finance Department	816-513-1173
KCMO – General Services Department City Security	816-513-2778
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
Missouri – State Highway Patrol	573-751-3313
Salvation Army	816-471-4337
Spire	816-756-5252 emergency
U.S. Federal Bureau of Investigation	816-512-8200

Organization	Primary Number
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex B: Emergency Communications

January 2023

KANSAS CITY, MISSOURI
EMERGENCY COMMUNICATIONS

Primary (lead) Departments:	Kansas City, MO, Office of Emergency Management (OEM)
	Fire Department (KCFD)
	Police Department (KCPD)
Secondary (support) Departments:	Information Technology Division (ITD)
	Water Services Department (WSD)
	Other City Departments as Required
Secondary (support) External Agencies:	Amateur Radio Operators
	Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

This annex describes the communications systems and procedures to be used by the City during a major emergency or disaster, including sources of personnel, equipment and systems to augment regular City resources, and interoperability with other jurisdictions.

II. PLANNING ASSUMPTIONS

A. It is assumed that at least some primary or back-up communications systems will survive the major emergency or disaster and will be available for use to conduct emergency operations.

B. If no systems survive, the Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** will be responsible for establishing temporary radio communications and working with the Kansas City Fire Department **(816-513-4600, 816-513-0900 Dispatch)** (KCFD to ensure communications continue. Intergovernmental mutual aid, corporate support and amateur radio volunteers may also be utilized to maintain or re-establish communications during major emergencies and disasters.

C. KCPD and KCFD each maintain separate full-time dispatch centers, and these departments will retain responsibility for the dispatch of their own forces.

D. The Information Technology Department (ITD) **(816-513-3333)** will be responsible for establishing temporary internet and telephone communications.

E. KCFD has established its own disaster routing for its 10-digit numbers and internet connectivity through its internal IT unit outside of the ITD in the event of an emergency. In addition, KCFD has satellite phone capabilities and basic radio outages are covered in their plan.

F. The Enhanced 9-1-1 (E-911) telephone system is the primary means of receiving emergency calls from the public. The Mid America Regional Council (MARC) **(816-474-4240)** is responsible for the regional E-911 system and network consisting of 2 selective routers geographically diverse. These route calls to the appropriate public safety answering point (PSAP). MARC has established provisions for redirecting E-911 calls from a backup site or alternate PSAP, and for re-establishing the system should it be impacted.

III. LEGAL AUTHORITIES

See the Base Plan.

IV. ORGANIZATION AND RESPONSIBILITIES

Communications systems cover a broad spectrum of technologies and are shared by several departments. The following is a general description of those areas of responsibility:

A. The KCPD Logistical Support Division (LSD)

   a. The KCPD is divided into five Bureaus, each under the direction of a Deputy Chief. The Executive Services Bureau includes a number of Divisions, including the LSD. The LSD includes five units, two of which are: the Communications Unit (dispatch) and the Communications Support Unit (radio operations and support). The LSD is responsible for the operation and maintenance of:

      i. 9-1-1 call center.

      ii. KCPD Communications (dispatch) Center.

      iii. The Backup Communications Center.

      iv. All City radios – Metropolitan Area Regional Radio System (MARRS).

      v. KCPD Mobile Communications Vehicles and interoperable communications systems.

      vi. Satellite Telephones

      vii. Maintaining the Emergency Operations Center's (EOC) KCPD's Computer Aided Dispatch (CAD) terminals.

B. The KCFD Communications Center

   a. The KCFD Communications Center falls under the Technical Services Bureau and is responsible for the operation and maintenance of:

      i. The KCFD Communications center.

      ii. KCFD Computer Aided Dispatch (CAD), Report Management System (RMS).

      iii. KCFD Mobile Communications Vehicles and interoperable communications system.

      iv. All non-911 phone lines running into the KCFD Communications Center.

      v. KCFD Mobile Communications Vehicles and interoperable communications systems.

      vi.   Satellite telephones (10).

      vii.   Maintaining the EOC's 's CAD terminals.

C. KCMO Information Technology Division (ITD) **(816-513-3333)**

    a. The ITD is under the direction of the Chief Information Officer (CIO) who reports to the Director of General Services. Among other duties, ITD is responsible for:

      i.   The establishment and enforcement of City IT policies.

      ii.   Electronic records retention.

      iii.   City telephone systems.

      iv.   City information technology and computer devices and systems, including facility-to-facility wireless and wired communications systems, and internet access.

D. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**

    a. The OEM is a division of the City Manager's Office, and is responsible for:

      i.   The Satellite Communications Trailer system (a satellite based back up EOC and is managed through the Orbital Data Network (ODN)).

      ii.   Non-City Ethernet Internet Protocol (IP) networks in the EOC.

      iii.   WebEOC.

      iv.   The Tornado Outdoor Warning Siren system.

      v.   EOC amateur radio equipment and licensed volunteers.

      vi.   Maintaining the computers at the EOC's KCFD and KCPD dispatch consoles.

      vii.   Design and maintenance of the City's fiber optic cable system

E. Water Services Department (WSD) **(816-513-1313)**

    a. The WSD provides centralized dispatch for Water Services, Public Works, and Parks and Recreation flood barricade and snow plowing teams.

V. CONCEPT OF OPERATIONS

Continuous communications are necessary to maintain current situational awareness. The basic concept of operations is to ensure that communications continue during disasters.

A. Primary Communications

    a. Calls for Service (E-911)

    MARC operates selective routers in geographically diverse areas that deliver calls to the appropriate PSAP. The system is managed by 3 host servers that are also in separate locations. MARC has contingency plans for re-establishing the E911 system.

    The KCPD Communications Unit operates a joint E-911 call and KCPD dispatch center at 1111 Locust Street in Kansas City. Calls for KCPD, KCFD and emergency medical service are received via E-911 telephone calls from the public, evaluated by trained call takers, and then forwarded to the appropriate dispatch center (i.e., KCFD or neighboring jurisdiction if appropriate). KCPD maintains a rollover plan in the event the primary 9-1-1 system is inoperable.

    b. Dispatch

    The KCPD dispatches calls for service from their Communications Centers (i.e., dispatch) at 1111 Locust in Kansas City. The KCFD dispatches calls for service from their Communications Center located at 6750 Eastwood Trafficway in Kansas City. In the event that either or both locations are inoperable, KCPD and KCFD dispatch can be jointly managed out of KCPD South Patrol, 9701 Marion Park Drive.

    c. System Maintenance

    The KCPD Communications Support Unit is responsible for the routine repair and maintenance of the radio communications system.

B. Emergency Communications

    a. KCPD/KCFD Dispatch **(816-329-0970/816-513-0900)** Radio Systems

    The KCPD Communications Support Unit (CSU) is responsible for the maintenance of all City radio systems and maintains plans for the implementation of back-up systems for emergency and non-emergency communications should the primary dispatch center be inoperable. Details of this plan are maintained by the KCPD.

    b. Other Radio Systems

    The KCPD Communications Support Unit is responsible for the maintenance of all City radio communications, however non-

emergency systems will be designated low priority, and will be restored (or supplemented) as personnel and resources become available.

c. *Metropolitan Emergency Radio System (MERS)

The Metropolitan Emergency Radio System uses a specific radio frequency. Emergency managers, hospitals, police, fire, and the National Weather Service (NWS) **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)** are able to program their radios to use this frequency for emergency communications. MERS is tested every first Wednesday of the month.

d. *Missouri Statewide Interoperability Network (MOSWIN)

KCMO OEM has radios programmed with the Missouri Statewide Interoperability Network (MOSWIN) channels. This system is tested monthly.

e. Telephone Systems

The ITD maintains a back-up telephone call center at City Hall[1]. These services are in place at this facility in the event the primary locations are not useable. The following systems/numbers are supported by the Plan:

   i. All 311 Center telephones (3-1-1) **(311, 816-513-1313)**

   ii. The City switchboard

   iii. High priority telephones as identified in the Continuity of Operations Plan.

   KCFD and KCPD are responsible for their own, primary, phone numbers and communications centers.

f. Internet Systems

The ITD maintains internet connectivity for all City departments through a contract with Lumen.

g. Fiber Network

KCMO has installed an extensive network of fiber connectivity to many of its facilities with redundant fiber pathways. It continues to expand its fiber network system.

h. EOC Communications **(816-513-8640)**

The EOC utilizes a Cisco VoIP-based telephone system with City Fiber (with redundancy) and the full spectrum of City radios (using true radio frequency vs. network connectivity), including KCPD

---

[1] After COVID-19, 311 operations were transferred to the operators' homes (i.e. work from home) with the 311 Call Center at City Hall now the back-up center.

KCFD and all others. The EOC also utilizes MERS and has significant amateur band radio resources. A diagram of primary EOC telephone numbers is provided in **Attachment B-3 OEM Telephone Numbers**.

C. Back-up Systems and Restoration of Service

   a. General

      i. Prioritization of Equipment, Systems and Personnel

         When a major emergency or disaster occurs, the City Manager or Unified Command Team (UCT) may direct all City departments to suspend routine operations, and to pool available resources in a manner that supports emergency response and recovery operations.

      ii. Staffing of Departmental Communications Centers

         Irrespective of the preceding paragraph, the various Communications Centers will always remain under the direct control and supervision of qualified departmental personnel (KCPD and KCFD, respectively) for tactical operations.

   b. Backup KCPD/KCFD **(816-329-0970/816-513-0900)** Dispatch Center

      In the event of a loss of radio systems at the primary Communications Centers, the KCPD Communications Support Unit will switch system control to a backup dispatch center located at KCPD's South Patrol Division, 9701 Marion Park Drive Kansas City. The KCPD and KCFD Communications Unit staff will be responsible to coordinate the switch of 9-1-1 and non-radio systems to the backup dispatch center at 9701 Marion Park Drive.

   c. ITD

      i. Telephone

         *The ITD maintains a back-up telephone call center at City Hall[2] in Kansas City. These services are in place at this facility in the event the primary locations are not useable. The following systems/numbers are supported by the Plan:

         1. All Action Center telephones (3-1-1)

         2. The City switchboard (513-3600)

         3. High priority telephones as identified in the Continuity of Operations Plan.

         4. Internet

---

[2] After COVID-19, 311 operations were transferred to the operators' homes (i.e. work from home) with the 311 Call Center at City Hall now the back-up center.

*The ITD maintains contracts with Consolidated Communications to provide backup internet access for all City departments should the Lumen (primary internet service provider) system become inoperable or inaccessible.

d. EOC **(816-513-8640)**

   i. Telephone

   The failure of the City's Voice over Internet Protocol (VoIP) telephone system and back-up internet systems would prompt the activation of the BGAN satellite phones and deployment of Satellite Communications Trailer (which can also be set up in another location if the EOC is physically compromised). Cell phones (if still operational) could be utilized receiving priority via the Government Emergency Telecommunications Service (GETS) system.

   The Satellite Communications Trailer is configured with a satellite uplink/downlink system that allows simultaneous use of telephone and internet service. Satellite Communications Trailer includes 12 telephones, with telephone numbers based out of Atlanta, GA, although the 816-area code is retained. The Satellite Communications Trailer telephone numbers are:

   1. 816.479.4432
   2. 816.673.2229
   3. 816.295.6419
   4. 816.839.5480
   5. 816.839.5481
   6. 816.839.5482
   7. 816.839.5483
   8. 816.839.5484
   9. 816.839.5485
   10. 816.839.5486
   11. 816.839.5487
   12. 816.839.5489

   ii. Radio

   The KCPD Communications Support Unit is responsible for maintaining the EOC's radio systems on a priority basis. If the City trunk system is temporarily inoperable, KCFD or KCPD Mobile Communications Vehicles may be employed to assist

with localized radio communications. The EOC also has a number of amateur band radios with wide area coverage that may be used to support general operations and be located at key City facilities.

   iii. EOC Communications Console

The EOC is equipped with a communications console that can be utilized for direct dispatch communication with KCPD and KCFD field units, supplementary to the dispatch centers listed above. The purpose of this console is to improve the efficiency of information flow to and from the EOC and the field units.

e. Internet

The EOC has three internet systems provided by the City's regular internet service (the regular and redundant fiber network systems) and an independent Business Class connection to Google. If the primary system is temporarily unavailable, the EOC can switch over most critical internet operations to Google.

OEM also has two cellular hotspots that can be used for internet connectivity. The hotspots connect to ATT 1st Net network **(800-574-7000)**.[3]

If all systems are unavailable or inoperable, the back-up EOC (Satellite Communications Trailer) will be deployed to an alternate location. As designed, Satellite Communications Trailer can accommodate between six and thirty-six computers, including access to WebEOC server and internet service via satellite.

f. Intra-City Communications

For communicating with KCMO employees, the City can utilize different methods including (but not limited to):

   i. Telephone/Cell phones

   ii. Email

   iii. *Messaging systems

      1. Currently various departments use:

         a. Everbridge

         b. GroupMe

         c. Mailchimp

---

[3] ATT 1st Net network is currently exclusive to ATT through 2025 and allows for priority of calls.

All methods are used for common communication but could, also, be used during an emergency.   Other means to communicate necessary information to City staff can be utilized as needed.

g. Private Partners

ATT, Verizon, and T-Mobile have emergency communication response teams that can provide cellular and internet coverage.

Provider	Contact Number	Response Time	Capabilities
ATT FirstNet/ Network Disaster Response Team	800-574-7000	Hours	COWs[4], enhanced cellular service
Verizon Critical Response Team	800-981-9558	Hours[5]	COWs, Flying COWs[6], enhanced cellular service
T-Mobile Emergency Response Team	888-639-0020 GETS: 254-295-2220	Hours[7]	NOCs[8], COWs, Flying COWs, satellite, 5000 devices

---

[4] Cellular on Wheels; trailers to enhance cellular coverage.

[5] Verizon has resources stored in the KCMO metro area.

[6] Verizon has drones that can act as cellular towers

[7] Depends on the situation, but <12 hours quoted.

[8] Network Operation Centers; manage network traffic providing backup equipment and power supplies

ATTACHMENT B-1: ACRONYMS

CAD	Computer Aided Dispatch
CIO	Chief Information Officer
CSU	Communication Support Unit
E911	Enhanced 911 telephone system
EOC	Emergency Operations Center
GETS	Government Emergency Telecommunications Service
IP	Internet Protocol
ITD	Information and Technology Division
KCFD	Kansas City Fire Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
LSD	Logical Support Division
MARC	Mid-America Regional Council
MARRS	Metropolitan Area Regional Radio System
ODN	Orbital Data Network
OEM	Office of Emergency Management
PSAP	Public Safety Answering Point
RMS	Report Management System
UCT	Unified Command Team
VoIP	Voice over Internet Protocol
WSD	Water Services Department

ATTACHMENT B-3: PHONE NUMBERS FOR AGENCIES IN ANNEX B

Organization	Primary Number
AT&T FirstNet/Network Disaster Response Team	800-574-7000
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8661 JIC
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Mid-America Regional Council (MARC)	816-474-4240
T-Mobile Emergency Response Team	888-639-0020, 254-295-2220 GETS
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations
Verizon Critical Response Team	800-981-9558

ATTACHMENT B-3: EOC INTERNAL TELEPHONE NUMBERS

OEM Telephone Numbers

Office Numbers - Normal Operations

Public Number	(816) 513-8600	**James Connelly – Emergency Manager**	(816) 513-8601
Front Desk	(816) 513-8640	Aly Breeze - Training/Outreach/Finance	(816) 513-8602
Fax	(816) 513-8615	Chris Carroll - Planning	(816) 513-8603
24/7 Duty Officer Number	(816) 301-6260	Geoff Hinkle -	(816) 513-8604

Activation Support Phone Numbers

EOC Fax	(816) 784-9054	PIO 1	(816) 513-8661	Media Room	(816) 513-8647
Ham Radio Room	(816) 513-8608	PIO 2	(816) 513-8662	Media Room Fax	(816) 784-9072
UMT Conference Phone	(816) 784-9062	PIO 3	(816) 513-8663	JIC/PIO E-Mail	eoc.6@kcmo.org
UMT Desk Phone	(816) 513-8620	PIO 4	(816) 513-8664	JIC/PIO Fax	(816) 784-9053

KCPD VoIP phones on KCPD network utilize a different number pattern and extension

Support Agencies-NGO's

NGO 1	(816) 513-8658
NGO 2	(816) 513-8659
NGO 3	(816) 513-8660

EOC Phone Numbers (During Activations)

Master Control (816) 513-8610

EMD	**(816) 513-8650**	Duty Officer	(816) 513-8657

Communications Console

(816) 513-8665

(816) 413-3658

Health/Emergency Medical

Health 4 (816) 513-8614	Health 3 (816) 513-8613
Health 2 (816) 513-8612	Health 1 (816) 513-8611

eoc.1@kcmo.org

Admin/Logistics

Admin 4 (816) 513-8624	Admin 3 (816) 513-8623
Admin 2 (816) 513-8622	Admin 1 (816) 513-8621

eoc.2@kcmo.org

Flood Monitoring
(816) 513-8630

ITD Support

Police

Police 6 (816) 513-8644	Police 5 (816) 413-3656
Police 4 (816) 513-8643	Police 3 Radio Only
Police 2 (816) 413-3654	Police 1 (816) 513-8641

eoc.4@kcmo.org

Fire

Fire 6 (816) 513-8656	Fire 5 (816) 513-8655
Fire 4 (816) 513-8654	Fire 3 (816) 513-8653
Fire 2 (816) 513-8652	Fire 1 (816) 513-8651

eoc.5@kcmo.org

Infrastructure

Infrastructure 6 (816) 513-8636	Infrastructure 5 (816) 513-8635
Infrastructure 4 (816) 513-8634	Infrastructure 3 (816) 513-8633
Infrastructure 2 (816) 513-8632	Infrastructure 1 (816) 513-8631

eoc.3@kcmo.org

Projection Wall

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex C: Public Information and Warning

January 2023

KANSAS CITY, MISSOURI
PUBLIC INFORMATION AND WARNING

Primary (lead) Departments:	City Communications Fire Department (KCFD) Police Department (KCPD)
Secondary (support) Departments:	Kansas City, MO, Office of Emergency Management (OEM) Aviation Department 311 Center Health Department Water Services (WSD) Other City Departments as Required
Secondary (support) External Agencies:	Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to provide guidance in developing, conducting and maintaining dissemination of emergency public information and warnings to the media and general public during a major emergency or disaster. This annex describes how KCMO will coordinate and disseminate timely, accurate and useful information including: warning of impending danger and recommendations concerning protective action; current information on the status of response and

recovery operations; and the provision of credible and consistent information to answer public inquiries and counter misinformation that could lead to confusion.

This Annex is not intended to be a stand-alone document but is designed to provide supplemental information with respect to Public Information and Warning to the Kansas City, Missouri Emergency Operations Basic Plan.

II. SCOPE

For the majority of incidents within Kansas City, Missouri, the lead agency's Public Information Officer (PIO) will handle public information and warning although the Office of City Communications **(816-513-1349)** and the Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8661 JIC)** can be requested to assist as necessary. For incidents of city-wide interest, City Communications **will** be responsible for public information and warning as referenced in this plan.

III. PLANNING ASSUMPTIONS

In addition to the assumptions listed in the Base Plan, the following assumptions related to public information and warning were used for planning purposes.

A. Many departments such as Water Services, Kansas City Police Department, Kansas City Fire Department, Health Department, etc. Have their own public information officer for daily and routine situations.
B. Most incidents can be handled through the lead agency's own public information officer (PIO), or the personnel designated for this role and will not require the coordination of City Communications nor the Emergency Operations Center (EOC). These incidents will not require the activation of a Joint Information Center (JIC) **(816-513-8661)**.
C. For those incidents of city-wide interest, City Communications will coordinate the dissemination of public information and warnings through the EOC and JIC if these resources are activated.
D. A catastrophic incident will likely result in the need for interdepartmental assistance, regional mutual aid, or state mutual aid to provide sufficient resources to disseminate public information and warnings.
E. Emergency information will take a priority over routine public information.
F. Information must be presented timely, accurately, consistently, and in a unified manner in order to prevent misinformation causing unnecessary detriment to life safety, efficiency, and response to the incident.

G. The City of Kansas City partners with local media outlets to provide wide-spread dissemination of public information and warnings. The City Communications Officer will cultivate a relationship with the media to promote public awareness and individual preparedness.

H. In a regional catastrophic incident KCMO emergency public information and warning will be coordinated, as feasible, with surrounding jurisdictions that may be directly or indirectly impacted by major emergencies and disasters in Kansas City.

I. The functional and access needs community may have reduced access to a broad range media. The needs of the whole community must be taken into consideration when selecting message outlets.

IV. LEGAL AUTHORITIES

Legal Authorities are covered under the Base Plan.

V. ORGANIZATION AND RESPONSIBILITIES

A. Departmental Responsibilities
   a. Office of City Communications **(816-513-1349)**
      The Office of City Communications provides a qualified individual to support public information activities in the EOC (EOC PIO) and serve as the central source of information about the city in accordance with the Kansas City Code of Ordinances, Section 2-691. During incidents of city-wide significance or interest, the City Communication Officer has the responsibility for providing public information and maintaining communications with public media including maintaining a list of contacts for the various media outlets within the region. The City Communications Officer is also responsible for maintaining any social media postings relating to city significance or interest.

   b. City Manager **(816-513-1408)**
      The City Manager is the authority for the approval of all City communications and conducts media briefings as necessary although the City Manager may delegate approval and media briefings to another qualified individual.

   c. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**
      The Emergency Manager (EM) activates the EOC and JIC (the JIC is activated at the request of the City Communications Officer/Office of City Communications or during any incident involving PIOs from multiple departments) and participates in media briefings as necessary. The OEM coordinates information

sharing with other local, regional, state and federal emergency management entities.

d. Incident Commander/Unified Command (IC/UC)
The IC/UC is responsible for on-scene public information and warning activities. The IC/UC may request assistance from the Office of City Communications and/or the EM at any level of incident (Level I, II, or III activation).

e. Mayor/Mayor Pro-Tem **(816-513-3500)**
The Mayor or Mayor Pro-Tem participates in media briefings as necessary.

f. Kanas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
KCFD **816-513-4600, 816-513-0900 Dispatch)** for most routine incidents manages its own public information and communications programs and will coordinate emergency public information in accordance with this Plan as appropriate. In the event that the incident becomes of city-wide interest, KCFD **816-513-4600, 816-513-0900 Dispatch)** will coordinate with the City Communications Officer.

g. KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
The KCPD manages its own public information and communications programs. The Media Unit **(816-234-5170)** is located within the Office of the Chief of Police. For major incidents of city-wide interest, the KCPD Media Unit does coordinate information with the Office of City Communications.

h. Health **(816-513-6008, 816-717-6721 Duty)**
The Health Department has a designated PIO to handle routine public information regarding departmental activities and announcements regarding personal health safety. The Health Department may take responsibility for health-related information during any incident even if they are not the lead agency.

i. *Water Services Department (WSD) **(816-513-1313)**
WSD manages public information regarding water related issues through their PIO. WSD emergency warnings can include water main breaks, low water pressure, boil water orders, etc.

j. *Aviation Department **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC)**

The Aviation Department's PIO manages messaging and media interaction for airport related incidents of a routine nature. When the incident becomes significant city-wide, or when coordination with other departments/agencies is needed, Aviation PIO will coordinate with City Communications.

k. Other City Departments
Other city departments issue department-specific public information and coordinate emergency public information with the EOC PIO. Other departments may also provide a departmental representative to support JIC operations as required.

VI. CONCEPT OF OPERATIONS

*The following information is intended as general guidance when deciding the structure and level of public information and warning activities:

A. Pre-Incident (Routine Operations)
a. City Communications Officer
In accordance with Administrative Regulation (AR) (located on the KCMO Intranet: mykc.kcmo.org)[1] 1-23, the City Communications Officer manages information about any activity, event, or situation that may be of a significant interest to citizens or of a controversial nature. The City Communications Officer is the designated media contact, or Public Information Officer (PIO) for the Kansas City, Missouri in most matters, especially those of significant impact to the City. The City Communications Officer will contact the appropriate department directors and the City Manager to coordinate the public message. The City Communications Officer may also have prepared templates for certain common emergency situations (e.g., snow ordinance activation).

b. City Department PIOs
For routine operations and incidents where coordination may not be needed, department PIOs, and KCPD, may inform the City Communications Officer as the need arises but will handle their own public information messages until the incident becomes significant city-wide. Once the incident becomes significant or coordination is needed, those PIOs will coordinate with City Communications.

B. Emergency Public Information and Warnings
a. General

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[1] A copy of this document may be requested from the Office of the City Manager.

      i. On-Scene
The IC will provide public information or will designate an on-scene PIO to provide public information and warnings.

b. Activation of the EOC PIO and/or JIC **(816-513-8661)**
      i. In concurrence with the City Communications Officer, the IC, the EM, and/or the City Manager, the Office of City Communications will provide an EOC PIO, and the EM will activate the JIC as appropriate

c. The general responsibilities of the EOC PIO/JIC are to:
      i. Prepare and disseminate public information based on the following priorities:
          1. information that could save lives or protect health, property or the environment
          2. information concerning the status of response and recovery operations
          3. general information.
     ii. Determine if there are any limits on the release of information.
    iii. Develop materials for use in news briefings, schedule press conferences, and arrange for City representative participation.
    iv. Obtain approval for media releases.
     v. Arrange for tours or other interviews and briefings as may be required.
    vi. Monitor media outlets for accuracy and planning purposes.
   vii. Coordinate public information with other entities.
  viii. Maintain Unit/Activity Log (ICS 214), following Incident Command System (ICS) common responsibilities.

d. Level 4 Incident
Routine public information operations continue under Level 4 without involvement by the EOC unless otherwise requested (see **Table 1**).

e. Level 3 Incident
City departments may continue to release public information that is <u>unrelated</u> to the incident. For incident related information, the following guidance will be used as appropriate:
      i. City Departments <u>with</u> Direct Responsibility for the Incident
City departments with direct responsibility for all or part of an incident may continue to issue public information if the information pertains exclusively to the mission of the

department (see). Copies of all such releases should be provided to the Office of City Communications.

ii. City Departments <u>without</u> Direct Responsibility for the Incident
City departments without direct responsibility for all or part of the incident but wishing to release public information related to the incident must send draft information to the City Communications Officer for interdepartmental coordination prior to release (see **Table 1**).

iii. General (Citywide) Incident Information
1. The City Communications Officer will issue general citywide public information in consultation with the EM/UCT.
2. The Joint Information Center (JIC) may be activated upon agreement of the City Communications Officer and the EM.

f. Level 2 Incident
i. City departments may continue to release public information that is <u>unrelated</u> to the incident. For incident related information, the following guidance will be used as appropriate:
ii. The City Communications Officer (or designated PIO) retains coordination responsibility for public information.
iii. With the expanding number of agencies particularly those outside of KCMO), the City Communications Officer (or designated PIO) will implement some form of Joint Information System (JIS). This system can consist of:
1. Use of the EOC's Joint Information Center (JIC)
2. Use of another location as a JIC
3. Use of a virtual JIS (teleconferencing, instant messaging, etc.)
iv. Use of a hybrid JIS (JIC/virtual combination)
v. Incident related information takes precedent over non-incident related information.
vi. Routine messages unrelated to the incident can still be handled by the respective City Departments.
vii. Such messages sent out should be brought to the attention of the incident PIO

g. Level 1 Incident
i. The incident PIO retains responsibility for public information related to KCMO.
ii. Incident related information takes precedent over non-incident related information.

iii. The JIS/JIC assumes responsibility for the coordination of all off-scene incident related public information from city departments.

Table 1 - EOC Activation Level and Related Public Information Activities

Activation Level	Incident related info	Internal non-incident related info	Overall Responsibility
Routine – non EOC activation	Primary agency/dept	N/A	City Dept. may forward to City Communications if needed
Level 4 (monitoring)	Primary agency/dept	Agency with responsibility for the information not related to the incident	Handled by lead agency, may request City Communications assistance
Level 3 (partial activation)	Primary agency/dept	Agency with responsibility for the information not related to the incident	Handled by lead agency, may request City Communications assistance
Level 2 (emergency, city-wide interest)	Primary agency/dept. although City Communications Officer may take lead for all public information	Agency with responsibility for the information	Primary agency/dept. will coordinate with City Communications Officer. City Communications Officer will handle information of city-wide significance related to the incident
Level 1 (large scale incident/event, city-wide affected, Missouri and Federal involvement)	City Communications Officer coordinating via Joint Information System (JIS)	Agency with responsibility for the information (but incident related information will take precedent)	City Communications Officer will handle information of city-wide significance related to the incident

C. Joint Information Center (JIC)
   a. If the situation permits and the incident dictates, the emergency public information activities should be coordinated via some form of Joint Information System (JIS). Utilizing a Joint

Information Center (JIC) is preferred. The JIC is located within the EOC and provides a physical location where representatives from all agencies involved in incident response can collocate to share information and develop unified statements regarding the incident.

b. The JIC coordinates information sharing among the departmental PIOs, the City Communications Officer with the IC, and with regional, state and federal public information officials. Activities to be coordinated from the JIC include gathering, coordinating and releasing timely, accurate and consistent information to the public and incident command. The JIC can also serve as the conduit to the local media thus enhancing the relationship with media and utilizing this valuable tool in disseminating valuable information to the public.

c. The JIC is intended to be flexible to accommodate the unique requirements of any incident. Its structure and staffing will be customized for each response.

D. Warning Activities
   a. Warning consists of information provided to the public under exigent circumstances and is intended to provide advice or instruction on what measures to take to protect life, safety and property during an emergency. Warning messages should include hazard specifics, estimated area and time of impact, protective measures to be taken, evacuation and shelter in place instructions, current situation assessment, restrictions, where to get assistance, status of response activities, etc.

   b. When utilizing various resources to provide information and warnings to the whole community, functional and access needs individuals must be taken into consideration. Making use of a variety of methods will ensure that the message reaches the functional and access needs community.

   c. Warning/Notification Systems
      i. 311 Call Center
         1. Although the 311 Call Center does not actively push out warnings and information, citizens often contact the center for information. To ensure accurate information is being conveyed, the EOC, UMT, or lead agency should regularly provide the center with the information, which they would like relayed to the public.
         2. The 311 Call Center can be reached through:

- a. Calling one of the managers (see current Emergency Contact List from the EOC)
- b. Contacting the 311 Call Center directly at 816-513-1313

3. The Call Center, unless otherwise noted for the disaster, operates weekdays from 0700 to 1900 hrs.

ii. News Media

1. The local media provides severe weather alerts and warnings based on official National Weather Service warnings, their own meteorological departments, from the on-scene IC, and from the EOC. The visual media outlets (i.e. television stations) employ both closed and open captioning in presenting critical information to the community.

iii. Tornado Outdoor Warning Sirens

1. There are currently 135 outdoor sirens that provide tornado warnings, which are placed strategically throughout the City. The sirens are divided into 5 zones that can be sounded individually or in combination to warn only part or the entire City. The sirens can be sounded by either the KCMO Fire Department, the KCMO Police Department Dispatch, or the Office of Emergency Management.

iv. NOAA Weather Radio

1. The National Weather Service will send KCMO emergency public information and warnings via the weather radios as requested. NOAA weather radios can be equipped with the capability to warn deaf individuals as well.

v. Door-to-Door

1. Emergency vehicles (fire and police) are equipped with public address systems. These vehicles may be utilized to drive through neighborhoods announcing alerts and warnings to the public.

vi. WebEOC

1. WebEOC may be utilized to provide information to other jurisdictions and emergency management agencies.

vii. Mass Notification methods

1. *KCMO currently uses an e-mail/text message system called AlertKC (Everbridge) and will utilize other mass notification systems, including social media platforms, as they become available.

Several departments also use AlertKC for both public and internal notifications and messaging.

    viii. *Integrated Public Alert & Warning System (iPAWS)
1. KCMO has authorization from FEMA to activate and send public warnings via iPAWS. iPAWS integrates wireless emergency alerts (WEA - cellular messaging) and the Emergency Alert System (EAS – an alert system that sends messages via radio and television including the National Oceanic and Atmospheric Administration's weather radios). These alerts may be broadcast via AlertKC.
    ix. City Website
1. KCMO's website (kcmo.gov) can post banners with emergency links for prolonged, city-wide emergencies and disasters. Special pages can be created for additional information relevant to the citizens of KCMO.

E. Countering Misinformation
    a. Activation
        i. The procedure for countering misinformation will be determined by the City Communications Officer (or lead PIO) and be tailored based on the needs of the incident. Generally, the steps will be taken when the nature of the major emergency or disaster is likely to foster misinformation among the general public.
    b. Staffing
        i. For Level III activations and some Level II (if the situation warrants) the 311 Center will send one representative to the EOC and may provide additional 311 operators at the EOC to handle call volume.
    c. Information
        i. The OEM **(816-513-8640, 816-301-6260 Duty)**, Office of City Communications EOC representative, or City Communications Officer will provide incident information, general public guidance and warning instructions to the 311 Center supervisor, who will then distribute the information to 311 call takers.

F. Tracking
    a. The 311 Center **(311, 816-513-1313)** will track for the purposes of reporting:
        i. The number of calls received, dropped, and responded to.

    ii. The general nature of the call, i.e. whether they were expressing concerns or asking for specific information.[2]

   iii. A summary of the nature of concerns or questions asked by callers. This information may then be used for future public information and warning announcements.

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[2] This may be reported via PeopleSoft CRM system; other items will be reported upon request from the EM, EOC, or City Communications Officer.

ATTACHMENT C-1: ACRONYMS

EM	Emergency Manager
EOC	Emergency Operations Center
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
KCFD	Kansas City Fire Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
PIO	Public Information Officer
UC	Unified Command

ATTACHMENT C-2: PHONE NUMBERS FOR AGENCIES IN ANNEX C

KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8661 JIC
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
KCPD – Media Unit	816-234-5170

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex D: Fire, Rescue, EMS, and Hazmat

January 2023

KANSAS CITY, MISSOURI
FIRE, RESCUE, EMS, AND HAZARDOUS MATERIALS

Primary (lead) Departments:	Fire Department (KCFD)
Secondary (support) Departments:	Kansas City, MO, Office of Emergency Management (OEM) Health Department (KCHD) Police Department (KCPD) Aviation Department Other City Departments as Required
Secondary (support) External Agencies:	Federal Aviation Administration Mutual Aid Other Fire Agencies

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to establish broad policies to integrate local fire, emergency medical (Basic Life Support (BLS) and Advance Life Support (ALS)), rescue, and hazardous materials response operations with those of other City forces when responding to an emergency/disaster (as defined by this Plan).

II. PLANNING ASSUMPTIONS

This Annex is based on the following assumptions:

A. The City of Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)** is the primary agency responsible for fire suppression, rescue, hazardous materials response, fire code enforcement and fire investigations within the City of Kansas City[1] (including the Kansas City International Airport and the Wheeler Downtown Airport **(816-243-3000, 816-859-7600 MKC)**). The KCFD also has responsibility for the provision of emergency medical services.

B. This Annex only applies to fire/rescue/hazmat operations that are within the City of Kansas City and are of sufficient magnitude to be considered a major emergency or disaster as defined by this Plan. "Routine" operations will be handled as described in the KCFD's operating procedures.

C. When an emergency or disaster occurs, the KCFD will use all available resources to respond, while maintaining an appropriate level of response as able in areas of the City not directly impacted by the emergency/disaster. If needed, the KCFD can call upon mutual aid to supplement equipment and personnel to handle calls not related to the emergency or disaster.

D. KCFD has the capacity and procedures for servicing the whole community including those with functional and access needs.

E. The KCFD will provide command level representatives to the City's Emergency Operations Center (EOC) **(816-513-8640, 816-301-6260 Duty)** when activated and may utilize that facility to manage larger emergencies/disasters.

F. When responding to any incident, the KCFD will employ such strategies as necessary to implement the following priorities:
   a. Preserve life and safety – take actions to reduce the possibility of deaths and injuries.
   b. Stabilize the incident – contain the fire or incident so that effective operations can follow.
   c. Conserve property and protect the environment – attempt to lessen economic loss.

G. The KCFD will utilize NIMS/ICS when conducting all fire, rescue, and hazmat operations.

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[1] KCFD may also provide firefighting services to small neighboring jurisdictions by contract.

III. LEGAL AUTHORITIES

(See also Base Plan)

A. Charter of the City of Kansas City, Missouri, Article IV, Division 2, Section 408 – Fire
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)

B. City of Kansas City, Missouri, Code of Ordinances
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances):
   a. Section 26-100 – Adoption of the International Fire Code, 2018 edition
   b. Section 34-361 – EMS Ordinance
   c. Section 34-366 – Emergency Responders
   d. Section 70-71 – Authority of police and fire department officers
   e. Section 70-73 – Obedience to police and fire department officers
   f. Section 26-2703 – Hazardous materials - - General requirements

C. Revised Statutes of Missouri (RSMo)
(https://revisor.mo.gov/main/Home.aspx):
   a. Chapter 320.090 – Emergency services, contracts for mutual aid operative in disasters – requirements
   b. Chapter 44.090 – Mutual aid agreements—participation in statewide mutual aid system – reimbursement for services provided, benefits
   c. Public Law 104-321 – Emergency Management Assistance Compact

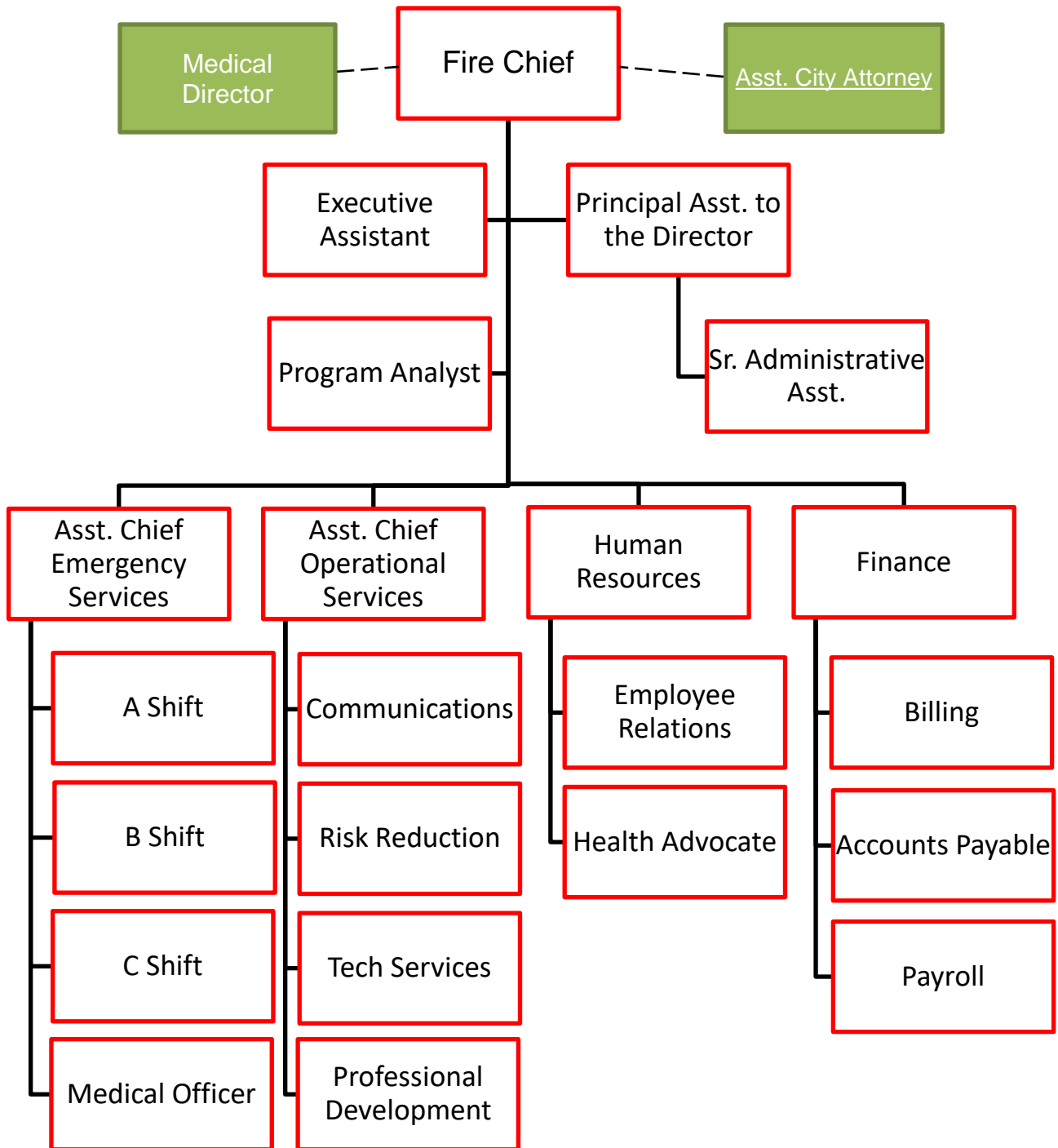D. Regional Hazardous Materials Emergency Preparedness Plan, Mid-America Local Emergency Planning Committee, November 2019 (https://www.marc.org/safety-security/emergency-services-plans).

IV. ORGANIZATION AND STRUCTURE

Departmental Responsibilities

KCFD Command Staff
The KCFD is under the direct command of the Fire Chief. The Fire Chief has two assistant chiefs, each of whom is responsible for the management of one of two Bureaus: Emergency Services or Operational, and seven deputy chiefs. (See **Figure 1 - KCFD Organization Chart**).

Figure 1 - KCFD Organization Chart

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                          ┌──────────────┐
   Medical Director ----- │  Fire Chief  │ ----- Asst. City Attorney
                          └──────────────┘
                                 │
         ┌───────────────────────┴───────────────────────┐
   Executive                                    Principal Asst. to
   Assistant                                       the Director
                                                        │
                                                Sr. Administrative
   Program Analyst                                    Asst.
         │
   ┌─────────────┬─────────────┬─────────────┬─────────────┐
Asst. Chief    Asst. Chief    Human          Finance
Emergency      Operational    Resources
Services       Services
   │               │               │               │
A Shift        Communications  Employee        Billing
                               Relations
B Shift        Risk Reduction  Health Advocate Accounts Payable

