**ANNEX A**

**DIRECTION & CONTROL**

1. PURPOSE

This annex will develop a capability for the chief executives and key officials of Christian County and/or Municipalities to direct and control response and recovery operations from a designated facility (emergency operations center - EOC) in the event of an emergency.

1. SITUATION AND ASSUMPTIONS
   1. Situation
      1. Christian County has developed an Emergency Operations Plan designed with the entire county in mind. Each of the incorporated subdivisions is encouraged to adopt the county plan as their primary response plan. If the incorporated subdivision decides to adopt the plan, the county’s Emergency Operations Center is available for use. A signed memorandum of understanding outlining the responsibilities of each party in the event of a disaster will be drafted.
      2. Each incorporated subdivision must appoint an Emergency Management Director. He/she will be charged with ensuring that the local government’s policies and procedures are maintained in the county plan, and also ensuring that the interests of the municipality exist in the county’s plan. It is recommended that each subdivision appoint the county director as their emergency management director.
      3. The municipal Emergency Management Director will also oversee Emergency Management activities within their respective jurisdiction.
      4. If the incorporated subdivision does not agree to adopt the county’s plan, that municipality will have to devise their own Emergency Operations Plan and establish their own Emergency Operations Center. At the time of writing, Nixa, Clever, Ozark, Fremont Hills, Saddlebrook and Sparta have agreed to use the County EOP.
      5. Christian County Primary EOC
         1. Christian County will direct and control operations from the Emergency Operations Center located in Ozark in the Judicial Facility, hereafter designated as the *primary* emergency operations center (EOC).
         2. This will serve as the primary EOC because of the E-911 dispatch is next door and is staffed 24 hours and has the communications equipment to communicate with all City, County and State departments or agencies. This includes contact with the State Highway Patrol, Troop D in Springfield; area fire and rescue services; and local government agencies.
         3. The EOC has an emergency power system, which is tested on a regular basis.
         4. The EOC has dedicated space and equipment for use in an emergency.
         5. The EOC is equipped with 12 additional phone lines, computers, fax machine, monitors, projector, etc that are essential for use in an emergency.
      6. Christian County Alternate EOC - When the Christian County EOC is untenable, an alternate site may be selected at one of the following locations:
         1. Christian County Resource Management Building: 1106 W. Jackson St. Ozark
         2. Nixa Police Department: 715 West Center Circle, Nixa, MO.
         3. The designated facility would become the official site for all county officials and departments/agencies having emergency functions should the primary EOC become inoperable. The alternate facility should be minimally equipped with computers, fax machines, paper, and television for use in an emergency. Duplicate materials will be stored in the main EOC in a portable kit to transport to the alternate site.
      7. Christian County Sheriff’s Office maintains a Mobile Command / Mobile EOC that is also available for on scene communications as well as an Incident Command Post. This trailer is available to all agencies in the area when needed.
      8. Space will be provided in the EOC for the chief executive and principal advisors, damage assessment staff and the public information officer. Space for briefing the media will be available but separate from actual operations rooms. State and/or Federal officials that support disaster operations will also be provided space to operate in the EOC.
      9. On-site direction and control can also be established if necessary. Christian County Emergency Management has a mobile communications vehicle. This vehicle has communications equipment that in an emergency situation can be taken to any location in the county, giving a good communications base for conducting emergency operations.
      10. Each municipality should designate a local EOC. This local EOC may be necessary for smaller scale incidents or for major incidents that require an extensive amount of response. The EOC for each municipality is their City Hall.
   2. Assumptions
      1. When a classified emergency occurs or threatens to occur, the EOC will be activated in a timely manner. Local officials will respond as directed in this annex.
      2. Should a total evacuation become necessary, operations will be successfully controlled from nearby safe location.

1. Close coordination with the EOC will be maintained to identify special considerations, secondary threats, and available resources.
2. Most emergency situations are handled routinely by emergency response personnel and can be managed at the field level under established departmental procedures.
3. CONCEPT OF OPERATIONS
   1. General
      1. The EOC can be activated by either the chief elected official or Emergency Management Director.
      2. The County Commission and/or Mayor along with representatives of county / city departments (i.e., Direction and Control Staff) will assemble in the EOC to direct, control, and coordinate emergency response operations within their respective jurisdictions.
      3. Staffing of the EOC will be determined by the severity of the situation.
      4. In most situations, it will be necessary to utilize a unified command post, and/or move direction and control activities to an alternate site.
      5. The Incident Commander will direct and control operations at the disaster site. He/she will maintain contact with the EOC and keep them informed of the situation. All responding agencies will operate under the National Incident Management System.
      6. Those emergency support services that do not operate from the EOC will designate and establish a work/control center to manage organizational resources and response personnel. During emergency situations they will maintain contact with the EOC through their designated representative.
      7. Emergency response personnel provided by the various organizations/agencies to support emergency operations will remain under the direction and control of the sponsoring organization, but will be assigned by the EOC to respond to a specific disaster location.
      8. Each emergency response service (i.e., fire, law enforcement, etc.) will provide for the continuous manning of emergency response jobs. Work shifts will be established to provide the necessary response.
      9. Procedures for handling reports/messages coming in and out of the EOC (i.e. review, verification, distribution, etc.) will be as outlined in Appendix 2 to this annex.
      10. Information received in the EOC from field units and other reliable sources will be compiled and reported to the State Emergency Management Agency (State EOC) as requested and/or required. This information will be displayed in an appropriate place in the EOC.
      11. State and/or Federal officials will support disaster operations as appropriate. These officials will coordinate their efforts through the designated EOC.
      12. Should a life-threatening situation develop or appear imminent, emergency instructions to the public will be disseminated by all available mean. See Annex B.
      13. EOC operations will continue as determined by the situation, and will conclude by order of the chief elected official.
      14. The Emergency Management Director must maintain the capability to activate the EOC on short notice and maintain a continuous 24-hour a day manning of emergency response jobs (EOC staff, emergency support services, dispatchers, shelter teams, etc.). This will include setting up work shifts.
      15. Those organizations and agencies providing emergency response personnel must include in their standard operating Guidelines (SOG's) the specific emergency authorities that may be assumed by a designated successor during emergency situations. The circumstances under which this authority would become effective and when it would be terminated should also be identified.
   2. Actions To Be Taken by Operating Time Frames
      1. Mitigation
         1. Analyze potential disasters (See Situation and Assumptions, Basic Plan) and expand EOC capabilities to meet all situations.
         2. Identify agencies, facilities, personnel and resources necessary to support EOC operations.
         3. Develop procedures for upgrading EOC.
         4. Train Direction and Control staff in EOC procedures and NIMS.
         5. Develop a public information program to make citizens aware of the EOC facility and its purpose. Conduct tours and briefings as necessary.
         6. Develop plans to relocate EOC operations if it becomes necessary.
         7. Prepare displays and acquire equipment necessary for EOC operations.
         8. Develop a media and rumor control program.
         9. Stock administrative supplies and equipment.
         10. Develop a method for message handling within the EOC.
         11. Develop EOC security procedures.
         12. Conduct exercises and critiques of EOC procedures with all EOC staff.
         13. Develop information booklets to be distributed to Direction and Control Staff when the EOC is activated. These booklets should contain, but not limited to the following:
             * EOC SOGs
             * EOC layout/floor plan
             * Checklists of activities
             * Time sheets, log sheets
             * Message handling procedures to include receiving, transmitting,

