EMERGENCY MANAGEMENT PLAN

LETTER OF PROMULGATION AND SIGNATURE STATEMENT

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LETTER OF PROMULGATION AND SIGNATURE STATEMENT

Plan Authority and Date of Effect

As the Chancellor of this University, I direct that this Plan shall be in full force and effect as of 12:01 A.M. on the first day of the month next following the date of the last signing of this instrument, as evidenced by the signatures as affixed below.

This Emergency Operations Plan has been reviewed and approved by:

UMKC Chancellor, Leo E. Morton

UMKC Executive Vice Chancellor and Provost, Gail Hackett

UMKC Vice Chancellor for Finance and Administration, Sharon Lindenbaum

UMKC Vice Chancellor for Student Affairs and Enrollment Mgmt., Mel Tyler

UMKC Vice Chancellor for University Advancement, Curt Crespino

UMKC Vice Chancellor for Human Resources, Carol A. Hintz

UMKC Director, Chief of Police, Michael Bongartz

UMKC Director of Environmental Health and Safety, William P. Leutzinger

UMKC Director of Media Relations, John Martellaro

Date

1/28/14

1/28/14

1/24/14

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1.0 INTRODUCTION
1.1 Scope of the Plan
Numerous natural or man-made disasters and hazards can affect the University and pose an actual or potential threat to public health and safety on the university campus. A comprehensive emergency plan is needed to ensure the protection of students, employees and the public from the effects of critical incidents and emergencies.

This plan may be activated in response to a regional or national crisis that affects the University. Any emergency that affects our students, faculty, and/or staff community is considered a University emergency.

This plan is designed to enable faculty, staff, and students to successfully cope with campus critical incidents and emergencies. The overall ability of University personnel to respond to any incident will rely primarily upon preplanned procedures, Incident Action Plans, business continuity plans, university building or facility Emergency Action Plans, and existing or newly promulgated SOPs and directives.

This plan, while primarily local in scope, is intended to be able to support a comprehensive, national, all-hazards approach to domestic incident management across a spectrum of activities including mitigation, preparedness, response, and recovery.

This Emergency Operations Plan currently includes the basic plan, emergency support annexes, Incident Actions Plans, building and facility plans and other approved instruments and inclusions intended to augment, assist, support, or amend The Basic Plan during emergency operations conducted in response to a critical incident, crisis, or disaster.

An EOP guides preparedness, response, recovery, and mitigation actions and may be activated during any of the following incidents, which may include, but are not limited to:

- Active Shooters
- Aircraft incidents
- Bombs
- Chemical, Biological, Radiation, Nuclear, Explosive (CBRNE) incidents
- Civil Disorder/Disturbances
- Cyber Attacks
- Earthquakes
- Explosions
- Fires
- Floods
- Hostage Situations
- Medical Emergencies: Severe/Mass Casualty incidents
- Snow Emergencies
- Structural Collapse
- Tornados
- Utility Emergencies

Emergency Operations Plans should:

- Include a risk assessment that would ideally address threat, consequence, and vulnerability
- Be developed in coordination with state and local community partners (law enforcement, fire personnel, local government, public and mental health agencies, etc.)
- Include establishment of an Incident Command System (ICS)
- Be available for review by the campus community
- Be in alignment with the National Incident Management System (NIMS)
- Include the use of exercises, drills, and training; and
- Be a “living document,” continuously reviewed, practiced and updated

1.2 Purpose of the Plan
This model Emergency Response Plan has been designed as a strategic plan to provide the administrative procedures necessary to cope with most campus emergencies. Any University’s overall ability to respond to
an emergency will rely upon tactical plans and business continuity plans developed by its individual departments.

The purpose of any plan is to enable emergency responders and staff to perform essential emergency planning and response functions that will save lives; establish responsibilities necessary to performing these functions; and to prevent, minimize and repair damage; and to ensure continuity of operations so that essential services may continue to be provided to the University and its clients.

This plan assigns roles and responsibilities to departments and individuals that are directly responsible for emergency response efforts and critical support services, and provides a management structure for coordinating and deploying essential resources.

1.3 Hazard Summary (Hazard Mitigation Plan June 2012)
This year the University of Missouri–Kansas City (UMKC) participated in an extensive UM System wide Emergency Response Audit performed by PricewaterhouseCoopers LLP, which included a Hazard Vulnerability Assessment. The assessment identified six natural and manmade hazards that could affect the university causing physical and financial loss.