C Shift        Tech Services                   Payroll

Medical        Professional
Officer        Development
```

- Medical Director
- Fire Chief
- Asst. City Attorney
- Executive Assistant
- Principal Asst. to the Director
- Program Analyst
- Sr. Administrative Asst.
- Asst. Chief Emergency Services
  - A Shift
  - B Shift
  - C Shift
  - Medical Officer
- Asst. Chief Operational Services
  - Communications
  - Risk Reduction
  - Tech Services
  - Professional Development
- Human Resources
  - Employee Relations
  - Health Advocate
- Finance
  - Billing
  - Accounts Payable
  - Payroll

The KCFD Bureaus

KCFD has 3 primary bureaus:
- A. Emergency Services (4 Deputy Chiefs - Shifts A, B, C, and Medical Officer)
  - a. manages operational firefighting battalions, and all dynamic and static ambulance operation[2]
  - b. includes Hazmat, Airport Rescue & Fire Fighting, Technical Rescue, as well as medical standby and fire guard[3] events.

- B. Operational Services
  - a. includes Communications, Fleet, Logistics, and Equipment
  - b. Systems Support

- C. Finance
  - a. Manages billing

Emergency Services Bureau
- A. Operational Battalions[4]
  Each Deputy Chief (above) manages a number of Battalion Chiefs who supervise various KCFD functions and units. Some of these Battalion Chiefs supervise administrative or support units, and other "front line" fire/rescue Stations. This plan addresses only those Battalion Chiefs who directly manage fire/rescue/hazmat Stations/static EMS units. To distinguish them from other Battalion Chiefs, this plan refers to them as "operational".
  - a. The Emergency Operations Bureau (EOB)
    The EOB is divided into 7 Battalion Districts, and each Battalion District is under the command of a Battalion Chief (one each for Shift A, B and C). Each Battalion Chief manages a number of Stations[5], and each Station is assigned one or more Companies. A Company may consist of a Pumper[6], Truck[7], Rescue[8] or Medic

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[2] Static ambulance operations are those ambulances assigned and remaining at a designated fire station until called; dynamic ambulance operations patrol specific areas until receiving a call. See **V. Concept of Operations; Section Emergency Medical Operations** (pg. D-19) for more information.

[3] A "Fire Guard" event is any public venue for which the Fire Dept. provides ALS service and possibly standby fire unit in case of an incident.

[4] For the purposes of this plan only, the term "operational Battalions" refers to units within the Emergency Operations Bureau that are under the direction of a Battalion Chief, and which include Stations and Companies. This is done in order to highlight the KCFD's primary response forces.

[5] There are 33 Stations overall.

[6] A Pumper Company consists of a pumper apparatus and crew and provides general firefighting and rescue services. KCFD has 33 Pumper Companies.

[7] A Truck Company delivers "standard" firefighting services, but is also equipped with a hydraulic aerial ladder, an assortment of ground ladders, and other technical equipment. Ladder Companies specialize in fighting occupied multi-story building fires, the ventilation of buildings to remove smoke and heat, and performing search and rescue of trapped occupants. KCFD has approximately 12 Truck Companies.

[8] A Rescue Company utilizes specially trained personnel and equipment to perform high angle rescue, swift water rescue, trench collapse and confined space rescue, and various other specialized rescue services. KCFD has three Rescue Companies.

unit[9]. The EOB Battalions/Stations/Companies are organized as follows:

- Battalion 102

    Station 7 (616 West Pennway, 64108)

    – Pumper 9
    – Truck 6
    – Medic 9

    Station 8 (1517 Locust, 64108)

    – Battalion Chief 102
    – Pumper 8

    Station 10 (1505 East 9th, 64106)

    – Pumper 10
    – Truck 3
    – Medic 510
    – Medic 503

    Station 25 (401 E. Missouri Ave, 64106 – Includes Wheeler Downtown Airport **(816-859-7600 MKC, 816-243-4000 emergency)** Response)

    – Pumper 25
    – Rescue 1

- Battalion 103

    Station 3 (11101 North Oak Trafficway, 64155)

    – Pumper 3
    – Truck 4

    Station 6 (2600 NE Parvin Road, 64117)

    – Pumper 6
    – Truck 12
    – Bariatric 6[10]
    – Medic 506

    Station 14 (8300 North Brighton, 64119)

    – Battalion Chief 103
    – Pumper 14

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[9] A Medic Unit is a treat and transport ambulance. The unit consists of a paramedic and an emergency medical technician. They have advance life support capability.

[10] The bariatric unit is an unmanned ambulance with equipment to handle bariatric patients when a normal ambulance is incapable.

– Command 2
– Medic 14

Station 34 (4836 North Brighton, 64119)

– Pumper 34
– Medic 34

- Battalion 104

Station 18 (3211 Indiana, 64129)

– Pumper 18
– Truck 5
– Medic 505
– Medic 18

Station 23 (4777 Independence Ave, 64124)

– Battalion Chief 104
– Pumper 23
– Truck 10

Station 24 (2039 Hardesty, 64127)

– Pumper 24
– Medic 24

Station 47 (5130 Deramus, 64120)

– Pumper 47
– Air 1[11]
– Command 1

- Battalion 105

Station 30 (7534 Prospect, 64132)

– Pumper 30
– Medic 30

Station 33 (7504 East 67th, 64133)

– Pumper 33
– Brush 33
– Medic 533

Station 35 (3200 Emanuel Cleaver II Blvd., 64130)

– Battalion Chief 105
– Pumper 35

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[11] Air 1 is a vehicle equipped to replenish bottled air at fire scenes.

     – Rescue 9
     – Support 75[12]
     – Medic 35

Station 39 (11100 East 47th, 64133)

     – Pumper 39
     – Truck 13
     – Medic 39

Station 43 (12900 East 350 Hwy, 64138)

     – Pumper 43

- Battalion 106

Station 17 (3401 Paseo, 64109)

     – Pumper 17
     – Rescue 31
     – Truck 2

Station 19 (550 West 43rd Street, 64111)

     – Battalion Chief 106
     – Pumper 19
     – Truck 7
     – Medic 19
     – Medic 507

Station 29 (1414 East 63rd Street, 64110)

     – Pumper 29
     – Truck 11
     – Medic 29

Station 37 (7708 Wornall Road, 64114)

     – Pumper 37
     – Medic 537

- Battalion 107

Station 28 (930 Red Bridge Road, 64131)

     – Pumper 28
     – Medic 28

Station 36 (9903 Holmes, 64131)

     – Battalion Chief 107
     – Pumper 36

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[12] Support units are tractor-trailer rigs with additional search and rescue equipment for rescue operations beyond the normal equipment carried on the standard fire trucks.

- Truck 15
- Medic 36

Station 41 (9300 Hillcrest Road, 64137)

- Pumper 41
- Truck 8
- Medic 41

Station 42 (6006 East Red Bridge Road, 64113)

- Pumper 42
- Brush 42
- Medic 42

Station 45 (500 East 131st, 64146)

- Pumper 45

- Battalion 108

Station 4 (4000 NW 64th, 64151)

- Battalion Chief 108
- Pumper 4
- Medic 4
- OEM Satellite Communications Trailer (stored at this location)

Station 16 (9205 NW 112th Street, 64153)

- Pumper 16
- Brush 16
- Medic 16

Station 38 (8100 North Oak Trafficway, 64118)

- Pumper 38
- Medic 38

Station 40 (5200 North Oak Trafficway, 64118)

- Pumper 40
- Brush 40[13]
- Medic 40

Station 44 (7511 NW Barry Road, 64153)

- Pumper 44

b. Aircraft Rescue Fire Fighting (ARFF) Division
Station 5 (173 Ottawa, Kansas City International Airport, 64153)

- ARFF Battalion Chief 302
- ARFF Training Officer Car 320

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[13] The brush fire unit is a specially equipped rig with 4-wheel drive capability to fight fires away from the normal roads.

– Specialized ARFF Apparatus

c. Hazmat Division
– Station 27 (6600 Truman Road, 64126)

– Hazmat Battalion Chief 301
– Hazmat Chemist Car 310
– Pumper 27
– Hazmat 71[14]
– Utility 71

d. EMS Standby and Fire Guard Division
Fire Headquarters (635 Woodland Ave, 64106)
– Battalion Chief Car 303

e. Rescue Division
Rescue Division Office (4951 Stillwell, 64153)
– Rescue Battalion Chief 304
– Rescue Equipment and Training Officer Car 340

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[14] Hazmat 71 utilizes specially trained personnel and equipment to respond to and control incidents involving hazardous materials. Hazmat 71 is also the primary responder to incidents involving weapons of mass destruction.

V. CONCEPT OF OPERATIONS

Fire/Rescue Operations

A. Monitoring and Activation

    a. Air Rescue and Fire Fighting (ARFF)

    ARFF units are dispatched directly by the Federal Aviation Administration's **(866-835-5322)** traffic control tower in response to aviation incidents at the KCI and Wheeler Airports **(816-243-3000 KCI, 816-859-7600 MKC, 816-243-4000 emergency)**.

    b. Other KCFD Units (Non ARFF)

The KCFD maintains a full time Communications Center at 6750 Eastwood Trafficway that monitors conditions within the City and region and activates KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** resources as appropriate.

    i. The KCFD Communications Center typically receives reports and calls for service via the 9-1-1 telephone system; through electronic fire alarm systems; from KCFD personnel working in the field; and other means. Regardless of how the report is received, the KCFD Communications Center dispatches all KCFD resources.

    ii. When an event rises to the level of an emergency or disaster, the KCFD Communications Center will notify the Fire Chief, Assistant Fire Chief in charge of Emergency Services, and the on-duty deputy chief in charge of the current shift. The Fire Chief may then notify the City Manager and the Emergency Manager (EM) **(816-513-8640, 816-301-6260 Duty)** of the event.

    iii. KCFD maintains all fire and rescue call up rosters with periodic updates as needed.

B. Initial Response and Escalation

    KCFD utilizes the standard multi-level alarm system:

    a. First Alarm

    i. Upon receiving a call for service, the KCFD Communications Center will determine which Station (or Stations) and Company (or Companies) should respond. Typically, the KCFD Communications Center considers location, type of incident, and availability of equipment and personnel when dispatching a First Alarm.

    ii. The first arriving officer will establish Incident Command (IC) and will function in that capacity until the incident is terminated, or when relieved. In accordance with KCFD procedures, the first arriving Battalion Chief will assume the IC position immediately upon arrival. For highly complex incidents, a Deputy Chief may assume IC.

      iii. Upon arrival and establishment of an incident command structure, the IC will immediately investigate the incident and report his/her findings by radio to the KCFD Communications Center. That report should include (but is not limited to):

          1. The identification and location of Incident Command[15]
          2. A brief description of the situation, including building size, occupancy type of construction, etc.
          3. Incident conditions, including, for example, existence of hazardous materials and spills, multiple victims, etc.
          4. A brief description of actions taken including type of attack (strategy), tactical assignments

      iv. The IC is responsible for requesting additional KCFD personnel and equipment, as well as external resources such as police, emergency medical services, utility providers, etc.

      v. The IC is also responsible for releasing personnel and equipment when no longer needed.

b. Second Alarm

A Second Alarm is issued by the KCFD Communications Center based on a request for additional personnel and equipment by the IC. A Second Alarm includes all the actions identified under a First Alarm, and generates the dispatch of:

      i. Additional KCFD personnel and equipment
      ii. A Safety Officer
      iii. A Public Information Officer
      iv. The on-duty fire investigator
      v. Shift deputy

Additionally, the Assistant Chief in charge of Emergency Services or the Fire Chief may respond at their own discretion.

c. Third Alarm

A Third Alarm is issued by the KCFD Communications Center based on a request for additional personnel and equipment by the IC. A Third Alarm includes all the actions identified under a Second Alarm, and generates the dispatch of:

      i. Additional KCFD personnel and equipment
      ii. The KCFD Command Vehicle may be dispatched to provide a location to conduct an expanded incident command
      iii. A "Command Staff Recall" to recall all available off-duty command staff (Chief, Deputy Chiefs, and administrative Battalion Chiefs). These personnel are assigned duties in accordance with the Incident Command System (ICS) and KCFD policies.

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[15] For smaller incidents, the Incident Command post is typically located in a KCFD truck or car. For larger incidents, a mobile command vehicle may be deployed.

C. Emergency/Disaster Operations
   a. Emergency Operations Center (EOC)
   The KCFD will issue a Command Staff Recall (see above) for any incident that reaches the emergency/disaster threshold as determined by the Fire Chief, the Assistant Chief, or the on-duty Deputy Chief. Once the EOC is activated, the KCFD will designate appropriate Command Staff to coordinate FD operations with other agencies. Typically, for EOC Activation levels 3 through 1, the Fire Chief and the Assistant Chief of Emergency Services will report to the EOC.
   The KCFD Command Staff plays a major role in the management of the EOC. The senior KCFD representative serves on the EOC's Unified Command Team (UCT), and for many incidents, the KCFD serves as the field Incident Commander (see **Annex A – Direction and Control** for additional details).
   b. Response Operations
   The KCFD is the primary response agency for the following types of incidents within the City of Kansas City (regardless of their magnitude):
      i. Fire suppression operations; including fire code inspection, enforcement and permitting; fire investigations; and other related activities.
      ii. Rescue operations; including urban search and rescue (USAR); high angle and technical rescue; confined space and building collapse; swift and still water rescue; and related activities.
      iii. Hazmat operations; including the identification and measurement of hazardous substances; controlling, containing and clean-up of hazardous substances; decontamination of exposed people and equipment; training, preparedness and response to incidents involving weapons of mass destruction; working with local businesses and the Local Emergency Preparedness District (LEPD) **(816-474-4240)** to ensure compliance with reporting and storage requirements; and related activities.
      iv. Emergency Medicine: this includes all treatment and transport of all emergency medical situations calls, and all non-emergency transports originating within the city limits.

D. Mutual Aid
   The KCFD participates in four levels of mutual aid: Automatic; Local Reciprocal Mutual Aid; State Mutual Aid; and Emergency Management Assistance Compact (EMAC). The lowest level of mutual aid will be utilized, and all mutual aid will be managed in accordance with the **National Incident Management System** (NIMS)

(https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf). KCFD will maintain contact lists for activation of mutual aid.

    a. Automatic Aid (AA)

        By agreement with the other local jurisdictions, their fire resources are included in the KCFD dispatch system (i.e., their calls are dispatched via KCFD). KCFD resources may also be automatically dispatched to assist those outside jurisdictions.

    b. Local Reciprocal Mutual Aid

        The KCFD has reciprocal mutual aid agreements with 24 local and regional fire departments (see **Table 1**). Requests by other departments for KCFD resources: Requests for KCFD mutual aid at the First Alarm level will be dispatched immediately. Requests at the level of Second Alarm or higher must be approved by the on-duty Emergency Operations Bureau Deputy Chief prior to dispatch. Requests by KCFD for the resources of other departments: The following KCFD personnel are authorized to request fire/rescue/Hazmat mutual aid on behalf of the City of Kansas City:

          i. The Incident Commander
         ii. The chief dispatcher in the KCFD Communications Center
        iii. The ranking KCFD officer serving in the EOC
        iv. The on-duty Emergency Operations Bureau Deputy Chief

Table 1 - KCFD Reciprocal Mutual Aid Agreements

Belton, MO **(816-331-7969)**	Lee's Summit, MO (AA) **(816-969-7360 emergency, 816-969-7407 non-emergency)**
Central Jackson County FPD, MO **(816-229-2522)**	Lenexa, KS **(913-888-6380)**
Central Platte County FPD, MO **(816-858-2231)**	Liberty, MO (AA) **(816-439-4310)**
Claycomo, MO **(816-452-4612)**	North Kansas City, MO **(816-274-6025)**
Fire District 2, Johnson County, KS **(913-432-1105)**	Olathe, KS **(913-971-7900)**
Fort Osage FPD, MO **(816-650-5811)**	Overland Park, KS **(913-888-6066)**
Gladstone, MO **(816-436-2200)**	Pleasant Valley, MO **(913-792-0200)**
Grandview, MO **(816-316-4962, 816-316-4960 after hours)**	Raytown FPD, MO (AA) **(816-737-6034)**
Independence, MO **(816-325-7123)**	Riverside, MO **(816-372-9024)**
Kansas City, KS **(913-573-5550)**	Sni Valley FPD, MO **(816-690-6990)**
Kearny F&RPD, MO **(816-628-4122)**	South Metropolitan FPD, MO **(816-331-3008)**
Leawood, KS **(913-266-0600)**	Southern Platte FPD, MO (AA) **(816-741-2900)**

     c. State Mutual Aid
     The State Fire Marshal **(573-751-2930)**, Department of Public Safety **(573-751-4905)**, operates the state mutual aid system. It divides the state into several regions, and each region has a regional coordinator that receives and processes mutual aid requests under the state system. Resources within the region are typically dispatched first, but if unavailable or inadequate, the state coordinator may authorize mutual aid from other regions.

The City of Kansas City participates in the state mutual aid system. Kansas City is located in Region A, and as of this date, the regional coordinator is the Lee's Summit Fire Department[16]. All state mutual aid requests should be made to, or received from, Lee's Summit Fire Department. The Fire Chief must approve all state mutual aid requests involving KCFD resources.

d. Emergency Management Assistance Compact (EMAC)
EMAC, the Emergency Management Assistance Compact, is a congressionally ratified organization that provides form and structure to interstate mutual aid. All types of personnel and equipment are available through EMAC. EMAC resources may be requested by a state, following a declaration of a state of emergency by the governor. The State of Missouri is a member of EMAC, and all requests of assistance must be submitted through the State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))**. EMAC resources are not necessarily provided free of charge. At the time of a request, the state must negotiate the cost of reimbursement for personnel and resources at the time of the request. For more information on EMAC see www.emacweb.org. Requests by the KCFD for EMAC resources will be made through the EOC following approval by the Fire Chief.

E. Post Disaster Damage Assessment
[See **Annex K – Damage Assessment** – for complete details on damage assessment procedures.]
Based on availability and upon approval of the Fire Chief, KCFD resources may be dispatched to conduct an initial 'windshield' safety survey of damages in the immediate aftermath of an emergency or disaster. When activated, KCFD vehicles will perform a quick visual survey of their service area and report their observations to the EOC.

Hazmat Specific Operations

Hazmat[17] operations are similar to fire/rescue operations in most respects. The following section discusses those aspects of hazmat operations that require further discussion or are unique.

A. Hazmat Incident Command
a. Hazmat operations are under the command of the highest-ranking hazmat officer or Chief (Deputy or Battalion) on scene.

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[16] Regional Coordinators are elected periodically. The KCFD Communications Center maintains contact with the current Regional Coordinator (if different from this plan).

[17] The term "Hazmat" or hazardous material refers to any chemical, biological, radiological, nuclear, or explosive chemical or substance that presents a hazard to life, health, or the environment.

    b. In addition to other positions under the **Incident Command System** (ICS) (https://training.fema.gov/emiweb/is/icsresource/), the hazmat Incident Commander will appoint the following:

       i. Hazard Sector Safety Officer – The HSSO monitors conditions and if safe, determines where to establish incident control zones (see C below), need for protective gear, etc. If unsafe, the HSSO may suspend or terminate operations after consultation with the IC.

       ii. EMS Coordinator – Coordinates all emergency medical services and on-scene decontamination operations.

       iii. KCFD Public Information Officer – Provides hazmat-specific information to the media.

B. Roll of the Hazmat Team

The Hazmat Team consists of specially trained and equipped KCFD units that are responsible for detecting and measuring the existence of hazardous materials; isolating, containing hazardous materials; supervising the cleanup of hazardous materials; decontaminating the public; and working with other technical experts to take appropriate actions to protect life and health, property and the environment.

    a. The ranking Hazmat Team member is responsible for keeping the IC fully advised of technical information, and for serving as the Hazardous Materials Division Officer.

C. Control Zones

Following the guidelines of the Emergency Response Guidebook (https://www.phmsa.dot.gov/hazmat/erg/emergency-response-guidebook-erg), the Incident Commander will establish control zones of sufficient dimensions to eliminate the possibility of injury, prevent the spread of contaminates, and allow for necessary operations.

    a. The IC will consider the following when establishing area boundaries and dimensions:

       i. Physical and topographical features

       ii. Weather conditions

       iii. Field measurements of contaminants and air dispersion calculations

       iv. Characteristics of the hazardous material(s) involved, including any potential for fire and explosion, potential for exposure or contamination of response personnel

       v. Operational requirements, including any need for decontamination

       vi. Proximity of residential or industrial areas

    b. Control zones consist of:

       i. Cold Zone

          1. The Cold Zone is located in a direction and distance that presents no hazard to people or equipment

        ii. The Command Post, medical treatment, liaison, media, and staging are placed in the Cold Zone

  c. Warm Zone

        i. The Warm Zone is located between the Cold Zone and the Hot Zone, and presents a minimal hazard to response personnel

        ii. Access to the Warm Zone is restricted to authorized response personnel wearing appropriate protective gear

        iii. A back-up team consisting of a minimum of two trained and equipped hazmat personnel will be staged in the Warm Zone whenever a team enters the Hot Zone

  d. Hot Zone

        i. The Hot Zone is the high hazard area surrounding the incident site

        ii. Access to the Hot Zone is restricted to authorized Hazmat trained and equipped personnel or other authorized individuals possessing particular knowledge of the hazardous material (such as manufacturer's representative)

D. Decontamination

Decontamination of the general populace is primarily the responsibility of the Hazmat Division[18]. The Hazmat units are provided with the equipment to perform decontamination operations in the field, and this equipment is deployed with them on each call. The decontamination personnel and tools are equipped to handle all persons including those with functional and access needs.

  a. Operations

        i. The decontamination site will be established in an area between the Warm Zone and Cold Zone of the incident (see above).

        ii. The decontamination site is able to handle both wet (use of water) and dry (no water used) decontamination procedures.

        iii. Decontamination is performed utilizing standard protocols within their operating procedures.

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[18] The Health Department **(816-513-6008, 816-717-6721 Duty)** also performs decontamination services; however, their scope is limited to providing decontamination to those persons who come to their center and for radiological incidents solely.

Emergency Medical Operations

KCFD provides emergency medical services, Basic Life Services (BLS) and Advanced Life Services (ALS), as well as the transportation of the sick and injured to local hospital emergency rooms. Refer to **Annex E – Health and Medical Plan** for more details.

Ambulance Deployment

Ambulances will be deployed based on the system demands and medical needs of KCMO.

Shelter and Evacuation Operations

The IC will determine the need for Shelter in Place or Evacuation operations. Such operations will be conducted in accordance with **Annex G – Evacuation and Transportation.**

ATTACHMENT D-1: ACRONYMS

AA	Automatic Aid
ALS	Advance Life Support
ARFF	Air Rescue and Fire Fighting
BLS	Basic Life Support
EM	Emergency Manager
EMAC	Emergency Management Assistance Compact
EOB	Emergency Operations Bureau
EOC	Emergency Operations Center
HSSO	Hazard Sector Safety Officer
IC	Incident Commander
ICS	Incident Command System
KCFD	Kansas City Fire Department
NIMS	National Incident Management System
SEMA	Missouri State Emergency Management Agency
UCT	Unified Command Team
USAR	Urban Search and Rescue

ATTACHMENT D-2: REFERENCES

Charter of the City of Kansas City, MO,
https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Code of Ordinances Kansas City, MO,
https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Emergency Management Assistance Compact, 2020, www.emacweb.org.

ICS Resource Center, FEMA, https://training.fema.gov/emiweb/is/icsresource/.

National Incident Management System, Third Edition, October 2017, FEMA,
https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Regional Hazardous Materials Emergency Preparedness Plan, November 2019,
Mid-America Local Emergency Planning Committee,
https://www.marc.org/safety-security/emergency-services-plans.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

ATTACHMENT D-2: PHONE NUMBERS FOR AGENCIES
IN ANNEX D

Organization	Primary Number
Belton – Fire Department	816-331-7969
Central Jackson County Fire Protection District	816-229-2522
Central Platte County Fire Protection District	816-858-2231
Claycomo - Fire Department	816-452-4612
Fort Osage Fire Protection District	816-650-5811
Gladstone – Fire Department	816-436-2200
Grandview – Fire Department	816-316-4962, 816-316-4960 after hours
Independence – Fire Department	816-325-7123
Johnson County, KS – Fire Department	913-432-1105
Kansas City, KS – Fire Department	913-573-5550
KCFD	816-513-4600, 816-513-0900 Dispatch
KCFD – Fire Marshal's Office	816-513-4610
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8661 JIC
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Kearny Fire & Rescue Protection District	816-628-4122
Leawood, KS – Fire Department	913-266-0600
Lee's Summit – Fire Department	816-969-7360 emergency, 816-969-7407 non-emergency
Lenexa, KS – Fire Department	913-888-6380
Liberty – Fire Department	816-439-4310
Mid-America Regional Council – Local Emergency Preparedness Committee	816-474-4240
Missouri – Department of Public Safety	573-751-4905
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
Missouri – State Fire Marshal	573-751-2930
North Kansas City – Fire Department	816-274-6025
Olathe, KS – Fire Department	913-971-7900

Organization	Primary Number
Overland Park, KS – Fire Department	913-888-6066
Pleasant Valley – Fire Department	913-792-0200
Raytown Fire Protection District	816-737-6034
Riverside – Fire Department	816-372-9024
Sni Valley fire Protection District	816-690-6990
South Metropolitan Fire Protection District	816-331-3008
Southern Platte County Fire Protection District	816-741-2900
U.S. Federal Aviation Administration	866-835-5322

KANSAS CITY, MISSOURI EMERGENCY OERPATIONS PLAN

Annex E: Health and Medical

January 2023

KANSAS CITY, MISSOURI
HEALTH AND MEDICAL

Primary (lead) Departments:	Health Department EMS Medical Director Fire Department (KCFD)
Secondary (support) Departments:	Emergency Management (OEM) Emergency Medical Services (EMS) Medical Director Police Department (KCPD) Other City Departments as Required
Secondary (support) External Agencies:	Regional Hospitals and Medical Service Providers Mid-America Regional Council Regional Health Care Coalition (MARC RHCC) Medical Reserve Corps of Greater Kansas City (MRCKC) Mutual Aid Jackson County Medical Examiner (JCME) Frontier Forensics, LLC United Way 211 U.S. Department of Health and Human Services

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to provide guidance for the provision of medical services following a major emergency or disaster. This Annex is supplementary to the **Kansas City Health Department's (KCHD) Public Health Emergency Response Plan** (OEM **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)** has a copy of this document on its shared drive. Copies of this document must be requested from the authoring agency.) and mainly gives an overview with description of how the KCHD **(816-513-6008, 816-717-6721 Duty)** operates with other City departments. The specific operations of KCHD are detailed within the **Public Health Emergency Response Plan**. KCHD is responsible for the development and upkeep of the **Public Health Emergency Response Plan**. The plan is kept a separate document due to its size and complexity.

II. PLANNING ASSUMPTIONS

A. *A major emergency or disaster in the Kansas City, Missouri area could create public health threats beyond the day-to-day capabilities of the local emergency medical system. Such incidents could include (but not limited to):
   a. Mass Casualty such as from diseases, heat, food borne illness, and similar
   b. Disease outbreaks including zoonotic
   c. Food borne illness outbreaks
   d. Excessive heat incidents

B. Accordingly, local and regional health departments, hospitals, and emergency medical service providers have created various plans to guide the provision of emergency medical resources during major emergencies and disasters. These plans will be activated as needed to support local operations.

C. Additional medical support is available from the federal government upon request during a major disaster.

D. *Quarantine, temporary isolation, advisories, travel restrictions or other public health restrictions may, under certain conditions, be utilized to control infectious disease outbreaks and to save lives. See also **Hazard Specific Response Plan (HSRP) 5 Disease Outbreak**

E. Some disease and health related outbreaks may be man-made in origin either as an accident or as a result of malicious intent (see also **HSRP 6 - Terrorism**).

F. Additional procedures may need to be implemented to assist those with functional and access needs in reaching and/or acquiring medical treatment.

G. *The Kansas City Health Department will be the lead agency for most public health related emergencies.

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III. LEGAL AUTHORITIES

(See also Base Plan)

A. City Charter, Section 409. Health. (Duties, regulation of the public health, enforce laws, nuisance abatement, entry into property, other assigned duties, appointment.)
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)

B. City of Kansas City, Missouri, Code of Ordinances
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances):
   a. Sections 34-2, 34-3, and 34-4 – General powers of the Director and powers to order changes to places of public resort and the right to close streets
   b. Section 34-19 – Maintenance and conditions of schools
   c. Section 34-52 – Supervision of schools and childcare facilities
   d. Section 34-57 – Quarantine and isolation
   e. Section 8-17 – Emergency Condition
   f. Section 34-53 & 56 – Required diseases and events reporting
   g. Section 34-361 through 380 – Pre-hospital Emergency Medical Services System
   h. Section 34- 68 – Disease Investigation

C. For Reference:
   a. National Disaster Medical System (NDMS) Plan
   (https://www.phe.gov/Preparedness/responders/ndms/Pages/default.aspx)
   b. State of Missouri CHEMPACK Operations Plan (January 2016)
      i. A copy of this plan may be found at https://sema.dps.mo.gov/newspubs/publications/, but a password is needed.
      ii. Additional information may be found at https://health.mo.gov/emergencies/sns/index.php.
   c. Kansas City Region Mass Fatality Incident Plan (October 2013) (https://www.marc.org/committees/mid-america-regional-council-emergency-rescue)

    d. Kansas City Regional Coordination Guide 2019
(https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide)

    e. Kansas City Metropolitan Medical Response System (KCMMRS) Plan[1], https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide

    f. MARCER Mass Casualty Incident Plan 2015
(https://www.marc.org/committees/mid-america-regional-council-emergency-rescue)

    g. KCHD Health Operations Plan[2]

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

    A. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
*The Office of Emergency Management (OEM) activates the Emergency Operations Center and coordinates emergency operations in accordance with this Plan. OEM may assist the Kansas City Health Department (KCHD) with obtaining and management of resources and reimbursement paperwork after a disaster declaration. OEM may also assist with isolation/quarantine through resource acquisition (food, water, hygiene, etc.) and implementation of non-congregate isolation/quarantine shelters.

    B. Emergency Medical Services (EMS) Medical Director **(816-513-6263)**
The EMS Medical Director is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system.

    C. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
*The KCFD provides emergency medical services, Basic Life Support (BLS) and Advanced Life Support (ALS), transportation of the sick and injured to local hospital emergency rooms, and fire, rescue and Hazmat functions (See **Annex D – Fire, Rescue, EMS, and Hazmat**). In addition, KCFD may provide support with community health checks, mass vaccination events, and points of dispensing.

    D. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
KCHD is mandated to prevent illness, promote, preserve and protect the health of the residents of Kansas City, MO and its visitors. The KCHD

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[1] A description of this plan can be found at https://www.marc.org/Emergency-Services-9-1-1/Plans.html. A copy can be requested from the MARC **(816-474-4240)**.
[2] A copy of this plan may be requested from the Kansas City, MO, Health Department.

director is appointed by the City Manager. The KCHD consists of the
following divisions:

    a. Administration

    b. Communicable Disease Prevention and Public Health
       Preparedness

    c. Community Engagement, Policy & Accountability

    d. *Environmental Health Services, including:

       i. Inspection of public pools

       ii. Hotel/motel inspections

       iii. Restaurant/food business inspections

       iv. Air Quality

       v. Emergency public health inspections and enforcement

    e. Maternal Child Health Education \ Health Communication\ Aim 4
       Peace

    f. *Health Department Volunteers
       KCHD maintains a cadre of persons, which may supplement KCHD
       personnel in performing various public health duties.

E. Aviation Department **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 emergency)**
The KCMO Aviation Department provides two airports that may be utilized for emergency transport of large numbers of patients. The downtown airport, Wheeler (or MKC) Airport is an official site for the National Disaster Medical System (NDMS). The NDMS is a federally coordinated healthcare system and partnership of the U.S. Department of Health and Human Services **(877-696-6775)**, U.S. Department of Homeland Security **(202-282-8000)**, and U.S. Department Veterans Affairs **(800-698-2411)** to support State, local, Tribal, and Territories by supplementing health and medical systems.

F. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
*The KCPD provides law enforcement services at disaster scenes, hospitals, and medical facilities including security and traffic (both pedestrian and vehicular) control. As personnel are available, KCPD will provide security for the transportation, storage and dispensing of pharmaceuticals in support of mass prophylaxis operations.

KCMO Partners

A. Mid-America Regional Council (MARC) Health Care Coalition (HCC) **(913-608-9425 duty officer)**
The MARC HCC assists in coordinating regional health and medical agencies during emergencies and/or disasters. The Coalition comprises members from metro emergency service committees including:

    a. Hospital Committee

    b. Public Health Committee

      c. MARC Emergency Rescue Committee

      d. Missouri Northern and Southern districts' Health Care committees

      e. Kansas Health Care Coalition group

B. *United Way 211 **(211, 816-472-4289)**
United Way 211 provides point of contact for various non-governmental organizations (NGOs) that can provide assistance with food, water, hygiene supplies, monetary assistance, and other services.

C. Medical Reserve Corps of Greater Kansas City (MRCKC) **(816-200-0672)**
MRCKC contains a cadre of trained medical professionals and untrained volunteers to provide medical assistance as needed. Assistance services include health screenings, vaccination clinics, points of dispensing, contact tracing, testing, and providing education and training.

D. Jackson County Medical Examiner (JCME) **(816-881-6600)**
The JCME's Office conducts autopsies, determines cause of death and issues death certificates, maintains official statistics, and other related duties.

E. Frontier Forensics Midwest, LLC **(913-299-1533)**
Frontier Forensics Midwest, LLC, conducts autopsies, determines cause of death and issues death certificates, maintains official statistics, and other related duties in Clay and Platte Counties.

V. CONCEPT OF OPERATIONS

General Operations

A. Activation
Any of the following agencies may be activated during Level III, II, or I EOC operations (see **Annex A – Direction and Control** for details):

    a. EMS Medical Director

        i. Notification will be made via electronic notification to the EMS Medical Director (or designee) and Assistants to the EMS Medical Director.

    b. KCHD

        i. If activation of the EOC has not been requested by KCHD, notification to activate the EOC will be made simultaneously to the Health Director (via email– note: mark message as "URGENT"), and by telephone call to the KCHD Duty Officer's pager at **816-717-6721.**

    c. KCFD

      i. Notification to activate the EOC will be made via telephone call to the Fire Chief (who may be reached by contacting the KCFD Communications Office). If they are unavailable, the on-duty Deputy Chief may be contacted.

    d. *Jackson County Medical Examiner or Frontier Forensics LLC[3]

      i. Notification will be made by the requesting department (KCFD, KCPD, KCHD or others).

B. EOC Staffing

  a. EMS Medical Director

    i. The EMS Medical Director or his designee will report to the Emergency Operations Center (EOC) as appropriate.

  b. KCHD

    i. KCHD representative(s) at the City's EOC may initially consist of one or more of the following individuals:

      1. The Director of Health
      2. The Deputy Director of Health
      3. A designated Division Manager or Public Health Preparedness Division employee
      4. Additional management staff may be notified to respond to the EOC as needed.

    ii. As activation and staffing needs become apparent, additional members of KCHD's management team will be scheduled in 12-hour shifts.

    iii. *KCHD maintains its own Health Department Operations Center (HOC) **(816-717-6721 Duty)** per CDC guidelines. The HOC may activate as necessary for their own smaller operations. For larger incidents or anytime both the HOC and EOC are activated, the HOC will coordinate through the Health representative at the EOC.

  c. KCFD

    i. The Fire Chief, the on-duty Deputy Chief, or a designee will report to the EOC as appropriate.

  d. Jackson County Medical Examiner (JCME)

    i. The JCME does not typically provide personnel to the KCMO EOC.

Emergency Operations

*The KCHD, the EMS Medical Director, and KCFD have different scopes of authority but work cooperatively within the EOC to coordinate health and medical operations, and to support emergency operations.[4] For public health related incidents (exceptions: hazardous materials, biological terrorism or criminal

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[3] Frontier Forensics Midwest, LLC, is a private corporation that has entered into agreement with Clay and Platte County to provide autopsy services.

[4] See also Hazard Specific Response Plan 5 – Pandemic for more specific information on disease outbreak operations.

activity, or radiological) KCHD will be the lead agency for response. This includes but is not limited to:

A. Emergency Medical Services
KCFD is responsible for the triage, initial treatment and transportation of sick and injured disaster victims.

B. General Operations
The KCHD, the EMS Medical Director, and KCFD will coordinate with the hospitals and other local and regional health care providers to ensure a well ordered and systematic approach to the provision of incident-related emergency medical services.

C. Mass Casualty Incidents
KCFD will implement the Mid-America Regional Council Emergency Rescue committee's (MARCER) **Mass Casualty Incident Plan** (https://www.marc.org/committees/mid-america-regional-council-emergency-rescue) as necessary and appropriate in response to mass casualty incidents.

D. CBRNE Incidents
The EMS Medical Director, and KCFD will implement the **Kansas City Metropolitan Medical Response System (KCMMRS) Plan** (https://www.marc.org/committees/mid-america-regional-council-emergency-rescue)[5] as necessary and appropriate in response to chemical, biological, radiation, nuclear, and explosive (CBRNE) incidents. KCHD will provide support

E. Forward Movement of Patients
*The EMS Medical Director, and KCFD will implement the **KCMMRS Plan** as necessary and appropriate in response to incidents where the number of sick and injured persons exceeds the capacity of local hospitals. Should the number of sick and injured exceed the capacity of regional hospitals, the OEM or other designated official may request assistance from the state and federal governments (Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator call first))** and the Federal Emergency Management Agency (FEMA) **(816-283-7061)**, respectively). This may include a request that the federal government activate the **National Disaster Medical System (NDMS) Plan** (https://www.phe.gov/Preparedness/responders/ndms/Pages/default.aspx) . KCHD will provide support.

F. Mass Patient Receiving

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[5] A description of this plan can be found at https://www.marc.org/Emergency-Services-9-1-1/Plans.html. A copy can be requested from the MARC **(816-474-4240)**.

In the event of a mass casualty incident requiring an influx of patients from outside KCMO (possibly in response to an activation of the **NDMS Plan** (https://www.phe.gov/Preparedness/responders/ndms/Pages/default.aspx) the KCHD, EMS Medical Director, and KCFD will implement the Kansas City **KCMMRS Plan** as necessary and appropriate.

G. Public Health Services
The KCHD is responsible for the coordination of disaster public health services in accordance with the **Public Health Emergency Response Plan** (OEM **has** a copy of this document on its shared drive. Copies of this document must be requested from the authoring agency.), including:
- a. General Operations
    - i. The KCHD is responsible for communicable disease prevention and public health preparedness. KCHD will monitor general public health conditions during emergency operations and will issue public warning and advisories as necessary to preserve and protect public health and prevent illness. At the discretion of the Health Director or his designee, the KCHD may also open a Health Operations Center (located at KCHD). The purpose of the HOC is to facilitate internal KCHD response operations and communications in support of the EOC. The HOC will remain open and staffed continuously until the City's EOC has been deactivated or as directed by the Health Director or designee.
- b. Monitoring the Health System Functioning and Capacity
    - i. The Director of the KCHD, in conjunction with the EMS Medical Director and KCFD will monitor the status of the local health delivery system, including hospital capacity and availability, utilizing the EM System, the electronic Incident Command System (eICS) system, regional hospital communication system, and other methods (e.g. the Hospital Emergency Alert Radio (HEAR) System) to ensure that the medical needs of the public are met. The Director of the KCHD may implement provisions of the Kansas City **KCMMRS Plan**, and in coordination with the Emergency Management Director (EMD) or UMT may request that the state contact the federal government to activate the **NDMS Plan** as necessary to provide effective medical care for the sick and injured.
- c. Epidemiological Services
    - i. *The KCHD Division of Communicable Disease Prevention and Public Health Preparedness along with Environmental Health Services may provide disease surveillance of the impacted populations through testing, reporting, and contact tracing. Communicable Disease Prevention may also

identify conditions that might lead to increased morbidity and/or mortality. Communicable Disease Prevention is also the lead on any disease investigations conducted in response to any disease outbreaks. (See also **HSRP 5 Disease Outbreak** for more information.)

d. Food Inspections
   i. The Environmental Health Services Division's primary area of responsibility is food inspections and may assist area disaster relief agencies by inspecting food service operations and supplies at mass care sites (i.e., food storage, preparation and dispensing sites, and shelter sites). The KCHD Environmental Health Services Division may assist the KCFD, U.S. Environmental Protection Agency (EPA) **(913-551-7003, 800-223-0425)** and others in the monitoring of air quality.

e. *Pharmaceutical Distribution and Intervention Operations
   i. The KCHD utilizes World Health Organization (WHO) **(202-974-3000)** and/or the Centers for Disease Control **(800-232-4636)** & Prevention's guidelines to determine when certain actions (including mass prophylaxis) should be implemented. In a large-scale public health emergency requiring the use of oral medications and/or vaccines to prevent disease transmission, the KCHD may set up dispensing sites for populations at risk. KCHD has plans and procedures in place to provide priority prophylaxis of appropriate first responders and for other personnel who will assist in the dispensing of these medications.

f. Management of Isolation and Quarantine
   i. The Director of the KCHD may implement and manage isolation and quarantine operations in accordance with KCHD plans, procedures and statutory authority.
   ii. *KCHD may utilize non-congregate sheltering (i.e., persons not sheltered in a single, common room) or other non-traditional methods for quarantining of persons without the ability to self-isolate (e.g., houseless persons). OEM may assist with finding locations, providing resources, etc.

g. Other Public Health Services and Assignments
   i. At the discretion of the KCHD Director or his designee, all required KCHD staff will report to the Health Department and all field staff shall remain in the building to receive assignment information from their Program Manager/Division Manager.
   ii. Any Health Department personnel may be required to oversee and/or perform field activities (i.e., dispensing, operations, disease investigation, home health monitoring, etc.).

iii. For non-disease related incidents, specific Health Department personnel may be requested to respond to the scene of the incident. These personnel will report to the Incident Command Post for a briefing of the situation and coordination of work assignments. This request will come from the City's EOC through the HOC if activated. Individuals will be briefed prior to reporting to the Incident Command Post.

iv. Nurses, qualified medical, and trained personnel may provide mass vaccinations if deemed necessary. These same individuals may be called upon to with providing first aid and health monitoring at mass care shelters.

v. Personnel may be called upon to assist with procurement of supplies.

vi. *All other Health Department personnel or volunteers may be called upon to assist in various ways as the need arises (i.e., transportation, answering phones, etc.) plus others as required and directed by the HOC.

vii. *All Health Department personnel or volunteers will continue to perform tasks necessary to expedite recovery and cleanup operations.

viii. *Any Health Department personnel or volunteers may be required to oversee and/or perform field activities (e.g., dispensing medications, disease investigation, home health monitoring, etc.).

H. Mental Health Services
Mental health services will be provided by the Missouri Department of Mental Health and by volunteer counselors provided by KCCOAD agencies and volunteers.

I. Mass Fatality Operations
*The Jackson County Medical Examiner is responsible for mass fatality operations within the KCMO area, with the exception of Clay and Platte County, which are covered by Frontier Forensics, LLC.[6] And will implement the **Kansas City Region Mass Fatality Incident Plan** (https://www.marc.org/committees/mid-america-regional-council-emergency-rescue) as appropriate, contacting the Kansas City Mortuary Response Group (KCMORG) via Lee's Summit Fire Department **(816-969-7360 emergency, 816-969-7407 non-emergency)**.

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[6] Clay County and Platte County are covered by Frontier Forensics Midwest, LLC for forensic/mass fatality operations. Frontier Forensics Midwest, LLC, is a private corporation that has entered into agreement with Clay and Platte County to provide autopsy services.

J. Additional information may be found in the **Kansas City Health Department's (KCHD) Health Operations Plan**. See also **Attachment M-1 – State of Missouri Mass Fatality Resources** at the end of this Annex.

K. Nerve Agent/Organophosphate spill or release
    *In the event of a Chemical Incident, (nerve agent release or an organophosphate spill/exposure) where individuals are affected, Incident Command will determine the type of chemical agent and make the request for CHEMPACK. The KCHD and KCFD can assist in making contact to help in expediting the release of CHEMPAK assets. Counties and jurisdictions will have access to CHEMPACK sites and points of contact through WebEOC, https://webeoc.sema.dps.mo.gov/eoc7/, and will make the request directly to the nearest CHEMPACK site. See the **State of Missouri's CHEMPACK Manual** (https://sema.dps.mo.gov/newspubs/publications/ - password needed) for more information.

ATTACHMENT E-1: MASS FATALITY RESOURCES

STATE OF MISSOURI MASS FATALITY RESOURCES
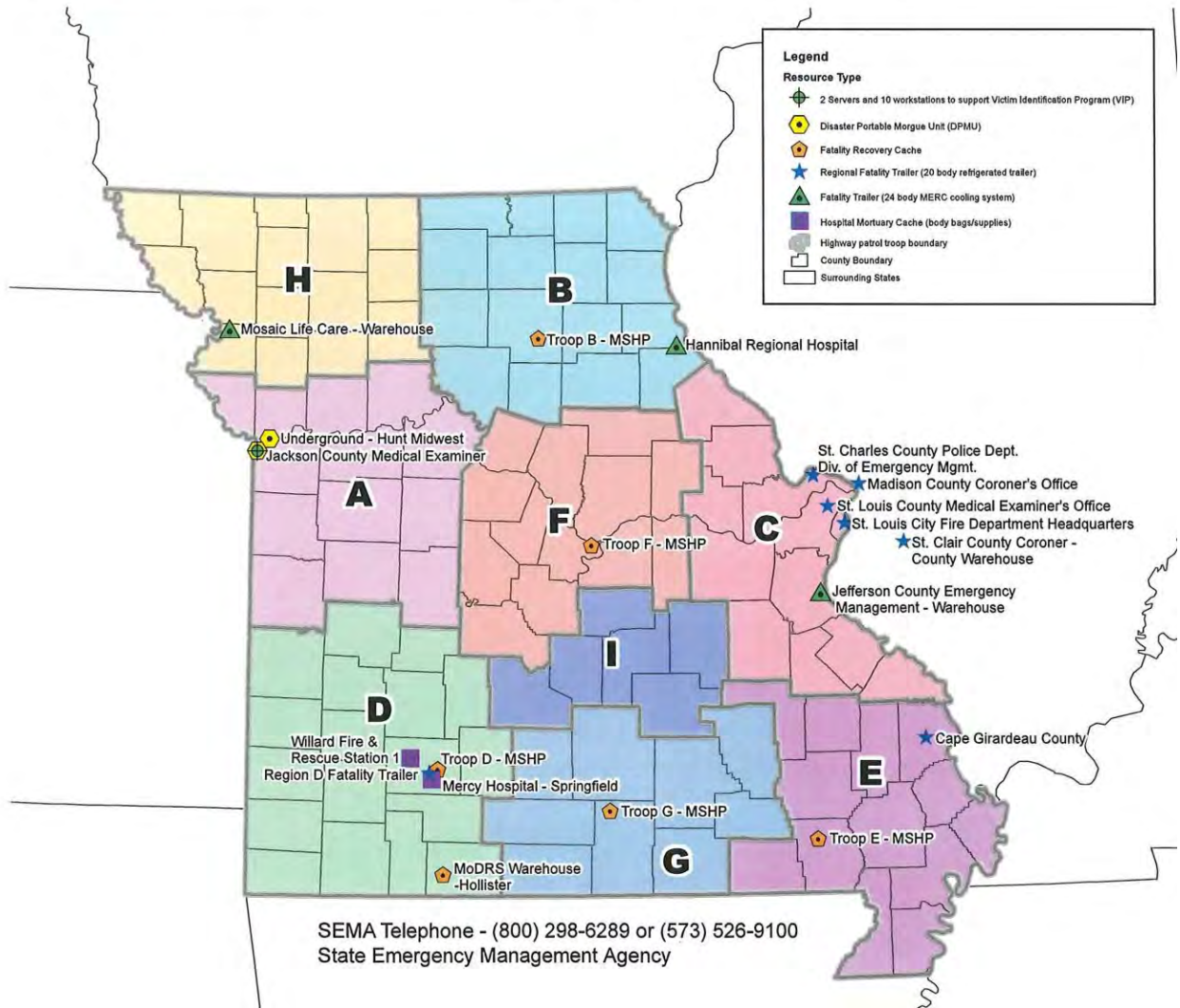
ATTACHMENT E-1: ACRONYMS

ALS	Advance Life Support
BLS	Basic Life Support
CBRNE	Chemical, Biological, Radiation, Nuclear, and Explosive
eICS	Electronic Incident Command System
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
HCC	Health Care Coalition
HEAR	Hospital Emergency Alert Radio System
HOC	Health Department Operations Center
JCME	Jackson County Medical Examiner
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City Missouri
KCMORG	Kansas City Mortuary Response Group
KCPD	Kansas City Police Department
MARC	Mid-America Regional Council
MARCER	Mid-America Council Emergency Rescue Committee
NDMS	National Disaster Medical System
OEM	Office of Emergency Management
WHO	World Health Organization

ATTACHMENT E-2: REFERENCES

Bi-State Kansas City Region Attachment D: MARCER MCI (Mass Casualty Incident) *Plan*, April 2015, Mid-America Regional Council Emergency Rescue Committee, (https://www.marc.org/committees/mid-america-regional-council-emergency-rescue.

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Kansas City Metropolitan Medical Response System Plan, 2006, Mid-America Regional Council, https://www.marc.org/Emergency-Services-9-1-1/Plans.html.

Kansas City Regional Coordination Guide, December 2019, Mid-America Regional Council, https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide.

Kansas City Regional Mass Fatality Incident Plan, October 2013, Mid-America Regional Council, https://www.marc.org/committees/mid-america-regional-council-emergency-rescue.

National Disaster Medical System, December 2020, U.S. Department of Health and Human Services, https://www.phe.gov/Preparedness/responders/ndms/Pages/default.aspx.

Public Health Emergency Response Plan, December 2018, Kansas City, MO, Health Department, (OEM has a copy of this document on its shared drive. Copies of this document must be requested from the authoring agency.)

State of Missouri Chempack Manual, (password protected), January 2016, Missouri State Emergency Management Agency, https://sema.dps.mo.gov/newspubs/publications/.

ATTACHMENT E-2: PHONE NUMBERS FOR AGENCIES IN ANNEX E

Centers for Disease Control	800-232-4636
Frontier Forensics, LLC	913-299-1533
Jackson County - Medical Examiner	816-881-6600
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO – EMS Medical Director	816-513-6263
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Lee's Summit – Fire Department	816-969-7360 emergency, 816-969-7407 non-emergency
Medical Reserve Corps	816-200-0672
Mid-America Regional Council – Regional Health Care Coalition	913-608-9425 duty officer
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. Department of Health and Human Services	877-696-6775
U.S. Department of Homeland Security	202-282-8000
U.S. Department of Veterans Affairs	800-698-2411
U.S. Environmental Protection Agency	913-551-7003, 800-223-0425
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
United Way 211	211, 816-472-4289

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex F: Law Enforcement Operations

January 2023

KANSAS CITY, MISSOURI
LAW ENFORCEMENT OPERATIONS

Primary (lead) Departments:	KCPD
Secondary (support) Departments:	Aviation Department Airport Police General Services Department - City Security Kansas City, MO, Office of Emergency Management (OEM) Fire Department (KCFD) Health Department Other City Departments as Required
Secondary (support) External Agencies:	Mutual Aid Other Law Enforcement Agencies

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to establish broad policies to integrate local law enforcement response operations with those of other City forces when responding to a major emergency or disaster.

II. PLANNING ASSUMPTIONS

A. The KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** is responsible for law enforcement operations within the city.

B. The KCPD designates an incident commander (IC) based on the nature, size, and scope of an incident. Routine incidents are generally handled by the senior KCPD officer in the field; however, larger incidents may be directed by KCPD personnel in the field, in the Emergency Operations Center (EOC) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**, or a combination of both. When KCPD operations are to be directed (in whole or in part) from the EOC, the KCPD will provide command level representatives to the EOC to coordinate all operations related to major emergencies and disasters.

C. When responding to an emergency/disaster, KCPD will employ such tactics as are necessary to implement the following priorities:
   a. Preservation of life.
   b. Apprehension of suspects and preservation of crime scene evidence.
   c. Preservation of property.

D. The KCPD will utilize **National Incident Management System** (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf) and the **Incident Command System** (ICS) (https://training.fema.gov/emiweb/is/icsresource/) when conducting law enforcement operations in response to a major emergency or disaster.

III. LEGAL AUTHORITIES

(See also Base Plan)

A. Revised Statutes of Missouri (RSMo), Chapter 84 (https://revisor.mo.gov/main/Home.aspx)
B. City of Kansas City, Missouri, Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances):

a. Section 70-31 – General duties of Police Department
b. Section 70-71 – Authority of Police and Fire Department officers
c. Section 70-73 – Obedience to Police and Fire Department officers
d. Section 50-192 – Unlawful entry into areas designated as disaster area

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

A. Command Structure
    a. Board of Police Commissioners
    The KCPD is governed Board of Police Commissioners (Board) appointed by the Missouri Governor. The Board is comprised of five (5) members, including the Mayor of Kansas City who serves for a term equal to their mayoral term of office, and one (1) Secretary/Attorney.

B. Chief of Police
    The Chief of Police is appointed by the Board and appoints up to five (5) Deputy Chiefs to administer various bureaus. The Chief's Office Executive Officer (Major) manages the functions of the Chief's Office, as well as the Professional Standards Division (Internal Affairs Unit, Quality Control Unit, Media Unit). The Homeland Security Division (Kanas City Regional Fusion Center and Intelligence) is managed by a Major, who reports directly to the Chief of Police.

C. Bureaus
    a. Administration Bureau
    The Deputy Chief for the Administration Bureau manages most of the department's administrative functions, including the Information Services Division, the Human Resources Division **(816-234-5410)**, and the Kansas City Police Crime Laboratory **(816-349-3200)**.
    b. Executive Services Bureau
    The Deputy Chief for the Executive Services Bureau manages the Fiscal Division, the Construction Division, and the Logistical Support Division.
    c. Investigations Bureau
    The Deputy Chief for the Investigations Bureau manages the Law Enforcement Resource Center (LERC), Violent Crimes Division **(816-234-5200)**, Property Crimes Division, and the Narcotics and Vice Division.
    d. Patrol Bureau

The Deputy Chief of the Patrol Bureau manages eight divisions - six patrol division stations and two patrol support divisions (see **Attachment F-1** for Patrol Division Maps).
  i. Central Patrol Division **(816-234-5510)**
  ii. Metro Patrol Division **(816-581-0700)**
  iii. East Patrol Division **(816-234-5530)**
  iv. North Patrol Division **(816-437-6200)**
  v. Shoal Creek Patrol Division **(816-413-3400)**
  vi. South Patrol Division **(816-234-5550)**
  vii. Traffic Division **(816-482-8180)**
  viii. Special Operations Division **(816-413-3597, 816-329-0786 backup)** (SOD - Tactical Response Teams, Helicopter, Canine, and Bomb and Arson.)

The Patrol Bureau Office **(816-234-5030)** maintains information pertaining to the patrol division stations including lists of resources located at each station. This list is updated monthly.

e. Professional Development and Research Bureau
The Deputy Chief for the Professional Development and Research Bureau manages the department's training and research functions through the Training Division and the Research and Development Division.

Support

A. Aviation Department **(816-243-3000, 816-859-7600 MKC)**
KCPD assists as requested+ the Aviation Department Airport Police **(816-243-4000 ACC, 816-243-5237 non-emergency)** operates the KCI Patrol Division to provide security at the Kansas City International (KCI) Airport.

B. City Security **(816-513-2778)**
The General Services Department (GSD) **(816-513-1313)** operates a City Security Division to provide security at City Hall and other City facilities, and to provide security for City personnel. The City Security department may assist with security at the EOC and other key City facilities.

C. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
The Office of Emergency Management operates the City EOC, conducts emergency planning and performs other duties as indicated in this Plan. The Emergency Manager (EM) may make the EOC available to KCPD to utilize the functional and technological support mechanisms for routine law enforcement activities.

D. Kanas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
The KCFD provides fire suppression, rescue, hazmat fire investigation and other related support for law enforcement operations. KCFD also assists

by providing Emergency Medical Services (EMS) support for all law enforcement operations.

E. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
The KCHD is responsible for preparedness related to bioterrorism, administration of the Strategic National Stockpile (SNS) (see https://health.mo.gov/emergencies/sns/index.php for more information), and other duties related to public health.

V. CONCEPT OF OPERATIONS

The KCPD maintains its **KCPD Critical Incident Management Plan** (OEM has a copy of this document on its shared drive as well as a physical copy.).[1] for response to critical incidents. Because these plans are highly confidential, this section is limited to how the KCPD will integrate with City departments during a major emergency or disaster. No law enforcement tactics, staffing estimates, or contact names are provided in this annex.

A. Emergency Operations Center
  a. EOC Activation
  Upon deciding to activate the EOC (See also **Annex A Direction and Control**) at Level 3 to Level 1, the Office of Emergency Management will notify the following:
    i. The Chief's Office Executive Officer (Major) who will determine the appropriate response. If the Major is not available, the Chief's Office Operations Sergeant or other designee will be notified.
    ii. The KCPD Communications Center
    iii. The Office of Emergency Management will maintain a contact list for notification as a hard copy within the EOC and primarily electronically in a database.
  b. KCPD Personnel Assigned to the EOC
  The KCPD assigns EOC personnel in accordance with their **KCPD Critical Incident Management Plan Annex D** (OEM has a copy of this document on its shared drive as well as a physical copy.).

B. KCPD Field Operations
  a. In accordance with the **KCPD Critical Incident Management Plan** and NIMS guidelines, first arriving KCPD units (officer and supervisor) may:
    i. Conduct an initial assessment to determine the nature and size of the incident, resources needed, and other pertinent information to respond to the incident and notify additional personnel.

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[1] Contact KCPD to request a copy of this plan

        ii. Establish a perimeter and enter/exit points and routes
       iii. As needed, establish incident facilities in accordance with NIMS/ICS
   b. Mobilization
        i. Mobilization of additional forces, as necessary.
   c. Traffic Management
        i. Control on-scene flow of traffic
       ii. Designate safe routes within the isolation area
       iii. Ensure clear movement of emergency personnel

C. Site Security Operations
The KCPD will provide security as necessary and appropriate at the following locations:
   a. Critical Infrastructure (as identified in the Critical Infrastructure Plan)
   b. EOC (with support from City Security personnel)
   c. Evacuation areas
   d. Public shelters
   e. Staging and reception areas

D. Multi-Jurisdictional Law Enforcement Operations and Mutual Aid
   a. The KCPD is the single point of coordination for all law enforcement operations involving regional, state, and federal law enforcement entities. Several local law enforcement agencies are available to assist. These include:
        i. Missouri State Highway Patrol **(573-751-3313)**
       ii. Jackson County Sheriff's Department **(816-541-8017)**
      iii. Cass County Sheriff's Department **(816-380-8320)**
      iv. Clay County Sheriff's Department **(816-407-3750, 816-407-3700 non-emergency)**
       v. Platte County Sheriff's Department **(816-858-2424)**
   b. Mutual Aid
Should additional resources be necessary, KCPD has mutual aid agreements with most Missouri jurisdictions in the region. KCPD maintains a contact list for all of its partners including state and federal agencies.
   c. Joint Operations Center Activity
The process of identifying a liaison with the Federal Joint Operations Center is identified within the **KCPD Critical Incident Management Plan**.

E. Terrorism/Homeland Security Law Enforcement Operations
The KCPD is the single point of coordination for all law enforcement operations concerning terrorism or other U.S. Department of Homeland Security **(202-282-8000)** based law enforcement operations (see **HSRP 6 - Terrorism**).

F. Prisoner Evacuation and Custody
The plan for evacuation and transfer of prisoners is in place within the
Mass Arrest/Civil Disorder Policies (350 & 360) of the **KCPD Detention
Unit Manual** (OEM does not have a copy of this plan)[2] in addition to
Annex Q Arrest, Booking, and Detention of the **KCPD Critical Incident
Management Plan** (OEM has a copy of this document on its shared drive
as well as a physical copy.).

G. Other Specialized Law Enforcement Operations
The KCPD will coordinate other specialized law enforcement operations
as necessary from internal resources or mutual aid, including:
   a. Aerial Search and Surveillance
   b. Explosive Ordinance Disposal (EOD)
   c. Tactical Response Teams (TRT)

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[2] Contact KCPD for a copy of this plan

ATTACHMENT F-1: KCPD PATROL DIVISION MAPS

Map 1 of 7

Note: All KCPD maps are current as of 08/2021 but are subject to change.

Map 2 of 7

North Patrol Division

Map 3 of 7

Shoal Creek Division
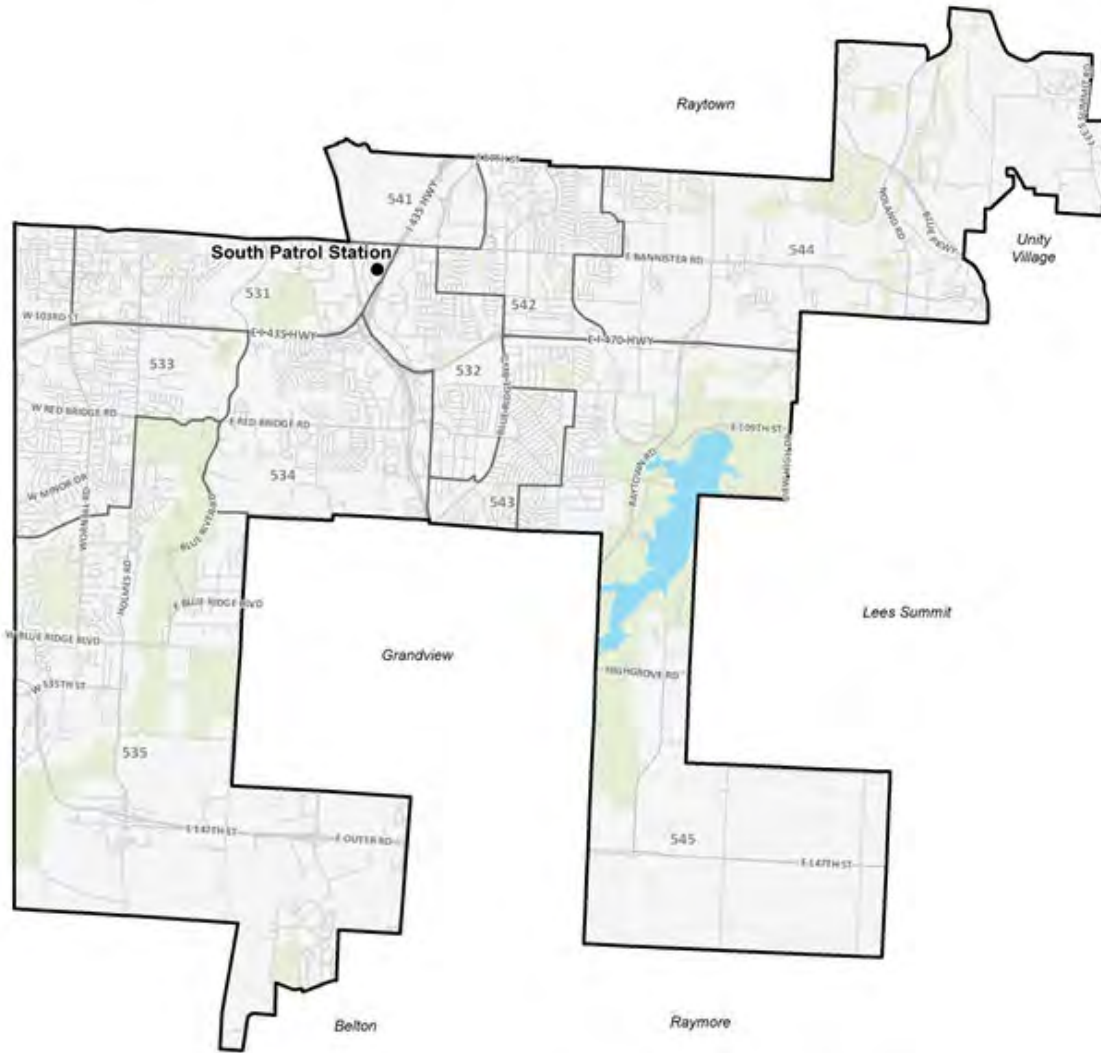
Smithville

644

642

643

Liberty

641

Pleasant Valley

● **Shoal Creek Patrol Station**

Gladstone

Claycomo

River Bend

633

634

635

Birmingham

631

Randolph

632

636

Avondale

North Kansas City

Sugar Creek
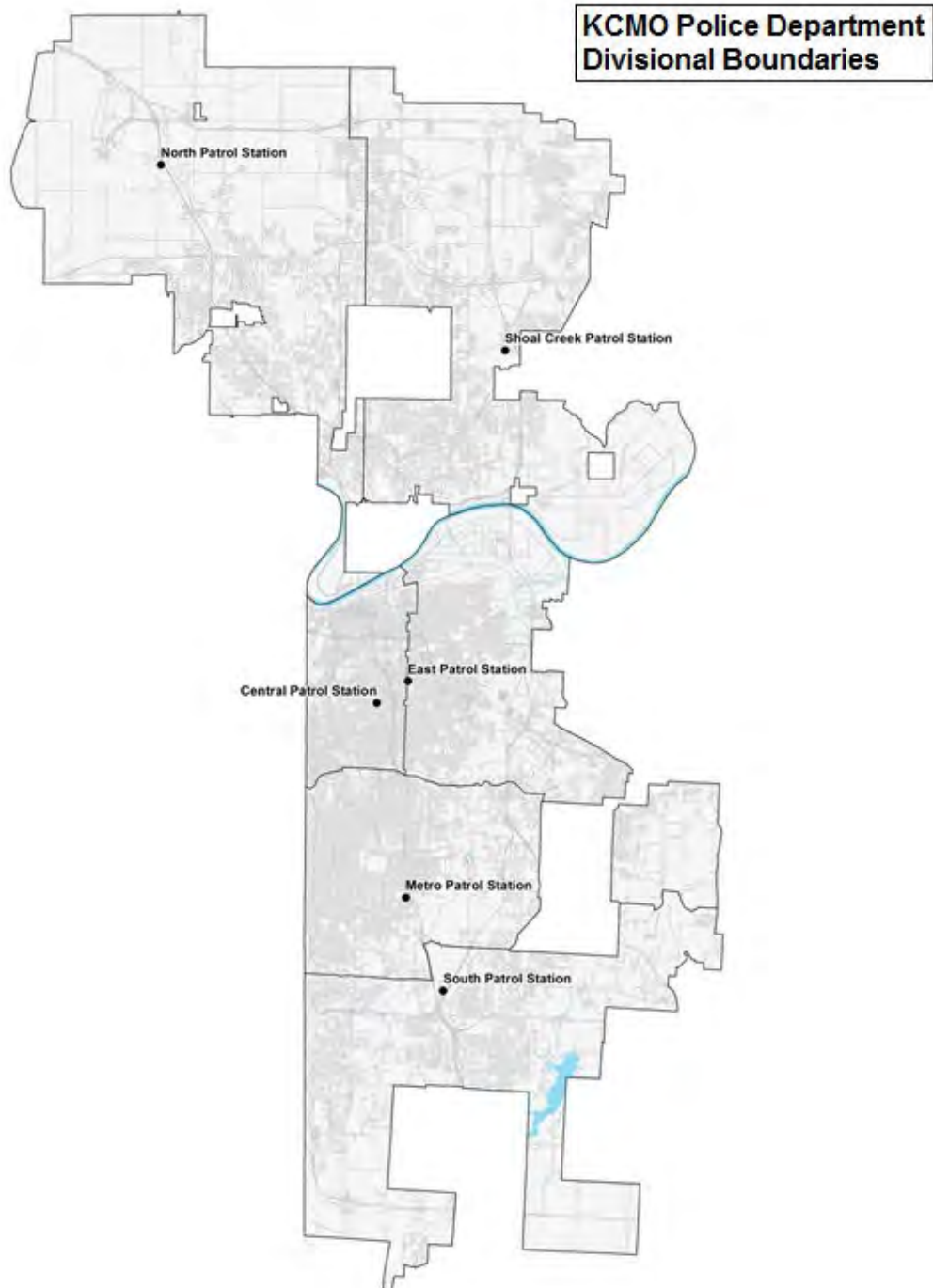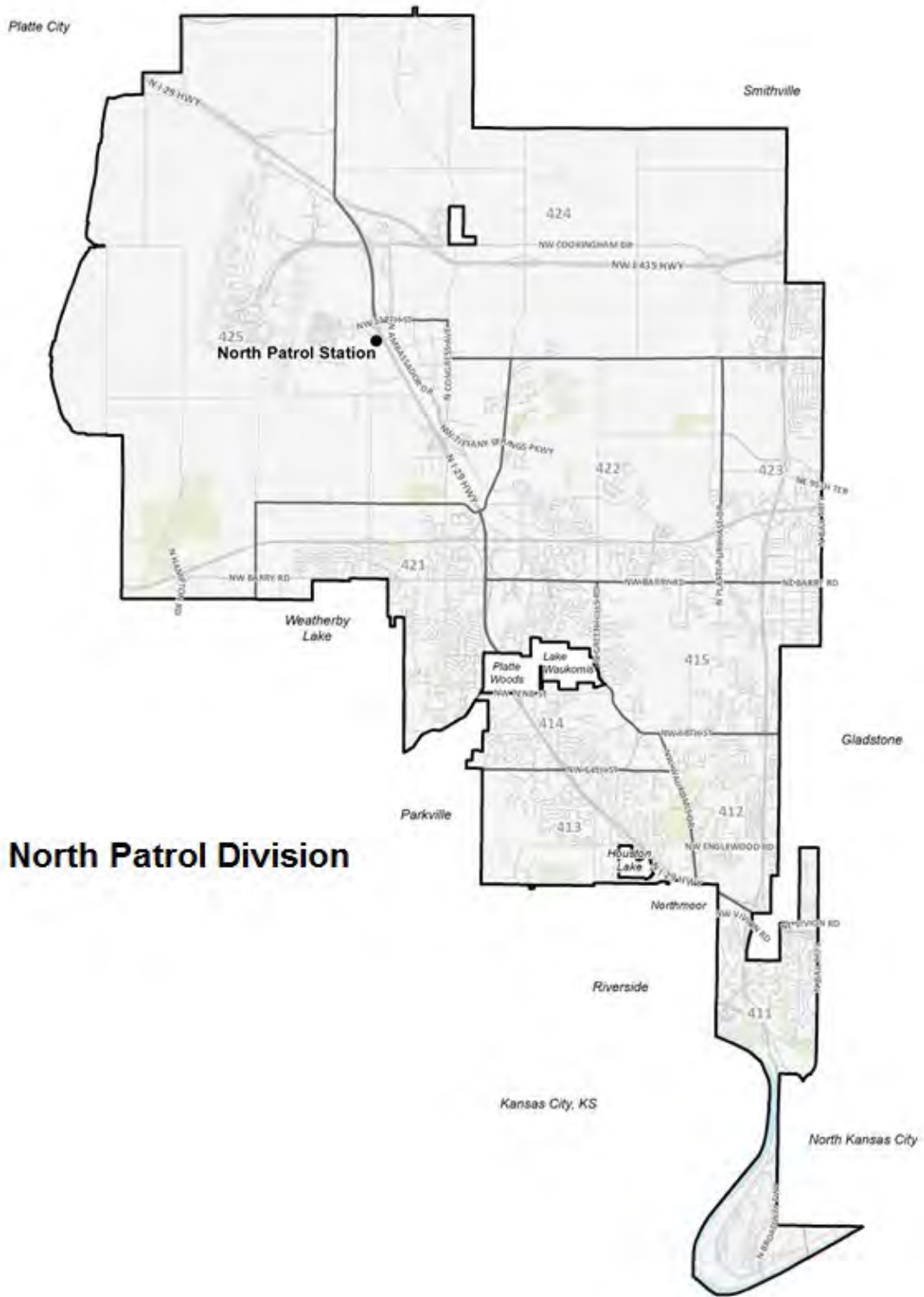
Central Patrol Division
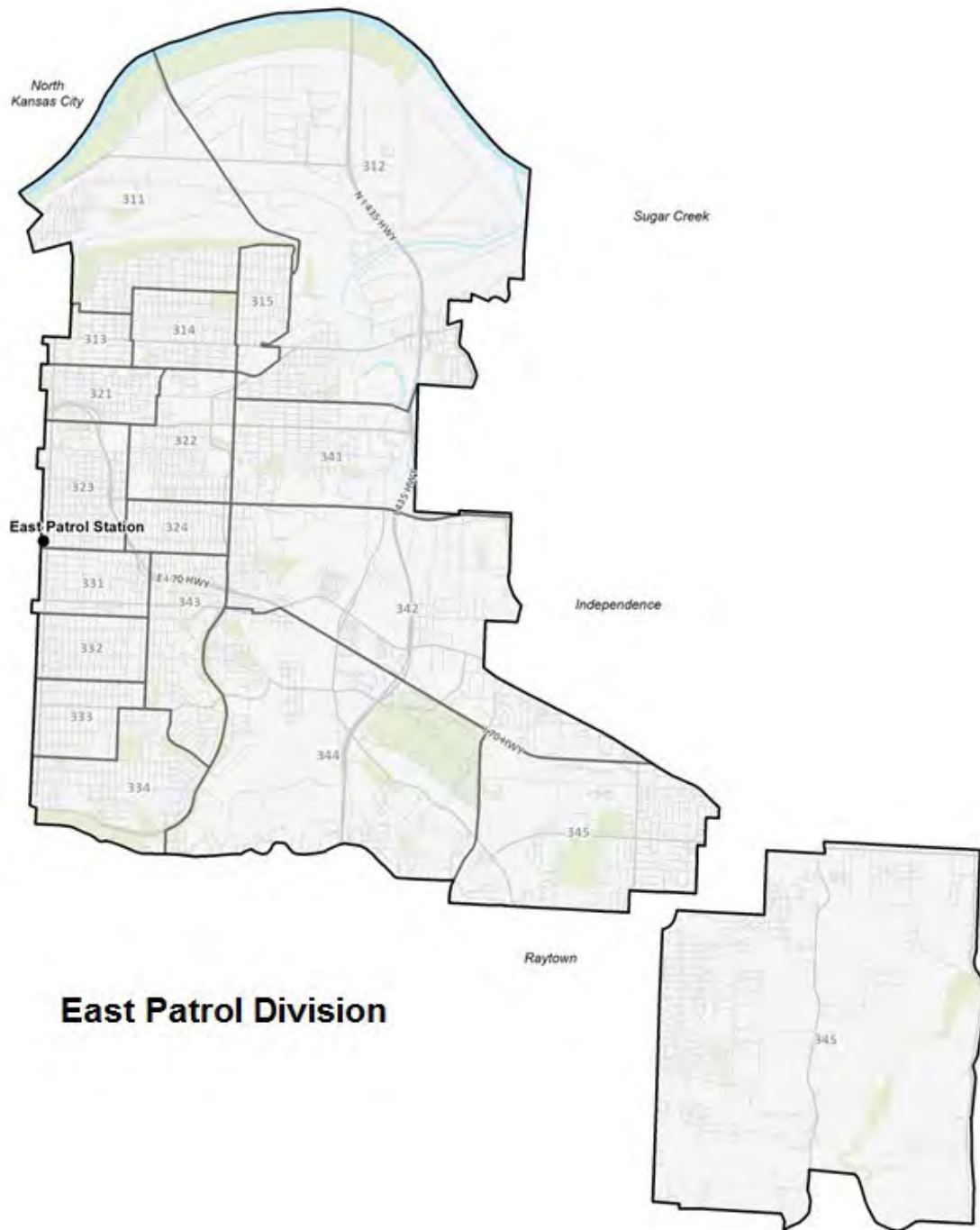
East Patrol Division

Metro Patrol Division
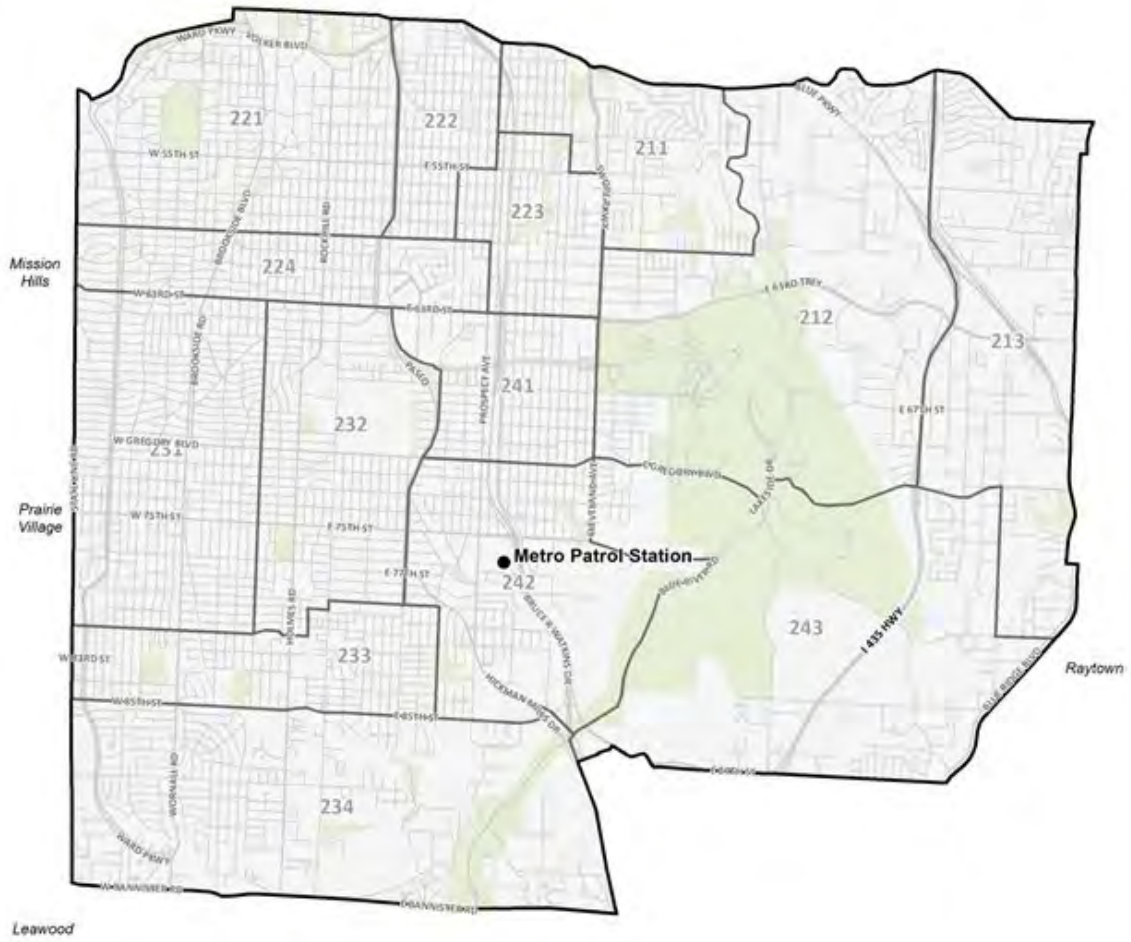
South Patrol Division

ATTACHMENT F-2: ACRONYMS

EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOD	Explosive Ordinance Disposal
GSD	General Services Department
IC	Incident Commander
ICS	Incident Command System
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCI	Kansas City International Airport
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
LERC	Law Enforcement Resource Center
NIMS	National Incident Management System
OEM	Office of Emergency Management
RSMo	Revised Statutes of Missouri
SNS	Strategic National Stockpile
SOD	Special Operations Division
TRT	Tactical Response Teams

ATTACHMENT F-3: REFERENCES

Code of Ordinances Kansas City, MO,
https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Kansas City, Missouri, Police Department Critical Incident Management Plan, 2016,
Kansas City, Missouri, Police Department, (OEM has a copy of this document on its
shared drive as well as a physical copy. Copies of this document must be requested
from KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970
Dispatch)**.)

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Strategic National Stockpile (SNS), Missouri Dept. of Health and Senior Services,
https://health.mo.gov/emergencies/sns/index.php.

ATTACHMENT F-2: PHONE NUMBERS FOR AGENCIES IN ANNEX F

Organization	Primary Number
Cass County - Sheriff	816-380-8320
Clay County - Sheriff	816-407-3750, 816-407-3700 non-emergency
Jackson County - Sheriff	816-541-8017
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO – Aviation Department Airport Police	816-243-4000 emergency (ACC), 816-243-5237 non-emergency
KCMO - General Services Department	816-513-1313
KCMO – General Services Department City Security	816-513-2778
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO – Human Resources	816-513-1929
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
KCPD – Central Patrol Division	816-234-5510
KCPD – Crime Lab	816-349-3200
KCPD – East Patrol Division	816-234-5530
KCPD – Human Resources	816-234-5410
KCPD – Media Unit	816-234-5170
KCPD – Metro Patrol Division	816-581-0700
KCPD – North Patrol Division	816-437-6200
KCPD – Patrol Bureau Office	816-234-5030
KCPD – Shoal Creek Division	816-413-3400
KCPD – South Patrol Division	816-234-5550
KCPD – Special Operations Division	816-413-3597, 816-329-0786 backup
KCPD – Traffic Enforcement Unit	816-482-8180
KCPD – Violent Crimes Division	816-234-5200
Missouri – State Highway Patrol	573-751-3313
Platte County – Sheriff	816-858-2424
U.S. Department of Homeland Security	202-282-8000

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex G: Evacuation and Transportation

January 2023

KANSAS CITY, MISSOURI
EVACUATION AND TRANSPORTATION

Primary (lead) Departments:	Fire Dept. (KCFD)
	Police Dept. (KCPD)
Secondary (support) Departments:	City Communications
	KCMO Office of Emergency Management (OEM)
	Health Department (KCHD)
	Parks and Recreation
	Public Works (PWD)
	Water Services (WSD)
	Other City Departments as Required
Secondary (support) External Agencies:	Missouri Department of Transportation (MoDOT)
	Missouri State Highway Patrol (MSHP)
	KC Area Transit Authority (KCATA)
	KC Streetcar
	American Red Cross
	Other Private Organizations
	Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

This Annex is supplemental to the Kansas City Local Emergency Operations Plan (LEOP) Base Plan. The purpose of this Annex is to assure that the City can preserve life, health, and safety through the implementation of quick and efficient evacuation operations. This Annex establishes broad policies to guide local emergency personnel when making the decision to conduct an evacuation, and general procedures to guide the evacuation operations.

II. LEGAL AUTHORITIES AND REFERENCES

(see also Base Plan)
- A. City of Kansas City, Missouri, Code of Ordinances, Chapter 2, Article I, Section 2-6 Municipal disaster assistance zones; issuance of proclamation of emergency, powers of the mayor under a proclamation of emergency. (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
- B. Bi-State Kansas City Region Regional Evacuation Plan (KC Regional Evacuation Plan)(https://www.marc.org/safety-security/emergency-services-plans[1], Mid-America Regional Council (MARC)
- C. Missouri State Emergency Management Agency: State Emergency Operations Plan (SEOP). OEM **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)** has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the authoring agency.).[2]

III. PLANNING ASSUMPTIONS

This plan is based on the following assumptions:

- A. Kansas City, Missouri (KCMO) has identified several hazards that could necessitate evacuation of portions of the city. Nearly all of the incidents will happen with limited or no warning. This annex is written to address primarily a no-notice evacuation but can be adapted to an incident with prior notice (e.g. slow rising flood).

- B. It is highly improbable that an incident in the KCMO area would necessitate the evacuation of most or all of the city.

- C. Evacuations may occur due to a number of different scenarios. Reasons for evacuation include (but are not limited to):
  - a. Flood (flash, slow rising, dam failure)
  - b. Hazardous Material Release (fixed site; chemical plant, pipeline, etc.)
  - c. Known terrorist threat

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[1] This plan is described at https://www.marc.org/Emergency-Services-9-1-1/Plans.html. For a copy of the plan, contact the Mid-America Regional Council (MARC).
[2] This plan must be requested from SEMA.

       d. Dirty bomb
       e. Hazardous Material Spill (chemical or radiological)
       f. Post catastrophic tornado/high windstorm (major damage, area inhabitable)
       g. Uncontrolled large-scale fires
       h. Wildland fire

D. Kansas City has no *mandatory* evacuation law for the citizens[3]. Therefore, the City may issue an evacuation, but citizens' compliance is voluntary.

E. Most citizens will evacuate using their own vehicles. People without private transportation will rely on a variety of alternatives including: riding with friends, neighbors, or family; riding a Kansas City Area Transit Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)** bus; and as a last resort, walking.

F. *It is recognized that there is a portion of the KCMO population that will require additional assistance and transportation (functional and access needs persons) for a variety of reasons, including unaccompanied minors. KCMO, partnering with the private sector, will endeavor to provide transportation for those with functional and access needs that cannot provide their own transportation.

G. The Pets Evacuation and Transportation Standards (PETS) Act of 2006 (https://www.congress.gov/bill/109th-congress/house-bill/3858) mandates consideration of household pets in evacuation and sheltering plans. See **Annex I – Emergency Pet Services Plan** for more information on evacuating household pets. Service animals should, to the best the situation allows, be kept with their owners during both transport and sheltering.

H. Passenger rail and river watercraft have very small capacities in Kansas City and are generally set up to handle cargo traffic. For that reason, neither rail nor river watercraft are considered for the purposes of evacuation.

I. The Charles B. Wheeler and Kansas City International Airports **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 emergency)** may be used to support medical evacuation (Medevac) operations, but these facilities will mainly serve as reception areas for evacuees from other areas (hurricane evacuees from other states or New Madrid Earthquake evacuees from Eastern Missouri). (**See Annex H – Mass Care and Sheltering** for additional information.)

J. Primary evacuation routes may be congested, and the flow of traffic will be slow. Damaged infrastructure, traffic impediments (e.g. accidents), and situations of increased traffic volume (i.e. "rush" hour, mass assembly events, etc.) will result in less than optimal conditions for traffic movement. This will increase the time required to conduct an evacuation.

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[3] The Mayor has the authority granted by the code of ordinances under a state of emergency to order "evacuations, curfews, closing of any and all business establishments…" Failure to comply could result in a $500 fine or imprisonment of up to six months (per Article I, Section 2-6 b 3&7)).

K. Schools, medical institutions, and congregate care facilities will undertake evacuations utilizing their own (i.e. non-City) resources. The City encourages such facilities to have basic plans in place for the care and evacuation of their occupants. While KCMO will endeavor to assist these facilities with its limited resources, they must not rely *exclusively* on KCMO. KCMO, however, should be prepared for these facilities to request assistance if needed.

L. All evacuations will be conducted in accordance with this plan and will be managed in a manner that conforms to the **National Incident Management System** (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf).

M. Evacuations to Kansas City, MO, from other areas due to hurricanes, New Madrid Seismic Zone, or refugees will be more prevalent. The information within this annex and **Annex H – Mass Care and Sheltering** can be used for these instances as well.

IV. EVACUATION LEVELS

This plan addresses the following evacuation levels:

A. Shelter in Place – An Evacuation Alternative
The term "shelter in place" means the act of sealing off a room or building in order to isolate the occupants from an external threat and staying inside until the threat has abated. Shelter-in-place operations are the standard initial response to a tornado warning or in response to an airborne chemical or hazardous material spill. It is usually for a short period of time and may not necessarily require the implementation of this Annex. See also **Hazard Specific Response Plan 3 – Severe Thunderstorm/Tornado**.

B. Minor/Routine Evacuation Operations
The term "minor/routine" evacuation means an evacuation involving less than 1,000 persons for less than eight (8) hours. Such evacuations are usually ordered by police or fire personnel in response to a fire, hazardous materials incident, a flash flood, or police operation. A minor/routine evacuation affects a limited geographic area and a small to moderate number of people. The operations are concluded quickly, so sheltering becomes an issue only during periods of severe or inclement weather. Such operations do not require the activation of this Annex.

C. Major Evacuation Operations
The term "major evacuation" means an evacuation of more than 1,000 persons for more than eight (8) hours. Major evacuation operations are ordered in response to a major disaster (or threat of disaster). The cause of the evacuation may evolve rapidly, as with a major hazardous material spill, or develop more slowly, as with a flood. It is presumed that any major evacuation will include significant emergency sheltering operations and may include a Declaration of a State of Emergency. This Annex will be activated for major evacuation operations.

D. Catastrophic Evacuation Operations
The term "catastrophic" means an evacuation of most or the entire city to points of safety outside the metropolitan area. In analyzing the hazard matrix (See Base Plan), it is unlikely that any scenario would require catastrophic evacuation procedures. To incorporate an all hazards approach and plan for all contingencies, this plan includes a framework for a catastrophic evacuation in the unlikely event it may occur. Refer also to the Mid-America Regional Council's **Bi-State Kansas City Regional Evacuation Plan** (https://www.marc.org/safety-security/emergency-services-plans) for additional information regarding a regional evacuation.

In addition, KCMO has been designated as a reception site for a New Madrid Seismic Zone incident or a gulf coast hurricane, but it could become a reception site for other national disasters (see also the **Missouri State Emergency Operations Plan**, which a copy may be requested from SEMA **(573-526-9100 24-**

hr, 573-645-6646 Region A Coordinator (call first))). Portions of catastrophic evacuations can be incorporated into response efforts in these situations.

E. Regional Evacuation Operations
   KCMO participates and assists surrounding jurisdictions within the region serving as a supporting or host jurisdiction as defined in the Mid-America Regional Council (MARC) **(816-474-4240)** Metropolitan Emergency Management Committee (MEMC) **Bi-State Kansas City Regional Evacuation Plan**.

V. EVACUATION RESPONSIBILITES BY DEPARTMENT OR AGENCY

Departments within the City of Kansas City and external agencies will fulfill the following responsibilities regarding evacuation operations:

A. City Communications **(816-513-1349)**
The City Communications office will provide a representative in the Emergency Operations Center (EOC) when required (see below) to provide emergency public information concerning evacuation operations.

B. City Manager **(816-513-1408)**
During an emergency, the City Manager (or his designee) retains authority and responsibilities normally associated with his position; may serve as the chair of the Unified Command Team; and participates in the planning and monitoring of the evacuation.

C. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
The Emergency Manager (EM) or designee activates the EOC and coordinates EOC operations; implements the Local Emergency Operations Plan (LEOP); coordinates emergency public information with City Communications or the designated Public Information Officer (PIO); and may serve as the chairman of the Unified Management Team (UMT).   The EM participates in the planning and monitoring of the evacuation along with KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**, KCFD, and other city departments (Section 2-85 of the KCMO Code of Ordinances).

D. Emergency Medical Services (EMS) Medical Director **(816-513-6263)**
The EMS Medical Director is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system. The EMS Medical Director coordinates pre-hospital emergency medical services for evacuees in conjunction with the KCHD and KCFD.

E. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
The KCFD provides representatives to the EOC to coordinate fire/rescue services, emergency medical services, and public warning in the field during evacuation operations. KCFD personnel may serve as the Incident Commander. A KCFD representative serves as a member of the UMT. KCFD provides emergency medical services, transports sick and injured persons to hospitals, and will provide emergency medical services for evacuees and other related duties.
KCFD assists with public warning and evacuation operations, implements regional mass casualty plans, and activates EMS mutual aid.

F. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**

The KCHD provides representatives to the EOC to coordinate health and medical services in the field during evacuation operations. HD personnel may serve as the Incident Commander. A KCHD representative serves as a member of the UMT.

G. Information Technology Department (ITD)
The ITD will provide a representative to the EOC to assist with GIS mapping and providing voice and data systems to support EOC operations.

H. Mayor **(816-513-3500)**
The Mayor (or his designee) is the principal political and legal authority of the City; authorized to approve a Declaration of a State of Emergency (See **Annex A – Direction and Control**). Under Sections 2-6 and 50-155(2) of the KCMO Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances),   the Mayor may order an evacuation under the Declaration of a State of Emergency.

I. Parks and Recreation **(816-513-7500)**
The Parks and Recreation Department will provide a representative to the EOC to serve as part of the "infrastructure team". Parks and Recreation provides barricades to assist with the movement of traffic. Parks and Recreation is also responsible for managing the city's community centers, which may be used as shelters by the American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty)**.

J. Public Works Department (PWD) **(816-513-9970)**
The PWD will provide a representative to the EOC to serve as part of the "infrastructure team". PWD provides barricades to assist with the movement of traffic and, as field staff is available may provide vehicles/drivers to assist with stranded motorists.

K. Water Services (WSD) **(816-513-1313)**
The WSD will provide a representative to the EOC to serve as part of the "infrastructure team". WSD also provides
situtational awareness for local storm events including predictive analyses, identifies and provides local flooding forecasting services. In conjunction with Public Works and Parks and Recreation, the Department locates barricades for traffic control; and may provide vehicles/drivers to assist stranded motorists.

L. Other City Departments
Any other City department may be directed to provide personnel or other resources to assist with evacuation and shelter operations at the direction of the City Manager and/or EOC.

M. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**

The KCPD provides representatives to the EOC to coordinate law enforcement services and public warning in the field during evacuation operations. The KCPD may serve as the Incident Commander. A KCPD representative serves as a member of the UMT. The primary role in evacuations for the KCPD is controlling traffic flow (via the Traffic Division) and providing security for the affected area (via the tactical response teams under the Special Operations Division – SOD). KCPD will conduct operations in accordance with their Critical Incident Management Plan.

N. KC Scout **(816-347-2250 or 816-607-2000)**
KC Scout is Kansas City's bi-state traffic management system. The Kansas **(785-296-3881)** and Missouri Departments of Transportation (KDOT and MoDOT) designed KC Scout to lessen traffic issues and improve emergency response to traffic situations. KC Scout can provide assistance to MoDOT and KCPD with traffic control particularly on the freeways.

O. Missouri Department of Transportation (MoDOT) **(888-275-6636, 866-831-6277 motor carrier service)**
MoDOT assists with the movement of traffic and the provision of emergency public information through the KC SCOUT system.

P. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
The ARC may provide a representative in the EOC and is responsible for the establishment and operation of shelters in support of evacuation operations. See **Annex H - Mass Care and Sheltering** for more details.

Q. Kansas City Area Transit Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)**
The KCATA may provide a representative in the EOC (or remain in contact via phone or other communication means) and is responsible for providing bus services (at the request of the EOC) if resources are available to transport people to designated Evacuation Assembly Points and/or Red Cross shelters. Each of the KCATA buses has some capacity to transport functional and access needs individuals.

R. School Transportation Companies (busses)
The school transportation companies may, at the request of the EOC, provide school buses and drivers to assist with the transportation of evacuees.

VI. CONCEPT OF OPERATIONS

Procedures are organized into four levels of operations.

Shelter in Place (An Evacuation Alternative)

The term "shelter in place" means the act of sheltering at one's location, protecting oneself as best as possible, and staying inside until the threat has passed.

A. There are two types of sheltering: sheltering low and sheltering high.
   a. Sheltering low means to shelter in a small interior room on the lowest floor of the building possible. Sheltering low is most used in response to a tornado or other high wind situation.
   b. Sheltering high means to get to the highest floor on a building also in an interior room and seal off from the outside as efficiently as possible (covering windows with plastic, turning off heating, ventilation, and air conditioning (HVAC) units, etc.). Typically, this action is taken in response to a chemical or hazardous material spill.
   c. To avoid confusion, this document will reference and describe the procedures for sheltering in place for non-tornado/high winds incidents. Please refer to **Hazard Specific Response Plan 3 – Thunderstorms/Tornados** for the sheltering in place procedures during these types of incidents. For information regarding hazardous material or radiological contamination, refer to **Annex D – Fire, Rescue, EMS, & Hazmat**.

B. Decision Making and Command
   a. In cases of hazardous material release or spill, or radiological contamination, the decision to conduct shelter in place operations and operational command are the responsibility of the field Incident Commander (IC). Activation of the EOC is at the discretion of those authorized to activate (see Annex A – Direction and Control) but is generally not done if the operation is small or of short duration. The IC should, however, notify OEM staff to be ready to activate the EOC should the incident grow in scale or duration.
   b. Shelter in place operations should be considered when the following conditions exist:
      i. The outside environment is (or is likely to be) significantly more toxic than the environment inside a building.
      ii. The threat is temporary, such that the environment inside a sealed building is sufficient to sustain life until the outside threat has passed.

C. Scope (Size and Duration)
   a. For shelter in place response due to non-tornado incidents, the field IC will determine the scope of the shelter in place area based on the nature of the threat.

D. Public Warning and Information
   a. The most expedient means to warn the public should be used taking into consideration the whole community and ensuring that multiple methods are used. This will also ensure that those with functional and access needs may have access to the warning (see **Annex C - Public Information and Warning**). The lead agency in the incident should work with City Communication to ensure all public information methods possible are being used and that a consistent message is released.
   b. Shelter in Place
   For shelter in place operations, it is recommended that the following information be included in any public warning statements utilizing multiple methods to disseminate the information:
      i. The reason for the shelter in place order.
      ii. The geographic area(s) affected.
      iii. The degree of urgency required (i.e. immediate!).
      iv. Stay inside until they receive the "all clear" message.
      v. Specific protective measures:
         1. <u>Immediately</u> move people and pets indoors.
         2. Close and lock all exterior doors and windows.
         3. Turn off heat or air conditioning systems, and close chimney flumes.
         4. Gather their disaster supply kit (if available), radio, telephone, etc.
         5. Move to a small interior most room on the lowest possible level.
         6. Monitor emergency broadcasts for additional instructions.

E. Traffic Movement and Control
   a. KCPD Traffic and Special Operations Division (SOD) will utilize procedures outlined in their standard operating procedures to prevent pedestrians and vehicles from entering the designated danger area in accordance with the established **KCPD Critical Incident Management Plan** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from KCPD.).

F. Security
   a. At the request of the lead agency, IC, or UMT, the KCPD will provide perimeter security as outlined in their Critical Incident Management Plan. Per policy regarding officer safety, KCPD officers will not enter any area that requires personal protective equipment (PPE). The KCPD will coordinate and regulate pedestrian and vehicular traffic entering the area.

G. Incident Termination
   a. The lead agency, field IC, or UMT will determine when shelter in place operations may be terminated based on the advice of KCFD Hazmat Division personnel or other technical experts. The IC or UMT will coordinate

with the designated Public Information Officer (PIO) and/or the City Communications Officer to ensure that those individuals, including those with functional and access needs, are notified of the termination of shelter in place operations (see **Annex C – Public Information and Warning** for details).

Minor/Routine Evacuation Operations [Less than 1,000 people]

Minor evacuations typically involve the American Red Cross contacting the Duty Officer **(816-301-6260)** to request assistance due to an apartment or other small-scale evacuation (less than 100). In cases with more people, additional resources and EOC activation may be needed (Level 4 or Level 3).

A. Decision Making and Command
   a. The decision to conduct minor/routine evacuations and operational command are the responsibility of the field IC (typically the senior KCFD or KCPD officer).
   b. Minor/routine evacuations are common, and generally conducted in support of fire or police operations, such as structure fires, minor hazardous materials incidents, and minor threats from explosion, minor flooding, or police tactical operations.
   c. The EOC may not be activated when less than 100 persons are evacuated, but the Duty Officer should be contacted to assist with coordination (American Red Cross, Parks and Recreation, etc.).

B. Scope (Size and Duration)
   a. The field IC will determine the scope of minor/routine evacuation operations based on the nature of the threat but of sufficient size and duration to prevent public injury.

C. Public Warning and Information
   a. The most expedient means to warn the public should be used taking into consideration the whole community and ensuring that multiple methods are used. (see **Annex C - Public Information and Warning**). The lead agency in the incident should work with City Communications to ensure all public information methods possible are being used and that a consistent message is released.
   b. For door-to-door notification, KCFD will maintain a log at incident command documenting all persons within the affected area that have been contacted including information as to when the persons were contacted and by whom.
   c. Core Information - For minor/routine evacuation operations, it is recommended that, at a minimum, the following information be included in any public warning statements:

      i. The reason for the evacuation.
      ii. The geographic area(s) to be evacuated.

   iii.   When they must leave. Specifically, the level of urgency required,
          and whether they have time to take action to protect their property
          before leaving.
   iv.   Routes to be used for the evacuation, and the general direction of
          travel recommended (if known).
    v.   Where to obtain transportation (if applicable).
   vi.   Where to go for shelter (if applicable).
   vii.   Specific protective measures:
          1. Turn off all appliances.
          2. Close and lock all exterior doors and windows before leaving.
          3. Bring your personal identification and your disaster supply kit
              (if available), radio, cell phone, etc.
          4. Leave as quickly as possible to a point of safety (to be
              specifically identified).
          5. Monitor emergency broadcasts for additional instructions.
          6. Other information as appropriate.

D. Public Transportation
    a. The field IC will determine whether public transportation is required and the
        number of persons (including functional and access needs individuals) and
        pets in need of transport.
    b. Under such circumstances the field IC may request these resources directly
        from the KCATA in accordance with normal field procedures. If those
        resources are insufficient, the field IC should utilize the procedures outlined
        under Major Evacuation Operations below.

E. Evacuation Assembly Sites (EAS)
    a. EAS are not normally utilized for minor/routine evacuations but can be if the
        situation is warranted. See the procedures outlined under C. Major
        Evacuation below.

F. Traffic Movement and Control
    a. KCPD Traffic and SOD will utilize procedures outlined in their standard
        operating procedures to prevent pedestrians and vehicles from entering the
        designated danger area in accordance with the established KCPD Critical
        Incident Management Plan.
    b. KC Scout may be utilized to assist with traffic flow on the interstate system.
        See section **Major Evacuation Operations** below.

G. Security and Re-entry
    a. At the request of the lead agency, IC, or UMT, KCPD will provide perimeter
        security as outlined in their Critical Incident Management Plan. Per policy
        regarding officer safety, KCPD officers will not enter any area that requires
        personal protective equipment (PPE). The KCPD will coordinate and
        regulate pedestrian and vehicular traffic to re-enter the area once the
        incident is terminated and the authorization for re-entry has been given.

H. Reunification
 a. KCMO OEM, working with its partner and stakeholder organizations, will track affected persons so as to reunify them with family, friends, or legal guardians.

I. Incident Termination
 a. The field IC will determine when minor evacuation operations may be terminated based on operational circumstances.

Major Evacuation Operations [Greater than 1,000 people for at least 8 hours]

Major Evacuations are typically requested by the IC/UC upon realization of the number of persons needing evacuation due to the scope of the incident.

A. Decision Making and Command
 a. The decision to conduct a major evacuation may be made by the field IC (under exigent conditions), or the Emergency Management Director/Unified Management Team (EM/UMT) when threatening conditions develop more slowly (such as an impending flood).
  i. The EM or designee will activate the Emergency Operations Center (EOC) as soon as practical (Level 3 or 2), including representatives from KCFD, KCPD, City Communications, KCATA, and the American Red Cross as well as any other agencies necessary.
  ii. The EM or designee will activate the UMT as soon as practical. (See **Annex A – Direction and Control**)
  iii. If needed the EM/UMT may coordinate with the Logistics Section to acquire resources for the evacuation transportation operations.
  iv. The EM/UMT will determine if additional transportation is needed and make contact with the KCATA to request those additional resources.
  v. The EM/UMT will determine if the need exists to activate school busses and other means of transportation and make arrangements to obtain those resources.
  vi. The EM/UMT will remain apprised of mutual aid requests made by City departments.
  vii. The EM/UMT will determine the need to activate regional plans and resources to assist with evacuation procedures.
  viii. The EM/UMT will recommend to the City Manager whether a State of Emergency should be declared by the Mayor or the Mayor's designee. Refer to **Annex A – Direction and Control** for declaration procedures.
  ix. The Missouri State Emergency Management Agency (SEMA) Region A Coordinator **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))**, State Emergency Operations Center, and (as needed) other local emergency management agencies will

be notified of the major evacuation (and declaration) as soon as practical.

B. Scope (Size and Duration)
   a. The scope of a major evacuation may initially be determined by the field IC. Once the EOC is activated, however, the EM/UMT may also choose to expand or reduce the evacuation area based on reports from the field IC and other technical experts.

C. For door-to-door notifications, KCFD will maintain a log at incident command documenting all persons within the affected area that have been contacted including information as to when the persons were contacted and by whom.

D. Public Warning and Information
   a. The lead agency in the incident should work with City Communication to ensure all public information methods possible are being used and that a consistent message is released. At the direction of the UMT, the City Communications Director, EM or other authorized City official will announce the evacuation order and will disseminate instructions as described under **Minor/Routine Evacuation Operations [Less than 1,000 people]**.

E. Transportation
   a. The City will endeavor to provide transportation to people who lack their own means to evacuate, whenever a major or catastrophic evacuation is ordered. Such services, however, are highly dependent on the availability of resources.
   b. This section describes the resources available for the transportation of the general public and physically challenged, and how to access those resources. See Attachment B for contact information for the various organizations.
   c. Kansas City Area Transit Authority (KCATA)
      i. The KCATA is a quasi-governmental agency that provides public transportation services (i.e. buses) in the Greater Kansas City area. It operates a large number of buses and has an extensive route structure. KCATA has agreed to assist the City with transportation services during a major or catastrophic evacuation.
      ii. Activating KCATA Resources
         1. The EM, or the IC/UMT, or may activate KCATA resources in accordance with this plan. To activate, call the KCATA Shift Supervisor in the Dispatch Office, identify yourself by both name and position, and inform them that you are "Activating the City Evacuation Plan." Working with the Shift Supervisor, the EM, or the IC/UMT, will determine the number of resources that KCATA will provide. Those resources (buses and operators) shall be documented according to agreement between KCATA and the Office of Emergency Management.

iii. Resources Available
1. Most KCATA buses run between the hours of 5 a.m. and 1 a.m. with peak service between 7 a.m. and 7 p.m. Evacuation Operations conducted during those hours are more likely to begin quickly. Evacuation Operations during off hours will be delayed as the KCATA assembles buses and drivers.

F. School Buses (Secondary – General Population)
   a. There are numerous school bus companies in the KCMO Region that can be utilized if needed. These should be considered not as a primary source as they do not operate when school is not in session. The busses are required to transport the students in their school district (SD) first when school is in session. See **Table 1 - Kansas City Area School Bus Providers** for the list of companies in the area.

Table 1 - Kansas City Area School Bus Providers

School District	Company	Phone
Platte County SD	Platte County School District Transportation Department	816-856-4820
Park Hill SD	First Student	816-359-4560
North Kansas City SD	North Kansas City School District Transportation Department	816-321-5460
Kansas City Public Schools	Kansas City Public Schools Transportation	816-418-8825
Center SD	Student Transportation of America	816-349-3327, 888-942-2250
Raytown SD	Raytown School District Transportation	816-268-7170
Hickman Mills SD	Apple Bus Company	816-315-0888
Grandview SD	Grandview School District Transportation	816-316-5175

G. Evacuation Assembly Sites (EAS)
   a. Evacuation Assembly Sites are locations where the public can assemble to be transported out of the affected area to a shelter. Each EAS should be located on or near an existing KCATA bus route. They are intended to provide temporary and minimal protection from the elements while additional transportation resources are activated to take them to a shelter.
   b. At the EAS consideration must be given for functional and access needs individuals including but not limited to: signage, personnel for assistance, an open area layout for those with mobility issues, medical personnel, etc.
   c. The EM/UMT may utilize Evacuation Assembly Points as necessary.
   d. See also **Attachment G-1: Evacuation Concepts** for more information.

H. Evacuee Reception Centers (ERCs)
   a. Evacuee Reception Centers may be utilized when there exists a large number of evacuees with multiple shelters. The purpose of the ERC is to process and assign to shelters large numbers of evacuees. They ensure shelters are not overcrowded and families remain together.
   b. Like the EAS, ERCs must consider functional and access needs individuals and their families in the location, in providing assistance, and in shelter assignment.
   c. See also **Attachment G-1: Evacuation Concepts** for more information.

I. Traffic Movement and Control
   a. The KCPD is responsible for the safe and efficient movement of vehicular and pedestrian traffic during an evacuation. The KCPD Traffic Division will establish traffic control points, an incident perimeter, and ingress/egress control points as appropriate.
   b. The KCPD may activate mutual aid agreements with the Missouri State Highway Patrol or other local police agencies as necessary to maintain effective traffic movement and control.
   c. The K.C. Scout may be used during an evacuation to guide the movement of traffic, and to select alternate routes if a primary evacuation route is blocked. They have information and procedures for incident response; contact lists and resource lists for MoDOT and KDOT; and approved detour routes for the Kansas City metro area interstates.
   d. The KC Scout Camera and Message Board System may be used to:
      i. Direct traffic to primary and alternate evacuation routes.
      ii. Inform drivers of accidents.
      iii. Route non-evacuation traffic away from areas of congestion.
   e. Inoperable vehicles blocking the evacuation route will be towed or pushed from the lane of traffic. MoDOT Motorist Assist will have primary responsibility for rendering assistance to stranded motorists on the highways and interstate. If additional resources are needed, KCFD and other City vehicles may be dispatched to pick up and transport stranded motorists to a place of safety.
   f. City infrastructure departments will assist KCPD by placing road barricades to control traffic movement.

J. Security and Re-entry
   a. The KCPD will maintain security within an evacuated area and along the evacuation perimeter as appropriate based on safety and other circumstances. If necessary, to preserve public safety and order, the KCPD may recommend that the Mayor establish a curfew in the evacuated area in accordance with local law.
   b. The KCPD will establish ingress and egress controls to restrict unauthorized people and vehicular traffic from entering the evacuated area.

      c. Prior to public re-entry, the City will conclude any rescue operations, and may conduct a preliminary damage assessment to establish the need for state and federal disaster assistance.

      d. The EM/UMT, in conjunction with the KCPD, will establish and announce return procedures for the public.   Residents will be admitted to the evacuation area as quickly as feasible.   Others will be admitted when practical.

      e. The EM/UMT will appropriate the resources necessary to transport functional and access needs persons for re-entry.

K. Reunification

KCMO OEM, working with its partner and stakeholder organizations, will track affected persons so as to reunify them with family, friends, or legal guardians.

L. Incident Termination

      a. The duration of the evacuation will be determined by the field Incident Commander or the EM/UMT based on the elimination or abatement of the hazard; the restoration of basic services (e.g. electricity, water, police, fire, medical services); and safe access to the area (e.g. safe roads and bridges).

      b. The EM/UMT, in conjunction with the KCPD, will establish and announce return procedures for the public. In order to allow for the orderly movement of traffic the actual re-entry date/time may be phased.

Catastrophic Evacuation Operations [Citywide]

The decision to conduct catastrophic evacuation operations and the response is similar to that of major evacuations. The primary difference is scope of the response (i.e. much greater need of resources).

A. Decision Making and Command

      a. The decision to conduct a catastrophic evacuation will be made by the Mayor or the Mayor's designee through a Declaration of a State of Emergency. The Emergency Management Director/Unified Command Team (EM/UMT) will oversee the catastrophic evacuation operations.

      b. The EM will activate the EOC at Level 2 (unless there is a need for state and federal participation, then Level 1) as soon as practical.

      c. The EM will activate the UMT as soon as practical. Once the UMT is functioning, the City Manager or EM will serve as the chair of the UMT, and the UMT will oversee the catastrophic evacuation operations.

      d. The incident will be organized and managed in accordance with the National Incident Management System. Accordingly, the EM/UMT may appoint a designee to assume responsibility for the direct coordination of evacuation transportation operations.

      e. The EM/UMT will determine if additional transportation is needed and make contact with the KCATA to request those additional resources.

  f. The EM/UMT will determine if the need exists to activate school busses and other means of transportation and make arrangements to obtain those resources.

  g. The EM/UMT will remain apprised of mutual aid requests made by City departments.

  h. The EM/UMT will coordinate with outside jurisdictions to establish temporary reception centers for evacuees outside of the danger area.