preparing and logging

* + 1. Preparedness
       1. Alert appropriate staff depending upon the potential situation, activity, required.
       2. Take action as necessary (Issue warnings and disseminate public information, etc.).
       3. Test communications.
       4. Inventory equipment and supplies and alleviate shortages.
       5. Establish contact with higher levels of government and neighboring jurisdictions.
       6. Initiate EOC security procedures. Alert Security personnel.
       7. Alert participating organizations outside of government.
       8. Conduct initial staff briefing and establish work and briefing schedule.
       9. Maintain alert status until situation changes or stand down is given.
    2. Response
       1. Coordinate actions as required by the situation.
       2. Begin Damage Assessment to establish situation reports.
       3. Conduct a regular situation briefing to include reports from operating departments/agencies.
       4. Report situation to higher levels of government.
       5. Maintain records of actions taken to include messages received & sent.
       6. Continue this level of activity until recovery begins.
    3. Recovery
       1. Tabulate damage to include displaced persons and request outside assistance if necessary.
       2. Assimilate expenditure data and cost figures for payment.
       3. Repair equipment and replenish supplies.
       4. Begin deactivation of EOC as conditions permit.
       5. Conduct critiques and initiate actions to improve capabilities.
       6. Prepare and submit after-action report to the State Emergency Management Agency.

1. ORGANIZATION AND RESPONSIBILITIES
   1. Organization

A diagram of the Direction and Control function is shown in Appendix 1 to this annex.

* 1. Responsibilities
     1. The primary responsibility for Direction and Control rests with the chief elected official of the jurisdiction (i.e., Presiding Commissioner, Mayor). This Direction and Control Coordinator will:
        1. Implement this Emergency Operations Plan.
        2. Activate response personnel and direct emergency response operations.
        3. Summarize damage assessment information and submit appropriate reports.
     2. All departments, agencies, and individuals support the Direction and Control function as follows:
        1. Coordinate their activities with the EOC (through established lines of communications or by designating a representative to report to the EOC).
        2. Advise the Direction and Control staff in their area of expertise/ responsibility.
        3. Include in their SOGs the specific emergency authorities that may be assumed by a designated successor, the circumstances under which this authority would become effective, and when it would be terminated.
        4. Compile damage assessment figures.
        5. Tabulate expenditure data for the emergency situation.
     3. In addition to the aforementioned responsibilities, the following have these assignments:
        1. Emergency Management Director
           + Maintain the operational readiness of the EOC necessary for a continuous 24-hour operation (i.e., identify EOC personnel, stock administrative supplies and equipment, prepare status boards, furnish maps to plot data and set up displays to post damage assessment information).
           + Train the EOC staff through tests, exercises and NIMS.
           + Coordinate and manage EOC operations.
           + Implement message handling procedures (see Appendix 2)
           + Conduct regular briefings while the EOC is activated.
        2. The Sheriff’s Office Security Personnel are responsible for providing security in the EOC.
        3. The Communications and Warning Coordinator is responsible for establishing an EOC communications capability.

1. CONTINUITY OF GOVERNMENT
   1. If the primary EOC is not able to function (i.e., EOC is damaged, inaccessible, etc.), an alternate EOC will be activated (see Section II of this annex). It is the responsibility of the Emergency Management Director to: manage the alternate EOC, provide for the relocation of staff members to this facility, and transfer direction and control authority from the primary EOC.
   2. Should it become necessary to evacuate the entire county, the EOC will be moved to the nearest safe location.
   3. Essential records vital to the direction and control function should be duplicated and maintained at another location, or plans should be made to move these records to a safe location.
   4. The elected officials and departments have established lines of succession and these are located in each appropriate annex.
2. ADMINISTRATION AND LOGISTICS
   1. The EOC will serve, as a central point for coordinating the operational, logistical, and administrative support needs of response personnel at the disaster site, public shelters, and agency work/control/dispatch centers.
   2. Requests for assistance, general messages, and reports will be handled using the procedures and forms in Appendix 2 to this annex.
   3. Security personnel at the entrance will maintain a record of all persons entering and departing the EOC. All personnel will be issued a pass to be worn while in the EOC and to be returned when departing from the premises.
   4. Provisions for collecting, analyzing, reporting, and disseminating information to, from, and between response personnel, State and Federal officials, and the public will be developed.
   5. Establish a procedure for acknowledging and authenticating reports.
   6. All requests for assistance, all general messages, and all reports will be handled using the procedures and forms found in Appendix 2 to this annex. The use of reports will vary according to the type of emergency involved.
   7. Media personnel will be provided telephones within an area adjacent to the EOC. Scheduled news conferences will be held at regular intervals. Media personnel will not be permitted to enter the EOC.