1. Tornadoes
2. Ice Storms/Hail
3. Flood
4. Hazmat Event
5. Severe Winter Storms/Snow Storms
6. Severe Storms

The assessment was evaluated by a cross-divisional University working committee and used to develop this Hazard Mitigation Plan, identifying appropriate mitigation goals and objectives that are designed to provide a safer educational community. These goals identify general vulnerabilities with corresponding action items prioritized in order to address the greatest risks to the health of the University population first and then to limit damage to property or impact on University operations.

The main focus of this Hazard Mitigation Plan is directed toward those hazards identified to be “high” or “moderate” risk according to the Hazard Vulnerability Assessment. Those hazards that pose a negligible risk will continue to be monitored during subsequent updates to this Plan, but may not be fully addressed until they are determined to be of at least a moderate risk. Depending on the financial consequences incurred, it has become a common practice at UMKC to assimilate these low risk mitigation actions into remodeling projects. Thus, this Plan prioritizes the mitigation actions based on hazards assessment, addressing first those issues that present the greatest risk to lives and property.

2.0. EMERGENCY OPERATIONS PLAN

2.1 Plan Objectives
2.1.1 Statement of Policy
This Plan is intended to be a comprehensive administrative plan for the protection of life and property on this campus. It is compatible with the doctrines and methods expressed in the National Incident Management System (NIMS), the Incident Command System (ICS), the National Response Plan (NRP), Homeland Security Presidential Directive-5 (HSPD-5), Homeland Security Presidential Directive-8 (HSPD-8), and other similar directives.

2.1.2 Plan Applicability
The policies and procedures contained in this plan will be followed by any administrator, faculty member, or staff member, whose position and/or duties are expressly addressed or are implied by this Plan. Campus emergency operations will be conducted within the framework of the policies and procedures of the federal National Incident Management System (NIMS), the federal National Response Plan (NRP), and all applicable local, state, county, and federal laws, ordinances, and regulations.
2.1.3 Plan Implementation
Whenever an emergency affecting the campus reaches such proportions that it cannot be handled by routine measures, the UMKC Chancellor – or his/her designee – may declare a State of Emergency and shall cause implementation of this Plan by a designated Incident Commander or, in the absence of an IC, the Operations Section Chief.

2.2 Plan Assumptions
2.2.1 General Assumptions
The University EOP can provide a realistic approach to the problems likely to be encountered on campus during a critical incident, crisis, or disaster. Therefore, the following general assumptions can be made:

2.2.2 An Emergency May Occur at Any Time
A critical incident, crisis, or disaster may occur at any time of the day or night, weekend or holiday, and with little or no warning.

2.2.3 Most Incidents Are Handled Locally
Almost all incidents are handled locally, but some incidents may require the support and resources of local, county, state, federal governments, and/or private institutions, and other entities.

2.2.4 Incident Plans Must Be Flexible
The succession of events in any incident are not fully predictable; therefore, this EOP and any Incident Action Plan (IAP) devised prior to or at the time of the event, will serve primarily as a guide or checklist, and may require modifications in the field to mitigate injuries, damages and/or to recover from the incident.

2.2.5 Outside Resources or Assistance May Be Delayed
An emergency or a disaster may additionally affect residents within close proximity to the University; therefore city, county, state, and federal emergency services or resources may not be immediately available. In such cases, a delay in the delivery of effective off-campus emergency services may typically be expected for a period of up to 48-72 hours.

2.2.6 Media Events Must Be Properly Addressed
Any incident that is likely to result in media coverage should be promptly reported to the Director of Public Relations. During non-business hours report these incidents to UMKC Police dispatch. UMKC Police personnel shall then make further notifications. The accurate assessment of received information and its accurate reporting to all will negate the spread of unfounded rumors, panic, and the effects of misinformation.

2.2.7 Operational Requirements Must Be Sustainable
During any incident which is perceived to require operations for longer than twenty-four hours, at the discretion of the University Chancellor, impacted personnel shall be assigned to 12-hour shifts with cancellation of vacations, holidays, or regular time off from work shift assignments, as appropriate.

2.2.8 Communications Are Likely to be Disrupted or Compromised
During an emergency or disaster, there is a likelihood of the disruption of communications due to damage to related infrastructure or by the burdens placed on communications due to high levels of usage. This is especially true of cellular telephones. Prior agreements with cellular companies should be in place to secure usable operating channels during any emergency by arranging for Wireless Priority Service (WPS).