  i. The EM/UMT will recommend to the City Manager whether a State of Emergency should be declared by the Mayor or the Mayor's designee. Refer to **Annex A – Direction and Control** for declaration procedures.

  j. The EM/UMT will decide if the scope of the incident is such that they will activate the **Bi-State Kansas City Regional Evacuation Plan** (https://www.marc.org/safety-security/emergency-services-plans).

  k. The EM/UMT will notify SEMA (through the Region A Coordinator and other local emergency management agencies of the catastrophic evacuation (and declaration) as soon as practical. SEMA will be asked for such resources as are necessary to conduct the evacuation and shelter operations.

B. Scope (Size and Duration)

  a. The scope of a catastrophic evacuation includes, by definition, the entire City. The duration will be determined by the Mayor or the Mayor's designee in the Declaration of a State of Emergency.

C. Public Warning and Information

  a. The public will be notified as expediently as possible as with the other levels of evacuation. Multiple methods should be used to ensure that the whole community receives evacuation information

D. Public Transportation

  a. In the event of a catastrophic evacuation, all available resources should be used to move people who lack their own transportation. See the previous section, Major Evacuation Operations, for information on activating and contacting private partners.

E. Evacuation Assembly Sites (EAS)

  a. The EM/UMT may utilize Evacuation Assembly Points as necessary. Refer to **Attachment G-1: Evacuation Concepts** for more information.

F. Evacuee Reception Center (ERC)

  a. The EM/UMT may utilize Evacuee Reception Centers as needed to process large numbers of evacuees. See section **Attachment G-1: Evacuation Concepts** for more information.

G. Traffic Movement and Control

  a. The Kansas City Police Department (KCPD) is responsible to for the safe and efficient movement of vehicular and pedestrian traffic during an

evacuation. To accomplish this KCPD will establish traffic control points, an incident perimeter, and ingress/egress control points as appropriate. See **Annex F Law Enforcement** for more information.
   b. The K.C. Scout may be used during an evacuation to guide the movement of traffic, and to select alternate routes if a primary evacuation route is blocked. The K.C. Scout Manual includes procedures for incident response; contact lists and resource lists for MoDOT and KDOT; and approved detour routes for the Kansas City metro area interstates.
      i. The EOC can utilize the closed-circuit camera system to assist with traffic situational awareness.

H. Security and Re-entry
   a. The KCPD will maintain security within an evacuated area and along the evacuation perimeter as appropriate based on safety and other circumstances. If necessary, to preserve public safety and order, the KCPD may recommend that the Mayor establish a curfew in the evacuated area in accordance with local law.
   b. The KCPD will establish ingress and egress controls to restrict unauthorized people and vehicular traffic from entering the evacuated area.
   c. Prior to public re-entry, the City will conclude any rescue operations, and may conduct a preliminary damage assessment to establish the need for state and federal disaster assistance.
   d. The EM/UMT, in conjunction with the KCPD, will establish and announce return procedures for the public. Residents will be admitted to the evacuation area as quickly as feasible. Others will be admitted when practical.
   e. The EM/UMT will appropriate the resources necessary to transport functional and access needs persons for re-entry.

I. Reunification
   a. KCMO OEM, working with its partner and stakeholder organizations, will track affected persons so as to reunify them with family, friends, or legal guardians. Any persons transported to hospitals by EMS are tracked via a patient tracking system until released from the hospital.

J. Incident Termination
   a. The duration of the evacuation will be determined by the EM/UMT based on the elimination or abatement of the hazard; the restoration of basic services (e.g. electricity, water, sewage, police, fire, medical services); and safe access to the area (e.g. safe roads and bridges).
   b. The EM/UMT, in conjunction with the KCPD, will establish and announce return procedures for the public. In order to allow for the orderly movement of traffic the actual re-entry date/time may be phased.

ATTACHMENT G-1: EVACUATION CONCEPTS

This section will present concepts critical to evacuations. Not all facilities/operations will be needed for every evacuation. The scope and duration of the evacuation will drive the response.

Overall Concept

Figure 1 - Evacuation Concept
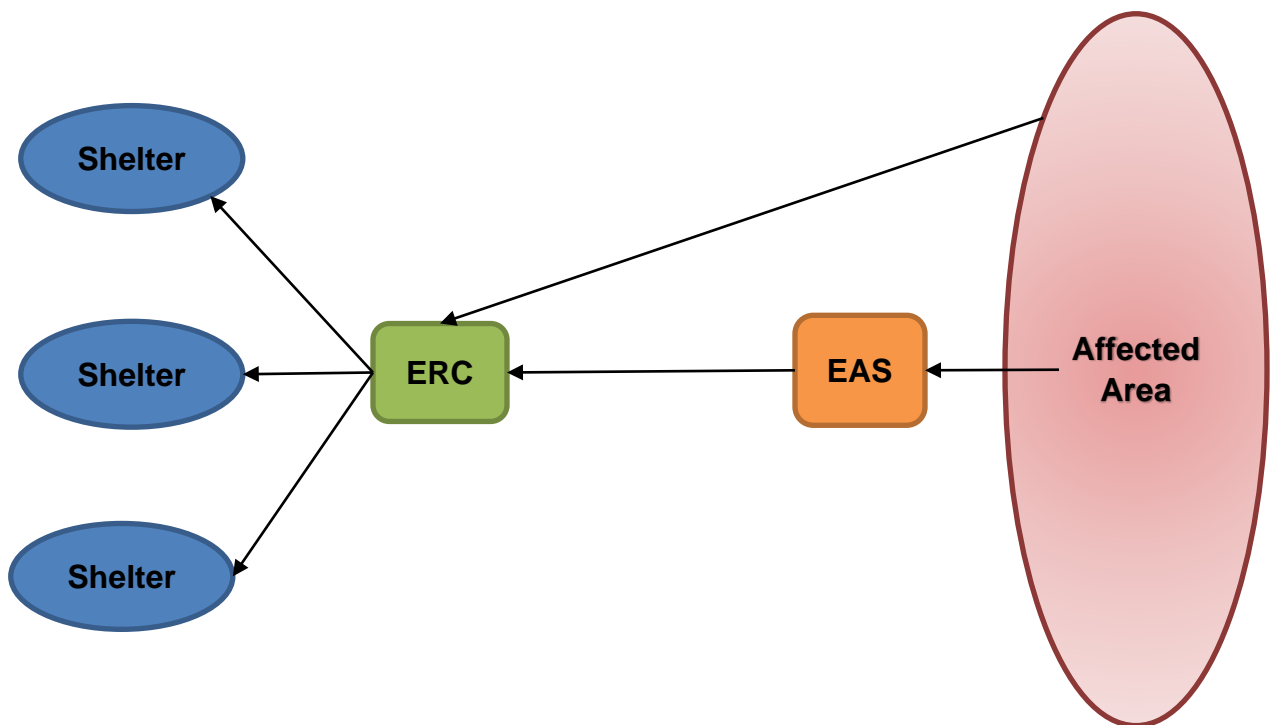
Some evacuees will be removed from the Affected Area to an Evacuation Assembly Site (EAS) and then transported to an Evacuee Reception Center (ERC) to be processed and sent to a Shelter. Other evacuees may transport themselves from the Affected Area to the Evacuee Reception Center. One of the concepts not shown on the diagram is the transportation of seriously injured evacuees to a hospital. This can occur at any point along the diagram: from the Affected Area, EAS, ERC, or the Shelter.

Evacuation Components

As mentioned, not all of the following facilities/operations will necessarily be used for every evacuation, particularly the Minor/Routine Evacuations.

A. Affected Area: the area impacted by the incident that must be evacuated.

a. The Affected Area may be in a hot zone and only accessible to first responders with proper personal protection equipment (PPE).

B. Evacuee Assembly Site: the place where evacuees are collected pending transport away from the Affected Area
   a. Depending on the scope of the Affected Area, multiple EASs may be needed.
   b. For evacuations involving hazardous materials, a decontamination site may be needed at the EAS
   c. Medical transport should be available at the EAS for persons needed immediate transport to a medical facility
   d. The EAS should be located in a safe location but near enough to be accessible for those in the affected area.

C. Evacuee Reception Center: this location processes evacuees either mass or self-transported.
   a. The ERC may have multiple purposes including (but not necessarily limited to:
        i. Assigning evacuees to a shelter
        ii. Tracking evacuees for reunification purposes
        iii. Provided basic medical examinations including first aid and counselling
        iv. Provide transport to the shelters
        v. Provide transport to hospitals
        vi. Provide information to the evacuees
        vii. Provide a respite site (see below) for those self-transporting to other locations
   b. The ERC facility should be of sufficient size to accommodate the human and vehicular traffic
   c. The ERC location should possess multiple ingresses and egresses for smooth traffic flow
   d. For Major and Catastrophic Evacuations, multiple ERCs may be necessary

D. Shelter: the location where evacuees may be housed for extended periods of time
   a. See **Annex H Mass Care and Sheltering** for more details.

Other Evacuation Components

Aside from the above basic concepts and facilities, there are other considerations when managing evacuations and evacuees.

A. Consolidated Assistance Sites (CAS)
   a. CAS is a location for evacuee processing prior to long distance evacuation (intra- or interstate). The CAS is the first step in evacuee tracking and ensuring reunification at the ERC or final shelters

B. Respite Sites
   a. For long distance evacuation, respite sites provide fuel, food, and temporary rest at specific sites along the route from the Affected Area to the receiving jurisdiction.

C. Friends and Family Reunification/Reception Centers (FFRRC)
   a. See **Annex I Family and Friends Assistance**

D. Family Assistance Centers (FAC)
   a. See **Annex I Family and Friends Assistance**

E. Evacuation of Pets
   a. This topic is covered in more detail in **Annex I Emergency Pet Services**

ATTACHMENT G-2: EMERGENCY TRANSPORTATION CONTACTS[4]

KCATA is the primary organization to contact for evacuations. KC Scout and MoDOT can assist with determining efficient evacuations routes. The KC Streetcar can be utilized for evacuations along their route to shuttle people out of the immediate area.

Organization	Contact	Phone Number
KCATA	Dispatch	816-346-0200
		816-346-0243
KC Scout	Main Number	816-347-2250 or 816-607-2000
KC Streetcar	Administration	816-627-2527
MoDOT	Customer Service	888-275-6636, 866-831-6277 motor carrier service

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[4] For the most updated information, refer to the Emergency Contact List located in the Emergency Contact folder on the S: drive.

ATTACHMENT G-3: ACRONYMS

ARC	American Red Cross
CAS	Consolidated Assistance Site
EAS	Evacuation Assembly Site
EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERC	Evacuee Reception Center
FAC	Family Assistance Center
FFRRC	Friends and Family Reunification/Reception Center
HVAC	Heating, Ventilation, and Air Conditioning
IC	Incident Commander
ITD	Information and Technology Division
KCATA	Kansas City Area Transportation Authority
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
KDOT	Kansas Department of Transportation
LEOP	Local Emergency Operations Plan
MARC	Mid-America Regional Council
MEMC	Metropolitan Emergency Management Committee
MoDOT	Missouri Department of Transportation
OEM	Office of Emergency Management
PETS	Pet Evacuation and Transportation Standards
PIO	Public Information Officer
PPE	Personal Protective Equipment
PWD	Public Works
SEOP	SEMA State Emergency Operations Plan
SD	School District
SOD	Special Operations Division
UMT	Unified Management Team
WSD	Water Services Department

ATTACHMENT G-4: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

Bi-State Kansas City Region Regional Mass Evacuation Plan, March 2015, MARC, https://www.marc.org/safety-security/emergency-services-plans   (copy   must   be requested)

Code of Ordinances Kansas City, MO,
https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Kansas City, Missouri, Police Department Critical Incident Management Plan, 2016, Kansas City, Missouri, Police Department, (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from KCPD.)

Missouri State Emergency Management Agency: State Emergency Operations Plan, December 2019, SEMA, (copy must be requested).

National Incident Management System, 3rd ed., October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Pets Evacuation and Transportation Standards (PETS) Act, Public Law 109-308, October 2006, 109th Congress, https://www.congress.gov/bill/109th-congress/house-bill/3858.

ATTACHMENT G-5: LOCAL AND STATE REFUGEE AGENCIES

Organization	Contact	Title	Phone number	Email	Organization Contact Information
Missouri Office of Refugee Administration (MO-ORA)	Paul Costigan	State Refugee Coordinator	314-773-9090 Ext. 162	costiganp@iistl.org	MO-ORA 911 Washington St. St. Louis, MO 63101 314-773-9090
	Shawn Cockrum	Refugee School Programs Manager/ KC Area MO Refugee Coordinator Super.	314-773-9090 Ext. 875	cockrums@iistl.org	
	Lindsey Brainerd	KC Area MO Refugee Coordinator		brainerdl@iistl.org	
Jewish Vocational Services	Hilary Singer	Executive Director	917-566-6538	hsinger@jvskc.org	Jewish Vocational Services 4600 The Paseo Kansas City, MO 64110 816-471-2808
Della Lamb Community Services	Ryan Hudnall		913-424-2838	rhudnall@dellalamb.org	Della Lamb Community Services 500 Woodland Ave. Kansas City, MO 64106 816-842-8040

ATTACHMENT G-6: PHONE NUMBERS FOR AGENCIES IN ANNEX G

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
Apple Bus Company	816-315-0888
Della Lamb Community Services	816-842-8040
First Student, Inc.	816-359-4560
Grandview – School District Transportation	816-316-5175
Jewish Vocational Services	816-471-2808
Kansas City Public Schools Transportation	816-418-8825
KC Area Transit Authority	816-346-0200, 816-346-0243 dispatch
KC Scout	816-607-2000
KC Streetcar	816-627-2527
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - City Communications	816-513-1349
KCMO – EMS Medical Director	816-513-6263
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Mid-America Regional Council (MARC)	816-474-4240
Missouri – Department of Transportation	888-275-6636, 866-831-6277 motor carrier service
Missouri – Office of Refugee Administration	314-773-9090
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
Missouri – State Highway Patrol	573-751-3313
North Kansas City – School District Transportation Department	816-321-5460
Platte County – School District Transportation Department	816-856-4820

Organization	Primary Number
Raytown School District Transportation	816-268-7170
Student Transportation of America	816-349-3327, 888-942-2250

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex H: Mass Care and Sheltering

January 2023

**KANSAS CITY, MISSOURI
MASS CARE AND SHELTERING PLAN**

Primary (lead) Departments:	Kansas City, Missouri Office of Emergency Management (OEM) KCMO Housing and Community Development American Red Cross
Secondary (support) Departments:	Convention and Entertainment Facilities Fire Department (KCFD) Health Department (KCHD) Parks & Recreation (P&R) Police Department (KCPD) Public Works (PWD) Other City Departments as Required
Secondary (support) External Agencies:	Area transportation groups Mutual Aid KCCOAD

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to provide guidance when conducting mass care and sheltering operations within the city. This includes mass care operations on behalf of local citizens, and in support of evacuees from other areas. This Annex is intended to address the provision of basic essential services to people displaced by a major emergency or disaster. This includes temporary shelter, food, and support for the whole community including those persons with functional and access needs.

II. PLANNING ASSUMPTIONS

A. While significant mass care operations are unusual in the Kansas City area, there are a wide variety of threats which could require the City to open public shelters. This includes operations within the city for local citizens or people from other places (as seen following a major hurricane in Louisiana or a significant New Madrid Seismic Zone incident).

B. Mass Care and Sheltering services will be provided to all citizens without regard to race, color, sexual orientation, national origin, religion, sex, age, functional and access needs, or economic status.

C. When deciding on a shelter location to open, the Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)** will coordinate with the American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty)** to determine which sites have the required structural elements to accommodate all persons including those with functional and access needs.

D. Congregate care shelters will provide for those with functional and access needs unless there is a need for more critical medical care.

E. *The Kansas City Police Department (KCPD) will act as the supervisory agency for the custody of unaccompanied minors.

F. Congregate and non-congregate care shelters will allow for service dogs (and miniature horses if space and facilities allow) to remain with their owners unless the dog or miniature horse poses a physical or health threat to others (ex. contaminated or aggressive – see also **Annex J – Emergency Pet Services Plan** for more information).

G. Although local government has overall responsibility for mass care operations, the City works closely with the American Red Cross to provide shelter for the general public when requested by the OEM. The American

Red Cross is recognized as being able to provide sheltering for the whole community.

H. The Salvation Army **(816-471-4337)** and other volunteer agencies[1] will assist with mass care operations by providing food, comfort items, crisis counseling services and other humanitarian assistance.

I. Both City and volunteer agency resources may be overwhelmed in the initial stages of a major emergency or disaster. Additionally, road conditions, power outages, etc., may further hamper immediate response efforts. With this in mind, citizens must be prepared and will be encouraged to care for themselves for the first seventy-two (72) hours after a disaster.

J. Regional, state and federal resources may be required if local resources are exhausted.

III. LEGAL AUTHORITIES AND REFERENCES

A. Sheltering Standards and Procedures: Disaster Cycle Services Standards & Procedures, 2016 (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the authoring agency.)
B. Americans with Disabilities Act Checklist for Emergency Shelters, 2007, https://www.ada.gov/pcatoolkit/chap7shelterchk.htm
C. Shelter Field Guide, FEMA P-785, http://www.nationalmasscarestrategy.org
D. Congressional Charter of the American Red Cross (https://www.redcross.org/about-us/who-we-are/governance.html)
E. National Response Framework (Oct 2019) (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response)
F. Americans with Disabilities Act of 1990, as Amended (https://www.ada.gov/2010_regs.htm)
G. Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308, (https://www.congress.gov/bill/109th-congress/house-bill/3858)

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[1] A wide variety of local service organizations have united under the umbrella of the Kansas City Volunteer Organizations Active in Disaster (KCCOAD). While each member agency retains its independence, KCCOAD serves as a method to organize and coordinate local disaster assistance.

IV. ORGANIZATION AND RESPONSIBILITIES

Organizational Responsibilities

A. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
The ARC operates congregate and non-congregate care shelters when requested by the EM (or when activated the Unified Management Team (UMT)). The American Red Cross may provide a liaison to the Emergency Operations Center (EOC) to provide technical guidance to City officials and will activate and deploy appropriate personnel to manage mass care operations. The ARC assesses staffing, equipment and training needs, inspects shelters, and maintains and updates shelter lists and agreements. The ARC may train City personnel to perform some shelter duties.

B. Kansas City Area Transit Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)**
The KCATA will provide transportation services in accordance with **Annex G – Evacuation and Transportation Services Plan**

Departmental Responsibilities

A. Office of Emergency Management will (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
OEM will coordinate mass care and sheltering operations and ensure that suitable locations are provided with adequate supplies. OEM will monitor shelter operations and capacity to determine if additional shelters are needed. See **Attachment H-2** for details on shelter monitoring.

B. Housing and Community Development **(816-513-3046)**
The Housing and Community Development Department will provide assistance in locating and obtaining sheltering and/or temporary housing for displaced persons. The Housing and Community Development Department will also provide assistance and take the lead coordinating emergency severe cold overnight sheltering.

C. Convention and Entertainment Facilities Department **(816-513-5000)**
The Convention and Entertainment Facilities Department may make appropriate City facilities available as needed for large-scale shelter operations.

D. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
The KCFD is responsible for fire/rescue services and if necessary, may assist with general medical care within the shelters. KCFD is also responsible for emergency medical services (Basic Life Support, BLS, and

Advance Life Support, ALS) and the transportation of shelterees, who become sick or injured, to appropriate medical facilities.

E. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
    The KCHD is responsible for the inspection and evaluation of shelter facilities (as to health conditions), and for providing trained nursing staff to support special needs shelter operations.

F. Parks and Recreation Department (P&R) **(816-513-7500)**
    The Parks and Recreation Department is responsible for ensuring that the Community Centers can be quickly made available for use as shelters. Parks and Recreation will also provide personnel to assist with shelter management and staffing.

G. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
    The KCPD is responsible for shelter security and communications support.

H. Public Works Department (PWD) **(816-513-9970)**
    PWD, as field staff is available, may provide assistance with the transportation of food, water and other supplies in support of mass care operations.

I. Kansas City Community Organizations Active in Disaster (KCCOAD)
    KCCOAD is responsible for supporting mass care operations, including the provision of volunteers, food, clothing, crisis counseling, child and elder care, special needs assistance and other disaster services to both shelter residents and others affected by the disaster. KCCOAD may be activated through United Way 211 **(211, 816-472-4289)**

V. CONCEPT OF OPERATIONS

Initialization
The Incident Commander, Emergency Manager (EM) or designee or, when activated, the UMT will decide whether mass care and sheltering operations are required based on the following criteria as defined in **Annex G – Evacuation and Transportation**:

A. Minor/Routine Evacuations (Potentially No Shelter Activation but Possible)
    The term "minor/routine" evacuation means an evacuation involving less than 1,000 persons for less than eight (8) hours. A minor/routine evacuation affects a limited geographic area and a small to moderate

number of people. The operations are hoped to conclude quickly, but sheltering may become an issue depending on the circumstances.

B. Major Evacuation Operations (Traditional Shelter Activation Recommended – See **Attachment H-2: American Red Cross Mission Description**)
The term "major evacuation" means an evacuation of more than 1,000 persons for more than eight (8) hours. Major evacuation operations are ordered in response to a major disaster (or threat of disaster). The cause of the evacuation may be emergent, as with a major hazardous material spill, or develop more slowly, as with a flood. It is presumed that any major evacuation will include significant emergency sheltering operations and may include a Declaration of a State of Emergency. This Annex will be activated for major evacuation operations.

C. Catastrophic Evacuation Operations (Complex Sheltering Recommended – See **Attachment H-2: American Red Cross Mission Description**)
The term "catastrophic" means an evacuation of most or the entire city to points of safety outside the metropolitan area. In analyzing the hazard matrix (See Base Plan), it is unlikely that any scenario would require catastrophic evacuation procedures. However, KCMO has been designated as a reception site for a New Madrid Seismic Zone incident or a gulf coast hurricane resulting in a mass influx or evacuees. This Annex will be activated for such an incident.

.
Coordination
The Office of Emergency Management personnel will coordinate mass care and sheltering operations with the partner organizations and departments. The EM or designee will forward shelter information to City Communications **(816-513-1349)** for dissemination to the public (see **Annex C – Public Information and Warning** for more information).

Operations
Much of the operational activities are covered under **Annex G – Evacuation and Transportation** with regards to evacuation and transportation to shelters. The following covers sheltering and the associated activities. See also **Attachment H-2: American Red Cross Mission Description** for additional details.

EOC Operations
The IC/UC, the Emergency Manager (EM), or EM designee may activate the KCMO EOC in support of sheltering operations. The activation of the EOC, however, will usually be in response to the larger incident that requires activation (i.e., floods).
A. Minor/Routine Sheltering Operations

a. For minor or routine sheltering operations (such as an American Red Cross request due to an apartment fire or flooding), the EOC may remain unstaffed. The requesting agency (KCFD, KCPD, ARC, etc.) may coordinate with solely the OEM Duty Officer.

b. The OEM Duty Officer will act as a liaison with needed resources (e.g., Parks and Recreation for community centers, KCATA for transportation)

c. If needed, the EOC may activate to Level 4 or Level 3.

B. Major Sheltering Operations

a. EOC activation will be based upon the necessity, duration, and number of other agencies needed to support sheltering operations. EOC activation, however, will most likely occur due to incident causing the need for sheltering operations.

C. Catastrophic Sheltering Operations

a. EOC activation will occur primarily in response to the catastrophic conditions resulting in the need for sheltering operations.

Sheltering Considerations

A. Shelter Locations – short term (days to a few weeks)

a. The Office of Emergency Management will consult with the American Red Cross and will jointly decide which shelters to open based on the size, duration and location of the evacuation. Other criteria for consideration will be the location's ease of use for populations with functional and access needs. Once the location of shelters has been determined, the information will be provided to the media for public dissemination. See Attachment H-1 for a list of city-managed and Americans with Disabilities Act compliant shelters (the American Red Cross also has a more extensive list of privately owned facilities that can be utilized as shelters).

B. Spontaneous/Independent Shelters

a. Churches and other volunteer groups may activate shelters and look to the EOC for assistance (requested assistance may be in the form of food, water, cots, comfort items, etc.). Although first priority for resources and personnel will be the designated City supported and American Red Cross affiliated shelters, every effort will be made to support and track non-American Red Cross affiliated shelter operations. The Health Department may inspect the shelters for health and safety reasons.

b. Although these shelters receive support from the American Red Cross and KCMO, evacuees should not be officially assigned to spontaneous/independent shelters unless absolutely necessary or have been verified to be Americans with Disabilities Act (ADA)

(https://www.ada.gov/) compliant. KCMO is prohibited from using non-ADA compliant shelters. For family reunification purposes, effort should be attempted to track the residents of these shelters.

C. *Overnight Warming Shelters
   a. Based upon temperature criteria, KCMO may open temporary, overnight shelters to provide houseless persons with a warm place to sleep. KCMO OEM, Housing and Community Development, Parks and Recreation, and local non-governmental organizations (NGOs) will coordinate to locate and provide temporary overnight shelters. These shelters will provide overnight sleeping arrangements, snacks and water, and security for houseless persons. See also **Hazard Specific Response Plan 4 Winter Weather Operations** and **Kansas City, Missouri Emergency Severe Cold Sheltering Plan** for more detailed information.

D. Health and Medical Operations for the Shelter
   a. Basic first aid and health monitoring are provided at Red Cross managed shelters through Red Cross-trained Disaster Health Services personnel, with additional support available from Medical Reserve Corps of Greater Kansas City (MRCKC) **(816-200-0672)**. For medical care beyond basic needs, or emergent care the American Red Cross will rely upon the OEM and KCFD to provide Basic Life Support (BLS), Advanced Life Support (ALS), and transport for more critical cases. (See **Annex E – Health and Medical** for more information.)
   b. The Health Department will provide assistance to the shelters as outlined in **Annex E – Health and Medical**.

E. Non-congregate shelters
   a. During periods of disease outbreak, such as a pandemic, the traditional shelter set up exposes residents to cross contamination and should be avoided as able. Non-congregate shelters are facilities with the capability to isolate individuals or families from one another. The facilities should comply with ADA guidelines and possess the ability to feed residents separately. Ideally, the facility can be easily disinfected on a regular basis and does not utilize communal bathrooms. Possible locations could include:
      i. Hotels
      ii. Motels
      iii. Dormitories
      iv. Other creative means

F. Temporary Housing – more than just a few weeks
   a. In cases of long-term sheltering, or if the need for temporary housing arises, the KCMO OEM will work closely in partnership

with KCMO Housing and Community Development and the American Red Cross to locate temporary housing. Every effort will be made to find suitable accommodations for the whole community including those with functional and access needs.
   b. For Catastrophic Sheltering Operations, KCMO will contact the Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))** for additional state or federal resources, if needed.

G. Evacuee Reception Center (ERC)
   a. For some major sheltering operations and catastrophic sheltering operations, the number of persons to be processed and tracked for sheltering will overwhelm a simple system
   b. An ERC alleviates the burden of processing from the sheltering locations and allows for a greater dedication of space to sheltering
   c. For truly catastrophic incidents or those covering a large geographical area, multiple ERCs may be needed
   d. See **Annex G Evacuation and Transportation** for more information on ERCs

H. Feeding and Comfort
   a. Shelter residents' needs include (but are not limited to):
      i. regular meals
      ii. access to bathroom facilities (toilets, showers, sinks, etc.)
      iii. information on the incident such as when returning is possible
      iv. family reunification
      v. health and mental health services
      vi. transportation (particularly for medical needs)
      vii. refrigeration storage for medicines
      viii. back-up power
   b. The EOC may be needed to assist with acquiring the necessary facility and resources.

I. Pet Sheltering
   a. Sheltering for pets is required under the Pet Evacuation and Transportations Standards (PETS) Act (https://www.congress.gov/bill/109th-congress/house-bill/3858).
   b. See **Annex G Emergency Pet Services** for more information

J. Family and Friends Reunification/Reception Centers and Family Assistance Centers (FFRRC/FAC)
   a. FFRRCs and FACs may be needed, particularly for catastrophic or long-term sheltering incidents, to assist affected persons with health, reunification, and legal issues related to the incident

  b. For significantly large shelters and when able, a FAC can be a part of the facility.

  c. See **Annex I Family and Friends Assistance** for more information.

K. Staffing

  a. American Red Cross has volunteers trained in shelter management but may need additional volunteers. See **Annex M Resource Management** for volunteer information.

ATTACHMENT H-1: CITY SHELTER OPTIONS

The following is a list of city-owned, American Red Cross inspected potential shelter facilities. When needed, shelters will be selected based on their location and physical suitability. Factors such as sufficient areas for sleeping, restrooms, showers, kitchen facilities, parking and accessibility for persons with functional and access needs as outlined in Title II, Chapter 7, Addendum 2 of the Americans with Disabilities Act, and generators were noted during inspection and this information is maintained by the American Red Cross.

Parks and Recreation Community Centers with Functional and Access Needs Accommodations

Kansas City North Community Center
3930 NE Antioch Road
816-513-7740
Capacity: 172

Brush Creek Community Center
3801 Brush Creek Boulevard
816-513-0730
Capacity: 126

Tony Aguire Community Center
2050 West Pennway
816-513-8530
Capacity: 197 persons

Gregg Klice Community Center
1600 East 17th Terrace
816-513-0652
Capacity: 285

Hillcrest Community Center
10401 Hillcrest Road
816-513-8560
Capacity: 157

Southeast Community Center
4201 E. 63rd St.
816-513-0632
Capacity:

Contacts to open a community center are as follows:

- Parks and Recreation Administration 816-513-7500
- Chris Cotton 816-513-7501 (o), 785-787-3806 (c)
- Brad Clay: 816-513-7505, 913-244-9557 (c)
- Jennifer Jutte: 815-513-7565 (o), 413-636-6164 (c)

Conventions and Entertainment Centers

Municipal Auditorium
303 West 13th Street
Capacity: 675   816-513-5000

Bartle Hall
301 West 13th Street
Capacity: 10,000   816-513-5000

Hale Arena at the American Royal Center
1701 American Royal Court
Capacity: 8,000   816-513-5000

ATTACHEMENT H-2: AMERICAN RED CROSS MISSION DESCRIPTION

American Red Cross

The American Red Cross Mission encompasses four goals with respect to mass care and sheltering: 1) Sheltering, 2) Feeding, 3) Distribution of emergency supplies, and 4) Reunification.

General Shelter Operations (American Red Cross)

A. Shelter Classifications

Shelters are classified by the American Red Cross, and the trigger to open a traditional vs. a complex shelter is based on the scope of the event. There are 2 types of shelters:

   a. Congregate Shelters: Congregate shelters are the most common type set up by the Red Cross. Typically established in large, open settings (schools, churches, etc.), people are together with little to no privacy. These can be further classified as:

   i. Emergency Evacuation Shelter – short-term allowing less space per person

   ii. General Population Shelter – an accessible facility with supportive services, such as those for functional and access needs persons, and can be short or long term

   iii. Medical Shelter – supports individuals with medical needs beyond the capacity of General Population Shelters

   iv. Non-traditional Shelter – used for a significantly large number or evacuees of a short or long duration and generally provide more than the basic needs of a General Population Shelter (such as on-site laundry, medical care, and recovery support)

   b. Non-congregate Shelters: Non-congregate shelters provide a higher level of privacy and separation of people (such as needed during a disease outbreak, either epidemic or pandemic)

B. Shelter Management

The American Red Cross will provide daily, overall direction of shelter operations, including the assignment of personnel and ensuring that requests for assistance are prioritized, met, and documented. The American Red Cross will ensure registration, overnight census counts, feeding, restocking, sanitation, and other related shelter activities are accomplished in either congregate or non-congregate sheltering situations (see above). For complex shelters, The American Red Cross will maintain dormitory areas (sleeping, food preparation, and food service) but will require the assistance of the host facility's controlling agency to assist with maintaining the non-dormitory areas.

C. Shelter Records Management
Shelter operations will be in accordance with American Red Cross standard operating procedures. The American Red Cross will keep records on the number of shelters, shelter residents, meals served, etc., and ensure this information is available to the City EOC in a timely manner. The administrative regulations, procedures and guidance used by the American Red Cross to manage mass care activities are contained in the **American Red Cross Sheltering Standards and Procedures** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the authoring agency.) with its accompanying job tools and operational resources.

D. Shelter Supplies and Logistics
To the extent available, general shelter supplies, such as cots, blankets, food and water will be furnished by the American Red Cross Salvation Army, and KCCOAD member organizations, with logistical assistance from the City. If local and regional supplies are exhausted, these agencies will request outside resources to support shelter operations. The type of the shelter to be activated will determine the potential resources that might be requested by the American Red Cross of the EOC. The resource needs for the American Red Cross will vary depending upon the nature of the incident, location of the shelter, and any particular needs of the individuals within the shelter (i.e., any functional and/or access needs).

E. Independently Operated Shelters
Churches and other volunteer groups may activate shelters and look to the American Red Cross and the City for assistance (requested assistance may be in the form of food, water, cots, comfort items, etc.). Although first priority for resources and personnel will be the designated American Red Cross managed/supported and City supported shelters, every effort will be made to support and track independently operated shelter locations.

F. Shelter Deactivation
Shelters will be deactivated in accordance with American Red Cross operating procedures.

G. Mass Feeding
The Red Cross has guidelines for feeding the shelter population as well as emergency workers and other personnel that may be providing support to the shelter. The information can be found in the Sheltering Standards and Procedures with accompanying Job Tools and operational resources.

H. Distribution of Emergency Supplies

Emergency Supplies refers to goods required by a shelter or distributed to an affected community. The management of these supplies, if managed by the American Red Cross, is outlined in the Bulk Distribution Operations Handbook. The American Red Cross, or their designated partner, may require assistance, transportation, and storage space as needed. For donations made at the shelter, the American Red Cross will partner with other agencies to manage and will need transport to move the items to a donations-management site.

I. Unsolicited Donations
"Unsolicited Donations" refers to items/donations dropped off that are not required by the shelter for operation. These include public drop-off of miscellaneous items that occurs during a disaster. Arrangements must be made for unsolicited donations management, and this group would have the responsibility of arranging a donations-drop off site, storage facility, sorting and categorizing the donations, and picking up of donations from shelters and other non-designated drop off sites.

J. Reunification
Reunification efforts shall take a multifaceted approach through coordination of various resources. The American Red Cross has their shelter records as mentioned in the previous subsection **Shelter Records Management**. In addition, the area hospitals have a database to track patients within their care, EM Track. There are also national databases that become activated if a federal disaster is declared.
   a. The American Red Cross operates a national online database of all shelter assets. The web address of the NSS is: https://nss.communityos.org
   b. This system will be used to establish and track shelter facilities within the City of Kansas City.

Public information with respect to the above services should involve a coordinated effort among City Communications, the City's 311 Call Center **(311, 816-513-1313)**, public media, and United Way 211 (see **Annex C – Public Information and Warning** for more details.)

ATTACHMENT H-1: ACRONYMS

ADA	Americans with Disabilities Act
ALS	Advance Life Support
ARC	American Red Cross
BLS	Basic Life Support
EM	Emergency Manager
EOC	Emergency Operations Center
ERC	Evacuee Reception Center
FAC	Family Assistance Center
FFRRC	Friends and Family Reunification/Reception Center
KCATA	Kansas City Area Transportation Authority
KCCOAD	Kansas City Community Organizations Active in Disaster
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
OEM	Office of Emergency Management
PETS	Pet Evacuation and Transportation Standards
SEMA	Missouri State Emergency Management Agency
UMT	Unified Management Team

ATTACHMENT H-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Americans with Disabilities Act of 1990, as Amended, Public Law 110-325, January 2009, https://www.ada.gov/2010_regs.htm.

Congressional Charter of the American National Red Cross, 36 U.S.C. 300101-300113, May 2007, https://www.redcross.org/about-us/who-we-are/governance.html.

National Response Framework, 4th edition, October 2019, FEMA https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response.

Sheltering Standards and Procedures: Disaster Cycle Services Standards & Procedures, July 2016, American Red Cross (copy may be requested).

ATTACHMENT H-3: PHONE NUMBERS FOR AGENCIES IN ANNEX H

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KC Area Transit Authority	816-346-0200, 816-346-0243 dispatch
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - City Communications	816-513-1349
KCMO - Conventions and Entertainment Facilities	816-513-5000
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Medical Reserve Corps (MRCKC)	816-200-0672
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
Salvation Army	816-471-4337
United Way 211	211, 816-472-4289

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex I: Friends and Family Reunification Reception Center/Family Assistance Center (FFRRC/FAC)

January 2023

KANSAS CITY, MISSOURI
Annex I: Friends and Family Reunification Reception
Center/Family Assistance Center (FFRRC/FAC)

*Primary (lead) Departments:	Kansas City Police Department (KCPD) – Local criminal events
	Federal Bureau of Investigation (FBI) – National criminal events (including terrorism, domestic or international)
	Office of Emergency Management (OEM) – Non-criminal events
Secondary (support) Departments:	311 Call Center
	Convention and Entertainment Facilities Department
	Health Department
	Other City Departments as Required
*Secondary (support) External Agencies:	American Red Cross
	Mutual Aid
	Federal Law Enforcement
	Other State, Federal, and NGOs as Required

Table of Contents

I. PURPOSE STATEMENT

To familiarize with the concept of Friends and Family Reunification/Reception Center (FFRRC), Family Assistance Centers (FAC), and other services for affected persons, their friends, and their families. This annex is designed to supplement:

- **Annex G Evacuation and Transportation**; and
- **Annex H Mass Care and Sheltering**

II. SCOPE

Affected persons evacuated from the affected area may need support services including to be reunited with friends, family members, and support persons/caretakers. Other services may be needed to immediately assist the evacuated persons in addition to other long-term recovery needs.

However, affected persons need not necessarily be evacuated but still need support services. Incidents such as severe weather, tornados, etc. may produce damage that does not required evacuation. These persons may remain at their residents but still need assistance with repairs, family reunification, communication, health/mental health, or other issues.

This annex covers the basic concepts of providing assistance to affected persons including outlining Family and Friends Reunification/Reception Centers (FFRRC) and Family Assistance Centers (FAC).

III. PLANNING ASSUMPTIONS

This plan makes certain assumptions:

A. Affected persons are those directly impacted by the incident (personal injury, loss of property, reside within the impacted area, etc.)

B. Mainly, persons affected by evacuations will require more assistance than those who need not evacuate.

C. Non-evacuated affected persons may still need assistance.

D. Affected persons will take priority over those not directly impacted by the incident.

E. Persons not affected by the incident could potentially, however, act as agents for those directly affected.

F. Those persons with functional and access needs will require greater assistance, and additional resources may be necessary.

G. Although many state, local, and non-governmental agencies may be involved in providing assistance to affected persons, the local government has ultimate responsibility to provide and coordinate the assistance.

H. *In the instance of the event that prompted the need for the FFRRC and FAC is a criminal act, then Local or Federal Law enforcement will be the lead agency

I. *In the instance of the event that prompted the need for the FFRRC and FAC is a non-criminal act, then the Office of Emergency Management **(816-513-8640, 816-301-6260 Duty)** will be the lead agency.

IV. LEGAL AUTHORITIES

Legal Authorities are covered under the **Base Plan** and other sections of this LEOP.

V. ORGANIZATION AND RESPONSIBILITIES

A collaboration of local, state, and federal agencies will be needed to provide for the needs of the affected persons. The local jurisdiction, however, will have the overall responsibility for contacting and coordinating the various agencies.

Below is a list of agencies and their role in family assistance. This list is designed as a starting point and is exhaustive.

City Departmental Responsibilities
A brief description of duties follows but provided in greater detail in other section so the LEOP. See **Attachment O-1: FFRRC and FAC Operational Matrices** for a matrix of the agencies and their roles with respect to managing/operating the FAC/FFRRC. See also section **VI. Concept of Operations** for specific roles in providing assistance to affected persons.

A. City Manager **(816-513-1408)**
   a. The City Manager provides oversight to the City Departments.

B. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**
   a. *OEM is the lead agency and serves as the Facility Manager when activated during a non-criminal event.

      b. OEM has the responsibility, with partner agencies and departments, to locate a suitable location for the FFRRC and FAC.

      c. OEM coordinates locating and allocating resources needed for the FFRRC and FAC.

      d. OEM may contact other assisting agencies (United Way 211, American Red Cross, etc.)

      e. OEM will contact the 311 Call Center, as applicable, to inform them of information to be relayed to the public that calls

C. Office of City Communications **(816-513-1349)**

      a. City Communications primarily informs the public of the location of FFRRCs and FACs.

      b. City Communications also coordinates public information regarding the incident.

D. City Planning and Development **(816-513-1500)**

      a. City Planning and Development is responsible for building permits for new construction and repairs.

E. *Conventions and Entertainment Department **(816-513-5000)**

      a. The Conventions and Entertainment Department may make appropriate City facilities available as needed for large-scale FFRRC and FAC operations.

      b. Provide operators and/or heavy equipment, such as forklifts, for loading and unloading deliveries at the FFRRC and FAC facilities.

F. Finance Department **(816-513-1173)**

      a. The Finance Dept. manages business licenses and local tax records.

G. General Services Department **(816-513-1313)**

      a. Assist with procurement of physical goods and help with providing security to City owned facilities.

      b. City Security **(816-513-2778)** may assist with providing facilities security for buildings owned/leased by KCMO.

H. KCMO Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**

      a. If necessary, the Health Department may provide health screenings and other health related services at the FFRRC and FAC.

      b. The Health Department also manages birth certificates, death certificates, and certain medical records for the residents of KCMO.

      c. Act as a liaison with Hospitals within the Kansas City city limits and with the Regional Health Care Coalition (RHCC) to help identify locations of Affected Persons who may be in hospitals and incapable of contacting family directly themselves for reunification.

I. Housing and Community Development **(816-513-3046)**
      a. Can assist Affected Persons with the Minor Home Repair and Emergency Rental assistance if their residence was affected by the event.

J. Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 dispatch)**
      a. KCFD Emergency Medical Services (EMS) may provide, as needed, medical transport and Basic Life Services and Advanced Life Services (BLS and ALS) as needed by the Affected Persons and/or family members at the FAC.
      b. *Assist with identifying locations of Affected persons transported via Ambulance to area hospitals in cooperation with KCHD and RHCC.

K. *Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 dispatch)**
      a. KCPD will be the lead agency and Facility Manager when activated for a local criminal event.
      b. KCPD can be requested to provide security to the FFRRC and FAC to prevent unauthorized persons (media, curiosity seekers, etc.) from accessing the facility or the persons within.
      c. Act as supervising agency for the custody of unaccompanied minors that were among the Affected Persons
      d. Act as investigation agency if event is criminal event
      e. Act as liaison to Federal Law Enforcement as required

L. KC Pet Project **(816-683-1383)**
      a. KC Pet Project is the primary agency for animal related services including field operations, housing, care, and also has licensing records

M. Mayor/Mayor Pro-Tem **(816-513-3500)**
   a. The Mayor or Mayor Pro-Tem participates in media briefings as necessary.
   b. The Mayor or Mayor Pro-Tem declares a City State of Emergency as needed.

N. Neighborhoods Services Department **(816-513-1313)**
   a. 311 Call Center **(311 or 816-513-1313)**
      i. Provide information regarding the FFRRC and FAC to those who call into the call center
   b. KC BizCare **(816-513-2491)**
      i. KC BizCare provides resources and assistance to start and operate businesses located within KCMO.
   c. Neighborhood Preservation **(816-513-9010)**
      i. Provide information on code violations and inspectors
      ii. Administers the Safe Harbor Program and other provisions to temporarily wave code violations
   d. Neighborhood Support Services
      i. Coordinates and facilitates programs to support a bolster neighborhood groups.
   e. Regulated Industries **(816-513-4560)**
      i. Provide city issued licensure records

O. Parks and Recreation Department **(816-513-7500)**
   a. *The Parks and Recreation Department is responsible for ensuring that the Community Centers can be quickly made available for use as FFRRCs and FACs. Parks and Recreation may also provide personnel to assist with staffing.
   b. Will provide heavy equipment, such as forklifts, and operators for loading and unloading deliveries at the FFRRC and FAC facilities as required.

P. *Public Works Department **(816-513-9970)**
   a. Provide operators and/or heavy equipment, such as forklifts, for loading and unloading deliveries at the FFRRC and FAC facilities.

Q. *Water Services Department **(816-513-1313)**
   a. Provide operators and/or heavy equipment, such as forklifts, for loading and unloading deliveries at the FFRRC and FAC facilities.

County Agencies

Kansas City, MO, resides within Cass, Clay, Jackson, and Platte Counties. Each of these counties has their own county agencies, but they perform similar roles. Listed below are the common departments/agencies for the four counties. Any differences will be listed by county.

Cass County Agency Services

The following services are available from Cass County departments/agencies:

A. Cass County Assessor **(816-380-8179)**
   The county assessor can provide information regarding property records and tax information.

B. Cass County Building Codes, Zoning, and Office of Environmental Health   **(816-380-8134)**
   The department primarily manages permits for all types of buildings from permanent to temporary.   The department also inspects private swimming pools.

C. Cass County Clerk **(816-380-8101)**
   The county clerk issues licenses such as liquor, auctioneer, entertainment, etc., and has the associated records. The county clerk also maintains records on notary services for their county.

D. Cass County Emergency Management Agencies **(816-380-8584)**
   County emergency management agencies can supplement many of the functions of KCMO OEM as well as assist with coordinating county agencies.

E. Cass County Health **(816-380-8425)**
   The county health department's common services are listed below and grouped by type:
   a. Clinical Services
      i. Clinical services include immunization, medicine distribution, and screening services
   b. Environmental Services
      i. Environmental services manages food safety including site inspections
   c. Health Services
      i. The health department conducts health screenings for certain issues (sexually transmitted infections, cancer, etc.) and disease monitoring/prevention
   d. Record Services
      i. The Health Department handles birth and death certificates and records
   e. Other Services
      Women, Infants, and Children health services can also be obtained through the health department.

F. Cass County Public Administrator **(816-380-3260)**
   a. The county's public administrator's role is to receive, from the courts, guardianship for minors and other functional and access needs persons unable to care for themselves.

G. Cass County Recorder of Deeds **(816-380-8118)**
   a. Also called Recorder of Deeds, the primary function of this position/department is keeping property deeds and marriage licenses.

H. Cass County Sheriff **(816-380-8320)**
   a. The county sheriff can provide law enforcement services such as security, investigation, traffic control, etc.

Clay County Agency Services
The following services are available from Clay County department/agencies:

A. Clay County Assessor **(816-407-3500)**
   The county assessor can provide information regarding property records and tax information.

B. Clay County Clerk **(816-407-3570)**
   The county clerk issues licenses such as liquor, auctioneer, entertainment, etc., and has the associated records. The county clerk also maintains records on notary services for their county.

C. Clay County Emergency Management **(816-407-3730)**
   County emergency management agencies can supplement many of the functions of KCMO OEM as well as assist with coordinating county agencies.

D. Clay County Health **(816-595-4200)**
   The county health department's common services are listed below and grouped by type:
   a. Clinical Services
      i. Clinical services include immunization, medicine distribution, and screening services
   b. Environmental Services
      i. Environmental services manages food safety including site inspections
   c. Health Services
      i. The health department conducts health screenings for certain issues (sexually transmitted infections, cancer, etc.) and disease monitoring/prevention

        d. Record Services
           i. The Health Department handles birth and death certificates and records
        e. Other Services
           i. Women, Infants, and Children health services can also be obtained through the health department.

E. Clay County Parks and Recreation[1] **(816-407-3660)**
    a. The main contribution by the various parks and recreation departments is providing suitable locations and facilities to house an FFRRC or FAC. These organizations may also provide facility maintenance and managerial staff.

F. Clay County Planning and Zoning **(816-407-3380)**
    a. Planning and zoning departments are responsible for building permits whether repair or new construction.

G. Clay County Public Administrator **(816-407-3600)**
    a. The county's public administrator's role is to receive, from the courts, guardianship for minors and other functional and access needs persons unable to care for themselves.

H. Clay County Recorder **(816-407-3550)**
    a. Also called Recorder of Deeds, the primary function of this position/department is keeping property deeds and marriage licenses.

I. Clay County Sheriff **(816-407-3750 admin, 816-407-3700 non-emergency)**
    a. The county sheriff can provide law enforcement services such as security, investigation, traffic control, etc.

Jackson County Agency Services

The following services are offered by Jackson County departments/agencies:

A. Jackson County Assessment Department **(816-306-9042)**
The director can provide information regarding property records and tax information.

B. Jackson County Clerk **(816-881-3242)**
The county clerk issues licenses such as liquor, auctioneer, entertainment, etc., and has the associated records. The county clerk also maintains records on notary services for their county.

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[1] The Parks and Recreation Department in Clay County is not a separate department but falls under the Public Services Department.

C. Jackson County County Counselor **(816-881-3355)**
   a. The County Counselor **(816-881-3355)** can provide legal counsel regarding issues such as:
      i. Direct legal counsel
      ii. Mental health rights and legalities
      iii. Assessment litigation
      iv. Claims litigation

D. Jackson County Emergency Preparedness **(816-881-3000)**
   County emergency management agencies can supplement many of the functions of KCMO OEM as well as assist with coordinating county agencies.

E. Jackson County Health **(816-404-6415)**
   The county health department's common services are listed below and grouped by type:
   a. Clinical Services
      i. Clinical services include immunization, medicine distribution, and screening services
   b. Environmental Services
      i. Environmental services include food safety including site inspections
      ii. Jackson County has a separate department for Environmental Health
   c. Health Services
      i. The health department conducts health screenings for certain issues (sexually transmitted infections, cancer, etc.) and disease monitoring/prevention
   d. Record Services
      i. The health department handles birth and death certificates and records
      ii. Jackson County Health Department also keeps medical records
   e. Other Services
      i. Women, Infants, and Children health services can also be obtained through the health department.

F. Jackson County Medical Examiner (JCME) **(816-881-6600)**
   a. The Jackson County Medical examiner provides fatality services for Jackson County which include:
      i. Victim identification
      ii. Cause of death investigation
      iii. Mass fatality management
   b. The Jackson County Medical examiner is also responsible for contacting the Kansas City Mortuary Operational Response

Group (KCRMORG). (see **Annex E: Health and Medical** for more information).

G. Jackson County Parks and Recreation **(816-503-4800)**
   a. The main contribution by the various parks and recreation departments is providing suitable locations and facilities to house an FFRRC or FAC. These organizations may also provide facility maintenance and managerial staff.

H. Jackson County Public Works **(816-881-4530)**
   a. Planning and Zoning **(816-881-3258)**
      i. Planning and Zoning Department is responsible for building permits whether repair or new construction.

I. Jackson County Public Administrator **(816-881-3775)**
   a. The county's public administrator's role is to receive, from the courts, guardianship for minors and other functional and access needs persons unable to care for themselves.

J. Jackson County Recorder **(816-881-4483)**
   a. Also called Recorder of Deeds, the primary function of this position/department is keeping property deeds and marriage licenses.

K. Jackson County Sheriff **(816-541-8017)**
   a. The county sheriff can provide law enforcement services such as security, investigation, traffic control, etc.

Platte County Agency Services
The following common services are available from Platte County departments/agencies:

A. Platte County Assessor **(816-858-3310)**
   The county assessor can provide information regarding property records and tax information.

B. Platte County Clerk **(816-858-3340)**
   The county clerk issues licenses such as liquor, auctioneer, entertainment, etc., and has the associated records. The county clerk also maintains records on notary services for their county.

C. Platte County Emergency Management **(816-858-2424)**
   County emergency management agencies can supplement many of the functions of KCMO OEM as well as assist with coordinating county agencies.

D. Platte County Health **(816-587-5998)**
The county health department's common services are listed below and grouped by type:
   a. Clinical Services
       i. Clinical services include immunization, medicine distribution, and screening services
   b. Environmental Services
       i. Environmental services manages food safety including site inspections
   c. Health Services
       i. The health department conducts health screenings for certain issues (sexually transmitted infections, cancer, etc.) and disease monitoring/prevention
   d. Record Services
       i. The Health Department handles birth and death certificates and records
   e. Other Services
       i. Women, Infants, and Children health services can also be obtained through the health department.

E. Platte County Parks and Recreation **(816-858-3419)**
   a. The main contribution by the various parks and recreation departments is providing suitable locations and facilities to house an FFRRC or FAC. These organizations may also provide facility maintenance and managerial staff.

F. Platte County Planning and Zoning **(816-858-3338)**
   a. Planning and zoning departments are responsible for building permits whether repair or new construction.

G. Platte County Public Administrator **(816-858-3447)**
   a. The county's public administrator's role is to receive, from the courts, guardianship for minors and other functional and access needs persons unable to care for themselves.

H. Platte County Recorder **(816-858-3326)**
   a. Also called Recorder of Deeds, the primary function of this position/department is keeping property deeds and marriage licenses.

I. Platte County Sheriff **(816-858-2424)**
   a. The county sheriff can provide law enforcement services such as security, investigation, traffic control, etc.

State Agency Responsibilities

A. Missouri Department of Health and Senior Services (MDHSS) **(573-751-6400)**
    a. The MO Dept. of Health and Senior Services can supplement and provide additional health resources for the FFRRC and FAC including, but not limited to:
        i. Health services including Women, Infants, and Children (WIC) services
        ii. Other health services such as screenings and vaccinations

B. Missouri Department of Mental Health (MDMH) **(573-751-4122)**
    a. MDMH provides mental health services from information to advocacy for those persons with mental health issues and their families/care givers including children
    b. MDMH has created Behavioral Mental Health Strike Teams to assist directly with providing mental health services to affected persons
    c. MDMH also provides services for persons that are deaf or hard of hearing including consultation and technical assistance

C. Missouri Department of Revenue (MDOR) **(573-751-4450)**
    a. The MDOR is responsible for maintaining certain records pertaining to registration and financial transactions. These records may be requested and include:
        i. Driver's license records
        ii. Vehicle registration
        iii. Tax records
        iv. Business licenses

D. Missouri Department of Social Services (MDSS) **(573-751-4815)**
    a. The MDSS coordinates programs that provide assistance to the residents of Missouri to meet basic needs. These programs may include:
        i. Family support services
            1. Blind Persons
            2. Cash assistance
            3. Childcare/support
            4. Energy assistance
            5. Food assistance
            6. Health care coverage
        ii. Child support services
            1. Locating parents and relatives
            2. Investigating abuse and neglect

E. Missouri State Highway Patrol (MSHP) **(573-751-3313)**
    a. The MSHP can provide security and traffic support for the facility in addition to assisting with other law enforcement duties.
    b. MSHP will report to the lead law enforcement agency.

F. Missouri National Guard (MONG) **(888-526-6664)**
    a. If needed, MONG assistance can be requested via the Missouri State Emergency Management Agency (SEMA), from the governor for assistance with security, logistical resources, personnel, etc.

G. Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A (call first))**
    a. SEMA coordinates communication and information requests from OEM to state and federal agencies.
    b. Coordinate additional resources as requested.
    c. SEMA can provide the Missouri Disaster Medical Assistance Team (MO DMAT-1), The Missouri Mortuary Operations Response Team (MO MORT-1) and Missouri Task Force 1, Urban Search and Rescue team.

Federal Agency Responsibilities

Federal Agencies do not have a direct role in the FFRRC/FAC but do provide services. The Federal Emergency Management Agency (FEMA) is the coordinator for any federal assistance or response per the National Incident Management System (https://www.fema.gov/emergency-managers/nims) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf).

A. *Federal Bureau of Investigation (FBI) **(816-512-8200)**
    a. For incidents of terrorist acts, the FBI will serve as the lead agency in the criminal investigation.
    b. The FBI's Victim Assistance Program serves all Federal crime victims, and could be represented in a FFRRC or FAC in a supporting role under those circumstances.

B. Federal Emergency Management Agency (FEMA) **(816-283-7061)**
    a. FEMA coordinates communication and information requests from the OEM to federal agencies
    b. FEMA can request additional federal resources to assist
    c. Provide public assistance and other grants
    d. Provide "FEMA Trailers" – temporary housing
C. Small Business Administration (SBA) **(816-426-4900)**
    a. The SBA can provide loans for businesses to recuperate from disasters.

Other Agencies

Other agencies include private, non-profit, and non-governmental agencies that may provide support and assistance operating the FFRRC/FAC or for the affected persons.

A. American Red Cross, Greater Kansas City (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams)**
   a. The ARC has access to resources and volunteers that can assist with managing an FAC.
   b. The ARC also has access to assist in providing temporary lodgings for persons displaced by the disaster.

B. Frontier Forensics, LLC **(913-299-1533)**
   a. Frontier Forensics, LLC, provides medical examiner services for Clay and Platte County (and others)

C. Harvesters Community Food Network **(816-989-3000)**
   a. The Harvesters Community Food Network (Harvesters) is a non-profit organization that collects and distributes food and common household supplies (such as toiletries) to persons affected by disasters.

D. Johnson County, KS, Health Department **(913-826-1200)**
   a. Johnson County Health Dept. can provide health screenings and other services (such as vaccinations)

E. Johnson County, KS, Mental Health **(913-826-4200)**
   a. The Johnson County Mental Health department can provide counselling services.

F. National Center for Missing and Exploited Children (NCMEC) **(800-843-5678)**
   a. The NCMEC serves to provide information and resources regarding missing and exploited children. They can provide legal advice and assist with reunification.

G. Operation BBQ Relief **(844-627-7353)**
   a. Operation BBQ Relief (OBR) is a non-profit disaster relief organization that provides hot meals to individuals directly or indirectly affected by a disaster, as well as to involved first responders and other support agencies.

H. Regional Health Care Coalition **(816-404-2661, 816-858-2550 cell)**
   a. The Regional Health Care Coalition (RHCC) is considered a Covered Agency with relation to HIPAA, and is a coordination agency for Hospitals, EMS, and Public Health. RHCC will

consolidate patient tracking information from hospitals during a Mass Casualty Incident (MCI) to provide that information to OEM for use at the FFRRC and FAC.

I. United Way 211 **(211, 816-472-4289)**
   a. United Way 211 can serve as a single point of contact with other Kansas City Community Organizations Active in Disaster (KCCOAD) such as Catholic Charities, Salvation Army, Team Rubicon, etc.

J. University of Missouri Extension (MU Extension) **(816-482-5850)**
   a. The University of Missouri Extension provides economic and educational assistance to those involved in the business of agriculture.
   b. The MU Extension also provides health and social programs such as:
      i. Advice to improve personal health
      ii. Creating a safe and healthy home environment
      iii. Family healthy, low cost meal preparation
      iv. Creating whole communities
      v. Providing tax assistance to low-income and functional and access needs persons
      vi. Health and exercise for seniors

K. The Whole Person **(816-561-0304)**
   a. The Whole Person provides services to functional and access needs individuals which include:
      i. Advocacy
      ii. Information and Personal Assistance
      iii. Independent Living Skill Training
      iv. Deaf training and workshops
      v. Home healthcare and modification services
      vi. Social Security Disability Assistance
      vii. Guardianship consulting

For an overview and matrices presenting the agencies and their roles, see section **VI. Concept of Operations.**

VI. CONCEPT OF OPERATIONS

The following sections provide a guide for offering services to those persons directly and/or indirectly affected by the incident. Which elements and sections of those elements that are activate will be determined by the Incident Commander/Unified Command, the Emergency Manager, or elected officials. It is not necessary to activate all elements, and some elements may never be needed.

*FFRRCs and FACs are the responsibility of the Kansas City, Missouri Police Department when opened as a result of a criminal incident, and the Office of Emergency Management when opened as a result of a non-criminal event.

Friends and Family Reunification/Reception Centers (FFRRC)
*The FFRRC is set up quickly in response to a disaster or a terrorist event, opening as soon as possible after the incident and operating for 1 to 2 days before transitioning into a Family Assistance Center (FAC.) The primary function of the FFRRC is to provide immediate service to the affected individuals of an incident. The FFRRC provides a secure location away from the incident where affected individuals, friends, and family can receive basic services such as food, water, and a quiet place to reunite with or receive information regarding loved ones directly affected by the incident. The FFRRC can also provide grief counselling services.

FFRRCs may be stand-alone facilities or incorporated into a shelter according to the needs of the situation. If an emergency reception center (ERC) is set up, FFRRCs may be a component (See **Annex G Evacuation and Transportation**).

Regardless of whether the FFRRC is a stand-alone entity or connected to another component of the disaster, accessibility for functional and access needs person must be incorporated into the physical design. A section/function of the FFRRC must also take into consideration unaccompanied minors.

*FFRRC considerations should include (but not limited to) the following:
    A. Public area for general notifications regarding the incident

    B. Family/Friends reunification area

    C. Private areas for deceased notification and grief counselling

    D. Secure entry to private areas designated for notification and counselling

    E. Secure and private exits from private areas different from entrances to the public waiting areas.

    F. Private areas for family needs (children, breastfeeding, etc.)

    G. Internet access

H. Security to prevent unauthorized persons (media, curiosity seekers, etc.)

I. Secure location for the return of lost property

J. Functional and Access Needs assist devices

The following section, **Family Assistance Centers (FAC)** provides more detail on which partner agencies may provide for the above considerations.

Family Assistance Centers (FAC)

FACs provide additional services beyond simply providing information regarding the incident and victims for family and loved ones. FACs incorporate the elements of an FFRRC but expand the services provided. Once FACs are set up and active, FFRRCs are normally discontinued, and their functions absorb by the FAC. FACs are generally established and operational from 3 to 10 days after the incident.

FACs provide safe and secure locations for families of missing victims to wait for or receive information regarding their family member(s) (e.g., the victim is deceased, has been admitted to a hospital, or is still missing). There are also places at which families may provide information to authorities and ERC personnel in order to assist in identifying victims, receive updates regarding incident recovery, and receive emotional support, spiritual care, and health and social services as requested and available. FACs can also help to return lost property to affected individuals or to friends and family once it has been retrieved from the affected site and/or is released from evidence by the lead Law Enforcement Agency.

FACs also include management of children[2] displaced by the incident. Family services must assist in reunification efforts and special arrangements necessary to care for minors unable to locate their families. The FAC hosting jurisdiction must ensure unaccompanied minors specific needs are addressed. In addition, family services units may need to provide psychological first aid directed to the needs of distressed children. By State Statute, Law Enforcement supervises and has the ultimate authority for management of all unaccompanied minors.

*The FAC will meet the specific needs of many persons including those with functional and access needs, children, non-English speaking, and families. These needs will be based on the incident and can include (but not limited to):

A. Area for notifications regarding the incident

B. Family/Friends reunification area

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[2] Ideally, the FAC will not have unaccompanied minors showing up at the FAC. The FAC should be prepared to assist families with children.

C. Private areas for family needs (children, breastfeeding, etc.)

D. Secure entry to private areas designated for notification and counselling

E. Secure and private exits from private areas different from entrances to the public waiting areas.

F. Secure location for the return of lost property.

G. Internet access

H. Security to prevent unauthorized persons (media, curiosity seekers, etc.)

I. Functional and Access Needs assist devices

J. Medical services

K. Health services

L. Counselling and other mental health services

M. Financial services

N. Legal services including records

O. Food assistance services

P. Alternative housing services

Q. Access to assistance organizations

R. Family needs such as:
   a. health services
   b. nutritional needs
   c. clothing replacement
   d. temporary childcare
   e. logistical needs of children
        i. cribs and crib linens
        ii. diapers
        iii. pediatric durable medical equipment
        iv. pediatric consumable medical supplies

S. Pet services such as:
   a. Veterinary assistance
   b. Sheltering assistance

c. Lost pet assistance

These services are broken down and associated agencies are listed in **Attachment O-1: FFRRC and FAC Operational Matrices.**

Activation and Management
*A FFRRC and a FAC can be activated by the Unified Command/Incident Commander (UC/IC), KCPD, KCFD, KC Health Department, or be requested by ARC. The requestor may enlist the assistance of OEM whether the EOC is activated or not.

*Per the Incident Command System (ICS) and the National Incident Management System (NIMS) the UC/IC may take direct management of FFRRC or FAC. Additionally, the UC/IC may delegate the management to the Operations Section Chief (part of the general staff under the UC/IC responsible for managing the operation of the incident). However, given that the need for the FFRRC/FAC usually correlates to a complex incident, the Operations Section Chief may delegate oversight of the FFRRC/FAC to a Mass Care and Sheltering Branch Director. Branch Directors report directly to the Operations Section Chief, as described under ICS and NIMS. Any of the above with management of the FFRRC/FAC may further designate a Management Coordination Team to oversee the operation of the FFRRC or FAC in accordance with ICS principles.

*Regardless of which level of the ICS organization (see **Figure 1 – FFRRC/FAC Team Position in ICS Organization Chart**) has oversight of the FFRRC/FAC, the lead agency for the organization, operation, and management of the FFRRC/FAC will be:
- The FBI in cases of the incident being a national crime, including terrorism both domestic and international
- KCPD in cases of the incident being a local crime
- OEM in cases of the incident being non-criminal activity related.

*Duties of the lead agency will include (the list is not necessarily comprehensive):
- Locating and establishing a location for the FFRRC/FAC
- Providing staff to operate the FFRRC/FAC
- Providing logistics (acquiring resources including personnel) for the FFRRC/FAC
- Tracking and recording finances for the FFRRC/FAC
- Contacting agencies to assist affected persons needing the services of the FFRRC/FAC
- Deciding when the FFRRC/FAC is no longer needed and can be dismantled (demobilization)

*Due to the potential complexity of the FFRRC/FAC, an onsite management team (or single supervisor) for the FFRRC/FAC may be utilized to oversee the various

elements of the center. See the **Operational Concepts and Staffing** section for more detailed information on the FFRRC/FAC management and staffing.

*Below is an organizational chart where the FFRRC/FAC management would most likely be placed in ICS. (The chart does not show all of the other possible branches under the Operations Section such as law enforcement, fire management/suppression, intelligence gathering/investigation, mass care and sheltering, emergency medical services, etc. that would exist to respond to the incident.)

Figure 1 – FFRRC/FAC Team Position in ICS Organization Chart
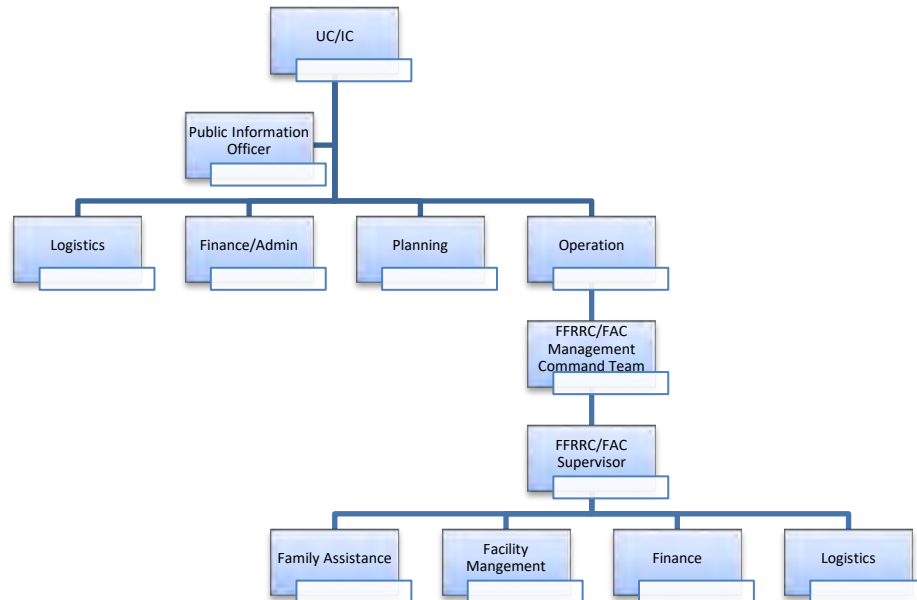
Operational Concepts & Staffing
The number of staff at an FAC will be dependent upon the scope of the incident and the needed services. For many instances, one coordinator and a couple of assistants can coordinate the FAC participating representatives. As the FAC expands, using ICS principles and expanding the staff may be necessary. Most FACs are operated during business hours, so staffing may consist of only one shift, but can have scheduling and shifts however the Facility Management Command Team requires.

*Except in the case of a national criminal act (such as terrorism both domestic and international), the management of the facility is the responsibility of the local jurisdiction, but many departments, agencies, and strategic partners may assist with the operation of the facility. See **Facility Operation** (pg. O-24) under **Attachment O-1: FFRRC and FAC Operational Matrices.**

Staffing

Personnel at the FFRRC/FAC will include the FFRRC/FAC staff in addition to agency representatives to assist the affected persons. The FAC staff's responsibility is to assist persons at the FAC and coordinate the assisting agency representatives. **Table 1 - *FAC Staff** Positions defines the three staff position categories.

*See Table 1 - *FAC Staff Positions for an example of the FFRRC/FAC organization operating and/or supporting the center and the persons affected by the incident. The number of branches for the organization of management and support staff for the FFRRC/FAC will be dependent upon the size of the incident and number of people that require assistance.

Table 1 - *FAC Staff Positions

| POSITION	DESCRIPTION
FFRRC Management Command Team	• The Management Command Team is led by KCPD after a local criminal incident • The Management Command Team is led by the FBI after a national criminal incident, including terrorism both domestic and international • The Management Command Team is led by OEM after a non-criminal incident • Responsible for ensuring the coordination of family assistance provided at the FAC including the staff mobilization, area setup, resource needs. • Reports to the IC/UC, MAC-G[3], or EOC.
Family Assistance Center Supervisor	• May be a separate position from the FAC Coordinator if needed. • Overall responsibility for the actual care provided to family members at the FAC. • Directs staff within the FAC and ensures that needed services, supplies and equipment are appropriately provided. • Coordinates with law enforcement and other agencies regarding unaccompanied minors. • Directs the Family Assistance, Facility Management, Finance, and Logistics Section Chiefs to meet the needs of all of the clients of the FFRRC. • Reports to the FFRRC Management Command Team

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[3] Multi-Agency Coordination Group: a group of administrators or executives (or their designees) who are authorized to commit agency resources and funds and provide coordinated regarding priorities and resource allocation.

POSITION	DESCRIPTION
Family Assistance Section Staff	• Services Brach consists of Client Assistance that helps visitors to the FFRRC with information and direct needs and Hospitality, that helps keep visitors to the FFRRC comfortable while waiting, and providing meals or other facility support. • Child Care Branch consists of licensed childcare providers, State/ Federal child service agency personnel, faith-based organizations, NGO, etc. that specialize in family and child services. This can be for children of clients and visitors to the FFRRC or Unaccompanied minors under the supervision of Law Enforcement. • Property Recovery assists with returning of property lost as part of the incident and/or released after being held as evidence in a criminal investigation. • Specialized assistance provides medical assistance as needed, as well as grief counselors and spiritual care counselors.
Facility Management Section Staff	• Facility Management is in charge of taking care of the building and personnel involved in the operation of the FFRRC. • Personnel management handles all staffing and human resources needs. • Maintenance handles the daily needs of the operation, such as janitorial work. • Infrastructure handles the daily needs of the building, such as minor maintenance
Finance Section	• Maintains all of the paperwork, contracts, and expenditures for the operation of the facility
Logistics Section	• Logistics sections provides all of the physical needs in terms of purchase, transport, storage, and distribution, for the operation. • Facility Branch handles everything that the building needs for the operation. • Information Technology (IT) handles all computer systems, networking, internet access, and communications needs • Building Management takes care of all of obtaining all of the resources that are required for the Facility Management Section • Services Branch handles everything that the personnel need for the operation. • Hospitality handles all of the personnel needs for the Family Assistance branch, including feeding and client needs. • Facility Management handles all of the staff of the building and operation, both in terms of having enough staffing, and that the staffing has all of the equipment that is required.

*For how the positions would fit into an organizational chart, see Figure 2 - FFRRC/FAC Organizational Chart below. The figure is based on filling all positions described in the table above, i.e. a large scale incident with many persons affected.

Figure 2 - FFRRC/FAC Organizational Chart
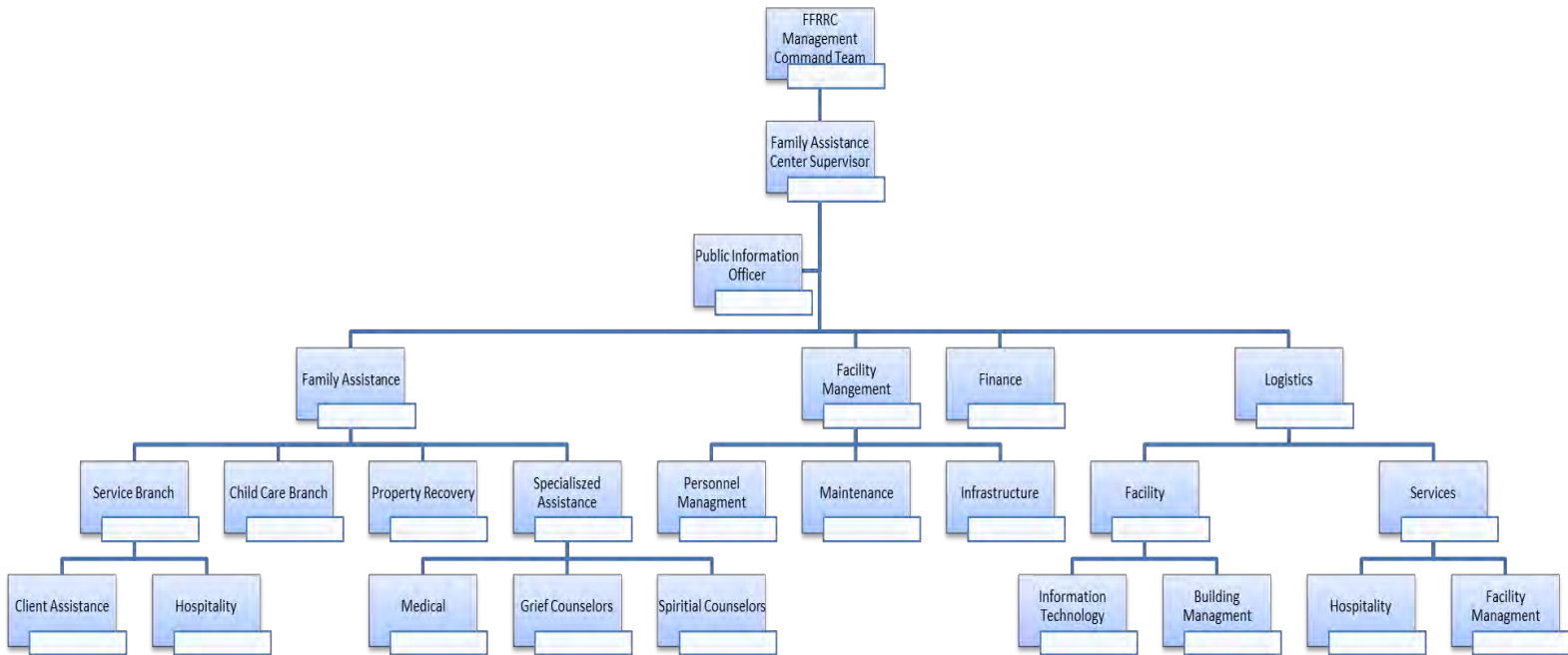
Facility Operation

The operating of the FFRRC/FAC facility is often a joint effort of multiple stakeholders. These roles focus on the operation of the facility and not the needs of the affected persons. The list of organizations and the roles provided are not all encompassing.

A. *Facility management
    KCPD is the managing agency if the incident is criminal.
    OEM is the managing agency after a non-criminal event.

B. *Coordination of Agencies
    KCPD is responsible for the coordination of strategic partners if the incident is criminal.
    KCMO OEM has responsibility for coordinating the efforts of strategic partners in the operation of and providing resources for the FFRRC or FAC facility.

C. Facility Location
    This subcategory encompasses the locating and suppling of the physical structure (facility) for the FFRRC or FAC.

D. Facility Management
    Facility management entails tasks such as sanitation, utilities, providing communication, IT, and other duties associated with ensuring the facility is operated in a safe and efficient manner.

E. Logistics
    Logistics includes locating and/or providing such essentials such as staff, office supplies, amenities such as furniture, and other necessary items for managing the FFRRC or FAC.

F. Security and Traffic
    Security ensures that the safety and privacy of the FFRRC/FAC staff and affected persons is not compromised. Traffic safeguards that both authorized vehicular and pedestrian movement flows efficiently while preventing unauthorized traffic.

G. Public Information
    Public Information, under this category, relates to apprising the public of the FFRRC/FAC's location, who is authorized to be at the facility, hours of operation, and other pertinent facts that should be related to the public at large.

H. Food/Water

Based on the hours of operation and the needs of the affected persons and staff, food and water should be provided.

I.   Health Inspections
     Health Inspections refer to inspections on the facility and any food/water that is provided to the affected persons and staff.

*Table 2 - Facility Operations Matrix

	Coordination of Agencies	Facility Location	Facility Management	Logistics	Security & Traffic	Public Information	Food/Water	Health Inspection[4]	Property Recovery
KCMO									
KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 dispatch)** (Local Criminal Event)	X	X	X	X	X				X
Office of Emergency Management **(816-513-8640, 816-301-6260 Duty)** (Non-Criminal Event)	X	X	X	X			X		
311 Call Center **(311 or 816-513-1313)**						X			
City Communications **(816-513-1349)**						X			
Neighborhoods Services **(816-513-1313)**						X			
Conventions and Entertainment[5] **(816-513-5000)**		X	X						
Health Department **(816-513-6008 or 816-717-6721 Duty)**								X	
Parks and Recreation **(816-513-7500)**		X	X						
Water Services Department **(816-513-1313)**							X		
CASS COUNTY									
Emergency Management **(816-380-8584)**	X	X	X	X			X		
Health Dept. **(816-380-8584)**								X	
Sheriff **(816-380-8320)**					X				
CLAY COUNTY									

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[4] Health departments would inspect the facility and food for contamination.
[5] Most incidents would not require Convention ad Entertainment's facilities due to the facility size, but they should be considered if a large venue is needed.

	Coordination of Agencies	Facility Location	Facility Management	Logistics	Security & Traffic	Public Information	Food/Water	Health Inspection[4]	Property Recovery
Emergency Management (816-407-3730 or 816-509-7502 cell())	**X**	**X**	**X**	**X**			**X**		
Health Dept. **(816-595-4200)**								X	
Parks and Recreation **(816-407-3660)**		X	X						
Sheriff **(816-407-3750 admin, 816-407-3700 non-emergencies)**					X				
JACKSON COUNTY									
Emergency Preparedness **(816-881-3000)**	X	X	X	X			X		
Health Dept. **(816-404-6415)**								X	
Parks and Recreation **(816-503-4800)**		X	X						
Sheriff **(816-541-8017)**					X				
PLATTE COUNTY									
Emergency Management **(816-858-2424)**	X	X	X	X			X		
Health Dept. **(816-587-5998)**								X	
Parks and Recreation **(816-858-3419)**		X	X						
Sheriff **(816-858-2424)**					X				
MISSOURI									
MSHP **(573-751-3313)**					X				
MONG **(888-526-6664)**				X	X				
SEMA **(573-526-9100 24-hr, 573-645-6646 Region A cell (call first))**				X					
FEDERAL AGENCIES									
FBI (national criminal incidents including terrorism) **(816-512-8200)**	X	X	X	X	X				X
OTHER AGENCIES									

	Coordination of Agencies	Facility Location	Facility Management	Logistics	Security & Traffic	Public Information	Food/Water	Health Inspection[4]	Property Recovery
American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams)**			X				X		
Facility Owner			X						
United Way 211[6] **(211, 816-472-4289)**				X			X	X	

In addition, there are certain requirements for the facility to operate as an FFRRC or FAC. These requirements include such elements as power, communications, sanitation, etc. For more information, see **ATTACHMENT O-2: FACILITY REQUIREMENTS.**

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[6] United Way 211 would not necessarily be directly involved with the operation of the facility but could provide assistance by locating partner agencies.

ATTACHMENT O-1: FFRRC AND FAC SERVICES MATRICES

The following matrices provide suggestions on agency roles in the operation of FFRRC/FAC facilities and in the services offered to persons affected by the incident. The agencies listed may not all be needed, depending on the nature and scope of the incident. Other agencies may be contact to assist with the affected persons as well.

Overview

The roles are broken into 5 categories: Information and Reunification, Health and Medical, Basic Needs, Legal Assistance, Records, and Property, Facility Operation and Maintenance, and Property Recovery and Return. The categories contain subcategories of services that will be described in more detail in their respective sections. The categories and subcategories are not extensive, and other services for affected persons may be required. The incident may also not require all of the services listed.

The information presented is an overview. For more details on some of the services provided by the listed agencies, see the section **V. Organization and Responsibilities**.

Information and Reunification

The Information and Reunification category encompasses providing:

A. Incident Information
Incident information includes updates on the incident, areas affected, when affected/evacuated persons may return to the area, etc.

B. Victim Information
Victim information includes list of persons deceased, injured, under medical care such as a hospital, or other information related to the affected persons, their family, or their friends.

C. Reunification
Reunification relates to efforts involved (such as locating) in reuniting affected persons and their family, friends, care givers, etc. The reunification agencies associated with pets is presented in the **Basic Needs** section of this attachment.

*Table 3 - Information and Reunification Services Matrix

	Incident Information	Victim Information	Reunification
KCMO			
Health Dept. **(816-513-6008 or 816-717-6721 Duty)**	X[7]	X	X
KCFD **(816-513-4600, 816-513-0900 dispatch)**	X	X	
KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 dispatch)**	X	X	X
CASS COUNTY			
Health Dept. **(816-380-8425)**		X	X
Sheriff **(816-380-8320)**	X	X	X
CLAY COUNTY			
Frontier Forensics, LLC **(913-299-1533)**		X	
Health Dept. **(816-595-4200)**		X	X
Sheriff **(816-407-3750 admin, 816-407-3700 non-emergencies)**	X	X	X
JACKSON COUNTY			
Health Dept. **(816-404-6415)**		X	X
Jackson Co. Medical Examiner **(816-881-6600)**		X	
Sheriff **(816-541-8017)**	X	X	X
PLATTE COUNTY			
Frontier Forensics, LLC **(913-299-1533)**		X	
Health Dept. **(816-587-5998)**		X	X
Sheriff **(816-858-2424)**	X	X	X
MISSOURI			
Dept. of Social Services			X
MSHP **(573-751-3313)**	X	X	X
FEDERAL			
FBI **(816-512-8200)**	X		
FEMA[8] **(816-283-7061)**			X
OTHER AGENCIES			
American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams)**			X
Frontier Forensics, LLC **(913-299-1533)**		X	

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[7] If the incident is a pandemic or other disease related issue, then the health departments can provide information.

[8] FEMA doesn't participate in reunification directly but would have connections to Federal resources and partners that would.

	Incident Information	Victim Information	Reunification
National Center for Missing and Exploited Children **(800-843-5678)**			X
RHCC **(913-608-9425 duty officer)**			X
United Way 211 **(211, 816-472-4289)**			X

Health and Medical Services

Health and Medical Services includes the following subcategories, which also include capabilities to provide for the functional and access needs community:

A. Health Services
Health services include a variety of assistances from vaccinations to screenings. See the **V. Organizations and Responsibilities** section for a more detailed description of these services.

B. Mental Health Services
Mental Health Services include counseling from grief to anxiety and providing for those persons with cognitive and behavioral needs.

C. Medical Services
Medical Services comprise assistance for first aid, medical screening, medical counseling, and other aid that doesn't necessarily require a medical facility or transport to one. This can include both pre- and post-exposure treatments.

D. Women, Infants, and Children (WIC)
The Women, Infants, and Children program is managed primarily by the United States Department of Agriculture (USDA) to provide nutritious food supplements and information. The program is also designed to assist women, children, and infants with health care. State and local health agencies may act as an intermediary to assist those affected persons access the program.

E. Child Services
Child services in this section include health and medical programs (such as vaccinations) for children.

*Table 4 - Health and Medical Services Matrix

	Health Services	Mental Health Services	Medical Services	WIC	Child Services
KCMO					
Health Dept. **(816-513-6008 or 816-717-6721 Duty)**	X		X		X
KCFD **(816-513-4600, 816-513-0900 dispatch)**			X		
CASS COUNTY					
Health Dept. **(816-380-8425)**	X	X		X	X
CLAY COUNTY					
Health Dept. **(816-595-4200)**	X	X		X	X
JACKSON COUNTY					
Health Dept. **(816-404-6415)**	X	X		X	X
Jackson Co. Medical Examiner **(816-881-3000)**		X[9]			
PLATTE COUNTY					
Health Dept. **(816-587-5998)**	X	X		X	X
MISSOURI					
MDHSS **(573-751-6400)**	X			X	
MDMH **(573-751-4122)**		X			
MDSS **(573-751-4815)**	X				
FEDERAL[10]					
FEMA **(816-283-7061)**	X	X	X	X	X
OTHER AGENCIES					
Johnson Co, KS, Health Dept. **(913-826-1200)**	X			X	X
Johnson Co, KS, Mental Health **(913-826-4200)**		X			
RHCC **(913-608-9425 duty officer)**			X[11]		

[9] The Jackson Co. Medical Examiner does not provide counseling services directly but has access to agencies and resources that do such as spiritual counselling.

[10] Although there are a number of Federal Agencies that provide health, mental health, and other services, accessing them would be through the local and state agencies in addition to FEMA.

[11] The RHCC can coordinate with regional hospitals to provide medical services.

Basic Needs

The Basic Needs category encompasses the basic needs of affected persons including food, housing, pet care, etc. The subcategories are:

A. Food
    The agencies listed may provide food directly, assistance to affected persons needing food, or work with agencies that provide food. These agencies are not necessarily involved with providing food to the FFRRC/FAC (see **Facility Operation**, pg. 24) section of this attachment for those agencies).

B. WIC
    The Women, Infants, and Children program is managed primarily by the United States Department of Agriculture (USDA) to provide nutritious food supplements and information. State and local health agencies may act as an intermediary to assist those affected persons access the program.

C. Housing
    The agencies listed can assist with providing temporary housing or financial assistance with obtaining temporary housing. This category also includes agencies that can assist with home repair and/or home repair costs.

D. Financial Assistance
    Affected persons may obtain direct or indirect financial assistance through grants or loans to assist with needs. Agencies can provide assistance to the affected persons, their families, or their businesses.

E. Functional and Access Needs Persons (FAN)
    These agencies may provide additional assistance (translators, physical assistance, etc.) for those individuals with functional and access needs. See the **V. Organizations and Responsibilities** section describes the assistance in greater detail.

F. Child Services
    Child Services in this section includes advocacy, guardianship, assistance with childcare, and other services not related directly to health and medical (as covered in the **Health and Medical,** pg. O-18, section of this attachment).

G. Pets
    Pet services include licensing, vaccinations, sheltering, rescue, and reunification for affected persons.

*Table 5 - Basic Needs Services Matrix

	Food	WIC	Housing	Financial Asst.	FAN	Child Services	Pets
KCMO							
Housing and Community Development **(816-513-3046)**			X				
KC BizCare **(816-513-2491)**				X[12]			
KC Pet Project **(816-683-1383)**							X
CASS COUNTY							
Health Dept. **(816-380-8425)**		X					
Public Administrator **(816-380-3260)**						X	
CLAY COUNTY							
Health Dept. **(816-595-4200)**		X					
Public Administrator **(816-407-3600)**						X	
JACKSON COUNTY							
Health Dept. **(816-404-6415)**		X					
Public Administrator **(816-881-6600)**						X	
PLATTE COUNTY							
Health Dept. **(816-587-5998)**		X					
Public Administrator **(816-858-3447)**						X	
MISSOURI							
MDHSS **(573-751-6400)**		X					
MDSS **(573-751-4815)**	X			X		X	
SEMA[13] **(573-526-9100 24-hr, 573-645-6646 Region A cell (call first))**	X		X		X	X	X
FEDERAL							
FEMA[14] **(816-283-7061)**	X	X	X	X	X	X	X
OTHER AGENCIES							
American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams)**	X		X	X	X		
Harvesters[15] **(816-989-3000)**	X						

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[12] KC BizCare can provide resources for financial assistance for business located within KCMO.

[13] SEMA has contacts with organizations that can assist with these needs.

[14] Other than providing temporary housing and financial assistance, FEMA coordinates Federal resources and can contact strategic partners.

[15] Harvesters also has a program to provide basic hygiene kits.

	Food	WIC	Housing	Financial Asst.	FAN	Child Services	Pets
Operation BBQ Relief **(844-627-7353)**	X						
Small Business Administration **(816-426-4900)**				X			
The Whole Person **(816-561-0304)**					X		
United Way 211[16] **(211, 816-472-4289)**	X		X	X	X	X	X
University of Missouri Extension **(816-482-5850)**				X			

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[16] United Way 211 provides information on additional resources, which can meet these needs.

Legal Assistance and Records

Legal Assistance and Records include services that provide legal advice and records that may have been lost in a disaster. The various services may include:

A. Functional and Access Needs (FAN)
Certain agencies provide legal advice and may even act as advocates for those persons with Functional and Access Needs. The agencies may have specific groups which they assist or broader FAN assistance. Other agencies may oversee legal guardianship for those persons unable to cognitively or physically care for themselves.

B. Children
Some agencies may provide legal assistance with respect to minors' rights and advocacy. Other agencies may manage guardianship of minors.

C. Legal Assistance
Both governmental and other agencies may provide legal advice for matters such as business, tax related, etc.

D. Property Records
The government departments and agencies maintain records of property such as home, real estate, vehicle registration, etc.

E. Financial Records
This category covers personal and business financial records such as fees and taxes. Banks cover personal or business financial records of transactions, loans, etc. For Financial Assistance, see **Basic Needs** (pg. O-20) above.

F. Personal Records
Personal records include birth certificates, marriage certificates, death certificates, and medical records.

G. Permits
Permits include construction permits (both new, repair, or replace building permits).

H. Licenses
Licenses include business operation licenses, driver's license records, but not marriage licenses (see Personal Records).

I. Property
Property covers the recovery, storage, security, and return of personal property recovered and/or held as evidence after an incident.

*Table 6 - Legal Assistance and Records Services Matrix

	FAN	Children	Legal Assistance	Investigations	Property Records	Financial	Personal	Permits	Licenses	Property Recovery
KCMO										
City Planning and Development **(816-513-1500)**								X		
Finance Dept. **(816-513-1173)**						X			X	
Health Dept. **(816-513-6008 or 816-717-6721 Duty)**							X			
KC BizCare			X							
KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 dispatch)**				X						
Regulated Industries **(816-513-4560)**							X			
CASS COUNTY										
Assessor **(816-380-8179)**									X	X
Building Codes, Zoning, and Environmental Health **(816-380-8134)**								X		
Clerk **(816-380-8101)**									X	
Health **(816-380-8425)**							X			
Public Administrator **(816-380-3260)**	X	X								
Recorder of Deeds **(816-380-8118)**					X		X			
Sheriff **(816-380-8320)**				X						
CLAY COUNTY										
Assessor **(816-407-3500)**									X	X
Clerk **(816-407-3570)**									X	
Health **(816-595-4200)**							X			
Planning and Zoning **(816-407-3380)**								X		
Public Administrator **(816-407-3600)**	X	X								
Recorder of Deeds **(816-407-3550)**					X		X			
JACKSON COUNTY										
Assessment Department **(816-306-9042)**									X	X

	FAN	Children	Legal Assistance	Investigations	Property Records	Financial	Personal	Permits	Licenses	Property Recovery
Clerk of the County Legislature **(816-881-3242)**									X	
Health **(816-404-6415)**							X			
Jackson Co. Counselor **(816-881-3355)**	X		X							
Jackson Co. Medical Examiner **(816-881-6600)**				X [17]			X			
Planning and Zoning **(816-881-3258)**								X		
Public Administrator **(816-881-3775)**	X	X								
Recorder of Deeds **(816-881-4483)**					X		X			
Sheriff **(816-541-8017)**				X						
PLATTE COUNTY										
Assessor **(816-858-3310)**									X	X
Clerk **(816-858-3340)**									X	
Health **(816-587-5998)**							X			
Planning and Zoning **(816-858-3338)**								X		
Public Administrator **(816-858-3447)**	X	X								
Recorder's Office **(816-858-3326)**					X		X			
Sheriff **(816-858-2424)**				X						
MISSOURI										
MDOR **(573-751-4450)**					X	X			X	
MDSS **(573-751-4815)**				X [18]						
FEDERAL										
FBI **(816-512-8200)**				X						
OTHER AGENCIES										
Frontier Forensics, LLC **(913-299-1533)**				X [19]						
University of Missouri Extension **(816-482-5850)**			X							

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[17] The medical examiner is responsible for cause of death investigations.

[18] MDSS investigates allegations of child abuse and neglect.

[19] Frontier Forensics, LLC, is responsible for cause of death investigations.

	FAN	Children	Legal Assistance	Investigations	Property Records	Financial	Personal	Permits	Licenses	Property Recovery
The Whole Person **(816-561-0304)**	X									

ATTACHMENT O-2: FACILITY REQUIREMENTS

*This section provides basic information concerning the requirements for an FFRRC and/or FAC. Depending on the situation, FACs may contain FFRRC elements, and, therefore, those requirements have been added to both lists. Also, the following lists are not necessarily all encompassing, and certain elements may not be essential. The needs of the situation will direct which elements are essential.

FFRRC Location Examples
- Memorial Hall (Sample layout map included)
- KCI Event Center
- Airport Marriot
- Bartle Hall
- Parks and Recreation Community Centers

FFRRC Facility Requirements

- Separate ingress and egress (for security and privacy purposes – no mingling of those leaving who just received bad news)
- Security
- Separate rooms for
  - Checking in/processing
  - Providing overall information
  - Counselling
  - Providing food/water
  - Restrooms
  - ADA compliance
  - Staff break room
  - Quiet/break rooms
  - Childcare area for unaccompanied minors
  - Property return (optional based on KCPD requirements)
  - Room for medical/first aid personnel to provide treatment
  - Areas for the storage of resources (preferably secured)
- Staff
  - Greeters
  - Food/drink servers
  - Security
  - Assistants/attendants (wander and help people)
  - Lead Coordinator
    - Deputy
  - Sanitation Staff
- Infrastructure
  - Internet (either ethernet or WiFi)
  - Running water

- o Heat/cooling
- o Electricity
- Needs
  - o Food
  - o Water
  - o Seating
  - o ADA compliant restrooms, signage, and access

FAC Facility Requirements

- Separately located ingress and egress (for security and privacy purposes – no mingling of those leaving who just received bad news)
- Security
- Separate rooms for
  - o Checking in/processing
  - o Providing overall information
  - o Counselling
  - o Providing food/water
  - o Restrooms
  - o ADA compliance
  - o Staff break room
  - o Quiet/break rooms
  - o Childcare area for unaccompanied minors
  - o Assistance information
  - o Property return (optional based on KCPD requirements)
  - o Room for medical/first aid personnel to provide treatment
  - o Areas for the storage of resources (preferably secured)
- Staff
  - o Greeters
  - o Food/drink servers
  - o Security
  - o Assistants/attendants (wander and help people)
  - o Lead Coordinator
    - ▪ Deputy
  - o Sanitation Staff
- Infrastructure
  - o Internet (either ethernet or WiFi)
  - o Running water
  - o Electricity
  - o Heating/cooling equipment

- Needs
    - Food
    - Water
    - Seating
    - ADA compliant restrooms, signage, and access

ATTACHMENT O-3: FFRRC EXAMPLE MUNICIPAL AUDITORIUM

*In an effort to provide better understanding of a potential FFRRC facility's needs and possible layout, Municipal Auditorium in KCMO was chosen as an example to represent an FFRRC.

Municipal Auditorium meets many of the requirements for hosting an FFRRC. The building has various access points, with can be secured, that allow for separately located ingress and egress of affected persons. It provides ample space for the affected persons to wait to receive information in addition to multiple rooms, which can be used for various purposes. Other rooms can be used as quiet places, childcare, mass feeding (dining), and assorted usages. Municipal Auditorium also has access points for delivery vans and smaller cargo trucks. Storage locations are abundant as well.

Additional information is provided in the following sections regarding each level and the possible usages for the rooms/areas therein:

Main Entrance, Arena Floor Level
(Figure 3 – Municipal Auditorium Arena Floor Level 1 page O-51)

The Arena Floor is essentially the first level of Municipal Auditorium. The Grand Foyer is spacious enough for stationing registration and check in. The floor has many restrooms including accessible restrooms. There is a concessions area that can supply snacks and beverages. The area contains a walk-in refrigerator and a smaller refrigerator. The Little Theater Ballroom can be used as a dining hall with the addition of tables and chairs. Two first aid stations exist on this level: one for very basic first aid, and the other with beds and able to provide BLS if properly equipped. The Music Hall Foyer may be used as an overflow registration area or for other uses.

The arena can be used as large waiting area for the general population, allowing large numbers to even social distance themselves as required. It has audio/visual capabilities and easy access to restrooms. Basic seating can be provided by the facility (Conventions and Entertainment Department).

The area is ADA accessible with ramps and elevators to reach additional levels/area.

Some important features noted on the map:

- The potential entrance, registration area, waiting area, food distribution, and separate egress locations for persons that have received positive or negative news are marked in dark blue writing on the map.

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- The two elevators that would be used to access the Music Hall levels and possible notification and counselling rooms are highlighted in yellow.

Music Hall Stage Level with Dressing Rooms Level 2

(Figure 4 – Municipal Auditorium Music Hall Stage Dressing Rooms Level 2 page O-52)

The Music Hall itself could also be utilized as an additional area for affected persons to wait. However, access to restrooms is limited with non-ADA compliant facilities unless the person goes down to the Arena Floor level. Persons would also be required to return to the Arena Floor level to obtain food.

What the Music Hall Stage Level does provide are the dressing rooms backstage. The individual dressing rooms could be utilized as quiet rooms and/or family rooms. The Chorus Dressing Room could be utilized as a potential childcare area for unaccompanied minors or to provide parents with some respite. All of the dressing rooms are designed for easy cleaning (spilled makeup, etc.), so children's activities such as painting or other messy activities could be conducted.

Some important features noted on the map:

- The potential areas for quiet/family rooms and childcare areas are marked in dark blue writing on the map.
- The two elevators that would be used to access the Arena Floor level and possible notification and counselling rooms are highlighted in yellow. Note that, not on the map, is an additional elevator located on the other end of the Music Hall.
- The rectangular box with an X, as noted on Figure 4 – Municipal Auditorium Music Hall Stage Dressing Rooms Level 2, refers to a cargo elevator with the ability to transport large set pieces (or other equipment) from below. It is not clear which of the exterior vehicular entrances of the building access this elevator.

Music Hall Mezzanine Level Dressing Rooms Level 3

(Figure 5 – Municipal Auditorium Music Hall Dressing Rooms Level 3 page O-53)

Additional dressing rooms exist behind the stage on the mezzanine level of the Music Hall. These, too, can be used as quiet/family areas with the potential for childcare in the Chorus Dressing Room. Please note, however, that this level does not have elevator access (i.e., stairs are the only means to access this area).

Places of note are similar to the Level 2 map as described above with the exception that elevators do not stop on this level.

Annex I-49

Music Hall Levels 4-6

(Figure 6 – Music Hall Conference Rooms Level 4-6 page O-54)

The upper levels of the Music Hall contain conference rooms, which may be utilized as private notification and counselling rooms. Levels 4 and 5 have multiple rooms to suit this purpose. Level 6 has one large room that could potentially be utilized as the command area as well as a breakroom for staff.

Some important features noted on the map:

- The elevators for accessing the other levels are highlighted in yellow
- The floor numbers correspond to the respective floor
- The area, which could potentially be utilized as a command/staff area is noted in dark blue lettering

One area not added to the maps provided is the mezzanine level of the Main Arena. A map for this this level was not available at the time. The level is similar to the Main Arena floor level with certain notable exceptions:

- There are no exterior ingress/egress points
- The area over the side entrances located on the Main Area floor map contain conference rooms that could also be used as a command/staff area. However, the conference room on the Wyandotte Street side is not usable. The one on the Central Street side can be used and separated into two rooms as needed.
- Access to the elevators highlighted in yellow (i.e., the two with access to Music Hall levels 4-6) are not accessible from this level. Persons would have to return to the Main Arena floor level.

The following pages contain the maps for the various areas/levels of Municipal Auditorium with corresponding description.

Figure 3 – Municipal Auditorium Arena Floor Level 1
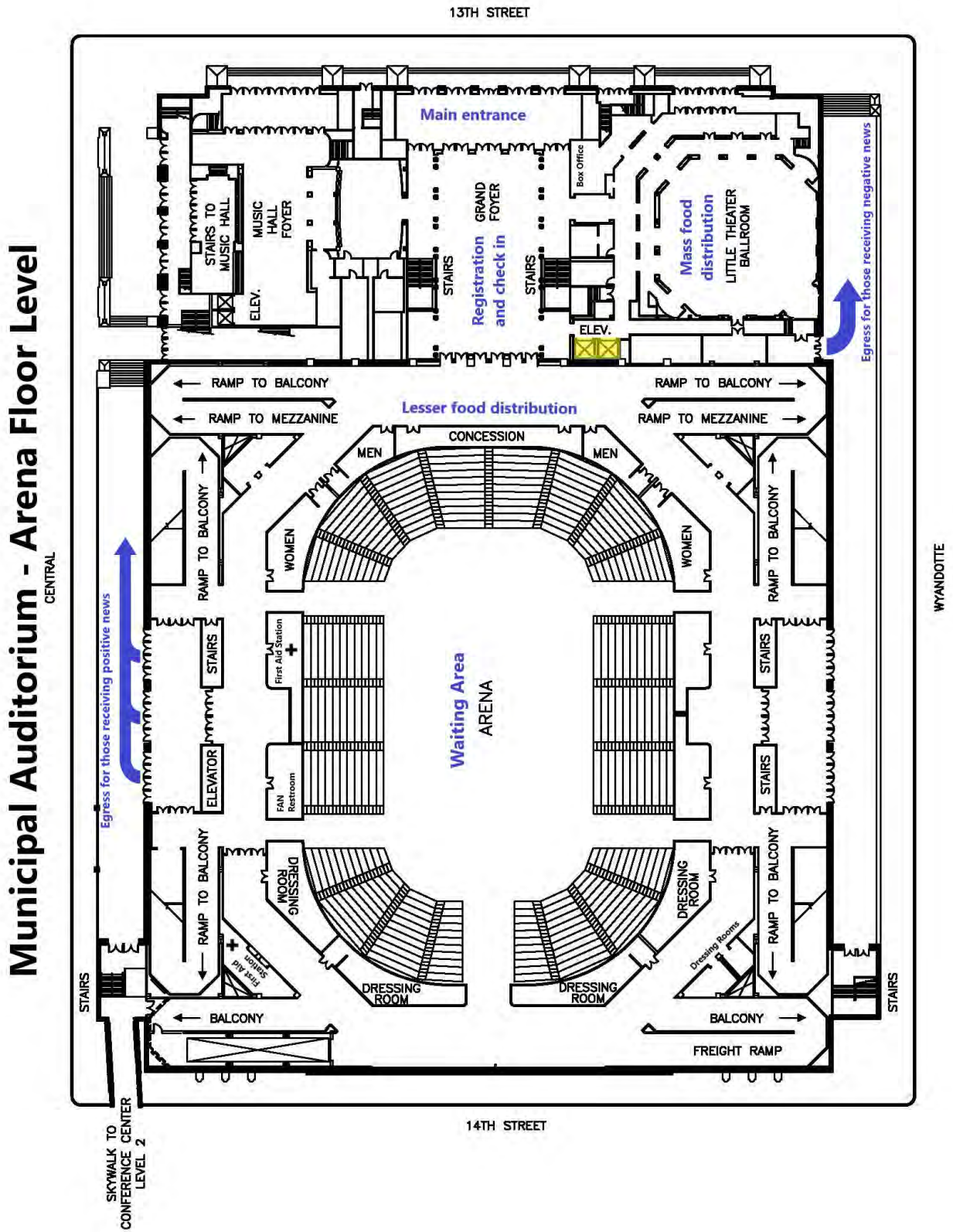
Figure 4 – Municipal Auditorium Music Hall Stage Dressing Rooms Level 2
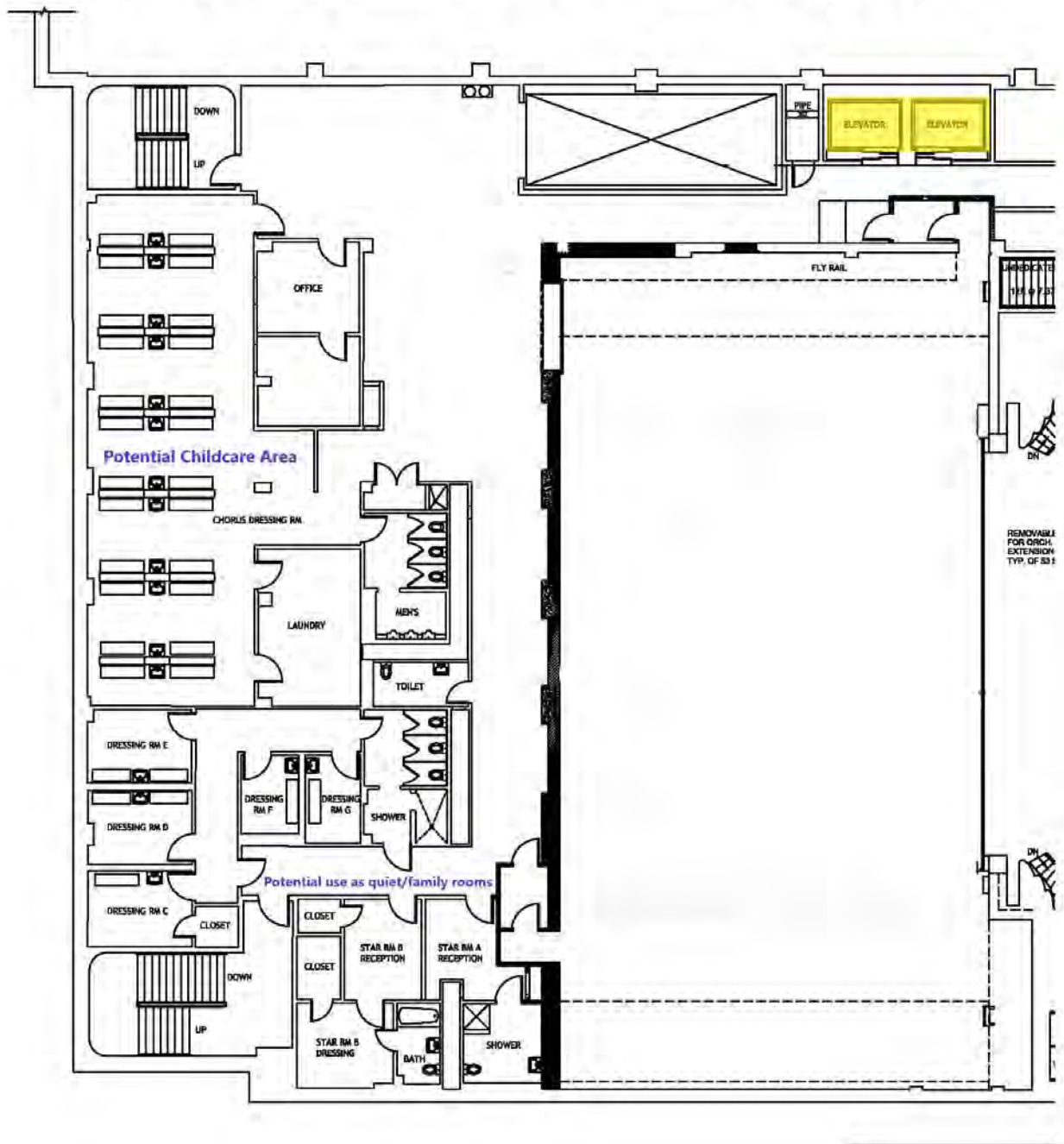
Municipal Auditorium - Music Hall Stage Level

Figure 5 – Municipal Auditorium Music Hall Dressing Rooms Level 3
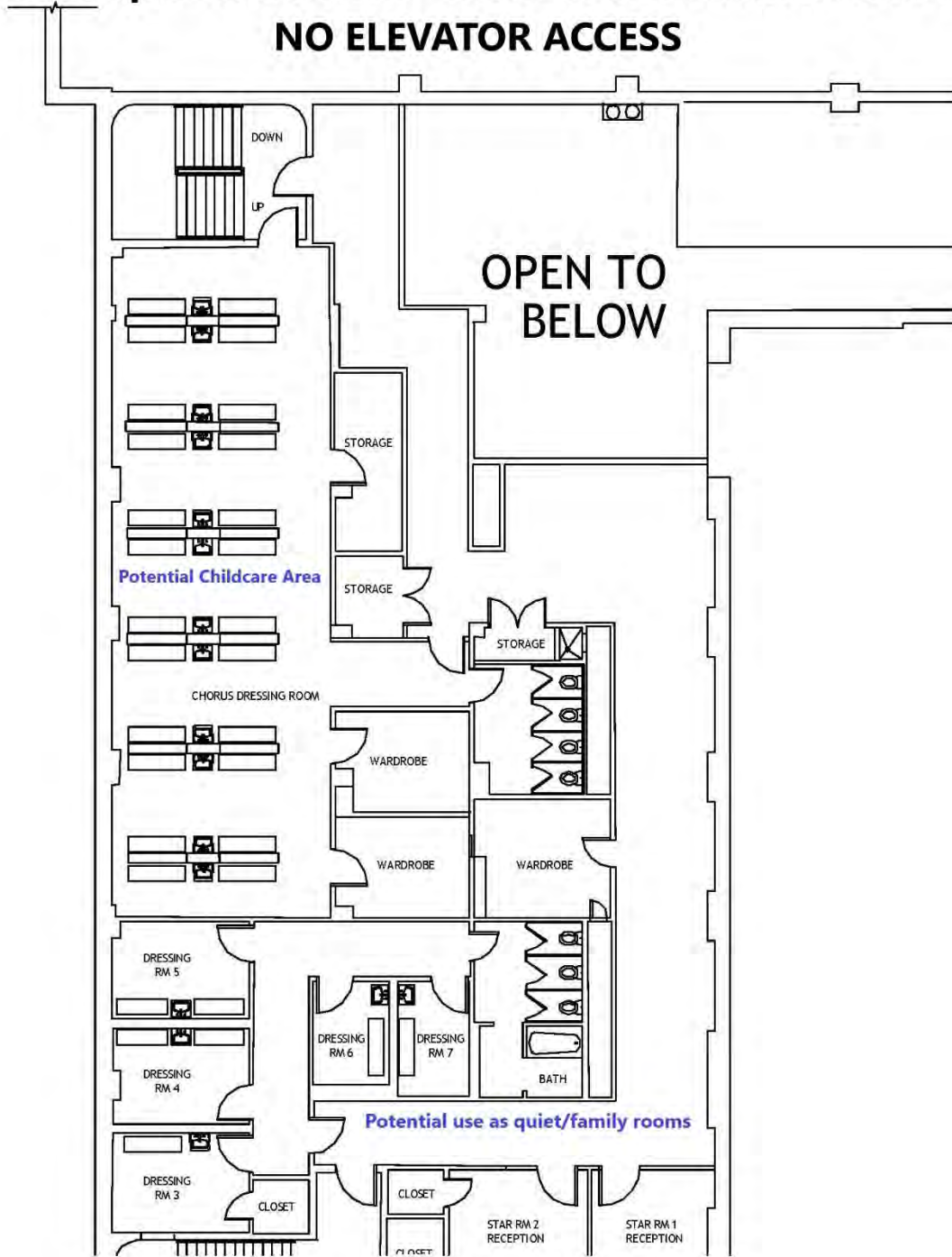
Figure 6 – Music Hall Conference Rooms Level 4-6

Municipal Auditorium - Music Hall Levels 4-6

These rooms can be used for notification and/or grief counseling
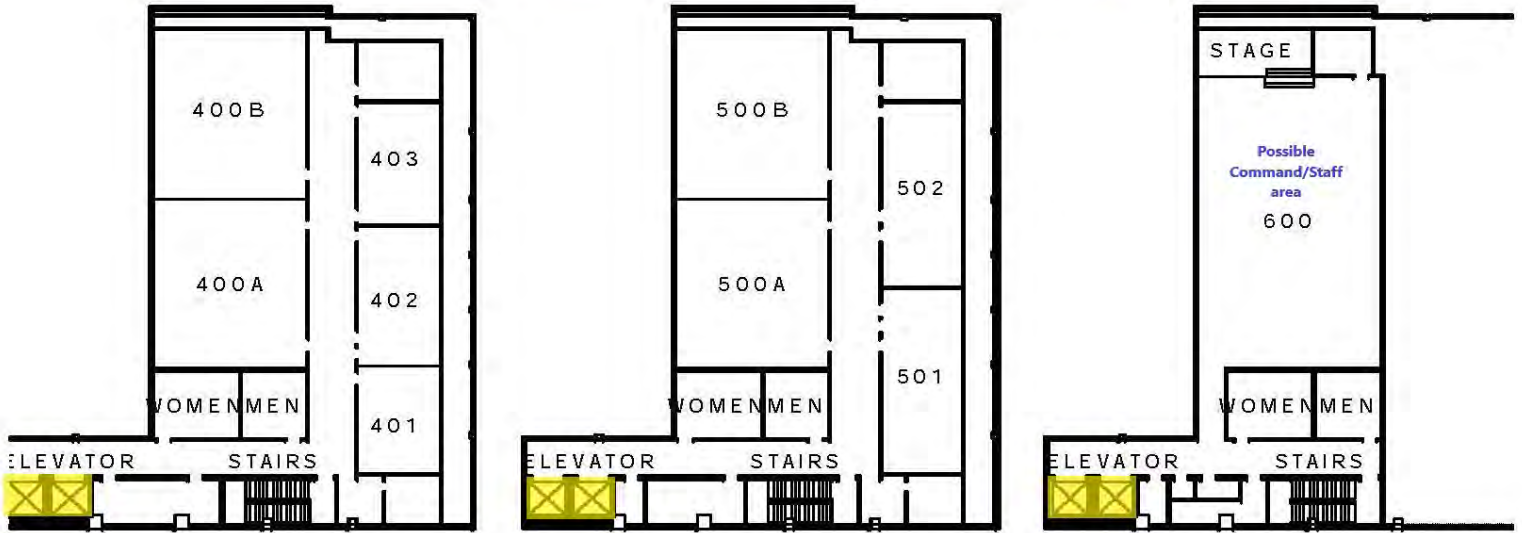
ATTACHMENT O-3: FAC EXAMPLE MUNICIPAL AUDITORIUM

*In an effort to provide better understanding of a potential FFRRC facility's needs and possible layout, Municipal Auditorium in KCMO was chosen as an example to represent an FFRRC.

Municipal Auditorium meets many of the requirements for hosting an FFRRC. The building has various access points, with can be secured, that allow for separately located ingress and egress of affected persons. It provides ample space for the affected persons to wait to receive information in addition to multiple rooms, which can be used for various purposes. Other rooms can be used as quiet places, childcare, mass feeding (dining), and assorted usages. Municipal Auditorium also has access points for delivery vans and smaller cargo trucks. Storage locations are abundant as well.

Additional information is provided in the following sections regarding each level and the possible usages for the rooms/areas therein:

Main Entrance, Arena Floor Level
(Figure 7 - Municipal Auditorium Arena Floor Level 1 page O-59)

The Arena Floor is essentially the first level of Municipal Auditorium. The Grand Foyer is spacious enough for stationing registration and check in. The floor has many restrooms including accessible restrooms. There is a concessions area that can supply snacks and beverages. The area contains a walk-in refrigerator and a smaller refrigerator. The Little Theater Ballroom can be used as a dining hall with the addition of tables and chairs. Two first aid stations exist on this level: one for very basic first aid, and the other with beds and able to provide BLS if properly equipped. The Music Hall Foyer may be used as an overflow registration area or for other uses.

The arena can be used as large waiting area for the general population, allowing large numbers to even social distance themselves as required. It has audio/visual capabilities and easy access to restrooms. Basic seating can be provided by the facility (Conventions and Entertainment Department).

The area is ADA accessible with ramps and elevators to reach additional levels/area.

Some important features noted on the map:

- The potential entrance, registration area, waiting area, food distribution, and separate egress locations for persons that have received positive or negative news are marked in dark blue writing on the map.

- The two elevators that would be used to access the Music Hall and possible notification and counselling rooms are highlighted in yellow.

Music Hall Stage Level with Dressing Rooms Level 2
(Figure 8 – Municipal Auditorium Music Hall Stage Dressing Rooms Level 2 page O-60)

The Music Hall itself could also be utilized as an additional area for affected persons to wait. However, access to restrooms is limited with non-ADA compliant facilities unless the person goes down to the Arena Floor level. Persons would also be required to return to the Arena Floor level to obtain food.

What the Music Hall Stage Level does provide are the dressing rooms backstage. The individual dressing rooms could be utilized as quiet rooms and/or family rooms. The Chorus Dressing Room could be utilized as a potential childcare area for unaccompanied minors or to provide parents with some respite. All of the dressing rooms are designed for easy cleaning (spilled makeup, etc.), so children's activities such as painting or other messy activities could be conducted.

Some important features noted on the map:

- The potential areas for quiet/family rooms and childcare areas are marked in dark blue writing on the map.
- The two elevators that would be used to access the Arena Floor level and possible notification and counselling rooms are highlighted in yellow. Note that, not on the map, is an additional elevator located on the other end of the Music Hall.

Music Hall Mezzanine Level Dressing Rooms Level 3
(Figure 9 – Municipal Auditorium Music Hall Dressing Rooms Level 3 page O-61)

Additional dressing rooms exist behind the stage on the mezzanine level of the Music Hall. These, too, can be used as quiet/family areas with the potential for childcare in the Chorus Dressing Room. Please note, however, that this level does not have elevator access (i.e., stairs are the only means to access this area).

Places of note are similar to the Level 2 map as described above with the exception that elevators do not stop on this level.

Music Hall Levels 4-6
(Figure 10 – Music Hall Levels 4-6 page O-62)

The upper levels of the Music Hall contain conference rooms, which may be utilized as private notification and counselling rooms. Levels 4 and 5 have multiple rooms to suit this purpose. Level 6 has one large room that could potentially be utilized as the command area as well as a breakroom for staff.

Some important features noted on the map:

- The elevators for accessing the other levels are highlighted in yellow
- The floor numbers correspond to the respective floor
- The area, which could potentially be utilized as a command/staff area is noted in dark blue lettering

One area not added to the maps provided is the mezzanine level of the Main Arena. A map for this this level was not available at the time. The level is similar to the Main Arena floor level with certain notable exceptions:

- There are no exterior ingress/egress points
- The area over the side entrances located on the Main Area floor map contain conference rooms that could also be used as a command/staff area. However, the conference room on the Wyandotte Street side is not usable. The one on the Central Street side can be used and separated into two rooms as needed.
- Access to the elevators highlighted in yellow (i.e., the two with access to Music Hall levels 4-6) are not accessible from this level. Persons would have to return to the Main Arena floor level.

Exhibition Hall

(Figure 11 – Exhibition Hall Mezzanine Level page O-63 and Figure 12 – Exhibition Hall Floor (Lower) Level page O-64)

The lowest two levels of the Municipal Auditorium contain the Exhibition Hall and its mezzanine. This large, open area could be utilized for the booths/tables of the agencies providing assistance as described in Attachment O-1: FFRRC and FAC Service Matrices. The size can accommodate many agencies and space them so as to afford social distancing and a lack of crowding.

The main floor of the Exhibition Hall has multiple storage areas and vehicle can be driven directly onto the floor. The mezzanine level has a large, wrap around balcony, which can hold additional agency booths.

Some important features noted on the maps:

- The mezzanine area in the main Exhibition Hall is denote by a thin black line encircling the center of the map.
- The public and vehicle entrances are not specifically on the levels as indicated on the maps. Rather, they reside between the two levels.
- The vehicle entrance off 14th Street as noted on the map () grants access to the Exhibition Hall floor.

The following pages contain the maps for the various areas/levels of Municipal Auditorium with corresponding description.

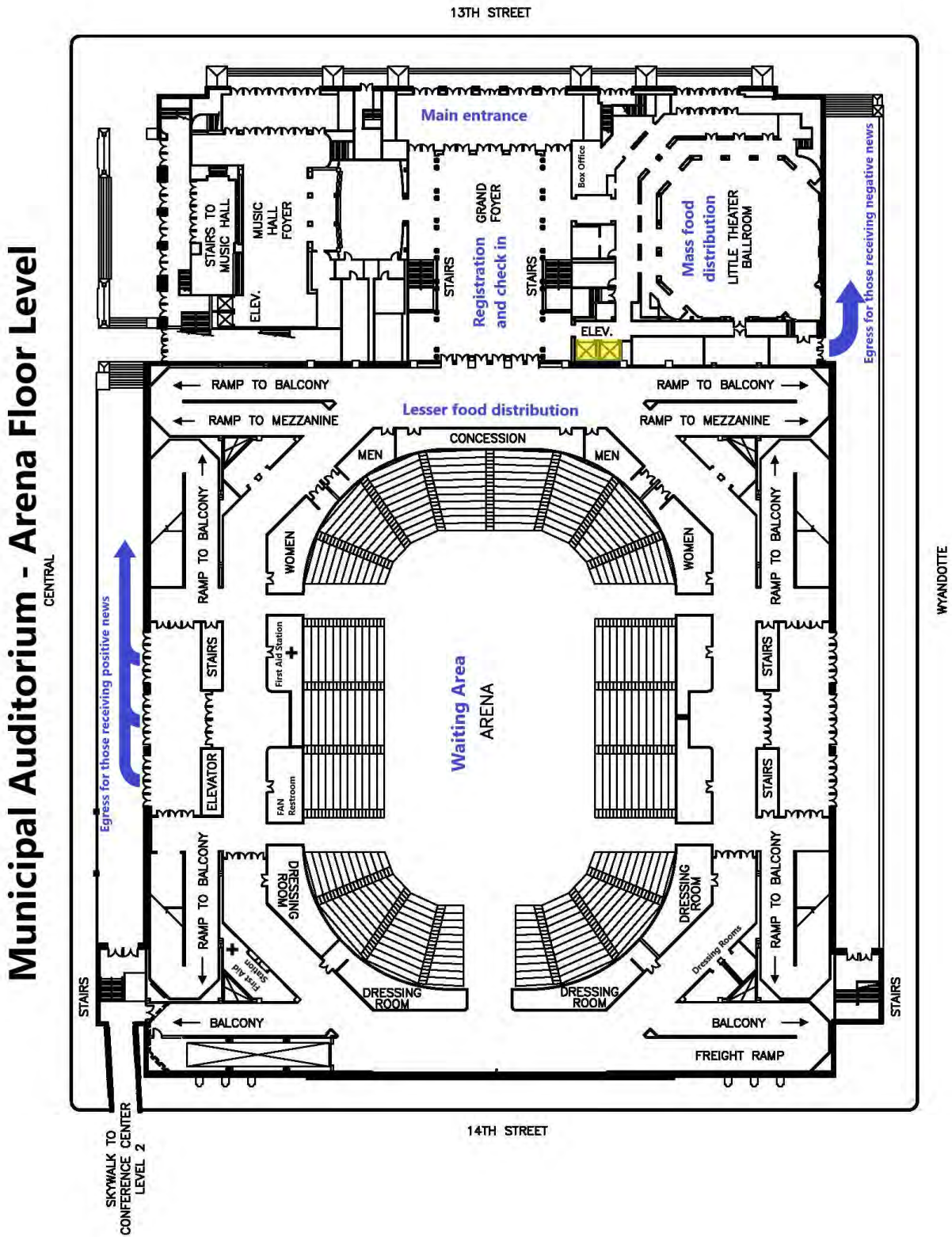**Figure 7 - Municipal Auditorium Arena Floor Level 1**

Figure 8 – Municipal Auditorium Music Hall Stage Dressing Rooms Level 2

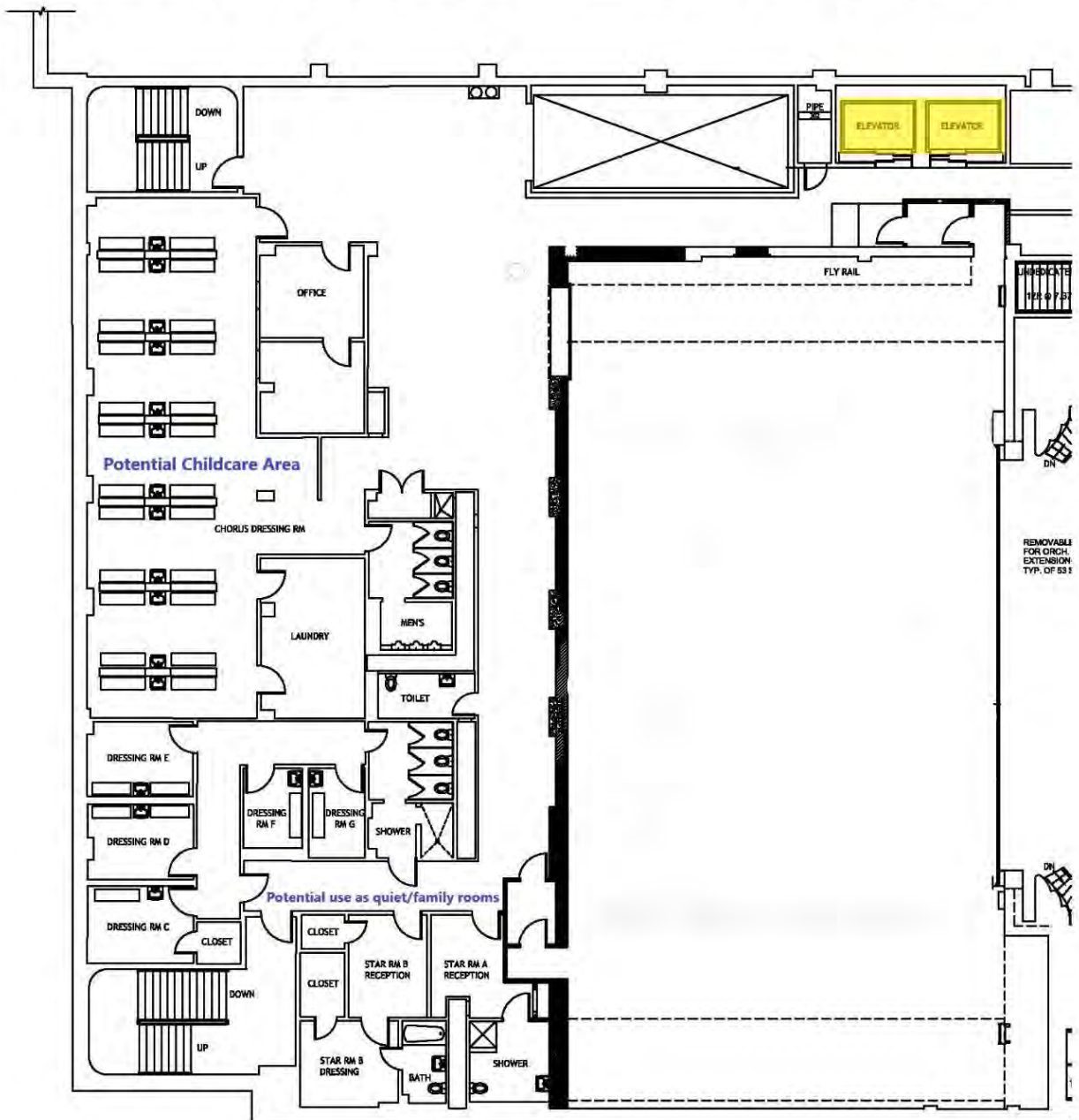# Municipal Auditorium - Music Hall Stage Level

Figure 9 – Municipal Auditorium Music Hall Dressing Rooms Level 3

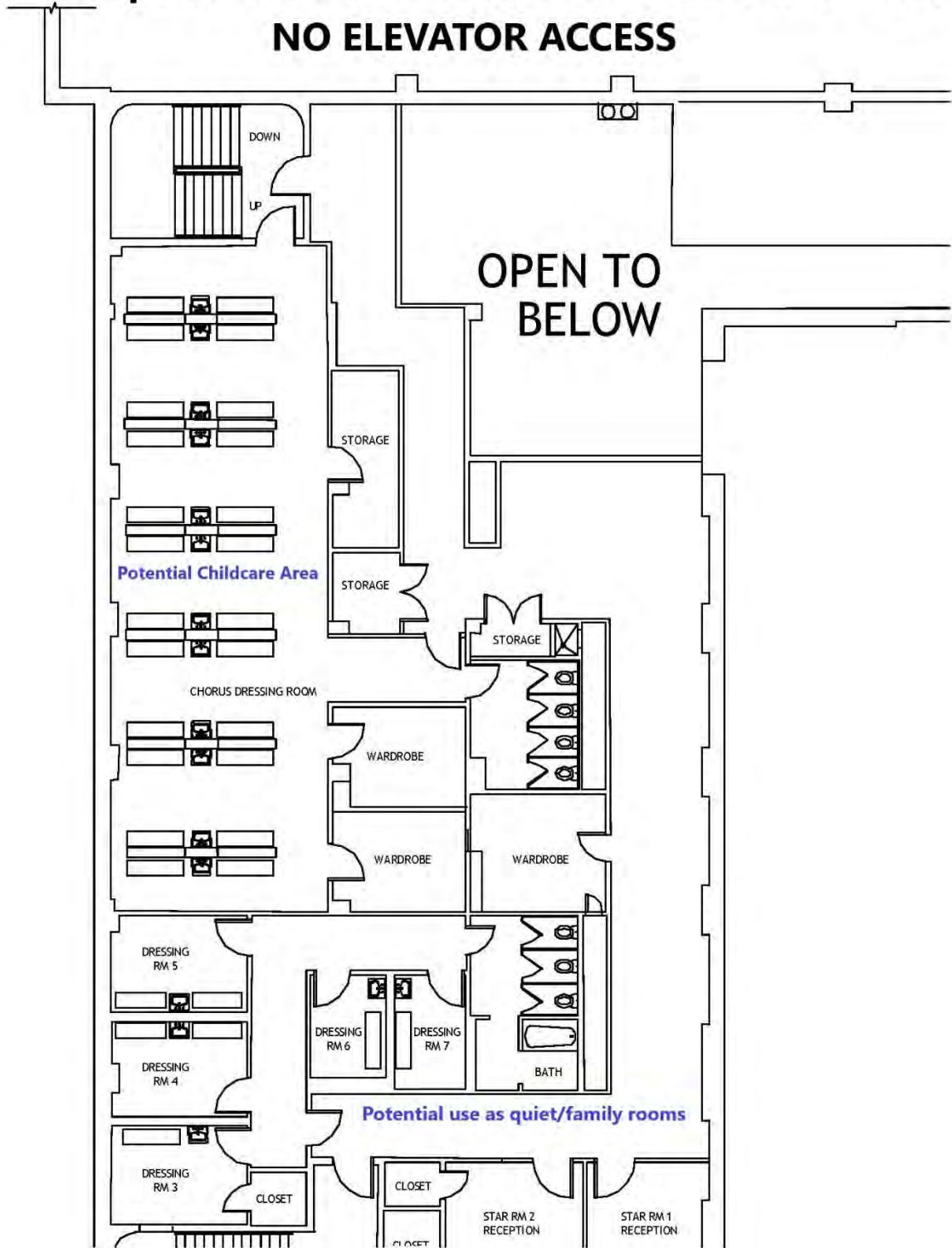# Municipal Auditorium - Music Hall Mezzanine Level
NO ELEVATOR ACCESS

DOWN

UP

OPEN TO BELOW

STORAGE

STORAGE

Potential Childcare Area

STORAGE

STORAGE

CHORUS DRESSING ROOM

WARDROBE

WARDROBE

WARDROBE

DRESSING RM 5

DRESSING RM 6

DRESSING RM 7

DRESSING RM 4

BATH

Potential use as quiet/family rooms

DRESSING RM 3

CLOSET

CLOSET

STAR RM 2 RECEPTION

STAR RM 1 RECEPTION

CLOSET

Figure 10 – Music Hall Levels 4-6

Municipal Auditorium - Music Hall Levels 4-6

These rooms can be used for notification and/or grief counseling
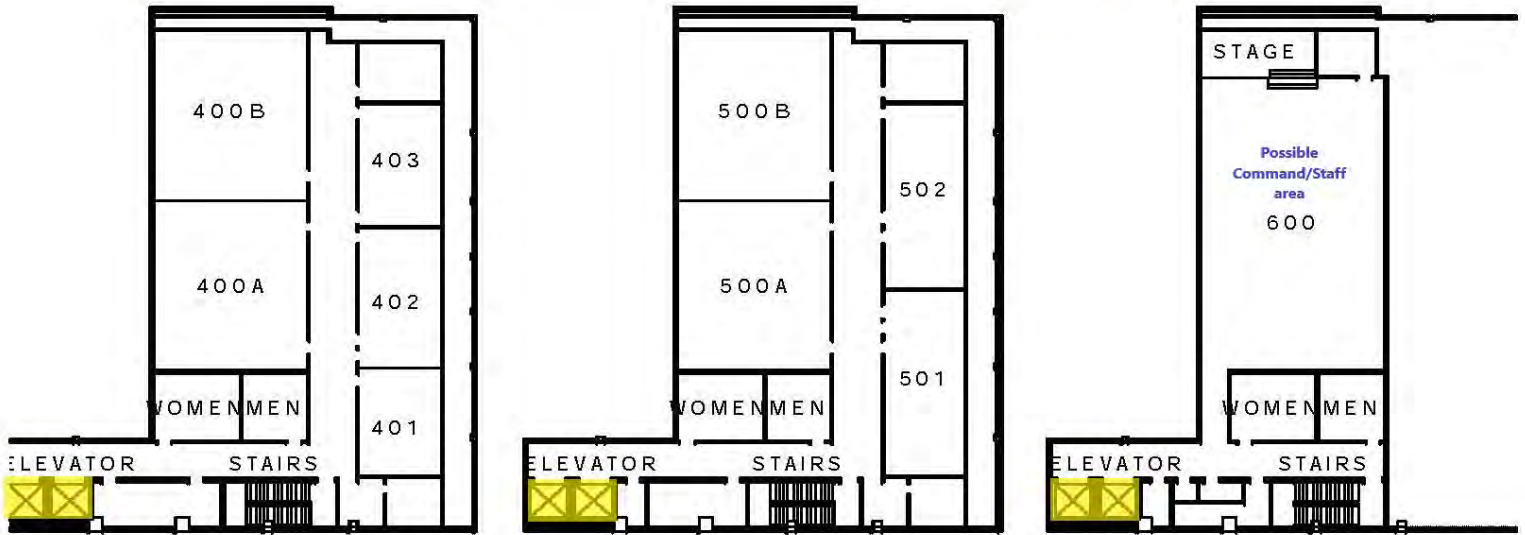
Figure 11 – Exhibition Hall Mezzanine Level

Municipal Auditorium - Exhibition Hall Mezzanine
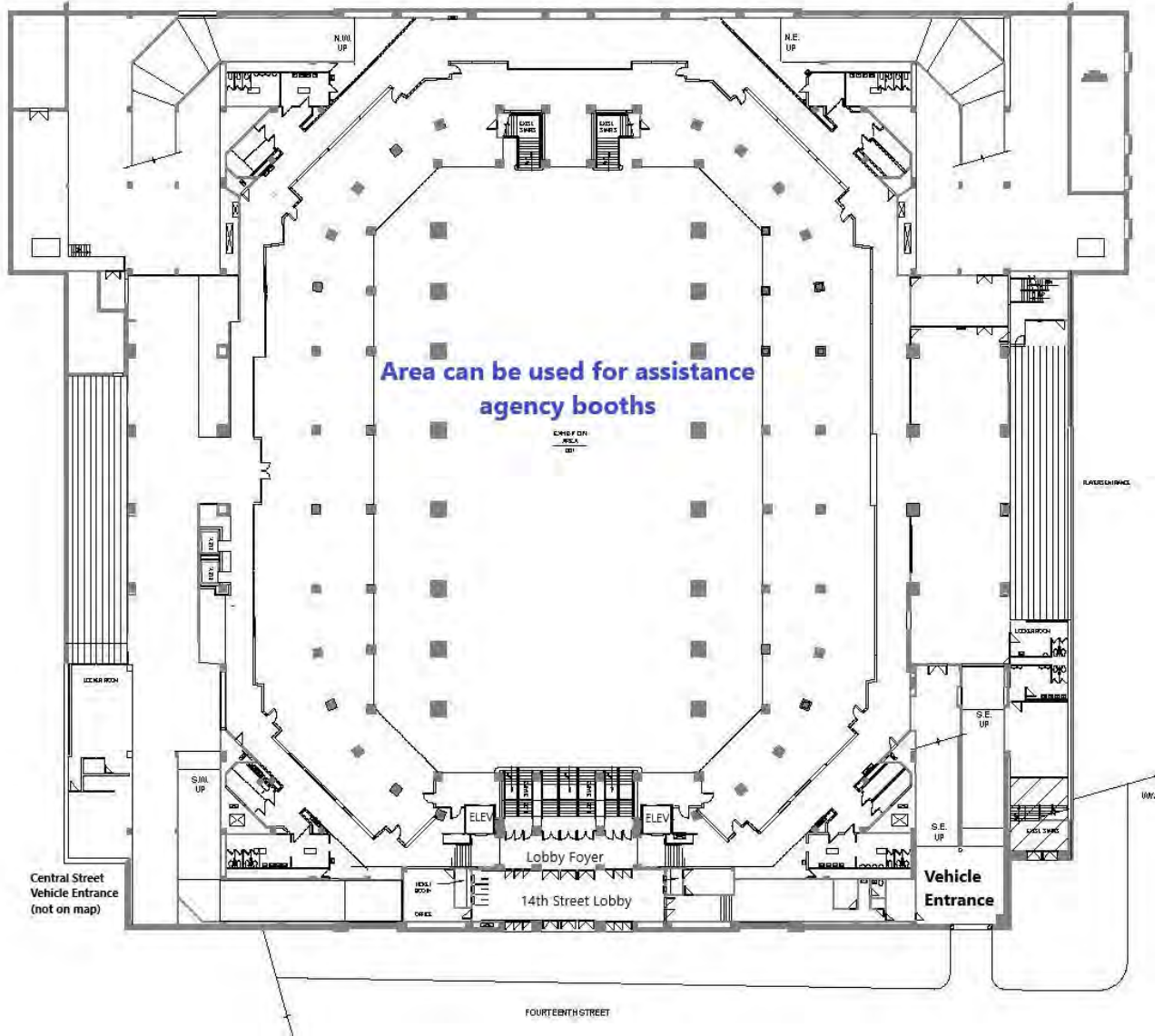
Figure 12 – Exhibition Hall Floor (Lower) Level

Municipal Auditorium - Exhibition Area Lower Level
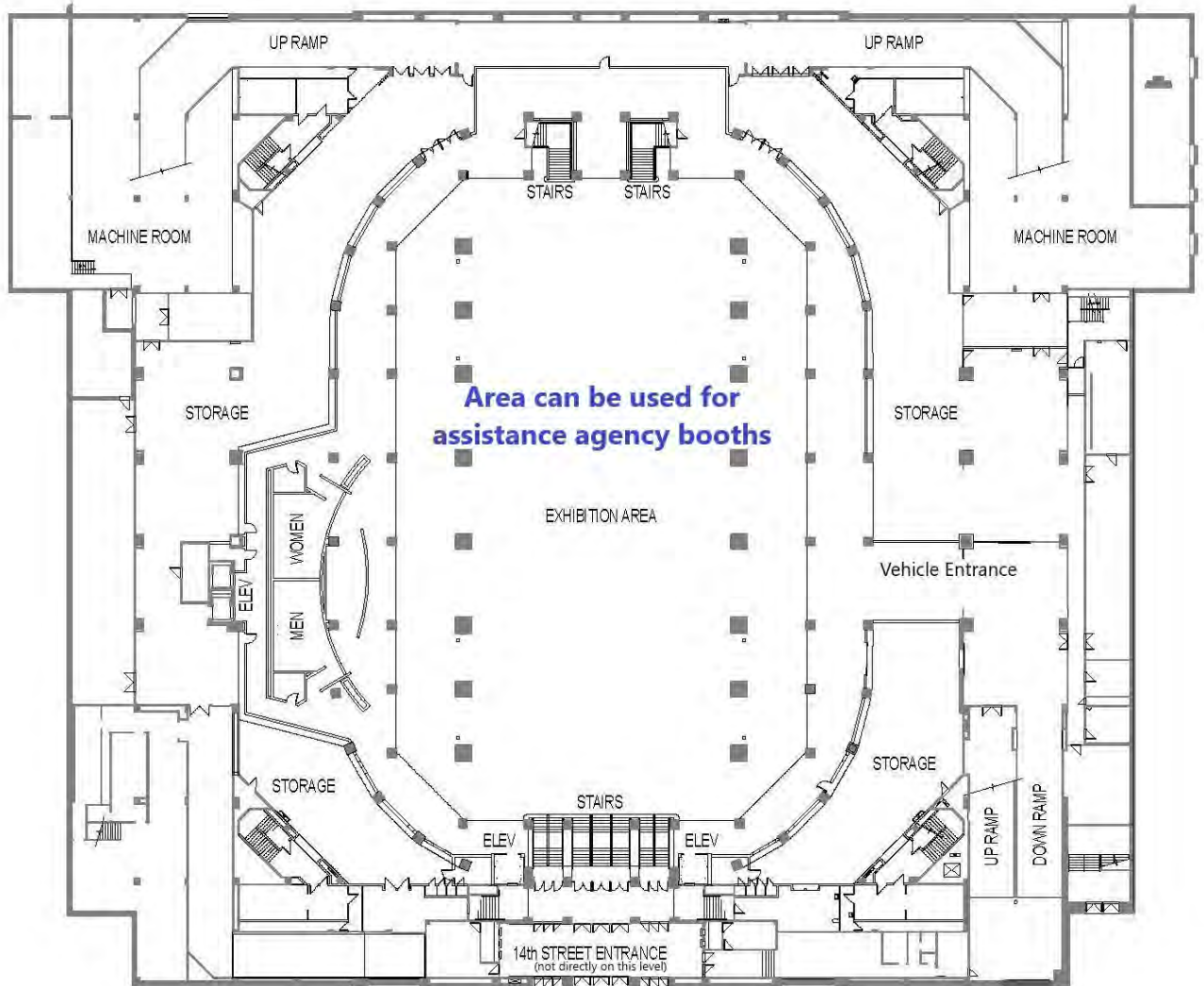
ATTACHMENT O-5: ACRONYMS

ALS	Advanced Life Services
ARC	American Red Cross
BLS	Basic Life Services
EMS	Emergency Medical Services
EMS	Emergency Medical Services
ERC	Emergency Reception Center
FAC	Family Assistance Center
FAN	Functional and Access Needs Persons
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFRRC	Friends and Family Reunification/Reception Center
KCCOAD	Kansas City Community Organizations Active in December
KCFD	Kansas City Fire Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
MDHSS	Missouri Department of Health and Senior Services
MDMH	Missouri Department of Mental Health
MDOR	Missouri Department of Revenue
MDSS	Missouri Department of Social Services
MONG	Missouri National Guard
MSHP	Missouri State Highway Patrol
MU	University of Missouri
NCMEC	National Center for Missing and Exploited Children
OBR	Operations BBQ Relief
OEM	Office of Emergency Management
RHCC	Regional Health Care Coalition
SBA	Small Business Administration
SEMA	Missouri State Emergency Management Agency
USDA	United States Department of Agriculture
WIC	Women, Infants, and Children

ATTACHMENT O-6: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf.

ATTACHMENT H-3: PHONE NUMBERS FOR AGENCIES IN ANNEX H

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
Cass - County Clerk	816-380-8101
Cass County - Assessor	816-380-8179
Cass County - Building Codes, Zoning, and Environmental Health	816-380-8134
Cass County - Emergency Management	816-380-8584
Cass County - Health	816-380-8425
Cass County - Public Administrator	816-380-3260
Cass County - Recorder of Deeds	816-380-8118
Cass County - Sheriff	816-380-8320
Clay County - Assessor	816-407-3500
Clay County - Clerk	816-407-3570
Clay County - Emergency Management	816-407-3730
Clay County - Health	816-595-4200
Clay County - Parks and Recreation	816-407-3660
Clay County - Planning and Zoning	816-407-3380
Clay County - Public Administrator	816-407-3600
Clay County - Recorder	816-407-3550
Clay County - Sheriff	816-407-3750, 816-407-3700 non-emergency
Frontier Forensics, LLC	913-299-1533
Harvesters Community Food Network	816-989-3000
Jackson County - Assessment Department	816-306-9042
Jackson County - Clerk	816-881-3242
Jackson County - County Counselor	816-881-3355
Jackson County - Emergency Preparedness	816-881-3000
Jackson County - Health	816-404-6415
Jackson County - Medical Examiner	816-881-6600
Jackson County - Parks and Recreation	816-503-4800
Jackson County - Public Administrator	816-881-3775
Jackson County - Public Works	816-881-4530
Jackson County - Public Works – Planning and Zoning	816-881-3258
Jackson County - Recorder	816-881-4483
Jackson County - Sheriff	816-541-8017
Johnson County, KS – Health Department	913-826-1200
Johnson County, KS – Mental Health	913-826-4200

Organization	Primary Number
KC Pet Project	816-683-1383
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – Biz Care	816-513-2491
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - City Planning and Development	816-513-1500
KCMO – Civil Rights and Equal Opportunity Department	816-516-1836
KCMO - Conventions and Entertainment Facilities	816-513-5000
KCMO - Finance Department	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO – General Services Department City Security	816-513-2778
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO - Housing and Community Development	816-513-3200, 816-513-3025 Home Repair, 816-513-9020 Land Bank)
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO – Neighborhood Services Department	816-513-1313
KCMO – Neighborhood Services Department Neighborhood Preservation	816-513-9010
KCMO – Neighborhood Services Department Regulated Industries	816-513-4560
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Mid-America Regional Council – Regional Health Care Coalition (HCC)	913-608-9425 duty officer
Missouri – Department of Health and Senior Services	573-751-6400
Missouri – Department of Mental Health	573-751-4122
Missouri – Department of Revenue	573-751-4450
Missouri – Department of Social Services	573-751-4815
Missouri – National Guard	888-526-6664

Organization	Primary Number
Missouri – State Emergency Management Agency	573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first)
Missouri – State Highway Patrol	573-751-3313
National Center for Missing and Exploited Children	800-843-5678
Operation BBQ Relief	844-627-7353
Platte County - Assessor	816-858-3310
Platte County – Clerk	816-858-3340
Platte County – Emergency Management	816-858-2424
Platte County – Health	816-587-5998
Platte County – Parks and Recreation	816-858-3419
Platte County – Planning and Zoning	816-858-3338
Platte County – Public Administrator	816-858-3447
Platte County – Recorder	816-858-3326
Platte County – Sheriff	816-858-2424
The Whole Person	816-561-0304
U.S. Federal Bureau of Investigation	816-512-8200
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. Federal Reserve Bank of Kansas City	800-333-1010
U.S. Small Business Administration	816-426-4900
United Way 211	211, 816-472-4289
University of Missouri Extension (MU Extension)	816-482-5850

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex J: Emergency Pet Services

January 2023

Kansas City, Missouri
Emergency Pet Services

Primary Departments:	KC Pet Project's Animal Services Division (of NSD)
Secondary Departments:	City Communications Fire Department (KCFD) Health Department (KCHD) Law Department Neighborhood Services Department (NSD) Office of Emergency Management (OEM) Office of Environmental Quality (OEQ) Police Department (KCPD)
Secondary External Agencies:	American Red Cross (ARC) Animal Welfare Organizations KC Community Organizations Active in Disasters (KCCOAD) KC Veterinary Medical Association (KCVMA) Lakeside Nature Center Kansas City Zoo Local Animal Rescue Groups and Animal Response Teams Local and State Veterinarian Community Mid-America Regional Council (MARC) Missouri Department of Agriculture The Salvation Army (SA)

Table of Contents

I. INTRODUCTION

Kansas City, Missouri, recognizes the growing need to accommodate pet care needs during a disaster. While this Annex is intended to protect and ensure the safety and well-being of animals, it will also latently ensure the safety of Kansas City residents and visitors, especially for those who are pet owners. Growing research suggests that many pet owners will resist authorities during a disaster to stay with or care for their animals, especially if their animals have no way of evacuating. Unfortunately, if people are not willing to comply with authorities, these actions will likely begin a chain reaction that will potentially jeopardize the safety and lives of the animal owners themselves and rescuers, which may seriously disrupt the overall disaster management process.

Contributing to the growing challenge of addressing animal issues during a disaster is that society today is undergoing unique changes in its attitudes toward animals. Of note, a few of the most significant cultural changes are: 1) society's increasing acceptance of companion animals as family members, 2) the understanding that service animals provide necessary assistance and should not be separated from their person with functional needs, and 3) the growing number of animal populations in rural areas. As such, there is growing dependence (i.e., both economic and emotional) and value placed upon animals in today's society. This human-animal bond, which is oftentimes ignored or not fully understood in context of disaster response, must be acknowledged in order to mitigate, prepare for, respond to, and recover from a disaster event impacting Kansas City, Missouri more readily.

II. PURPOSE STATEMENT

The purpose of this Annex is to provide for the organization, coordination, and collaboration of local resources within a multi-agency/organizational framework in response to animal care and safety needs immediately before, during, and after a significant natural or man-made emergency, disaster, or catastrophe impacting Kansas City, Missouri. More broadly, this Annex will address concerns in four areas: emergency welfare and care of pets, public health and safety issues, emotional well-being of humans who share bonds with pets, and broader economic considerations.

III. SCOPE

The scope of this Annex is to address the overall management, coordination, collaboration, and prioritization of local resources that are available to support pets and animals in the event of an emergency, disaster, or catastrophe affecting Kansas City, Missouri. This Annex is intended for use by Kansas City, Missouri agencies/departments in conjunction with external organizations as a guideline for managing and implementing actions necessary to address animal needs during an incident. This Annex also describes how the primary and secondary departments, including external agencies and partners,

will work together to address challenges related to animal care during an incident. This Annex will address the following key functions and activities: general preparedness, sheltering, feeding and care, animal search and rescue, evacuation, transportation, emergency medical care, tracking and reunification of animals with their owners, handling and disposal of deceased animals, and public information and messaging.

This Annex directly addresses emergency management issues for Kansas City, Missouri, (KCMO) related to companion animals/pets and service/assistance animals. This Annex will also indirectly address animal safety and care needs for non-native captive wildlife, native wildlife, livestock, and other animals.

Although this Annex is all-hazards, certain incidents may fall outside the purview of this Annex, such as agriculturally related incidents associated to widespread animal disease or sickness. Such cases will likely be overseen by the Missouri Department of Agriculture **(573-751-4211)**.

IV. LEGAL AUTHORITIES AND CONSIDERATIONS

This section provides the legal considerations for emergency operations and activities pertinent to this Annex.

City of Kansas City, Missouri, Code of Ordinances
(https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)

A. Chapter 14, Section 14-3, Duties of police department.

B. Chapter 14, Section 14-5, Impoundment generally; violation notice in lieu of impoundment; redemption of impounded animals.

C. Chapter 14, Section 14-7, Powers of director of health.

D. Chapter 14, Section 14-10, Entry on private property by animal health and public safety officers.

E. Chapter 14, Section 14-16, Abuse or neglect of animals.

F. Chapter 14, Section 14-34, Disposition of impounded animals.

G. Chapter 14, Section 14-37, Disposal of dead animals.

H. Chapter 14, Section 14-48, Rescue of animals left in vehicle under dangerous weather conditions.

I. Chapter 34, Article II, Section 34-71, Powers of the director of health regarding animal diseases.

Revised Statutes of Missouri (RSMo)
(https://revisor.mo.gov/main/Home.aspx)

A. Chapter 269, Section 269.020, Disposal of dead animals, manner--on-site burials permitted, when--removal of hide authorized--composting, incineration--state veterinarian may enter premises in emergency situations or when nuisance exists, costs--court order requiring disposal--limitation on veto power of decisions.

B. Chapter 340, Section 340.287, Veterinarian giving emergency treatment to sick or injured animal, civil liability.

C. Chapter 340, Section 340.288, Animal deemed abandoned, when, disposal of--immunity--"abandoned" defined, effect--necropsy authorized, when, disposal of corpse--owner's financial obligation.

Federal Law

Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308
(https://www.congress.gov/bill/109th-congress/house-bill/3858)
Amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act (https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf) to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency. Protected categories of pets include the following:

a. *Household Pet.* A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.
Service animal. Per 28 CFR 35.104 - Definitions (https://www.govinfo.gov/app/collection/cfr/2020/title28) means any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the individual's disability. Examples of work or tasks include, but are not limited to, assisting individuals who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility

disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. The crime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship do not constitute work or tasks for the purposes of this definition.

28 CFR 35.136 – Service Animals (https://www.govinfo.gov/app/collection/cfr/2020/title28) allows exceptions for miniature horses individually trained to do work or perform tasks for the benefit of the individual with a disability.

V. PLANNING ASSUMPTIONS

In addition to assumptions listed in other parts of this local emergency operations plan, this Annex is based on the following assumptions:

A. Animal owners will risk danger, and even their own lives, to stay with their pets if they are not assured of their animals' well-being.

B. Many pet owners may consider defying authorities during a disaster and may even stay with their pets if not allowed to evacuate with them.

C. Dog owners have an increased risk of evacuation failure due to logistical difficulties. This is especially true for "outdoor dogs", which may be less tolerant to confinement needed for transportation.

D. Some pet owners will leave their pets behind even if they are given advance notice to evacuate. This percentage is highest if the time between the notice and need to evacuate is short. Many of those who leave their pets behind will attempt to rescue them later.

E. Pet owners are less likely to evacuate if they do not have animal carriers. This is especially true for cats.

F. As is the case in most evacuation situations, most evacuees will typically stay with friends and family members. According to some studies, animal owners have greater difficulty finding accommodations than do households without animals. As a result, about 10 percent of households with animals will stay in their vehicles or at campgrounds.

G. In many cases, failure to evacuate will endanger both citizens and the emergency responders.

H. Most pet owners will not be prepared or a disaster or evacuation.

I. Many owners may not know where to take their pets and are not aware of or have a list of hotels or other facilities that accommodate pets.

J. Livestock is not covered under the PETS Act as they are generally insured. The owners of livestock, when notified of an impending emergency, will generally take reasonable steps to provide for animals under their care and/or control.

K. Most human shelters will not accept pets and animals except for service animals.

L. In accordance with the Americans with Disabilities Act, service animals will be treated as an extension of a person with functional and access needs and will receive all needed services during times of disaster. All service animals will be allowed into a shelter with their person with functional needs unless such an animal is causing a physical danger to others (i.e., acting aggressively, uncontrollable, in need of decontamination, etc.) or not housebroken.

M. While most owners of pets and livestock will take reasonable steps to provide for their animals, certain populations will not take adequate actions for the protection of their animals due to functional and access needs, senior citizen issues, limited mobility, large numbers of animals in their possession, language, and/or cultural barriers.

N. In some cases, pet owners, livestock owners, animal advocacy and welfare groups, and other citizens may attempt to provide assistance in an uncoordinated fashion, hindering the capacity of responders to provide the most effective support and management of the incident.

O. During a disaster, an overabundance of donated supplies and food will be sent to the stricken location, and plans must be made for the collection and distribution for the supplies.

P. When setting up an animal shelter, human elements to be considered include handling those who show up to volunteer and security issues.

Q. Transportation may be needed for non-co-located shelters to transport animals to animal shelters and pet owners to and from their pets.

VI. SITUATION OVERVIEW

Pet and Animal Population Estimate Summary

The following calculations are provided to help anticipate possible needs for the following categories of animals during an emergency or major disaster. It should be noted that because a census of pet populations is not available nor conducted, these figures only suggest approximate values based on survey data and other sources.

A. *Household Pets (PETS Act Eligible Animals)

Household Pets Estimates	
Pets	**American Veterinary Medical Association Survey**[1]
Dogs	102,321
Cats	76,123
Note: Statistics Based on Total Households: 206,295	**178,444**

B. Estimated number of pets that may need assistance

    a. Household Pets
Additionally, while most pet owners will care for their animals (e.g., evacuate with their pets), previous disasters have shown that shelters will be needed for about 10% of the pets[2]. For example, during a hypothetical disaster in which the <u>entire</u> City is impacted by a catastrophic disaster, it may be possible to see the following scenario:

        i. *Approximate number of household cats that may need care in Kansas City (assuming an average of 1.8 cats per household minus the estimate number of stray cats): **7,612**

        ii. *Approximate number of household dogs that may need care in Kansas City (assuming an average of 1.6 dogs per household minus the estimate number of stray dogs): **10,232**

However, the total number of pets affected by an emergency or disaster will depend on a number of variables from type of disaster to duration of warning and may vary significantly.

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[1] https://www.avma.org/resources-tools/reports-statistics/us-pet-ownership-statistics adjusting for Missouri's stats for percentage of households with a dog or cat.

[2] https://www.thenasaaep.com/workshp-resources, Emergency Animal Sheltering Best Practices pg. 16

VII. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Departments within Kansas City and secondary external agencies/partners will fulfill the following responsibilities with regard to emergency pet operations (in alphabetical order):

A. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
The Greater Kansas City Chapter of the American Red Cross may provide a representative in the Emergency Operations Center (EOC) **(816-513-8640)** and l advise and work with the EOC when planning locations for human shelters so that animal shelters can be co-located, if possible; and will help to identify facilities that could be potentially utilized as animal shelters. The ARC will also advise on general issues related to human care and sheltering and coordinate overall shelter operations to address animal owners' needs, especially if animal shelters are not co-located with ARC shelters.

B. Animal Welfare Organizations (Commercial and Private Nonprofit)
Local Animal Welfare Organizations, such as animal shelters in the Kansas City area, may provide assistance by offering temporary shelter to pets and general animal welfare services during an emergency or major disaster. They may also assist by providing situational awareness, evacuation and transportation support, feeding, animal search and rescue, and mobilize trained volunteers.

C. City Communications **(816-513-1349)**
The City Communications Office will provide a representative in the EOC and provide emergency public information concerning emergency pet operations.

D. City "Contracted" Veterinarian(s)
The City's "Contracted" Veterinarian(s) will work with the KC Pet Project's Animal Services Division **(816-683-1383)** by providing general emergency medical services for pets and animals; serve as a source of information for animal medical issues; provide information and direction with regard to the general health and welfare of animals following an incident; provide assistance with identifying needs of animals in shelter situations; provide vaccinations for animals, as appropriate; assist in the establishment of triage units for the care of injured animals; provide triage and immediate emergency care for animals; provide and/or procure emergency medical equipment and supplies for animals; and when appropriate, euthanize severely sick or injured animals.

E. City Manager **(816-513-1408)**
During an emergency or major disaster, the City Manager (or his/her designee) will authorize emergency pet operations.

F. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**

The Fire Department will provide a representative to the EOC to coordinate fire and rescue services and public warning needs in the field. KCFD may also provide personnel and equipment resources to address animal welfare and rescue services during an emergency or major disaster, but only after human health and safety issues have been fully addressed. KCFD will coordinate with the KC Pet Project's Animal Services Division and other City animal rescue responders in the management of animal search, rescue, and evacuation operations.

G. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
The Health Department can provide baseline animal bite treatment information as well as needed injury referral information to those citizens affected. In concert with Local, State and Federal animal health experts, the Health Department will assist in the coordination and development of specific treatment algorithms that may need to be developed to address specific injury/bites/diseases related to the protection of humans, such as providing recommendations for the vaccination of animal care workers. Specifically, the Health Department may advise on human health issues as they relate to animal bite prevention/ injuries and associated illnesses along with assisting in coordinating the efforts to minimize the impact of zoonotic disease outbreaks on the human population during an emergency or major disaster.

H. Kansas City Area Transportation Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)**
The Kansas City Area Transportation Authority may provide a representative in the EOC and will coordinate with the EOC to address the need to transport people and their pets to designated Evacuation Assembly Points, Red Cross shelters, and Animal Shelters.

I. Kansas City Community Organizations Active in Disasters (KCCOAD)
The KCCOAD will indirectly assist with pet operations by informing community organizations of the City's animal welfare needs and may be in a position to mobilize volunteers and donations, if necessary.

J. Kansas City Pet Project Animal Services Division (KCPP) **(816-683-1383)**
KC Pet Project is a 501c3, nonprofit charitable organization contracted with the City of Kansas City to operate the Kansas City, Missouri Animal Shelter located at the Kansas City Campus for Animal Care; 7077 Elmwood Ave; KCMO, 64132. It will assist Kansas City, Missouri, to shelter displaced pets during emergencies and disasters.

KC Pet Project's Animal Services Division provides resources for animal sheltering, rescue, and transport.
During an emergency or major disaster, KC Pet Project's Animal Services Division will provide and coordinate personnel and equipment to ensure the safety of residents from animals; ensure the humane treatment and welfare of animals; enforce animal and fowl ordinances; and collect, rescue and shelter displaced pets and animals.

Specifically, the KC Pet Project's Animal Services Division will serve as a primary advisor to the EOC for the activation of this Annex; send a representative to the EOC, if appropriate; notify key partners of Annex activation; work with the EOC to assess the magnitude and impact of the incident on pets and animals, assess response strategies and activities, and status of resources; facilitate and/or coordinate evacuation and the transportation of animals to appropriate animal care facilities and shelters; assist City emergency response personnel with animal-related problems; coordinate animal search and rescue activities; staff City's emergency animal care facility(ies); and communicate and coordinate with external partners and organizations to ensure pet needs are being met throughout the City.

K. Kansas City Veterinary Medical Association (KCVMA) **(913-381-7823)**
The Kansas City Veterinary Medical Association will serve as a conduit to connect with veterinarians and veterinary technicians throughout the greater Kansas City area. KCVMA will provide assistance by disseminating key information and requests pertaining to veterinary medical activities and needs following an emergency or major disaster to its general membership.

L. Kansas City Zoo **(816-595-1234)**
The Kansas City Zoo may provide expertise and assistance in the sheltering, capture, and control of wild and exotic animals. The Zoo may also assist with animal transportation, especially pertaining to situations that necessitate specialized equipment and/or expertise.

M. Law Department **(816-513-3142, 816-513-6750, 816-513-3105, 816-513-3126)**
The Law Department will advise the Mayor, City Manager, and Emergency Management Director concerning the legal basis of proposed actions pertaining to emergency pet operations.

N. Local Animal Rescue Groups and Animal Response Teams
Local Animal Rescue Groups and Response Teams, both within and outside the Kansas City region, may converge on the disaster-stricken area and provide volunteers, expertise, and equipment necessary to assist in the rescue and sheltering of animals during an emergency or major disaster. These groups and/or individuals will work within the City's Incident Command framework and work closely with City animal rescue responders.

O. Local Veterinarian Community
The Local Veterinarian Community may provide emergency medical care for animals during an emergency or major disaster.

P. Mid-America Regional Council (MARC) **(816-474-4240)**

The Mid-America Regional Council will assist in coordinating emergency pet planning needs, and will assist in promoting regional participation and support, as needed.

Q. Missouri Department of Agriculture (MDA) **(573-751-4211)**
The Missouri Department of Agriculture can provide information and direction whenever possible with regard to the general health and welfare of animals. MDA is also responsible for the enforcement of state regulations concerning animal health and the movements of animals affected by those regulations. Specifically, MDA will coordinate with livestock owners and related businesses to address emergency management needs for their animals and operations.

R. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
The Office of Emergency Management will assist the KC Pet Project's Animal Services Division in the coordination of animal safety and welfare activities during an emergency or major disaster. OEM will also request resources when the capabilities of the City and local animal welfare and response organizations are exceeded; integrate the concepts of operation in this Annex into emergency management education, training, and exercises, as appropriate; and maintain, refine, distribute, and initiate improvements in this Annex.

S. Office of Environmental Quality (OEQ) **(816-513-3452)**
The Office of Environmental Quality will provide resources and expertise necessary for the protection of environment and water quality related to animal carcass disposal and decomposition.

T. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
The Kansas City Police Department may provide personnel and equipment resources to address animal welfare and control issues during an emergency or major disaster, but only after human health and safety issues have been fully addressed. KCPD may coordinate with the KC Pet Project's Animal Services Division and other City animal rescue responders in the management of animal search, rescue, and evacuation operations.

Pursuant to Section 14-3 of the Kansas City Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances), the police department will enforce and "assist the supervisor of animal health and public safety" in addressing animal health and safety issues.

U. Private Farms, Kennels, and Stables
In the event that sheltering operations are overwhelmed or unavailable, the City may seek assistance from animal welfare organizations, private farms, kennels, and stables in the Kansas City region, which may, on a volunteer basis, provide shelter and supplies to care for displaced pets and livestock.

V. The Salvation Army (SA) **(816-471-4337)**
   The Salvation Army (Kansas and Western Missouri Division) may indirectly assist with feeding and may be able to provide assistance (i.e., food, carriers and pet supplies) with volunteer and donation management services.

*A list of supporting organizations with contact numbers may be found in Attachments J-2 through J-6.

VIII. DIRECTION, CONTROL, AND COORDINATION

A. The appropriate representatives from the primary and secondary departments may make the determination to activate this annex.

B. Upon request, the KC Pet Project Division will have a senior representative in the City's EOC and will become part of the City's Unified Command Team, if necessary.

C. Primary and secondary departments, including external agencies/partners, will be expected to utilize and participate in the Incident Command System (ICS) when conducting on-scene pet field operations, such as animal search and rescue and evacuation. The KC Pet Project's Animal Services Division will typically operate under the Operations Section. However, if the situation is uniquely specific to animal welfare and safety needs, the KC Pet Project's Animal Services Division may assume command.

D. Primary and secondary departments, including external agencies/partners, will be expected to be self-sustaining during the initial phase of response operations. As additional resources are needed, resources should be requested through the on-scene Incident Commander or Unified Command Team/EOC, as appropriate.

E. In the event that the City's pet care resources, including private nonprofit and mutual aid resources, are exhausted, the Unified Command Team/EOC will request assistance through the State of Missouri to coordinate and request additional assistance at the State and Federal levels.

IX. CONCEPT OF OPERATIONS

Annex Activation

This annex will most often be activated in response to emergencies that also involve the displacement of pets as described under the Pet Evacuation and Transportation Standards Act.

A. Authority to Activate Annex:
The decision to activate this Annex shall be determined by the Emergency Management Director (or designee), or lead agency official, depending on the nature of the incident. Any incident may have the potential to contain an animal component as part of response operations.

B. Activation Levels:
   a. **Level 4 (Situation Monitoring):** During a Level 4 activation, the KC Pet Project's Animal Services Division will maintain awareness and will closely monitor and anticipate conditions within the City that may necessitate activities to address animal welfare and safety needs. The OEM should be advised of the situation in the event of the need to activate the EOC (if not already activated for another incident) but may not take an active role in animal operations at this level. The EOC, also, may not be physically activated but continued communication and situational awareness may occur at a virtual level.
   b. **Level 3 (Partial Activation):** Once the EOC is activated to a Level 3, the KC Pet Project's Animal Services Division will be prepared to conduct animal rescue operations, accommodate pets and animals during small-scale evacuations, and provide other animal welfare services. During a Level 2 incident, the KC Pet Project's Animal Services Division will most likely operate within their normal scope of authority and may be represented in the City's EOC (most likely virtually, but a representative may be present) if pet welfare and safety issues are a significant part of the incident. The secondary departments, including external agencies/partners, will most likely operate within their normal scope of authority, but may provide limited services and assistance, if requested.
   c. **Level 2 (Full Activation with Limited State/Federal Involvement)**: During a Level 2 activation, the KC Pet Project's Animal Services Division will be prepared to conduct significant and immediate operations and will require the use of extraordinary resources in accordance with this Annex. The KC Pet Project's Animal Services Division may be requested to provide a senior representative to the City's EOC (most likely the CEO of KC Pet Project's Animal Services Division) if pet welfare and safety issues are a significant part of the disaster.
   d. **Level 1 (Full Activation with State/Federal Involvement):** During a Level 1 activation the KC Pet Project's Animal Services Division will be prepared to conduct significant and immediate operations and will require the use of extraordinary resources in accordance with this Annex. The KC Pet Project

Animal Services Division may be requested to provide a senior representative to the City's EOC (most likely the Chief Executive Officer (CEO) of KC Pet Project's Animal Services Division) if pet welfare and safety issues are a significant part of the disaster. State and Federal animal welfare resources will coordinate through KC Pet Project's Animal Services Division.

Notification

Notification procedures may vary depending on the scale, magnitude, timing, and severity of the actual or potential incident.

A. EOC/Unified Command Team Notification (City EOC):
   a. For all levels of activation, the City Manager or Emergency Management Director (or designee) will determine if it is necessary to activate and notify the KC Pet Project's Animal Services Division.
   b. Once activated, OEM will initiate call-down procedures to notify necessary departments and external agencies/partners to advise them of the Annex's activation.
   c. If the situation necessitates operational support and resources beyond the capabilities or authority of the KC Pet Project's Animal Services Division, the EOC will notify and request additional support and assistance from secondary departments and external agencies/partners, as appropriate, and in accordance with the National Incident Management System.

B. Incident Command Notification (Field/On-Scene):

   a. During an emergency or major disaster, the on-scene Incident Commander (typically KCPD or KCFD) may notify and request the deployment of the KC Pet Project's Animal Services Division. Under these circumstances, the KC Pet Project's Animal Services Division will typically be notified by the EOC, if activated.
   b. If the situation necessitates operational support and resources beyond the capabilities or authority of the KC Pet Project's Animal Services Division, the Division Manager or designee, in close coordination with Incident Command, will notify and request additional support and assistance from secondary departments and external agencies/partners, as appropriate. This can be done through the EOC, if activated.
   c. During situations or operations where the KC Pet Project's Animal Services Division assumes command, the Division's Incident Commander, in accordance with the Incident Command System, will notify and request additional support and assistance from secondary departments and external agencies/partners, as appropriate.

Rapid Needs Assessment

The ability of the City to perform a rapid situation assessment accurately and within the first few hours after an incident is critical to providing an adequate response to life-threatening situations and imminent hazards that may impact pet populations in the City. See **Annex K Damage Assessment** for more information.

A. Initial Assessment

    a. Under most circumstances, KCFD and KCPD will be dispatched to perform a rapid and immediate survey of the impacted area. Dispatched units will observe overall life/safety conditions and general damage patterns.
        i. As part of their report, it will be determined if immediate pet welfare and safety needs should be addressed.
        ii. Their assessment will determine immediate safety issues, such as whether or not entry into the impacted area will be permitted, if animals need rescue, or if evacuations should be ordered.

    b. Depending on the scale of the incident, external agencies/partners (i.e., commercial and private nonprofit animal welfare organizations), the media, and the public will likely be invaluable conduits for information pertaining to the immediate animal and pet needs in the City.
        i. External agencies/partners should contact the Office of Emergency Management or Unified Command Team/EOC to provide real-time situational awareness and information.

B. Ongoing Assessment(s)

    a. Throughout the duration of any incident involving pets and animals, the KC Pet Project's Animal Services Division will be responsible for monitoring the status of pet care response activities and for regularly reporting on the status of response activities and resources to Incident Command and/or the Unified Command Team/EOC.

    b. Other secondary departments and external agencies/partners involved in emergency animal care will keep Incident Command and/or the KC Pet Project's Animal Services Division informed of their ability to respond, the status of response activities, and their resources.

Animal Evacuation

A. General Evacuation Operations
    a. In a general evacuation, once an area has been vacated, emergency animal response personnel will only be allowed access with specific permission from the Incident Commander or Unified Command Team/EOC.
    b. The Incident Commander will be responsible for evaluating whether an evacuation is of a sufficient size and duration to warrant special provisions

for animals. In such cases, the Incident Commander will coordinate with the KC Pet Project's Animal Services Division for planning and operational assistance.

B. Companion Animals/Pets
   a. Under most circumstances, companion animals/pets of evacuated citizens should be the responsibility of their owners and may be sheltered at private boarding kennels and veterinary hospitals, at the owner's expense. (See **Attachment J-3: Regional Animal Shelters; Attachment J-2: Kansas City Hotels That Allow Pets**)

C. Service Animals
   a. Service animals as defined under the Americans with Disabilities Act may be brought onto transports if the person is unable to provide their own transport.　Service animals will have the same right to board any transportation provided as they would have non-emergency situations.
   b. Service animals will be housed in human population shelters with their person with functional and/or access needs.

D. Livestock
   a. In most cases, equine, cattle, and other livestock should be sheltered-in-place.　If not feasible, it will be the responsibility of the owners of the animals to evacuate them.

Animal Transportation
   A. General Transportation Operations
      a. The KC Pet Project's Animal Services Division will coordinate the transportation of animals in the impacted area to designated animal shelters or other appropriate boarding/medical facilities and will ensure that a tracking system is in place to unite sheltered pets with their rightful owners after the incident.
         i. Secondary departments and external agencies/partners may be requested to assist in animal transportation operations, if necessary (see **Attachment J-6: Kansas City Pet Transportation Services; Attachment J-4: Resource List**).
      b. KC Area Transportation Authority will allow pet owners to use KCATA services if the animal is a service animal or is secured in a small cage or enclosed container.
         i. Transport of dangerous animals or those that are too large will be subject to discretion by the City and the responsibility of the owners.

   B. The transportation of pet owners (residing in a "human-only" shelter) to and from designated animal shelters will be coordinated by the Unified Command Team/EOC.

a. The Unified Command Team/EOC will coordinate with KC Area Transportation Authority to reroute services and schedules to address transportation needs to and from designated Red Cross and Animal Shelters, if necessary.

C. The Kansas City Zoo may serve as a resource for the transportation of exotic animals.

Animal Search and Rescue

In the event of an emergency or major disaster where animals are lost or otherwise stranded in a hazard area, the KC Pet Project's Animal Services Division will organize the efforts to search for and rescue pets in coordination with KCFD, KCPD, and other external agencies/partners.

Authorization for owners or animal rescue teams to enter impacted areas will be at the discretion of the Incident Commander.

Animal Control and Stray Animal Management

A. The KC Pet Project's Animal Services Division will ensure basic animal control functions are maintained during an emergency and/or major disaster.
   a. Immediately after an emergency and/or major disaster, unconfined animals may become a major problem. The KC Pet Project's Animal Services Division will be responsible for responding to these calls, as appropriate, and only if conditions allow.

B. Domesticated animals, such as dogs and cats that are lost, stray, incapable of being cared for by their owners, or are a danger to themselves or the public, will be the primary responsibility of the KC Pet Project's Animal Services Division during an emergency and/or major disaster. These animals will be sheltered, fed, and, if possible, returned to their owners. If the animals cannot be immediately returned to their owners, their disposition will be handled in accordance with established City ordinances (see City of Kansas City, Missouri, Code of Ordinances, Chapter 14, Section 14-34, Disposition of impounded animals).
   a. Disposing of Impounded Animals: Dogs not less than 5 days; Cats not less than 2 days.
   b. The decision to extend holding periods for impounded animals during an emergency and/or major disaster will be at the discretion of the Manager of KC Pet Project's Animal Services Division. During major incidents, this may be necessary to allow for additional time to locate pet owners, or for pet owners to claim their animals.
   c. External partners, such as private nonprofit animal welfare organizations that are incorporated with the State, may coordinate with the KC Pet Project's Animal Services Division to transfer pets to their own respective facilities to help alleviate the burden of caring for these animals, and to avoid the euthanasia of animals impounded beyond the allowable timeframe.

Animal Care: Feed and Water

In general, pet owners will be responsible for the care and well-being of their animals.

A. Animal Shelter Feed and Water:
   a. The City will depend on established commercial and private nonprofit Animal Welfare and Shelter Organizations to maintain and acquire adequate food and supplies to care for the needs of the pets and animals in their respective facilities.
   b. The KC Pet Project's Animal Services Division, in coordination with external agencies/partners and OEM, will identify food and potable water sources for emergency (temporary) animal shelters.
   c. Donations may be necessary for incidents that require the shelter and care of animals for a prolonged duration of time. Most animal supply companies and retailers that carry pet products will have food and other general needs.

Animal Sheltering

General Shelter Management

The KC Pet Project's Animal Services Division and/or City's designated Animal Shelter Contractor will provide for or coordinate the overall daily management, direction, care, and staffing of the designated "Emergency" animal shelter(s) in the City.

A. Secondary External Agencies/Partners may also be utilized to provide pet sheltering services.
B. To the greatest extent possible, the owner(s) of the animal(s) will be expected to interact daily with their pet(s) and may serve as volunteers to assist in the overall care and maintenance of the facility, if appropriate.

Service Animals in Shelters[3]:

Service Animals, as defined by the Americans with Disabilities Act, will be allowed to remain with their person with functional needs in the shelter unless the animal constitutes a danger to the physical safety of the general population (ex. overly aggressive due to agitated state, not under the control of the person with functional and/or access needs, contaminated with toxins, etc.) or is not able to control its urination or defecation (i.e. not housebroken).

Sheltering procedures will take into account the potential presence of persons who, for health reasons, should not be in contact with certain types of animals. Per ADA standards, these individuals with health issues may be placed within different parts of a large room or within different rooms in the same facility as long as neither the individual with health issues related to animals nor the person with functional and/or access needs are denied any goods or services. Consultation with the American Red Cross should occur if any issues arise.

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[3] Red Cross Connection 2010-010-Disaster Services-December 10, 2010, Page 5

The Red Cross welcomes service animals in shelters. Service animals are not considered pets; they perform specific tasks for the owner. No certification is necessary to prove an animal is a service animal and shelter staff may not require documentation. When it is not apparent that an animal is a service animal, shelter staff may ask only two questions to help determine whether an animal is a service animal:[4]

- Do you need this animal because of a disability?
- What work or tasks has the animal been trained to perform?

Shelter staff should direct any concerns about a service animal in a shelter to the shelter manager.

The service animal's owner is responsible for the feeding, care and supervision of the service animal. The shelter staff should work with the service animal's owner to identify a relief area for the service animal and provide plastic bags, or other disposable containers for clean-up if needed. Shelter staff may also help connect these individuals with resources such as the local pet shelter or Humane Society to assist them in meeting the needs of the animal.

Emergency Animal Shelter Location(s)

The Office of Emergency Management and KC Pet Project's Animal Services Division will consult with the American Red Cross in the determination of potential animal shelter locations during an emergency and/or major disaster. (See **Attachment J-1: Animal Shelter Site Selection**).

When possible, co-located animal shelters adjacent to human shelters will be preferred.

Location of animal shelters will depend on which part(s) of the City is/are affected by the incident or event. Potential shelters include:

A. Boarding Facilities
B. Fairgrounds
C. Farms
D. Livestock Facilities
E. Racetracks
F. Arenas
G. Airports
H. Abandoned Warehouses
I. Lots
J. Veterinary Clinics

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[4] The exact wording from the ADA Website is 1) Is the dog (or miniature horse) a service animal required because of a disability, and 2) What work or task has the dog (or miniature horse) been trained to perform?

Medical Care

A. General Medical Care
   a. Under most circumstances, pet owners will be responsible for the costs associated with the emergency medical care and treatment of their animals.
      i. During circumstances that pose a certain health and safety risk to the animals and humans, and when communication with the animal owner is not achievable, the City will make all reasonable efforts to provide the necessary medical services for those pets/animals brought to or cared for in the City's designated Congregate Household Pet Shelter(s) during an emergency or disaster. These services may include:
         1. Veterinary diagnosis, triage, treatment and stabilization.
         2. Provisions of first aid, including materials.
         3. Medicine
         4. Vaccinations administered to protect the health and safety of congregate shelter pets for transmissible or contagious diseases.
      ii. If and when the pet/animal owner is identified, the owner will then be responsible for those medical costs, which will be determined according to Chapter 14 (Animals) of the Municipal Code of Ordinances. However, owners will only be assessed the actual cost of reasonable, documented, and accurate medical care.
   b. All emergency medical and first aid procedures should be done under the direct supervision (on-site) of a licensed Veterinary Specialist(s) and Animal Technician(s).
   c. The Unified Command Team/EOC may utilize the Kansas City Veterinary Medical Association to reach out to local veterinarians and to assess conditions.

B. Temporary Clinics
   a. In order to ensure basic veterinary medical services are offered, the City, in coordination with external agencies/partners, may consider establishing temporary clinics during and following an emergency or major disaster. Temporary clinics may be established using veterinarians and technicians who agree to volunteer their services or receive contracts/agreements to provide such services.

Wildlife/Exotic Animals

A. Non-Domesticated Animals Not in Captivity
   a. Wildlife and exotic animal shelter and rescue are not the main foci of this Annex and are the responsibility of the many regulatory agencies that oversee the well-being and possession of wildlife and exotic animals in the State of Missouri. Coordination with the Missouri Department of Conservation will be essential when addressing wildlife issues.
   b. As a general policy, non-domesticated animals should be left to their own survival instincts before, during, and after an emergency and/or major

disaster. However, non-domesticated animals out of their natural habitats that are in danger either to themselves or to the public will be the responsibility of the KC Pet Project's Animal Services Division, in cooperation with the Missouri Department of Conservation, when appropriate.

   i. KC Pet Project's Animal Services Division may be requested to capture and remove nuisance wildlife such as snakes, opossums, and raccoons from homes and businesses (especially during floods as these animals will seek high ground).

   ii. When possible, non-domesticated animals should be returned to their natural habitat.

c. Lakeside Nature Center **(816-513-8960)** is a resource for the capture, transportation, and temporary care of non-domesticated animals.   See contact information in **Attachment J-4: Resource List**.

d. The Kansas City Zoo may be a resource to the City in the capture, transportation, and temporary care of non-domesticated animals.

B. Non-Domesticated Animals in Captivity (Kansas City Zoo)

   a. The Kansas City Zoo will activate emergency procedures and protocols in the event an emergency or disaster impacts the Zoo.

Animal Mortality and Disposal Management

A. Euthanasia

In disaster response, euthanasia is most often to end suffering of severely ill or injured animals that are beyond recovery, feral, or those that pose a significant threat to the health or safety of the public, handlers, or other animals.

Euthanizing animals will follow the policies and procedures of the Animal Health and Safety Division and the recommendations in the **American Veterinary Medical Association Guidelines on Euthanasia** (https://www.avma.org/resources-tools/avma-policies/avma-guidelines-euthanasia-animals).

Euthanasia of animals in response to an emergency or major disaster impacting pets and animals should be under the direction of a licensed veterinarian, when possible. Other first responders may exercise discretion for euthanasia according to the threat to human life and public health. Each establishment (veterinarian clinic, commercial or private nonprofit animal shelter, etc.) should follow established procedures and protocols in the humane and responsible euthanization of animals.

B. Disposal of Deceased Animals

Under most conditions, the KC Pet Project's Animal Services Division is the designated authority to remove and dispose of dead animals and will be

responsible for the removal and disposal of small dead animals found within the City following an emergency or major disaster.

Animal hospitals, commercial establishments (i.e., Animal Shelters) and other similar places will coordinate with the KC Pet Project's Animal Services Division in the removal of deceased animals.

If there are more animal carcasses than can be adequately handled by the KC Pet Project's Animal Services Division, a request for assistance will be sent through the EOC. The City may potentially work with other commercial/private nonprofit establishments and/or the State to safely and adequately dispose of the animal carcasses.

The disposal and removal of large dead animals (i.e., livestock) will be the responsibility of the owner or proprietor of the premise. If the owner is unable or unwilling to remove the animal(s), the KC Pet Project's Animal Services Division will remove and dispose of the animal(s) pursuant to Section 14-37 of the City's Code of Ordinances.

Under extreme conditions in which mass disposal of deceased animals is deemed necessary, the KC Pet Project's Animal Services Division will coordinate with appropriate City and State departments in the selection of the disposal site and mass disposal procedures (see **Attachment J-5: Kansas City Incinerators**).

Public Information
A. General Public Messaging

Designated PIOs will be responsible for releasing to the public locations of co-located shelters or animal-only shelters. They will also be responsible for detailing instructions on proper procedures for pick-up and drop-off of animals, care of animals at shelters and care of animals that must be left behind. They will work closely with the primary and secondary departments to obtain the information necessary to ensure the safety of the public as well as the animal population (see **Attachment J-7: Public Information Messaging**).

B. Pre-Incident (Routine Operations)

Although the Office of Communications will serve as the primary point of media contact on most matters (especially if they are controversial in nature) most Departments will handle their own routine department-specific information needs.

Secondary external agencies/partners are not under the direction of the City and therefore will manage their own public information and education programs.

C. Emergency Public Information
   a. On-Scene

Animal-related public information will be provided by the on-scene public information officer to the joint information center.

b. Unified Command Team/EOC

During a Level 3 activation, all emergency animal-related information intended for dissemination to the public should follow these guidelines:

    i. If the KC Pet Project's Animal Services Division has "Direct Responsibility" for the incident, they may issue public information messages as long as it pertains exclusively to the mission of the department/Division. Copies should be provided to the Unified Command Team/EOC's Public Information Officer (PIO).

    ii. If the KC Pet Project's Animal Services Division or any secondary departments do not have direct responsibility for the incident, they may release public information related to the incident, but must send a draft to the EOC's PIO for interdepartmental coordination and approval prior to release.

During a Level 1 or 2 activation, all emergency animal-related information will be addressed in the following way:

    iii. The Unified Command Team/EOC will assume responsibility for the coordination and dissemination of all off-scene incident related public information pertaining to pets and animals.

X. COMMUNICATIONS

Communications between departments within the City of Kansas City and with external agencies/partners will occur primarily through two-way radios, cell phones, telephone, e-mail, and/or facsimile. During incidents in which traditional means of communications (i.e., telephone, cell phone, and e-mail) are not operable, two-way radios and amateur radios, in addition to the City's redundant communication systems, will be utilized. Volunteer amateur radio operators and Mobile Communication Vehicles, at the discretion of Incident/Unified Command, may be strategically placed at designated locations to assist in communications, such as animal shelters and/or related facilities.

Although communications with external partners will occur primarily through cell phone, telephone, e-mail, and facsimile, on-scene incident operations utilizing external partners may necessitate issuing two-way radios to facilitate communications. The decision to establish temporary radio communications on-scene with external agencies will be determined by Incident/Unified Command and the KC Pet Project's Animal Services Division, as appropriate.

During emergencies and/or major disasters requiring extensive coordination, a senior representative (most likely the Director) from the Department of Neighborhood Services Department **(816-513-1313)** and/or KC Pet Project's Animal Services Division will be assigned to the City's EOC in order to facilitate communications, coordination, and information flow, especially when animal issues are a significant element of an incident.

A. Secondary Departments and External Agencies/Partners
   a. Secondary departments and external agencies will maintain appropriate contact with Incident Command, the City's EOC/Unified Command Team, and the KC Pet Project's Animal Services Division.
      i. Kansas City EOC Telephone Number (Emergency Number): **816-513-8640**
         1. *Note: Upon annex activation, additional telephone lines at the EOC may be activated.*
      ii. KC Pet Project's Animal Services Division main phone number: **816-683-1383**; email contact@kcpetproject.com
      iii. President/CEO & Lifesaving Officer, KC Pet Project's Animal Services Division, Teresa Johnson, **816-260-5092**
      iv. *Chief of Animal Services, Ryan Johnson, **509-899-4756**

B. General Public
   a. During an emergency and/or major disaster, the general population will be advised to call the following numbers in order to request City services and community support agencies related to pet welfare and safety issues.
   b. General questions and requests (non-life threatening) for the City: dial 311
   c. Emergency: dial 911
   d. Community resources: dial 211

XI. ADMINISTRATION AND FINANACE

A. Finance
   a. Any costs or expenditures associated with this Annex will be the responsibility of the primary and secondary departments and external agencies/partners unless otherwise stated and agreed upon by the City Manager and/or Unified Command Team/EOC.
   b. Unless requested by the City, any service that is provided by or assumed by contractors or private nonprofits shall not be deemed reimbursable. In such cases, contractors or private nonprofits must have a competitively awarded or written agreement (i.e., MOU or contract) affirming that it is performing operations on the City's behalf.

B. Records
   a. During an incident in which this Annex is activated, each organization with responsibilities listed in this Annex will be responsible for maintaining records of expenditures for equipment, supplies, services, overtime costs and related expenses for response and recovery actions.

C. Each organization should, at a minimum, maintain the following documents:
   a. Time sheets of staff, including careful documentation of overtime
   b. 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.
   c. Equipment Hours/Logs
   d. Mileage
   e. Documentation of Damages to Equipment and Supplies
   f. Volunteer Hours
   g. Copies of all Contracts, Statements, and/or Agreements
   h. Records of requested work providing clear descriptions of work performed, location of work performed, and dates of work performed.

D. Memoranda of Understanding and Emergency Contracts
   a. Agreements and understandings with other local jurisdictions, other levels of government, and other agencies/partners may be utilized to supplement local resources should an emergency situation exhaust the capabilities of the City. Requests for such assistance will be made through the Office of Emergency Management in accordance with established mechanisms and procedures, and/or negotiated mutual aid agreements, memoranda of understanding (MOUs), and/or contracts. Consultation with the City's Law Department will be necessary.

ATTACHMENT J-1: ANIMAL SHELTER SITE SELECTION

The City of Kansas City, Missouri may establish temporary emergency animal shelter(s) or work with established animal shelter organizations to receive and provide care for pets and animals during an emergency or disaster. This standard operating guide (SOG) only discusses the selection criteria for temporary emergency animal shelters. For a listing of established animal shelter organizations and kennels, please see **Attachment J-3: Regional Animal Shelters, Attachment J-4: Resource List**, or relevant MOUs.

Temporary Emergency Animal Shelter Selection Criteria & Considerations

When selecting temporary emergency animal shelter(s), these shelters should be located near human shelters when possible. Temporary shelters using military grade tents may also be an option, which could be set up in close proximity to human shelters. This will allow owners to help with the care of their pets and may reduce the stress level of the animals and their owners.

Location of temporary animal shelters will depend on which part(s) of the City is/are affected by the incident or event. Potential temporary shelter locations may include:

- Fairgrounds
- Livestock Facilities
- Racetracks
- Arenas
- Airports
- Abandoned Warehouses
- Empty Lots
- Churches
- Community Centers

Size and Estimated Capacity

The space required will likely be based on the number of small, medium, and large carriers/cages to temporarily house pets and animals. As a general rule, it is estimated that the amount of space needed per large cage is 10 square feet. Small and medium size carriers/cages can be stacked on the larger cages to house more animals in the same space but should only be considered as a last resort to prevent disease spread and undue animal stress. If possible, use larger, temporary dog runs for larger dogs. Otherwise, frequent walking/exercise is necessary.

	10 Large Carriers/Cages	**40** Large Carriers/Cages	**100** Large Carriers/Cages	**250** Large Carriers/Cages
Estimated Space Needed	100 sq. feet	400 sq. feet	1,000 sq. feet	2,500 sq. feet

Also, when possible, any building/facility structure should only represent 25 percent of the site. This will ensure there is plenty of room for expansion, parking, and room for animals to exercise.

Parking
Sites should have sufficient parking space to accommodate animal owners, staff, volunteers, and emergency personnel.

Accessibility
One of the most important considerations when selecting a temporary emergency animal shelter is that it is both visible and easily accessible to the public. For example, sites on steep sloping grounds can make it difficult to utilize sidewalks and roadways, especially for those with physical impairments. Potential sites should also be accessible and in close approximation to major roadways and public transportation routes/stops.

Also, because these sites will likely necessitate supplies and additional resources, sites should be easily accessible to large vehicles, such as semi-trucks and trailers.

Essential Utilities
Under most situations, sites must have access to essential utilities, such as: electricity, ventilation, heat/air conditioning, water, wastewater system, and trash removal.

Equipment
When possible, select sites that have existing equipment that can be utilized for shelter operations. Equipment may include, but is not limited to:

- Functional refrigerator for vaccines and medicine
- Freezer
- Copy machine for record-keeping and documentation.
- Computers
- Animal equipment and supplies (i.e., cages)
- Tables and chairs

The Platte County Emergency Manager has access to a trailer with kennel supplies. The contact number for their resource is **(816-858-2424)**.

Basic Accommodations
When possible, choose sites that have the following accommodations or features:

- Functioning restrooms
- Showers
- Non-carpeted floors
- Impervious flooring
- Open space for animals to walk/exercise
- Separate rooms to shelter different types of animals

- No known adjacent property owner/neighborhood opposition

Safety & Security

Temporary emergency animal shelter sites must be able to be secured as much as possible. Safety considerations are also critical, especially following a major disaster in which the site may have been damaged. Once a site is selected, conduct a thorough damage assessment to ensure it is safe.

Storage

When possible, select sites with existing storage equipment and space that can accommodate secure and vector free storage space for equipment, feed/food, and supplies. This will be especially important for shelter medical staff, which will need a secure storage area for controlled drugs and vaccinations to treat injured and sick animals.

Site Meets all Government Regulations

Ensure that the site meets local, state, and Federal requirements and regulations. These may include:

- Local zoning regulations
- Occupational Safety and Health Agency (OSHA) Requirements
    - o Eye washing stations
    - o Noise pollution
    - o Air quality
    - o Controlled access to hazardous materials
- Americans with Disabilities Act (ADA)
    - o Ensure the site facilitates reasonable and immediate access and use to the building/site for the public, volunteers, and staff

Existing Vulnerabilities

Before selecting a site, ensure that the site is not vulnerable to the immediate and/or cascading hazards that could immediately or potentially impact the functionality of the facility and its operations.

Potential Temporary Emergency Congregate Household Pet Shelters
in Kansas City, MO:

While many factors will determine whether or not a facility or site will be used as a temporary animal shelter, the following sites may serve as suitable options for the City, and should be considered (see Shelter Site Selection Matrix):

Hale Arena at the American Royal Center
1701 American Royal Court
Kansas City, MO   64102

City-owned Community Centers (Parking Lots) and Convention Centers

ATTACHMENT J-2: KANSAS CITY HOTELS THAT ALLOW PETS

For <u>National</u> Databases of Pet-friendly Hotels, Campgrounds, Restaurants, and Services, refer residents to:

- http://www.gopetfriendly.com
- http://www.pet-friendly-hotels.net/
- https://www.petswelcome.com/
- https://www.tripswithpets.com/

ATTACHMENT J-3: REGIONAL ANIMAL SHELTERS

KANSAS CITY REGION			
Name of organization	address	contact number	notes
KC Pet Project's Animal Services Division	7077 Elmwood Ave. Kansas City, MO 64132	(816) 683-1383	Also contact Teresa Johnson or April Moore
City of Independence	21001 E. 78th Hwy; Independence, MO 64057	(816) 325-7207	Also known as City of Independence shelter
KC Regional Pet Trailer		Mike O'Neal 816-210-7082 Tony Avery 816-858-3521	Can accommodate 40 animals and set up on site

ATTACHMENT J-4: RESOURCE LIST

Contact Information

Primary Department:

Organization	Point of Contact	Address	Office Telephone	Mobile Telephone	E-mail
KC Pet Project Animal Services Division	Teresa Johnson, CEO	7077 Elmwood Ave. Kansas City, MO 64132	(816) 513-9832	(816) 260-5092	teresa.johnson@kcpetproject.org
	April Moore, Chief of Animal Services	7077 Elmwood Ave. Kansas City, MO 64132	(816) 683-1377	(512) 718-7033	April.moore@kcpetproject.org

Secondary External Agencies:

Organization	Address/Contact	Office Telephone
Great Plains SPCA	5424 Antioch Dr.. Merriam, KS 66202	(913) 831-7722
Humane Society of Greater Kansas City	5445 Parallel Parkway Kansas City, KS 66104	(913) 596-1000 ext. 125
Kansas City Zoo	6800 Zoo Dr, Kansas City, MO 64132-1711	(816) 215-4311
KC Community Organizations Active in Disasters (KCCOAD)	United Way 211	(800) 543-7709 or 211
KC Veterinary Medical Association	P.O. Box 12468 Shawnee Mission, KS 66282-2468	(913) 381-7823
Lakeside Nature Center (wildlife/exotic animals)	4701 E. Gregory Blvd. Kansas City, MO 64132	(816) 513-8960
Missouri Department of Agriculture, Animal Health Division	1616 Missouri Blvd., Jefferson City, MO 65101	(573) 751-3377
Wayside Waifs	3901 Martha Truman Road Kansas City, MO 64137	(816) 761-8151

ATTACHMENT J-5: KANSAS CITY INCINERATORS

KANSAS CITY REGION			
NAME OF COMPANY	ADDRESS	PHONE	COMMENTS
Kansas City Campus for Animal Care	7077 Elmwood Ave. Kansas City, MO 64132	(816) 683-1383	Also contact Teresa Johnson or April Moore; large animal capable
Pet Cremation Services	13508 Oak St Kansas City, MO 64145-1456	(816) 941-2009	High Volume Capacity; large animal capable
Rolling Acres Memorial Gardens for Pets	12200 N. Crooked Road, P.O. Box 12073, Kansas City, MO 64152	(816) 891-8888	High Volume Capacity; large animal capable
Veterinary Health Center at Kansas City	8141 N Oak Trafficway Kansas City, MO 64118	(816) 455-5430	An extension of the University of Missouri Veterinary Health Center; large animal capable

ATTACHMENT J-6: KANSAS CITY PET TRANSPORTATION SERVICES

(NOTE: This list only represents commercial pet transportation providers. To see a list of key external partners that have the capability to assist in transport operations, please see the **Attachment J-4: Resource List**.)

KANSAS CITY REGION				
COMPANY	ADDRESS	PHONE	WEBSITE	SERVICES PROVIDED
Guardian Pet Care & Massage	P.O. Box 26566 Overland Park, KS 66225	913-538-1548	www.pet-guardians.com	Local Pet Taxi
Pet Air	1527 Grand Blvd. Kansas City, MO 64108	816-471-3852	www.flypets.com	Long distance ground transport, local ground transport, and air transport
Barks and Recreation KC	10014 E. 47th St. Kansas City, MO 64133	816-701-9219	Barksandreckc.com	Local Pet taxi
No Worries Pet Care	28 Westwoods Dr. Ste 107 Liberty, MO 64068	816-415-9267	Noworriespetcare.net	Local Pet Taxi

ATTACHMENT J-7: PUBLIC INFORMATION MESSAGING

The following pre-crafted public information messages can be modified and adapted to fit the needs of the incident. For additional information and messaging strategies, see ready.gov or fema.gov.

FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

[AREA AFFECTED] RESIDENTS URGED TO TAKE PETS WITH THEM AS [DISASTER] PROMPTS EVACUATIONS

KANSAS CITY, MO — *Introduction Paragraph explaining disaster situation, which areas are at risk and urging those people to take their pets with them in case of evacuation.*

Quote from local official urging residents to plan ahead for their pets in an emergency, providing specific local information, etc.

Standard emergency preparedness language:

All pet owners are urged to keep a pet emergency supply kit, which should include the following:
- Three-or-more-day supply of food in airtight, waterproof container and drinking water.
- Bowls for food and water and can opener.
- Current photos and physical description of your pets, including details on markings.
- Medications, vaccination records (stored in a waterproof container) and first aid pet supplies.
- Comfort items such as a toy and blanket.
- Small garbage bags.
- For dogs —include a leash, collar or harness with identification, and a sturdy carrier large enough to use as a sleeping area.
- For cats include a litter box and litter, as well as a sturdy carrier large enough for transport.
- Information on feeding schedules, medical conditions, behavior problems and the name and number of your veterinarian in case you have to foster or board your pets.

If officials call for an evacuation, pet owners should be aware that many evacuation shelters do not accept pets, and they must plan their destination in advance. Many hotels, motels, campsites and other facilities around the country now allow pets. Hotels and motels may be willing to lift "no pet" restriction in an emergency. Friends and family members living outside the area may be able to provide shelter, too. (Please check with your local animal shelter or emergency management office to determine if a pet-friendly emergency shelter will be set up in your location.)

For more tips on preparedness plans that include your pets, visit www.ready.gov.
Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

EMERGENCY PET SHELTER ACTIVATED

KANSAS CITY, MO — The City of Kansas City, Missouri [and its local partners] will open and operate an Emergency Pet Shelter at [INSERT LOCATIONS].

   Under FEMA guidelines, this shelter will only accept household pets, such as cats, dogs, birds, rabbits, and rodents. Exotic animals, reptiles, insects, amphibians, and fish will be accepted at [INSERT ORGANIZATION]. Large animals/livestock should be taken to [INSERT LOCATION].

   However, we are urging all residents to make their own arrangements for their pets and animals by asking for the assistance of friends and family who can help house and care for their pets.

   For more information about where you can take your animal, please contact [INSERT CONTACT INFORMATION].

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

DON'T LEAVE YOUR PETS BEHIND
Your Pet Needs You to Be Prepared for Disasters

KANSAS CITY, MO — In preparation for your evacuation from [type of emergency] plan to take your pets with you. The single most important thing you can do to protect your pets is to take them with you when you evacuate. In a disaster, animals left behind can easily be injured, lost or killed. Animals left inside your home can escape through windows or walls damaged in a disaster. Animals left tied up outside or turned loose to fend for themselves will be very vulnerable to exposure, starvation, contaminated food or water, and other hazards. Your pet's lifeline is you.

Items to bring for your pet: enough water and food for three days, travel cage, leashes or collars/harnesses with identification, required medications, medical history forms, a current photo of your pet, and your pet's favorite toy.

If you become separated from your pet, please contact the [INSERT CONTACT INFORMATION]; you will be expected to describe what your pet looks like. If you find that your pet was brought to an emergency animal shelter, you should bring a photo and any additional documentation for positive identification to retrieve your pet.

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

HOMELESS PETS
What to Do If You Find an Abandoned Pet

KANSAS CITY, MO — Pet owners may have either left their pets behind or become separated from their pets during the evacuation from [type of emergency]. If you find an abandoned pet, KC Pet Project Division has a list of resources available on their website to try and locate the owner of that pet. If you find an injured animal in Kansas City, MO, please contact 's Animal Services Division or dial 311.
Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

LOCATING YOUR PET
What to Do If You've Been Separated from Your Pet

KANSAS CITY, MO — The bond formed between pets and their owners represents an important connection between humans and animals. If you have been separated from your pet, please contact the [INSERT ORGANIZATIONS] at [(###) ### - ####].

When calling the [INSERT ORGANIZATIONS] please be prepared to describe what your pet looks like. If you find that your pet was brought to an emergency animal shelter, you should bring a photo and any additional documentation for positive identification to retrieve your pet.

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

-- 30 --

FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

CITY OFFICIALS URGE FLOOD PREPARATION FOR PETS

KANSAS CITY, MO — The City of Kansas City, Missouri offers the following evacuation tips for pet owners in the event of a flood:

- Do not leave your pets behind.
- As rescue officials may not allow you to take your pets if you need to be rescued, do not wait until the last minute to evacuate.
- Securely fasten a current identification tag to your pet's collar. It's a good idea to include a phone number of a friend or family member so someone who finds your pet will be able to reach someone who knows you.
- Carry a photo of you and your pet for identification purposes.
- Transport pets in secure pet carriers and keep pets on leashes or harnesses.
- Because most emergency shelters do not admit pets, call hotels in a safe location and ask if you can bring your pets. Ask the manager if a no-pet policy can be lifted during the disaster.
- If you and your pets cannot stay together, call friends, family members, veterinarians or boarding kennels in a safe area to arrange foster care.
- Be sure to pack your pet's emergency supply kit filled with at least a three-day supply of food, water and other supplies, such as medical records, owner's documentation, cat litter and other necessary sanitary items and medication.
- Keep a list of emergency phone numbers (veterinarian, local animal control, animal shelters, Red Cross, etc.).

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

CITY OFFICIALS REMIND RESIDENTS ABOUT CARING FOR YOUR PETS IN HOT WEATHER

KANSAS CITY, MO — As the summer heat approaches, here are some preparedness tips to consider when caring for your pets:

- Never leave pets in a car, even with the windows down. The inside of a car can reach temperatures in excess of 150 degrees in a matter of minutes.
- If possible, pets should be kept indoors during excessive heat.
- If keeping a pet outside, make sure that pets have adequate shelter from the sun and plenty of fresh water at all times.
- Plan outside activities with your pets during the cooler parts of the day: early morning and evening. Limit the outside activity of your pets during the heat of the day.
- During hot weather, sidewalks and pavement radiate excessive amounts of heat and can be too hot for the pads of your pet's paws. Consider that if the sidewalk is too hot for you to walk barefoot, it is too hot for your pet to walk on.
- Allow access to the coolest part of your home. If you don't have air conditioning, or you turn it off while at work, make sure your pet can get to a cool place, such as a basement.
- Take extra precautions in hot weather for dogs that are elderly, overweight or snub-nosed.
- Always have a disaster plan in place for you, your family, and your pets.

Additional pet safety information can be accessed through [insert local information]

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FOR IMMEDIATE RELEASE: **CONTACT:**
[INSERT DATE]   [INSERT NAMES AND NUMBERS]

CITY OFFICIALS REMIND RESIDENTS ABOUT CARING FOR YOUR PETS IN COLD WEATHER

KANSAS CITY, MO — Winter can be a season of bitter cold and numbing wetness. Help your pets remain happy and healthy during the colder months by following these simple guidelines.

- Don't leave dogs outdoors when the temperature drops. Most dogs, and all cats, are safer indoors, except when taken out for exercise. Regardless of the season, shorthaired, very young, or old dogs and *all* cats should never be left outside without supervision. Short-coated dogs may feel more comfortable wearing a sweater during walks.
- No matter what the temperature, wind-chill can threaten a pet's life. A dog or cat is happiest and healthiest when kept indoors. If your dog is an outdoor dog, however, he/she must be protected by a dry, draft-free doghouse that is large enough to allow the dog to sit and lie down comfortably, but small enough to hold in his/her body heat. The floor should be raised a few inches off the ground and covered with cedar shavings or straw. The house should be turned to face away from the wind, and the doorway should be covered with waterproof burlap or heavy plastic.

- Pets that spend a lot of time outdoors need more food in the winter because keeping warm depletes energy. Routinely check your pet's water dish to make certain the water is fresh and unfrozen. Use plastic food and water bowls rather than metal; when the temperature is low, your pet's tongue can stick and freeze to metal.
- Warm engines in parked cars attract cats and small wildlife, which may crawl up under the hood. To avoid injuring any hidden animals, bang on your car's hood to scare them away before starting your engine.
- The salt and other chemicals used to melt snow and ice can irritate the pads of your pet's feet. Wipe the feet with a damp towel before your pet licks them and irritates his/her mouth.
- Antifreeze is a deadly poison, but it has a sweet taste that may attract animals and children. Wipe up spills and store antifreeze (and all household chemicals) out of reach.
- Always have a winter disaster plan in place for you, your family and your pets.

Additional pet safety information can be accessed through [insert local information here]

Media inquiries about [INSERT] should be directed to [INSERT NAME] at [INSERT CONTACT INFORMATION].

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FREQUENTLY ASKED QUESTIONS (FAQS)
(Provide in e-mails, newsletters, and articles)

Why is pet preparedness important?
Disaster can strike anywhere and at any time. House fires, flooding, tornadoes, wildfires, earthquakes, hazardous material spills and acts of terrorism may all force you and your family from your home – temporarily or maybe permanently. Responding to and recovering from such events requires advanced planning. All members of your family must be taken into account in these plans, including pets. Knowing what supplies to have available, how to evacuate with your pet, where your pet will stay, and how you will meet your pet's needs throughout the disaster are all critical questions that must be addressed.

Is this a community-wide concern?
Definitely. Most communities have a significant number of families with pets. Not only is the welfare of the pets important, the lack of planning for pet issues during disaster can have a direct effect on the safety of the human population. Pets are integral members of many families, and a community's lack of planning for pet issues may cause families to delay evacuation or avoid seeking assistance until they are sure their pet's needs are met. Additionally, first responders may be put at risk when confronted by frightened or displaced animals left behind. If the disaster has caused an intermingling of wild and domesticated animals, diseases like rabies could become a serious threat to humans and animals.

What can I do to protect my pets BEFORE a disaster?
A disaster can hit your area with or without notice, that's why it is very important for a family to be prepared in case such an event should occur. The best preparation is a family household disaster plan, and this plan should <u>always</u> include your pets. There are several things a family should do before a disaster to better prepare. Contact your veterinarian, local animal shelter, humane society, or emergency management office for information on caring for pets in an emergency. Find out if there are any shelters set-up to take pets in an emergency, but keep in mind that

shelters are usually full even without a disaster, so any space would be very limited. Check with your veterinarian to see if he can board your pet or if there is someone he could recommend in the area or town you have designated as your family evacuation site. If you decide to take your pet with you, have a carrier that allows your pet to stand up and turn around inside. Put familiar items such as the pet's normal bedding and favorite toys inside. Train your pets to become comfortable with the carrier beforehand by using it as its "room". Keep a list of hotels that will accept pets and be sure to ask if there are any size restrictions.

When assembling emergency supplies for the household, include items for pets such as extra food, kitty litter, bowls, and extra medication. Pets should have their vaccines current, and records kept in a plastic, sealable bag. If your pet gets separated from you, proper identification may be its only way home, so make sure it has a properly fitted collar or harness that includes current license, identification and rabies tags. Microchips are also a good way for your pet to be identified. If your pet has a microchip, please make sure that the information on the chip is current with your name, phone number(s), address, and other information. Many animal shelters and veterinarians can microchip your pet for a fee.
.

What can I do to protect my pets DURING a disaster?
During a disaster, bring your pets inside immediately. Animals have instincts about severe weather changes and may isolate themselves or try to escape, especially if they are afraid. Never leave a pet outside or tied up during a storm or disaster event. You may need to separate dogs and cats, because even if your pets normally get along, the anxiety of an emergency situation can cause pets to act unreasonably. If you decide to evacuate during a disaster, plan to take your pets with you. Do <u>not</u> leave your pet at home during a disaster because you never know what will happen when you are gone, or when you will be able to get back. Remember to take your pet's medical records and medicines with your emergency supplies. If you have a bird, make sure the bird is caged and you have a thin cloth or sheet to cover the cage. The stress of moving and the anxiety of the disaster may stress the bird and being in a covered cage may help alleviate some of this.   Not all evacuation facilities will accept animals. It is usually better for you to evacuate early with your pet to a previously identified safe location than to wait until it is too late. If you wait to be evacuated by emergency personnel, they may not allow you to bring your animal.

What can I do to protect my pets AFTER a disaster?
Just because a disaster has passed, do not assume that the worst is over. Do not let your pets loose in the house or yard until you have had the chance to examine everything very carefully. It is possible, especially with flooding, that there may be damage to your home which could hurt you or your pet. Carefully walk the yard to verify the fence is intact and there is nothing new and dangerous in the yard, particularly snakes or other dangerous animals which may have come into your yard during flooding.

If your pet was placed in a shelter or boarding facility, contact them as soon as possible to verify your pet is fine and let them know when you will be able to come get it. If your pet is lost during a disaster, check with your area shelters every day since strays only have to be held for a certain number of days before being considered unclaimed and put to sleep.

Don't be surprised if your pet is more anxious or fearful after a disaster. Familiar scents and landmarks may look different, and your pet may become confused and lost. Normally quiet and friendly pets may become defensive and aggressive. It's very important to observe your pets closely after a disaster, and give them extra attention, if necessary. They won't understand everything that just happened and will look to you to provide some stability and comfort.

ATTACHMENT J-8: ACRONYMS

ADA	Americans with Disabilities Act
ARC	American Red Cross
CEO	Chief Executive Officer
CFR	Code of Federal Regulations
EOC	Emergency Operations Center
KCATA	Kansas City Area Transportation Authority
KCCOAD	Kansas City Community Organizations Active in Disaster
KCFD	Kansas City Fire Department
KCMO	Kansas City Missouri
KCPD	Kansas City Police Department
KCPP	Kansas City Pet Project
KCVMA	Kansas City Veterinary Medical Association
MARC	Mid-America Regional Council
MDA	Missouri Department of Agriculture
OEM	Office of Emergency Management
PETS	Pet Evacuation and Transportation Standards
PIO	Public Information Officer
SOG	Standard Operating Guide
USC	United States Code

ATTACHMENT J-9: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Pets Evacuation and Transportation Standards (PETS) Act, Public Law 109-308, October 2006, 109th Congress, https://www.congress.gov/bill/109th-congress/house-bill/3858.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf.

ATTACHMENT J-10: PHONE DIRECTORY FOR ANNEX J

American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
Kansas City Veterinary Medical Association (KCVMA)	913-381-7823
Kansas City Zoo	816-595-1234
KC Area Transit Authority (KCATA)	816-346-0200, 816-346-0243 dispatch
KC Pet Project	816-683-1383
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO – Law Department	816-513-3142, 816-513-6750, 816-513-3105, 816-513-3126
KCMO – Neighborhood Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO – Office of Environmental Quality	816-513-3452
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Lakeside Nature Center	816-513-8960
Mid-America Regional Council (MARC)	816-474-4240
Missouri – Department of Agriculture	573-751-4211
Platte County – Emergency Management	816-858-2424,
Salvation Army	816-471-4337

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex K: Infrastructure Operations

January 2023

KANSAS CITY, MISSOURI
INFRASTRUCTURE OPERATIONS

Primary (lead) Departments:	Parks & Recreation Public Works Water Services
Secondary (support) Departments:	Kansas City, Missouri, Office of Emergency Management (OEM) General Services Department (GSD) Information Technology Division Other City Departments as Required
Secondary (support) External Agencies:	Evergy Spire Mutual Aid Other Private Utilities Plan Bulldozer Members

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to provide guidance to both City infrastructure departments and private utility companies when responding to major emergencies and disasters. For the purposes of this plan, the term "infrastructure" means physical systems that are necessary for the effective and efficient operation of government, commerce and industry, and to maintain the health, safety and welfare of the public, including:

- Roads, bridges, and traffic control systems
- Water and sewer systems, including drinking water production and distribution, collection and treatment of wastewater, sewers and storm water drainage
- Utilities, such as electric, gas, telephone communications, and public safety communications systems
- Solid waste collection and disposal
- Critical public buildings

*For electronic and computer infrastructure, refer to the General Services Department Information Technology Division's **Continuity of Operations, Disaster Recovery, and Cyber Terrorism Plan** (Copies of this document must be requested from ITD. Due to the security and sensitive information contained therein, the document is exempt from the Freedom of Information Act.).

Radio and communication's infrastructure are covered in **Annex B – Emergency Communications Plan.**

II. PLANNING ASSUMPTIONS

A. The Public Works **(816-513-9970)**, Water Services **(816-513-1313),** and Parks and Recreation **(816-513-7500)** departments are responsible for the provision and maintenance of municipal infrastructure systems. In a major emergency or disaster, these departments will restore infrastructure on a priority basis, and may require supplemental personnel, equipment, and other resources to adequately respond.

B. Some vital systems, particularly electric, gas and telephone communications are provided by private utilities. These utilities maintain cooperative agreements with other utility providers to supplement personnel and equipment when needed. The City of Kansas City may also render such support to private utilities as is available, appropriate, and requested.

C. All emergency Infrastructure operations will be conducted in accordance with this plan and will be managed in a manner that conforms to the National Incident Management System (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf).

III. LEGAL AUTHORITIES

A. Charter of Kansas City, Missouri
   (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
   - a. Article IV, Section 412 – Parks and Recreation
   - b. Article IV, Section 413 – Public Works
   - c. Article IV, Section 414 – Water Services
   - d. Article X, Parks and Recreation

B. Kansas City, Missouri Code of Ordinances, Sections
   (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances):
   - a. 70-38 – Authority to make emergency and temporary regulations
   - b. 50-192 – Unlawful entry into area designated as disaster area

C. Administrative Regulation (AR) (located on the KCMO Intranet:
   mykc.kcmo.org)[1]
   - a. 1-07 Floodplain Management
   - b. 1-12 City Standard Erosion and Sediment Control Specification
   - c. 1-17 Reasonable Accommodations for Persons with Disabilities
   - d. 3-10 Building, Repair, Maintenance or Modification

D. Other
   - a. American Public Works Association (APWA) Standard Specifications and Design Criteria: KC Metro Specifications, Section 5600 – Storm Drainage Systems & Facilities (February 2011) (http://kcmetro.apwa.net/PageDetails/439).

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[1] These documents may be requested from the Office of the City Manager.

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

Office of Emergency Management (OEM)
*OEM's **(816-513-3452)** Fiber Optic Cable Manager maintains the City's fiber optic cable network. KCMO has over 500 miles of fiber connecting 70 buildings, flood control water pump stations, traffic signals, radio networks, video surveillance cameras, and communications both internally and with other agencies. In addition, other entities, such as the Park Hill School District, utilize KCMO fiber optic cable for their telecommunication needs.

OEM also monitors and maintains, partnering with KCPD and other organizations, surveillance camera networks throughout the KCMO Region. These networks serve a multitude of purposes including weather monitoring. KCMO does not own all of the cameras it monitors but, through agreements, has access to and can monitor those cameras, with the owner's permission.

Aviation Department
*The Aviation Department **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC)** maintains and operates 2 airports: Kansas City International Airport (MCI) and Charles B. Wheeler Downtown Airport (MKC). MCI has 3 runways: 01L/19R at 10,801 ft, 01R/19L at 9,500 ft, and 09/27 at 9,501 ft. MCI handles around 280 flights daily, both passenger and commercial air traffic. MKC has 2 runways: 1/19 at 6,827 ft. and 3/21 at 5,050 ft. MKC handles around 700 flights a day, mainly smaller planes although some larger transports, such as for visiting sports teams, can use the airport as well. MKC also has designation as a National Disaster Medical System (NDMS) location.

The Aviation Department is responsible for maintaining and repairing its facilities at the two airports to ensure air traffic continues into and out of KCMO. Both airports may be used for emergency transports such as evacuation and supplies.

Parks and Recreation Department (P&R)
The Parks and Recreation **(816-513-7500)** department currently oversees more than 221 parks, 138 miles boulevards and parkways, 49 ornamental fountains, 152 ball diamonds, 10 community centers, 105 tennis courts, 5 golf courses, 5 museums and attractions, 30 pools, 61 picnic shelters, dozens of outdoor events, and more than 400 recreational and educational programs. The main office is located at 4600 East 63rd Street. The Department Director heads the organization and oversees six divisions. Each division is supervised by a Division Manager. The divisions include:
  A. Director's Office
        a. This division is responsible for general administration of the department, including budgeting, accounting and finance,