Appendix 1: Direction and Control Diagram

Appendix 2: Message Handling Procedures

Appendix 3: Message Form

Appendix 4: Communications Log

Appendix 5: Significant Events Log

Appendix 6: EOC Sign In/Sign Out

Appendix 7: National Incident Management System (NIMS)

Appendix 1 to Annex A

DIRECTION AND CONTROL DIAGRAM

**Direction and Control**

Presiding Commissioner

Mayors

**Haz-Mat/WMD**

LR Fire / Springfield Fire

**Damage Assessment**

EMD, Road Districts

**Public Works**

City/County Road & Bridge

**Law Enforcement**

County Sheriff, City PD

**Communications and Warning**

County-Nixa E-911 Dispatch

**Resource/Supply**

EMD, Road Districts, ARC

**Reception and Care**

Red Cross/EMD’s

**Health-Medical**

**Bio-Terrorism**

County Health Dept, Coroner

**Emergency Public Info**

EMD’s, Chief elected officials,

Health Dept.

**Fire and Rescue**

City/Rural Fire Depts., CERT

**Animals**

EMD’s, County Health Dept.

**Terrorism**

EMD’s, Law Enforcement

County Health Dept. WMD Teams

**Volunteer Labor / CERT**

EM Directors

**Animal Diseases**

Univ. of Mo. Extension

**Debris Removal**

EMD, Road Dist, Commission

**InP lace Shelter/Evacuation**

EMD / Health Dept

Appendix 2 of Annex A

**MESSAGE HANDLING PROCEDURES**

I. Message Handling Procedures

A. Communications Room/Area

1. Radio/Phone Operator

a. Records message.

b. Enters message into log.

c. Gives message to runner.

2. Message Clerk receives message from runner.

a. Determines proper receiver of message.

b. Assigns priority.

c. Enters message into log.

d. Forwards to the receiver (operator, dept. head)

B. Operations Room

1. Operators, Department Heads (message receiver)

a. Records message.

b. Determines capability to respond.

c. Coordinates and completes response; forwards if unable to respond.

d. Forwards to message clerk and to communications room if necessary.

2. Message Clerk

a. Plots and files messages.

b. Completes log.

II. MESSAGE AND LOG FORMS

A. Attachment A to this Appendix contains a copy of the message form that should be used for a classified emergency.

1. Radio, telephones, and/or runners will be used to communicate messages back and forth from the EOC to other organizations/agencies involved.

C. All messages, incoming and outgoing, will be logged for future reference. See Attachment B to this Appendix for a copy of the communications log form.

D. A significant events log will be maintained during the emergency. The log will be used to record key disaster related information (casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, radiation dose, etc.). See Attachment C to this Appendix for a copy of this log.

E. All personnel for message handling will be furnished by the Emergency Management Office and/or E-911

Appendix 3 to Annex A

##### Message Form

|  |  |
| --- | --- |
| **MESSAGE FORM**   INCOMING  \_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_  OUTGOING  DATE TIME    **TO**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Reason for Message:** Question Response  (Station ID) Announcement  **FROM:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (Station ID) **Priority:** Routine Tactical Emergency | |
| MESSAGE: | |
| ROUTED TO: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  INFORMATION COPY TO:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  Sent by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   Received by\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **REPLY Reason for Message:** Question Response  Announcement  \_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_ - - - - - - - - - - - - - - - - - - - - -  DATE TIME  **Priority:** Routine Tactical  **TO**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Emergency    **FROM:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| MESSAGE: | |

Appendix 4 to Annex A

**COMMUNICATIONS LOG**

**DATE:**

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| **TO** | **FROM** | **IN/OUT** | **SUBJECT** | **TIME** |
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Appendix 5 to Annex A

**SIGNIFICANT EVENTS LOG**

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| **DATE** | **TIME** | **EVENT** |
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Appendix 6 to Annex A

**EOC SIGN IN/SIGN OUT SHEET**

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

**Incident Number:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| **DATE** | **NAME** | **AGENCY** | **TIME IN** | **TIME OUT** | **TOTAL**  **HOURS** |
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**APPENDIX 7**

**DIRECTION AND CONTROL**

**national incident management system (nims)**

I PURPOSE

This appendix further defines the principles and processes outlined in the National Incident Management System (NIMS). The NIMS represents a core set of doctrine, principles, terminology, and organizational processes to enable effective, efficient and collaborative incident management at all levels. An important part of the NIMS is the use of the Incident Command System (ICS).

At state and local levels, Emergency Operations Centers (EOCs) coordinate response and recovery activities. The State Emergency Operations Center (SEOC) coordinates the response, recovery, and leadership responsibilities of the Governor, key staff, state department or agency heads, technical advisors, and representatives of private sector organizations. This appendix describes the standardized organizational structures, to include the Incident Command System (ICS), Multi-Agency Coordination Systems, and public information systems established by the National Incident Management System (NIMS). It also describes some of the processes, procedures and systems needed to improve interoperability among jurisdictions and disciplines in various areas.

Because interaction between state and local jurisdictions is vital to these activities, this appendix can also be used as a model for local jurisdictions throughout Missouri to use for expanding their plans for incident management. This is extremely critical in this era of limited assets and will help ensure that the Missouri State Emergency Operations Plan (SEOP), the National Response Plan (NRF), and Local Emergency Operations Plans (LEOPs) complement each other and, when used together, they ensure that effective response and recovery operations are instituted.

II SITUATION AND ASSUMPTIONS

A. Situation.

* + 1. The National Incident Management System (NIMS) was developed to provide a consistent nationwide framework for standardizing incident management practices and procedures. NIMS ensures that federal, state, and local jurisdictions work effectively, efficiently, and cooperatively to prepare for, respond to, and recover from domestic incidents of any cause, size, or complexity.

2. The NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery and mitigation.

3. Missouri is exposed to a number of hazards that would require the State Emergency Operations Center (SEOC) to coordinate and manage response and recovery operations.

4. Because of Missouri’s size and diversity, the State must have the capability to monitor and manage several types of disasters at multiple locations concurrently.

B. Assumptions.

1. Because of its balance between flexibility and standardization, the National Incident Management System (NIMS) provides the framework for interoperability and compatibility.