2.2.9 Declaration of a Campus State of Emergency (CSOE)
The decision to declare a Campus State of Emergency rests solely with the University Chancellor or his or her designee.
Upon notification of a critical incident or emergency by the Director/Chief of UMKC Police, if the Chancellor decides that a CSOE is necessary, he or she shall so inform the Director/Chief of UMKC Police, who shall in turn direct the UMKC Police Dispatch to make necessary notifications.

2.2.10 Plan Procedures Should Be Flexible
Since any emergency may occur suddenly and without warning, this Plan must be flexible enough to accommodate conditions as they occur. While most incidents are handled on a daily basis by a single jurisdiction at the local level, there are important instances in which successful domestic incident management operations depend on the involvement of multiple jurisdictions, functional agencies, and emergency responder disciplines. These instances require effective and efficient coordination across an often-broad spectrum of organizations and activities.

Once a critical incident begins to evolve, the Incident Commander shall be continuously mindful of the possibility that University resources and capabilities may be overwhelmed. The IC shall so apprise the University Chancellor of this fact, or the possibility thereof, so that a request for additional assistance can be forwarded promptly to municipal, county, or state authorities in a timely and effective manner.

The promulgation and maintenance of this Plan is the responsibility of the Director/Chief of UMKC Police as directed by the University Chancellor. While changes to the EOP are determined by the Director/Chief of UMKC Police, recordkeeping is the responsibility of the Director, Environmental Health and Safety.

2.2.11 Exceptions to Plan Functions and Responsibilities
Any exceptions to Plan policies and procedures may only be conducted after the approval from the Incident Commander or his or her designee is obtained.

2.2.12 Plan Changes and Recommendations
Requests for procedural changes and other recommendations will be submitted in writing to the Director/Chief of UMKC Police for review and finalization. All changes recommended by the Director/Chief of UMKC Police will be submitted to the University Chancellor for evaluation and final approval before being integrated into the EOP.

2.2.13 Plan as Primary Source Instrument
This University EOP shall be used as the primary source for guiding University administrators, faculty, students, and staff whenever an emergency or a disaster occurs on campus.

It is recognized that, in addition to the procedures outlined in this Plan, there are functional and geographic areas of the campus that have specific procedures in place that are to be followed first in a developing emergency. These additional procedures – including SOPs, checklists, Field Operations Guides, and other similar guidelines – shall remain in effect as long as they do not conflict with the provisions of this Plan.

2.2.14 Plan Conflicts
This EOP supersedes all previously developed administrative policies and procedures that address campus emergency operations. Conflicts with existing plans, including university SOPs and similar directives shall be reconciled with this Plan or shall be immediately brought first to the attention of the Director/Chief of UMKC Police as soon as possible for resolution.

2.2.15 Plan Legal Basis and References

i) Public Laws (PL)
- Federal Civil Defense Act, as amended (50 USC 2251 et seq.), 1950
- Disaster Relief Act, PL 93-288, as amended (42 USC 5121 et seq.), 1974
- Superfund Amendment and Reauthorization Act (also known as the Emergency Planning and Community Right to Know Act), PL 99-499, 1986
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, as amended (42 USC 5131 et seq.), 1988
2.2.16 Training and Certification Standards

All personnel who are defined and tasked as emergency responders or emergency management personnel are required to train and/or be certified to minimum levels of competency as required by various federal, state, and local standards, including Homeland Security Presidential Directive-8 (HSPD-8). For most personnel, at a minimum, this means completing training courses such as the NIMS introductory courses IS 100 & 200, or higher. See the NIMSCAST website at http://www.fema.gov/nimscast/index.jsp or the NIMS Online website at http://www.nimsonline.com as well as local municipal, county, or state emergency management resources for further information.

2.2.17 NIMS and the Emergency Operations Plan

The National Incident Management System (NIMS) document, which can be accessed on the Internet at www.dhs.gov/interweb/assetlibrary/NIMS-90-web.pdf addresses EOP development in Chapter III, Preparedness, at pp. 35-36 by stating that each jurisdiction shall develop an EOP that defines the scope of preparedness and incident management activities that are necessary for that jurisdiction. The EOP should also describe organizational structures, roles and responsibilities, policies, and protocols for providing emergency support.

The EOP shall facilitate response and short-term recovery activities which set the stage for successful long-term recovery. It should drive decisions on long-term prevention and mitigation efforts or risk-based preparedness measures directed at specific hazards. An EOP should be flexible enough for use in all emergencies.

A complete EOP should describe the purpose of the plan, situation and assumptions, concept of operations, organization, assignment of responsibilities, administration and logistics, plan development and maintenance, and authorities and references. It should also contain functional annexes, hazard-specific appendices, and a glossary.