marketing, public information, correspondence, and human resources.

B. Citywide Services
   a. This division oversees the management of the City's trees in the rights-of-way located along streets and boulevards. The services they provide consist of storm response, tree pruning, tree planting, tree removal, cooperative progress with utilities, landscaping, and greenhouse operations.

C. Planning and Design Services
   a. This Division provides responsive, professional planning, design, construction, conservation, and renovation services. They provide master plans or construction development plans and specifications for property under the control of the Board of Parks and Recreation commissioners. Typical work includes planning for parks, playgrounds, plazas, boulevards, lakes, trails, and consultation services to other City departments. The division also generates conceptual plans for the extension of the boulevard and parkway system and is responsible for the preservation, restoration and additions to the City's outdoor monuments and fountains.

Public Works Department (PWD)
*PWD **(816-513-9970)** provides many essential city services, trash sanitation, recycling, bulky item pickup, street maintenance, traffic signs and signals, street lighting, and snow removal. Additional responsibilities include oversight of public transportation (Area Transportation Authority and KC Streetcar). The Department Director heads up the organizations and oversees five divisions. Each division is supervised by a Division Manager. These divisions include:
   A. Administration
      a. This division is responsible for general administration of the department, including budgeting, accounting and finance, public information, correspondence, and human resources.

   B. Multimodal
      a. This division is responsible for the City's traffic engineering, parking management functions, the Streetcar operations, and Asset Management. This division is located on the 18th floor of City Hall.

   C. Street and Traffic Operations
      a. This is the largest division in Public Works. It is located at five locations around the city. The division is responsible for providing several programs to the residents. These programs include:
         i. Street Maintenance – This program entails responsibility for patching potholes, minor bridge repair, cleaning roadside ditches and snow and ice removal. This also includes the 24-

hour snow command post which coordinates citywide snow and ice control operations and disseminates weather-related information.
ii. The Signs and Markings Section – This group maintains the City's system of traffic signs, long line striping and short line striping.

D. *Engineering – This Division is comprised of Capital Projects, Right of Way Acquisitions, Street Lighting, and IT Sections.

E. *Construction – This Division is comprised of the Permitting, Inspection, Street Preservation, and Material Testing, Sections.

F. *Solid Waste – This Division comprises the trash, recycling and bulky item pick up as well as leaf and brush pickup & disposal and various individual site cleanup activities.

Water Services Department (WSD)
*The Water Services Department **(816-513-1313)** maintains and operates 2800 miles of water main lines, 2200 miles of sanitary wastewater lines, 600 miles of combined storm water and sewer lines, 43 wastewater pumping stations, 15 water pumping stations, 15 flood stations, 6 wastewater facilities, 1 drinking water treatment plant, and 15 water pumping stations with 150 million gallons of water storage. WSD is responsible for water collection, processing, distribution systems, storm water management and control systems, and wastewater collection among other duties. WSD has over 200,000 retail customers and 33 wholesale customers. WSD has interjurisdictional agreements with 28 municipal entities to provide wastewater services of a varying nature and 28 interjurisdictional agreements to provide water services.

*The main WSD office is located at 4800 East 63rd Street. The Department Director heads up the organizations and oversees five divisions. Each division is supervised by a Division Manager. The Water Services Department consists of the following divisions:
A. *Director's Office
   a. This office oversees the metropolitan area water, sewer, and storm water services, and establishes department policies. It enforces and assures compliance with City, state and Federal rules and regulations and provides guidance to all divisions within the department.

B. *Permitting and Development
   a. This division provides services from City Hall to new and existing users on the system in conjunction with other City permitting requirements. This is accomplished by working with new and established commercial and industrial permittees in processing

applications to develop "will-serve" letters for water and sewer services.

C.   *Facilities and Water Distribution Engineering
    a. This division provides the services required to construct new or rebuild existing facilities. This includes design professional and contractor selection, project management, contract management,
    b. Smart Sewer, Wastewater Collection and Stormwater Engineering This division provides engineering services to meet the 2010 Federal Consent Decree objectives by providing for the selection of design professionals and contractors to implement green infrastructure solutions, provides services in conjunction with other levee districts sponsors while functioning as a sponsor of the levee with the Central Industrial District to optimize and maintain flood control and stormwater runoff.
    c.   Consumer Services & Finance
This division provides for ongoing employee development and training, finance operations including services to customers within the system and in general ensures compliance with rules regulating municipally owned utilities who revenue derives from water and wastewater customers. This Division provides safety services to ensure compliance with state and Federal regulations as well as
    d.   Business Infrastructure and Operations Support
This division manages utility specific software and hardware systems to enable the efficient operation of the utility business from ensuring customers can pay online to ensuring operational reliability of water and wastewater supervisory control and data acquisition systems specific to utility operations.to managing systems that enable automated regulatory reporting.

D. *Laboratory Services
    a. This division consists of the state-certified laboratory and tests water, wastewater and stormwater for the City and the municipal entities the City serves in all three operations. This ensures compliance with numerous state and Federal regulations and the subsequently issued permits governing the quality of drinking water and treated wastewater discharges.

E. *Meter Field Services
This division is responsible for water turn-on and shut-off, meter reading, inspections for leaks, issuance of permits, installation of water lines and staffing dispatch.

F. *Stormwater Wastewater Collection, Preventative Maintenance and Water Distribution Divisions

a. These divisions work together to maintain the systems in the ground, address leaks and breaks, maintain levees and flow control structures, and ensure operational reliability of 25,000 fire hydrants

G. *Wastewater Treatment
This division is responsible for the operation and maintenance of approximately 65 wastewater and stormwater facilities that pump and treat . wastewater and stormwater across 320 square miles. This also includes the operation of the household hazardous waste facility to enable customers to drop off hazardous waste and arranges for appropriate disposal.

H. *Water Treatment
This division produces and delivers potable water to City and interjurisdictional customers   with over 30 facilities in the metropolitan area.

General Services Department (GSD)
*General Services Department **(816-513-1313)** maintains City owned buildings, City vehicles, and information and technology systems for KCMO. The three divisions dealing with infrastructure or infrastructure related resources are:
A. *Facility Services
   a. Facility Services provides maintenance for City owned buildings.
   b. Contract services may provide repair for City buildings.
   c. Contract services, under the supervision of Facility Services, provide janitorial services for City owned and leased offices.

B. *Fleet Management
   a. Fleet Management maintains and repairs City owned vehicles including heavy equipment such as sanitation trucks and snowplows.
   b. Fleet Management also installs modifications, such as emergency lights, and maintains those modifications. Fleet Management works with KCPD radio to install radios.

C. *Information Technology Division (ITD) **(816-513-3333)**
   a. ITD provides and maintains the City's information technology infrastructure
   b. Information Technology includes:
      i. Computers
      ii. Computer networks including wireless communications
      iii. Telephone systems
      iv. City cellphones
      v. Internet
      vi. Cybersecurity

      vii. Back up and redundant systems for emergency recovery and continuity of operations

  c. ITD collaborates with the OEM's Fiber Optic Cable Manager to monitor the City's fiber optic cable network.

V. CONCEPT OF OPERATIONS

General

A. When a major emergency or disaster occurs, the infrastructure departments will send a representative to the Emergency Operations Center (EOC) if activated and will coordinate all operations and recovery activities under the general direction of the Emergency Manager (EM or when activated the Unified Management Team (UMT)).

B. Damage to City infrastructure will be assessed to help officials determine and establish priorities for restoration of affected infrastructure. Damage assessment operations will be conducted in accordance with **Annex L – Damage Assessment.**

C. The repair and restoration of damaged infrastructure will be prioritized as follows:

  a. That which protects the life, health, and safety of the greatest number of people.

  b. That which preserves public infrastructure that is necessary for the continuation of emergency services.

  c. That which preserves public and private property in a manner that supports economic activity and the general well-being of the public.

  d. That which protects the environment and historic assets.

D. Central, North, and South Regional Divisions

  a. The Parks and Recreation Department has divided the City into three geographic areas (see Figure 1 - Parks & Recreation Division Map).

  b. Each geographic division is responsible for the community centers, parks and boulevard maintenance, and recreation programs in their area. The Central Division covers approximately the area of the City from Truman Road to 63rd Street. The North Division covers approximately the area from Truman Road to the city limits on the north end of the jurisdiction. The South Division covers an approximate area from 63rd Street to the city limits on the south end of the jurisdiction.

Figure 1 – Parks & Recreation Division Map

Energy Sector

* Evergy **(888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call)** provides electricity for KCMO and maintains/repairs its power lines. KCMO works with Evergy to identify critical infrastructure facilities to prioritize electricity restoration.

Spire **(816-756-5252 emergency)** provides gas natural gas service to KCMO residents, businesses, and government buildings. Spire maintains its own conduits and pipelines. Other companies maintain large pipelines through KCMO and maintain their lines as well.

KCMO OEM keeps on record emergency numbers to the respective utility companies.

Network and Information Technology Systems

*Network and Information Technology systems include the computers, software, communications, and the networks that connect KCMO internally and with external partners. ITD has primary responsibility for maintaining the City's IT infrastructure and ensuring its resiliency against threats such as cybersecurity.

*ITD ensures systems are redundant for continuity of operations and emergency response. ITD works with each KCMO city department and KCPD to monitor and correct any issues. ITD assists the Fiber Optic Cable Manager in maintaining the fiber optic cable network.

Fiber Optic Network
  A. *Office of Emergency Management
      a. Fiber Optic Cable Manager is the single point of contact for all emergencies with the cable network.
      b. Contractors provide repair and installation of fiber optic cable under the supervision of the Fiber Optic Cable Manager.

  B. *KCPD, City IT, and WSD
      a. Other departments monitor their systems and notify the Fiber Optic Cable Manager of any issues with the system.
      b. Monitoring can be automatic via network systems.

Public Buildings
  A. Public buildings consist of government buildings/facilities, community centers and schools. Functions related to public building infrastructure include:
      a. Conducting damage assessment and inspections.
      b. Coordinating repairs to City buildings and facilities.
      c. Providing architectural and engineering services for damage assessment and repair.
      d. Coordinate emergency utility service to critical functions.
      e. Coordinate restoration of normal utility service.

  B. Immediate restoration of buildings that have suffered major damage is generally infeasible. Major repairs will normally have to be postponed until recovery operations commence. GSD Facility Services may contract with private vendors to ensure repairs are made.

Solid Waste System
  A. The Division of Solid Waste Management (DSWM) under the Public Works Department (PWD)oversees Solid Waste Management for the City. The DSWM is responsible for public and residential trash pick-up, bulky item removal, recycling and yard waste pick-up and drop-off sites. The division also deals with illegal dumping sites and dead animal collection. Under DSWM operations, the City is divided up into three zones for weekly trash pick-up and 15 zones for bulky item pick-up.

  B. Depending on the type of incident, disasters can create major debris or delay the solid waste collection and disposal process. This causes trash build up to exceed normal conditions. The DSWM will conduct a waste

assessment after a disaster and recommend to the PWD Director and City Manager the actions that should be taken to deal with the excess waste. If necessary, the PWD Director can initiate an emergency clause in solid waste contracts to help expedite the collection and disposal of excess solid waste.

C. The Office of Environmental Quality (OEQ) may also play a role in Solid Waste operations. OEQ makes sure all City government actions are performed in an environmentally responsible manner; promotes City policies that encourage the private sector to preserve and enhance the environment; and collaborates with public and private partners on projects that preserve and enhance the environment. OEQ also deals with inspections of buildings containing asbestos, contaminated soils, and works with the Fire Department on post clean-up activities related to hazardous waste. Guidelines on environmental management are found in the <u>Environmental Management System Manual</u>, maintained by OEQ.

D. If requested by the EM/UCT, the OEQ may provide a liaison to the EOC to help coordinate environmental compliance during infrastructure operations.

Transportation System
Streets and Traffic Systems
A. Public Works Department is responsible for the following operations on City streets and bridges:
    a. Snow removal and ice treatment (with assistance from Parks and Recreation Dept. and WSD.
    b. Clearing and removing debris.
    c. Conducting damage assessment and inspections.
    d. Repair and restoration.
    e. Assisting with traffic control, including adjustment of traffic signals, placement of signs and barricades, providing flagmen, and developing detour routes.
    f. Assisting stranded motorists during major evacuation operations.
    g. Signal and sign maintenance

B. The interstate and federal highway systems are maintained by the Missouri Department of Transportation (MoDOT). These functions include:
    a. Snow removal and ice treatment.
    b. Clearing and removing debris.
    c. Conducting damage assessment and inspections.
    d. Coordinating repair of the interstate and highway system.
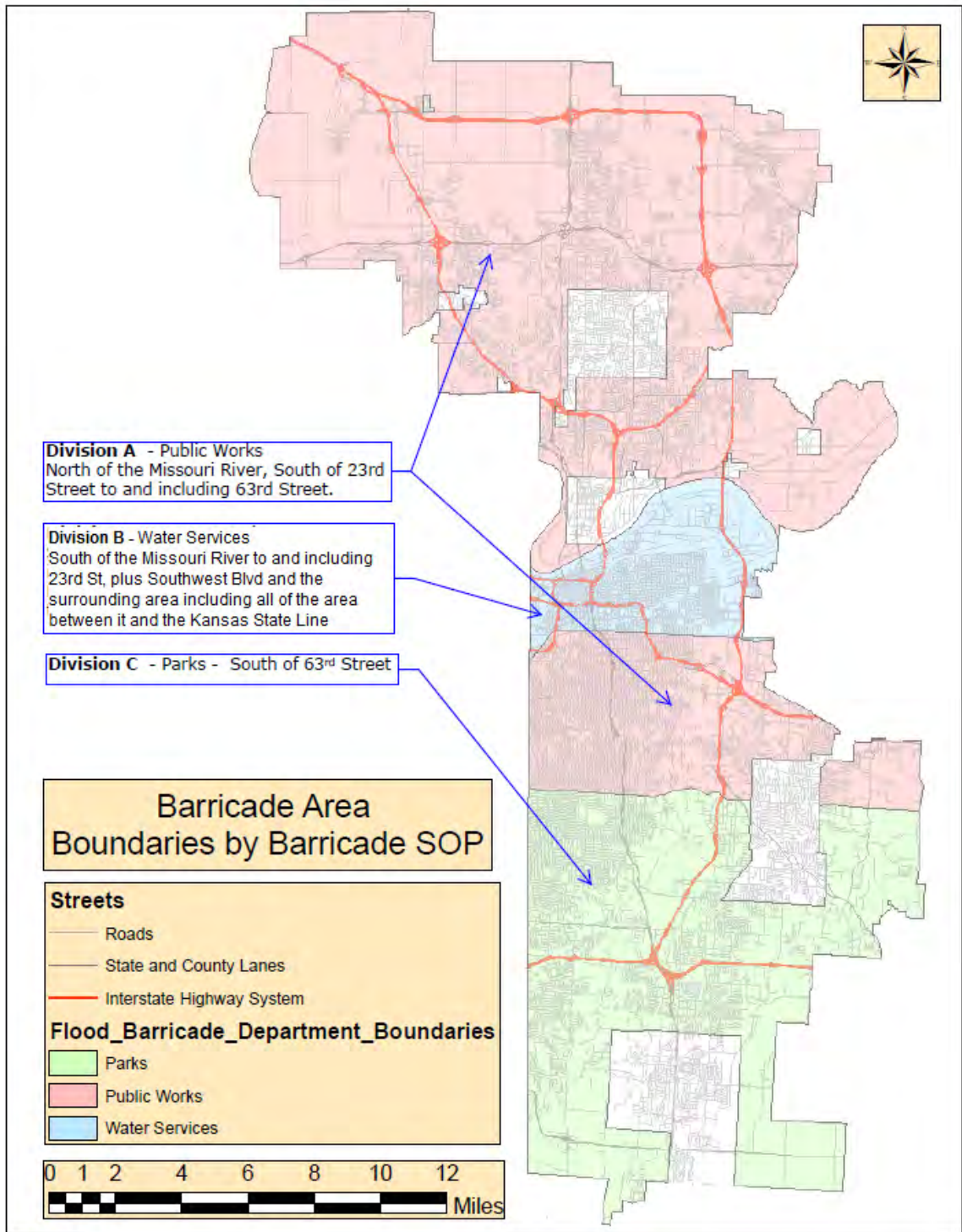   e. Repair and restoration.

f. Assisting with traffic control, KC Scout display information, placement of signs and barricades, and developing detour routes.
g. Assisting stranded motorists during major evacuation operations.

Barricade Operations
Barricades are frequently needed on City streets, bridges, and low water crossings during flash flood conditions to prevent the public from driving into danger. The Parks and Recreation, Public Works and Water Services departments share responsibility for barricading operations. Details on barricade operations can be found in the **Flood Barricade Strike Team Guide** and **Hazard Specific Response Plan (HSRP) 1 – Flood Operations** for more information.

A. Areas of Responsibility (Division Boundaries)

B. See Figure 2 - Barricade Operations Map for a boundary map.
   a. Division A – Public Works Department
      i. North of the Missouri River
      ii. South of 23rd Street to (and including) 63rd Street
   b. Division B – Water Services
      i. South of the Missouri River to (and including) 23rd Street
      ii. Southwest Boulevard, the surrounding area, and the area between it and the Kansas State Line
   c. Division C – Parks and Recreation D
      i. South of 63rd Street

Figure 2 - Barricade Operations Map

Division A - Public Works
North of the Missouri River, South of 23rd Street to and including 63rd Street.

Division B - Water Services
South of the Missouri River to and including 23rd St, plus Southwest Blvd and the surrounding area including all of the area between it and the Kansas State Line

Division C - Parks - South of 63rd Street

Barricade Area
Boundaries by Barricade SOP

Streets
— Roads
— State and County Lanes
— Interstate Highway System

Flood_Barricade_Department_Boundaries
☐ Parks
☐ Public Works
☐ Water Services

0 1 2 4 6 8 10 12
Miles

Water System

A. The Kansas City water system is an essential and complex component to the City infrastructure. The Water Services Department is responsible for

the water system and supply in the City infrastructure as well as to other jurisdictions in the Metro area. The water system consists of drinking water production and distribution, collection and treatment of wastewater, maintenance of sewers and storm water drainage. Functions related to the water system infrastructure include:

    a. Conducting damage assessment and inspection of water facilities, equipment, sewers, and the storm water drainage system.
        i. WSD maintains a crew within the department to conduct damage assessment (see also **Annex K – Damage Assessment**)
        ii. WSD will test water for contaminants utilizing its certified lab.
    b. Coordinating repairs to all water facilities, equipment, and systems.
        i. If needed, WSD can increase its workforce through supplemental workforce contracts, Mutual Aid with four other jurisdictions (see 4 below), or the MARC Bulldozer (a resource guide from the Mid America Regional Council (MARC))
    c. Emergency shut off of water
        i. Water can be shut off for certain wholesale customers via remote or any customer on site.
        ii. In the field, water can only be shut off on site. Meter Field Services, Pipeline Services, and Water Supply Services have the capability.
    d. Restoration of drinking water and wastewater operations as soon as possible.
        i. Per operating procedures, hospitals, dialysis centers, nursing homes, and other medical facilities will have priority restoration.
    e. Flood monitoring.
    f. Clearing culverts and storm drains.

B. The WSD conducts emergency operations at its water facilities as dictated under their plans. WSD also maintains certain levies throughout the metro area according to their guidelines on emergency flood operations and the **Flood Barricade Strike Team Guide** (OEM has a copy of this document on its shared drive as well as a physical copy.). See also **HSRP 1 – Flood Operations**.

C. WSD, through the Household Hazardous Waste Program, oversees hazardous waste compliance for the City. WSD makes sure that City personnel as well as residents collect, handle, and dispose of hazardous waste correctly. WSD may provide a liaison to the EOC to help coordinate hazardous waste issues.

D. If needed, WSD has 4 emergency interconnections to obtain water from WaterOne **(913-895-1800)**, Kansas City Board of Public Utilities (BPU) **(913-573-9622 water, 913-573-9531 electrical)**, Independence, MO, Water Department **(816-325-7658)**, and Gladstone, MO, **(816-436-2200)**. WSD retains reciprocal agreements with these agencies to supply emergency water as well.

    a. The WSD Emergency Operations Plan describes in detail the process for notifying the 4 agencies above that KCMO water will be shut off and water will be shunted from them respectively.

E. WSD Safety and Security Division provides safety and protection measures as outlined in their safety and security plans.

F. Activation
    a. No Activation
        i. The EOC is not activated as impact is anticipated to be mild.
        ii. The OEM may be notified to provide situational awareness in the event the EOC needs to be activated.
        iii. Flood Barricade Division Supervisors will monitor conditions in their divisions and deploy barricade strike teams as needed.
    b. Level 4
        i. The EOC is activated to level 4 to monitor a potential incident. EOC staff will relay information provided by the National Weather Service (NWS) to City Departments as needed.
        ii. Flood Barricade Division Supervisors will monitor conditions in their divisions and deploy barricade strike teams as needed.
    c. Level 3
        i. The EOC is activated to prepare for or respond to an actual incident. The impact is anticipated to be moderate.
        ii. The Emergency Management Director or designee will request affected department representatives to deploy to the EOC
        iii. Flood Barricade Division Supervisors will monitor conditions in their divisions and deploy barricade strike teams as needed.
    d. Level 2
        i. The EOC is activated to prepare for or respond to an actual incident. The impact is anticipated to be heavy or in multiple areas.
        ii. The Emergency Management Director or designee will request affected department representatives to deploy to the EOC.

        iii. The EM, designee, or lead department may request the UMT to activate.

        iv. Flood Barricade Division Supervisors will monitor conditions in their divisions and deploy barricade strike teams as needed.

  e. Level 1

        i. The EOC is activated in anticipation of or responding to a catastrophic incident where state and federal assistance is anticipated.

        ii. The Emergency Management Director or designee will request affected department representatives to deploy to the EOC.

        iii. The EM, designee, or lead department may request the UMT to activate.

        iv. Flood Barricade Division Supervisors will monitor conditions in their divisions and deploy barricade strike teams as needed.

G. Centralized Dispatching – Water Services Dispatch

  a. Water Services Dispatch is the centralized point of contact for dispatching and tracking flood barricades. Citizen reports of flooding should be forwarded to Water Dispatch. Water Services will record flood calls in WebEOC.

H. Barricade Placement

  a. Barricades will be placed in a manner that will prohibit motorists from driving through dangerous flood waters positioned to provide a turnaround point for vehicles. Barricades will remain in place until flood waters have receded and the road has been inspected for damage that could endanger motorists. Barricade locations should be reported to Water Dispatch, tracked on departmental work order forms, and entered into WebEOC.

  b. Division Supervisors and strike teams may place barricades at observed areas of flooding and report those placements to Water Dispatch. Emergency Responders identifying a need for barricades will contact the Water Services Dispatch that they are placing the barricade.

  c. Certain areas prone to frequent flooding may have pre-staged barricades. The locations are listed in the Flood Barricade Strike Team Guide.

ATTACHMENT K-1: ACRONYMS

APWA	American Public Works Association
BPU	Board of Public Utilities
CAD	Computer Aided Design
DSWM	Division of Solid Waste Management
EOC	Emergency Operations Center
GIS	Global Information Systems
ITD	Information and Technology Division
KCMO	Kansas City, Missouri
MARC	Mid-America Regional Council
MoDOT	Missouri Department of Transportation
N&HS	Neighborhood and Housing Services
NWS	National Weather Service
OEQ	Office of Environmental Quality
PWD	Public Works
UMT	Unified Management Team
WSD	Water Services Department

ATTACHMENT K-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Administrative Regulations (AR), Kansas City, MO, City Manager, (located on the KCMO Intranet: mykc.kcmo.org)

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

City of Kansas City Office of Emergency Management Flood Barricade Strike Team Guide, May 2020, Office of Emergency Management and Water Services Dept.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Division V Section 5600: Storm Drainage Systems & Facilities, February 2011, Kansas City Metropolitan Chapter of the American Public Works Association, http://kcmetro.apwa.net/PageDetails/439.

ATTACHMENT K-3: PHONE NUMBERS FOR ANNEX K

Evergy	888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call
Gladstone – Water Department	816-436-2200
Independence – Water Department	816-325-7658
Kansas City Board of Public Utilities (BPU)	913-573-9622 water, 913-573-9531 electrical
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - General Services Department	816-513-1313
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
Spire	816-756-5252 emergency

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex L: Damage Assessment

January 2023

KANSAS CITY, MISSOURI
DAMAGE ASSESSMENT

Primary (lead) Departments:	Office of Emergency Management General Services Department Neighborhood Services Parks and Recreation Department
Secondary (support) Departments:	3-1-1 Call Center City Communications Fire Department (KCFD) Health Department (KCHD) Housing and Community Development (HCD) Information Technology Department Office of Environmental Quality (OEQ) Police Department (KCPD) Public Works Department (PWD) Water Services Department
Secondary (support) External Agencies:	American Red Cross Federal Emergency Management Agency (FEMA) Mutual Aid State Emergency Management Agency (SEMA)

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to provide guidance concerning the collection and reporting of timely and accurate damage assessment information. This information is critical to conducting effective disaster response and recovery operations and applying for state and federal disaster assistance programs.

II. PLANNING ASSUMPTIONS

A. Post-disaster damage assessment activities are considered the first stage of the recovery process and will be implemented as soon as possible following the event. Initial damage reports may be fragmented and provide an incomplete picture of the extent and magnitude of damage.

B. *The OEM **(816-513-8640, 816-301-6260 Duty)** will initiate the damage assessment process and will submit final reports to state and federal agencies on behalf of the City of Kansas City. (A damage situational report may also be submitted via SEMA's WebEOC.)

C. The OEM and General Services Department (GSD) **(816-513-1313)** will coordinate Public Assistance damage assessment teams in the field and will collect and analyze information for overall damage reports to be submitted to the OEM.

D. The OEM and Neighborhood Services Department **(816-513-1313)** will coordinate private sector, Land Bank property, and Homestead Authority property damage assessment teams in the field and will collect and analyze information for overall damage reports to be submitted to the OEM.

E. The City will conduct an internal rapid assessment using City staff, and, based on those results, may subsequently conduct a formal damage assessment in cooperation with state and federal agencies.

F. All City departments will cooperate in the damage assessment process and will provide sufficient staff to conduct both initial and formal damage assessments activities.

G. Only that damage directly caused by the disaster will be included in the assessments, which will not include further damage caused to already damaged assets.

H. The City will use disaster assessment forms consistent with those developed by the State Emergency Management Agency (SEMA) **(573-**

526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)) to ensure a standard reporting method is used (see **Attachment L-1 State Damage Assessment Forms**). This will ensure the City conducts all damage assessment activities in accordance with state and federal requirements.

I. Water Services **(816-513-1313)** and Aviation Departments **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC)**, due to the specialized nature of their facilities and equipment, will have assessment teams for their own facilities that are familiar with the regulations specific to their operations. These departments will report their information to the EOC for review and summation for documentation.

III. LEGAL AUTHORITIES AND REFERENCES

Legal Authorities and References

A. Local
   (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
   a. Administrative Regulation (AR) 1-04 – Disaster Procedures
   b. Administrative Regulation (AR) 1-24 – Disaster Documentation

B. *State (https://revisor.mo.gov/main/Home.aspx)
   a. Missouri Revised Statutes 44.023 – Disaster Volunteer Program Established
   b. Missouri Revised Statutes 327 – Architects, Professional Engineers, Land Surveyors, and Landscape Architects
   c. SEMA State of Missouri Administration & Operations Plan for the S.A.V.E. Coalition (Structural Assessment & Visual Evaluation), 2017
   (https://sema.dps.mo.gov/docs/programs/Operations_Training_Exercise/earthquake_program/save-administration-plan.pdf)
   d. SEMA State of Missouri Local Public Agency Guide to Utilizing Missouri's S.A.V.E. (Structural Assessment & Visual Evaluation) Coalition to Perform Post-Disaster Building and Safety Evaluations, December 4, 2020
   (https://sema.dps.mo.gov/docs/programs/deployment-guide.pdf)

C. *Federal
   a. Emergency Management and Assistance, Title 44 of the Code of Federal Regulations (https://www.law.cornell.edu/cfr/text/44)
   b. Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions) (https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf)

    c. Homeland Security Act 2002 (https://www.congress.gov/bill/107th-congress/house-bill/5005)

    d. Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA) (https://www.congress.gov/bill/109th-congress/senate-bill/3721/actions)

    e. FEMA Damage Assessment Operations Manual: A Guide to Assessing Damage and Impact 2016 (https://www.hsdl.org/?abstract&did=820701)

    f. Public Assistance Program and Policy Guide, FP 104-009-2, June 1, 2020 (https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf)

D. *Other References

    a. Applied Technology Council, ATC-20 Building Safety Evaluation Forms and Placards. (https://www.atcouncil.org/atc-20).

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

A. 3-1-1 Call Center
   a. In conjunction with the Office of Emergency Management (OEM), collects and reports data provided by citizens and businesses that call to report private sector damage or losses. These reports can be utilized to determine locations for damage assessments.

B. All City Departments
   a. Each affected City department is required to fully document in a timely and complete manner all disaster recovery costs including repairs or replacements due to damage directly related to the incident (AR 1-24: Disaster Documentation)[1]. Each department may also be tasked with supporting the Formal Damage Assessment by providing staff, equipment, or data to other departments conducting damage assessment operations.

C. Aviation Department **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC)**
   a. The Aviation Dept. utilizes its own trained teams to assess any damage to airport facilities and equipment then reports damage to the EOC.

D. City Communications (City Manager's Office) **(816-513-1349)**
   a. City Communications assists with scheduling press releases and press briefings concerning damage reports.

E. Office of Emergency Management/Unified Management Team (OEM/UMT) **(816-513-8640, 816-301-6260 Duty)**
   a. The Emergency Manager (EM), in conjunction with the UMT, initiates the damage assessment process, and under the direction of the City Manager submits damage assessment reports to state and federal agencies on behalf of the City. In addition, per AR 1-24, the EM will assume the role of Disaster Recovery Manager (DRM).

F. EMS Medical Director (City Manager's Office) **(816-513-6263)**
   a. The EMS Medical Director (or designee) assists KCFD **(816-513-4600, 816-513-0900 Dispatch)** and the Health Department **(816-513-6008, 816-717-6721 Duty)** in collecting, analyzing, and reporting damage assessment data related to EMS services and health facilities; and reports damage to the EOC.

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[1] A copy of this document may be requested from the Office of the City Manager.

G. Finance Department **(816-513-1173)**
   a. The Finance Dept. will assist the OEM, General Services Department (GSD), and Neighborhood Services Department (NSD) with estimating cost data associated with losses in private and public sector.
   b. The Finance Dept. generates cost coding for declared disasters used for Federal Emergency Management Agency (FEMA) reports and supporting documentation.

H. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
   a. In conjunction with the Kansas City Police Department (KCPD) conducts an initial "windshield" safety survey to determine whether it is safe for city personnel and the general public to enter the damage area. These "windshield" surveys, as well as 911 calls, will be utilized to determine locations for damage assessment. Also collects and reports damage to its own facilities and equipment.

I. General Services Department (GSD) **(816-513-1313)**
   a. GSD Facilities collects and reports damage to City buildings and facilities. Coordinating with the OEM, it organizes and coordinates Public Assistance (i.e., public sector) field damage assessment teams, collects and analyzes damage assessment data, and submits damage assessment data to the OEM. In situations where the City is either a lessee or a leaser, GSD Facilities inspectors will work with the private entity to conduct the damage assessment of the property.

J. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
   a. Collects and reports data concerning damage to medical facilities and reports damage to its own facilities and equipment. Working with area hospitals, the Health Department can provide an estimate to the numbers of ill, injured or deceased for reporting to state and federal agencies. Health Department personnel assist in the identification and assessment of food vendors and eating establishments for safety concerns after a disaster.

K. *Housing and Community Development (HCD) **(816-513-3046)**
   a. Housing and Community Development collects and reports damage to its own facilities and equipment for the initial assessment, performs Rapid Needs Assessment and Preliminary Damage Assessments on Land Bank and Homestead Authority owned properties, and may provide additional inspectors for damage assessment teams.

L. Information Technology Division (ITD) **(816-513-3333)**
    a. As needed, ITD assists with the creation of damage assessment maps (GIS); and reports damage to departmental facilities and equipment to the EOC.

M. *Neighborhood Services Department (NSD) **(816-513-1313)**
    a. Neighborhood Services collects and reports damage to its own facilities and equipment for the initial assessment; and assists with Individual Assistance (i.e., private sector, via Housing Division or Neighborhood Assistance), and submits damage assessment data to the OEM.

N. Office of Environmental Quality (OEQ - City Manager's Office) **(816-513-3452)**
    a. The OEQ assists by providing environmental impact data and other information that contributes to a full assessment of community damage.

O. Parks and Recreation Department **(816-513-7500)**
    a. Parks and Recreation assesses and reports damage to its own departmental facilities and equipment to the Emergency Operations Center (EOC). The Parks and Recreation Department maintains its own staff of personnel qualified to perform damage assessment and can assist GSD. In addition, Parks and Recreation Dept. will survey woody debris and report the information to OEM.

P. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
    a. In conjunction with the KCFD, conducts an initial "windshield" safety survey to determine whether it is safe for City personnel and the general public to enter the damage area. These "windshield" surveys, as well as 911 calls, will be utilized to determine locations for damage assessment. Also collects and reports damage to its own departmental facilities and equipment to the EOC.

Q. *Public Works Department (PWD) **(816-513-9970)**
    a. The PWD provides reports of damage to public transportation infrastructure (roads, bridges, lights, signals, signage, streetcar, etc.) within its primary service area, and to its own departmental facilities and equipment to the EOC. PWD Solid Waste Division also provides data on "white goods" debris and refuse to the OEM/UMT or designee. "White goods" includes those items that cannot go directly to landfills because they contain components hazardous to public health or the environment (ex. computers, air conditioners, washers, dryers, TV's, etc.).

R. Water Services Department (WSD) **(816-513-1313)**
  a. The WSD assesses damage to its own departmental facilities and equipment via internal teams and reporting procedures. Reports of damage are made to the EOC.

S. Other Agencies
  a. American Red Cross **(833-583-3111 Hot Line, 816-931-8400 Duty)**
    i. The American Red Cross has trained volunteers that are able to perform windshield damage assessment according to their policies as outlined in Disaster Assessment Fundamentals: Disaster Services Participant Guide.

V. CONCEPT OF OPERATIONS

General

In large incidents a formal damage assessment is required to organize and prioritize recovery efforts and to successfully apply for state and federal disaster assistance[2]. Damage assessment occurs in multiple stages as follows:

A. The Initial Safety Assessment or "Windshield Survey" – to obtain initial situational awareness

B. The Rapid Needs Assessment – to determine an initial impact and whether a request for State and/or Federal assistance is warranted

C. The Preliminary Damage Assessment – a specific process for gathering data in support of a Presidential Disaster Declaration

Initial Safety Assessment ("Windshield")

The Initial Safety Assessment, a.k.a. the "Windshield" assessment, may be requested by the OEM or designee then conducted by the KCFD and KCPD as soon as practical following the disaster. The KCFD and KCPD EOC representative will contact their respective dispatches to inform available field personnel to perform a quick "windshield" survey of the disaster area. The survey will seek to identify:

A. Life/Safety Conditions:
  a. Need for immediate rescue operations

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[2] In some rare circumstances, the catastrophic nature of the disaster may make the formal damage assessment unnecessary in terms of receiving federal disaster assistance. The catastrophic impact of Hurricane Katrina in 2005 is an example of a catastrophic disaster that was declared by the President without a formal damage assessment. Hurricane Sandy in 2013 had a presidential declaration in advance of the actual storm damage.

        b. Exposure to downed power lines
        c. General condition of roads and bridges
        d. Exposure to falling debris
        e. Exposure to hazardous materials and chemicals
        f. Other conditions which pose an immediate threat to life and safety

B. General Damage Patterns:
        a. The general location of areas showing major damage (i.e. damaged, destroyed utilities, buildings, roads, bridges, homes, etc.)
        b. The general nature/pattern of damages

C. Field reports, 311 Action Center **(311, 816-513-1313)** requests, 911 calls, and "windshield" surveys from KCFD and KCPD will be routed to the EOC via dispatch[3], and assembled into a general narrative summarizing external conditions for use in determining where the critical survey areas are located.

D. Each City department will conduct their own initial damage survey to determine whether their own facility remains safe to occupy or if evacuation is needed. Any information will be forward to the appropriate person per their internal operating procedures. This person will be responsible for notifying the EOC/EM (or designee) if the facility needs to be evacuated.

E. Based on the results of these reports, the KCPD, KCFD and EM (or UMT if activated and/or a designee) will determine:
        a. Whether there is a need for a Rapid Needs Assessment.
        b. Whether it is reasonably safe for City employees to enter the damaged area to conduct further damage assessment activities.
        c. Whether it is reasonably safe for the general public to enter the damaged area, or whether access to the area will need to be restricted (see also **Annex D – Fire, Rescue, EMS, and Hazmat** and **Annex F – Law Enforcement** for more details).
        d. The EM or designee (or the UMT if activated) may make a recommendation to the Mayor to declare a state of emergency

Rapid Needs Assessment (RNA)
A. General
        a. The purpose of the RNA is to determine the scope of the disaster, assess what resources are necessary to conduct life-sustaining operations during the emergency response phase of a disaster, and provide officials with quick and accurate information to enable State

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[3] If the EOC dispatch console is up and operational, then 911 information may be taken directly from this station. KCFD may also utilize a Field Deputy to relay damage information to the EOC representative.

and Federal officials in determining whether assistance may be warranted[4].

b. GSD will coordinate assessment of public facilities, and the OEM, working with NSD and HCD, will coordinate assessment of private sector damage based upon the reports generated from 311 and 911 calls along with KCFD and KCPD windshield surveys.

c. The American Red Cross may also conduct damage assessment surveys to help determine the extent of damage to private property. These surveys can be used to help ascertain if the per capita impacts (i.e. total cost divided by the population) have been met for public assistance.

B. Initiation
  a. As needed, the RNA procedure will be initiated by the EM (or designee) or UMT when activated after the Initial Safety Assessment indicates that it is safe proceed. Generally, the RNA will be initiated within 12 to 72 hours of the onset of a disaster.

C. Information for the RNA
  a. The RNA provides the first description of the type and extent of damages and associated impacts sustained by a community.

D. The RNA team
  a. The RNA team will primarily consist of City employees and may be assisted by Community Emergency Response Team (CERT) members. A request for additional trained state resources can be requested from SEMA (ex. the Structural Assessment Visual Evaluation (SAVE) Coalition) if the situation warrants assistance. In larger disasters the State can request Federal RNA teams.
  b. The General Services Department (GSD) will coordinate the collection of public sector damage estimates.
      i. All departments will initiate an inspection of damaged City buildings; facilities and equipment to record and report preliminary damage assessment data[5].
      ii. The Infrastructure Team will estimate the quantity of debris on City property and right-of-way based on **FEMA's Debris Estimating Field Guide 2010 (FEMA 329)** (https://www.fema.gov/pdf/government/grant/pa/fema_329_debris_estimating.pdf).
      iii. The GSD Facilities Division will coordinate the structural assessment of buildings in conjunction with other City

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[4] Definition from FEMA's IS208 State Disaster Course manual.

[5] GSD Facilities utilizes an electronic based data system with information about City of Kansas City, MO facilities preloaded. The electronic forms within the system can be modified for use with private structures as well, and the information is entered via data pads that can be deployed in the field.

departments and contracted engineers. Structural damage assessment not already included in the reports of other City departments will be provided by GSD to the EOC.

    iv. GSD Facilities will conduct damage inspections in conjunction with private entities that are either leasers to the City or lessees of City property.

c. *The Parks and Recreation Department will be responsible for inspecting and reporting damage to its facilities and equipment. Parks and Recreation will also assist OEM with reporting woody debris amounts.

d. The OEM, working with NSD and HCD, will coordinate the collection of private sector damage estimates.

    i. OEM with NSD will estimate the number of damaged and destroyed single and multi-family residences.

    ii. NSD and HCD also has the role of assessing damage to any Land Bank and Homestead Authority properties6

e. Aviation and Water Services Departments maintain their own damage assessment teams and will conduct their own damage assessments. Reports are made to the appropriate person designated within their internal operating procedures. This person is then responsible for forwarding the information to the City Manager or OEM (or designee).

f. OEM**)**, working with the American Red Cross, will estimate the number of persons evacuated and sheltered. (see also **<u>Annex G – Evacuation and Transportation Plan</u>** and **<u>Annex H – Mass Care and Sheltering Plan</u>**)

g. The Health Department will estimate the number of fatalities, injured and hospitalized.

h. GSD and OEM with NSD will collect, review and summarize data; and will then provide the summary data to the EM as soon as practicable.

E. Analysis and Decision Making

    a. The OEM, in conjunction with the UMT, will analyze the damage reports from the various sources to determine whether the damages warrant a recommendation to the Mayor to declare a state of emergency (if this has not already been done). Factors to be considered in declaring a state of emergency may include but not be limited to:

        i. Estimated cost of assistance

        ii. Insurance coverage in force

        iii. Programs of other Federal assistance

        iv. Localized impacts

---

6 Land Bank and Homestead Authority properties are not eligible for repair reimbursement beyond what is necessary to remove debris and correct any potential public health/safety damage (ex. broken gas lines, rupture sewer line, etc.).

> v. Hazard mitigation
> vi. Recent multiple disasters

b. After receiving the analysis, the City Manager will consult with the Mayor and determine if the City will make a formal request to the State for assistance.

c. The OEM will provide the summary data to the Missouri State Emergency Management Agency (SEMA)[7].

d. SEMA will determine whether a Preliminary Damage Assessment should be requested.

Preliminary Damage Assessment (PDA)

A. General

a. The PDA is a specific process used to gather supporting information for the Governor's request for a Presidential Declaration. The (PDA) process is jointly conducted with local, state, and federal representatives, and the results are used by the Federal Emergency Management Agency (FEMA) **(816-283-7061)** to determine whether federal disaster assistance will be granted.

B. Initiation

a. The PDA is conducted after the State determines that the response to the disaster exceeds the local and State resources and ability to respond. Generally, the PDA is initiated 3 to 10 days after a disaster.

C. Information to Gather

a. A state and/or federal declaration is based upon meeting certain monetary and damage thresholds[8]. The specific threshold amount can change with the new federal fiscal year and is based on a statewide and countywide population multiplied by a respective per capita impact indicator. (i.e. a State Declaration is made if the amount of monetary damages meets or exceeds the per capita impact indicator multiplied by the population of the county; a Federal Declaration is calculated in the same manner but using the population of the entire State.)

D. PDA Team

a. Field PDA teams typically include at least one representative from the City matched with their state and federal counterparts. The General Services Department (GSD) will coordinate inspections of

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[7] KCMO data may also be used to support federal disaster assistance requests by Jackson, Platte, Cass and Clay Counties. Therefore, KCMO data should be provided to the state if requested irrespective of our own decision to request (or not request) federal disaster assistance. At the very least a Situation Report should be sent each operational period or as requested.

[8] A State declaration made if county per capita impact (dollar amount) is reached; Federal impact is based on a statewide per capita impact.

public sector damages via PDA Teams. NSD and HCD will coordinate inspections of private sector damage; Aviation Dept. and WSD will coordinate inspections of their respective facilities.

E. Upon notification from the EM/UMT of the need for a PDA, the GSD will:
    a. review rapid assessment data, information from the 3-1-1 Action Center, American Red Cross data, damage patterns, and other data to determine where affected people, homes and businesses are located
    b. make contact with state and federal damage assessment personnel to establish an inspection schedule
    c. contact City departments to organize damage assessment teams

F. GSD, NSD, Aviation Department, and WSD will organize just in time training for their respective field damage assessment personnel. At a minimum these briefings will cover:
    a. safety procedures (provided by City Safety Officer & WSD and Aviation Safety Officers)
    b. federal eligibility guidelines (provided by the Office of Emergency Management)
    c. media protocols (provided by the City Communications Officer)

G. Prior to deployment, GSD, NSD, and HCD will provide or request equipment for their respective field teams to include (but not limited to):
    a. safety equipment (as necessary)
    b. vehicular transportation
    c. communications equipment (telephone or radio)
    d. copies of the KCMO Rapid Damage Assessment Forms for the area to be surveyed
    e. maps indicating the area to be surveyed, and to the extent available, locations of damage
    f. a copy of the damage assessment form showing the information that needs to be recorded (see **Attachment L-1 State Damage Assessment Forms**)

ATTACHMENT L-1: KCMO Damage (Windshield) Assessment Form

PAGE #

PERSON REPORTING:

PERSON RECEIVING:

WINDSHIELD DAMAGE ASSESSMENT

DATE:

TIME:

0: No Damage   1: Destroyed

2: Major Damage/not able to function

3: Minor: some damage but can be used

4: Inaccessible/Blocked

The purpose of the windshield survey is to determine the extent of the damage and the demands on the community's infrastructure. It is not a door-to-door detailed damage assessment.

Record address or area. Note condition of each according to the code at the left. Use back of sheet to make special notes or to make additional comments. Note line numbers when making comments.

LOCATION/ADDRESS	Business	Civic Building	Public Structure	Streets and Roads	Utilities	Signs, Signal and Lights	Public Parks	Residential Areas
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								

Damage Assessment Considerations

Single Family Dwelling "S" or Apartment "A"

Flood
- Destroyed – 60+"
- Major – 36" – 60"
- Minor – 12" – 36"
- Affected – 0" – 12" including basement flooding

Mobile Home "M"

Flood
- Destroyed – 48+"
- Major – 24" – 48"
- Minor – 6" – 24"
- Affected – 0" - 6"

Non-Flood Damage considerations:

Destroyed:
- Total collapse
- Shifted on Foundation
- Not economically feasible to repair
- MH walls collapsed
- MH turned over
- MH frame buckled or significantly twisted

Major:
- Large portions of roof missing or debris penetration
- One or two walls missing
- Slight twisting or bowing of MH frame
- Forceful penetration of MH walls with debris

Minor:
- Minor structural damage
- Damage to small sections of roof
- Numerous broken windows
- Large portions of roofing material and/or siding missing
- Penetration damage where it is believed no structural damage has occurred

Affected:
- Some shingles and or siding missing
- Debris against or around dwelling
- Structure damage considered to be nuisance or damaged
- MH skirting is damaged or missing
- Dwelling is livable without repairs.

ATTACHMENT L-2: MISSOURI S.A.V.E. FORMS

The State of Missouri's Emergency Management Agency has forms which can be utilized by damage assessment teams for identifying and recording structures that have been inspected. These forms are presented here as informative examples to illustrate the type of data necessary for accurate record keeping. The following forms, used by SEMA's S.A.V.E. Coalition, are from the Applied Technology Council (https://www.atcouncil.org/atc-20) and the Local Public Agency Guide to Utilizing Missouri's S.A.V.E. Coalition to Perform Post-Disaster Building Safety Evaluations (https://sema.dps.mo.gov/docs/programs/deployment-guide.pdf).

Initial S.A.V.E. Checklist

S.A.V.E. Initial Contact Check-List
Updated: May 24, 2020

☐ **Local Agency Contact Name**:

Position Title: _____

Office Phone: _____

Cell Phone: _____

Fax Number: _____

E-mail: _____

☐ **SAVE MOA.** Sign the Memorandum of Agreement. Send signed copy to Statewide Coordinator.

☐ **Confirm Meeting Location.** Find out: exactly where they want SAVE members to report (ie. building room number), size of the room (capacity for appropriate number of people?), telephone and internet availability, driving directions, and details for parking personal vehicles.

☐ ☐ **Human Resources Paperwork.** Ask the Local Agency what forms or other paperwork they need us to fill out for expenses reimbursement, etc. (MOA items 12 under Local Jurisdiction Responsibilities). Often times the Local Agency has us fill out a standard employment application or vendor account forms. If possible, send the paperwork to the SAVE volunteers prior to deployment.

☐ ☐ **Deputize SAVE Members**. Discuss how the Local Agency plans to deputize the SAVE members as deputy building officials. This can be very informal. Example:

☐ I, state your name, do solemnly swear (or affirm) that I will faithfully execute the office of temporary building inspector for (Local Agency).

☐ **Collector App, Maps and Inspection Paperwork.** Explain Collector App, standard SAVE inspection forms and building posting criteria. Find out what maps are available: Search and Rescue grid map, aerial photos with street addresses, street maps, etc. Have forms and maps ready before the SAVE members arrive.

☐ **Discuss SAVE Incident Action Plan**. Suggest method of deploying SAVE Strike Teams (ie. Use search and rescue grid maps and inspect all buildings in each grid.)

    o **Inspection Limits.** Confirm geographic limits of SAVE's work (ie. only in the City limits, City/County).

    o **Number and Priority of Buildings.** Confirm estimated number of buildings to be evaluated by SAVE. Are there any priority/essential structures (hospitals, fire/police stations, shelters, pharmacy, etc.)?

    o **Field Communications.** They may have an overall Incident Action Plan that would include all pertinent communication information. (ie. cell phones to call 911 for emergencies, fire department radio, etc.).

    o **SAVE / Local Agency Communications.** What time and how does SAVE report results to the Local Agency? Review Daily Briefing and Debriefing agendas and demobilization plans. Local Agency press release and social media regarding inspection placards?

    o **Transportation.** Confirm the Local Agency and/or National Guard will transport the SAVE members to and from the damaged buildings. Water should be provided in the vehicles for SAVE.

    o **Food/Lodging.** Confirm details with Local Agency (This is the Local Agency's responsibility).

☐ **Recon.** Make a field reconnaissance of the damage area so you can brief the SAVE members on what they will see and do.

☐ **Update SAVE Statewide Coordinator and/or Alternate Statewide Coordinators**. Establish a regular communication schedule (during regular business hours, at least once in morning and at end of shift).

Facility/Building Damage Category Placards

INSPECTED

LAWFUL OCCUPANCY PERMITTED

This structure has been inspected (as indicated below) and no apparent structural hazard has been found.

☐ **Inspected Exterior Only**

☐ **Inspected Exterior and Interior**

Report any unsafe condition to local authorities; reinspection may be required.

Inspector Comments:
_____
_____
_____
_____

Facility Name and Address:
_____
_____
_____

Date _____

Time _____

(**Caution:** Aftershocks since inspection may increase damage and risk.)

This facility was inspected under emergency conditions for:
_____
(Jurisdiction)

Inspector ID / Agency
_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

RESTRICTED USE

Caution: This structure has been inspected and found to be damaged as described below:

_____
_____
_____
_____

Entry, occupancy, and lawful use are restricted as indicated below:

_____
_____
_____
_____
_____

Facility Name and Address:

_____
_____
_____

Date _____

Time _____

(**Caution:** Aftershocks since inspection may increase damage and risk.)

This facility was inspected under emergency conditions for:

_____
(Jurisdiction)

Inspector ID / Agency

_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

UNSAFE
DO NOT ENTER OR OCCUPY
(THIS PLACARD IS NOT A DEMOLITION ORDER)

This structure has been inspected, found to be seriously damaged and is unsafe to occupy, as described below:

_____
_____
_____
_____
_____

Do not enter, except as specifically authorized in writing by jurisdiction. Entry may result in death or injury.

Facility Name and Address:

_____
_____
_____

Date _____

Time _____

This facility was inspected under emergency conditions for:

_____
(Jurisdiction)

Inspector ID / Agency

_____
_____
_____

**Do Not Remove, Alter, or Cover this Placard
until Authorized by Governing Authority**

SEMA S.A.V.E. Safety Assessment Forms

ATC-20 Rapid Evaluation Safety Assessment Form

Inspection

Report #_____

Inspector ID: _____

Inspection date and time:_____ ☐ AM ☐ PM

Affiliation: _____

Areas inspected: ☐ Exterior only ☐ Exterior and interior

Building Description

Building name: _____

Address: _____

_____

Building contact/phone: _____

Number of stories above ground:____ below ground: ____

Approx. "Footprint area" (square feet): _____

Number of residential units: _____

Number of residential units not habitable: _____

Type of Construction

☐ Wood frame   ☐ Concrete shear wall
☐ Steel frame   ☐ Unreinforced masonry
☐ Tilt-up concrete   ☐ Reinforced masonry
☐ Concrete frame   ☐ Other:_____

Primary Occupancy

☐ Dwelling   ☐ Commercial ☐ Government
☐ Other residential   ☐ Offices   ☐ Historic
☐ Public assembly   ☐ Industrial   ☐ School
☐ Emergency services   ☐ Other:_____

Evaluation

Investigate the building for the conditions below and check the appropriate column.

Observed Conditions:	Minor/None	Moderate	Severe
Collapse, partial collapse, or building off foundation	☐	☐	☐
Building or story leaning	☐	☐	☐
Racking damage to walls, other structural damage	☐	☐	☐
Chimney, parapet, or other falling hazard	☐	☐	☐
Ground slope movement or cracking	☐	☐	☐
Other (specify) _____	☐	☐	☐

Comments: _____

Posting

Choose a posting based on the evaluation and team judgment. *Severe* conditions endangering the overall building are grounds for an Unsafe posting. Localized *Severe* and overall *Moderate* conditions may allow a Restricted Use posting. Post INSPECTED placard at main entrance. Post RESTRICTED USE and UNSAFE placards at all entrances.

☐ **INSPECTED** (Green placard)   ☐ **RESTRICTED USE** (Yellow placard) ☐ **UNSAFE** (Red placard)

Record any use and entry restrictions exactly as written on placard:_____

Further Actions   Check the boxes below only if further actions are needed.

☐ Barricades needed in the following areas: _____

☐ Detailed Evaluation recommended: ☐ Structural   ☐ Geotechnical   ☐ Other:_____

☐ Other recommendations: _____

Comments: _____

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ATC-20 Detailed Evaluation Safety Assessment Form

Inspection   Report #_____   **Final Posting**
Inspector ID: _____   from page 2
                                                          ☐ Inspected
Affiliation: _____   ☐ Restricted Use
                                                          ☐ Unsafe
Inspection date and time: _____ ☐ AM ☐ PM

Building Description   **Type of Construction**
Building name: _____   ☐ Wood frame   ☐ Concrete shear wall
                                         ☐ Steel frame   ☐ Unreinforced masonry
Address: _____   ☐ Tilt-up concrete ☐ Reinforced masonry
_____   ☐ Concrete frame   ☐ Other: _____

Building contact/phone: _____   **Primary Occupancy**

Number of stories above ground: ___ below ground: ___   ☐ Dwelling   ☐ Commercial ☐ Government

Approx. "Footprint area" (square feet): _____   ☐ Other residential ☐ Offices   ☐ Historic

Number of residential units: _____   ☐ Public assembly ☐ Industrial ☐ School

Number of residential units not habitable: _____   ☐ Emergency services ☐ Other: _____

Evaluation

Investigate the building for the conditions below and check the appropriate column. There is room on the second page for a sketch.

	Minor/None	Moderate	Severe	Comments
Overall hazards:				
Collapse or partial collapse	☐	☐	☐	_____
Building or story leaning	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Structural hazards:				
Foundations	☐	☐	☐	_____
Roofs, floors (vertical loads)	☐	☐	☐	_____
Columns, pilasters, corbels	☐	☐	☐	_____
Diaphragms, horizontal bracing	☐	☐	☐	_____
Walls, vertical bracing	☐	☐	☐	_____
Precast connections	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Nonstructural hazards:				
Parapets, ornamentation	☐	☐	☐	_____
Cladding, glazing	☐	☐	☐	_____
Ceilings, light fixtures	☐	☐	☐	_____
Interior walls, partitions	☐	☐	☐	_____
Elevators	☐	☐	☐	_____
Stairs, exits	☐	☐	☐	_____
Electric, gas	☐	☐	☐	_____
Other_____	☐	☐	☐	_____
Geotechnical hazards:				
Slope failure, debris	☐	☐	☐	_____
Ground movement, fissures	☐	☐	☐	_____
Other_____	☐	☐	☐	_____

General Comments: _____
_____

Continue on page 2

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ATC-20 Detailed Evaluation Safety Assessment Form   **Page 2**

Building name: _____ Inspector ID: _____

Report #

Sketch (optional)
Provide a sketch of the building or damaged portions. Indicate damage points.

Posting
If there is an existing posting from a previous evaluation, check the appropriate box.

Previous posting: ☐ INSPECTED   ☐ RESTRICTED USE   ☐ UNSAFE   Inspector ID: _____ Date:_____

If necessary, revise the posting based on the new evaluation and team judgment. *Severe* conditions endangering the overall building are grounds for an Unsafe posting. Local *Severe* and overall *Moderate* conditions may allow a Restricted Use posting. Indicate the current posting below and at the top of page one.

☐ **INSPECTED** (Green placard)   ☐ **RESTRICTED USE** (Yellow placard)   ☐ **UNSAFE** (Red placard)

Record any use and entry restrictions exactly as written on placard: _____
_____
_____

Further Actions   Check the boxes below only if further actions are needed.

☐ Barricades needed in the following areas: _____
_____

☐ Engineering Evaluation recommended: ☐ Structural   ☐ Geotechnical   ☐ Other: _____
☐ Other recommendations: _____
_____
_____

Comments: _____
_____

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ATC-20 Fixed Equipment Checklist

Building Description

Building name: _____

Address: _____

_____

Inspection

Inspector ID: _____

Affiliation: _____

Inspection date: _____

Inspection time: _____ ☐ AM ☐ PM

Checklist

Overall hazards:

	Minor/None	Moderate	Severe	Comments
Main boilers	☐	☐	☐	_____
Chillers	☐	☐	☐	_____
Emergency generators	☐	☐	☐	_____
Fuel tanks	☐	☐	☐	_____
Battery racks	☐	☐	☐	_____
Fire pumps	☐	☐	☐	_____
On-site water storage	☐	☐	☐	_____
Communications equipment	☐	☐	☐	_____
Main transformers	☐	☐	☐	_____
Main electrical panels	☐	☐	☐	_____
Elevators (traction)	☐	☐	☐	_____

Other fixed equipment

	Minor/None	Moderate	Severe	Comments
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____

Special concerns for hospitals and other health care facilities

	Minor/None	Moderate	Severe	Comments
Radiation equipment	☐		☐	_____

Toxic chemical storage

	Minor/None	Moderate	Severe	Comments
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
_____	☐	☐	☐	_____
Liquid oxygen tanks	☐	☐	☐	_____
Other: _____	☐	☐	☐	_____
	☐	☐	☐	_____

Recommendations/Comments:

_____

_____

_____

_____

_____

Missouri SAVE Coalition
Summary of Inspections Log

Inspector Name: _____ **Inspector ID #** _____

Jurisdiction: _____ **SAVE Region:** _____

Report Number	Address	Inspection Date m/d/y	Type of Report	Receiving Official *	Occupancy Type	Structure STATUS

Primary Occupancy Type		**CURRENT STATUS**

SFR……..Single Family Residence   COM….Commercial   UNSAFE………………….R
MFR…….Multiple Family Residence   IND……Industrial   LIMITED ENTRY……….
        Y
HI………Historic   OFF……Office   INSPECTED…………….G
GOV…Government   SCH….School
ES…….Emergency Services   P.A. ….Public Assembly

Date this Summary Report Submitted to Local Jurisdiction Officials: _____

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SEMA Joint Preliminary Damage Assessment Forms (Public & Individual)

JOINT PRELIMINARY DAMAGE ASSESSMENT

SEMA fax number – (573) 634-7966

1.   **Jurisdiction(s) Affected:**_____**Date:**_____

2. **Disaster:** Type_____
Date_____ Time_____
3. **Report by:** Name_____
Title_____

Work Phone_____ Home Phone_____

Public Facilities

Type of Work or Facility Categories	Estimate	# of Sites	Brief Description of Damages
A. Debris Removal	$		
B. Protective Measures	$		
C. Roads & Bridges	$		
D. Water Control	$		
E. Buildings Equipment	$		
F. Utilities	$		
G. Parks and Recreations	$		
Total Estimate	$		

JOINT PRELIMINARY DAMAGE ASSESSMENT
                    SEMA fax number – (573) 634-7966
**Jurisdiction(s)
Affected:_____Date:_____
_____**

2. **Disaster:** Type_____
   Date_____ Time_____
3. **Report by:** Name_____
   Title_____
   Work Phone_____ Home
   Phone_____
4. **Affected Individuals: (Assign affected individuals to only one category.)**

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

5. **Property Damage:**
   a. **Residence**

	# Destroyed	# Major	# Minor	# Affected	# Inaccessible	# Insured
Single Family						
Multi Family						
Mobile Homes						

Estimated Losses to Residence $_____

b. **Business**

# Destroyed	# Major	# Minor	# Insured

c. **Estimated Loss to Business $_____**

Annex L-28

ATTACHMENT L-3: Federal Eligibility Considerations

The following information can be found in Public Assistance Program and Policy Guide (https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf) and the PDA Pocket Guide (https://www.fema.gov/disaster/how-declared/preliminary-damage-assessments/guide). The information in this section is just an overview of Federal eligibility considerations and documentation. For more detailed requirements, please consult the policy guide.

A. *General Eligibility Requirements (Apply to every disaster, every loss)

1. The work must be required as a direct result of the disaster.

   ▪ This excludes damage caused by negligence or a lack of maintenance.

2. The work must be within the federally declared disaster area.

   ▪ Federal disasters are declared by county. Be sure that the KCMO building, facility, equipment or site is located in a declared county.

3. The work must be the legal responsibility of the City.

   ▪ This excludes buildings and facilities leased to another party, unless the lease requires the City to perform all repairs under both disaster and non-disaster circumstances.
   ▪ It excludes work that is covered by insurance.
   ▪ Also, FEMA cannot fund work that is under the direct authority of another federal agency (e.g., highways eligible for repairs under the Federal Highways Administration (FHWA) Emergency Relief program (https://www.fhwa.dot.gov/programadmin/erelief.cfm).

B. *Emergency Work

1. Category A – Debris Removal

   Debris removal activities, such as clearance, removal, and disposal, are eligible as Category A if the removal is in the public interest based on whether the work: In order to be eligible for reimbursement, the work must be necessary to:

   • eliminate an immediate threat to lives, public health and safety;

   • eliminate threats of significant damage to improved public or private property;

   • ensure the economic recovery of the affected community to the benefit of the community-at-large or;

- Mitigate the risk to life and property by removing substantially damaged[9] structures and associated fixed in place structures, improvements, or systems as needed to convert property acquired through a FEMA hazard mitigation program to uses compatible with open space, recreation, or wetlands management practices.

Debris includes, but is not limited to, vegetative debris, construction and demolition debris, sand, mud, silt, gravel, rocks, boulders, white goods, and vehicle and vessel wreckage.

For a PNP, eligible debris removal is limited to that associated with an eligible facility, including debris on the property of the eligible facility.

Removal of debris from improved public property and public rights-of-way (ROWs), including Federal-aid roads, is eligible. If State, Local, Tribal, or Territorial (SLTT) governments authorize residents to place incident related debris on public ROWs, FEMA provides PA funding to remove the debris from the ROWs for a limited timeframe.

Information required for the documentation should include:
- Debris type – vegetative, construction, white goods, etc.
- Quantity of debris – tons or cubic yards
- Debris location – public or private property[10]

The Applicant needs to provide:
- ☐ Photographs of debris impacts, if available
- ☐ Force Account (work completed)
- ☐ Notated maps
- ☐ Contracts, bids or invoices
- ☐ Debris quantity calculation sheet
- ☐ Copies of permits for reduction and disposal sites (required);
- ☐ Documentation to substantiate legal responsibility (required);
- ☐ Location of debris (required); and
- ☐ Documentation to substantiate the debris was deposited by the incident and was not pre-existing (e.g., waterway soundings that show pre-and post-incident levels) (required).

Debris removal from the following is ineligible:
- Federally maintained navigable channels and waterways;
- Flood control works under the authority of the Natural Resources Conservation Service (NRCS). Flood control works under the specific

---

[9] Substantial Damage is damage of any origin sustained by a structure whereby the cost of restoring the structure to its before-damaged condition would equal or exceed 50 percent of the market balue of the structure before the damaged occurred.

[10] If Private Property Debris Removal is being considered, the FEMA PDA coordinator must be notified.

authority of NRCS are those that are part of the Watershed and Flood Prevention Operations (WFPO) Program under PL 83-566;216

- Agricultural land; and
- Natural, unimproved land, such as heavily wooded areas and unused areas.

Debris removal from private property is generally not eligible because it is the responsibility of the individual property owner. If property owners move the disaster-related debris to a public right-of-way, the local government may be reimbursed for curbside pickup and disposal for a limited period of time. If the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of the community is threatened, FEMA may fund debris removal from private property, but it must be approved in advance by FEMA.

2. *Category B – Emergency Protective Measures

Emergency protective measures conducted before, during, and after an incident are eligible if the measures:
- Eliminate or lessen immediate threats to lives, public health, or safety; OR
- Eliminate or lessen immediate threats of significant additional damage to improved public or private property in a cost-effective manner.

FEMA may require certification by Federal or SLTT government officials that a threat exists, including:
- Identification and evaluation of the threat; and
- Recommendations of the work necessary to cope with the threat.

In limited circumstances, FEMA may determine that emergency protective measures conducted on private property are eligible under the PA Program if:
- The immediate threat is widespread, affecting numerous homes and businesses such that it is a threat to the health and safety of the general public;
- The Applicant has legal authority to perform the work; and
- The Applicant obtained rights-of-entry and agreements to indemnify and hold harmless the Federal government.

FEMA requires information, beyond what was listed above, for consideration of work under this category:
- Description of work performed/being performed separate from immediate activities such as sandbagging, emergency responder activities, emergency pumping, etc.
- Detailed address of the facility where specific measures were conducted

- If insurance is applicable for the cost of activities

Supporting documentation includes:
- ☐ Photographs of debris impacts, if available
- ☐ Force Account (work completed)
- ☐ Notated maps
- ☐ Contracts, bids or invoices
- ☐ Mutual Aid Agreements.

C.   *Permanent Work

   1.   *Category C – Roads and Bridges

   Roads (paved, gravel, and dirt) are eligible for permanent repair or replacement under the Public Assistance Program, unless they are Federal-aid roads. Eligible work includes repair to surfaces, bases, shoulders, ditches, culverts, low water crossings, and "facility damage", such as guardrails, shoulders, ditches, lighting, sidewalks, etc.

   Damage to the road must be disaster-related to be eligible for repair. In addition, repairs necessary as the result of normal deterioration, such as "alligator cracking," are not eligible because it is pre-disaster damage.

   Bridges are also eligible for repair or replacement under the Public Assistance Program unless they are on a Federal-aid road. Eligible work includes repairs to decking, guardrails, girders, pavement, abutments, piers, slope protection, and approaches. Only repairs of disaster-related damage are eligible. In some cases, FEMA may use pre-disaster bridge inspection reports to determine if damage to a bridge was present before the disaster.

   Works is not eligible for Public Assistance funding if the road or bridge falls under the jurisdiction of the Federal Highway Administration (FHWA), or if it services US Army Corps of Engineers (USACE) **(816-389-2000)** or Natural Resources Conservation Services (NRCS) **(202-690-2257)** levees and dams; or if the road or bridge is privately owned (including homeowners associations).

   Required information includes:
   - Facility Damages – identify associated road and specific structures
   - Does the facility have considerations of other federal agencies such as FHWA or USACE
   - Facility location – address or intersection of damage
   - Map with annotated damage

   Supporting documentation includes:

□ Photographs of debris impacts, if available
□ Force Account (work completed)
□ Basis for estimations of work completed
□ Historic costs for similar work
□ Notated maps
□ Contracts, bids or invoices
□ Commercial estimated source report
□ Codes and standards to be considered (particularly when the code or standard will increase the cost)
□ Estimate by a professional familiar with the facility

2. *Category D – Water Control Facilities

Water control facilities include dams and reservoirs, levees, lined and unlined engineered drainage channels, shore protective devices, irrigation facilities, and pumping facilities.

Restoration of these facilities may be eligible, but maintenance records, surveys, and documentation of pre-disaster capacity and pre-disaster levels of debris will be of particular importance to determine disaster related damage and debris. In addition, these facilities must have a regular clearance schedule to be considered an actively used and maintained facility. However, removal of debris that poses an immediate threat of clogging or damaging intake or adjacent structures may be eligible.

The USACE **(816-389-2000)** and NRCS **(202-690-2257)** have primary authority for repair of flood control works, whether constructed with Federal or non-Federal funds, as well as authority over federally funded shore protective devices. Permanent repairs to these facilities are generally not eligible through the PA Program unless subject to Category B.

For eligible facilities, the following required information includes:
- Facility Damages – identify known damage
- Does the facility have considerations of other federal agencies such as FHWA or USACE
- Facility description – usage and was it actively used
- Facility location – detailed address

Supporting documentation includes:
□ Photographs of debris impacts, if available
□ Force Account (work completed)
□ Basis for estimations of work completed
□ Historic costs for similar work
□ Notated maps
□ Contracts, bids or invoices

    ☐ Commercial estimated source report
    ☐ Codes and standards to be considered (particularly when the code or standard will increase the cost)
    ☐ Estimate by a professional familiar with the facility
    ☐ Recent safety inspection reports or maintenance records that show pre-disaster conditions
    ☐ Specifications or as built drawings of the damaged facility
    ☐ Recent safety inspection reports or maintenance records that show pre-disaster conditions

3. *Category E – Buildings and Equipment

Buildings are the structural and non-structural components including mechanical, electrical, and plumbing systems, contents of the building including equipment, and furnishings. Equipment includes vehicles and construction equipment. Repair and/or replacement of buildings and equipment is eligible.

If there is an insurance policy for a facility, the Federal Emergency Management Agency (FEMA) will deduct the amount of insurance proceeds (actual or anticipated) from the eligible costs before providing funds. If a building or equipment is located in an identified floodplain but is not insured, then FEMA will reduce the public assistance grant by the maximum amount that would have been received under the Federal flood insurance program. The reduction in eligible costs will be the larger of the two reductions just described.

FEMA may pay for upgrades that are required by certain codes and standards. Examples include roof bracing installed following a hurricane, seismic upgrades to mitigate damage from earthquakes, and upgrades to meet standards regarding use by the disabled. the repairs and upgrades are limited to the damaged elements. If a structure must be replaced, the new facility must comply with all applicable codes and standards regardless of the level of FEMA funding.

Information required in supporting documentation:
- Facility damages – identify known damage
- Facility description – usage and was it actively used
- Facility location – detailed address
- Equipment damage

Supporting documentation includes:
☐ Photographs of debris impacts, if available
☐ Force Account (work completed)
☐ Basis for estimations of work completed

☐ Historic costs for similar work
☐ Notated maps
☐ Contracts, bids or invoices
☐ Commercial estimated source report
☐ Codes and standards to be considered (particularly when the code or standard will increase the cost)
☐ Estimate by a professional familiar with the facility
☐ Insurance documentation needed to establish deductible and limits

4. *Category F – Utilities

Typical Utilities include: water treatment plants and delivery systems; power generation and distribution facilities including generators, substations, and power lines; sewage collection systems and treatment plants; and telecommunications.

The owner of a facility is responsible for determining the extent of damage incurred. FEMA does not provide funds for random surveys to look for damage, such as inspection of sewer lines.   However, if disaster-related damage is evident, FEMA may pay for inspections to determine the extent of the damage and method of repair.

While FEMA will pay for restoration of damaged utilities, FEMA does not provide funds for increased operating expenses resulting from a disaster. Similarly, FEMA cannot provide funds for revenue lost if a utility is shut down. However, the cost of establishing temporary, emergency services in the event of a utility shutdown may be eligible.

Information required in supporting documentation:
- Facility damages – identify known damage
- Facility description – usage and was it actively used
- Facility location – detailed address
- Any work completed outside existing footprint or areas of previous disturbances?
- Any codes, standards, or requirements taking place at site during repairs?

Supporting documentation includes:
☐ Photographs of debris impacts, if available
☐ Force Account (work completed)
☐ Basis for estimations of work completed
☐ Historic costs for similar work
☐ Notated maps
☐ Contracts, bids or invoices
☐ Commercial estimated source report

☐ Codes and standards to be considered (particularly when the code or standard will increase the cost)
☐ Estimate by a professional familiar with the facility
☐ Recent safety inspection reports or maintenance records that show pre-disaster conditions
☐ Information used to evaluate the need for reconductoring

5. *Category G – Parks, Recreational Facilities and Other Items

This includes repair and restoration of parks, playgrounds, pools, cemeteries, beaches, and any other work or facility that cannot be characterized adequately by Categories A-F

Eligible publicly-owned facilities include: playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, golf courses, and other types of facilities, such as roads, buildings and utilities, that are located in parks and recreational areas subject to the eligibility criteria for Categories C, D, E, and F.

FEMA will reimburse for the removal of tree debris and the removal of trees as emergency protective measures if the removal eliminates an immediate threat to lives, public health and safety, and improved property, or if removal is necessary to ensure the economic recovery of the affected community to the benefit of the community-at-large. However, FEMA will not reimburse for the replacement of trees, shrubs, or other ground cover. Grass and sod are eligible only when necessary to stabilize slopes and minimize sediment runoff.

Information required in supporting documentation:
• Facility damages – identify known damage
• Facility description – usage and was it actively used
• Facility location – detailed address

Supporting documentation includes:
☐ Photographs of debris impacts, if available
☐ Force Account (work completed)
☐ Basis for estimations of work completed
☐ Historic costs for similar work
☐ Notated maps
☐ Contracts, bids or invoices
☐ Commercial estimated source report
☐ Codes and standards to be considered (particularly when the code or standard will increase the cost)
☐ Estimate by a professional familiar with the facility

ATTACHMENT L-4: ACRONYMS

AR	Administrative Regulation
CERT	Community Emergency Response Team
EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
GSD	General Services Department
ITD	Information and Technology Division
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCPD	Kansas City Police Department
NSD	Neighborhood Services Department
NRCS	National Resources and Conservation Services
OEM	Office of Emergency Management
OEQ	Office of Environmental Quality
PDA	Preliminary Damage Assessment
PKEMRA	Post-Katrina Emergency Management Reform Act
PWD	Public Works
RNA	Rapid Needs Assessment
S.A.V.E.	Structural Assessment and Visual Evaluation
SEMA	Missouri State Emergency Management Agency
SLTT	State, local, tribal, and territorial
UMT	Unified Management Team
USACE	United States Army Corps of Engineers
WSD	Water Services Department

ATTACHMENT L-5: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Damage Assessment Operations Manual: A Guide to Assessing Damage and Impact, April 2016, FEMA, https://www.hsdl.org/?abstract&did=820701.

Debris Estimating Field Guide, FEMA 329, September2010, FEMA, https://www.fema.gov/pdf/government/grant/pa/fema_329_debris_estimating.pdf.

Emergency Management and Assistance, Title 44 CFR, February 2014, https://www.law.cornell.edu/cfr/text/44.

Homeland Security Act of 2002, Public Law 107-296, November 2002, 107th Congress, https://www.congress.gov/bill/107th-congress/house-bill/5005.

PDA Pocket Guide, August 2021, FEMA, https://www.fema.gov/disaster/how-declared/preliminary-damage-assessments/guide

Post-Katrina Emergency Management Reform Act of 2006, S.3721, August 2006, 109th Congress, https://www.congress.gov/bill/109th-congress/senate-bill/3721/actions.

Public Assistance Program and Policy Guide, Ver. 4, FP 104-009-2, June 2020, FEMA, https://www.fema.gov/assistance/public/policy-guidance-fact-sheets.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf.

State of Missouri Administration Plan for the S.A.V.E. Coalition (Structural Assessment & Visual Evaluation: Post-Disaster Emergency Volunteer Program for the Structural Assessment of Buildings, March 2017, SEMA, https://sema.dps.mo.gov/docs/programs/Operations_Training_Exercise/earthquake_program/save-administration-plan.pdf.

ATTACHMENT L-6: PHONE DIRECTORY FOR ANNEX L

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO – EMS Medical Director	816-513-6263
KCMO - Finance Department	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO – Neighborhood Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO – Office of Environmental Quality	816-513-3452
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Missouri – S.A.V.E. Coalition	573-526-9100
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. Federal Emergency Management Agency, Region VII	816-283-7061

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex M: Debris Management

January 2023

KANSAS CITY, MISSOURI
DEBRIS MANAGEMENT

Primary (lead) Departments:	Office of Emergency Management (OEM) Neighborhood Services (NSD) Office of Environmental Quality (OEQ) Parks and Recreation Department (P&R) Public Works Department (KCPD) Water Services Department (WSD)
Secondary (support) Departments:	3-1-1 Action Center City Communications Office Fire Department (KCFD) General Services (GSD) Office of Management and Budget (OMB) City Planning and Development (CPD) Police Department (KCPD) Other City Departments as Required
Secondary (support) External Agencies:	Evergy Federal Emergency Management Agency (FEMA) Missouri Department of Natural Resources (MDNR) State Emergency Management Agency (SEMA) Mutual Aid Private Contractors Plan Bulldozer Members

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Annex is to be used in conjunction with the other sections of the KCMO Local Emergency Operations Plan (LEOP) to provide guidance for implementing debris management (DM) operations during the response and recovery phases of a disaster or significant debris-generating event. This Annex describes overarching DM activities, key steps, and departmental responsibilities for specific actions required to mitigate post-event debris conditions and return to normal operations.

II. PLANNING ASSUMPTIONS

A. Natural and man-made disasters often result in a variety of debris that includes but is not limited to trees, construction and demolition (C&D) materials, vehicles, white goods, hazardous waste, household hazardous waste (HHW), and mixed debris.

B. In a disaster, advanced planning is required for the City to quickly locate staff, equipment, and funds to devote to debris removal activities.

C. Requirements for many government services will increase drastically following a major natural disaster. The City's capability to provide these services may be impacted by large fields of disaster-generated debris.

D. The quantity and type of debris generated from any specific disaster will be a function of the location and kind of event experienced, as well as its magnitude, duration, and intensity.

E. The quantity and type of debris generated, its location, and the size of the area over which it is dispersed will dictate the type of collection and disposal methods utilized, costs incurred, and how quickly debris-related problems can be addressed.

F. There will be a portion of the population without the means or resources to remove the debris from their private properties due to functional and access needs including low income. DM must be prepared to provide information regarding organizations that will provide debris removal services (including free) either via United Way 211 or other means.

G. Private contractors will play an important role in debris removal, collection, reduction, disposal, and monitoring during large debris-generating events.

H. Based on the event, multiple temporary debris storage and reduction (TDSR) sites may be established to stage, segregate, and/or reduce debris before final disposal.

I. Large-scale DM activities will be conducted in two operational phases: (1) the Response Phase, also known as the "70-Hour Push" for emergency roadway

debris clearance, and (2) the Recovery Phase that continues until clean-up efforts are complete.

J. Effective DM activities will be based on the waste management approach of reduction, reuse, reclamation, resource recovery, incineration, and landfilling.

K. This Annex works in conjunction with **Annex K – Damage Assessment** and does not replace or otherwise alter assessment activities described therein.

L. If warranted, the City—through the State—will request federal assistance from the Federal Emergency Management Agency (FEMA) **(816-283-7061)**.

M. The City will operate under the current Public Assistance (PA) guidelines for reimbursement as described in the Stafford Act. Changes to the PA Program or published program-specific guidance may result in revisions to this Annex and/or its implementation.

III. LEGAL AUTHORITIES AND REFERENCES

Legal Authorities
A. Kansas City Regulations
   a. City of Kansas City, MO, Employee Safety Handbook (located on the KCMO Intranet: mykc.kcmo.org)[1]
   b. Administrative Regulation (AR) (located on the KCMO Intranet: mykc.kcmo.org)[2]:
      i. 1-04 Disaster Procedures.
      ii. 1-23 Media Relations and Communication.
      iii. 1-24 Disaster Documentation.
      iv. 3-01 Emergency Purchases.
      v. 3-21 Contract and Procurement Policies and Procedures.
   c. Kansas City Code of Ordinances, Chapter 62 – Solid Waste (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
   d. Charter of Kansas City, Missouri, Article VII, Section 2-1044 to 2-1059 (Accident Control and Employee Safety) (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
   e. City of Kansas City, Missouri, Environmental Management System (https://www.kcmo.gov/home/showpublisheddocument?id=6134)

B. Missouri Statutes (https://revisor.mo.gov/main/Home.aspx)
   a. Revised Statutes of Missouri (RSMo):
      i. Chapter 320.090 – Emergency services, contracts for mutual aid operative in disasters – requirements.
   b. Missouri Solid Waste Management Law Section 260.200 through 260.345

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[1] A copy of this handbook may be requested from the Human Resources Dept.
[2] A copy of KCMO's Administrative Regulations may be requested from the City Manager's Office.

C. Federal Regulations
   a. Occupational Safety and Health Administration's Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) (https://www.osha.gov/emergency-preparedness/hazardous-waste-operations)
   b. Clean Water Act (33 U.S.C. 1251 et seq.) (https://www.epa.gov/laws-regulations/summary-clean-water-act)
   c. Clean Air Act (42 United States Code (U.S.C.) 7401 et seq.) (https://www.govinfo.gov/content/pkg/USCODE-2010-title42/html/USCODE-2010-title42-chap85.htm)
   d. National Environmental Policy Act of 1969 (42 U.S.C. 4321-4347 et seq.) (https://ceq.doe.gov/laws-regulations/laws.html)
   e. Resource Conservation and Recovery Act of 1976 (RCRA) as amended (https://www.epa.gov/rcra/history-resource-conservation-and-recovery-act-rcra#statutes)
   f. National Historic Preservation Act (16 U.S.C. 470 et seq.) (https://www.achp.gov/digital-library-section-106-landing/national-historic-preservation-act
   g. Title 29 CFR (Labor) (https://www.dol.gov/general/cfr/title_29)
      i. Part 1900-1999 (Occupational Safety and Health Administration)
      ii. Part 1910 (Toxic Waste and Hazardous Substances)
      iii. Part 1926.65 (Hazardous Waste Operations and Emergency Response)
   h. Title 40 CFR (Protection of the Environment) (https://www.govinfo.gov/app/collection/cfr/2019/title40)
      i. Part 2 (Public Information)
      ii. Part 257 (Criteria for Classification of Solid Waste Disposal Facilities and Practices)
      iii. Part 264 (Standards for Owners and Operators of Hazardous Waste Treatment, Storage, and Disposal Facilities)
      iv. Part 265 (Interim Status Standards for Owners and Operators of Hazardous Waste Treatment, Storage, and Disposal Facilities) pursuant to RCRA
   i. 42 U.S.C - Robert T. Stafford Disaster Relief and Emergency Assistance Act (https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf)
   j. Title 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) (https://ecfr.io/Title-2/Part-200)
   k. Federal Publication (FP) 104-009-02 Public Assistance Program and Policy Guide (April 2018). (https://www.fema.gov/assistance/public/policy-guidance-fact-sheets)

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

A. All City Departments
   a. At a minimum, all City departments are required to conduct a Rapid Needs Assessment (RNA) of their facilities within 12 hours of a disaster or debris-generating event when requested by the Emergency Manager EM. Departments will report on immediate needs to clear debris on City property that prevents department operation, including ingress/egress to facilities. Departments will also report obstructed public right-of-ways (ROWs) encountered during operations within their respective areas of service. Additionally, all departments will document force account labor (i.e. City of Kansas City personnel) and force account equipment (i.e. City of Kansas City material resources) used to comply with this Annex.

B. 3-1-1 Action Center **(311, 816-513-1313)**
   a. In conjunction with the Neighborhood & Housing Services Department (NSD), the 3-1-1 Action Center collects and reports data provided by citizens and businesses calling to report debris on public ROWs and associated safety issues. The 3-1-1 Action Center also answers citizen and business questions regarding debris set-out procedures and schedules in accordance with public information releases.

C. City Communications Office **(816-513-1349)**
   a. The City Communications Office assists with scheduling media releases and press interviews concerning the City's debris management (DM) efforts and the general progress of activities. In coordination with the City Manager and Unified Command Team (UCT), the Public Information Officer (PIO) is responsible for disseminating information that promotes and guides appropriate public participation in the debris removal process.

D. Emergency Manager Director/Unified Command Team (EM/UCT) **(816-513-8640, 816-301-6260 Duty)**
   a. The EM, in conjunction with the UCT, initiates the DM process by activating the DM Coordinator and larger DM Team. The EM/UCT assists the DM Coordinator with analyzing assessment information, determinations to activate debris removal contractors, and identifying appropriate locations for various DM activities. The EM, under the direction of the City Manager, also initiates discussions with the FEMA Debris Team and submits reports to the State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))** and federal agencies on behalf of the City.

E. Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**

a. Kansas City Fire Department (KCFD) conducts initial "windshield" safety surveys to determine whether it is safe for City personnel and the general public to enter affected areas. KCFD reports obstructed roadways and debris-related safety issues through its dispatch to the Emergency Operations Center (EOC). KCFD also provides search and rescue operations before debris removal and supports characterization of ineligible materials in mixed debris piles. During debris incineration operations, KCFD provides fire suppression support and issues restrictions on burn operations based on environmental conditions.

F. General Services Department (GSD) **(816-513-1313)**
   a. The General Services Department (GSD) collects and reports damage to City buildings and facilities, including debris clearance/removal assistance required by City departments; and submits debris assessment (and damage assessment) data to the EM. GSD coordinates fleet maintenance activities among departments to ensure ongoing availability of debris removal resources. GSD helps to ensure contractual obligations are met under DM contracts established through other departments; and may develop additional contracts during a state of emergency for DM-specific services when directed to do so by the EM. GSD assists in compiling and reviewing documents required for reimbursement through FEMA's PA Program.

G. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
   a. The Health Department (KCHD), through their PIO and working with City Communications, will disseminate health and safety information to the public regarding boil orders, safe handling of debris, weather related health concerns, and other associated public information as necessary.

H. Information Technology Department (ITD) **(816-513-3333)**
   a. The Information Technology Department (ITD) assists with development of debris assessment maps and other geographic information systems (GIS) products based on data provided to the EOC. In support of DM operations in the EOC, ITD also provides backup for electronic documents generated during the event and assists with provision of voice and data systems.

I. Neighborhood Services (NSD) **(816-513-1313)**
   a. NSD provides personnel to staff the DM Team in the EOC and coordinates debris clean-up efforts with neighborhoods and provides force account labor. NSD also obtains and analyzes debris assessment information and submits data to the EOC to guide clean-up efforts. NSD is responsible for coordinating Individual Assistance (IA) to assist private individuals, businesses, and private-non-profit entities with the cost of recovery. During a large debris-generating event, NSD coordinates inspection and structural demolition services related to building safety

issues. NSD also provides surge capacity vehicle tow services when requested by the EM. NSD enforces codes related to public safety and improper debris disposal methods.

J. Office of Management and Budget (OMB) **(816-513-1173)**
   a. OMB coordinates with the EM, GSD, NSD, and the DM Coordinator in developing cost estimates associated with debris removal and disposal for both private- and public-sector properties. Budget Office also assists development of DM-related contracts for services, and reviews contractor documentation.

K. Office of Environmental Quality (OEQ) **(816-513-3452)**
   a. OEQ provides personnel to staff the DM Team and ensures all DM activities are performed in an environmentally responsible manner. OEQ is responsible for collecting and analyzing environmental impact data and other information that contribute to a full assessment of debris removal costs. OEQ also coordinates with Water Services and KCFD for special handling of ineligible materials, including hazardous wastes that require alternative disposal streams. OEQ assists selection and opening of debris reduction/holding sites and subsequent site close-out activities, including environmental remediation of sites. OEQ also coordinates with PWD **(816-513-7500)** to provide direction on maximizing reuse and recycling of debris materials through communications with contractors, state officials, and non-profits in the waste management field.

L. Office of Corporate Safety and Risk Management **(816-513-1225)**
   a. The Office of Corporate Safety and Risk Management coordinates with various responding departments to ensure the safety of the debris teams within the field.

M. Parks and Recreation Department (P&R) **(816-513-7500)**
   a. P&R provides personnel to staff the DM Coordinator position within the EOC and provides additional support through its personnel on the DM Team. In conjunction with the PWD, P&R develops and coordinates formal debris assessment teams also providing force account labor. P&R also assists emergency street clearance operations and provides critical services to address trees and tree limbs that could damage persons/property or interfere with emergency vehicle traffic. When required, P&R staffs barricade teams to close off affected streets and may activate contractors for provision of DM services. P&R works in conjunction with other DM Team departments to manage TDSR sites and is responsible for obtaining debris assessment data for all properties within its primary service area.

N. City Planning and Development (CPD) **(816-513-1500)**

a. CPD assists the OEM and other departments by providing housing data, economic impact data, and other information that contributes to a complete debris assessment. At the direction of the City Manager's office, CPD also assists in identifying City-owned property suitable for DM activities.

O. Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
   a. In conjunction with, Kansas City Fire Department (KCFD) conducts initial "windshield" safety survey to determine whether it is safe for city personnel and the general public to enter affected areas. KCPD also supports search and rescue operations and secures debris fields related to potential crime scenes before debris removal activities are initiated. Through its dispatch center, KCPD reports obstructed roadways and debris-related safety issues to the EOC.

P. Public Works Department (PWD) **(816-513-9970)**
   a. PWD provides personnel to staff the DM Coordinator position within the EOC and provides additional support through its personnel on the DM Team. In conjunction with the P&R, PWD provides force account labor and develops and coordinates formal debris assessment teams. PWD is responsible for assisting emergency street clearing utilizing its force account equipment and provides critical DM services during Recovery Phase operations. PWD also staffs barricade teams and works in conjunction with the larger DM Team to manage TDSR sites.

Q. Water Services Department (WSD) **(816-513-1313)**
   a. WSD provides personnel to staff the DM Team in support of the DM Coordinator in the EOC. WSD provides force account labor, assisting in emergency roadway clearance and providing force account equipment through debris-hauling resources that are critical in all phases of DM operations. Within its primary service area, WSD is responsible for monitoring facilities and clearing debris that may impact storm water collection and water distribution systems. WSD may also activate contractors to provide heavy equipment needed to conduct DM activities. In coordination with other departments, WSD places barricades on affected streets and provides centralized dispatch for departments staffing barricades teams. In conjunction with OEQ and KCFD, WSD also provides direction and coordination on debris-related hazardous waste issues.

Debris Management Team

A. Debris Management Coordinator (DM Coordinator)
   a. Once activated by the EM, the DM Coordinator serves as the lead for DM activities. The DM Coordinator is responsible for initiating and monitoring

DM activities with support from members of the DM Team and other departments. In conjunction with the OEM and UCT, the DM Coordinator is tasked with the following:

    i. Fully establish the DM response function and needed support positions.
    ii. Identify resources available for DM activities.
    iii. Coordinate debris assessment activities and compile data.
    iv. Establish response priorities and allocate resources.
    v. Estimate the quantity of debris on City property and right of ways (ROWs).
    vi. Initiate emergency roadway debris clearance (Response Phase/70-Hour Push).
    vii. Activate debris removal contractors – establish contractor operations.
    viii. Coordinate preparation/opening/closing of TDSR sites.
    ix. Compile information for public dissemination.
    x. Coordinate transition to Recovery Phase operations.
    xi. Assist with project completion and close-out.

B. Debris Management Team (DM Team)

    a. Led by the DM Coordinator, the DM Team is staffed by members of NSD, Office of Environmental Quality (OEQ), Parks and Recreation (P&R), Public Works Department (PWD), and Water Services Department (WSD). While additional support is needed from other departments, DM Team departments provide resources and subject matter expertise required to initiate, monitor, and complete many DM-related activities. Collectively, the DM Team is responsible for the following tasks:

        i. Identify force account labor, force account equipment, and external resources to support DM activities.
        ii. Provide personnel and systems to assist decision-making.
        iii. Provide information and guidance for public dissemination.
        iv. Provide operational briefings to include safety information for city and contractor personnel.
        v. Conduct a formal debris assessment and develop estimates.
        vi. Conduct emergency roadway debris clearance (Response Phase/70-Hour Push).
        vii. Conduct ongoing Recovery Phase operations.
        viii. Provide force account labor and contractor support for DM activities, including oversight.
        ix. Prepare/open/close Temporary Debris Storage and Reduction (TDSR) sites (see also R-4: Debris Drop-Off and TDSR Sites).

V. CONCEPT OF OPERATIONS

Initiation of Operations

The Debris Management (DM) Team, led by the DM Coordinator, will be activated and staffed as a DM-dedicated function in the EOC. The DM Team will coordinate all debris-related response and recovery activities with support from other departments and direction of the OEM (and when activated, the UMT).

The OEM will activate the DM function by notifying senior management representatives of PWD and P&R to respond to the EOC. These representatives will provide initial DM coordination and make a determination - in conjunction with the OEM - whether to activate the larger DM Team. If warranted, NSD, OEQ, and WSD will be notified to provide a senior representative to staff the DM Team, thereby completing activation of the DM Team.

The OEM will assign a responding representative from one DM Team department to serve in the DM Coordinator position in the EOC. In later operational periods, DM Team departments may support the DM Coordinator from their respective offices. The DM Coordinator position may be staffed by representatives from different DM Team departments in subsequent operational periods.