2. The NIMS provides a consistent nationwide approach for Federal, State, and Local governments to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

3. NIMS provides a set of standardized organizational structures, including the Incident Command System (ICS), multi-agency coordination systems, and public information systems, as well as requirements for processes, procedures, and systems to improve interoperability among jurisdictions and disciplines in various areas.

4. The success of any incident operations will depend on the ability of local, State, and/or Federal government to mobilize and effectively utilize multiple outside resources. These resources must come together in an organizational framework that is understood by everyone and must utilize a common plan, as specified through a process of incident action planning.

5. The NIMS is based on procedures that are adequate for response to any disaster condition that could arise in Missouri.

6. State officials respond as directed in Appendix 1 to the Basic Plan (Emergency/Disaster Classification Procedures), Annex A (Direction and Control), and this Appendix.

III command and management

A. Incident Command System. ICS is used by the State of Missouri to effectively and efficiently manage incidents throughout the state by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

1. Concepts and Principles.

a. Incidents are managed locally.

(1) Most incidents within the State of Missouri are handled by local governments through the use of their own resources or a combination of their resources and those available through local mutual aid agreements.

(2) Local emergency operations plans and the corresponding standard operating procedures establish the processes used by the local government to respond to these incidents.

(3) For multi-discipline and or multi-jurisdictional incidents that are beyond the capability of the local government, SEMA can provide assistance from their staff or coordinate the use of other State departments (with an approved executive order) to assist the affected jurisdiction.

b. Field Command and Management Functions.

(1) All field command and management functions, as well as SEOC operations are performed in accordance with the standard Incident Command System organizations, doctrines and procedures.

(2) Because each incident and location is unique, Incident Commanders and the SEOC Floor Supervisor have the authority and flexibility to modify established procedures and organizational structure as needed to accomplish the mission in the context of a particular hazard scenario.

c. The Incident Command System (ICS) is modular and scalable.

d. The Incident Command System has interactive management components.

e. The Incident Command System establishes common terminology, standards, and procedures that enable diverse organizations to work together effectively.

f. The Incident Command System incorporates measurable objectives.

g. The implementation of the Incident Command System should have the least possible disruption on existing systems and processes.

h. The Incident Command System should be user friendly and be applicable across a wide spectrum of emergency response and incident management disciplines.

2. Management Characteristics.

a. Common Terminology.

(1) The incident command system establishes common terminology that allows different incident management and support entities to work together across a variety of incident management functions and hazard scenarios.

(2) This common terminology includes naming and defining those major functions and functional units with domestic incident management responsibilities, typing major resources (including personnel, facilities, major equipment, and supply items) with respect to their capabilities, and designating the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

b. Modular Organization. The Incident Command system (ICS) organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

c. Management by Objective. The entire ICS organization must accomplish these tasks in order to effectively manage an incident:

(1) Establish overarching objectives;

(2) Develop and issue assignments, plans, procedures, and protocols;

(3) Establish specific, measurable objectives for each incident management functional activity; and

(4) Document the results to measure performance and facilitate corrective action.

d. Reliance on an Incident Action Plan (IAP).

(1) The Incident Action Plan provides a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

(2) The Planning Section Chief within the State Emergency Operations Center is responsible for the coordination and preparation of the IAP.

(3) The State Unified Command and/or the Area Command approves the IAP. See Tab K to this appendix.

(4) Detailed information on the development of the Incident Action Plan is included as Tab K to Appendix 3 to Annex A of the State Emergency Operations Plan (SEOC).

e. Manageable Span of Control.

(1) The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control.

(2) The span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

f. Pre-Designated Incident Locations and Facilities.

(1) Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes.

(2) The Incident Commander will direct the identification and location of these facilities based on the requirements of the current situation.

(3) For disaster operations within the State of Missouri the following pre-designated locations and/or facilities are used:

(a) State Unified Command. Established to oversee the management of large or multiple incidents to which several Incident Management Teams (IMTs) and/or Area Commands have been assigned. State Unified Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

(b) State Area Command. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time.

(c) State Staging Areas. Temporary facilities at which commodities, equipment, and personnel are received and pre-positioned for deployment.

(d) State Staging Areas – Affected. Temporary facilities located within the affected area at which commodities, equipment, and personnel are received and pre-positioned for deployment.

(e) Points of Distribution Sites (PODs). Temporary local facilities at which commodities are distributed directly to disaster victims. Locations are identified in Local Emergency Operations Plans and serve as distribution sites during a catastrophic event.

g. Comprehensive Resource Management.

(1) Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources.

(2) It also includes those processes and procedures for reimbursement for resources.

(3) Resources are defined as personnel, teams, equipment, supplies, and facilities that are available, or potentially available, for assignment in support of incident management and emergency response activities.

h. Integrated Communications.

(1) Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and procedures.

(2) Preparedness planning must address the equipment, systems, and protocols necessary to achieve integrated voice and data incident management communications.

i. Establishment and Transfer of Command.

(1) The command function must be clearly established from the beginning of incident operations.

(2) The agency with primary jurisdictional authority over the incident designates the incident commander.

(3) When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

j. Chain of Command and Unity of Command.

(1) Chain of command refers to the orderly line of authority within the incident management organization.

(2) Unity of command means that every individual has a designated supervisor to whom they report.

(3) These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.

k. State Unified Command.

(1) Used in incidents that involve multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement.

(2) State Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

l. Accountability of Resources and Personnel.

(1) Check-In. All responders must report in to receive an assignment in accordance with the procedures established by the incident commander.

(2) Incident Action Plan. Response operations must be directed and coordinated as outlined in the Incident Action Plan (IAP).

(3) Unity of Command. Each individual involved in incident operations will be assigned to only one supervisor.

(4) Span of Control. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate and manage all resources under their supervision.

(5) Resource Tracking. Supervisors must record and report resource status changes as they occur.

m. Deployment. Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

n. Information and Intelligence Management. The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

3. Incident Command System (ICS) Organization and Operations.

* + - 1. Command Staff.

(1) The Command Staff is responsible for the overall management of the incident.

(2) When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single Incident Commander should be designated by the appropriate jurisdictional authority. This individual will have overall incident management responsibility.

(3) The Command Staff function for any response involving State resources or resources requested and received by the State is as follows:

1. State Unified Command:

1 Used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions.

2 For the purposes of any response by the State of Missouri, the State Emergency Operations Center (and corresponding organizational structure) serves as the State Unified Command.

3 The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor.

4 Operates under a common set of objectives, strategies, priorities, and a single Incident Action Plan (IAP) to maximize the use of available resources.

1. Area Command:

1 The forward element for command and control of State of Missouri resources.

2 Ensures all area activities are directed toward accomplishment of the IAP.

3 The basic organization structure will be similar to that of the State Unified Command.

4 During a catastrophic event (New Madrid Earthquake, etc) there may be several Area Commands established. If so, all of them would report to the State Unified Command established at the Missouri State Emergency Operations Center (SEOC).

(4) Command Staff responsibilities:

(a) Public Information Officer (PIO):

1 Responsible for interfacing with the public and the media.

2 Develops accurate and complete information on the incident’s cause, size, and current situation; resources committed; and other matters of general interest for both internal and external use.

3 May perform a public information monitoring role.

4 Only one incident Public Information Officer (PIO) should be designated. He/she may have several assistants, as needed.

5 The Incident Commander must approve the release of all incident related information.

(b) Safety Officer:

1 Monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

2 The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.

3 The Safety Officer must ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and non-governmental organizations.

(c) Liaison Officer:

1 The Liaison Officer is the point of contact for representatives of other governmental agencies, non-governmental organizations, and/or private entities.

2 Personnel from public or private organizations involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

(d) Assistants:

1 Command Staff members may need one or more assistants to manage their workloads during large or complex incidents.

2 Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.

(e) Additional Command Staff:

1 Additional Command Staff may be necessary based on the nature and location of the incident, and/or specific requirements established by the Incident Commander, the Area Command, and/or the State Unified Command.

2 Examples include Legal Counsel, Medical Advisor, etc.

b. Operations Section.

(1) The Operations Section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.

(2) Operations Section Chief:

(a) The Operations Section Chief is responsible to the Incident Commander or State Unified Commander for the direct management of all incident-related operational activities.

(b) The Operations Section Chief will establish tactical objectives for each operational period. Other section chiefs and unit leaders establish their own supporting objectives.

(c) An Operations Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan (IAP).

(3) Branches:

(a) Branches may be used to serve several purposes, and may be functional or geographic in nature.

(b) In general, branches are established when the number of divisions or groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief (a ratio of 1:5 is normally recommended, or 1:8 to 1:10 for many larger-scale law enforcement operations).

(4) Divisions and Groups:

(a) Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Command and/or the Operations Section Chief.

(b) Divisions are established to divide an incident into physical or geographical areas of operation.

(c) Groups are established to divide the incident into functional areas of operation.

(d) For certain types of incidents, for example, the Incident Commander (IC) may assign intelligence-related activities to a functional group in the Operations Section. There also may be additional levels of supervision below the Division or Group level.

(5) Resources:

(a) Resources refer to the combination of personnel and equipment required to enable incident management operations.

(b) Resources may be organized and managed in three different ways, depending on the requirements of the incident:

1 Single Resources. These are individual personnel and equipment items and the operators associated with them.

2 Task Forces. A Task Force is any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

3 Strike teams. Strike Teams are a set number of resources of the same kind and type that have an established minimum number of personnel. The use of Strike teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.

c. Planning Section.

(1) The Planning Section:

(a) Collects, evaluates, and disseminates incident situation information and intelligence to the Incident Commander (IC), the Area Command, and/or the State Unified Command and incident management personnel;

(b) Prepares status reports;

(c) Displays situation information;

(d) Maintains status of resources assigned to the incident; and

(e) Develops and documents the Incident Action Plan (IAP) based on guidance from the Incident Commander, the Area Command, and/or the State Unified Command.

(2) The Planning Section is also responsible for developing and documenting the Incident Action Plan (IAP).

(3) The Incident Action Plan includes the overall incident objectives and strategies established by the Area Command and/or the State Unified Command.

(a) In the case of Unified State Command, the Incident Action Plan (IAP) must adequately address the mission and policy needs of each jurisdictional agency and the various Area Commands, as well as interaction between jurisdictions, functional agencies, and private organizations.

(b) The Incident Action Plan (IAP) also addresses tactical objectives and support activities required for one operational period, generally 12 to 24 hours.

(c) The IAP also contains provisions for continuous incorporation of “lessons learned” as incident management activities progress.

(4) An Incident Action Plan is especially important when:

(a) Resources from multiple agencies and/or jurisdictions are involved;

(b) Multiple jurisdictions are involved;

(c) The incident will effectively span several operational periods;

(d) Changes in shifts of personnel and/or equipment are required; or

(e) There is a need to document actions and/or decisions.

(5) The Incident Action Plan (IAP) will typically contain a number of components. These are shown in Tab K to this Appendix.

d. Logistics Section.

(1) The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

(2) It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.

e. Finance/Administration Section.

(1) A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services.

(2) Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.

f. Intelligence.

(1) Intelligence includes not only all types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e. surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of sources.

(2) While there is an information and intelligence function within the Planning Section, there is a separate Intelligence Section established as part of the State’s Unified Command.

(3) Regardless of how this function is organized, all information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a “need-to-know” to ensure that they support decision-making.

(4) Responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Commander, Area Command, and/or State Unified Command.

(5) Responsible for coordinating information and operational security matters with the public awareness activities that fall under the responsibility of the Public Information Officer.

4. Area Command.

a. Description.

(1) An Area Command is activated only if necessary, depending on the complexity of the incident management span-of-control considerations.

(a) An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. For incidents involving State response this decision is made by the Governor’s Unified Command and/or the State Unified Command.

(b) In the event of a catastrophic event within the State of Missouri, the procedures established in the Catastrophic Event annex to the State Emergency Operations Plan (SEOP) will be followed.

(2) An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversees the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time, (e.g., a bioterrorism event).

(3) Area Command should not be confused with the functions performed by an emergency operations center (EOC). An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resource support.