Debris Assessment

The City will determine the extent and location of debris via "windshield surveys," and communicate locations of impacted areas to the DM Coordinator to assist prioritization of road clearance efforts.

A. The City will utilize established damage assessment procedures set forth in **Annex K – Damage Assessment Plan**. Procedures for Initial Safety Assessment, RNA, and Preliminary Damage Assessment (PDA) will be implemented in accordance with **Annex K – Damage Assessment Plan**.

B. GSD will collect, review, and summarize the assessment data obtained, and provide summary debris assessment data to the DM Coordinator to assist in estimating the quantity of debris on City property and public ROWs.

C. Based on department status reports received by GSD and disseminated to the EOC, the DM Coordinator will assign City resources on a priority basis to clear access to viable City buildings and facilities. Aviation, P&R, PWD, and WSD maintain significant force account equipment and force account labor to conduct debris removal. These departments will provide unassisted emergency clearance for buildings and facilities within their primary service area unless otherwise indicated in the departments' initial assessment reports to GSD.

D. At the direction of the EM, a debris-specific Rapid Needs Assessment (RNA) will be conducted to determine the scope of the event. This type of assessment is warranted after a large debris-generating event, such as an ice storm, when clearance and removal of vegetative debris will be the primary focus of the City's response and recovery operations. Generally, the Debris RNA will be initiated and completed within 12 to 24 hours of the onset of the event.
To initiate assessment activities, the DM Coordinator will organize and coordinate field debris assessment teams comprised of trained personnel from DM Team departments. Field assessment teams will be briefed, provided standardized assessment worksheets, and assigned to specific geographic areas. Reports from field teams will be compiled by the DM Coordinator for analysis by the larger DM Team. Summary assessments will be provided to the EM, as available.

E. The DM Coordinator will request aerial assets to assist debris assessment activities, as required. Upon availability, KCPD will provide aerial assets for the initial debris assessment and/or Recovery Phase operations.

F. Debris estimates to be developed by the DM Team and provided to the OEM will describe the volume and types of debris in each affected area of the City. The DM Coordinator will review, revise, and disseminate estimates as new data are obtained. Assessment information will also be provided to the OMB to assist in developing cost estimates of executing event-related DM activities. Techniques for estimating debris volume will utilize methods, formulas, and conversion factors outlined in **FEMA 329 – Debris Estimating Field Guide**.

G. The DM Coordinator will communicate with GSD and the DM Team to estimate availability and type of City assets to be dedicated to debris removal operations.

H. Need for state and/or federal assistance will be determined by the City during the assessments process; and requests for assistance will be made in accordance with established procedures.

I. If warranted, and in conjunction with the City Manager's Office, the DM Coordinator will contact the Missouri Department of Natural Resources (MDNR) **(800-361-4827, 573-751-3443)** as soon as possible to request an emergency temporary permit for waiver of existing rules and regulations for solid waste disposal.

Emergency Roadway Debris Clearance (Response Phase/70-Hour Push)

The City will commence immediate road clearance ("cut and toss") activities using City force account labor and equipment. The Response Phase, also known as the "70-Hour-Push," encompasses the period when roadways are cleared of scattered debris, leaning trees, and other roadway obstructions to emergency response vehicles. Initial efforts will focus on arterial roads leading to shelters, hospitals, supply points, and other

incident-critical locations throughout the City. Safe passage of emergency vehicles and access to needed City services/facilities will be top priority.

A. Emergency roadway clearance activities will begin as soon as practical and will not be delayed in order to develop debris estimates or conduct other assessment activities.

B. The Debris Management (DM) Coordinator will communicate with DM Team departments to identify available City force account equipment by type and quantity; and develop a resource inventory of City assets.

C. The DM Coordinator will identify areas sustaining extensive damage and subdivide affected areas into smaller work zones, as necessary.

D. The DM Team departments will determine the necessity to utilize contractors based on the extent of roadway needing to be cleared. Due to the immediate need, during this phase the City of Kansas City does not distinguish the types of labor that contractors may perform.

E. DM Team departments will coordinate to establish a Truck Certification and Staging Area where City vehicles (and contractor vehicles if activated) will assemble to verify each vehicle's type and capacity. A unique identifier will also be assigned to each vehicle to assist tracking and reporting activities. The assembly area may also be used to brief City crews, review procedures, and make initial work assignments. In some cases, more than one Truck Certification and Staging Area may be established.

F. Based on available data, the DM Coordinator will use the City's established street designations and event-specific factors to prioritize emergency roadway debris clearance activities. Clearance activities will be initiated using the City's General Priorities list. Event-specific priorities will be incorporated into the prioritization process to ensure critical locations affected by the event receive priority service. Emergency roadway clearance activities will proceed in accordance with the following priorities:

   a. General Priorities:
      i. Primary and Secondary Arterials.
      ii. Collector Streets.
      iii. Local Streets, City ROWs (the area next to the road extending 10 ft. beyond the edge of the road), and other properties.

   b. Event-specific Priorities:
      i. Access to critical services (i.e., hospitals, shelters, etc.) and affected City facilities required for provision of emergency services (i.e., debris clearance, dispatch centers, police and fire stations, etc.).

ii. Access to other affected City buildings and facilities—including government, critical infrastructure, and key resource locations.

G. With assistance from the DM Team, the DM Coordinator will develop work zones to include priority routes and will deploy available assets for emergency roadway clearance. Work zone information will be provided to the Information Technology Division (ITD) **(816-513-5333)** for development into GIS products, and the resulting maps will be used to guide DM activities.

H. When live electric lines are involved, the DM Coordinator and work crews will coordinate with Evergy **(888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call)** to identify power lines to be de-energized for safety reasons.

I. The DM Coordinator will be responsible for disseminating City assessment and operational data to adjacent jurisdictions and the State to prioritize and expedite DM activities. Emergency roadway clearance will be coordinated among Missouri Department of Transportation (MoDOT) **(888-275-6636, 866-831-6277 motor carrier service)**, adjacent cities, and county-level departments to ensure continuous road segments crossing jurisdictional boundaries are cleared via an organized approach. Areas targeted for state and federal assistance will be considered in the prioritization process.

J. The DM Team will be responsible for operational period briefings for dissemination to all personnel (force account labor and contractor labor) to include, but not limited to:

a. Work zones and the crews assigned
b. Work to be performed by the specific crews
c. Safety and special considerations brief

Monitoring and Documentation Procedures

Proper documentation enables the City to fully account for debris clearance and removal costs incurred as a result of a declared disaster through FEMA's PA Program. Qualifying for reimbursements depends on the City's ability to document eligible costs.

A. Debris monitoring and documentation activities will be conducted in accordance with **AR 1-24** (Disaster Documentation), **Federal Publication (FP) 104-009-02 Public Assistance Program and Policy Guide April 2018** (https://www.fema.gov/assistance/public/policy-guidance-fact-sheets).
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B. The City will coordinate with the FEMA PA team and contractors in the field to monitor and document activities using load tickets, loading site logs, tower monitoring logs, roving monitor reports, daily issue logs, and truck certification forms (see **Attachment M-1**). This will ensure debris management (DM)

activities are documented in accordance with state and federal requirements, and that standard reporting methods are used.

C. In conjunction with the FEMA PA team, the DM Coordinator will ensure debris monitoring is in place and conducted in accordance with **FP 104-009-02 Public Assistance Program and Policy Guide April 2018**. The responsibilities and duties of individual debris monitors in the field are the same for both City staff and contracted debris monitoring operations. These are[3]:

a. Report issues to the assigned supervisor that require action (i.e., safety concerns, contractor non-compliance, inappropriate equipment use, etc.).
b. Accurately measure and certify truck capacities (recertify on a regular basis).
c. Properly and accurately complete and physically control load tickets (in tower and field).
d. Ensure trucks are accurately credited for each load.
e. Ensure trucks are not artificially loaded (i.e. debris is wetted, debris is not compacted, etc.).
f. Validate hazardous trees, including hangers, leaners, and stumps.
g. Ensure that hazardous wastes are not mixed in loads.
h. Ensure that all debris is removed from trucks at TDSR sites.
i. Report if improper equipment is mobilized and used.
j. Report if contractor personnel safety standards are not followed.
k. Report if general public safety standards are not followed.
l. Report if completion schedules are not on target.
m. Ensure that only debris specified in the contract is collected and is identified as eligible or ineligible.
n. Assure City force account labor and/or debris contractors follow their respective assigned scopes of work.
o. Monitor site development and restoration of TDSR sites.

D. Debris-related documentation will be compiled daily by the DM Coordinator and evaluated by the City Manager's Office or designee with assistance from DM Team departments.

Truck Certification

A. Truck certification is an important function in initiating a debris removal operation. Accuracy and documentation of all measurements is critical. All City and contractor vehicles hauling debris will have capacity and dimensions measured, sketched, photographed, and documented on a truck certification form.

B. Each vehicle will be assigned a unique number for debris tracking and invoice reconciliation purposes.

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[3] FEMA 325, Public Assistance Debris Management Guide, July 2007, pg. 107

C. A comprehensive list of truck certification data will be compiled by the DM Coordinator and provided to debris monitors in the field. The number and types of vehicles used for debris hauling will likely increase as removal operations progress; therefore, truck certification data will be updated and disseminated as new information is obtained.

D. **Attachment M-1: Example of Debris Monitoring Forms** contains a sample Truck Certification Form detailing information that will be collected by City staff, contractors, and/or FEMA PA team members supervising the certification process.

Load Tickets and Debris Loading Site Log

A. The load ticket provides the most comprehensive information and documentation for PA Program reimbursement. During debris removal activities, Load Tickets will be generated to assist monitoring and provide documentation to validate the origins and quantities of debris loaded and identify the truck/trailer used to transport the debris.

B. Loading information on the ticket—including the date, time, location (global positioning system (GPS) coordinates or address preferred), and truck information will be entered by City staff and/or FEMA PA team personnel assigned to monitor loading activities in the field.

C. Loading information will be entered into the Debris Loading Site Log by the loading site monitor. Unloading information in the last section of the Load Ticket will be entered at the TDSR site receiving the debris—including the type and quantity of debris comprising each load received.

D. Attachment M-1 contains a sample Load Ticket, and Debris Loading Site Log detailing information that will be collected by City staff, contractors, and/or FEMA PA team members engaged in monitoring activities.

Daily Issues Log

A. When issues arise, the loading site monitor will document problems, unusual events, and safety issues in the Daily Issues Log.

B. Each loading site monitor will provide his or her name (and company name if contractor) on the form and record any issues noted for that day and provide comments concerning that day's operation.

C. The site monitor will report critical issues requiring immediate resolution to the DM Coordinator. The DM Coordinator—with support from DM Team

departments—will notify other site monitors of important issues and solutions that have been identified.

D. At minimum, a Daily Issues Log will be maintained at each site conducting debris loading operations but may be used to document the work of multiple crews.

E. Time-stamped photographs will be taken to document and support each log entry. **Attachment M-1: Example of Debris Monitoring Forms** contains a sample Daily Issues Log detailing information that will be obtained by City staff, contractors, and/or FEMA PA team members engaged in monitoring activities.

Tower Monitoring Reports and Roving Monitoring Reports

A. DM Team departments, in conjunction with FEMA's DM Team and contractor personnel, will be tasked with monitoring and documenting activities at TDSR sites using Tower Monitoring Reports.

B. Free-standing towers or other means of elevation will be used to view each truck's debris load, make volume estimates, and direct unloading activities. Monitoring locations will be established at the ingress and egress points of TDSR sites to complete and physically control load tickets.

C. A list of truck/trailer certifications with attached photos will be maintained at TDSR tower site to assist vehicle validation and debris documentation activities.

D. Similar documentation will be collected in the field by monitors via Roving Monitor Reports. The DM Coordinator will work with FEMA PA team members and other monitoring personnel to spot check load tickets and truck certifications. The City will utilize Roving Monitoring Reports to promote situational awareness and identify developing issues. The information entered into these reports promotes quality assurance and may also be required for PA Program funds.

E. **Attachment M-1: Example of Debris Monitoring Forms** contains a sample Tower Monitoring Log and Roving Monitoring Report detailing information that will be obtained by City staff, contractors, and/or FEMA PA team members engaged in monitoring activities.

Records Management

A. The DM Coordinator will work with DM Team departments, GSD, and the City Manager's Office to develop an up-to-date document library that includes, but is not limited to:
   a. Debris monitoring forms, tickets, and logs
   b. Department labor and equipment timesheets
   c. Department equipment and material costs

       d. Damage costs and conditions
       e. Personnel policies
       f.   Safety procedures
       g. Contract procurement procedures
       h. Contracts
       i.   Billing and invoices, including debris hauler load tickets
       j.   Environmental permits
       k. Right of entry and hold harmless agreements for private property debris removal and demolition, when applicable
       l.   Public information announcements
       m. Debris salvage value information
       n. Reports on debris removal work that does not comply with all City ordinances, as well as state and federal regulations (i.e., disposal of hazardous wastes)
       o. Record of the types of equipment used (time & materials contract)
       p. Record of the number of hours equipment was used, including downtime of each piece of equipment by day (Time & Materials contract).

Any additional requirements, including Disaster-Specific Guidance ( ), will be communicated to the City by a senior representative of FEMA's DM Team and implemented as soon as practical.

B. Documentation will address the activities of City force account labor and equipment related to implementation of this Annex. Contracted DM service costs will be documented through contracts and approved invoices.

C. The City will review DM-specific FEMA forms and provide information indicated in the applicable reports contained in **Public Assistance Debris Monitoring Guide**:
https://www.fema.gov/pdf/government/grant/pa/fema_327_debris_monitoring.pdf.

D. The City Manager's Office will coordinate with ITD and DM Team departments to develop and back-up electronic copies of all documentation and maintain an up-to-date document library.

Contractor Assistance

OEM and the Debris Management (DM) Coordinator will utilize formal debris assessment data and reports from City departments to determine whether to activate private debris removal contractors.

A. If warranted, the City Manager's Office will notify DM Team departments to activate private contractors able to assist the City with DM activities. Contractor support will be sought in services areas where operational requirements have exceeded (or will likely exceed) available City's force account labor and equipment. Activation of emergency contracts for DM services will be conducted

in accordance with **Title 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards)** (https://ecfr.io/Title-2/Part-200), the **City of Kansas City Procurement Procedures Manual** (Copies of this document may be requested from KCMO GSD.), and **Annex M – Resource Management**. (Note that most vendor contracts with the City of Kansas City, MO, contain a clause that the vendor will be available for additional duties during an emergency above their regularly contracted duties.)

B. The City of Kansas City's list of contractors can be located on the City's internal website and General Services Procurement website. As the list is reviewed and updated annually, the DM Team should refer to this information prior to activating any private contractors. Although none of the contractors' agreements are specific to emergency debris removal, all City contracts contain an emergency clause.

C. Once activated, the DM Coordinator and the OEM will determine if a representative of the contractor(s) is needed at the EOC during the event. Coordination activities with contractors may occur outside the EOC based on the situation and scope of DM services provided by the contractor(s).

D. GSD will coordinate with the City Manager's Office and the City department originating the contract to review each contract's terms, conditions, and scope of services to ensure the City's best interest is served and required documentation is in place. Contracts and procurement procedures will also be reviewed for compliance with **2 CFR 200**.

E. The City's priorities include efforts to maximize recycling and beneficial use of debris. These priorities will be considered during contractor selection and activation processes. The City holds the right to approve or deny final disposal methods, as well as disposal sites utilized by debris contractors.

F. All DM contractors will utilize documentation and reporting methods consistent with City procedures and FEMA requirements.

G. The DM Coordinator will meet with contractors to review contracts for scope of services, procedures, and timelines for operations. During the briefing, the contractor will also review the relevant sub-sections of this Annex, up-to-date road lists, and the debris work zone map.

H. Once hauling contractors are activated; all contractor vehicles used to haul debris will undergo truck certification to verify the type and capacity of vehicles used.

I. The DM Coordinator will ensure contracted activities and the progress of such activities are monitored to ensure appropriate information is being obtained and properly documented by contractors.

J. The DM Coordinator, in conjunction with the City Manager's Office, will review all invoices for accuracy and completeness before approval.

Selection and Preparation of Temporary Debris Storage and Reduction (TDSR) Sites

The City will identify the quantity and types of temporary debris storage and reduction sites (TDSR) sites to be opened based on location and concentration of debris. While pre-identified sites will be utilized, timely and cost-effective debris management (DM) operations may require establishment of additional sites.

A. In conjunction with the OEM, the DM Team will identify TDSRs to be established based on locations and concentrations of debris.

B. Based on availability and suitability, DM Team departments will begin preparation of sites as soon as practical. In cases where additional TDSRs are needed, the following qualification criteria will be used in the site selection process:
    a. Property ownership.
    b. Surrounding land use; and proximity of the site and the site's entrance to residences.
    c. Current availability and duration of availability.
    d. Adequate capacity and size for intended uses, including space for tower and scale installation, truck queue and truck turnaround, recycling, HHW storage, public drop-off, etc.
    e. Ease of ingress/egress and site topography.
    f. Ease of preparation.
    g. Distance from entrance/exit to closest main road.
    h. Number of traffic lights between entrance/exit and closest main road.
    i. Presence of low-hanging wires.
    j. Concentration of debris in proximity to site.
    k. Environmental impact, including runoff characteristics; and presence of non-mapped wetlands and water resource areas.
    l. Time and cost of returning site to original condition.
    m. Relative location to other TDSRs.

C. Once sites are prepared for operations, the DM Coordinator will notify City departments and debris contractors of open TDSR sites. The DM Coordinator will arrange for development and dissemination of geographic information system (GIS) products describing TDSR sites, and coordinate mapping updates as sites are opened and closed-out; and provide ongoing TDSR site status reports to DM Team departments as needed.

D. DM Team department staff and/or assigned contractors will monitor and oversee contractor activities in the field to ensure contractual obligations, environmental standards, documentation requirements, and the best interests of City are being met.

E. The DM Coordinator may be directed by the City Manager to establish residential drop-off stations. Site locations will be selected to receive eligible materials based on the scope and types of debris generated by the event. Multiple locations may be established to receive and stockpile different types of material.

F. The City, through OEQ and DM Team department representatives, will coordinate with MDNR for approval of sites as required.

G. TDSR site preparation will include designation of a set-aside area reserved for temporary placement of hazardous commercial wastes, HHW, and medical wastes that may be encountered during the debris reduction process. Such materials will be segregated and removed from vegetative and C&D waste piles then transported to appropriate sites for disposal. An example of TDSR site layout and designed traffic pattern is located in **Attachment M-2**.

Public Information and Warning

The City will coordinate and disseminate timely, accurate, and useful information regarding DM activities in accordance with **Annex C – Public Information and Warning Plan**. Public information and guidance on DM activities will, at a minimum, address the following debris-specific issues:

A. Health and safety, including hazards commonly associated with debris-generating events (e.g., downed power lines, hanging limbs).

B. Deadlines for debris set out and schedule for debris pick-up on ROWs.

C. Descriptions of eligible and ineligible debris.

D. Public information regarding that debris on private property (residential or business) is the responsibility of the private owner, and City of Kansas City workers are not authorized to remove debris from private property unless it presents an imminent threat to life or public health and safety.

E. Proper debris set-out procedures (e.g., using the ROW, keeping fire hydrants clear, segregating debris).

F. Locations for residential drop-off sites and type(s) of debris accepted at various locations, including closure times and dates.

G. Use of private contractors and mutual aid resources.

H. General progress of the debris clean-up process.

I. Other guidance, as deemed appropriate by the City Manager's Office (e.g., loss documentation, code enforcement, environmental issues).

Recovery Phase Operations (4 days – 3 months)

The Recovery Phase involves debris removal and reduction of debris from the public ROW utilizing City and contractor resources. The City will also evaluate the need for debris removal on private property, parks, and waterways.

A. The Debris Management (DM) Coordinator will arrange for opening all required TDSR sites that have met the City's site selection criteria. DM Team departments will assist in oversight of activities and will coordinate with contractors and regulatory agencies as needed.

B. The DM Team will re-prioritize work areas and routes based on results of Response Phase operations (70-Hour Push). ITD will develop updated GIS products to reflect newly established priority areas and routes.

C. Once work zones and routes are identified, DM Team departments and contractors will begin ROW debris removal of vegetative waste. The DM Coordinator will review documentation, reporting procedures, and work assignments with supervisors overseeing operations. When necessary, C&D Waste removal operations will also be initiated on the recommendation of the DM Coordinator and at the direction of the City Manager.

D. The DM Team will continue to conduct operational period briefings.

E. As staffing resources are available, P&R personnel will perform a parks damage assessment to include all property within the department's primary service area. Assessment results will be communicated to the DM Coordinator, and clean-up efforts will be prioritized among other activities by the DM Team

F. The City, through the City Manager's Office and DM Coordinator, will continue to coordinate efforts with external agencies (e.g., MoDOT, Evergy, adjoining jurisdictions) to ensure debris clearing and removal operations are progressing at all metro area road segments. Ongoing coordination will also continue with citizens and neighborhood associations through 3-1-1 and the NSD.

G. The DM Coordinator will arrange for monitoring of all DM activities through representatives of DM Team departments, contractor services, and/or other City staff designated to provide oversight services. Documents generated by City personnel and contractors will be reviewed for completeness and accuracy of information. The DM Coordinator, in conjunction with the City Manager's Office, will review all invoices for accuracy and completeness before approval.

    a. The OEM and DM Coordinator will initiate discussions with the FEMA Public Assistance Officer (PAO) and, after approximately two weeks of Recovery Phase operations, will arrange for weekly meetings to conduct the following:

    b. Summarize the City's debris removal operations to date.

    c. Review debris and cost estimates for the City.

    d. Review any DSG documents issued by FEMA.

    e. Examine the City's **Annex L – Debris Management Plan**.

    f. Provide contact information for all City contractors and DM Team members.

    g. Determine additional information needed by the PAO in order to generate Project Worksheets for the City.

H. In order for FEMA to generate a Category A: Emergency Phase Debris Removal and Debris Monitoring Project Worksheet, the following items will be compiled under the direction of the Office of Emergency Management:

    a. A copy of the debris removal contract(s).

    b. A copy of the debris monitoring contract(s).

    c. Information on the procurement process on debris removal and monitoring contracts.

    d. Addresses and GPS coordinates of all TDSR sites.

    e. Debris estimates, including models used and damage assessment reports.

    f. Monitoring estimate (based on budgeted labor hours).

    g. A brief debris removal plan overview.

I. DM Team representatives will coordinate with the City Communications Office and NSD to take all appropriate steps to address/prevent illegal dumping, through media releases and codes enforcement functions.

J. In conjunction with the EM, the DM Coordinator will open residential drop-off stations for vegetative debris and C&D materials.

K. At the direction of the City Manager, the City will also establish transfer stations for holding ineligible materials requiring separate waste streams and disposal methods. Satellite locations for HHW drop-off stations may be established through WSD and the City's HHW Program.

L. The City will maintain operations and periodically evaluate ROW clean-up efforts. Based on progress of Recovery Phase operations and availability of resources,

the DM Team departments will initiate a ROW Leaners/Hangers Program to remove damaged limbs, as well as trees that are no longer viable due to the event. Scheduling and timing of the City's Leaners/Hangers Program will vary greatly based on the event; however, these operations are expected to commence within 3 months of the initial event.

M. In coordination with NSD and the City Manager's Office, the OEM will work with the DM Coordinator to evaluate the need for contract debris removal on public property, parks, and waterways. These specialized debris removal operations are typically governed by DSG and 44 CFR 206.224; and require some level of FEMA pre-validation before action. If the City determines there is an immediate and imminent threat to public health and safety, these programs will be expedited.

N. In conjunction with the EM, the DM Coordinator will initiate operations to haul-out reduced debris from TDSR sites to final disposal sites, as necessary.

TDSR Site Close-out

Each TDSR site will be emptied of all material and restored to its previous condition and land use. Efficient scheduling of activities, as far in advance as possible, will minimize down time between steps in the close-out process.
A. The Debris Management (DM) Team, EM, and contractor representatives will meet to ensure site close-out procedures are in place and procedures are reviewed with key staff. The basic close-out steps are as follows:
   a. Remove all debris from the site.
   b. Conduct an environmental assessment.
   c. Develop a remediation or restoration plan approved by the land owner, DM Team, EM, and MDNR.
   d. Execute the plan, get acceptance from the landowner and MDNR, and terminate lease payments (if applicable).

B. The DM Coordinator will review contractor work assignments and arrange for removal of all remaining eligible debris piles before commencing site close-out procedures. Operations will also include removal and disposal at approved landfills of mixed debris, C&D debris, and debris residue.

C. DM Team departments and/or assigned contractors will monitor all closeout and disposal activities to ensure contract specifications are met—and will comply with additional measures required by state and federal environmental regulations during this process.

D. During the debris removal process and after the material has been removed from each TDSR site, environmental monitoring will ensure that no long-term environmental contamination is left on site. Based on the site and reduction

methods utilized, four different media will be monitored: ash, soil, surface water (e.g., ponds, lakes, and tributaries), and groundwater.

E. The DM Team will conduct a formal closeout and remediation of TDSR sites. Site closeout requires a walk-through by City personnel and approval by a representative from MDNR to ensure compliance with state and City regulations.

Demobilization and Project Completion

The City will complete all Debris Recovery Activities as it continues with code enforcement, public information functions, and coordination with other entities to close the project.

A. The DM Team and OEM will work to finalize disposal of reduced debris. Documentation describing vehicles, load tickets, tipping fees, and other processing information will be reviewed to ensure information is complete and accurate.

B. The DM Coordinator will also review available information identifying ineligible debris remaining on ROWs. At direction from the City Manager, the City will address ineligible debris/materials on public ROWs using one or more of the following options:
    a. Use City code enforcement functions to hold individual homeowners and businesses responsible for disposal of the ineligible debris.
    b. Conduct removal of ineligible debris internally using City resources.
    c. Utilize contractor services for removal of ineligible debris.

C. In coordination with NSD and DM Team departments, the City Communications Office will develop and issue media releases announcing termination of DM activities. Messaging to residents will focus on clarifying ineligible debris confusion and communicating debris set-out deadlines in order to minimize illegal dumping. Protocols for addressing leaners/hangers and implementing gated community debris removal programs, if applicable, will be communicated at this time.

D. The EM, DM Team representatives, GSD, and the City Manager's Office will conduct a project closeout meeting with the FEMA Debris Team and external agencies. At this time, a document review will be conducted, and outstanding issues regarding PA funding eligibility will be addressed.

ATTACHMENT M-1: EXAMPLE DEBRIS MONITORING FORMS

Figure 1: Example Load Ticket

Load Ticket		Ticket No.	
Municipality (Applicant)		Prime Contractor	
		Sub-Contractor	
Truck Information			
Truck No		Capacity	
Truck Driver (print legibly)			
Loading Information			
Loading	Time	Date	Inspector/Monitor
			Name:
			Agency:
Location (Address or Cross Streets)			
When Using GPS Coordinates use Decimal Degrees (N xx.xxxxx)			
N		**W**	
Unloading Information			
Debris Classification		Estimated %, CYs, or Actual Weight	
☐ Vegetarian ☐ C&D ☐ White Goods ☐ HHW ☐ Other* See Below			
Unloading	Time	Date	Inspector/Monitor
			Name:
			Agency:
Site Name and Location			
*Other Debris Explanation		Original: Applicant Copy1: _____ Copy2: _____ Copy3: _____	

Figure 2: Example Truck Certification Form

TRUCK CERTIFICATION FORM

General Information	
Applicant: _____	Monitor: _____
Contractor: _____	Date: _____
Measurement Location: _____	County: _____
Declaration Number: _____	

Truck Information

Make	Year	Color	License

Truck Measurements
Performed By: _____   Date: _____
Volume Calculated By: _____   Date: _____
Both Checked by: _____   Date: _____

Driver Information

Name: _____
Address: _____
Phone Number: _____

Owner Information

Name: _____
Address: _____
Phone Number: _____

Truck Identification	Truck Capacity

Photo

(See reverse for calculation worksheet)
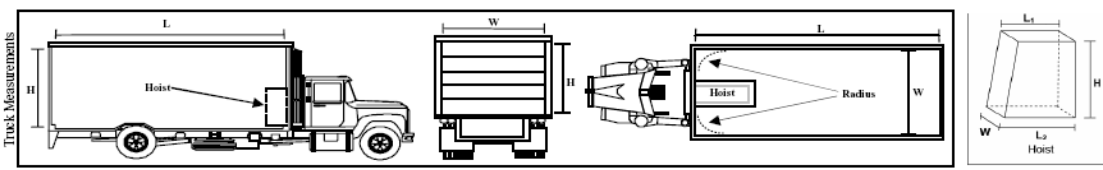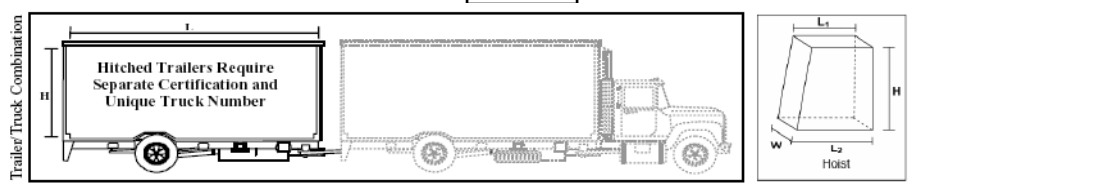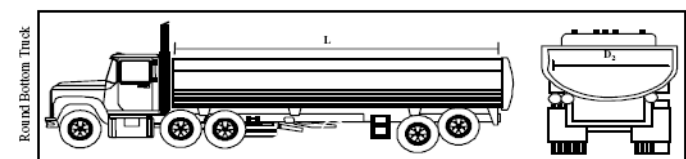
Figure 3: Example Truck Certification Form (page 2)

Figure 4: Example Roving Monitor Report

ROVING MONITOR REPORT

Monitor: _____   Date: _____

Time	Truck No.	Load Ticket	Capacity	Vol. or Weight	Pick-Up Location	Photo/ Disc	Comments

Applicant: _____   Page: _____

Figure 5: Example Tower Monitoring Report

TOWER MONITOR LOG

Date: _____

Monitor: _____   Applicant Monitor: _____

Time	Truck No.	Load Ticket	Capacity	Vol. or Weight	Pick-Up Location	Photo/ Disc	Comments

Applicant: _____   Page _____   Tower Site: _____

Figure 6: Example Daily Issue Log

DAILY ISSUE LOG

Monitor: _____ Date: _____

Issue No.	Truck No.	Load Ticket	Pick-Up Location	Contractor/ Sub-Contractor	Applicant Monitor	Photo/ Disc	Issue/Resolution

Applicant: _____ Page_____

Figure 7: Example Debris Loading Site Log

Time	Ticket Number	Truck Number	Full Truck Rated Capacity (CY)	Pickup Location	Vegetative Debris	C & D Debris	White Goods/ Metals	Other	Issues or Comments/ Pictures Disc

ATTACHMENT M-2: EXAMPLE TDSR SITE LAYOOUT

Figure 8: Example Layout of TDSR Site
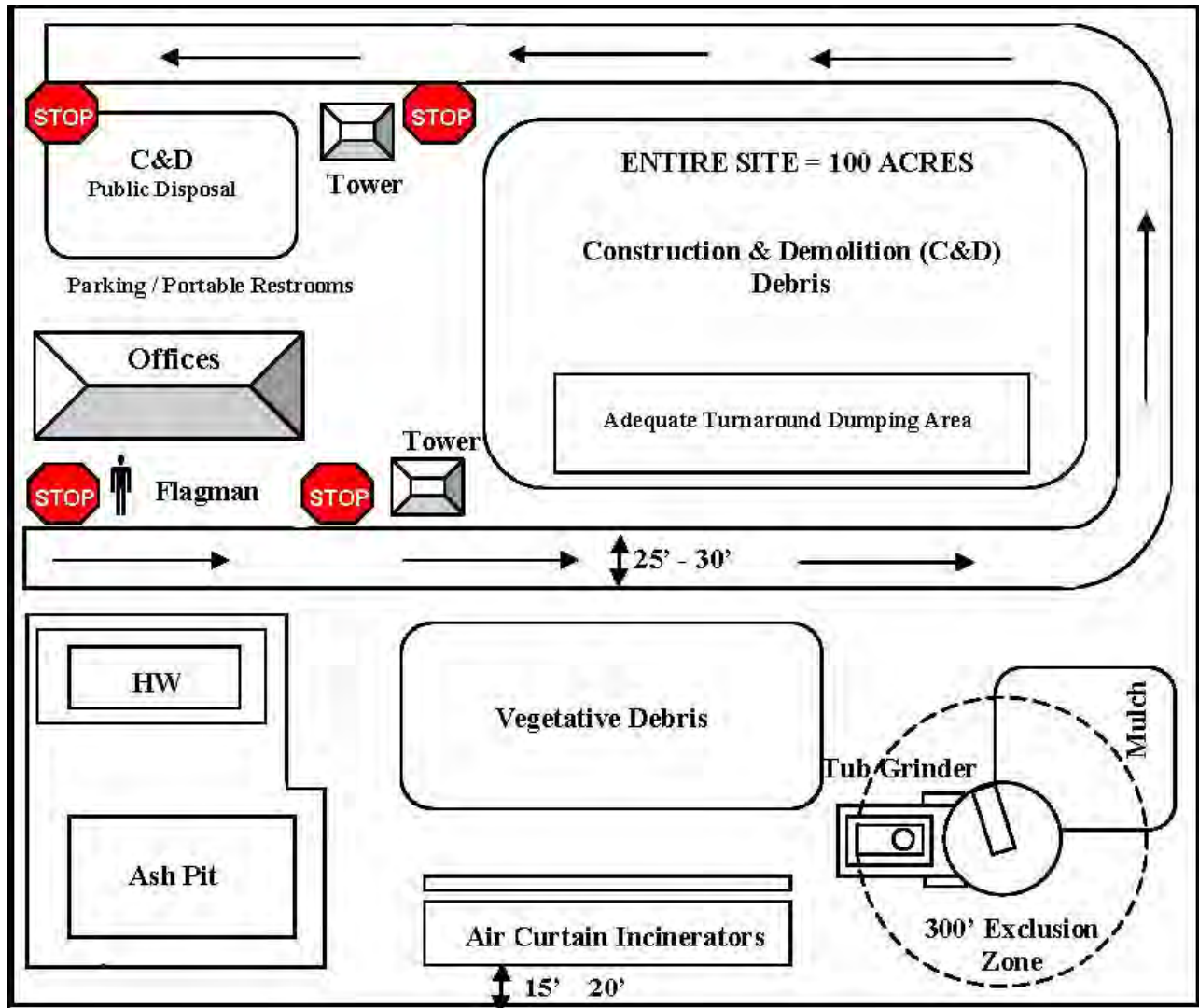
ATTACHMENT M-3: SUPPLEMENTAL DEBRIS MONITORING INFORMATION

Table 1: Types of Debris and Monitoring Considerations		
Types of Debris	**Description of Debris**	**Considerations for Monitoring Operations**
Vegetative	• Includes whole trees, tree branches, tree trunks, and other leafy material	• Verify that only eligible debris is counted for reimbursement purposes; keep a map of all roads and rights-of-way for area • Ineligible debris should be identified accordingly • Evaluate the loaded capacities of the trucks/trailers to determine the percentage of the rated capacity • Hand-loaded trucks/trailers are graded at 50 percent of a load because of the low compaction achieved by hand-loading, pursuant to Recovery Policy RP9523.15, *Debris Operations – Hand-Loaded Trucks and Trailers* • This type of debris may be recyclable or have salvage value; document separation and salvage operations when implemented • For special vegetative debris considerations, please see DAP Fact Sheet 9580.204, *Documenting and Validating Hazardous Trees, Limbs, and Stumps*
Construction and Demolition (C&D)	• Includes, but is not limited to, damaged components of buildings and structures, such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, pipe, concrete, fully cured asphalt, equipment, furnishings, and fixtures	• To be eligible for Public Assistance funding, C&D debris must present an immediate threat • Must be disaster generated

Hazardous Waste	• Waste that is potentially harmful to human health or the environment that exhibits at least one of the following four characteristics:
	  o Ignitability
	  o Corrosivity
	  o Reactivity
	  o Toxicity
		• Hazardous wastes may require segregation and special handling
		• Document improper segregation
		• Notify appropriate authorities if unsafe practices are observed during handling and disposal (know required safety procedures for the circumstances)
		• Monitor processing carefully and regularly to verify the proper precautions are taken and the chain-of-custody is maintained
		• Verify that hazardous wastes are delivered to an appropriate DMS, as they can require special handling, transportation, and final disposition

Household Hazardous Waste (HHW)	• Includes hazardous products and materials used and disposed of by residential consumers, such as some paints, stains, varnishes, solvents, pesticides, and other products or materials containing volatile chemicals that catch fire, react, or explode under certain circumstances or are corrosive or toxic	• Verify and document that HHW is picked up and handled by specialists from the State's Department of Environmental Quality (DEQ) and/or the EPA and managed in designated areas within the DMS • Verify and document that the chain-of-custody is maintained throughout the collection, handling, transport, and disposal of HHW
Electronic Waste (e-waste)	• Includes electronics such as cathode ray tubes (computer monitors and televisions) that contain hazardous materials	• Ensure e-waste is segregated • Ensure e-waste is removed intact, collected, and stored at the DMS for later processing • Document separation and salvage activities

Table 1: Types of Debris and Monitoring Considerations (cont.)

Types of Debris	Description of Debris	Considerations for Monitoring Operations
White Goods	• Includes discarded household appliances such as refrigerators, freezers, air conditioners, heat pumps, ovens, ranges, washing machines, clothes dryers, and water heaters	• Document that white goods are collected separately, cleaned, and processed to remove putrescent debris inside and to remove all oils, solvents, and refrigerants • Verify and document that the DMS has adequate space for processing white goods if collected without being cleaned • Document separation and salvage activities
Soil, Mud, and Sand	• Can be deposited on streets, sidewalks, storm and sanitary sewers, water treatment facilities, drainage canals and basins, parks, and public swimming pools	• Document that only disaster-generated silt and soils are removed (must know pre-disaster condition and documented maintenance) • Document any contaminated soil issues to ensure proper handling, processing, and disposition • Verify that any contaminated disaster-generated soils are addressed by specialists from the State's DEQ and/or the EPA and managed appropriately in designated areas

Vehicles and Vessels	• Includes vehicles and vessels meeting one of the following criteria:
	  ○ Presents a hazard or immediate threat that blocks ingress/egress within a public use area
	  ○ It is abandoned
	  ○ Applicant followed local ordinance and State and Federal laws in securing possession
	  ○ Applicant has verified chain-of-custody for the vehicle or vessel
		• Verify that each vehicle or vessel identification number is documented and processed appropriately
		• Verify that collected vehicles and vessels are transported to a secure collection area
		• Verify that vehicles are processed to remove all minerals and fluids before processing or destruction
		• Document separation and salvage activities that are implemented

Putrescent Debris	• Includes debris that will decompose or rot, such as animal carcasses	• Document that collection is in accordance with contract specifications or other requirements • Document actual volume of putrescent debris
Infectious Waste	• Waste capable of causing infection in humans including contaminated animal waste, human blood and blood products, medical waste, pathological waste, and discarded sharps	• Document that collection and separation is in accordance with prescribed safety and medical practices • Document volume of debris • Verify that infectious waste debris quantities are well documented and chains-of-custody are maintained • Special handling, containerization, and disposal may be required
Chemical, Biological, Radiological, and Nuclear (CBRN)-Contaminated Debris	• Includes debris contaminated by CBRN sources	• Ensure CBRN-contaminated debris is cleared by law enforcement officials before removal so as not to undermine integrity of the crime scene (as from a man-made disaster) • Be aware of the types of evidentiary material being sought in case debris is located outside of the identified crime scene • Verify and document the separation, processing, and disposal to ensure it follows the prescribed procedures

Source: FEMA 327 Public Assistance Debris Monitoring Guide, Appendix A: Job Aid, October 2010. (This is not significantly different from the interim guide, August 2020.)

Table 2: Debris Monitoring Roles and Responsibilities		
Entity	**Entity Responsibilities**	**Tasks**
Debris Removal Contractor	Conduct debris removal operations per the terms of the contract.	▪ Monitor its own day-to-day operations to ensure its contractual obligations are being met.
PA Applicant Monitoring Contractor	Works for Applicant to monitor debris contractor's day-to-day operations to ensure the applicants expectations and contractual requirements are being met.	▪ Provide debris monitoring personnel who are trained in eligibility. ▪ Monitor operations in accordance with the contract requirements. ▪ Provide all monitoring documents as required in the monitoring contract.
PA Applicant (The City)	Provide oversight and quality assurance of both the debris removal contract and the monitoring contract (if applicable). Request PA funds for eligible work. Ensure performance measures are met and eligible work is documented. Understand eligibility requirements and ensure work performed under the contract meets these requirements.	▪ Designate project manager. If debris removal is performed by force account labor: ▪ Provide documentation to substantiate eligible debris quantities. ▪ Ensure compliance with subgrant requirements. *If debris removal is performed under contract:* ▪ Ensure that debris removal contractors and monitoring contractors (if applicable) understand eligibility requirements for the debris removal operations. ▪ Ensure that only eligible debris quantities are being claimed for Public Assistance. ▪ Resolve issues or discrepancies associated with the contract.
State Grantee (Missouri)	Ensure grant requirements outlined in the 44 CFR are being met and that PA applicants are receiving funds for eligible costs. Responsible for monitoring the grant and subgrant to ensure compliance with Federal, State and local laws and regulations.	▪ Monitor the grant and subgrant requirements. ▪ Ensure that the applicant is sufficiently monitoring the debris removal operation (FEMA\Grantee effort). ▪ Conduct random monitoring at load sites and disposal sites to ensure compliance with grant requirements (FEMA\Grantee effort). ▪ Notify subgrantee of compliance issues and outline corrective actions (FEMA\Grantee effort).

Table 2: Debris Monitoring Roles and Responsibilities (cont.)		
Entity	**Entity Responsibilities**	**Tasks**
FEMA	Ensure grant requirements outlined in 44 CFR are being met. Fund eligible work. Responsible for the preparation of large project worksheets, development of the scope of work and the obligation of funds. Responsible for monitoring the grant to ensure compliance with Federal, State and local laws and regulations.	▪ Develop large project worksheets in coordination with the Grantee and subgrantee. ▪ Utilize monitors to ensure that the applicant is sufficiently monitoring the debris removal operation. (FEMA\Grantee effort) ▪ Conduct random monitoring at load sites and disposal sites to ensure compliance with grant requirements. (FEMA\Grantee effort). ▪ Notify Grantee/subgrantee of compliance issues and outline corrective actions (FEMA\Grantee effort). ▪ Increase or decrease monitoring efforts as necessary to ensure corrective actions are in place and operations are being effectively monitored.

Source: FEMA Debris Monitoring Fact Sheet 9580.203.

ATTACHMENT M-4: DEBRIS DROP-OFF AND TDSR SITES

The following is a list of permanent sites where debris can be dropped off. Although not strictly for disasters, the sites can be utilized until TDSR sites can be established.

- 11660 N. Main Street (NE corner of Northeast Cookingham Drive and North Main Street)
- 1815 N. Chouteau Trafficway
- 10301 Raytown Rd.
- Republic Services Courtney Ridge Landfill; 1701 N Highway 291, Sugar Creek, MO 64058

TDSR sites will be established through partnering with local private entities and ensuring the above guidelines are adequately met for usage. These guidelines may be found in **Section V, subsection Selection and Preparation of Temporary Debris Storage and Reduction (TDSR) Sites.**

ATTACHMENT M-5: SANDY RECOVERY IMPROVEMENT ACT OF 2013

On January 29, 2013, President Obama signed into law the Sandy Recovery Improvement Act of 2013 (now Public Law 113-2) which amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act and authorizes alternative procedures for the Public Assistance (PA) Program (section 428).

Alternative Procedures Pilot Program for Debris Removal

- The Public Assistance alternative procedures pilot program for debris includes the following provisions:
    - Accelerated Debris Removal Incentive (Sliding Scale)

Debris Removal Completed (Days from Start of Incident Period)	Federal Cost Share
0-30	85%
31-90	80%
91-180	75%
Federal dollars will NOT be provided for debris removal after 180 days (unless and extension is granted by FEMA)	

    - Retaining Recycling Revenues
    - Reimbursement for Straight Time Force Account Labor
    - One-Time Incentive for Debris Management Plans
- The Public Assistance Alternative Procedures Pilot Program Guide for Debris Removal provides additional guidance on the pilot program.
- The debris removal pilot is available to any Subgrantee in major disasters or emergencies declared on or after June 28, 2013, until the end of the pilot program period.
- The pilot program for debris removal is voluntary.
- Debris removal pilot procedures can be used individually or with any other pilot procedures.
- The debris removal pilot procedures are available for large projects only, with the exception of reimbursement for straight time force account labor which can be applied to both small and large projects.
- FEMA is not currently implementing debris removal subgrants based on fixed estimates.

Alternative Procedures for Permanent Work

- The Public Assistance alternative procedures pilot program for permanent work includes the following provisions:
    - Grants Based on Fixed Estimates
    - Consolidation of Multiple Fixed Estimate Subgrants into a Single Subgrant
    - Use of Excess Funds for Allowable Activities

- o Elimination of the Alternate Project Penalty (for in-lieu contributions) ⎤ Acceptance of Subgrantee Cost Estimates
- o Referral of Cost Estimates to an Expert Panel (subgrants over $5M federal share)
- The Public Assistance Alternative Procedures Pilot Program Guide for Permanent Work provides additional guidance on the pilot program.
- The pilot program for permanent work is available in major disasters declared on or after May 20, 2013. It may also be applied to projects in major disasters declared prior to May 20, 2013, where construction on that project has not yet begun.
- The pilot program for permanent work is voluntary.
- The pilot procedures are available for large projects only, and a subgrantee may choose to include some or all of their large projects in the pilot.
- For a permanent work project to be eligible for the pilot, the Subgrantee must agree to a subgrant based on a fixed estimate.
- A Subgrantee has nine months from the date of declaration to agree to the fixed estimate amount and twelve months to consolidate any of its fixed estimate subgrants.

Special Considerations and Grants Management

- FEMA must ensure compliance with environmental and historic preservation requirements.
- Insurance reductions will be included in the fixed estimate and will only be adjusted further if a subgrantee receives more funds than originally anticipated.
- Section 406 hazard mitigation may be included in the fixed estimate subgrants for permanent work (see Pilot Guide for more information).
- Work must be completed within regulatory timeframes and progress reports submitted.
- Contracts must be procured in accordance with federal standards (44 CFR Part 13).
- Funding is subject to audit and financial accountability.

ATTACHMENT M-6: ACRONYMS

AR	Administrative Regulation
C&D	Construction and Demolition
CFR	Code of Federal Regulations
CPD	City Planning and Development Department
DM	Debris Management
EM	Emergency Manager
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FP	Federal Publications
GIS	Global Information Systems
GPS	Global Positioning System
GSD	General Services Department
HHW	Household Hazardous Waste
IA	Individual Assistance
ITD	Information and Technology Division
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
LEOP	Local Emergency Operations Plan
MDNR	Missouri Department of Natural Resources
MoDOT	Missouri Department of Transportation
NSD	Neighborhood Services Department
OEQ	Office of Environmental Quality
P&R	Parks and Recreation Department
PA	Public Assistance
PAO	FEMA Public Assistance Officer
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PWD	Public Works Department
RNA	Rapid Needs Assessment
ROW	Right-of-Way
RSMo	Revised Statutes of Missouri
TDSR	Temporary Debris Storage and Reduction
UMT	Unified Management Team
USC	United States Code
WSD	Water Services Department

ATTACHMENT M-7: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Air Pollution Prevention and Control (Clean Air Act), 42 U.S.C. 7401 et seq., 2010, 111th Congress, https://www.govinfo.gov/content/pkg/USCODE-2010-title42/html/USCODE-2010-title42-chap85.htm.

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

City of Kansas City, Missouri, Environmental Management System, September 2020, Office of Environmental Quality, https://www.kcmo.gov/home/showpublisheddocument?id=6134.

City of Kansas City Procurement Procedures Manual, June 2017, KCMO General Services Department Procurement Services Division, (copy can be requested from GSD Procurement).

Clean Water Act, 33 U.S.C. 1251 et seq., 1972, 92nd Congress, https://www.epa.gov/laws-regulations/summary-clean-water-act.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Hazardous Waste Operations and Emergency Response (HAZWOPER), 29 CFR part 1926.65, Occupational Safety and Health Administration, as amended February 2020, https://www.osha.gov/emergency-preparedness/hazardous-waste-operations.

Public Assistance Debris Monitoring Guide, FEMA 327, October 2010, FEMA, https://www.fema.gov/pdf/government/grant/pa/fema_327_debris_monitoring.pdf.

National Environmental Policy Act of 1969, Public Law 97-258, amended September 1982, 97th Congress, https://ceq.doe.gov/laws-regulations/laws.html.

National Historic Preservation Act of 1966, Public Law 102-575 (16 U.S.C. 470), October 1966, 89th Congress, https://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/Environ-Cultural/nhpa.pdf.

Occupational Safety and Health Administration Department of Labor, 29 CFR part 1900-1999, as amended 2014, https://www.dol.gov/general/cfr/title_29.

Protection of the Environment, 40 CFR, July 2019, https://www.govinfo.gov/app/collection/cfr/2019/title40.

Public Assistance Program and Policy Guide, Ver. 4, FP 104-009-2, June 2020, FEMA, https://www.fema.gov/assistance/public/policy-guidance-fact-sheets.

Resource Conservation and Recovery Act of 1976 (RCRA), Public Law 94-580, October 1976, 94th Congress, https://www.epa.gov/rcra/history-resource-conservation-and-recovery-act-rcra#statutes.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf.

Toxic Waste and Hazardous Substances, 29 CFR part 1910, as amended June 2013, https://www.dol.gov/general/cfr/title_29.

Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR part 200, December 2013, https://ecfr.io/Title-2/Part-200.

ATTACHMENT M-8: PHONE DIRECTORY FOR ANNEX M

Organization	Primary Number
Evergy	888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO - City Communications	816-513-1349
KCMO - City Planning and Development	816-513-1500
KCMO – Finance Office of Management and Budget	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO - General Services Department Corporate Safety and Risk Management	816-513-1313, 816-513-1225
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO – Neighborhood Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO – Office of Environmental Quality	816-513-3452
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Missouri – Department of Natural Resources	800-361-4827, 573-751-3443
Missouri – Department of Transportation	888-275-6636, 866-831-6277 motor carrier service
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. Federal Emergency Management Agency, Region VII	816-283-7061

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex N: Resource Management

January 2023

KANSAS CITY, MISSOURI
RESOURCE MANAGEMENT

Primary (lead) Departments:	General Services Department
Secondary (support) Departments:	Finance Department Office of Emergency Management (OEM) Other City departments as required United Way 211
Secondary (support) External Agencies:	Mutual Aid

Table of Contents

I. PURPOSE

The purpose of this Annex is to provide guidance and outline procedures for efficiently and effectively categorizing, ordering, dispatching, tracking and recovering resources. Resources include personnel, facilities, equipment and supplies needed to support incident operations and personnel.

II. PLANNING ASSUMPTIONS

A. The supply and availability of resources during a major emergency or disaster may be severely restricted. If the need outpaces supply, all City departments will allocate essential resources based on the priorities of life safety, incident stabilization, property conservation and environmental concerns.

B. Each department will conduct preplanning to determine what resources will be needed to support departmental emergency operations, and to the extent feasible, will stockpile supplies and material that will be urgently needed or in short supply during a major emergency or disaster.

C. Normal purchasing, contracting and acquisition rules and procedures will apply, unless waived in accordance with Chapter 3, Section 3-7 of the KCMO Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances), or by a Proclamation of a State of Emergency. Irrespective of the preceding, all City departments will make reasonable attempts to minimize unnecessary purchasing or contracting and will maintain appropriate control of supplies and material.

D. Resource and supply operations will be coordinated with the EOC during major emergencies and disasters.

E. Each department will maintain records documenting the use and disposition of essential resources and material used during a major emergency or disaster on standardized city forms provided in AR 1-24.

F. If the emergency response period lasts more than 72 hours, outside assistance may be required.

G. *Resources may be requested from the State of Missouri via the State Emergency Management Agency (**573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first))** through SEMA's WebEOC.

III. LEGAL AUTHORITIES

A. Charter of Kansas City, Missouri (Adopted August 8, 2006), Article XII, Section 1211 – Contracts (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances).

B. Chapter 3, Sections 3-1 through 3-7 of the Kansas City, Missouri Code of Ordinances (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances).

C. Administrative Regulation (AR) (located on the KCMO Intranet: mykc.kcmo.org)[1]
   a. 1-24 Disaster Documentation
   b. 3-01 Emergency Purchases
   c. 3-19 Procurement Cards
   d. 3-21 Contract and Procurement Policies and Procedures

D. 2 CFR (Grants and Agreements (https://ecfr.io/Title-2)
   a. 2 CFR 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards)

E. 44 CFR (Emergency Management and Assistance) (https://ecfr.io/Title-44/)
   a. 44 CFR 206 (Federal Disaster Assistance)

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[1] A copy of KCMO ARs may be requested from the City Manager's Office.

IV. ORGANIZATION AND RESPONSIBILITIES

Departmental Responsibilities

A. General Services Department (GSD) **(816-513-1313)**

   a. The GSD is responsible for the acquisition, allocation, and - within the Emergency Operations Center (EOC) - monitoring of resources and supplies during major emergencies and disasters. GSD ensures that contracts with outside vendors include clauses for procurement of resources during an emergency (unless such clauses are unnecessary given the scope of goods and/or services). GSD is responsible for maintaining a list with contact information for those vendors.

B. Finance Department **(816-513-1173)**

   a. The Finance Department is responsible for ensuring that access to emergency purchasing card resources is available to all departments to purchases necessary goods and/or services.

C. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**

   a. OEM is the single point of contact (POC) between the City, State and FEMA for financial matters.
   b. The Office of Emergency Management is responsible for coordination and logistical needs (finding resource sources).
   c. OEM may coordinate the storage and inventorying of acquired resources related to the incident
   d. OEM may also be responsible for distribution (setting up points and ensuring distribution). Due to KCMO's space availability and personnel resources, OEM may also be responsible for Missouri State Emergency Management Agency (SEMA) Region A distribution of resources, if needed.
   e. OEM may coordinate donations management, partnering with other organizations/agencies to store and distribute donated goods

D. All Other City Departments

   a. All other city departments are responsible for conducting pre-incident planning and possible assistance with resource distribution, as needed. Prior to the incident, City Departments may acquire their own resources in accordance with City policy.
   b. During the incident and in accordance with City policy, all City Departments must coordinate with GSD Central Procurement, to acquire, allocate, manage, and monitor incident related resources and material.

III. CONCEPT OF OPERATIONS

Logistics Support

The Emergency Manager (EM) (or when activated the Unified Management Team (UMT)) or designee will activate the Logistics Support function within the EOC as needed. The GSD will assign a representative, usually from the Procurement Services Division, to the EOC to provide support to the Logistic Section Chief and coordinate logistical needs within the EOC. The Logistics Support representative may:

A. Provide Logistical Support
B. Assist in locating suppliers and vendors for products and services.
C. Activate mutual aid to obtain additional resources.
D. Contact private entities to identify and obtain resources.
E. Serve as the Single Point for resource request submission and approval or coordinate information between Multiple Point ordering systems.
F. Handle expedited contract bidding and purchase order awards.
G. Ensure adherence to the **City of Kansas City Procurement Procedures Manual** (OEM has a copy of this document on its shared drive. Copies of this document must be requested from the authoring agency.) for purchasing and contracts, unless a Declaration of Emergency is declared (see **Annex A Direction and Control** for more information.).
H. Provide Resource Coordination including storage and distribution
I. Completing resource status and tracking reports.
J. Documenting resource use.
K. Ensure compliance with city policy and procedures.
L. Conduct resource typing in compliance with Federal Emergency Management Agency (FEMA) guidelines.
M. Make Resource Allocation Recommendations Based on Incident Priorities
N. In the event that resources are in short supply, the EOC Logistics Support representative will allocate resources in a manner that best obtains critical incident objectives in a priority order.

Finance/Admin Support

The EM or designee (or when activated the UMT) will activate the Finance/Admin Support function within the EOC as needed. A representative of Finance may be assigned to the EOC to provide assistance with financial issues within the EOC. The EOC Financial Support representative may:

A. Provide Financial Support

B. Establish contracts with vendors and interpret contract language and agreements through the GSD Procurement Division. In order to use an existing contract, it must have an emergency services clause.[2]

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[2] City contracts, which are deemed probable to be used during an incident, have within them an emergency clause

C. Develop reports regarding personnel, equipment hours, and contract services in accordance with the Federal Emergency Management Agency (FEMA) **(816-283-7061)** rules related to disaster declarations worked and associated cost.

D. Open additional purchasing card capability to allow for emergency purchases, as needed.

E. Provide Guidance and Coordination for:
   a. Documentation supporting all incident cost data.
   b. Preparation and submission of cost summaries.
   c. Compliance with City, State and Federal cost accounting.

The Office of Emergency Management

The Office of Emergency Management (OEM) fulfills multiple responsibilities regarding resource management. These responsibilities can include (but not necessarily limited to):
   A. The Finance/Admin representative will work closely with the POC regarding submissions and reimbursement for disaster funds:
      a. Work closely with each city department to collect cost documentation and prepare for submission to the Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr)**.
      b. Review cost documentation to determine eligibility under FEMA/SEMA guidelines:
      c. Must follow federal guidelines outlined in the Uniform Guidance administrative requirements which are outlined in **2 CFR Part 200** (https://ecfr.io/Title-2) which applies to all disaster grants and subgrants, **44 CFR part 206** (https://ecfr.io/Title-44/) that sets forth the disaster assistance rules applicable to major disasters and emergencies declared by the President.
      d. FEMA has policy guidance that can be found here: http://www.fema.gov/public-assistance-policy-and-guidance
      e. Equipment rates must be charged at FEMA approved rates found here: http://www.fema.gov/schedule-equipment-rates and not rates that the Departments create. A copy of the rates at the time of the disaster should be printed and kept in the incident file.
      f. State and federal disasters are declared by county. During some disasters not all 4 counties that KCMO lies in are declared. Costs must be broken down by county.
      g. Time and materials contracts may only be used for the first 70 hours. After that it must be based on per unit costs.
      h. The City must check each vendor to ensure that they are not on the federal debarment list and keep a copy of proof of such with the disaster files.

i. FEMA prohibits the use of cost-plus-percentage-of-cost contract arrangement. Cost must be quantifiable in standard units and not a vendor cost plus a percentage.

j. Files must be maintained to show the history of procurement actions for the disaster including Requests For Proposals (RFPs), records of phone solicitations, etc. to prove competitive bid practice even under the emergency purchasing rules of the city.

k. Only overtime (OT) for labor class is eligible – their schedule for the whole week needs to be seen because of leave issues affecting OT reimbursement

l. City Departments must follow the City's rules regarding work time and OT to be eligible for reimbursement.

m. Individuals that work on multiple projects may only charge equipment and OT for work related to the disaster. Example: A crew with city equipment is removing debris from a disaster, they get called away to address an unrelated issue (attending a mandatory meeting not disaster related) and return to the disaster work. We must deduct the labor and equipment hours during the meeting.

n. Non-expendable supplies purchased for the disaster must be inventoried and made available for inspection upon request of FEMA, U. S. Office of the Inspector General **(202-619-0335, 800-447-8477 fraud)**, etc.

o. Materials taken from existing inventories for use under FEMA projects must be documented by inventory withdrawal and usage records and billed at the purchase price, not the current retail price.

p. If credits are issued for any disaster purchases, they must be deducted from the claimed costs.

B. Logistical Coordination/Resource Acquisition

a. OEM is responsible for locating alternate resource providers when KCMO has exhausted its supply either stored or from vendors

b. Certain resources (e.g. law enforcement, fire, emergency medical services (EMS)) may be acquired directly by the respective department through mutual aid/memorandums of understanding

C. Storage and Inventory

a. Items related to the disaster will need appropriate storage locations. OEM, working with strategic partners, will locate places to house resources

b. In order to maintain proper documentation, OEM (partnering as needed with other departments/agencies) will maintain or monitor inventorying of disaster related resources

c. In coordination with the Incident Commander/Unified Command (IC/UC) and UMT, OEM will locate and coordinate resource collection and storage locations for the responders and public as

necessary. See **Attachment N-1 Logistical Operations** for more information.

D. Resource Distribution
   a. As needed, OEM may lead coordination efforts to ensure distribution of acquired, disaster related resources in accordance with NIMS principles.
   b. In coordination with the IC/UC and UMT, OEM will locate and coordinate Supply Distribution Points (SPDs) as necessary. See **Attachment N-1 Logistical Operations** for more information.

E. Donations Management
   a. Disasters often result in an influx of donated resources including spontaneous donations.
   b. OEM, working with other departments/agencies, will (as needed) coordinate the acquisition, storage, and distribution of donated resources
   c. OEM will coordinate, if necessary, with City Communications to inform the public where and when donations will be accepted

F. Volunteer Management
   a. Trained volunteers – CERT
      i. KCMO OEM has a cadre of trained volunteers, the Community Emergency Response Team (CERT) that can be utilized to assist with disaster operations
      ii. KCMO CERT is activated/managed by the OEM Co-Coordinators
   b. Spontaneous volunteers
      i. Spontaneous volunteers are persons who, although they may have useful skills and/or training, are not familiar with being a volunteer with respect to the National Incident Management System/Incident Command System (NIMS/ICS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf, https://training.fema.gov/emiweb/is/icsresource/). These persons can be a useful resource if managed properly.
      ii. KCMO OEM, working with strategic partners such as United Way 211 **(211, 816-472-4289)**, is responsible for managing spontaneous volunteers
      iii. United Way 211 has a Volunteer Reception Center Plan (with MARC) for processing spontaneous volunteers and assigning them to appropriate response/recovery efforts.

ATTACHMENT N-1: LOGISTICAL OPERATIONS

Supply Distribution Points (SDPs)

SDPs are temporary locations at which commodities are distributed directly to disaster victims. SDPs differ from Points of Distribution (PODs) in that they do not dispense medications. Commodities may arrive at different locations in the jurisdiction and may require local transport to SDPs. Determination of SPD locations is decided by the EOC in response to catastrophic incidents. SPD creation and deployment is the responsibility of the EOC with direct support from Fire Department personnel. However, other departments and agencies may be tasked with SPD operational capabilities by the active EOC.

Planning Considerations

- The critical planning factor for ordering commodities is "distribution" capability, not people without power.

- Distribution planning must be a priority of local governments for the commodities mission to be successful.

- All levels of government must understand the distribution point concept.

- A distribution point with one supply lane can serve 1,660 cars or 5,000 people in one day (Type III Distribution Point).

- A Type II Distribution Point has two lanes.

- A Type I Distribution Point has four lanes.

An SDP diagram is provided as **Figure 1 - Supply Distribution Point Diagram**.

Figure 1 - Supply Distribution Point Diagram
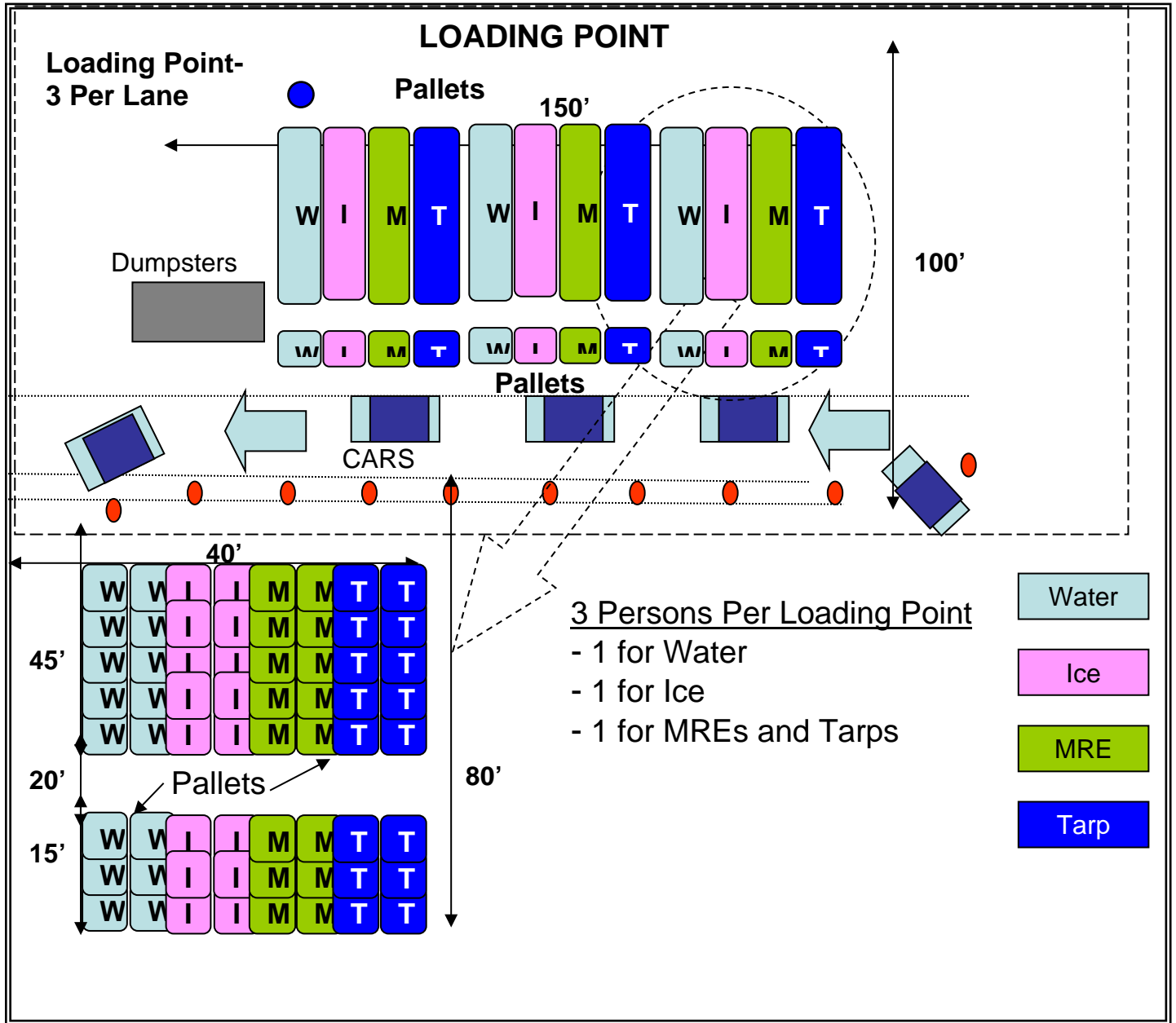
Staging Areas

Staging Areas are established for the temporary location of available resources. Staging Areas will be established by the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section

Chief's request, and requests Logistics Section support, as necessary, for resources located in the Staging Area.[3]

Staging Area selection is required in any scenario which requires large scale response activities. Staging Areas are designated areas which are utilized in setting resources and personnel for immediate deployment into the affected areas. Staging Areas are divided by discipline and managed locally while in constant communications with EOC command. Staging Area resources should never be self-deployed but initiated by Unity of Command. Staging Area selection should be dynamic and in response to the type of catastrophe and geographical location of damage.

Designate an area where resources and equipment can be delivered, stockpiled, and utilized. The staging area should be selected far enough away from the actual incident so that safety is guaranteed. However, it also must be close enough for instantaneous deployment of staged resources into the affected areas. Law enforcement will set up perimeter security and maintain security until the conclusion of the incident. General Services Department has the responsibility of maintaining an active list of possible staging areas, resources for active staging areas, and delivery of resource and Staging Area requests to the EOC.

Planning Considerations

- Property ownership.

- Surrounding land use; and proximity of the site and the site's entrance to residences.

- Current availability and duration of availability.

- Capacity and size, including adequate space for tower and/or scale installation; and adequate space for vehicle queue and turnaround.

- Ease of provisioning: fuel, food, water, electricity, etc.

- Ease of ingress/egress and site topography.

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[3] From the National Incident Management System, 2020, which may be found at https://www.fema.gov/emergency-managers/nims.

- Ease of preparation.

- Distance from entrance/exit to closest main road.

- Number of traffic lights between entrance/exit and closest main road.

- Presence of low-hanging wires.

- Damaged buildings/infrastructure in proximity to site.

- Environmental impact, including runoff characteristics; and presence of non-mapped wetlands and water resource areas.

- Time and cost of returning site to original condition.

- Relative location to other Staging Areas.

Incident Base

An Incident Base is the location at which primary support activities are conducted. A single Incident Base is established to house equipment and personnel support operations for the entire catastrophic incident. The Incident Base should be designed to be able to support operations at multiple incident sites. The requirements of the incident and the desires of the IC/UC will determine the specific locations and requirements of Incident Base.[4] Below are aspects and planning considerations the EOC should employ in deciding the location of the Incident Base. OEM also maintains a Mobile Command Unit (MCU) capable of communications with all departments and mobile internet access. The MCU allows for potential Incident Base locations to be outfitted with proper communication abilities in the event of heavy destruction to potential Incident Base locations. Deployment of the MCU in support of Incident Base operations is strictly at the discretion of OEM and should not be the first option for Incident Base development.

Planning Considerations

- Communication resources and redundancies, capable of communication with all departments, responders, and command facilities.

- Space available for staffing and equipment needs.

- Geographically located in undamaged infrastructure, with ease of ingress and egress of transportation.

- Availability of public utilities and possible commissary needs.

- Time and cost of returning site to original condition.

- Costs associated with development of any unoriginal site features (computers needed, communications systems, removable barriers, etc.) and fees.

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[4] Terminology and operations from the National Incident Management System, 2020, which may be found at https://www.fema.gov/emergency-managers/nims.

ATTACHMENT N-2: ACRONYMS

AR	Administrative Regulation
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
GSD	General Services Department
IC	Incident Commander
ICS	Incident Command System
KCMO	Kansas City, Missouri
MCU	Mobile Command Unit
NIMS	National Incident Management System
OEM	Office of Emergency Management
OT	Overtime
POC	Point of Contact
POD	Point of Distribution
RFP	Requests for Proposals
SEMA	Missouri State Emergency Management Agency
SPD	Supply Distribution Point
UC	Unified Command
UMT	Unified Management Team

ATTACHMENT N-3: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Administrative Regulations (AR), Kansas City, MO, City Manager, (located on the KCMO Intranet: mykc.kcmo.org)

Assistance for Government and Private Non-Profits After a Disaster, August 2020, FEMA, https://www.fema.gov/assistance/public.

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

City of Kansas City Procurement Procedures Manual, June 2017, KCMO General Services Department Procurement Services Division, (copy can be requested from GSD Procurement).

Federal Disaster Assistance, 44 CFR part 206, Mar 1989, https://ecfr.io/Title-44/Part-206.

ICS Resource Center, FEMA, https://training.fema.gov/emiweb/is/icsresource/.
National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Schedule of Equipment Rates, August 2020, FEMA, https://www.fema.gov/assistance/public/schedule-equipment-rates.

Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR part 200, December 2013, https://ecfr.io/Title-2/Part-200.

ATTACHMENT N-4: PHONE NUMBERS FOR ANNEX M

KCMO - Finance Department	816-513-1173
KCMO – Finance Office of Management and Budget	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. Office of the Inspector General	202-619-0335, 800-447-8477 fraud
United Way 211	211, 816-472-4289

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex O: Catastrophic Incidents

January 2023

Table of Contents

I. PURPOSE STATEMENT

The purposes of this annex are to supplement and expand on operational concepts in the other annexes of the Kansas City, MO (KCMO), Local Emergency Operations Plan (LEOP). Specifically, Annex O (hereafter "Annex") is applicable only when incidents exceed the response capacity of the Kansas City, Missouri, LEOP.

This annex specifically addresses operations for Kansas City, MO, but correspond with and may work in conjunction with regional plans and Missouri State Emergency Management Agency (SEMA) **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))** plans such as the New Madrid Seismic Zone Missouri Joint Operations Plan.

II. SITUATION

Kansas City, Missouri, is outlined in more detail in the Base Plan.

A catastrophic incident, as defined by the National Response Framework (NRF), is any natural or manmade incident, which results in extraordinary levels of mass casualties, damage, or disruption to the population, infrastructure, environment, economy, and/or government functions. A catastrophic incident almost immediately exceeds resources normally available to local and private-sector authorities in the impacted area significantly interrupts governmental operations and emergency services.

Man-made/technological disasters could also overwhelm the resources of KCMO. A Complex Coordinated Terrorist Attack (see **HSRP 6 – Terrorism** for more information) or a hazardous material release from a major chemical facility in the metro region are both likely. KCMO has a number of soft targets, which terrorists could coordinate and attack simultaneously. There are facilities within KCMO that could potentially release large plumes of hazardous material. Either would require a response from multiple resources and may inundate first responders.

III. PLANNING ASSUMPTIONS

A catastrophic disaster will require unified response from local, state, and federal agencies, non-governmental organizations (NGO), and the private sector. State and federal government agencies will make every effort to provide additional life safety support as quickly as possible; however, state and federal resources may not be available in the early stages of an emergency. The mission is to save and sustain human lives, minimize suffering, stabilize and restore Critical Infrastructure/key resources, and set the condition for recovery following a catastrophic disaster. With this in mind, the Kansas City, Missouri, Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)** has decided upon the following assumptions:

A. Resources will be prioritized first for saving and sustaining human life, incident stabilization, protecting property, and then protecting the environment for all mission areas of prevention, protection, response, and recovery efforts.

B. Coordination is expected, as multiple entities may be competing for resources.

C. All applicable laws and legal requirements will be adhered to in conducting response and recovery activities.

D. City staff may be personally affected by the disaster and not able to report for duty. Refer to Kansas City's Continuity of Operation Plan (COOP) and departmental COOPs for more information.

E. Disasters requiring this annex may directly (flooding, tornado, technological hazard) or indirectly (catastrophic New Madrid Seismic Zone (NMSZ) earthquake, Gulf Coast hurricane) affect Kansas City.

F. The Governor will declare a State of Emergency and request a Presidential Disaster Declaration.

G. The State of Missouri will immediately request support from the Federal Emergency Management Agency (FEMA) **(816-283-7061)**.

H. The State Emergency Management Agency (SEMA) will activate the Emergency Management Assistance Compact (EMAC) and established mutual aid agreements will be honored to the extent possible.

I. Kansas City, Missouri, Office of Emergency Management (OEM) will use all available local resources and implement established mutual aid agreements as needed.

J. Damaged transportation, communication, power distribution systems, pipelines, chemical and fuel storage, and other infrastructure systems may not be functional for many weeks or months.

K. Sheltering may take place outside the impacted area. Evacuation, if necessary, shall be conducted in accordance with **Annex G – Evacuation and Transportation Services Plan** of the LEOP and the **Mid-America Regional Council Kansas City Regional Mass Evacuation Plan** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the Mid-America Regional Council (MARC) **(816-474-4240)**.). As noted in the latter document, however, the chance of a hazard that would require the entire evacuation of KCMO is extremely rare.

L. Many people will self-evacuate, if possible, while others will stay for a variety of reasons including protecting property or caring for farm/companion animals.

M. During both the New Madrid and Gulf Coast hurricane scenarios, Kansas City has been designated as a Reception Center/Host City for evacuees. The operations and resource needs for mass care and sheltering will be substantial to provide an achievable transportation and care model for patients and evacuees.

N. The need for external Incident Support Teams (IST) is anticipated.

O. Damage to main transportation infrastructure will impact all response operations.

P. Regional resources will be deployed from all across the metropolitan area. Resources will be requested by all local jurisdictions affected by the catastrophic disaster.

Q. Communication resources in the affected area will be severely impacted.

R. In the event of a catastrophic incident, local NGO and private-sector resources are expected to be severely impacted and limited.

S. All private-sector response and resource operations will be organized through the OEM Emergency Operations Center (EOC), enabling the EOC to retain coordination and control of the incident.

T. All types of public and private transportation infrastructure may be severely affected.

IV. LEGAL AUTHORITIES

Authorities for local government response can be found in the LEOP **Annex A- Direction and Control Plan** and throughout the other annexes.

V. ORGANIZATIONAL RESPONSIBILITIES

As stated in the **National Response Framework Fourth Edition 2019** (NRF) (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response), most incidents begin and end locally and are managed and executed at the local. Some may require additional support from neighboring jurisdictions or state governments and local partners such has non-governmental organizations (NGOs) like the American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**. Incidents that occur within or along the borders of federally managed lands and state, tribal, and territorial lands require unity of effort among federal, state, tribal, or territorial governments at the local level. When all levels of government become engaged, a response is federally supported, state managed, and locally executed, with tribes, territories, and insular area governments often managing the response, as well.

Kansas City, Missouri, recognizes that local authorities will direct response operations with support from state and federal partners through the Unified Command (UC)[1]. State and federal partners will not supplant local efforts but attempt to supplement these as requested.

Organizations Responsibilities and Operations:
As stated above, the local agencies have responsibility for the incident, the state manages the resources requested and provides a conduit to federal support, and the Federal Government supports the incident as local and state resources become insufficient.

Below is listed the three levels of tiered response (local, state, and federal), how to activate the next level, and the operation of each level.

Kansas City, MO, Responsibilities and Operations

KCMO has direct responsibility for incident response operations. As outlined in **Annex A – Direction and Control**, the Mayor of KCMO has the authority to declare a local state of emergency. KCMO's responsibilities and operations for simple incidents are outlined in the other annexes of this LEOP. Complex incidents will be managed similarly. Once KCMO resources become overwhelmed, the following considerations can be utilized:

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[1] The exception are incidents that come under the direct jurisdiction of the US Federal Government, such as acts of terrorism. However, the local jurisdiction will be in charge until the responsible federal agency representatives are on scene.

A. KCMO can utilize regional agreements with other agencies such as fire, police, public works, water, and other emergency managers.

B. KCMO can activate regional emergency guides and plans such as the **Bi-State Kansas City Region Regional Coordination Guide** (RCG) (https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide).

C. KCMO can request Missouri resources.
   a. KCMO OEM has direct access to requesting Missouri resources and does not need to go through county emergency management agencies.
   b. KCMO OEM coordinates with SEMA to request those resources.

D. KCMO, during catastrophic incidents, will provide SEMA situation awareness through the SEMA Region A Coordinator.

KCMO should be prepared to receive Missouri National Guard (MONG) **(888-526-6664)** and U.S. Department of Defense (DOD) **(888-407-4747, 703-571-3343)** assets into the affected area. Their respective missions (responsibilities) will be outlined further under the state and federal sections.

Missouri State Emergency Management Agency (SEMA) Responsibilities and Operations

*The State of Missouri, through SEMA **(573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first))**, has the responsibility to provide support to local incidents. Their responsibility is not to command the incident response, but they can provide incident support. The primary method for requesting resources from SEMA is through SEMA's WebEOC.

Various state organizations and positions facilitate incident support including:

A. State Emergency Operations Center (SEOC) **(573-526-9100, 573-751-2748 Duty)**
   a. SEOC will be activated to facilitate state response and recovery efforts.
   b. Once established, the SEOC may be utilized to coordinate response between local EOCs (Kansas City EOC), the State, and the Federal Government.
   c. SEMA, through the SEOC, will activate Emergency Management Assistance Compacts (EMACs) to request out-of-state resources beginning with neighboring states.

B. State Emergency Management Agency Regional Coordinators
   a. Regional Coordinators act as liaisons to SEMA and advisors for local jurisdictions.
   b. KCMO works with the Region A Coordinator.

C. Incident Support Teams (IST)
   a. ISTs will be deployed by the State to assist local EOC operations if activated. An IST is an overhead management team to facilitate ICS organization.

D. Principle State Office (PSO)
   a. The PSO is the designated representative of the Governor to oversee, coordinate, and execute the Governor's incident management responsibility including coordinating with the Federal Government.
   b. The PSO is the Director of Public Safety or designee.

E. Missouri National Guard (MONG) **(888-526-6664)**
   a. MONG's role is to provide Defense Support of Civil Authorities (DSCA) during/following a man-made or natural disaster.
   b. MONG is activated by the Governor and SEMA.
      i. MONG support may be requested through SEMA via SEMA's WebEOC.
   c. MONG will provide a Liaison Officer (LNO) to the EOC for coordination of MONG resources.
   d. MONG provides the following support:
      i. Transportation:
         1. MONG is responsible for the coordination of air operations as the lead for the State Air Operations Branch (SAOB).
      ii. Communications:
         1. MONG operates a high-frequency communications net for long-distance communication and has many communications assets.
         2. MONG can assist with cyber response (through MOCYBER team).
      iii. Public Works and Engineering
         1. MONG has heavy equipment and operators.
      iv. Logistics and Resource Management
         1. MONG have personnel and equipment to assist.
      v. Security
         1. MONG can provide security personnel to assets including points of distribution, sensitive sites, medical facilities, etc.
      vi. Search and Rescue/Recovery
         1. MONG can provide search and rescue teams or search and recovery teams including in contaminated areas.
      vii. HazMat
         1. MONG can provide decontamination assistance.
         2. Support CBRNE (chemical, biological, radiological, nuclear, explosive) operations.

Federal Emergency Management Agency Responsibilities and Operations

Federal resources and agencies will support the incident when requested by Missouri. Federal resources are categories and operate according to the Emergency Support Functions (ESF), which is covered in more detail under section **VI Concept of Operations**.

There are two types of incidents that prompt a Federal Government response: incidents requiring Federal Government direct involvement (such as airline, rail, maritime, terrorism, etc.) and incidents in which the Federal Government provides support. With the first type (a non-Stafford Act), the President declares a Lead Federal Agency. State and local governments provide support and may direct secondary incidents.

When the Federal Government provides support, as with the second type, FEMA will typically be designated as the lead support agency and liaison with other departments. The Federal Government will form certain structures/organizations to support the locals and state. These may include:

A. Joint Field Office (JFO)
   a. A temporary organization that provides a central location for coordination of incident response efforts by governmental, private sector, and NGO partners.

B. Regional Response Coordination Center (RRCC)
   a. The RRCCs are located at the FEMA regional offices and coordinate federal response efforts maintaining connectivity with state EOCs and FEMA Headquarters.
   b. RRCCs are only active in response to or anticipation of an incident.

C. National Response Coordination Center (NRCC)
   a. Located at FEMA headquarters in Washington DC, the NRCC is a multiagency coordination center to support major disasters and emergencies.

The Federal Government can also mobilize, for catastrophic incidents, Department of Defense (DOD) resources. DOD responders will also integrate into the response organization under the local UC but will remain under control and direction of United States Northern Command (USNORTHCOM) **(719-554-6889, 719-556-7321 operator)**. Typically, DOD assets will accept missions at the state and county levels.

Regional Strategic Partners Responsibilities and Operations

Particularly during catastrophic incidents, KCMO will work closely with regional governments, private organizations, NGO, individuals and households, and other strategic partners to incorporate the whole community when responding. These strategic partners can fulfill many resource gaps, especially during the initial stages of the incident until additional resources can arrive.

While able to assist with response operations, many of their resources can be most effective in recovery operations, both short and long term. Some of the assistance that can be potentially provided is outlined below. This list provides only the basic concepts:

A. Regional Governmental Agencies
    a. Missouri local governments participate in a statewide mutual aid system **(RSMo 44.090)** (https://revisor.mo.gov/main/Home.aspx), which allows for sharing of resources.
    b. Through building of relationships and agreements, KCMO can share resources with other jurisdictions within the Mid-America Regional Council Kansas City Region.
    c. Other local jurisdictions can provide personnel, materials, and emergency management assistance as needed.

B. Private Organizations
    a. Through agreements (mutual aid or memorandums of understanding – MA and MOU, respectively), KCMO may request the assistance of private organizations to provide resources, expertise, and materials.
    b. Private organizations can provide a needed boost to community and economic recovery following a disaster.

C. Non-Governmental Organizations (NGOs)
    a. NGOs, consisting of volunteer and other community organizations, can provide resources and personnel to assist with operations.
    b. NGOs can provide critical personnel and supplies to assist with short-term recovery, particularly the community lifelines of Food, Water, Shelter, and Health and Medical (see Community Lifelines in section **VI. CONCEPT OF OPERATIONS**).

D. Individuals and Households
    a. The greatest asset to community resiliency, particularly during a catastrophe, is the ability of the individuals and households to be prepared. Being able to self-sustain for even 2-3 days helps alleviate the burden on first responders, allowing them time to increase their capabilities.
    b. Individuals and households also provide needed resources such as donations and volunteers.

VI. CONCEPT OF OPERATIONS

This section will focus mainly on managing catastrophic (i.e. complex) incidents and coordinating with Missouri State and Federal agencies. Complex incidents are those incidents normally of Type 1 or Type 2 – extending into multiple operational periods and requiring multijurisdictional/multidisciplinary efforts.

There are two types of responding jurisdictions/agencies: affected jurisdictions and supporting jurisdictions. Affected jurisdictions are those directly or indirectly (denied resources due to the incident but no damage, for example) by the incident. Supporting jurisdictions are those unaffected by the disaster and able to provide support to the affected jurisdiction. Supporting an incident can also overwhelm resources. A NMSZ earthquake would, supposedly, not affect KCMO directly, but managing the substantial influx of evacuees would.

Operational Concepts

There are certain concepts to be addressed when coordinating with Missouri and the Federal Government. Other concepts are not covered in the other annexes of the LEOP.

Priorities and Community Lifelines

The **National Response Framework Fourth Edition 2019** (NRF) and the Federal Government recognize 7 community lifelines requiring response priority to lessen the impacts to public health and safety, the economy, and security. These lifelines also promote the principle objectives of incident response: life safety, incident stabilization, and property conservation. The 7 community lifelines are:

A. Safety and Security
    a. Law enforcement, government services, search and rescue, and firefighting capabilities in addition to promoting responder safety.

B. Food, Water, Shelter
    a. Support systems that enable the sustainment of life, such as water treatment, transmission, and distribution systems; food supply and distribution networks; and sheltering.

C. Health and Medical
    a. Infrastructure and service providers for medical care, public health, patient movement, fatality management, behavioral health, veterinary support, and health or medical supply chains.

D. Energy (Power & Fuel)
    a. Service providers for electric power infrastructure, (generation, transmission, and distribution systems), as well as gas and liquid fuel processing, transportation, and delivery systems.

E. Communications
   a. Communication systems encompass a large set of diverse modes of delivery and technologies, often intertwined but largely operating independently. Services include elements such as alerts, warnings, and messages, as well as 911 and dispatch. This also includes accessibility of financial services.

F. Transportation
   a. Transportation infrastructure generally includes highway/roadways, mass transit, railway, aviation, maritime, pipeline, and intermodal systems.

G. Hazardous Materials
   a. This includes assessment of facilities that use, generate, and store hazardous substances, as well as specialized conveyance assets and efforts to identify, contain, and remove incident debris, pollution, contaminants, oil or other hazardous substances.

Emergency Support Functions (ESFs)

The State of Missouri and the Federal Government operate under the concept of ESFs. ESFs provide the structure for coordinating Federal interagency response through grouping functions most frequently used. SEMA, and certain jurisdictions within Missouri, have adopted using ESFs to group their response agencies.

The State of Missouri and the Federal Government, however, have slightly different ESFs, ESF 14 having a different name. Many local jurisdictions use their own ESF groups that vary from both Missouri and the Federal Government. Below is a table providing some detail (for more comprehensive information, refer to the **Missouri State Emergency Management Agency State Emergency Operations Plan** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from the authoring agency.)[2] and the **National Response Framework Fourth Edition 2019** (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response):

Figure 1 - ESF FEMA/SEMA Crosswalk

ESF#	Title	SEMA Description	FG[3] Description
1	Transportation	Coordinate the management of transportation (including air operations) systems during an incident	Coordinate and regulates the management of transportation systems including the safety and security

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[2] A copy of this plan may be requested from SEMA.
[3] Federal Government.

ESF#	Title	SEMA Description	FG[3] Description
2	Communications	Manage communication support to response efforts	Coordinate critical communication infrastructure and systems including supporting response
3	Public Works and Engineering	Coordinate the capabilities and resources to protect public works and infrastructure	Coordinate the capabilities and resources to deliver services, tech assistance, engineering and construction expertise, and other support
4	Firefighting	Coordinate response efforts in detection and suppression of wildland, rural, and urban fires	Support wildland, rural, and urban firefighting detection and suppression
5	Information and Planning	Support and facilitate multiagency planning and coordination	Support and facilitate multiagency planning and coordination
6	Mass Care, Emergency Assistance, Temporary Housing, & Human Services	Coordinate and support the delivery of mass care, emergency assistance, and donations management	Coordinate and support the delivery of mass care and emergency assistance
7	Logistics	Provide logistics planning to manage government, private, and NGO resources	Coordinates meeting the needs of disaster survivors and responders
8	Public Health and Medical Services	Provide a mechanism to supplement local public health and medical resources	Coordinates assistance to actual or potential public health and medical incidents
9	Search and Rescue (SAR)	Coordinate and support rapid deployment of SAR resources	Coordinates rapid deployment of SAR resources

ESF#	Title	SEMA Description	FG[3] Description
10	Oil and Hazardous Materials Response	Protect health and safety, property, and environment from and restore CI[4] capacity from oil/hazardous material incidents	Coordinates response support for an actual or potential discharge of oil or hazardous materials
11	Agriculture and Natural Resources	Coordinates protection of the nation's food supply including pests and disease	Coordinates protection of the nation's food supply including pests and disease
12	Energy	Ensure adequate supplies of energy during and following and emergency	Supports reestablishment of energy systems and provides tech expertise for radiological and nuclear incidents
13	Public Safety and Security	Coordinate law enforcement activities	Supports public safety and security capabilities
14	Cybersecurity	Under development	
14	Cross Sector Business and Infrastructure		Coordinates cross-sector infrastructure partners to prevent or mitigate cascading failures
15	External Affairs	Disseminate public information and warning and provide situational awareness	Coordinates public information release

Air Transportation Operations

During a catastrophe, ground transportation may be limited due to damage. The Kansas City International Airport (MCI) **(816-243-3000 admin, 816-243-4000 ACC)** and Kansas City Charles B. Wheeler Downtown Airport (MKC) **(816-859-7600)** can service fixed and rotary wing aircraft. Both airports also have facilities for supply storage and distribution.

As both airports are across the river, the IC/UC, coordinating with OEM, may need to identify locations to establish Helispots for transport of resources closer to the incident needs. OEM will assist in identifying locations near supply distribution and medical support sites where rotary wing operations could occur for delivery of resources and air

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[4] Critical Infrastructure

evacuation. In addition, it may be necessary to identify ground transportation assets that can meet aircraft and transport personnel and commodities deeper into the impact zone. MONG serves as the lead agency for SOAB and may provide assistance/guidance as well as oversee air operations when requested.

Activation

This section will cover two types of activation: Annex Activation and Activation of State and Federal Assistance.

Annex Activation

The OEM, City Manager, or other senior official's decision to activate this annex will be based upon the exhaustion of resources or the anticipated exhaustion of resources. The activation of this annex will usually, but not necessarily, accompany a Mayoral Proclamation of Emergency. A proclamation may be made for an incident that does not exceed KCMO's capability to manage.

Resources from other jurisdictions and the State of Missouri may also be made without the activation of this annex. Some incidents may require additional resources (law enforcement, firefighting, emergency medical services, public works, etc.) without the incident being catastrophic. See other LEOP annexes for more information.

For a NMSZ incident exceeding 6.5 on the Richter Scale, Missouri SEMA may request activation of this annex to support mass care and medical surge resource needs. Resources to meet other needs may also be requested in accordance with the **New Madrid Seismic Zone Earthquake – Joint State of Missouri & Region VII Response Operations Plan** (https://sema.dps.mo.gov/docs/publications/new-madrid-seismic-zone-earthquake.pdf).

Activation of State and Federal Assistance

As stated above, activation of Missouri resources merely requires a request from OEM to SEMA for additional assets. Such requests could be for MONG or Missouri Highway Patrol to supplement law enforcement/security needs when additional resources are, or anticipated to be, needed.

For catastrophic incidents where Stafford Act (https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf) relief is needed or anticipated to be needed (such as public assistance reimbursement), a formal process exists to activate federal resources. The abbreviate steps are outlined as follows (see also **Figure 1 - Requesting Assistance**):

   A. Local Jurisdiction Steps
       a. The Mayor of KCMO declares a Proclamation of Emergency (see **Annex A Direction and Control**).

   b. The command staff and/or OEM recognizes that local and regional resources are or soon will be overwhelmed and capabilities will be diminished.
   c. OEM contacts SEMA (usually via the Region A Coordinator) to state that local capabilities are insufficient or will soon be overwhelmed.
   d. The Mayor **(816-513-3500)** must send a request to the Governor for a declaration of a State of Emergency. The request must include:
      i. Verification that a State of Emergency exists within the City, the date/time that the emergency began, and the cause of that emergency.
      ii. State that the disaster is beyond the capability of local government to effectively respond. The City must establish the reasonableness of the request by citing specific adverse conditions that are occurring or will occur if assistance is not granted.
      iii. Request specific assistance/resources from the state or federal government.

B. State Steps
   a. The Governor declares a State of Emergency.
   b. SEMA recognizes that Missouri regional and State resources are or soon will be overwhelmed; or
   c. SEMA, with the KCMO, recognizes that damage from the catastrophe may exceed the monetary thresholds (See **Annex L Damage Assessment** for more information).
   d. The Governor sends a request to the President of the United States for a Presidential Disaster Declaration.

C. Federal Government Steps
   a. The President declares a disaster freeing up financial assistance and federal resources to support the response efforts.
   b. In the event of a catastrophe of national significance, the President may grant the disaster declaration without a previous request from the Governor.

Figure 2 - Requesting Assistance

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┌─────────────────────────────────────────────────────┐
│      Local Government – Incident Responsibility       │
└─────────────────────────────────────────────────────┘
                          │
                          │        ┌──────────────────────┐
                          ├────────│   Local Resources     │
                          │        │  Overwhelmed, SEMA     │
                          │        │ Contacted for Assistance│
                          ▼        └──────────────────────┘
┌─────────────────────────────────────────────────────┐
│       State Government – Support & Liaison            │
└─────────────────────────────────────────────────────┘
                          │
                          │        ┌──────────────────────┐
                          ├────────│   State Resources      │
                          │        │  Overwhelmed, Governor │
                          │        │  Requests Assistance   │
                          ▼        └──────────────────────┘
┌─────────────────────────────────────────────────────┐
│          Federal Government - Support                 │
└─────────────────────────────────────────────────────┘
```
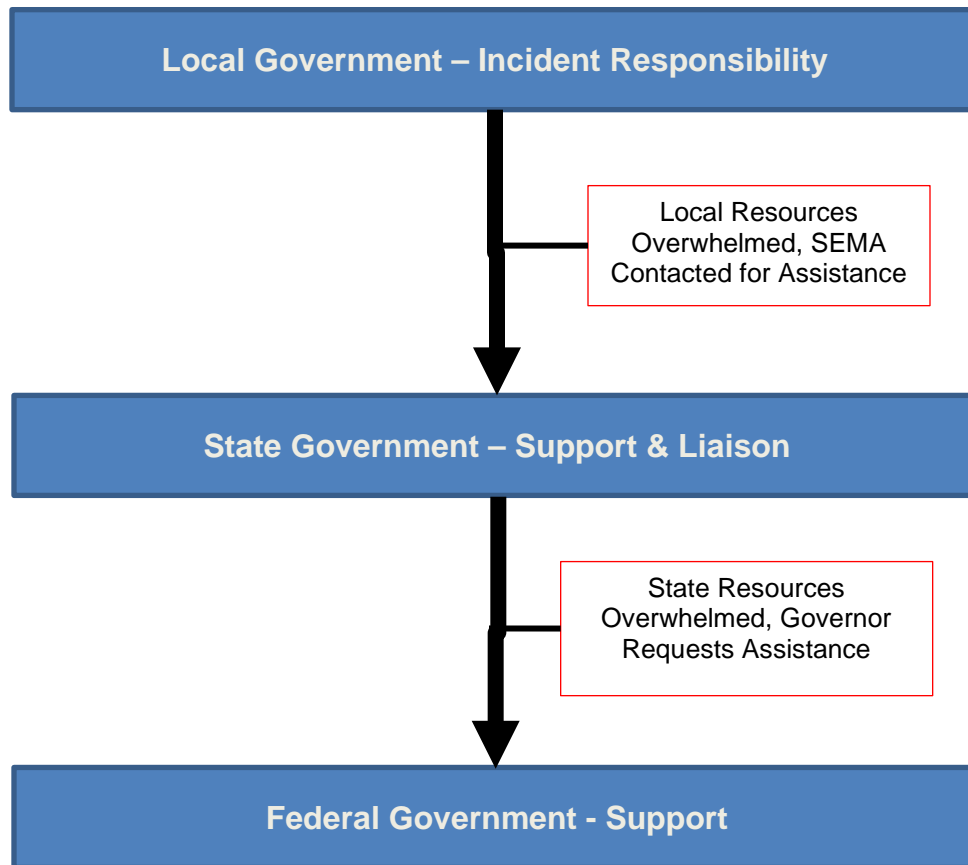
Coordination

Coordination in a catastrophe, especially a multijurisdictional one, may require additional ICS components to effectively manage. The following are some considerations for coordinating a catastrophic incident.

Multiagency Coordination Group (MACG)

The MACG may be formed through the agreement of the affected and supporting jurisdictions. The MACG will generally consist of policy making representatives from the partner jurisdictions as well as strategic partners (such as private sector and NGOs). The MACG provides for multiple agencies to coordinate response efforts related to the catastrophic incident though coordinating policies, priorities, resources, and information. The role of the MACG is to:

A. Coordinate interagency and intergovernmental issues regarding management policies, priorities, and strategies

B. Assist with critical resource acquisition, allocation, and tracking

C. Enhance and share situational awareness

D. Coordinate dissemination of incident related information

The complexity of the incident and general agreement of the strategic partners will drive which roles are implemented and to what degree. **Figure 2 - MACG ICS Organization Example** shows one method by which the MACG might be organized. The MACG can also coordinate from a single, physical location or virtually.

Figure 3 - MACG ICS Organization Example
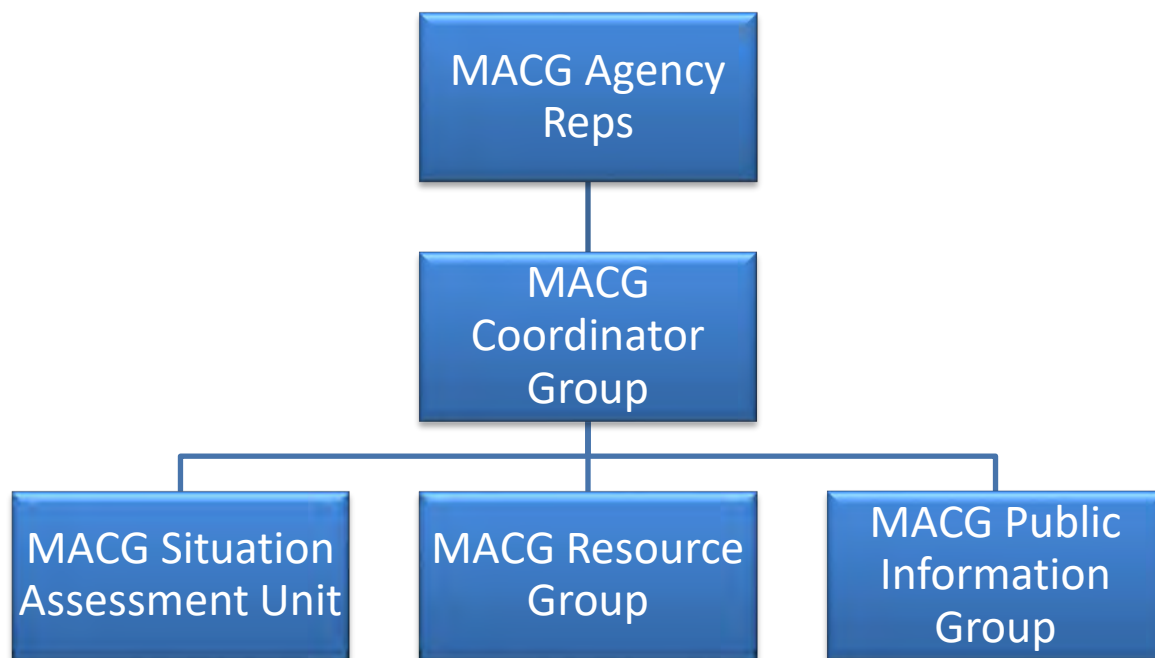
Joint Field Office (JFO)

The JFO is provides coordination for incidents of national significance or other incidents requiring a coordinated Federal response. It is identified as the primary Federal field-level facility and is, according to NIMS/ICS principles, scalable and adjustable to meet the needs of the incident. The JFO is managed by the JFO Unified Coordination Group consisting of Federal, state, and local officials with partner stakeholders as applicable. The JFO Unified Coordination Group can have JFO Coordination Staff and JFO Sections

similar to the ICS command and general staff structure. The General Staff elements are organized by Federal ESFs. See **Figure 3 - Example of JFO Organization.**

Figure 4 - Example of JFO Organization
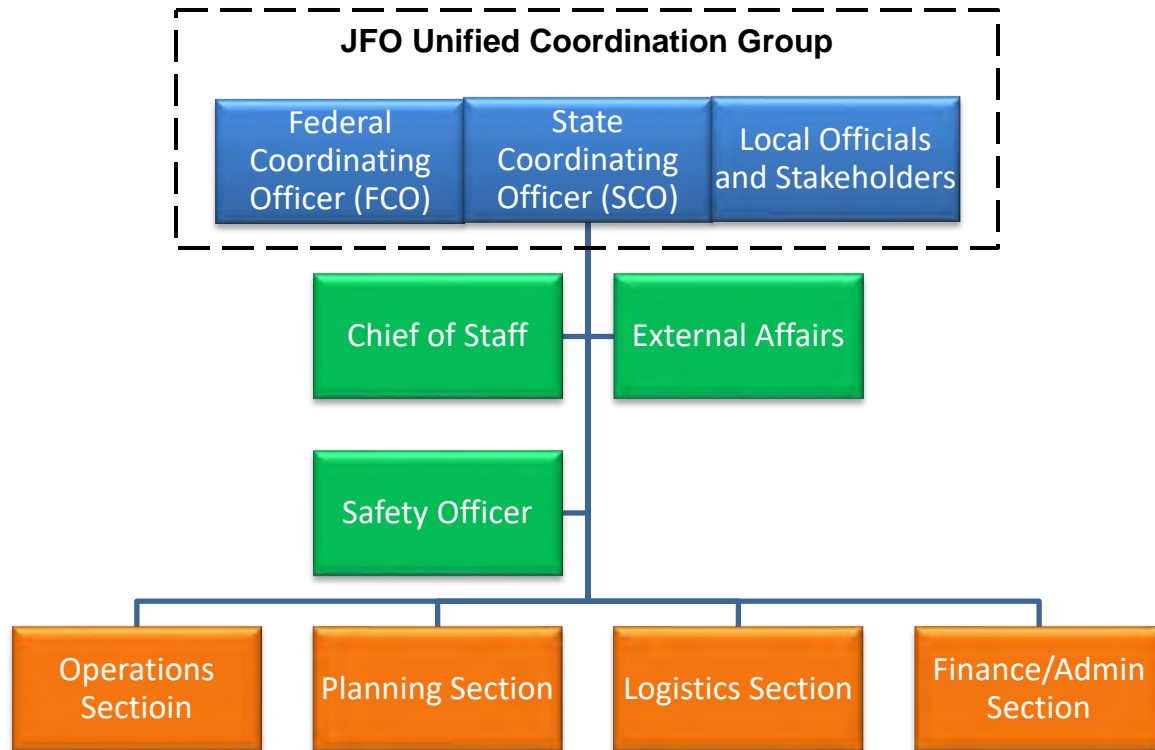
The JFO communicates with the State Emergency Operations Center (SEOC) and with local EOCs via the SEOC. The JFO provides ESF support to the incident but does not assert direction or control. As stated earlier, the direct responsibility and management of the incident remains with the local jurisdictions.

For more details regarding the Joint Field Office, refer to the **National Response Framework Fourth Edition 2019 (**https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response) and the **Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure** (https://www.fema.gov/pdf/emergency/nrf/NRP_JFO_SOP.pdf).

VII. Continuity of Government (COG)

COG is consistent with guidance in the Kansas City, Missouri, LEOP. For catastrophic incidents affecting KCMO, certain essential functions are required for the government to continue. KCMO has examined these functions and outlined actions to ensure their continued performance. Refer to Kansas City's Continuity of Operations Plan (COOP) and departmental COOPs for information on continuing essential functions.

ATTACHMENT O-1: ACRONYMS

ARC	American Red Cross
COG	Continuity of Government
COOP	Continuity of Operations Plan
DOD	Department of Defense
EMAC	Emergency Management Assistance Compact
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
IC	Incident Commander
IST	Incident Support Team
JFO	Joint Field Office
KCMO	Kansas City, Missouri
LEOP	Local Emergency Operations Plan
MACG	Multiagency Coordination Group
MCI	Kansas City International Airport
MKC	Kansas City Charles B. Wheeler Downtown Airport
MONG	Missouri National Guard
NGO	Non-governmental Organization
NMSZ	New Madrid Seismic Zone
NRCC	National Response Coordination Center
NRF	National Response Framework
OEM	Office of Emergency Management
PSO	Principle State Officer
RCG	Bi-State Kansas City Region Regional Coordination Guide
RRCC	Regional Response Coordination Center
SEMA	Missouri State Emergency Management Agency
SEOC	Missouri State Emergency Operations Center
SOAB	Missouri State Air Operations Branch
UC	Unified Command
USNORTHCOM	US Northern Command

ATTACHMENT O-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

Bi-State Kansas City Region Regional Coordination Guide, December 2019, MARC, https://www.marc.org/safety-security/emergency-services-plans/regional-coordination-guide*Bi-State Kansas City Region Regional Mass Evacuation Plan*, March 2015, MARC, https://www.marc.org/safety-security/emergency-services-plans (copy must be requested)

Missouri State Emergency Management Agency: State Emergency Operations Plan, December 2019, SEMA, (copy must be requested).

Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure, April 2006, Department of Homeland Security, https://www.fema.gov/pdf/emergency/nrf/NRP_JFO_SOP.pdf.

National Response Framework, 4th edition, October 2019, FEMA https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response.

New Madrid Seismic Zone Earthquake – Joint State of Missouri & Region VII Response Operations Plan, January 2014, FEMA and SEMA, https://sema.dps.mo.gov/docs/publications/new-madrid-seismic-zone-earthquake.pdf.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

Stafford Act, as Amended, and Related Authorities, Homeland Security Act, as amended (Emergency Management-related Provisions), FEMA P-452, May 2019, https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf.

ATTACHMENT O-3: PHONE NUMBERS FOR ANNEX O

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
Mid-America Regional Council (MARC)	816-474-4240
Missouri – National Guard	888-526-6664
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. Department of Defense (DoD)	888-407-4747, 703-571-3343
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. Northern Command	719-554-6889, 719-556-7321 operator

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

**Hazard Specific Response Plan 1
Flood Operations**

January 2023

HAZARD SPECIFIC RESPONSE PLAN 1
FLOOD OPERATIONS

Primary (lead) Departments:	Kansas City, MO, Office of Emergency Management (OEM) Water Services (WSD) Kansas City Fire Department (KCFD) Kansas City Police Department (KCPD)
Secondary (support) Departments:	311 Call Center City Communications Information Technology Division (ITD) Parks & Recreation (P&R) Public Works Department (PWD) Other City Departments as Required
Secondary (support) External Agencies:	American Red Cross (ARC) Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Hazard Specific Response Plan (HSRP) is to provide guidelines to preserve life, health, safety, and property through the implementation of quick and efficient operations during a flood incident. This Action Plan establishes polices to guide local emergency personnel in making decisions related to flooding, and general procedures to guide flood operations.

II. LEGAL AUTHORITIES AND GUIDANCE

Most legal authorities are located in the **Base Plan.** Additional documents are:

A. Code of Ordinances, City of Kansas City, MO, Chapter 1, Article I, Stormwater utility (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances).

B. Memorandum of Understanding between the National Weather Service and the City of Kansas City, MO for a Cooperative Flood Warning System, dated September 20, 1999, as amended (The Kansas City, MO, Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)** has a copy of this document on its shared drive as well as a physical copy. Copies of this document may be requested from OEM or NWS.).

C. Flood Barricade Strike Team Guide 2018 (OEM has a copy of this document on its shared drive as well as a physical copy.)

III. PLANNING ASSUMPTIONS

A. The city is vulnerable to river flooding and flash flooding year-round. Most flooding incidents will be limited in effect and will be handled by appropriate City departments within the normal scope of their authority. This HSRP will be utilized for major flooding incidents.

B. Barricade operations are detailed in the **Flood Barricade Strike Team Guide**.[1]

C. Levee issues along the Missouri, Blue and Brush Creek Rivers will be addressed in accordance with Water Services Department's (WSD) **(816-513-1313)** plans and guidelines.

D. All resources needed and available will be utilized in conducting flood operations. If the incident exceeds local capabilities, the City will request

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[1] KCMO OEM has a copy of this document, and requests should be made to this office.

mutual aid from surrounding jurisdictions, the state and (through the state) the federal government.

E. Flood operations will be conducted in accordance with this plan and will be managed in a manner that conforms to the **National Incident Management System** (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf).

Hazard Assessment
The information within this section comes from the **Regional Hazard Mitigation Plan** (https://www.marc.org/emergency-services/plans/hazard-mitigation-plan).

A. Riverine and Flash Flood
Threat Potential: High (Medium Probability, High Consequence)
   a. Background
      i. Located at the confluence of the Missouri and Kansas (also called Kaw) Rivers, Kansas City has experienced several major floods, resulting in both loss of life and damaged/destroyed property. Kansas City also has an earthen levee system along the Missouri River, and parts of Blue River, while Kansas City, MO also relies on other Levee District systems including the Birmingham Levee, the North Kansas City Levee, and the Kansas CID levee to mitigate flood risk within Kansas City, MO City Limits. The failure (or over-topping) of either system during flood conditions could cause significant damage within the City.
   b. Potential Flood Hazards
      i. Riverine flooding occurs when rivers, streams, lakes, reservoirs, or drainage systems overflow due to excessive rainfall, rapid snowmelt or ice jams. Riverine flooding can be either slow or fast rising, but generally occur over a period of days and are usually more damaging than the other types of floods. Flash floods are considered the most dangerous type of flooding nationwide due to their potential of causing death and injury to people who are unaware of or ignore the dangerous conditions. Flash floods are generally caused by intense rainfall which occurs over a relatively brief period of time. These conditions can occur well upstream from an area, resulting in a sudden and catastrophic rise in water downstream. Sheet flooding, a by-product of urbanization and development, is caused by a combination of excessive rainfall or snowmelt over saturated ground and inadequate drainage.

B. Dam Failure (Flooding)

    Threat Potential: Medium (Low probability, Medium consequence)

    a. A dam is any barrier that holds back water; dams are primarily used to save, manage, and/or reduce the peak flow of water into specific regions.

    b. Background

        i. While rare, catastrophic dam failures do occur and are known to cause significant impact on life and property.

        ii. At this time, 922 dams have been identified within the City of Kansas City. Most are unregulated, private earthen dams. The Longview Lake Dam is the only local dam operated and maintained by the U.S. Army Corps of Engineers (USACE), and consequently is the only dam with a flood inundation maps. A flood inundation map is necessary to predict where water will likely flow in the event of a controlled release of water or catastrophic failure.

        iii. The USACE also operates the Wilson, Milford and Tuttle Creek dams located west of Manhattan. These reservoirs drain into the Kansas River, which would flood the West Bottoms area of Kanas City, MO. According to the United States Army Corps of Engineers (USACE) **(816-389-2000)**, a failure of any of these dams would cause significant flooding (possibly exceeding a 500-year flood) in Kansas City within 28 hours. It is notable that these dams are located in the seismically active Nemaha Uplift zone.

        iv. The USACE also operates several dams on the Upper Missouri River. A failure or major water release within this system could also cause serious flooding in Kansas City.

    c. Potential Dam Failure Hazards

        i. Death, injury, and extraordinary property damage can occur through the hydraulic effect of fast-moving and erosive water, rapid rise of water, movement of water outside of established channels, and other effects.   In addition to flooding other natural and manmade hazards can cause dam failure.

    d. Dam Failure Planning Zones

        i. The Office of Emergency Management utilizes the U.S> Federal Emergency Management Agency (FEMA) **(816-283-7061)** Flood Insurance Rate Maps (FIRM) (https://msc.fema.gov/portal/advanceSearch) and KCMO global information systems (GIS) maps (https://data.kcmo.org/dataset/KCMO-Floodplain-Map/r275-i5j7) for planning and operations.

C. Levee Failure (flooding)

A levee is a type of elevated wall, embankment, or dam that runs along the banks of a river or canal. Levees reinforce the banks and help prevent flooding. Levees can be natural or man-made. Hazards of levee failure are very similar to that of Dam Failures listed under item #2 above. Most levees in Kansas City protect more densely packed urban development or residential areas

Flood Watch and Warning Levels

This Plan utilizes flood watches and warning levels as defined by the National Weather Service (NWS) (**816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)** (https://w1.weather.gov/glossary/):

A. Hydrologic Outlook
Issued when a forecast point is expected to flood but the confidence is <50% due to uncertainties in rainfall.

B. Urban, Small Stream, or Areal Flood Advisory
Flood statements issued to provide information on elevated river/stream flows or ponding of water in urban or other areas when such events warrant notification of the public in a product less urgent than a warning. Such alerts are issued to inform the public of "inconvenience flooding" with low potential for damaging life and property

C. Flash Flood Watch
Flash Flood watches inform the public of hydrometeorological conditions which may cause rapidly developing flooding when the flooding is neither certain nor imminent. Flash Flood watches may cover large areas both intra- and interstate, rivers, or portions of rivers (e.g., one or more forecast points). Flash Flood Watches provide advance notice and up-to-date information on the possibility of flooding within 36-48 hours.

D. Flood Watch
Flood watches inform the public of hydrometeorological conditions which may cause flooding when the flooding is neither certain nor imminent. Flood watches may cover large areas both intra- and interstate, rivers, or portions of rivers (e.g., one or more forecast points). Flood Watches provide advance notice and up-to-date information on the possibility of flooding within 36-48 hours.

E. Flash Flood Warning
Flash flood warnings are issued when the rapid rise of streams and other non-forecast point areas is imminent or occurring and the flooding presents a threat to life and property. This product is intended for those short-term events which require immediate action to protect lives and property, such as dangerous small stream flooding or urban flooding, and dam or levee failures. Flash flood warnings may cover counties, portions of counties, well-known geographical areas (e.g., deserts, valleys), or river basins.

F. Flood Warning
    Flood warnings are issued for any high flow, overflow, or inundation not covered by flash flood warning products. There are two general types of flood warnings - areal flood warnings for non-forecast point locations and river flood warnings issued for specific forecast points along the river. Flood warnings for forecast points usually include information on the impacts of expected flooding at locations upstream and/or downstream from covered forecast point(s) on a river or stream and typically have some form of stage or flood elevation-based prediction of the height of water from which impacts upstream to downstream are forecast. Areal flood warnings are issued for areas along rivers and streams not associated with a forecast point or for counties or portions of counties (with the areas covered described in the same way as for flash flood warnings). Often Rainfall and rain rate over duration is the driver for area-based Warnings, while forecast point-based flood warnings are often stage, flood elevation and model-based processes usually completed by the NWS River Forecast Offices or by the NWS Hydrologist.

IV. FLOOD RESPONSIBILITIES BY DEPARTMENT OR AGENCY

Departments within the City and external agencies will undertake the following responsibilities regarding flood operations (in alphabetical order):

A. 311 Call Center **(311, 816-513-1313)**
The 311 Call Center handles calls from the public identifying flood locations.

B. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
The American Red Cross may be requested to provide a representative in the Emergency Operations Center (EOC) and is responsible for the establishment and operations of shelters in support of evacuations as a result of flood operations.

C. City Communications **(816-513-1349)**
The City Communications office will provide a representative in the EOC to assist with emergency public information concerning flood operations.

D. City Manager **(816-513-1408)**
During an emergency, the City Manager (or his designee) retains all authority and responsibilities normally associated with his position; may serve as the chair of the Unified Management Team; may approve flood operations; approves recommendations for a Proclamation of a State of Emergency.

E. Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**
The EM (or designee) activates the EOC and coordinates EOC operations; implements the Local Emergency Operations Plan (LEOP); provides emergency public information; serves as chairman of the Unified Management Team (UMT). The EM (or designee) may approve flood operations.

F. Emergency Medical Services (EMS) Medical Director **(816-513-6263)**
The EMS Medical Director oversees all segments of patient care in the pre-hospital emergency medical services system. The EMS Medical Director may serve as a member of the UMT.

G. Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
KCFD provides representatives to the EOC to coordinate fire, rescue, hazmat, emergency medical services (EMS), emergency treatment and transport, and public warning in the field during flood operations. The KCFD may serve as the Incident Commander. A KCFD representative serves as a member of the UMT.

H. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**

KCHD provides representatives to the EOC to coordinate public health services in the field during flood operations and assesses health risks associated with the flood.   A KCHD representative serves as a member of the UMT.

I.   Information Technology Division (ITD) **(816-513-3333)**
The ITD may provide a representative to the EOC to assist with GIS mapping. ITD also assists with the provision of voice and data systems to support EOC operations.

J.   Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
KCPD provides representatives to the EOC to coordinate law enforcement services and public warning in the field during flood operations. The KCPD may serve as the Incident Commander. A KCPD representative serves as a member of the UMT.

K.   Mayor **(816-513-3500)**
The mayor (or designee) may approve flood operations and approves a Declaration of a State of Emergency.

L.   Parks and Recreation (P&R) **(816-513-7500)**
The Parks and Recreation Department will provide a representative to the EOC to serve as part of the infrastructure team. Parks provides barricade teams to assist with closing of streets and bridges that may flood or have flooded. Parks also operates the City's community centers that may be used as shelters. A Parks representative may serve as a member of the UMT.

M.   Public Works Department (PWD) **(816-513-9970)**
PWD will provide a representative to the EOC to serve as part of the infrastructure team. PWD provides barricade teams, as resources allow, to assist with closing of streets and bridges that may flood or have flooded. A PWD representative may serve as a member of the UMT. Public works staff and consultants can also perform a Structural Analysis as needed.

N.   Water Services (WSD) **(816-513-1313)**
WSD is responsible for providing flood warnings, and, where appropriate, recommendations based on those warnings to the EM and/or other City departments. WSD personnel patrol the levees and inspecting for signs of failure. WSD is also responsible for coordinating infrastructure response. WSD will provide a representative to the EOC to serve as part of the infrastructure team. WSD is responsible for monitoring rivers and streams through their flood gauge system and related warnings, providing barricade teams to assist with closing of streets and bridges that may flood or have flooded, coordinating sandbagging efforts, performing post incident analysis and making recommendations to mitigate future flooding. A WSD representative may serve as a member of the UMT.

V. CONCEPT OF OPERATIONS

A. Potential Flooding (Flash Flood Watch, Flood Watch, and Urban/Small Stream Advisory)

The NWS may issue a hydrological outlook, Urban/Small Stream Advisory, or other flood indicating that flood conditions may occur.

a. Activation

The Emergency Manager (EM) (or designee) will coordinate with the Flood Warning System Engineer to determine the likelihood of flash flooding based on:

   i. NWS forecast for the amount, intensity, and duration of rainfall
   ii. Soil saturation levels
   iii. Time of year (e.g., heavy rains in the fall may cause leaves and other debris to clog storm drains)
   iv. Other considerations as appropriate

b. Based on this information, the EM (or designee) will decide whether any or the following actions are required to prepare for the incident:

   i. Initiating a conference call among City department heads (or their designee) to coordinate preparedness activities
   ii. Initiating cost tracking (to support a disaster claim should it be necessary)
   iii. Activating the provisions of the **Flood Barricade Strike Team Guide** (OEM has a copy of this document on its shared drive as well as a physical copy.)
   iv. Activating the EOC at the appropriate level (Level I or II most probable) and coordinating emergency operations

c. Scope (Size and Duration)

The EM (or designee) or UMT (if activated) will determine the scope of preparedness or flood operations based on the nature of the threat.

d. Public Warning and Information

At this level, no other warning information is typically disseminated other than that of the NWS through iNWS Alerts (instant messaging system), National Oceanic Atmospheric Administration (NOAA) Weather Radio, and the media. The City also has the ability to issue alerts via AlertKC (Nixle) and may do so. If, however, the City decides to issue a public warning via the news media, the following information (at a minimum) should be included in the statement:

   i. The reason for the advisory/warning.
   ii. The geographic area(s) affected.
   iii. Length of advisory/warning.
   iv. Street and bridge closure information, if necessary.
   v. Evacuation information, if necessary.

      vi. Specific citizen measures:
1. Call 311 to report flooding.
2. Clear street drains and gutters if you can do so safely.
3. Never drive through flood waters. If a street is flooded, turn around.
4. Stay away from flooded rivers, creeks, and streams.
5. Carefully monitor emergency broadcasts for additional instructions

   e. Barricade Operations
The decision to conduct barricade operations may be made as a preventive or response measure during an Advisory/Warning. Barricade procedures are listed in the **Flood Barricade Strike Team Guide**.

   f. Sandbagging
The Water Services Department has access to FIRMs and flood depth analysis for many critical infrastructure facilities located in various flood zones. The Water Services Department establishes critical sandbag locations for the levees covered in their plan up to a 500-year level event. Sandbags are available thru commercial providers, the USACE, and stockpiled locally. In a major incident all departments' personnel, volunteer cadres, and mutual aid partners may be requested to assist in sandbagging operations.

   g. Rescue Operations
The KCFD is the primary department responsible for rescue operations of individual(s) trapped in flood waters and operates in accordance with their department procedures as outlined in **Annex D – Fire, Rescue and Hazmat Plan**. The Kansas City Police Department (KCPD) may also conduct rescue operations depending on the size of the incident in accordance with their procedures.

   h. Traffic Movement and Control
The KCPD will close roads, bridges, and sidewalks as necessary based on field observations to prevent pedestrians and vehicles from entering flash flooding areas.

   i. Security and Re-entry
The field IC will request the KCPD to provide perimeter security. The KCPD will allow pedestrian and vehicular traffic to re-enter the area once the incident is terminated, and in a manner that promotes the orderly movement of traffic.

   j. Incident Termination
The EM (or designee) or the Unified Management Team (UMT - if activated) will determine when flood operations may be terminated based on the advice of WSD, NWS and/or other technical experts.

B. Imminent Flood or Flood Conditions Occurring (Flood or Flash Flood Warning)

A Flood Warning means flooding conditions are actually occurring or are imminent in the warning area. A Flash Flood warning means flash flooding is actually occurring or is imminent in the warning area.

a. Activation

    i. The EM (or designee) will coordinate with the Flood Warning System Engineer to determine the extent of flooding, or the likelihood of flooding based on:

        1. NWS stage warning for local rivers, as well as upstream locations

        2. NWS forecast for the amount, intensity, and duration of rainfall

        3. Soil saturation levels

        4. Time of year

        5. Other considerations as appropriate

    ii. The EM (or designee) will initiate a conference call among City department heads (or their designee) to coordinate preparedness activities.

    iii. The EM (or designee) will contact WSD, PWD, and P&R to activate provisions of the **Flood Barricade Strike Team Guide** (OEM has a copy of this document on its shared drive as well as a physical copy.).

    iv. The EM (or designee) will activate the EOC at the appropriate Level (Level 4, 3, 2, or 1) and commence coordination of emergency operations.

    v. The EM (or designee) (or another authorized official who activated the EOC) will activate the UMT.

    vi. The EM (or designee) will initiate an incident in WebEOC and will notify neighboring jurisdictions (and the State Operations Center) that emergency operations are underway in the city.

    vii. The EM (or designee) will initiate cost tracking (to support a disaster claim should it be necessary).

b. Scope (Size and Duration)
The EM (or designee) or UMT (if activated) will determine the scope of flood operations based on the nature of the threat.

c. Public Warning and Information

    i. City Communications in conjunction with departmental PIOs will determine the most expedient means to warn the public will be used (see **Annex C – Public Information and Warning**).

    ii. Emergency public information will, at a minimum, include the following core Information:

        1. The reason for warning.

        2. The geographic area(s) affected.

        3. Length of the warning.

        4. Street and bridge closure information, if necessary.

5. Evacuation information, if necessary.
6. Specific citizen measures:
    a. Call 311 to report flooding.
    b. Clear street drains and gutters if you can do so safely.
    c. Never drive through flood waters. If a street is flooded, turn around.
    d. Stay away from flooded rivers, creeks, and streams.
    e. Carefully monitor emergency broadcasts for additional instructions

d. Barricade Operations
The decision to conduct barricade operations may be made as a preventive or response measure during an Advisory/Warning. Barricade procedures are provided in the **Flood Barricade Strike Team Guide**.

e. Rescue Operations
The KCFD is the primary department responsible for rescue operations of individual(s) trapped in flood waters and operates in accordance with their department procedures as outlined in **Annex D – Fire, Rescue and Hazmat Plan**. The KCPD may also conduct rescue operations depending on the size of the incident in accordance with their procedures.

f. Traffic Movement and Control
The KCPD will close roads, bridges, and sidewalks as necessary based on WSD modeling and predictions supported by field observations to prevent pedestrians and vehicles from entering flash flooding areas.

g. Security and Re-entry
The field IC will request the KCPD to provide perimeter security. The KCPD will allow pedestrian and vehicular traffic to re-enter the area once the incident is terminated, and in a manner that promotes the orderly movement of traffic.

h. Incident Termination
The EM (or designee) or UMT (if activated) will determine when flood operations may be terminated based on the advice of WSD, NWS and/or other technical experts.

C. Damage Assessment and Recovery Operations
The EM (or designee) will determine whether damage assessment and recovery operations are necessary and will implement those procedures in accordance with **Annex L – Damage Assessment.**

Other sections of the LEOP that may pertain to flood operations include **Annex K –Infrastructure** and **Annex G – Evacuation and Transportation.**

ATTACHMENT HSRP1-1: FLOOD PLAIN MAPS

The following Citywide maps are included:

1. Kansas City Flood and Dam Evacuation Zone
2. Longview Lake Dam Design Spillway Floodplain and Dam Failure Floodplain
3. Council District 1: Flood and Dam Evacuation Planning Zone
4. Council District 2: Flood and Dam Evacuation Planning Zone
5. Council District 3: Flood and Dam Evacuation Planning Zone
6. Council District 4: Flood and Dam Evacuation Planning Zone
7. Council District 5: Flood and Dam Evacuation Planning Zone
8. Council District 5: Longview Lake Dam Design Spillway Floodplain and Dam Failure Floodplain
9. Council District 6: Flood and Dam Evacuation Planning Zone
10. Council District 6: Longview Lake Dam Design Spillway Floodplain and Dam Failure Floodplain
11. Flood Risk Map: Jackson County, Missouri, and City of Kansas City

[MAPS FOLLOW IN CONSECUTIVE ORDER]

Kansas City, Missouri Flood and Dam Evacuation Zone

City of Kansas City, Missouri
Emergency Operations Center

Street Centerlines

— Interstate
— Highway
—+— Railroads
— ATA Bus Routes
▢ City Council Districts
▢ KCMO City Limit

FEMA FloodPlains

■ 100 Year
■ 500 Year
■ Lake or Pond
— Stream
★ Dam
⬤ Community Center

0   1   2   4
Miles

While the City of Kansas City, Missouri makes every effort to maintain and distribute accurate information, no warranties and/or representations of any kind are made regarding information, data or services provided. In no event shall the City of Kansas City, MO, be liable in any way to the users of this data. Users of this data shall hold the City of Kansas City, MO, harmless in all matters and accounts arising from the use and/or accuracy of this data.

Map created by Dave Arnold, City of Kansas City, Missouri, Information Technology Department.

Longview Lake Dam Design Spillway
Floodplain and Dam Failure Floodplain

City of Kansas City, Missouri Emergency Operations Center

Street Centerlines
- Interstate
- Highway
- Street
- Railroad
- City Council Districts
- KCMO City Limit
- ★ Dam
- Stream
- Lake or Pond

ATA Bus Routes
- Non-Evacuation Route
- Evacuation Route

Longview Dam Floodplain
- Design Flood Limit
- Dam Failure Flood

FEMA Floodplain
- 100 Year
- 500 Year

Kansas City, Missouri Council District 1: Flood and Dam Evacuation Planning Zone

City of Kansas City, Missouri
Emergency Operations Center

Street Centerlines
— Interstate
— Highway
— Street
—+— Railroad
▭ City Council District 1
▭ KCMO City Limit

FEMA Floodplains
■ 100 Year
■ 500 Year
■ Lake or Pond
— Stream
— ATA Bus Routes
★ Dam

0   0.4   0.8   1.6
Miles

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Map created by Dave Arnold, City of Kansas City, Missouri, Information Technology Department

Kansas City, Missouri Council District 2: Flood and Dam Evacuation Planning Zone

City of Kansas City, Missouri Emergency Operations Center

Street Centerlines
- Interstate
- Highway
- Street
- Railroad
- City Council District 2
- KCMO City Limit

FEMA Floodplains
- 100 Year
- 500 Year
- Lake or Pond
- Stream
- ATA Bus Routes
- ★ Dam

0   0.5   1   2 Miles

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Map created by Dave Arnold, City of Kansas City, Missouri, Information Technology Department

Kansas City, Missouri Council District 3:
Flood and Dam Evacuation Planning Zone

City of Kansas City, Missouri
Emergency Operations Center

Street Centerlines
- Interstate
- Highway
- Street
- Railroad

- City Council District 3
- KCMO City Limit

FEMA Floodplains
- 100 Year
- 500 Year
- Lake or Pond
- ATA Bus Routes
- Stream
- Dam

Kansas City, Missouri Council District 4:
Flood and Dam Evacuation Planning Zone

City of Kansas City, Missouri
Emergency Operations Center

Street Centerlines
— Interstate
— Highway
— Street
— Railroad
City Council District 4
KCMO City Limit

FEMA Floodplains
100 Year
500 Year
Lake or Pond
— Stream
— ATA Bus Routes
★ Dam

0 0.25 0.5   1
                  Miles

Kansas City, Missouri Council
District 5: Flood and Dam
Evacuation Planning Zone

Kansas City, Missouri Council District 5:
Longview Lake Dam
Design Spillway Floodplain and
Dam Failure Floodplain

City of Kansas City, Missouri
Emergency Operations Center

Street Centerlines
- Interstate
- Highway
- Street
- Railroad
- ATA Bus Routes
- Council District 5
- KCMO City Limit
- Design Flood Limit
- Dam Failure Flood
- 100 Year
- 500 Year
- Stream
- Lake or Pond
- Dam

Kansas City, Missouri Council
District 6: Flood and Dam
Evacuation Planning Zone

Kansas City, Missouri Council
District 6: Longview Lake Dam
Design Spillway Floodplain and
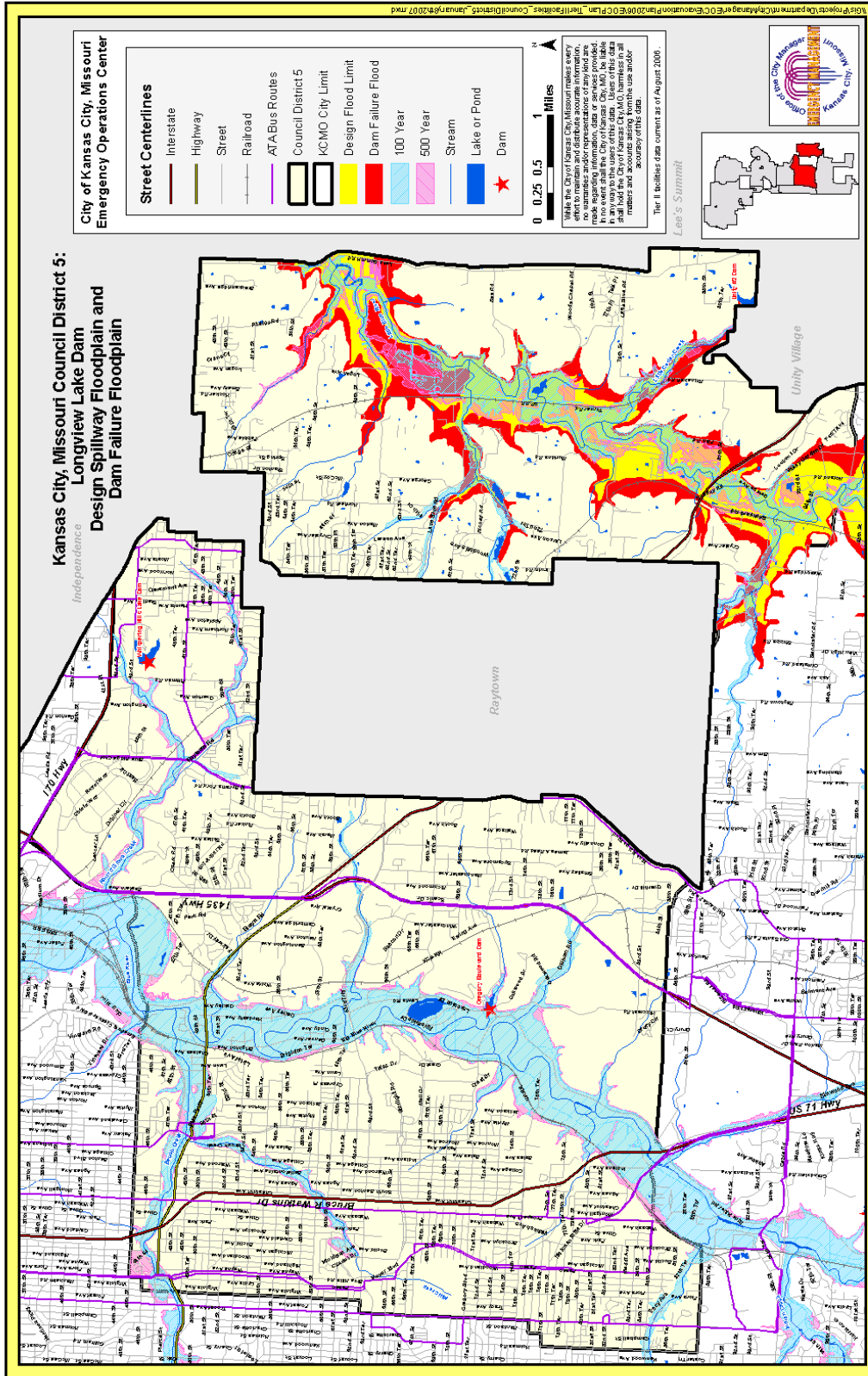Dam Failure Floodplain

City of Kansas City, Missouri
Emergency Operations Center

Flood Risk Map: *Jackson County, Missouri and City of Kansas City*

https://map1.msc.fema.gov/data/FRP/FRM_29095C_20140414.pdf?LOC=78c2d2fe2bfaa666e6ef91716e3877f5

ATTACHMENT HSRP 1-2: ACRONYMS

EM	Emergency Manager
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FIRM	Flood Insurance Rate Maps
GIS	Global Information Systems
ITD	Information and Technology Division
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
LEOP	Local Emergency Operations Plan
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OEM	Office of Emergency Management
P&R	Parks and Recreation Department
PWD	Public Works Department
UMT	Unified Management Team
USACE	United States Army Corps of Engineers
WSD	Water Services Department

ATTACHMENT HSRP 1-3: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

City of Kansas City Office of Emergency Management Flood Barricade Strike Team Guide, May 2020, Office of Emergency Management and Water Services Dept.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

FEMA Flood Map Service Center: Search All Products, FEMA, https://msc.fema.gov/portal/advanceSearch.

Flood Risk Map: Jackson County, Missouri, and Kansas City, July 2013, FEMA, https://map1.msc.fema.gov/data/FRP/FRM_29095C_20140414.pdf?LOC=78c2d2fe2bfaa666e6ef91716e3877f5.

National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

National Weather Service Glossary, National Oceanic and Atmospheric Administration's National Weather Service, NWS, https://w1.weather.gov/glossary/.

Open Data KC: KCMO Floodplain Map, September 2106, KCMO, https://data.kcmo.org/dataset/KCMO-Floodplain-Map/r275-i5j7.

Regional Hazard Mitigation Plan – Prepared for: Cass County, Clay County, Jackson County, Ray County, February 2020, Mid-America Regional Council, https://www.marc.org/emergency-services/plans/hazard-mitigation-plan
.

ATTACHMENT HSRP 1-2: PHONE DIRECTORY FOR HSRP-1

American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO – EMS Medical Director	816-513-6263
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
U.S. Army Corps of Engineers	816-389-2000
U.S. Federal Emergency Management Agency, Region VII	816-283-7061
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Hazard Specific Response Plan 2
Heat Operations

January 2023

HAZARD SPECIFIC RESPONSE PLAN 2
HEAT OPERATIONS

Primary (lead) Departments:	Health Department (KCHD) Jackson County Medical Examiner (JCME)
Secondary (support) Departments:	311 Call Center City Communications KCMO Office of Emergency Management (OEM) EMS Medical Director Fire Department (KCFD) Parks & Recreation Department (P&R) Water Services Department (WSD) Other City Departments as Required
Secondary (support) External Agencies:	National Weather Service (NWS) 2-1-1 United Way Kansas City Community Organizations Active in Disaster (KCCOAD) Evergy Mutual Aid

Table of Contents

I. PURPOSE STATEMENT

This Hazard Specific Response Plan (HSRP) establishes guidelines for operations related to heat waves. It outlines the overall manner in which an emergency or disaster will be managed by the City, including procedures to analyze the emergency situation, and to respond quickly, appropriately and effectively.

II. PLANNING ASSUMPTIONS

This HSRP is based on the following assumptions:

A. This HSRP will be utilized in response to heat related emergencies that require a combined, coordinated citywide response. The Health Department Director **(816-513-6008, 816-717-6721 Duty)** (or designee) will determine when this threshold is met.

B. This HSRP is intended to address foreseeable heat related emergencies. It is assumed that this HSRP will be adapted, as necessary and appropriate, to address unforeseen scenarios.

C. All operations (under the authority of this HSRP) will be managed in accordance with the National Incident Management System (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf), and the Incident Command System (ICS) (https://training.fema.gov/emiweb/is/icsresource/).

D. As needed, the primary Emergency Operations Center (EOC) **(816-513-8640)** will be activated and utilized to manage heat related emergencies. If the primary EOC is not available, an alternate EOC will be established as appropriate.

E. Under most circumstances, the physical EOC may not be activated (i.e., personnel physically at the EOC), however, the primary and support agencies may operate virtually for situational awareness, collaboration, and resource management.

III. LEGAL AUTHORITIES

A. Missouri Revised Statutes (https://revisor.mo.gov/main/Home.aspx)
  a. Chapter 44. Civil Defense[1]
  b. Chapter 58. Coroners and Inquests

B. Charter of the City of Kansas City, Missouri, Section 409. Health (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)

C. City of Kansas City, Missouri, Code of Ordinances
  a. Chapter 34. Health and Sanitation (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)

IV. ORGANIZATION AND RESPONSIBILITIES

A. Kansas City Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
The KCHD is responsible for public health related issues. This includes monitoring heat related incidents. In addition, a representative from the KCHD may serve as a member of the Unified Management Team (UMT). The KCHD includes several specialized divisions including:
  a. Administration:
     i. Administration provides public education and outreach concerning heat; coordinates with state, regional and local entities (including non-governmental organizations) to ensure the dissemination of heat related information; preparing official public information releases for the media and policy recommendations, and additional surveillance and coordination between health department divisions for response.
  b. The Division of Communicable Disease Prevention and Public Health Preparedness:
     i. This Division is responsible for collecting information and reporting on heat related illness and death from medical transport, hospital emergency rooms and the Jackson County Medical Examiner's office **(816-881-6600)**.
     ii.

B. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**

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[1] https://revisor.mo.gov/main/Home.aspx

OEM coordinates with the KCHD regarding extreme heat conditions; assists in planning for such events; and during Heat Emergencies coordinates emergency operations in accordance with the Local Emergency Operations Plan and this HSRP.

C. Emergency Medical Services (EMS) Medical Director **(816-513-6263)**
The EMS Medical Director oversees all segments of patient care in the pre-hospital emergency medical services system. The EMS Medical Director may serve as a member of the UMT.

D. 311 Call Center **(311, 816-513-1313)**
The Call Center operates a telephone system connecting the public with City services.

E. City Communications **(816-513-1349)**
This office assists KCHD with emergency public information.

F. Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
Provides fire/ rescue services, emergency medical services (BLS and ALS), and medical transport for sick and injured persons. May also assist with transporting persons to cooling centers.

G. Parks and Recreation **(816-513-7500)**
Parks and Recreation may open community centers to serve as cooling centers for the public, primarily during operational hours.

H. Water Services Department (WSD) **(816-513-1313)**
As the local water utility, WSD may postpone cutoff of service for customers who are delinquent on payment in accordance with City and departmental policy. WSD may also provide bottled water to cooling centers.

I. National Weather Service (NWS) **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)**
In accordance with federal law, the NWS is sole entity responsible for the issuance of weather forecasts and warnings. The local NWS office, located in Pleasant Hill, Missouri, monitors regional weather conditions and issues "Excessive Heat Warnings" when appropriate.

The NWS monitors the temperature and heat index[2] to determine the appropriate information to relay to the public via advisories, watches, and warnings. During incidents of excessive heat, the NWS notifies and holds conferences with the KCHD Heat Communications Coordinator[3].

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[2] The "Heat Index" is a measure of the effect of the combined elements on the body.
[3] The Heat Communications Coordinator is a PIO specifically relating to heat incidents.

J. Jackson County Medical Examiner (JCME) **(816-881-6600)**
In accordance with state law, the Jackson County Medical Examiner is responsible for the investigation of deaths and the issuance of death certificates. Death by accidental means[4] is one of several causes that require investigation by the medical examiner.

K. Frontier Forensics, LLC **(913-299-1533)**
Frontier Forensics, LLC, is responsible for pathological reports for Clay and Platte County.

L. 2-1-1 United Way **(211, 816-472-4289)**
The United Way operates a telephone system connecting the public with community resources.

M. Kansas City Community Organizations Aiding in Disaster (KCCOAD)
KCCOAD consists of a coalition of local community organizations that provide assistance to people during time of disaster (including heat emergencies).

N. Evergy **(888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call)**
As the local electric utility, Evergy may postpone cutoff of service for customers who are delinquent on payment in accordance with corporate policy.

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[4] Heat related death is considered accidental unless associated with a crime.

V. HEAT RELATED ACTION LEVELS

Heat levels vary throughout the country based upon the region. The following action levels will be used by the National Weather Service for the central region (https://www.weather.gov/safety/heat-ww):

A. Excessive Heat Outlooks
   The outlooks are issued when the potential exists for an excessive heat event in the next 3-7 days. An outlook provides information to those who need considerable lead-time to prepare for the event.

B. Excessive Heat Watch
   An excessive heat watch is issued by the National Weather Service when the heat index is in excess of 105ºF (43ºC) during the day combined with nighttime low temperatures of 80ºF (24ºC) or higher are forecast to occur for two consecutive days. If the conditions are forecast with high confidence to last four days or more, then an Excessive Heat Warning will be issued in lieu thereof.

C. Heat Advisory
   A heat advisory is issued within 12 hours of the onset of the following conditions: heat index of at least 105°F (40°C) for a minimum of 2 hours.

D. Excessive Heat Warning
   An excessive heat warning is issued within 12 hours of the onset of the following criteria: heat index of at least 110°F (43°C) with a nighttime heat index of 75°F (24°C) or warmer for 2 consecutive nights or more.

VI. CONCEPT OF OPERATIONS

Due to the variable nature of excessive heat conditions, the KCHD, EMD (or designee), or the UMT may modify operations as needed. The following actions may be taken depending on the incident:

A. Excessive Heat Outlooks: Pre-Incident Surveillance and Activation
During weather conditions which are conducive to the development of extreme heat, the KCHD Public Information Officer for Health and Social Marketing (or other designated KCHD official) will:
    a. Begin monitoring forecasts from the National Weather Service concerning temperature and humidity conditions.
    b. Request that the KCHD Division of Communicable Disease Prevention and Public Health Preparedness begin tracking and reporting heat related hospital emergency room reports for heat related illnesses and deaths.
    c. Establish communications with primary departments, secondary departments, secondary external agencies and other interested parties to:
        i. Provide a Heat Brief for City department heads and emergency managers; and
        ii. Request that all agencies begin monitoring weather reports and confirm that mutual communications are functioning.

B. Excessive Heat Watch
During Level I weather conditions the KCHD Senior Information and Policy Officer (or other designated KCHD official) will:
    a. Initiate public information and warning activities.
    b. All City departments begin coordinating in accordance with **Annex C – Public Information and Warning** (Level II incident).
    c. Public information provided to inform the general public of the danger from heat exposure, the need to increase contact and care of the elderly and other people with special needs, methods to stay cool, resources that may be available, and other pertinent information.

C. Heat Advisory
During Level II weather conditions the KCHD Senior Information and Policy Officer (or other designated KCHD official) will complete all actions included under Level I, and:
    a. Initiate daily Heat Briefings (via email) with primary departments, secondary departments, secondary external agencies (including SEMA) and other interested parties to advise internal and external partners of:
        i. Current and forecasted weather conditions;

      ii. Heat caused and heat related deaths, hospital admissions, and EMS transport;

      iii. Actions planned or taken by the City in response to the Heat Advisory; andOther pertinent information.

    b. Request that the Water Services Department implement its "no turnoff policy".

    c. Contact Evergy to determine if they have or will implement their "no turnoff policy".

    d. Request that all departments begin coordinating their press releases through KCHD to assure accuracy and consistency of terminology.

Additionally, the Kansas City Office of Emergency Management (OEM) may:

    e. Begin coordinating with other regional Emergency Management Agencies.

    f. Begin sending situation reports to the State Emergency Management Agency (SEMA) **(573-526-9100 24-hr 573-645-6646 Region A Coordinator (call first)).**

    g. Prepare and support cooling centers.

      i. Identify locations and provisions for cooling centers.

      ii. Identify means to transport people to cooling centers.

D. Heat Emergency

During Level III weather conditions the above actions may be taken in addition to:

    a. The KCHD will conduct live press conferences and other means to increase public recognition of the danger of illness and death from extreme heat.

    b. The Mayor, in consultation with the City Manager, the KCHD Director, the Emergency Management Director (or designee), and the UMT (if activated), will determine whether the City should proclaim a State of Emergency.

    c. The Office of Emergency Management may activate the Emergency Operations Center (EOC) at EOC Level II or higher in accordance with **Annex A – Direction and Control**. This includes calling in key representatives from appropriate City agencies to begin coordinating response operations and public information. Upon activation, the EMD (or designee) may:

      i. Open cooling centers as appropriate.

      ii. Inform the 311 Call Center to receive telephone calls from persons needing transportation to cooling centers.

      iii. Request the Area Transit Authority and Kansas City Transportation Group to transport people to cooling centers if needed.

    iv. Request Fire Dept., Police Dept., and other City personnel to assist with the loading and unloading of people on buses.
    v. Recommend the temporary cessation or rescheduling of outdoor events at public parks.
    vi. Recommend that the City implement modified work schedules for outside workers to minimize heat exposure.
    vii. Request assistance from the state and federal governments, as appropriate, including a request for a federal emergency declaration.
    viii. Implement procedures to track operational costs.
    ix. Take other necessary and prudent actions to protect public health.

E. Post Season

The KCHD compiles the information from May to October (the season may be adjusted due to abnormal heat emergencies) and prepares a report outlining the entire season in lieu of a report for each incident unless otherwise warranted.

    a. The KCHD compiles a report summarizing the final statistics on heat related (and heat caused) death and illness.
    b. The KCHD conducts an after-action analysis to document actions taken by the City, and to recommend improvement of future heat related operations. The Local Emergency Operations Plan and this HSRP – Heat may be modified to reflect such improvements.

The Office of Emergency Management may collect and submit claims for reimbursement to the State Emergency Management Agency and the Federal Emergency Management Agency as appropriate.

ATTACHMENT HSRP 2-1: ACRONYMS

EMS	Emergency Medical Services
HSRP	Hazard Specific Response Plan
KCCOAD	Kansas City Community Organizations Active in Disaster
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
NWS	National Weather Service
OEM	Office of Emergency Management
RSMo	Revised Statutes of Missouri
SEMA	Missouri State Emergency Management Agency
UMT	Unified Management Team
WSD	Water Services Department

ATTACHMENT HSRP 2-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title, and have links.

Charter of the City of Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Heat Watch vs. Warning, National Weather Service, https://www.weather.gov/safety/heat-ww. \

ICS Resource Center, FEMA, https://training.fema.gov/emiweb/is/icsresource/.

National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

Revised Statutes of Missouri, https://revisor.mo.gov/main/Home.aspx.

ATTACHMENT HSRP 2-3: PHONE DIRECTORY FOR HSRP-2

Organization	Primary Number
Evergy	888-544-4852, 816-701-0633 dispatch, 816-654-1800 outage on-call
Frontier Forensics, LLC	913-299-1533
Jackson County - Medical Examiner	816-881-6600
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO - City Communications	816-513-1349
KCMO – EMS Medical Director	816-513-6263
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Water Services Department	816-513-1313
Missouri – State Emergency Management Agency	573-526-9100 24-hr, 573-645-6646 Region A Coordinator (call first)
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations
United Way 211	211, 816-472-4289

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Hazard Specific Response Plan 3
Severe Thunderstorms and Tornados

January 2023

HAZARD SPECIFIC REPSONSE PLAN 3
SEVERE THUNDERSTORMS & TORNADOS

Primary (lead) Departments:	Office of Emergency Management (OEM) Fire Department (KCFD) Police Department (KCPD)
Secondary (support) Departments:	311 Call Center City Communications Health Department (KCHD) Information Technology Division (ITD) Parks & Recreation Public Works (PWD) Other City Departments as Required National Weather Service (NWS)
Secondary (support) External Agencies:	Mutual Aid American Red Cross (ARC)

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Hazard Specific Response Plan (HSRP) is to provide guidelines to preserve life, health, safety and property through the implementation of quick and efficient operations during a severe thunderstorm/tornado incident. This Hazard Response Plan establishes policies to guide local emergency personnel in making decisions related to severe thunderstorms and tornados with their associated wind and hail damage. Flooding, and general procedures to guide flood operations, are covered in **HSRP 1 – Flood Operations**.

II. LEGAL AUTHORITIES

A. Memorandum of Understanding between the National Weather Service (NWS) **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)** and the City of Kansas City, MO for a Cooperative Flood Warning System, dated September 20, 1999, as amended[1].

B. All other legal authorities are outlined in the LEOP Base Plan.

III. PLANNING ASSUMPTIONS

A. Kansas City, Missouri (KCMO) experiences numerous thunderstorms in any given year with them occurring most frequently during the spring and summer months. Thunderstorms can occur any time of the year, however.

B. Tornados can occur anytime during the year although May through early June is considered "tornado season" (National Oceanic and Atmospheric Association (NOAA) **(202-482-6090)**). On average, the NWS Pleasant Hill service area (which covers KCMO) experiences 11 tornados per year.

C. Multiple methods of communication will be utilized to ensure that warnings and weather information will reach as many people as possible including those with functional and access needs.

D. The National Weather Service (NWS) will issue any severe weather alerts via a variety of means including, but not necessarily limited to, NOAA weather radios, wireless emergency alerts, Metropolitan Emergency Radio System (MERS), Interactive NWS (iNWS - National Weather Service messaging system), and NWS Chat.

E. Local media stations will relay any alerts from the National Weather Service.

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[1] A copy of this document may be requested from KCMO OEM or NWS.

F. The Office of Emergency Management **(816-513-8640, 816-301-5660 Duty)**, via the instant messaging system AlertKC (Nixle), will relay the alerts sent out by the NWS via their iNWS messaging system.

G. In the event of a Tornado warning, KCMO will sound its outdoor tornado warning siren system. This system is designed to warn only those who are outside of normal structures.

H. The outdoor tornado warning siren system is designed with built-in communication redundancies.

I. As needed, all available resources will be utilized in conducting response and recovery operations. If the incident exceeds local capabilities, the City will request mutual aid from surrounding jurisdictions, the state or federal government.

J. Operations will be conducted in accordance with this response plan, the emergency operations plan, and any other approved operating procedures (regulations, ordinances, etc.) and will be managed in a manner that conforms to the National Incident Management System (NIMS).

IV. DEFINITIONS

High Wind

A. Advisory
An advisory is issued by the NWS when there is an 80% certainty that, within the next 3 to 30 hours, there will be sustained winds from 30 to 39 mph for at least an hour and/or frequent gusts of $\geq$ 45 mph

B. Watch
A watch is issued when there is a $\geq$ 50% that high winds of $\geq$ 40 mph and/or gusts of $\geq$ 58 mph will occur within the next 12 to 72 hours. If conditions indicate a Red Flag Event (see Red Flag Warning below) then the NWS may issue a Fire Weather Watch.

C. Warning
The NWS issues a high wind warning when there is an 80% chance or greater that sustained winds of $\geq$ 40 mph and/or gusts $\geq$ 58 mph will occur within the next 0 to 36 hours.

D. Red Flag Warning
Red Flag Warnings are based on conditions that could result in extreme burning. The NWS issues red flag warnings when conditions within the next 0 to 24 hours will meet the following criteria:

a. 20-ft winds (winds that extend at least 20 feet above prevalent vegetation) $\geq$ 20 mph
b. Relative humidity $\leq$ 25%
c. 10-hour fuels are < 9% fuel moisture[2]

Severe Thunderstorm

A. Watch
This is issued by the National Weather Service when conditions are favorable for the development of severe thunderstorms in and close to the watch area. A severe thunderstorm by definition is a thunderstorm that produces one inch hail or larger in diameter and/or winds equal or exceed 58 miles an hour. The size of the watch can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours. During the watch, people should review severe thunderstorm safety rules and be prepared to move to a place of safety if threatening weather approaches.

B. Warning
This is issued when either a severe thunderstorm is indicated by radar or a reliable report of a thunderstorm producing hail one inch or larger in diameter and/or winds equal or exceed 58 miles an hour; therefore, people in the affected area should seek safe shelter immediately. Severe thunderstorms can produce tornados with little or no advance warning. Lightning frequency is not a criterion for issuing a severe thunderstorm warning. They are usually issued for a duration of one hour. They can be issued without a Severe Thunderstorm Watch being already in effect.

Tornado

A. Watch
This is issued by the NWS when conditions are favorable for the development of tornados in and close to the watch area. Their size can vary depending on the weather situation. During the watch, people should review tornado safety rules and be prepared to move to a place of safety if threatening weather approaches. During the watch, the NWS office will keep the public informed on what is happening in the watch area and also let the public know when the watch has expired or been cancelled.

B. Warning

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[2] The term 10-hour fuels refers to dead vegetation that would take 10 hours for 2/3 of the mass to equalize with atmospheric moisture. Vegetation is considered dead if it has < 30% moisture. Information is based on NWS website, glossary, and is provided by the meteorologists at Pleasant Hill.

This is issued when a tornado is indicated by radar or sighted by reliable sources; therefore, people in the affected area should seek safe shelter immediately. They can be issued without a Tornado Watch being already in effect.

After it has been issued, the affected NWS Office will follow it up periodically with Severe Weather Statements. These statements will contain updated information on the tornado and they will also let the public know when the warning is no longer in effect.

V. ORGANIZATION AND RESPONSIBILITIES

The following is a list of storm related responsibilities for City Departments and external agencies (listed in alphabetical order). See also HSRP 1 – Flooding for more information:

A. 311 Center **(311, 816-513-1313)**
   The 311 Center handles non-emergency calls from the public identifying damaged and flooded locations.

B. City Communications **(816-513-1349)**
   The City Communications office may provide a representative in the EOC to assist with emergency public information concerning any storm information ensuring that multiple methods are utilized so as to reach the whole community including those with functional and access needs.

C. City Manager **(816-513-1408)**
   During an emergency, the City Manager (or designee) retains all authority and responsibilities normally associated with the position; may serve as the chair of the Unified Management Team (UMT); approves recommendations for a Proclamation of a State of Emergency.

D. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
   The director of the Office of Emergency Management activates the EOC and coordinates EOC operations; implements the Local Emergency Operations Plan (LEOP); coordinates emergency public information with City Communications or the designated PIO; and may serve as the chairman of the Unified Management Team. The EM or designee may also sound the outdoor tornado warning siren system in the event that KCFD/KCPD is unable.

E. EMS Medical Director **(816-513-6263)**
   The EMS Medical Director is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system. The EMS Medical Director coordinates pre-

hospital emergency medical services for evacuees in conjunction with the KCHD and KCFD.

F. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
KCFD may provide representatives to the EOC to coordinate fire, rescue, hazmat, emergency medical services (BLS and ALS), and medical transport. The FD may serve as the Incident Commander. A FD representative serves as a member of the UMT. The Fire Department may conduct storm spotter operations and report the information to the Office of Emergency Management for relay to the NWS.   KCFD also has the primary responsibility to sound the outdoor tornado siren system when the NWS indicates there is a tornado or a spotter has witnessed and reported a tornado.

G. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
The Health Department provides representatives to the EOC to coordinate public health services in the field during storm operations. A HD representative may serve as a member of the UMT.

H. Information Technology Division (ITD) **(816-513-3333)**
The ITD may provide a representative to the EOC to assist with GIS mapping if needed to plot damage. ITD also assists with the provision of voice and data systems to support EOC operations.

I. Mayor/Mayor pro-tem **(816-513-3500)**
The mayor (or designee) is the principal political and legal authority of the City; approves a Declaration of a State of Emergency (See **Annex A – Direction and Control**). Under Section 2-6 of the KCMO Code of Ordinances, the Mayor may order an evacuation under the Declaration of a State of Emergency (see **Annex G – Evacuation and Transportation**).

J. Neighborhood Services Department (NSD) **(816-513-1313)**
The Department of Neighborhood and Housing Services provides personnel to assist with damage assessments related to wind and flood damage if needed See **Annex L – Damage Assessment**).

K. Parks and Recreation (P&R) **(816-513-7500)**
The Parks and Recreation Department will provide a representative to the EOC to serve as part of the "infrastructure team".   Parks provides barricade teams to assist with closing of streets and bridges that have storm related damage or may flood/have flooded (See also **HSRP 1 – Flooding** and the **Flood Barricade Strike Team Guide** (OEM has a copy of this document on its shared drive as well as a physical copy.)). Parks also operates the City's community centers that may be used as shelters.

L. Police (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
KCPD may provide representatives to the EOC to coordinate law enforcement services and public warning in the field during operations. The PD may serve as the Incident Commander. A PD representative serves as a member of the UMT. The Police Department may conduct storm spotter operations and reports the information to the Office of Emergency Management for relay to the NWS. KCPD may also sound the outdoor tornado warning siren system in the event that KCFD is unable.