(4) If the incidents under the authority of the Area Command are multi-jurisdictional, then a State Unified Command should be established.

b. Responsibilities.(for their assigned area of operations)

(1) Set overall incident-related priorities;

(2) Allocate critical resources according to established priorities;

(3) Ensure that incidents are properly managed;

(4) Ensure that incident management objectives are met and do not conflict with each other or with agency policy;

(5) Identify critical resource needs and report them to the appropriate unified command, emergency operations centers and/or multi-agency coordination entities; and

(6) Ensure that short term emergency recovery is coordinated to assist in the transition to full recovery operations.

5. State Unified Command.

a. Description.

(1) An application of the Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions,

(2) The Missouri State Emergency Operations Center (SEOC) serves as the State Unified Command for incidents involving multiple political jurisdictions and/or state/federal resources.

(3) The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor.

(4) When activated, the State Emergency Operations Center is staffed by personnel from the State Emergency Management Agency (SEMA), representatives from various State agencies/departments, key volunteer groups/organizations, federal agencies, and other disciplines as determined by the State Unified Command.

(a) Actual staffing of the State Unified Command will be determined by the size, type, and impact of the specific incident.

(b) Each agency and/or department has the flexibility to determine who their representative(s) at the SEOC will be, however, the individual(s) must be knowledgeable of the authorities, capabilities, and resources of their respective agency/department.

(c) Agency/department representatives must also have the ability/authority to commit agency/department resources including, but not limited to, personnel, equipment, supplies, and any other resources needed to effectively and efficiently respond to and recover from the incident.

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

(1) Set overall incident-related priorities;

(2) Ensure that the overall State response to, and recovery from, the incident(s) is properly managed;

(3) Ensure that overall incident management objectives are met and do not conflict with each other or with agency policy;

(4) Identify critical resource needs and locate suitable assets to fill those needs from federal, in-state, out-state, private industry, and/or volunteer groups;

(5) Coordinate critical resource needs among the various affected jurisdictions, and response and recovery entities;

(6) Allocate critical resources to the established Area Commands according to established priorities and the Incident Action Plan;

(7) Ensure that short term emergency response and recovery operations are coordinated throughout the State to assist in the transition to long term recovery operations.

B. Multi-agency Coordination Systems.

1. Definition.

a. A combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

b. The primary functions of multi-agency coordination systems are:

(1) Support incident management policies and priorities;

(2) Facilitate logistics support and resource tracking;

(3) Inform resource allocation decisions using incident management priorities;

(4) Coordinate incident related information; and

(5) Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

c. Multi-agency coordination systems may contain Emergency Operations Centers and (in certain multi-jurisdictional or complex incident management situations) multi-agency coordinating entities.

2. Emergency Operations Centers.

a. Emergency Operations Centers (EOCs) represent the physical location at which the coordination of information and resources to support incident management activities takes place.

b. When activated the EOC must establish communication and coordination between the Incident Commander, Area Command(s), and Unified Commands as appropriate.

c. The State Emergency Operations Center (SEOC) is the focal point for all State response and recovery activities as the Governor’s Unified Command.

3. Multi-agency Coordination Entities.

a. When incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios, a multi-agency coordination entity (i.e. Missouri State Emergency Management Agency), will be used to facilitate incident management and policy coordination.

b. The incident and the needs of the impacted jurisdictions will dictate how these multi-agency coordination entities operate and how they are structured.

c. The SEOC will typically be staffed by senior individuals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These individuals must have the authority to make decisions and commit their respective agencies/departments resources.

* + - 1. The Missouri State Emergency Operations Center serves as the State’s EOC, a multi-agency coordination entity, and the operating location for the Governor’s Unified Command.
      2. The SEOC provides strategic coordination during domestic incidents. The Missouri SEOC will coordinate and maintain communications with other agencies and local emergency operations centers EOCs in order to provide uniform and consistent guidance to incident management personnel.

f. Regardless of form or structure, the principle functions and responsibilities of multi-agency coordination entities typically include the following:

(1) Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information;

(2) Establishing priorities between incidents and/or Area Commands in concert with the Incident Commander (IC) or the State Unified Command involved;

(3) Acquiring and allocating resources required by incident management personnel in concert with the priorities established by the Incident Commander (IC), Area Command, and/or the State Unified Command;

(4) Anticipating and identifying future resource requirements;

(5) Coordinating and resolving policy issues arising from the incident(s); and

(6) Providing strategic coordination as required.

g. Following incidents, multi-agency coordination entities are also typically responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for improved incident management are acted on. These improvements should also be coordinated with all other appropriate organizations.

C. Public Information Systems.

1. Systems and procedures for communicating timely and accurate information to the public are critical during crisis or emergency situations.

2. Public Information Principles.

a. The Public Information Officer (PIO) supports the incident command structure. Basic responsibilities of the PIO include:

(1) represent and advise the incident command on all public information matters relating to the management of the incident;

(2) handle media and public inquiries, emergency public information and warnings, rumor and media monitoring;

(3) coordinate and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety;

(4) coordinate public information at or near the incident site;

(5) serve as the on-scene link to the Joint Information System (on-scene PIO);

(6) during large scale operations, several Public Information Officers (PIOs) would be required, in the field and in the Joint Information Center.

b. Public information functions must be coordinated and integrated across jurisdictions and across functional agencies; among federal, state, and local partners; and with private-sector and non-governmental organizations.

c. Organizations participating in incident management retain their independence.

(1) Incident commands and multi-agency coordination agencies are responsible for establishing and overseeing Joint Information Centers (JICs) including processes for coordinating and clearing public communications.

(2) For those large operations utilizing a State Unified Command, the departments, agencies, organizations, or jurisdictions that contribute to joint public information management do not lose their individual identities or responsibility for their own programs or policies.

(3) Each entity contributes to the overall unified message.

2. System Description and Components.

a. Joint Information System (JIS).

(1) The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis.

(2) It includes the plans, protocols, and structures used to provide information to the public during incident operations.

(3) It encompasses all public information operations related to an incident, including all Federal, State, local, and private organization PIOs, staff, and JICs established to support an incident.

(4) Key elements of the Joint Information System include the following:

(a) interagency coordination and integration;

(b) developing and delivering coordinated messages;

(c) support for decision-makers; and

(d) flexibility, modularity, and adaptability.

b. Joint Information Center (JIC).

(1) A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public-affairs functions.