M. Public Works Department (PWD) **(816-513-9970)**
The PWD will provide a representative to the EOC to serve as part of the "infrastructure team".   PWD provides barricade teams to assist with closing of streets and bridges that have storm related damage or may flood/have flooded (**HSRP 1 – Flooding** and the **Flood Barricade Strike Team Guide**). PWD may also shut down the KC Streetcar if conditions warrant.

N. Water Services (WSD) **(816-513-1313)**
WSD will provide a representative to the EOC to serve as part of the "infrastructure team".   The WSD will work with EOC staff to monitor various flooding points throughout the Kansas City Metro area via the KCMO camera system. WSD provides barricade teams to assist with closing of streets and bridges that have storm related damage or may flood/have flooded (For flooding specific WSD weather responsibilities, see also **HSRP 1 – Flooding** and the **Flood Barricade Strike Team Guide.**). WSD provides monitoring in some areas of the City through its Smart Sewer Analytics monitoring system. For manholes so equipped, the system witl measure the level of the flow in the pipe to determine carrying capacity and determine the ability of the segments to carry excess storm water flow.

O. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
The ARC may be requested to provide a representative in the EOC and is responsible for the establishment and operations of shelters in support of evacuations as a result of wind damage or flood evacuations (See also **HSRP 1 – Flooding and Annex H – Mass Care and Sheltering)**.

P. National Weather Service (NWS) **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)**
The NWS will provide weather alerts, warnings, and weather updates via their various information outlets (ex. MERS radio, website, Wireless Emergency Alert (WEA) system for cell phones, NOAA weather radio, etc.). The NWS will also provide storm spotter training.

VI. CONCEPT OF OPERATIONS

Tornado Siren Maintenance

A. Maintenance
Siren maintenance is handled by an independent firm with whom the Office of Emergency Management (KCMO OEM) has a maintenance contract. Contact information is maintained in database and as a hard copy.

B. Testing
In order to ensure that the sirens work properly they are tested on both a daily and monthly basis.

C. Daily Test
The sirens are tested daily to determine if the siren is receiving and responding thus assessing the communications link between the KCMO OEM and the individual sirens and repeaters. The test is strictly via the communication's lines and does not involve sounding the sirens.

D. Monthly Test
The monthly test is a three minute sounding of the sirens to assess sound, rotation, battery operation, and communication. The KCFD usually tests the sirens the first Wednesday of the month during fair weather, although KCPD and KCMO OEM will periodically test their ability to sound the sirens. In the event that the weather is inclement on the first Wedneday of the month, the test may be postponed until the second Wednesday. If the second Wednesday proves unsuitable for testing, the sounding will be postponed until the following month.

For detailed information, see OEM's **Tornado Outdoor Warning Siren Guide** (OEM has a copy of these documents on its shared drive.) and **Communications Severe Weather Procedures** (OEM has a copy of these documents on its shared drive. A copy may be requested from KCFD).

Weather Monitoring

Once the NWS issues a hazardous weather outlook that indicates severe weather might occur (watches, statements, etc.), the Emergency Manager (EM) or designee (ex. the Duty Officer) will monitor the weather conditions through various means.

Duty Officer Responsibilities

The EM or designee (Duty Officer) as noted above should maintain a situational awareness for the duration of the weather incident.

A. Monitoring

Monitoring the weather may be done through a number of sources including, but not limited to:

    a. Online weather sites/radar
    b. Local news stations
    c. NWS Chat (https://nwschat.weather.gov)
    d. MERS Radio
    e. NWS Decision Support pages

If conditions warrant, the EOC may be activated prior to any storms entering the KCMO metro area.

The Emergency Manager or designee may also monitor real-time weather conditions via KCMO's camera system as well as through the cameras of various partners throughout the region.

The EM or designee will note if any messages from the NWS state that storm spotters will be activated and notify KCPD and KCFD dispatch to inform field units to be observant (being the storm spotters for KCMO) and take any other action appropriate to the situation.

B. Notification

Once the storms hit the KCMO metro area, the EM or designee will keep NWS apprised of any storm related issues via the following means:

    a. NWS Chat
        i. The EM or designee will log into https://nwschat.weather.gov to provide situational awareness to the National Weather Service Pleasant Hill Service Area via the eax chat room (https://nwschat.weather.gov/live/).
    b. Calls to the NWS Duty Officer **(816-540-6125)**
    c. MERS Radio
        i. In the event that the EM or designee is unable to log onto NWS Chat for whatever reason, the MERS radio may be utilized although, as stated by the NWS, NWS Chat is preferred and should be utilized as soon as able.

The NWS is interested in storm related issues but particularly wants information related to:

    d. wind, hail, tornado, or flood damage;
    e. hail size reported;
    f. downed limbs;
    g. any barricades being erected due to flooding;
    h. any water rescues being performed;
    i. or any related information.

KCFD/KCPD

A. Monitoring

Dispatch will monitor MERS radio for weather information (particularly watches and warnings).

With training provided by the NWS, fire and police field personnel will monitor weather conditions at their respective stations and while out in the field. Emergency calls will take priority over storm monitoring duties.

B. Notification

Fire and police report any of the above listed information to their respective dispatches. The dispatch supervisor will then relay to the EM or designee (i.e. Duty Officer) significant observations.

C. Spotter Activation

    a. Spotters

      Once the NWS issues a watch or a hazardous weather statement, the EM or designee will note if any messages from the NWS state that storm spotters will be activated and take action appropriate to the situation.

    b. Dispatch

      Fire and Police Dispatch will notify their respective stations and field personnel that storm spotter reports are requested. Fire and police field personnel will report storm related issues (see above), but this duty will not take precedent over the handling of emergency calls.

    c. Cameras

The KCMO camera system is a series of integrated camera systems consisting of flood, traffic, and other cameras in select locations within the city that can be utilized to monitor storm conditions. Emergency Management staff can monitor the city's camera system as well as certain cameras from the city's regional partners.

D. Conditions Notification

    a. Dispatch

      Fire and police dispatch will contact the EM or designee (i.e. the Duty Officer) to report any storm related issues as outlined above.

    b. Duty Officer

      The Duty Officer will monitor numerous information sources (ex. radar, spotter reports, NWS Chat, MERS, news media sources, etc.) and convey storm damage and related emergency responder activity information to the NWS as noted above in subsection B of this section.

    c. NWS – NWS Chat, MERS

      The NWS will provide updated weather reports via NWS Chat, www.weather.gov, iNWS (the NWS instant messaging alert system), and MERS radio of changing weather conditions, watches/warnings, and information regarding tornado activity and thunderstorms. The NWS will receive damage and emergency responder activity from the EM (or designee).

Emergency Operations Center (EOC) Activations
   A. Watch
       a. The EM or designee may activate the EOC to an appropriate response level in preparation for any potential storm related damage (ex. flooding, high winds, etc.) and/or to monitor weather conditions.
       b. Generally, the EOC will not be activated but may to a Level 4 as deemed appropriate by the EM or Duty Officer. If indications warrant, the EM

   B. Warning
       a. The EM or designee may activate the EOC to the appropriate response level to coordinate emergency response efforts to any storm related damage and call in necessary EOC personnel to monitor weather conditions. Under extreme weather conditions the EM or designee may delay personnel responding to the EOC. Contact will be maintained with the various required department representatives via phone, radio, or other means until the conditions allow the representatives to report to the EOC.
       b. Generally, the EOC will not be activated above a Level 3 for the response to the storm. However, the EOC activation level could be raised to a 2 or 1 depending on the scope of damage and recovery activities.

Public Alerts
For more information on Public Alerts, see **Annex C – Public Information and Warning**, which covers notification to the public including those with functional and access needs. Note that the NWS will notify the public via NOAA weather radios and the Wireless Emergency Alert System (WEA), and that local media will relay any pertinent weather information from the NWS without the direct involvement of KCMO.

Tornado Procedures
   A. Monitoring
   The EM or designee (i.e. Duty Officer) will monitor the situation as noted above and activate the EOC as conditions warrant.

   B. Watch
   Depending on the weather conditions (i.e. has the system produced tornados already), the EM or designee may activate the EOC to the level necessary to better monitor or prepare for the approaching storm system.

   C. Warning
   Upon receiving notification of a tornado warning (see above), the EM or designee may activate the EOC. In addition, the outdoor tornado warning

siren system should be activated for the affected area by KCFD, KCPD, or the Office of Emergency Management (see **Tornado Outdoor Warning Siren Guide** and **Communications Severe Weather Procedures.**).

D. Public Alert
Public alert shall occur via multiple methods in addition to the outdoor tornado warning siren. The NWS will broadcast an alert via the NOAA weather radios and WEA. Local media will broadcast the tornado warning along with any pertinent related information. The EM may keep people informed via AlertKC (Nixle)[3]. See **Annex C – Public Information and Warning** for further details.

E. Shelter in Place
Sheltering in place refers to seeking protection on the lowest level of a solid structure in a small interior room away from windows or doors. After receiving notification of a tornado warning, the public is expected to follow shelter in place procedures.

The public is directed to remain sheltered until informed that the tornado has passed via local media and NOAA weather radios. To avoid confusion, KCMO does not sound an "all clear" alert via the outdoor tornado warning siren system.

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[3] The Office of Emergency Management will decide which messages from iNWS may be automatically rebroadcast via AlertKC.

ATTACHMENT HSRP 3-1: ACRONYMS

ARC	American Red Cross
EOC	Emergency Operations Center
HSRP	Hazard Specific Response Plan
iNWS	InteractiveNWS
ITD	Information and Technology Division
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
MERS	Metropolitan Emergency Radio System
N&HSD	Neighborhood and Housing Services Department
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OEM	Office of Emergency Management
PWD	Public Works Department
WEA	Wireless Emergency Alert System
WSD	Water Services Department

ATTACHMENT HSRP 3-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

City of Kansas City, Missouri, Office of Emergency Management Tornado Outdoor Warning Siren Guide, March 2017, OEM, (copy on shared drive).

Communications Severe Weather Procedures, 2012, KCFD, (Copy may be requested from KCFD)

ATTACHMENT HSRP 3-3: PHONE DIRECTORY FOR HSRP-3

American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - 311 Call Center	311, 816-513-1313
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO – EMS Medical Director	816-513-6263
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO – Neighborhood Services Department	816-513-1313
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
National Oceanic and Atmospheric Administration	202-482-6090
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Hazard Specific Response Plan 4
Severe Winter Weather

January 2023

HAZARD SPECIFIC RESPONSE PLAN 4
SEVERE WINTER WEATHER

Primary (lead) Departments:	Public Works (PWD) Fire Department (KCFD) Police Department (KCPD) Housing and Community Development (HCD) Office of Emergency Management (OEM)
Secondary (support) Departments:	City Communications General Services (GSD) Health Department (KCHD) Information Technology Division (ITD) Parks & Recreation (P&R) Water Services Department (WSD) Other City Departments (as required)
Secondary (support) External Agencies:	National Weather Service (NWS) American Red Cross Other Non-Governmental Organizations (NGO's) and private partners

Table of Contents

I. PURPOSE STATEMENT

The purpose of this Hazard Specific Response Plan is to assure that the City can preserve life and property through the implementation of quick and efficient operations during severe winter weather. This Action Plan establishes polices to guide local emergency personnel in making decisions related to winter weather, and general procedures to guide winter weather operations.

II. LEGAL AUTHORITIES AND REFERENCES

  A. Code of Ordinances, City of Kansas City, MO,
      (https://library.municode.com/mo/kansas_city/codes/code_of_ordinances)
      a. Section 2-85, Office of All Hazard Emergency Management
      b. Section 70-269, Snow emergency regulations
      c. Section 2-462, Duties of director (Public Works and partnership
         with Parks and Recreation; regarding snow removal)

  B. Kansas City, MO, Local Emergency Operations Plan and the authorities
      outlined in the Base Plan

III. PLANNING ASSUMPTIONS

This plan is based on the following assumptions:

A. Severe winter weather is a possibility every year.

B. Because of the size of the Kansas City jurisdiction (see **Base Plan**) and winter storms fluctuate in size and intensity, not all of the city may necessarily be affected by a winter storm.

C. Winter storms may become severe with little or no warning.

D. Transportation will become more hazardous due to snow, ice, and limited visibility in severe winter weather.

E. The City will function under normal day-to-day operations unless the City Manager authorizes City offices to close.

F. All available City resources will provide support to those implementing and conducting severe winter weather operations.

G. When a severe winter weather situation exists that could exceed the City's available resources, the City will request mutual aid from surrounding jurisdictions.

H. If necessary, the City will request resource assistance from State and Federal authorities in accordance with the LEOP's **Basic Plan** and **Annex A – Direction and Control**.

I. Severe winter weather operations will be conducted in accordance with this plan and will be managed in a manner that conforms to the **National Incident Management System, 2019** (NIMS) (https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf).

J. Considerations for those with functional and access needs must be addressed (ex. Information dissemination, sheltering, transportation, etc.) with respect to winter weather (ex. sheltering, evacuation, and transportation: see corresponding LEOP sections).

K. Private entities will have contracted with removal companies for the purposes of clearing their driveways and parking lots.

L. The City, coordinating with NGO community shelters, libraries, and other NGOs, will open, as necessary, three different categories of shelters:

a. Warming Center – KCMO community centers, libraries, KC Area Transit Authority (KCATA) **(816-346-0200, 816-346-0243 dispatch)** busses, and the KC Streetcar **(816-627-2527)**, which operate during the day, may be used as places to provide warmth during the day.
b. NGO community shelter – permanent organization that provides year-round sheltering.
c. Emergency overnight warming shelters – City community centers opened by Housing and Community Development to provide a warm, overnight location for houseless persons
d. Emergency shelters – City managed shelters opened during winter weather emergencies for persons who have lost power or their houses.

IV. WINTER WEATHER DEFINITIONS, WARNINGS, WATCHES, AND ADVISORY LEVELS[1]

Forecasters at the NWS Norman forecast office provide a variety of services to inform about winter weather. Outlooks, watches, warnings, and advisories provide specific localized information for our area detailing the what, where, why, and when of winter weather. Winter weather related Warnings, Watches and Advisories are issued by the local National Weather Service (NWS) **(816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations)** office based on local criteria. The following are based on the definitions from the NWS[2]:

Advisories
A. Conditions are expected but severity is not anticipated to reach warning level criteria. As with Watches and Warnings, the criteria are based on the type of event anticipated.

B. The conditions for issuing the various advisories are based on the following criteria depending on the event:
  a. **Frost Advisory:** issued when temperatures are expected to fall below 36°F (2°C) within the next 3 to 30 hours, but only during the growing season.
  b. **Wind Chill:** issued when low wind chill temperatures are expected to reach or exceed -15° F within the next 12 to 48 hours but not exceed -25°.
      Winter Weather Advisories are issued when a winter storm event (light sleet <1/2 inch, light snow <6 inches, freezing rain <1/4 inch,

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[1] All Watch, Warning and Advisory definitions provided by the National Weather Service Pleasant Hill and are used specifically for the Kansas City region based on the anticipated conditions.
[2] Information was provided by meteorologists from the NWS Pleasant Hill.

freezing drizzle, or any combination) is expected within the next 12 to 24 hours.

Watches

A. Watches are issued when conditions are favorable and there is a potential for a significant event.

B. The conditions for issuing watches vary based on the type of weather event expected:
   a. **Freeze:** a drop in temperature below 32° F (0° C) is expected within the next 24 to 48 hours during the growing season.
   b. **Wind Chill Watch**: issued when low wind chill temperatures are expected to reach or exceed -25° F within the next 12 to 48 hours.
   c. **Winter Storm:** conditions are favorable for a winter storm event including heavy sleet, heavy snow, ice storm, and/or a blizzard within the next 24 to 60 hours.

Warnings

A. Warnings are issued when severe weather is imminent or occurring.

B. The conditions for issuing warnings vary based on the type of weather event expected:
   a. **Freeze:** issued when there is an 80% or greater chance that temperatures are expected to fall 32° (0° C) or lower within the next 3 to 30 hours during the growing season. If temperatures are expected to drop below 28° (-2° C), then a Hard Freeze Warning may be issued.
   b. **Wind Chill:** issued for a combination of very cold air that will create wind chill values of $\geq$ -25° F (-32° C) or colder within the next 0 to 36 hours.
   c. **Blizzard:** issued when a blizzard event is expected in the next 12 to 24 hours accompanied by heavy snow, strong winds or frequent gusts greater than or equal to 35 mph for 3+ hours, and visibility to less than 1/4 mile for 3 hours or more.
   d. **Ice Storm:** issued for a significant and possibly damaging accumulation of ice of around 1/4 inch or more within the next 12 to 36 hours.
   e. **Snow Squall:** an intense, relatively short-lived burst of heavy snow will occur within 0-60 minutes with expected visibility < ¼ mile.
   f. **Winter Storm:** issued for an expected winter storm event within the next 12 to 24 hours with snow accumulation of at least 6 inches within 12 hours or 8+ inches over 24 hours, heavy sleet of ½+ inches, and/or an ice storm with accumulations $\geq$ ¼ inch. and can be in combination with rain, freezing rain, sleet, ice, or blowing snow or cold.

Below is the NWS Windchill Chart used to determine the intensity and frostbite times.

NWS Windchill Chart

Temperature (°F)

Wind (mph) \ Calm	40	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45
5	36	31	25	19	13	7	1	-5	-11	-16	-22	-28	-34	-40	-46	-52	-57	-63
10	34	27	21	15	9	3	-4	-10	-16	-22	-28	-35	-41	-47	-53	-59	-66	-72
15	32	25	19	13	6	0	-7	-13	-19	-26	-32	-39	-45	-51	-58	-64	-71	-77
20	30	24	17	11	4	-2	-9	-15	-22	-29	-35	-42	-48	-55	-61	-68	-74	-81
25	29	23	16	9	3	-4	-11	-17	-24	-31	-37	-44	-51	-58	-64	-71	-78	-84
30	28	22	15	8	1	-5	-12	-19	-26	-33	-39	-46	-53	-60	-67	-73	-80	-87
35	28	21	14	7	0	-7	-14	-21	-27	-34	-41	-48	-55	-62	-69	-76	-82	-89
40	27	20	13	6	-1	-8	-15	-22	-29	-36	-43	-50	-57	-64	-71	-78	-84	-91
45	26	19	12	5	-2	-9	-16	-23	-30	-37	-44	-51	-58	-65	-72	-79	-86	-93
50	26	19	12	4	-3	-10	-17	-24	-31	-38	-45	-52	-60	-67	-74	-81	-88	-95
55	25	18	11	4	-3	-11	-18	-25	-32	-39	-46	-54	-61	-68	-75	-82	-89	-97
60	25	17	10	3	-4	-11	-19	-26	-33	-40	-48	-55	-62	-69	-76	-84	-91	-98

Frostbite Times — 30 minutes, 10 minutes, 5 minutes

$$\text{Wind Chill (°F)} = 35.74 + 0.6215T - 35.75(V^{0.16}) + 0.4275T(V^{0.16})$$

Where, T = Air Temperature (°F)   V = Wind Speed (mph)

Effective 11/01/01

V. ORGANIZATION UNDER THE INCIDENT COMMAND SYSTEM

The City of Kansas City will utilize the Incident Command System (ICS) when conducting winter weather operations (see **Annex A - Direction and Control**).

VI. WINTER WEATHER RESPONSIBILITIES BY DEPARTMENT OR AGENCY

Departments within the City of Kansas City and external agencies will fulfill the following responsibilities regarding winter storm operations (in alphabetical order; see also the **Base Plan**):

A. American Red Cross (ARC) **(833-583-3111 Hot Line, 816-931-8400 Duty)**
   a. The ARC may be requested to provide a representative in the EOC and provides assistance for the establishment and operations of shelters and warming centers if necessary.

B. City Communications **(816-513-1349)**
   a. The City Communications office will provide a representative in the EOC to coordinate with the Public Information Officers (PIOs) from the various lead agencies and provides emergency public information concerning winter storm operations. The representative from City Communications may serve as the lead PIO and the Joint Information Center (JIC) lead if the JIC is activated.

C. City Manager **(816-513-1408)**
   a. During an emergency, the City Manager (or designee) retains full authority and responsibilities normally associated with his position, may serve as the chair of the Unified Management Team, and may approve winter storm operations. The City Manager (or designee) is also responsible for declaring a Driving or Parking Emergency when driving conditions are deemed hazardous or snow removal is required.[3]

D. Office of Emergency Manager (OEM) **(816-513-8640, 816-301-6260 Duty)**
   a. The director of the Office of Emergency Management (OEM) activates the EOC and coordinates EOC operations; implements the Local Emergency Operations Plan (LEOP); and may serve as the chairman of the Unified Management Team (UMT).

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[3] Sec. 70-269 – Snow emergency regulations

E. Finance Department **(816-513-1173)**
    a. The Finance Department monitors and facilitates the expenditure of funds during winter storm operations.

F. Kansas City Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
    a. The KCFD provides representatives to the EOC to coordinate fire/rescue and ambulance services during winter storm operations. A KCFD representative may serve as a member of the UMT or Unified Command. The KCFD will conduct operations as per their General Operational Guidelines – Winter Storm Modified Operations.

G. General Services Department (GSD) **(816-513-1313)**
    a. GSD Facilities Division is responsible for clearing the sidewalks of the City Hall Campus and Communications Building Plaza, pretreatment for ice of the same area, and servicing the heating, ventilation, and air conditioning (HVAC), and heaters for City facilities. General Services also has agreements to obtain generators if needed. Fleet Services maintains the vehicles for the City particularly the trucks and snowplow equipment providing installation, servicing, and replacement as needed. The Information Technology Division (ITD) **(816-513-3333)** may provide a representative to the EOC to assist with global information systems (GIS) mapping. ITD also assists with the maintenance of voice and data systems to support EOC operations.

H. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
    a. The Health Department provides representatives to the EOC to coordinate health and medical services during winter storm operations. The KCHD also has possession of various durable medical equipment caches that may be utilized if necessary. The KCHD provides public information and warning on the effects of severe winter weather and coordinates with the medical examiner's office to track cold-related deaths/investigations. A KCHD representative may serve as a member of the Unified Command Team (UCT)/UMT.

I. Housing and Community Development (HCD) **(816-513-3046)**
    a. HCD has the primary responsibility for overseeing emergency overnight severe cold weather shelters. The shelters are opened in order to provide overnight, warm, sleeping places for the houseless community when the local NGO community shelters are at capacity. HCD works with P&R and OEM to supply, staff, and

provide security for the facility. See **Kansas City, Missouri Emergency Severe Cold Sheltering Plan[4]** for more information.

J. Mayor/Mayor pro-tem **(816-513-3500)**
   a. The mayor (or in the absence of the mayor the mayor pro-tem) is the principal political and legal authority of the City; may approve winter storm operations; approves a Declaration of a State of Emergency.

K. Parks and Recreation (P&R) **(816-513-7500)**
   a. The Parks and Recreation Department will provide a representative to the EOC to serve as part of the "infrastructure team".   P&R will provide barricades to assist with closing of streets if necessary. P&R is responsible for clearing the sidewalks of parks and community centers as well as on walking/hiking trails. In addition, P&R may participate in tree and brush removal of streets, boulevards, and city facilities as needed. P&R is also responsible for opening and operating City community centers as shelters and warming centers if necessary.

L. Kansas City Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
   a. The KCPD provides representatives to the EOC to coordinate law enforcement services during winter weather operations. A KCPD representative may serve as member of the Unified Command (UC) and/or the Unified Management Team (UMT). The PD assists in the evacuation of stranded motorists/population, establishes roadblocks, and maintains traffic control but may modify operations as outlined in **KCPD Critical Incident Management Plan** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from KCPD.).

M. Public Works Department (PWD) **(816-513-9970)**
   a. The Public Works Department will provide a representative to the EOC to serve as part of the "infrastructure team". PWD is the lead agency for snow and ice removal, snow hauling, barricading, bridge clearing, or any other function concerned, such as chainsaw, with street and road clearance during winter storms in accordance with their snow removal plans and procedures.

N. Water Services Department (WSD) **(816-513-1313)**
   a. The Water Services Department will provide a representative to the EOC to serve as part of the "infrastructure team". WSD is also responsible for other activities outlined within their internal policies

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[4] Contact KCMO OEM for a copy of this plan.

and procedures with respect to winter weather. As a mitigation strategy against frozen pipes/water mains, WSD implements a strategy of storing warm water during the hot summer months and then releasing the stored warm water during colder temperatures.

O. Other City Departments
   a. Any other City departments may be directed to provide personnel or other resources to assist with winter weather and shelter operations at the direction of the City Manger and/or EOC.

VII. CONCEPT OF OPERATIONS

Organization of information in this section is based on the winter weather related watches, warnings and advisory levels as previously defined in prior sections. Operations will be managed according to the procedures and guidelines outlined in the other sections of this LEOP, particularly **Annex A – Direction and Control**. Depending on the scope of winter weather operations and other factors, the Incident/Unified Command (IC/UC) may be operated out of the Emergency Operations Center (EOC) if necessary.

Winter Weather Watches

A. Decision Making and Command
   a. If the NWS issues a Winter Storm Watch, the EM or PWD Director will initiate a conference call with the City Manager and appropriate representatives from departments with responsibilities in winter storm operations and the NWS. Decisions on activation of the EOC will be made and actions for storm operations will be discussed.

B. Scope (Size and Duration)
   a. The Public Works Department will determine the scope of preventive winter storm operations for snow and ice removal based on the nature of the threat. The EM and appropriate representatives may determine the scope of all other preventive winter storm operations as deemed necessary.

C. Public Warning and Information
   a. Normally, initial winter storm information will be originated by the NWS through the media and NOAA Weather Radios.
   b. Should the City need to warn the public or disseminate important information, the most expedient means to warn the public will be used.
   c. WSD department may begin releasing public service announcements on preventing frozen pipes to residents and businesses.
   d. KCHD may release public service announcements regarding the danger of cold weather and frostbite.

D. Snow/Ice Removal Operations
   a. PWD will make the decision as to whether to conduct any pre-incident operations (ex. Pretreat for ice, pre-stage snowplows, etc.) based on the information received from the NWS. Preventive snow and ice removal operations will be conducted in accordance with the policies of the Public Works Dept. Interstate and highway snow

removal operations are conducted by the Missouri Department of Transportation (MoDOT) **(888-275-6636, 866-831-6277 motor carrier service)**.

E. Utility Disruption
    a. Preventive utility disruption operations will be conducted in accordance with Utility Disruption Operations Plan, **<u>Annex K: Infrastructure</u>**.

F. Other Activities
    a. Departments, depending on the anticipated incident, may initiate procedures to prepare based on their internal plans, protocols, and policies (ex. response alterations, staffing considerations, etc.). If the NWS predictions prompt the UCT/UMT to potentially open shelters and/or warming centers, EM may discuss this option with the Health Dept. and ARC.

<u>Winter Weather Warnings</u>

A. Decision Making and Command
    a. If the NWS issues a Winter Storm Warning the EM or PWD Director, if not already accomplished during a Winter Weather Watch, will initiate a conference call with the NWS and the appropriate representatives from departments that have responsibilities in winter storm operations. Decisions on activation of the EOC will be made and actions for storm operations will be discussed. An Incident Command Post may be designated to oversee winter storm operations, but due to the nature and scope of the winter storm, incident command may also be operated out of the EOC. The Unified Command/Management Team (UCT/UMT), during a winter storm warning, may be the EM, the appropriate person from Public Works overseeing snow and ice removal operations, a representative from KCFD, and a representative from KCPD. In cases of extreme and/or prolonged cold, a member from the Health Department may be a part of the team as well.

B. Scope (Size and Duration)
    a. Public Works will determine the scope of winter storm operations for snow and ice removal based on the nature of the threat. The EM/UCT/UMT may determine the scope of all other winter storm operations as deemed necessary.

C. Public Warning and Information
    a. Normally, initial winter storm information will be originated by the NWS through the media and NOAA Weather Radios.

b. Should the City need to warn the public or disseminate important information, the most expedient means to warn the public will be used and coordinated through the Public Information Officer

D. Snow/Ice Removal Operations
a. Snow and ice removal operations will be conducted in accordance with the City's Snow and Ice Removal Plan maintained by the Streets and Traffic Division. PWD will, provided the snow removal capability is still functioning, provide updates on snowplow locations and streets cleared. Interstate and highway snow and ice removal is conducted by MoDOT. KCFD has procedures in place to plow their own parking and driveways as needed.

E. Rescue Operations
a. Rescue operations are the responsibility of the KCFD and the KCPD. The KCFD will maintain a state of readiness and will operate in accordance with their department procedures regarding winter weather procedures and policy. The KCPD will maintain a state of readiness and will operate in accordance with their Critical Incident Management Plan including the assistance of stranded motorists.

F. Traffic Movement and Control
a. The KCPD may establish roadblocks and maintain traffic control as necessary. The KCPD, Streets and Traffic Operations Division or Missouri Department of Transportation (MoDOT) may deem it necessary to close streets and/or highways depending on snow and ice impact to them.

G. Debris Management
a. Debris cleanup operations will be conducted in accordance with **Annex M – Debris Management**.

H. Utility Disruption
a. Utility disruption operations will be conducted in accordance with **Annex K – Infrastructure**.

I. Sheltering
a. EM will work with HCD, P&R and the ARC to set up shelters or find other temporary housing for those in need due to power outages or without shelter during an extreme and/or prolonged period of cold or other situation as a result of severe winter weather. See **Annex H – Mass Care and Sheltering** and **Kansas City, Missouri Emergency Severe Cold Sheltering Plan** for more information.

J. Incident Termination

a. The UCT/UMT will determine when winter storm operations may be terminated based on the advice of the NWS and/or other technical experts.

Winter Weather Advisories

The EM or other person authorized (see **Annex A: Direction and Control**) may activate the EOC for Winter Weather Advisories. If it is deemed necessary that the EOC should activate for operations in response to a Winter Weather advisory, actions will follow the guidelines set forth in the Winter Storm Warning section in the Concept of Operations part of this plan. Winter weather operations in response to a winter weather advisory will be conducted by the appropriate City Departments and agencies in accordance with their departmental procedures.

ATTACHMENT 4-1: ACRONYMS

ARC	American Red Cross
EM	Emergency Manager
EOC	Emergency Operations Center
GIS	Global Information Systems
GSD	General Services Department
HSRP	Hazard Specific Response Plan
HVAC	Heating, Ventilation, and Air Conditioning
IC	Incident Commander
iNWS	InteractiveNWS
ITD	Information and Technology Division
JIC	Joint Information Center
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
LEOP	Local Emergency Operations Plan
MERS	Metropolitan Emergency Radio System
MoDOT	Missouri Department of Transportation
N&HSD	Neighborhood and Housing Services Department
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OEM	Office of Emergency Management
P&R	Parks and Recreation Department
PIO	Public Information Officer
PWD	Public Works Department
UC	Unified Command
UCT	Unified Command Team
UMT	Unified Management Team
WEA	Wireless Emergency Alert System
WSD	Water Services Department

ATTACHMENT 4-2: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Code of Ordinances Kansas City, MO, https://library.municode.com/mo/kansas_city/codes/code_of_ordinances.

Kansas City, Missouri, Police Department Critical Incident Management Plan, 2016, Kansas City, Missouri, Police Department, (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from KCPD.)

National Incident Management System, Third Edition, October 2017, FEMA, https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf.

ATTACHMENT HSRP 4-3: PHONE DIRECTORY FOR HSRP-4

Organization	Primary Number
American Red Cross	833-583-3111 Hot Line, 816-931-8400 Duty, 816-591-5136 Sarah Clark-Williams
KC Area Transit Authority (KCATA)	816-346-0200, 816-346-0243 dispatch
KC Streetcar	816-627-2527
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO - City Communications	816-513-1349
KCMO - City Manager	816-513-1408
KCMO - Finance Department	816-513-1173
KCMO - General Services Department	816-513-1313
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Housing and Community Development	816-513-3046
KCMO – Human Resources	816-513-1929
KCMO - Mayor/Mayor Pro-Tem	816-513-3500
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Parks and Recreation Department	816-513-7500
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Missouri – Department of Transportation	888-275-6636, 866-831-6277 motor carrier service
U.S. National Weather Service	816-540-6132, 816-540-6125 Duty Forecaster, 800-438-0596 24/7 operations

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Hazard Specific Response Plan 5 Disease Outbreak

January 2023

HAZARD SPECIFIC RESPONSE PLAN 5
DISEASE OUTBREAK

Primary (lead) Departments:	Health Department EMS Medical Director Fire Department (KCFD)
Secondary (support) Departments:	Emergency Management (OEM) Police Department (KCPD) Other City Departments as Required
Secondary (support) External Agencies:	Regional Hospitals and Medical Service Providers Mid-America Regional Council (MARC) Regional Healthcare Coalition (RHCC) Mutual Aid Jackson County Medical Examiner (JCME) Frontier Forensics, LLC Missouri Dept. of Health and Senior Services Centers for Disease Control (CDC) World Health Organization (WHO)

Table of Contents

I. PURPOSE STATEMENT

This Hazard Specific Response Plan (HSRP, or the "Plan") provides an overview to assure that the City can preserve life and property through the implementation of quick and efficient operations during a disease outbreak. The Plan is a supplement to **Annex E – Health and Medical** and is not designed to supersede that annex nor the **Kansas City Health Department's (KCHD) Public Health Emergency Response Plan** (Copies of this document must be requested from the Kansas City Health Department **(816-513-6008, 816-717-6721 Duty)**).   This Action Plan outlines polices and procedures to guide local emergency personnel in making decisions related to a disease outbreak. This plan defines and provides and overview of the impact off a disease on daily KCMO operations.

II. LEGAL AUTHORITIES AND REFERENCES

(See also the **Base Plan** and **Annex E – Health and Medical.**)

III. PLANNING ASSUMPTIONS

This plan is based on the following assumptions:

A. A major disease outbreak, particularly a pandemic, in the Kansas City, Missouri area could create public health threats beyond the day-to-day capabilities of the local emergency medical system.

B. Accordingly, local and regional health departments, hospitals, and emergency medical service providers have created various plans to guide the provision of emergency medical resources during major disease outbreaks. These plans will be activated as needed to support local operations.

C. Additional medical support is available from the federal government upon request during a major disaster.

D. Quarantine, isolation, advisories, travel restrictions, personal protection equipment (PPE) mandates, or other public health restrictions may, under certain conditions, be utilized to control infectious disease outbreaks and to save lives.

E. Some disease and health related outbreaks may be man-made in origin either as an accident or as a result of malicious intent (see also **HSRP 5 - Terrorism**).

F. Additional procedures may need to be implemented to assist those with functional and access needs in reaching and/or acquiring medical treatment.

IV. DISEASE OUTBREAK DEFINITIONS

The following terminology is used to understand the principles of a disease outbreak and the criteria for its severity (epidemic, endemic, pandemic, etc.). The following definitions are taken from the Center for Disease Control and Prevention (CDC) **(800-232-4636)** and the World Health Organization (WHO) **(202-974-3000)**:

A   Contact Tracing
    a.   The act of determining all people with whom a possibly or actually infected person may have come into contact to limit the spread of the disease

B   Disease Outbreak
    a.   The occurrence of more cases of disease in than expected in a given area or among a specific group of persons during a specific period

C   Epidemic
    a.   Also, an outbreak, the occurrence of more cases of disease, injury, or other health condition than expected in a given area or among a specific group of persons during a specific period. Usually, the cases are presumed to have a common cause or to be related to one another in some way.

D   Endemic
    a.   The constant presence of an agent or health condition within a given geographic area or population; can also refer to the usual prevalence of an agent or condition

E   Pandemic
    a.   An epidemic occurring over a widespread area (multiple countries or continents) and usually affecting a substantial proportion of the population

F   Social Distancing
    a.   The practice of maintain a greater physical distance from other persons and/or avoiding direct contact to minimize exposure to and transmission of an infectious agent.

G   Quarantine
    a.   Restriction of persons exposed to a disease but not showing any symptoms. Persons are typically quarantined to determine if they will become sick. Persons who have tested positive for the disease but have no symptoms/clinical signs (i.e., carriers) are also quarantined.

H   Isolation
    a. Isolation is designed to separate persons who are sick or have the disease from persons who are not. The primary difference from quarantine is that persons isolated are sick (i.e., showing clinical signs or symptoms).

I   Point of Dispensing (POD)
    a. A Point of Dispensing is similar to but should not be confused with a Point of Distribution (place where resources are distributed to the public - see also **Annex N - Resource Management** for more information on Points of Distribution). A POD, as related to disease outbreak, is a location designed to distribute mass medication to prevent or treat disease.

V. ORGANIZATION UNDER THE INCIDENT COMMAND SYSTEM

The City of Kansas City will utilize the Incident Command System (ICS) when conducting winter weather operations (see **Annex A - Direction and Control**).

The Kansas City Health Department will be the lead agency for any disease outbreaks. See also **Annex E – Health and Medical**.

VI. DISEASE OUTBREAK RESPONSIBILITIES BY DEPARTMENT OR AGENCY

Departments within the City of Kansas City and external agencies will fulfill the following responsibilities regarding winter storm operations (in alphabetical order; see also the **Base Plan**):

Departmental Responsibilities

A. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
    a. KCHD is mandated to prevent illness, promote, preserve and protect the health of the residents of Kansas City, MO and its visitors. KCHD will have the lead for cases of disease outbreak.

B. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty)**

a. The Office of Emergency Management (OEM) assists with logistical and, as able, situational awareness support to KCHD.
b. OEM may, under the recommendation of KCHD, activate the Emergency Operations Center and coordinate emergency operations in accordance with this Plan.
c. For personal protective equipment (PPE) distribution from Missouri State or private donated resources, OEM may take the lead regarding the logistics of acquisition, transport, and distribution of PPE.

C. Emergency Medical Services (EMS) Medical Director **(816-513-6263)**
   a. The EMS Medical Director is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system.

D. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
   b. The KCFD provides emergency medical services, Basic Life Support (BLS) and Advanced Life Support (ALS), transportation of the sick and injured to local hospital emergency rooms, and fire, rescue and Hazmat functions (See **Annex D – Fire, Rescue, EMS, and Hazmat**).

E. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
   c. The KCPD provides law enforcement services at disaster scenes, hospitals and medical facilities, and as personnel are available, will, as needed and able, provide security for the transportation, storage and dispensing of pharmaceuticals in support of mass prophylaxis or treatment operations.

KCMO Partners
A. Mid-America Regional Council (MARC) **(816-474-4240)** Health Care Coalition (HCC) **(913-608-9425 duty officer)**
   a. The MARC HCC assists in coordinating regional health and medical agencies during emergencies and/or disasters. The Coalition comprises members from metro emergency service committees including:
      i. Hospital Committee
      ii. Public Health Committee
      iii. MARC Emergency Rescue Committee
      iv. Missouri Northern and Southern districts' Health Care committees
      v. Kansas Health Care Coalition group

B. Jackson County Medical Examiner (JCME) **(816-881-6600)**

      a. The JCME's Office conducts autopsies, determines cause of death and issues death certificates, maintains official statistics, and other related duties for the KCMO region. JCME shares related information and records with KCHD.

C. Frontier Forensics Midwest, LLC (FFM LLC) **(913-299-1533)**
      a. Frontier Forensics Midwest, LLC, conducts autopsies, determines cause of death and issues death certificates, maintains official statistics, and other related duties in Clay and Platte Counties. FFM LLC shares related information and records with KCHD.

D. Missouri Department of Health and Senior Services (MDHSS) **(573-751-6400)**
      a. MDHSS operates the Missouri Health Alert Network, a statewide network which provides information to public health organizations and hospitals.
      b. MDHSS divides the State of Missouri into multiple regions based on the Missouri State Highway Patrol's regions. KCMO collaborates with Region A & Region H. Each region has services such as an epidemiological and investigative. The regions also act as an intermediary between the local public health agencies and MDHSS.

E. Missouri State Emergency Management Agency (SEMA) (**573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first)**
      a. Additional resources (nurses, doctors, pharmaceuticals, etc.) may be requested through SEMA via SEMA's WebEOC.

F. Centers for Disease Control and Prevention (CDC) **(800-232-4636)**
      a. The CDC provides national and international situational awareness of disease outbreaks, their impact on the United States of America, and the latest information on prevention and treatment of the disease causing the outbreak.

G. World Health Organization (WHO) **(202-974-3000)**
      a. The WHO monitors international conditions related to public health and disease. The WHO provides situational awareness and information regarding the prevention and treatment of diseases.

VII. CONCEPT OF OPERATIONS

Organization of information in this section is based on pandemic outbreaks but could be utilized in whole or part for epidemics or other disease outbreaks. Operations will be managed according to the procedures and guidelines outlined in the other sections of this LEOP, particularly **Annex A – Direction and Control** and **Annex E – Health and Medical**. Depending on the severity of the disease outbreak and other factors, the Incident/Unified Command (IC/UC) may operate in a virtual environment to reduce the exposure of responders.

General Operations

A. EOC Activation
    KCHD requests activation of the EOC at their discretion as needed unless OEM determines a need to activate (e.g., a Presidential Declaration is likely). The EOC may activate in person or virtually through online meetings (due to social distancing).
    Any of the following agencies may be activated during Level II or Level III EOC operations (see **Annex A – Direction and Control** for details):
    a. EMS Medical Director
        vi. Notification will be made via electronic notification to the EMS Medical Director (or designee) and Assistants to the EMS Medical Director.
    b. KCHD
        vii. If activation of the EOC has not been requested by KCHD, notification to activate the EOC will be made simultaneously to the Health Director (via email– note: mark message as "URGENT"), and by telephone call to the KCHD Duty Officer's pager at **816-717-6721.**
    c. KCFD
        viii. Notification to activate KCFD will be made via telephone call to the Fire Chief (who may be reached by contacting the KCFD Communications Office **816-513-0900**). If they are unavailable, the on-duty Deputy Chief may be contacted.
    d. Medical Examiners, JCME or FFM LLC
        ix. Notification will be made by the requesting department (OEM, KCFD, KCPD, KCHD or others).

B. EOC Staffing
    a. EMS Medical Director
        i. The EMS Medical Director or his designee will report to the Emergency Operations Center (EOC) as appropriate.
    b. KCHD
        i. KCHD representative(s) at the City's EOC may initially consist of one or more of the following individuals:
            1. The Director of Health

2. The Deputy Director of Health
3. A designated Division Manager or Public Health Preparedness Division employee
4. Additional management staff may be notified to respond to the EOC as needed.

ii. As activation and staffing needs become apparent, additional members of KCHD's management team will be scheduled in 12-hour shifts.

iii. KCHD may also activate their Health Department Operations Center (HOC) if necessary. The HOC may coordinate through the representative of the EOC. See **Emergency Operations** under the next section for details.

c. KCFD
   i. The Fire Chief, the on-duty Deputy Chief, or a designee will report to the EOC as appropriate.

d. Jackson County Medical Examiner (JCME)
   i. The JCME does not typically provide personnel to the KCMO EOC.

Emergency Operations

The KCHD, the EMS Medical Director, and KCFD have different scopes of authority, but work cooperatively with OEM and other agencies to coordinate health and medical operations. **Annex E – Health and Medical** covers the broad range of emergency operations.

A. Initial Notification/awareness – notification and situational awareness will be obtained through local, regional, state, and national partners. KCHD will monitor and analyze the information, making it more pertinent for KCMO and the KCMO area.
   a. Local
      i. First Watch
         1. The Director of the KCHD, in conjunction with the EMS Medical Director and KCFD will utilize the electronic Incident Command System (eICS) system for illness determinant data.
      ii. eICS Hospital Status
         1. Through the eICS system, KCHD will collect local hospital data (capacity, usage, etc.) and disseminate the information accordingly.
      iii. EMResource
         1. KCHD will also monitor EMResource for hospital operational status and disseminate the information accordingly.
      iv. ESSENCE
         1. KCHD will monitor ESSENCE for data regarding local hospital emergency department illnesses.

      b. Regional/statewide
          i. Health Alert Network levels
             1. Information Service
                 a. Provides public health information unlikely to require immediate attention
             2. Health Update
                 a. Provides updated information on a public health incident or situation that is unlikely to require immediate action.
             3. Health Advisory
                 a. Provides information for a specific public health incident or situation and contains recommendations or actionable items to be performed by public health officials, laboratories, and/or civilians; may require immediate action.
             4. Health Alert
                 a. Provides vital, time sensitive public health information for a specific incident or situation that warrants immediate action or attention by public health officials, laboratories, clinicians, and members of the general public; highest level of importance.

      c. National (CDC)/Worldwide (WHO)
          i. Health Alert Network levels
             1. Information Service
                 a. Provides public health information unlikely to require immediate attention
             2. Health Update
                 a. Provides updated information on a public health incident or situation that is unlikely to require immediate action.
             3. Health Advisory
                 a. Provides information for a specific public health incident or situation and contains recommendations or actionable items to be performed by public health officials, laboratories, and/or civilians; may require immediate action.
             4. Health Alert
                 a. Provides vital, time sensitive public health information for a specific incident or situation that warrants immediate action or attention by public health officials, laboratories, clinicians, and members of the general public; highest level of importance.

   B. Response Activities
       a. See also **<u>Annex E Health and Medical</u>** for more details regarding
           response activities such as investigations, prophylaxis, quarantine,
           isolation, points of dispensing, and other duties of KCHD, KCFD,
           and their strategic partners.
       b. Investigations
             i. Contact Tracing
                 1. KCHD with assistance from strategic partners may
                     conduct contact tracing through direct questioning,
                     questionnaires, or possible tracking of movements of
                     an infected or potentially infected person.
            ii. Testing clinics/sites
                 1. To facilitate investigations and assist with
                     implementing non-pharmaceutical and
                     pharmaceutical interventions, KCHD, working with
                     regional and state strategic partners, can conduct
                     disease testing at their facility or at remote locations.
       c. Non-pharmaceutical interventions
             i. Non-pharmaceutical interventions include actions and
                 policies to counter the spread of the disease through
                 physical and social means. These methods can include, but
                 are not limited to:
                 1. Social distancing – encouraging people to maintain a
                     set minimum distance from each other
                 2. Limiting capacity of venues/events – this reinforces
                     social distancing
                 3. Stay at home orders – putting policies in place to
                     encourage people to avoid public places and remain
                     at home/in their dwellings.
                 4. Quarantine
                 5. Isolation
       d. Pharmaceutical interventions
             i. Vaccination clinics – once a vaccine is developed and
                 distributed, KCHD, working with stakeholder partners, can
                 provide vaccinations at their facility or set up remote
                 locations.
            ii. Mass vaccinations – KCHD, with assistance, can set up
                 clinics, locations (such as drive-through clinics), or door-to-
                 door administration, to quickly and safely vaccinate large
                 numbers of persons.
           iii. Treatment interventions – depending on the availability of
                 prophylaxis and severity of the disease, pharmaceutical
                 intervention may include treatment such as Tamiflu or
                 antibiotics. These can be done with methods similar to
                 vaccination

C. Sheltering/Isolation
   a. Depending on the severity of symptoms and/or for the safety of others, certain persons should be quarantined/isolated separate from populations of other people. Houseless persons are an example of a population requiring separate facilities. However, persons may need to be isolated from family or other roommates as needed. Methods to implement these policies/procedures could include:
      i. Use of a hotel/motel
      ii. Use of other multi-room facilities that allow for isolation of persons therein, including feeding and hygiene

D. Logistics/Resource Management
   a. KCHD will have primary responsibility for acquiring, transporting, storing, and distributing pharmaceutical and durable medical resources needed to respond to the disease outbreak incident.
   b. OEM may take the lead for coordinating with local, regional, state, and Federal partners in acquiring, transporting, storing, and distributing certain non-pharmaceutical resources such as PPE.
      i. OEM may assist KCHD with transporting, storing, and distributing pharmaceutical and durable medical supplies as needed.

E. Mass Casualty Incident overview
   a. A mass casualty incident (MCI) is defined in **Annex E Health and Medical**
   b. KCHD roles
      i. KCHD may provide secondary or tertiary support to the incident management team. This support may include:
         1. EOC Staffing
         2. Reunification services
         3. Volunteer reception center staffing
         4. Mass care facility support
         5. Logistics and resource coordination and supply

F. Mass Fatality overview
   a. Mass fatality operations are referenced in **Annex E Health and Medical**. However, some special considerations may need to be considered depending on the disease.
   b. With some diseases, such as Human Immunodeficiency Virus, Hepatitis B & C, hemorrhagic fevers (Ebola), etc. workers must handle cadavers with more care, use extra personal protective equipment (PPE), and/or dispose of cadavers in specific manners.

G. Public Health Services

The KCHD is responsible for the coordination of disaster public health services in accordance with the **Public Health Emergency Response Plan** (OEM has a copy of this document on its shared drive. Copies of this document must be requested from the authoring agency.), including:

    a. General Operations
        i. The KCHD is responsible for communicable disease prevention and public health preparedness. KCHD will monitor general public health conditions during emergency operations and will issue public warning and advisories as necessary to preserve and protect public health and prevent illness.
        ii. At the discretion of the Health Director or his designee, the KCHD may also open a Health Operations Center (located at KCHD). The purpose of the HOC is to facilitate internal KCHD response operations and communications in support of the incident. The HOC will remain operational and staffed as needed to support KCHD until the City's EOC has been deactivated or as directed by the Health Director or designee.

    b. Epidemiological Services
        i. The KCHD Division of Communicable Disease Prevention and Public Health Preparedness along with Environmental Health Services may provide surveillance of the disease and or environment. Communicable Disease Prevention is also the lead on any disease investigations conducted in response to any disease outbreaks.

    c. Food Inspections
        i. The Environmental Health Services Division's primary area of responsibility is food inspections and may assist area disaster relief agencies by inspecting food service operations and supplies at mass care sites (i.e. food storage, preparation and dispensing sites, and shelter sites). The KCHD Environmental Health Services Division may assist the KCFD, Environmental Protection Agency (EPA) **(913-551-7003, 800-223-0425)** and others in the monitoring of air quality.

    d. Rental Property Inspections
        i. During some types of emergent events, there may be a time when it is necessary to work with providers of temporary living spaces. During normal daily operations, the Health Homes Program of KCHD manages to provide residential living space inspections.
        ii. In conjunction with other City departments, this program may offer its services and expertise to the incident management team in providing an initial review of residential living spaces.

    e. Management of Isolation and Quarantine

        i. The Director of the KCHD (or designee) may implement and manage isolation and quarantine operations in accordance with KCHD plans, procedures and statutory authority. KCMO OEM may assist with obtaining needed resources for KCHD to manage any needed facilities or provide basic needs for persons isolated or quarantined.

    f. Other Public Health Services and Assignments

        i. At the discretion of the KCHD Director or his designee, all required KCHD staff will report to the Health Department and all field staff shall remain in the building to receive assignment information from their Program Manager/Division Manager.

ATTACHMENT 5-1: ACRONYMS

ARC	American Red Cross
EM	Emergency Manager
EOC	Emergency Operations Center
GIS	Global Information Systems
GSD	General Services Department
HOC	KCMO Health Dept. Operations Center
HSRP	Hazard Specific Response Plan
HVAC	Heating, Ventilation, and Air Conditioning
IC	Incident Commander
iNWS	InteractiveNWS
ITD	Information and Technology Division
JIC	Joint Information Center
KCFD	Kansas City Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, Missouri
KCPD	Kansas City Police Department
LEOP	Local Emergency Operations Plan
MERS	Metropolitan Emergency Radio System
MoDOT	Missouri Department of Transportation
N&HSD	Neighborhood and Housing Services Department
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OEM	Office of Emergency Management
P&R	Parks and Recreation Department
PIO	Public Information Officer
PWD	Public Works Department
UC	Unified Command
UCT	Unified Command Team
UMT	Unified Management Team
WEA	Wireless Emergency Alert System
WSD	Water Services Department

ATTACHMENT 5-2: PHONE NUMBERS FOR HSRP 5

Organization	Primary Number
Centers for Disease Control	800-232-4636
Frontier Forensics, LLC	913-299-1533
Jackson County - Medical Examiner	816-881-6600
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – EMS Medical Director	816-513-6263
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Mid-America Regional Council – Regional Health Care Coalition (RHCC)	913-608-9425 duty officer
Mid-America Regional Council (MARC)	816-474-4240
Missouri – Department of Health and Senior Services	573-751-6400
Missouri – State Emergency Management Agency	573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first)
U.S. Environmental Protection Agency (EPA)	913-551-7003, 800-223-0425
World Health Organization	202-974-3000

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Hazard Specific Response Plan 6
Terrorism

January 2023

HAZARD SPECIFIC RESPONSE PLAN 6
TERRORISM

Primary (lead) Departments:	Police Department (KCPD)
Secondary (support) Departments:	City Manager Office of Emergency Management (OEM) Fire Department (KCFD) Health Department (KCHD) Aviation Department General Services - City Security Information Technology Division (ITD) Water Services Department (WSD) Other City Departments as Required
Secondary (support) External Agencies:	Department of Homeland Security (DHS) Federal Bureau of Investigation (FBI) Kansas City Regional Fusion Center (KCRFC)

Table of Contents

I. PURPOSE STATEMENT

The purpose of this HSRP is 1) to establish a unified approach for emergency response departments of the City of Kansas City, Missouri, to respond to and recover from a threat or act of terrorism, and 2) to establish a terrorism response system that prescribes responsibilities and actions required to respond to and recover from a terrorist event.

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II. SITUATION AND PLANNING ASSUMPTIONS

Situation

A. The City of Kansas City has assets that could be targets for terrorist activities. These include, but are not limited to:
   a. Federal, state, county and municipal government facilities and structures
   b. Chemical facilities
   c. Medical facilities
   d. Religious facilities
   e. Businesses and manufacturing centers
   f. Airports, railroads, highways and navigable rivers
   g. Pipelines; power plants; public utilities; landmarks
   h. Agriculture
   i. Large public gatherings such as parades, sporting events, etc.
   j. Amusement parks, museums, or other area/facility that regularly hosts many people

B. Target Types
   a. Hard targets are physical locations, generally inaccessible to the public, that are heavily protected
   b. Soft targets are areas of public gatherings that are less protected due to accessibility or difficulty of defense

Assumptions

A. This HSRP supplements **Annex D – Fire, Rescue, EMS, and HazMat** and **Annex F – Law Enforcement**, and relates primarily to terrorist incidents involving chemical, biological, radioactive, nuclear, explosive materials (CBRNE), and cyber-terrorism. This is not to imply that mass shootings, vehicle ramming, or other similar methods of attack should not be considered.

B. KCPD **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)** is responsible for law enforcement operations within the city, including those related to terrorism. Federal law enforcement authorities will have extensive involvement in any local terrorism incident. The KCPD will be the single point of coordination with federal law enforcement authorities during such incidents.

C. The KCPD, KCFD **(816-513-4600, 816-513-0900 Dispatch)**, and OEM **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)** will coordinate with the Kansas City Regional Fusion Center (KCRFC) **(816-513-0970 KCPD dispatch)** to ensure accurate information is shared with respect to potential attacks on the Kansas City Region.

D. All terrorist incidents and all suspected terrorist incidents are considered a crime scene. The KCPD will take appropriate actions to preserve evidence.

E. The KCHD is responsible for health operations within the city, including those related to terrorism. See **<u>Annex E – Health and Medical</u>** for more information.

F. Terrorist incidents may not be detected initially, due to the characteristics of the agent employed. For example, biological incidents may appear natural at first, but later determined to be manmade due to the strain, the rate of spread, the area of contamination, or other characteristics.

G. The resources and/or expertise of local agencies could quickly be depleted by a response to a major terrorist incident and its consequences. Extensive use of regional, state, and federal resources should be expected.

H. For terrorist events involving weapons of mass destruction, there may be a large number of casualties. Injured or ill victims will require specialized medical treatment, potentially including decontamination and medical facilities and may require establishing temporary medical operations in the field. Fatally injured victims may be numerous, and their bodies contaminated or infectious. Special mortuary arrangements are likely to be necessary.
    a. Special consideration must be made for functional and access needs persons in addition to cultural and language differences

I. Terrorist incidents may involve damage or disruption to computer systems, telecommunications networks, or Internet systems; disturbance to vital community networks for utilities, transportation, or communication; and/or could endanger the health and safety of the population at risk, interrupt emergency response operations, and result in substantial economic losses.

J. Due to the many potential components of a terrorist attack (hazardous materials, mass casualties, mass fatalities, etc.) response may required a multi-agency unified command structure.

K. Should a terrorist incident be identified, the City of Kansas City could be acting alone pending mobilization and deployment of other local, State and Federal assets.

L. A single terrorist incident may be a precursor to a complex coordinated terrorist attack (CCTA) and should be regarded as potentially such until information comes in that it is not.

M. Any act of terrorism, particularly a CCTA in the Kansas City Missouri Metropolitan area could immediately overwhelm the city response capabilities.

N. Certain precursor activities may indicate potential terrorist attack such as:
   a. Large non-descript vehicles patrolling an area or sitting close to a potential target for an extended period of time
   b. Persons acting in a strange manner (e.g. photographing entrances, loading docks, or other out of the normal subjects)
   c. Persons wandering or attempting to enter areas not normally for the public
   d. A large influx of phishing emails to employees (emails used to obtain system access)
   e. Pre-planning and recruitment efforts on the internet

O. Counter terrorism efforts including intelligence gathering and appropriate response training may reduce some incident potential, but incidents can occur with little or no warning.

P. Terrorism is generally broken into two categories:
   a. International Terrorism: Violent, criminal acts committed by those inspired by, or associated with, designated foreign terrorist organization or nations/state sponsored
      i. Homegrown Violent Extremists (HVEs): citizens of a country inspired by a foreign terrorist organization to commit criminal acts within their own country
   b. Domestic Terrorism: Violent, criminal acts committed by those furthering ideological goals stemming from domestic influences (political, religious, social, racial, environmental, etc.)

Types of Terrorist Attacks

Terrorism takes many forms: bombings, arson, infrastructure attacks (on water, electric, gas, or telecommunications systems), mass shootings, cyberspace failure or disruption, transportation attacks (hijacking, bombing, sabotage etc.), use of firearms, vehicle ramming tactics, and other acts of violence or intimidation in pursuit of religious, political, or other ideological aims.

A. Physical Attacks: Any direct attacks such as vehicular, mass shootings, arson, mass stabbing, etc. Although these attacks may have lower consequences/victim toll than other methods, they can avoid effective countermeasures and exploit vulnerabilities.

B. Weapons of Mass Destruction (WMD): Any weapon designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon designed to release radiation or radioactivity at a level dangerous to human life (18 USC 2332a).

C. Chemical Agent: A chemical substance intended to kill, seriously injure, or incapacitate people through physiological effects. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (including munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Most chemical attacks are localized, and their effects become evident within a few minutes. Different chemical agents can be persistent or non-persistent.

D. Biological Agents: Living organisms or materials derived from them that cause disease; harm humans, animals, or plants; or deteriorate materials. People exposed to a pathogen such as anthrax or smallpox may not know they have been exposed, and those infected or subsequently infected may not feel sick for some time. Unlike acute incidents involving explosives or some hazardous chemicals, direct patient care providers and the public health community are likely to first detect a biological attack on civilians (See **Annex E – Health and Medical**). Terrorists also could use biological agents to affect agricultural commodities (agro-terrorism). These agents can devastate the local or even national economy.

E. Radiological/Nuclear: High-energy particles or gamma rays emitted by an atom undergoing radioactive decay. The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. The presence of a radiation hazard is difficult to ascertain unless the responders have the proper detection equipment and the training to use it. Terrorists may use the following delivery methods:
   a. An improvised nuclear device (IED) is any explosive device designed to cause dispersal of a nuclear yield. While "weapons-grade"

material increases the efficiency a device, materials of less than weapons grade can still be used.

b. A radiological dispersal device (RDD) is any explosive device that spreads radioactive material when detonated. A RDD can include an improvised explosive device or spread radiological material non-explosively (for example, medical isotopes or waste). A RDD also includes devices identified as "dirty bombs".

F. Explosives: Conventional explosive devices or improvised bombs used to cause massive local destruction. Bombs and firebombs are inexpensive and easily constructed. Explosives can disperse chemical, biological, or radiological agents.

G. Cyber-Terrorism: "The use of computer network tools to shut down critical national infrastructures through the use of high technology to bring about political, religious, or ideological aims, actions that result in disabling or deleting critical infrastructure data or information." (The Center for Strategic and International Studies). This is differentiated from cyber-crime, which usually is employed to extort money or other resource gain. Examples of cyber-terrorism may include:
   a. Denial of service attack: use of cyber-technology to overwhelm communications, such as 911 operators
   b. Infiltrating critical infrastructure systems to cause disruption of services (utilities, hospitals, etc.)
   c. Infecting/shutting down systems until demands are met
   d. Accessing security systems to allow for ease of access for a terrorist attack

H. A Complex Coordinated Terrorist Attack (CCTA): A complex coordinated attack by terrorists is planned to strike multiple locations simultaneously or within a short time period. They are designed for maximum confusion and to strain response resources.
   a. According to FEMA's definition, consists of the following elements:
      i. The attacks are synchronized;
      ii. One or more teams, working independently, conduct the attacks;
      iii. The attacks occur in multiple locations simultaneously or in close succession;
      iv. Little or no warning initiates the attacks;
      v. The complex and coordinated nature requires multiple attackers;
      vi. The attacks can employ any of the above methods and commonly more than one; and
      vii. Terrorism motivates the attacks.
   b. In addition, additional tactics could include:
      i. Use of methods/diversions to increase response times

ii. Cross jurisdictional boundaries attacks
iii. Focus on soft targets for maximum casualties
iv. Conduct attacks directly upon first responders
c. CCTAs present difficulties based on their nature and tactics
i. Initial attacks may not be recognized as a CCTA unless prior notification is received
ii. Incident sites may be geographically dispersed over, possibly, multiple jurisdictions
iii. Attacks may be preceded by overwhelming communications systems
1. Denial of service attack (DoS)
2. Cyber-terrorism
a. Infiltrating critical systems to cause confusion and lack of coordination
3. Physical attack on critical communications infrastructure

III. LEGAL AUTHORITIES AND REFERENCES

Legal Authorities

The City will comply with all local, state, and federal laws, statutes, ordinances, and regulations. See other related annexes for additional information on legal authorities and references (**Annex D – Fire, Rescue, EMS, and Hazmat**; **Annex E – Health and Medical**, etc.).

References

Local

- KCPD Critical Incident Management Plan (2016) (A copy of this plan may be requested from KCPD)
- Mid-America Regional Council (MARC) Bi-State Kansas City Region Regional Coordination Guide (2019) (https://www.marc.org/safety-security/emergency-services-planshttps://www.marc.org/Emergency-Services-9-1-1/Plans.html)
- MARC Regional Coordination Guide Annex B: Complex Coordinated Terrorist Attack Special Incident Annex (2020) (https://www.marc.org/safety-security/emergency-services-plans)

Federal

- Joint Field Office Activation and Operations (April 2006) (https://www.fema.gov/pdf/emergency/nrf/NRP_JFO_SOP.pdf)
- National Response Framework (October 2019) (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response)
- National Terrorism Advisory System Public Guide (April 2011) (https://www.dhs.gov/xlibrary/assets/ntas/ntas-public-guide.pdf)

IV. ORGANIZATION AND RESPONSIBILITIES

As essentially a crime scene, response for a terrorism incident will be under the direction and control of law enforcement. The coordinated response will be conducted from the EOC. The primary responders for terrorism are normally local law enforcement, fire, health, and medical personnel. All other departments are considered to be support. All participating departments should comply with training requirements set-forth by SEMA. In addition, an up-to-date list of EOC emergency response personnel will be maintained in the OEM. The following provides a breakdown by functional areas:

Federal Government

The Federal Government is responsible for determining the national terrorism threat level. See **Attachment HSRP 6-2 Homeland Security Advisory System**. However, it is up to the local jurisdiction to determine their appropriate threat level based upon their current situation.

The Federal Government can establish a Joint Field Office (JFO) to coordinate all response efforts depending on the scope and duration of the incident or incidents (see **CCTA** section under **Types of Terrorist Attacks,** pg. HSRP 6-8).

If necessary, a Joint Operation Center (JOC) can be established by the Federal Bureau of Investigation (FBI) **(816-512-8200)**. The JOC is established for terrorist events to coordinate law enforcement criminal investigative efforts. The Incident Commander may request that a representative from the impacted jurisdiction be assigned to the JOC.

Departmental Responsibilities

A. Aviation Department **(816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC)**
Responsible for the operation and protection of the Kansas City International and Downtown Airports in conjunction with the KCPD, Transportation Security Administration (TSA), and other federal authorities.

B. Office of Emergency Management (OEM) **(816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC)**
The primary KCMO department responsible for planning and coordination related to homeland security operations with regards to the City[1]. The OEM is also responsible for operating the Emergency Operations Center (EOC):
   a. Management and coordination will originate from the local EOC.
   b. Ensure the alternate EOCs are ready in the event that the primary EOC is not available

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[1] Excluding those responsibilities under the KCPD, KCFD, and Health Department (such as criminal investigations and other law enforcement responsibilities, hazmat responsibilities, medical point of distribution, etc.).

     c. The EOC will be staffed in accordance with the **Base Plan** and **Annex A - Direction and Control**.

     d. Coordinate with SEMA's EOC **(573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first))** and other federal, state or local agencies as necessary.

     e. Prepare and distribute Situations Reports (SitReps)

     f. Coordinate response and recovery operations.

     g. Identify and coordinate resource requirements

     h. The Office of Emergency Management is responsible to contact SEMA Region A Coordinator **(573-645-6646 Region A Coordinator (call first))** and advise of the current local situation and threat. Other local departments will follow their respective SOG's for notifications

     i. Activate the EOC at either the primary or alternate location. The EOC serves as the clearinghouse for the local jurisdiction to collect, discuss, and disseminate information regarding a particular event occurring within their jurisdiction. The EOC is responsible to maintain contact with appropriate State and Federal Agencies throughout the incident period.

C. Emergency Medical Service (EMS) Medical Director **(816-513-6263)**
The EMS Medical Director is the primary source of day-to-day medical direction and clinical oversight of all aspects of the pre-hospital emergency medical services system.

D. Fire Department (KCFD) **(816-513-4600, 816-513-0900 Dispatch)**
The KCFD is responsible for Hazmat operations, rescue and gross decontamination operations related to CBRNE incidents. See also **Annex D – Fire, Rescue, EMS, and Hazmat**. Their duties could include (but are not limited to):

     a. Respond to reports of terrorist incidents to determine the nature and scope of the incident.

     b. Provide a representative to the EOC and coordinate with City of Kansas City law enforcement and other agencies for support and resource requirements.

     c. Establish site security areas and hazard exclusion zones in accordance with established procedures and guidelines.

     d. Determine the nature of the incident.

     e. Provide information on hazardous material/evaluation and environmental damage assessment.

     f. Develop and maintain internal guidelines to identify specific roles and responsibilities of fire service personnel in each of the major terrorism incidents involving CBRNE.

The Chief of Emergency Medical Service (EMS) is primarily responsible for directing the medical response and on scene operation within the impacted

area and is responsible for emergency medical services as well as the transportation of the sick and injured to local hospital emergency rooms. The EMS is responsible for identifying and anticipating resource requirements and allocates resources accordingly. EMS coordinates mutual aid in conjunction with the County Health Officer.

E. General Services Department (GSD) – City Security **(816-513-2778)**
GSD's Citywide Security is responsible for safety and security operations at all City facilities, with the exception of Aviation and Water Services Department facilities.

F. Health Department (KCHD) **(816-513-6008, 816-717-6721 Duty)**
The KCHD is responsible for public health operations related to CBRNE incidents, and for the dissemination of mass prophylaxis medications in response to disease and contamination related to terrorist incidents.
   a. Health Department and Office of Environmental Management

      i. Provide personnel safety information to the EOC.

      ii. Provide an environmental analysis, with help from the MO Dept. of Health and Senior Services and the Centers for Disease Control and Prevention. Coordinate with County Health Director on all health issues. The County Health Director is responsible to determine the health risk, and recommend epidemiological and toxicological solutions to deal with public health issues involved in a terrorist incident.

      iii. Monitor response personnel and general public exposure to chemical, biological, and radiological agents.

      iv. Monitor and track potential victims.

      v. Provide information regarding exposure and treatment to potential victims and workers.

   b. The County Health and Medical Director or a designated representative will assist the PIO on Health and Medical issues and in concerning public and individual health issues.

G. Information Technology Division (ITD) **(816-513-3333)**
The ITD is responsible for the operation and protection of City computer, telephone and other IT systems.

H. Kansas City Regional Fusion Center (KCRFC) **(816-513-0970 KCPD dispatch)**

The KCRFC provides alerts and warnings concerning potential or actual terrorist or domestic disturbances (civil unrest) that affect the KCMO Region. KCRFC also provides a representative to the EOC when activated and necessary.

I. Police Department (KCPD) **(816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch)**
    The KCPD is responsible for law enforcement operations related to terrorist incidents in cooperation with the DHS **(202-282-8000)**, FBI and other state and federal law enforcement agencies including:

    a. Manage the incident scene. Set-up Incident Command System (ICS) to manage/coordinate with other departments and agencies using the Unified Command System.

    b. Respond to requests for support/assistance from other departments; local, state, and federal.

    c. Provide security, maintain order, prevent unauthorized entry, control and re-route traffic and maintain open access/egress for authorized vehicles into the terrorist incident scene.

    d. Provide protection and security for the two airports: Downtown (Wheeler) Airport and Kansas City International (MCI) Airport.

    e. Assist in evacuation/in place protection notification of the affected area as requested by the EOC or the on scene incident commander.

    f. Develop and maintain Standard Operating Guides (SOGs) of duties, roles and responsibilities for any terrorism incidents..

    g. Ensure Scene Security and evidence preservation pending arrival of the FBI and assist the FBI and other investigative authorities in determining responsibility.

    h. Establish access control into and out of crime scene.

    i. Provide security for the Command Post and EOC.

    j. Manage crowd control when necessary.

J. Water Services Department (WSD) **(816-513-1313)**
    The WSD is responsible for the operation and protection of the City's water and sewer systems in conjunction with the Environmental Protection Agency (EPA) and other state and federal agencies.

K. Public Works (PWD) **(816-513-9970)**
Respond to emergency requests from the EOC by providing resources, i.e. trucks, earth moving equipment and other needed assets/materials along with operators to reduce hazards, minimizing secondary damage.

   a. Provide barricades to assist in evacuation and/or scene security.

   b. Assist in providing temporary storage of equipment and materials until appropriate locations can be located.

   c. Coordinate with the EOC and the on-scene commander to insure the area is safe to enter. Do not enter any area if it has not cleared and declared safe for reentry.

V. CONCEPT OF OPERATIONS

OPERATIONAL PHASES

Mitigation

The City of Kansas City, Missouri, will take any appropriate measures possible and it is able to help lessen the impact of a terrorist act. Measures may include (but are not limited to):

A. Develop a method for processing information.

B. Analyze potential threats, targets, and potential hazards for the jurisdiction. Disseminate on a need to know basis when appropriate.

C. Identify facilities, agencies, personnel, and resources necessary to support a terrorist incident response.

D. Enhance security measures, as applicable and capable, around potential hard and soft targets

E. Whenever possible, training exercises conducted by local jurisdictions should include terrorism (WMD) and the use of the High Spatial Resolution Remote Sensing (HSRRS) equipment. The purpose is to provide a training opportunity, and to exercise HSRRS capabilities as required by the Office of Domestic Preparedness (ODP).
   a. Training and exercises should periodically include a CCTA element
   b. Include OEM to ensure the office's readiness if needed

F. Review and become familiar with the SEOP.

Preparedness

A. City of Kansas City, Missouri will take the appropriate security measures. See **Attachment HSRP 6-2** for Federal and State Homeland Security Advisory System threat guidelines. These can include (but are not limited to):

   a. Develop and review Plans and SOG's for response to a terrorist incident.

B. Train key personnel on plans and procedures

C. Make recommendations for improvements, based on exercises and training, for possible improvements.

D. Prepare plans for the measures needed to protect against terrorism for known events (e.g. sporting events, parades).

E. Maintain communication and coordination with the Kansas City Regional Fusion Center (KCRFC) for the latest intelligence regarding potential threats.

Response

Response activities are listed in greater detail in the section **Initiation of Operations** (pg. HSRP 6-17) following.

A. Notification
   a. Any individual who receives notification of a terrorist incident or who is responsible for making notifications must assure that every effort is made to contact primary and support personnel as identified in the Basic Plan and to immediately notify SEMA.
   b. Once a terrorism incident is suspected, city law enforcement will report and request assistance from the state using existing operating guidelines and/or procedures.
   c. If notification of a terrorist incident is received, the Emergency Management Director will immediately contact the City Manager **(816-513-1408)** and primary and support agencies as identified in the Primary & Support Responsibility Charts.
   d. If notification of an incident is received by agency/department other than the Office of Emergency Management, the agency/department receiving the notification will contact the Office of Emergency Management and/or the City Manager as soon as possible.
   e. Agencies should maintain increased readiness status until the situation escalates or the decision to discontinue operations is given. Train personnel and maintain inventory of equipment and supplies.

B. Actions Summary
   a. Each Emergency Response agency shall send a representative to the EOC and may be required to provide a representative to the on-scene Unified Command.
   b. City government departments will provide assistance to the EOC in its support of KCPD, KCFD, and federal agencies as needed by the current situation.
   c. A designated City Public Information Officer (PIO) will coordinate all public information releases. (See **Annex C – Public Information and Warning**)

Recovery

As most terrorist attacks are swift, recovery actions may begin almost immediately. As recovery is focused on returning to as normal as possible operations, activities can include (but are not limited to):

A. Determine the extent of damages, prepare a damage assessment report and request assistance.

B. Test, check, and exercise equipment to identify its serviceability.

C. Restore essential public services to critical facilities.

D. Inventory and replace supplies as necessary.
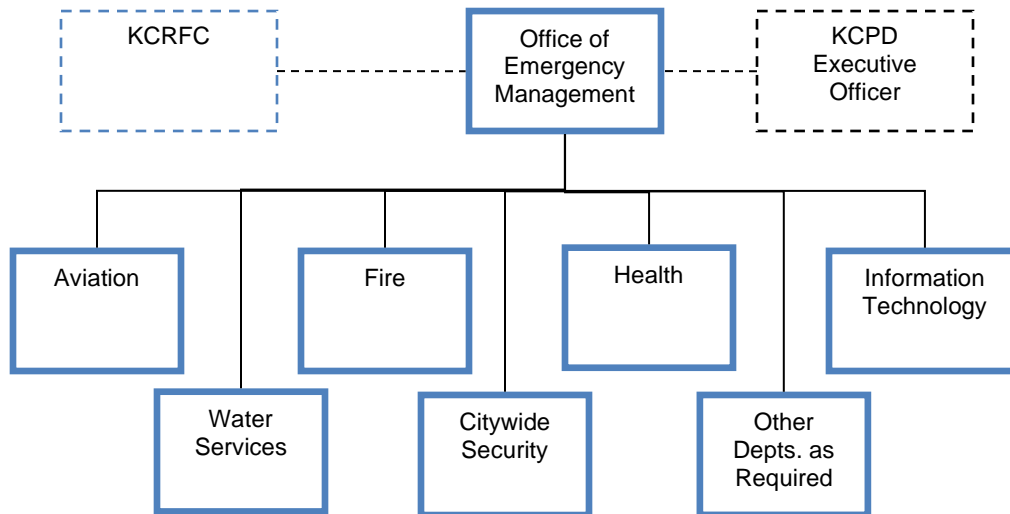
E. Restore all public service to the general population.

INITIATION OF OPERATIONS

The Office of Emergency Management will initiate operations in accordance with the following criteria:

A. Routine/Minimal Threat
   a. A general threat is received that lacks the authority, specificity or credibility to warrant any heightened alert or protective actions.
   b. Awareness of the National Threat Level should be noted for changes
   c. No action will be taken beyond normal day-to-day operations.

B. Potential Threat
   a. Information is received from an authoritative source (such as the KCPD, KCRFC, or DHS) which indicates a potential threat to a specific sector (such as transportation, water) exists, but the credibility cannot be assessed, or there is no direct connection to the City of Kansas City.
   b. Under the direction of KCPD or KCRFC, OEM will disseminate such information to appropriate departments as necessary for them to evaluate whether any heightened alert or protective actions are required.

C. Credible Threat
   a. Information is received from an authoritative source (such as the KCPD or DHS) that a specific and credible threat has been made to a sector or location within the City of Kansas City or the Kansas City region. OEM will activate the EOC at Level I, Level II, or Level III, depending on the nature and credibility of the threat. OEM will coordinate with the Homeland Security Committee and KCRFC (see Figure 1) to begin:

      i. Assessing the threat scenario to determine the extent of contingency planning needed.
      ii. Reviewing response protocols and placing necessary personnel and resources on an appropriate "standby" level.

       iii. Intensifying reporting by departmental security personnel of any unusual or suspicious activity.

       iv. Development and implementation of heightened protective measures.

Figure 1 – EOC Coordination for a Terrorist Attack

```
 KCRFC          Office of          KCPD
                Emergency          Executive
                Management         Officer

 Aviation    Fire      Health      Information
                                   Technology

       Water      Citywide     Other
       Services   Security     Depts. as
                               Required
```

D. Suspected or Confirmed Terrorist Incident

    a. Reports from an official source are received indicating:

        i. A terrorist incident has occurred involving mass casualties and/or the use or threatened use of a CBRNE.

        ii. Under conditions of a prior credible threat:

        iii. A mass casualty incident of unknown or suspicious origin has occurred

    b. First responders report finding victims displaying signs and/or symptoms of a biological, nuclear, or chemical event with an unknown or suspicious origin

    c. Any sudden or repeated occurrence of an illness or disease not typically seen in this region, or exhibiting a rate of spread which suggests a suspicion origin

    d. Any major incident or series of incidents that indicate coordinated and purposeful cyber intrusions or cyber-attack on public utilities or other essential infrastructure

    e. OEM will activate the EOC at Level 3 to Level 1, depending on the nature of the incident, and will begin coordinated emergency response operations.

f. The OEM, coordinating with KCPD, KCRFC, other external agencies, federal agencies, and state partners, will determine as quickly as possible if the incident is part of a CCTA.

g.

PRIMARY OBJECTIVES IN RESPONSE TO A TERRORIST INCIDENT
(see also **Attachment HSRP 6-1 RECOMMENDED TERROIST/CCTA INCIDENT OPERATING PROCEDURES**)
Depending on the nature and scale of the attack, some or all of the following may apply:

A. Protect the lives and safety of the citizens and first responders.
B. Identification of the involvement and nature of a CBRNE agent/device, and implementation of appropriate protective measures.
C. Isolation, containment, or other actions to limit the spread of the CBRNE agent/device.
D. Identify the type of agent or devices used.
E. Identify and establish control zones for suspected agent used.
F. Identify appropriate decontamination procedure and/or treatment.
G. Preservation of evidence.
H. Notification of appropriate authorities.
I. Provision of timely and accurate public information.
J. Protect critical infrastructure.

EMERGENCY OPERATIONS
A. Emergency operations will be implemented in accordance with the following:
   a. Law Enforcement: **Annex F – Law Enforcement**
   b. Fire, Rescue and Hazmat: **Annex D – Fire, Rescue, EMS, and Hazmat**
   c. Infrastructure Operations: **Annex K – Infrastructure**
   d. Evacuation Operations: **Annex G – Evacuation and Transportation**
   e. Mass Care and Sheltering, Family Assistance Centers: **Annex H – Mass Care and Sheltering Operations**
   f. Health and Medical: **Annex E – Health and Medical**

ATTACHMENT HSRP 6-1: RECOMMENDED TERRORIST/CCTA INCIDENT OPERATING PROCEDURES

The responding agency's operational SOPs take precedence in all circumstances. This section provides information for agencies supporting the incident. The following guidelines are taken from the **National Terrorism Advisory System** (https://www.dhs.gov/topic/ntas) and the **MARC Regional Coordination Guide Annex B: Complex Coordinated Terrorist Attack Special Incident Annex (**https://www.marc.org/safety-security/emergency-services-plans) (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document may be requested from MARC.). Tactical and strategic information may be found in the **KCPD Critical Incident Management Plan** (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document may be requested from KCPD.). Hazardous material response information can be found in **Annex D - Fire, Rescue, EMS, and HazMat**.

Initial First Response Actions

A. The initial actions that are taken by the first responders will set the stage for the rest of the operation. Any information that can be relayed to them will assist in their actions. The primary objective is always first responder safety. The first responders' actions may include:

    a. Surveying the scene from a safe distance before making approach.

        i. Additional information may be obtained through the closed-circuit cameras and conveyed to the first responders

    b. Gather as much information as possible including, if known, type of attack

        i. If the agent is hazardous materials, responders should ensure the use of proper personal protective equipment (PPE).

        ii. Dispatch and/or the EOC may provide additional information

            1. If possible, the EOC may utilize the closed-circuit cameras available throughout KCMO to obtain as much information as possible

            2. The EOC may also have additional information from regional partners, particularly in the event of a CCTA

    c. Determine wind direction and speed at incident location. This information is available from the National Weather Service.

    d. Maintaining the safety of the first responders and apparatuses.

Arrival on scene

A. First responders will assess the situation and determine:

    a. Geographical scope

    b. Assess the threat/root cause of the attack

        i. Safely check for signs of hazardous materials
    c. Determine the number and type of casualties
    d. Determine any threats to first responder safety

B. Information should be relayed to the PIO for public dissemination (see **Annex C - Public Information and Warning**).

C. Initiate Incident Command including choosing a suitable location, if needed
    a. The decision to set up a physical location is based upon incident complexity and how quickly the incident is secured. For complex incidents of extended duration (multiple operation periods), the EOC may be used.
    b. An Incident Command Post should be in a location unaffected by the incident yet able to obtain rapid situational awareness.
    c. Assess on-scene indicators and request additional resources if needed.
        i. Resources may be requested through the Incident Commander including mutual aid resources
        ii. The EOC, may acquire additional resources as needed (see **Annex N - Resource Management**)
        iii. Initiate accountability system.

D. Establish an inner and outer incident perimeter
    a. An inner perimeter must be established for first responder safety so only those properly equipped to respond may enter. The establishment of the outer incident perimeter will be a by-product of the establishment of the "Inner Incident Perimeter."
    b. Information that can assist with determining perimeter boundaries may be obtained from various sources including Incident Command Post (ICP) or EOC situational awareness. Perimeter control will be maintained by local law enforcement

E. Establish a Staging Area and, possibly, other ICS field locations.
    a. The staging area should be placed, similar to the ICP, in a location secure from the incident.
    b. In the event of a mass casualty situation, a safe and accessible triage area should be found, which allows for access and removal of injured victims.
    c. Suitable locations may be provided by the IC or EOC as needed.

F. Traffic Control
    a. Area traffic should be monitored and controlled to ensure ease and safety of first responder access and prevention of additional persons
    b. Additional resources, such as barricades, may be requested from the EOC (if activated) or the IC.

G. Scene Control/Security and Search
   a. Law enforcement personnel should ensure the scene is not contaminated and that both victims and possible hazards are located.
   b. Closed-circuit cameras may provide, if available, additional monitoring of the scene.
   c. If the duration of the incident is sufficient, portable cameras may be brought in for support.

H. Preservation of Crime Scene
   a. KCPD will secure the crime scene and notify the FBI if possible or determined to be a terrorist act.

I. Remain aware of potential secondary devices
   a. A secondary method may be used
   b. Appropriate precautions and measures should be taken (e.g. notification of bomb squad is suspicious item is notice)

J. Treatment of casualties
   a. Victims should be extracted from the inner perimeter when it is safe to proceed
   b. If hazardous material is used, victims should be sufficiently decontaminated prior to transport if prudent to do so
      i. Dedicated ambulances may need to be requested strictly for transport of contaminated victims
   c. KCPD with KCFD will determine an adequate location for triage of victims.
   d. Deceased victims should not be moved until they are no longer necessary for the investigation

K. Other considerations
   a. See also **Annex E - Health and Medical, Annex F - Law Enforcement, Annex G - Evacuation and Transportation,** and **Annex N - Catastrophic Incident** for additional details.

Complex Coordinated Terrorist Attack (CCTA) Considerations

Complex Coordinated Terrorist Attacks provide challenges, particularly if they occur in multiple jurisdictions. The primary concerns for a CCTA include:

A. Determining that and attack is genuinely a CCTA
   a. Unless otherwise forewarned, all attacks will be initially regarded as singular with all available resources allocated to the incident as necessary

       b. Coordination of resources and efforts to determine a CCTA may initially be difficult

B. Maintaining cross-agency/jurisdictional communications and situational awareness
       a. Regional coordination is outlined in the **<u>MARC Regional Coordination Guide</u>** (https://www.marc.org/safety-security/emergency-services-plans)
       b. The creation of a Multi-Agency Coordination Group (MACG) may be necessary to acquire and disseminate situational awareness

C. Allocating sufficient resources for multiple, geographically distinct areas
       a. Initially, affected jurisdictions will allocate their own resources to their own incidents. As cross-jurisdictional coordination increases, the MACG may assume the role of resource allocation with the permission of the affected jurisdictions
       b. Resources should be allocated, per NIMS, to the incidents of greater impact.

D. Responding to multiple attacks
       a. Affected jurisdictions will generally respond to their own incidents until their incidents are resolved.
       b. Mutual Aid, Memorandums of Understanding, and other agreements may be activated to share resources as needed.

ATTACHMENT HSRP 6-2: NATIONAL TERRORISM ADVISORY SYSTEM

The National Terrorism Advisory System

The National Terrorism Advisory System, or NTAS, replaces the color-coded Homeland Security Advisory System (HSAS). This new system will more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

It recognizes that Americans all share responsibility for the nation's security and should always be aware of the heightened risk of terrorist attack in the United States and what they should do.

NTAS Alerts

After reviewing the available information, the Secretary of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued. NTAS Alerts will only be issued when credible information is available.

These alerts will include a clear statement that there is an **imminent threat** or **elevated threat**. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels.

NTAS Alerts contain a **sunset** provision indicating a specific date when the alert expires - there will not be a constant NTAS Alert or blanket warning that there is an overarching threat. If threat information changes for an alert, the Secretary of Homeland Security may announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS Alert, will be distributed the same way as the original alert.

ATTACHMENT HSRP 6-3: ACRONYMS

CCTA	Complex Coordinated Terrorist Attack
DHS	Department of Homeland Security
DoS	Denial of Service
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GSD	General Services Department
HSAS	Homeland Security Advisory System
HSRRS	High Spatial Resolution Remote Sensing
HVE	Homegrown Violent Extremist
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IED	Improvised Explosive Device
ITD	Information and Technology Division
JFO	Joint Field Office
JOC	Joint Operations Center
KCFD	Kansas City, MO, Fire Department
KCHD	Kansas City Health Department
KCMO	Kansas City, MO
KCPD	Kansas City, MO, Police Department
KCRFC	Kansas City Regional Fusion Center
MACG	Multi-Agency Coordination Group
MARC	Mid-America Regional Council
NTAS	National Terrorism Alert System
ODP	Office of Domestic Preparedness
OEM	Office of Emergency Management
PIO	Public Information Officer
PPE	Personal Protective Equipment
RDD	Radiological Dispersal Device
SEMA	Missouri State Emergency Management Agency
SOG	Standard Operating Guide
TSA	Transportations and Safety Administration
UC	Unified Command
WMD	Weapons of Mass Destruction
WSD	Water Services Department

ATTACHMENT HSRP 6-4: REFERENCES

The following documents were mentioned in this annex, listed in alphabetical order by their title.

Bi-State Kansas City Region Regional Coordination Guide, December 2019, MARC,https://www.marc.org/safety-security/emergency-services-plans.

Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedures, Version 8.3, April 2006, FEMA, https://www.fema.gov/pdf/emergency/nrf/NRP_JFO_SOP.pdf.

Kansas City, Missouri, Police Department Critical Incident Management Plan, 2016, Kansas City, Missouri, Police Department, (OEM has a copy of this document on its shared drive as well as a physical copy. Copies of this document must be requested from KCPD.)

National Response Framework, 4th edition, October 2019, FEMA https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response.

National Terrorism Advisory System Public Guide, April 2011, FEMA, https://www.dhs.gov/xlibrary/assets/ntas/ntas-public-guide.pdf

ATTACHMENT HSRP 6-5: PHONE DIRECTORY FOR HSRP-6

Organization	Primary Number
Kansas City Regional Fusion Center	816-513-0970 KCPD dispatch
KCFD	816-513-4600, 816-513-0900 Dispatch
KCMO – Aviation Department	816-243-3000 admin, 816-859-7600 MKC, 816-243-4000 ACC (operations center)
KCMO - City Manager	816-513-1408
KCMO – General Services Department City Security	816-513-2778
KCMO – General Services Department Information Technology Division	816-513-3333
KCMO - Health Department	816-513-6008, 816-717-6721 Duty
KCMO - Office of Emergency Management	816-513-8640, 816-301-6260 Duty, 816-513-8610 EOC, 816-513-8661 JIC
KCMO - Public Works Department	816-513-9970
KCMO - Water Services Department	816-513-1313
KCPD - admin	816-234-5000 admin, 816-234-5111 non-emergency, 816-329-0970 Dispatch
Missouri – State Emergency Management Agency	573-526-9100 24-hr., 573-645-6646 Region A Coordinator (call first)
U.S. Department of Homeland Security (DHS)	202-282-8000
U.S. Federal Bureau of Investigation	816-512-8200