(2) The Department of Public Safety Communications Director serves as the JIC coordinator.

(3) It is important for the JIC to have the most current and accurate information regarding incident management activities at all times.

(4) The JIC provides the organizational structure for coordinating and disseminating official information.

(5) The JIC should include representatives of each jurisdiction, agency, private-sector, and nongovernmental organization involved in incident management activities.

(6) A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require.

(7) If multiple Joint Information Centers (JICs) are used, each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of the ICS organization.

IV RESOURCE MANAGEMENT

A. Concepts and Principles.

1. Resource Management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident.

2. Resources include personnel, teams, facilities, equipment, and supplies.

3. Resource management coordination activities take place within the Logistics Section of the State Emergency Operations Center (SEOC). This Section, in conjunction with the State Unified Command, will also prioritize and coordinate resource allocation and distribution during incidents.

4. Resource management involves four primary tasks:

a. establishing systems for describing, inventorying, requesting, and tracking resources;

b. activating these systems prior to and during an incident;

c. dispatching resources prior to and during an incident; and

d. deactivating or recalling resources during or after incidents.

B. Managing Resources.

1. General.

a. The State of Missouri uses the concepts and principles of the National Incident Management System (NIMS) to conduct all of its response and recovery operations, including its logistics operations.

b. In accordance with NIMS, the State uses standardized procedures, methodologies, and functions in its resource management processes. These processes reflect functional considerations, geographic factors, and validated practices within and across disciplines.

2. There are nine processes for managing resources:

a. Identifying and Typing Resources.

(1) Resource typing entails categorizing by capability the resources that incident managers commonly request, deploy, and employ.

(2) Measurable standards identifying the capabilities and performance levels of resources serve as the basis for categories.

(3) Resource kinds may be divided into subcategories (types) to define more precisely the resource capabilities needed to meet specific requirements.

b. Certifying and Credentialing Personnel.

(1) Personnel certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

(2) Credentialing involves providing documentation that can authenticate and verify the certification and identify of designated incident managers and emergency responders.

(3) This system helps ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident management or emergency responder position they are tasked to fill.

c. Inventorying Resources.

(1) The Logistics Section staff will use available resource inventory systems (E-Team, etc) to assess the availability of assets provided by public, private, and volunteer organizations.

(2) Key issues involving resource inventories that must be addressed during each incident include:

(a) the process (if any) that will be used to make the data available to area commands, other emergency operations centers, and multi-agency coordination entities.

(b) determining whether or not the primary-use organization needs to warehouse items prior to an incident. The Logistics Section will make this decision by considering the urgency of the need, whether there are sufficient quantities of required items on hand, and/or whether they can be obtained quickly enough to meet demand.

d. Identifying Resource Requirements.

(1) The Logistics Section within the State Emergency Operations Center (SEOC) will identify, refine, and validate resource requirements throughout incident response and recovery operations.

(2) The process of accurately identifying resource requirements involves determining:

(a) what and how much is needed;

(b) where and when it is needed; and

(c) who will be receiving or using it.

(3) Because resource availability and requirements will constantly change as the incident evolves, all entities participating in an operation must coordinate closely in this process.

e. Ordering and Acquiring Resources.

(1) Requests for items that the incident command cannot obtain locally are submitted through the applicable Area Command.

(2) If the applicable Area Command is unable to fill the order locally, the order is forwarded to the Logistics Section within the State Unified Command.

f. Mobilizing Resources

(1) Incident personnel begin mobilizing when notified through established channels. In the event of a catastrophic earthquake event many of the initial mobilization actions are addressed through an automatic response process.

(2) Deploying personnel should be provided the following information as a minimum:

(a) the date, time, and place of departure;

(b) mode of transportation to the incident;

(c) estimated date and time of arrival;

(d) reporting location (address, contact name, and phone number); and

(e) anticipated incident duration of deployment.

(3) When resources arrive on scene, they must formally check in. This starts the on-scene in-processing and validates the order requirements.

(4) Notification that the resource has arrived is sent back through the system to the Logistics Section at the State Emergency Operations Center.

(5) The Logistics Section will usually plan and prepare for the demobilization process at the same time they begin the resource mobilization process. Early planning for demobilization:

(a) facilitates accountability

(b) makes transportation of resources as efficient as possible;

(c) keeps costs as low as possible; and

(d) delivery as fast as possible.

g. Tracking and Reporting Resources.

(1) Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident by all agencies at all levels.

(2) This resource tracking process:

(a) provides incident managers with a clear picture of where resources are located;

(b) helps staff prepare to receive resources;

(c) protects the safety of personnel and security of supplies and equipment; and

(d) enables the coordination of movement of personnel, equipment, and supplies.

(3) The Logistics Section will use established procedures to track resources continuously from mobilization through demobilization.

(4) The Logistics Section will provide this real-time information to key decision makers within the Governor’s Unified Command, the State Unified Command, and the applicable Area Command(s) as needed.

(5) All personnel involved in the resource management process will follow all applicable federal, state, and/or local procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.

h. Recovering Resources. Recovery involves the final disposition of all resources. During this process, resources are rehabilitated, replenished, disposed of, and retrograded:

(1) Nonexpendable Resources.

(a) These are fully accounted for at the incident site and again when they are returned to the unit that issued them. The issuing unit then restores the resources to fully functional capability and readies them for the next mobilization.

(b) In the case of human resources adequate rest and recuperation time and facilities must be provided.

(2) Expendable Resources.

(a) These are also fully accounted for. Restocking occurs at the point from which a resource was issued.

(b) Resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) must be dealt with according to established regulations and policies.

i. Reimbursement.

(1) Reimbursement provides a mechanism to fund critical needs that arise from incident-specific activities.

(2) Processes and procedures, including mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs, must be in place to ensure that resource providers are reimbursed in a timely manner.

(3) The State will pursue all available sources of reimbursement for resources expended during a disaster incident. These would include, but are not limited to:

(a) Federal mission assignments

(b) FEMA Public Assistance program

(c) Mutual aid agreements

(d) Donations

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

V COMMUNICATIONS AND INFORMATION MANAGEMENT

A. Concepts and Principles.

1. Effective communications, information management, and information and intelligence sharing are critical aspects of domestic incident management.

2. The principle goals of communications and information management are:

a. establishing and maintaining a common operating picture

b. ensuring accessibility and interoperability

3. A common operating picture and systems interoperability provide the framework necessary to:

a. formulate and disseminate indications and warnings;

b. formulate, execute, and communicate operational decisions at an incident site, as well as between incident management entities across jurisdictions and functional agencies;

c. prepare for potential requirements and requests supporting incident management activities; and

d. develop and maintain overall awareness and understanding of an incident within and across jurisdictions.

B. Managing Communications and Information.

1. The National Incident Management System (NIMS) provides the essential functions of communications and information systems at all levels in two ways

a. Incident Management Communications.

(1) Interoperable communications systems are necessary to ensure effective communications exist between all response and recovery entities.

(2) All jurisdictions and entities involved in response and recovery operations will use common terminology, as prescribed by the NIMS, for communication.

b. Information Management.

(1) Successful response and recovery operations are dependent on the dissemination of accurate and timely information. There are several standard mechanisms that can be used to disseminate disaster-related information. These include:

(a) E-Team.

(b) Incident Action Plan (IAP).

(c) Situation Reports.

(d) Standard interoperable communications.

(e) Coordinated and approved press releases.

(f) Face to face personnel contact.

(2) All of these must be used to conduct successful disaster response and recovery operations. Reliance on any one method to the exclusion of the others will hinder effective disaster operations.

(3) The State Emergency Management Agency (SEMA) is responsible for the development and distribution of Situations Reports related to on-going disaster activities.

(a) The Director of SEMA, or designee, will determine the frequency of the reports and will also be the final approving authority for each report.

(a) Other State agencies will be required to provide input to the situation report as determined by the incident and state agency activities.

VI DIRECTION AND CONTROL

A. A State Unified Command will be activated at the SEOC in Jefferson City. This is the state level command where Direction and Control will be exercised for the statewide response. The senior official from the state, as designated by the Governor of the State of Missouri to lead the State Unified Command, is the Director of Public Safety or their successor. The Director of Public Safety, will be the Principal State Official (PSO) responsible for the State Unified Command and for coordinating with all departments, commissions and agencies on behalf of the Governor. The Governor delegates authority to the Principal State Official to perform these functions but remains as the Chief Elected Official of the State and serves as the final responsible official for the State and its responsibilities.

B. Although the Director of SEMA manages and coordinates operations within the State Emergency Operations Center (SEOC), his or her authority does not exceed that of department heads, unless the Governor so designates (see Basic Plan, Section IV.B.3). The SEMA Director provides chief technical advice on emergency management related issues to the PSO and the State Unified Command.

C. Under overall guidance of the Governor (or Principal State Official), each participating department, agency, or organization maintains operational control of its resources. Mission assignments are coordinated from the SEOC. When the SEOC is activated, all actions must be reported to the SEOC to ensure a rapid and efficient response.

D. Requests for federal and/or state assistance can come only from the chief elected official of the affected jurisdiction or that official’s authorized successor (see Appendix 4 to the Basic Plan). To ensure proper coordination and format, the SEMA staff must coordinate all these requests.

VII CONTINUITY OF GOVERNMENT

A. The line of succession for management of incidents is:

1. Governor or Principal State Official

2. State Unified Command

3. Area Command

B. The line of succession for the State Emergency Management Agency (SEMA) is:

1. Director

2. Deputy Director

3. Chief of Operations.

C. The line of succession for the Operations Branch within the State Emergency Management Agency (SEMA) is

1. Chief of Operations of SEMA

2. Current designated second in command of the Operations Branch

3. The first Operations Shift Supervisor who becomes available

D. See Annex S (Continuity of Operations) of the State Emergency Operations Plan for additional Information.

E. Lines of authority follow the lines of succession identified above. As the line of succession progresses to the next individual, the lines of authority associated with that position also progress to that individual. That transition is in effect until the event is terminated or someone in a position of higher authority assumes command.

VIII ADMINISTRATION AND LOGISTICS

A. Administration

1. Requests for assistance, all general messages, and all reports are handled via procedures and format specified in the State Emergency Operations Center (SEOC) Standard Operating Guide (SOG). The use of reports varies according to type of emergency.

2. Each department and/or agency is responsible for maintaining its own records of expenditures for later reimbursement.

3. Security personnel at the entrance maintain a record of all persons entering and departing the SEOC. All personnel are issued access cards to be worn while in the SEOC.

4. Upon activation of the SEOC, roster updates must occur to facilitate personnel access to the SEOC or to any other Direction and Control sites cited earlier in this annex. An individual not on these updated rosters is denied admittance until the appropriate agency issues proper authorization.

B. Logistics

1. SEMA provides office supplies to personnel of other agencies assigned to work in the SEOC. Unusual or extraordinary amounts must be obtained by the appropriate agency.

2. The SEOC is equipped to meet the needs of procedures outlined in this annex. The SEOC Floor Supervisor (SEMA) should be notified if the equipment or the physical capabilities of the SEOC are not sufficient for an agency to meet its mission. This then becomes a shortfall to be added to the long range development plan.

3. Each agency is responsible for furnishing its own transportation for Direction and Control activities. If specialized transportation is required, the agency should contact the SEOC.

4. Shower facilities are available at the SEOC for use by any staff working in the SEOC. Also, sleeping quarters are available in the Ike Skelton Missouri Army National Guard Training compound. These are only available in the most severe emergency situations and when made available by the Missouri National Guard (MoNG).

5. During SEOC operations, SEMA usually provides light snacks and drinks for break periods. The MoNG operates a cafeteria that would usually be available to SEOC staff during major occurrences.

IX aPPENDIX DEVELOPMENT and MAINTENANCE

A. This appendix was developed by SEMA and supported by documentation developed by participating agencies.

B. SEMA initiates an annual review and update of this annex. Agencies formulate necessary updates and furnish them to SEMA for incorporation in the plan.

C. Tests, exercises, and drills are conducted regularly. Lessons learned from these initiatives are incorporated into any changes/revisions to this annex.

X AUTHORITIES AND REFERENCES

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