EOPs should predesignate jurisdictional and/or functional area representatives to the IC or UC, whenever possible, to facilitate responsive and collaborative incident management. While the preparedness of the public is generally beyond the scope of the NIMS, EOPs should also include preincident and post incident public awareness, education, and communications plans and protocols.

2.2.18 Incident Action Plans

Tornadoes, floods, blizzards and other natural disasters can affect the University. In addition, disasters such as transportation accidents, explosions, accidental releases of hazardous materials and national security emergencies pose a potential threat to public health and safety on campus. Terrorist events involving Weapons of Mass Destruction (WMD) are also a threat. A comprehensive emergency plan is needed to protect students, employees and the public from the effects of these hazards. An Incident Action Plan (IAP) guides preparedness, response, recovery, and mitigation actions and may be activated during any incident.

The Director/Chief of UMKC Police and/or Director of Environmental Health and Safety is responsible for coordinating the planning functions for responses to unusual occurrences for the University. This function includes the development, publishing, and retention of all IAPs. An IAP includes the overall incident
objectives and strategies established by the IC or UC. In the case of UC, the IAP must adequately address the mission and policy needs of each jurisdictional agency, as well as the interaction between jurisdictions, functional agencies, and private organizations.

The IAP addresses tactical objectives and support activities required for one operational period, generally of 12 to 24 hours duration. The IAP contains provisions for continuous incorporation of “lessons learned” as incident management activities progress. An IAP is especially important when:

- Resources from multiple agencies and/or jurisdictions are involved
- Multiple jurisdictions are involved
- The incident will effectively span several operational periods
- Changes in shifts of personnel and/or equipment are required; or
- There is a need to document actions and/or decisions

Any original Incident Action Plan shall be retained for a minimum period of 20 years by the University within the Planning Section files of the Office of the Chancellor. Copies of any IAP shall be distributed to all primary and supporting departments or units of the university for appropriate tactical, planning, training, and historical uses, or for any other legitimate purpose.

2.2.19 After-Action Reports
Immediately after the conclusion of emergency operations concerned with a critical incident, crisis, or disaster, the Incident Commander shall cause the preparation and publication of an After Action Report (AAR).

The AAR shall be written by the Operations Section Chief with the assistance of any other section of the Incident Command Group, as required. AAR documents shall be submitted within 30 days of termination of incident operations.

The AAR shall detail all facts and circumstances known about incident causation, the quality and nature of the response effort, and the incident resolution. In addition, the AAR shall determine both deficiencies and highlights that occurred during the resolution of the incident and shall make recommendations about planning, training, and operational needs and improvements for consideration to enhance the efficiency of future responses.

Each original AAR shall be retained on file within the Offices of the Director/Chief of UMKC Police and the Office of the Director of Environmental Health and Safety for a period of 20 years. Copies of the AAR shall be contemporaneously forwarded to all Chiefs of the Incident Command Group, including the IC.

2.3 Plan Activation (Initial Incident Response)
2.3.1 Involvement of the University Police (UMKC-PD) is Required
Whenever conditions are present that meet the definition of a crisis or disaster, or whenever a CSOE is declared by the University Chancellor, the UMKC Police Department will immediately place into effect procedures that are designed to meet the emergency by safeguarding persons and property and maintaining the functioning of the institution.

On-duty UMKC-PD personnel shall immediately consult with the Director/Chief of UMKC Police regarding the emergency and shall initially follow the notification procedures outlined in Sections 300.10 to 310.40 of this Plan.

2.3.2 Persons on Campus Must Be Controlled
During a CSOE, only registered students, faculty, staff, and their affiliates (i.e., persons required by employment) are authorized to enter or remain on campus. Persons who cannot present proper identification (such as a student or employee identification card or other suitable identification showing that they have a legitimate purpose on campus) will be directed to leave the campus. Unauthorized persons remaining on campus may be subject to expulsion, detention, or arrest in accordance with applicable laws.
2.3.3 Nonessential Persons Shall Be Restricted from the Incident Site
Only faculty, staff, and student volunteers who have been assigned to Incident Management duties or who have been issued a University Emergency Identification Pass (EIP) by the UMKC Police Department will be allowed to enter the immediate incident site.

Since any terrorist incident is considered to be a criminal act, that incident site is to be managed as a crime scene that requires the collection and preservation of evidence and other procedural requirements that are critical to the performance of a criminal investigation.

2.3.4 Perform Communications and Media Relations Duties
Effective communication plays a critical role during any emergency. In almost all emergencies, the University will need to communicate with internal audiences, including students, faculty, and staff. Depending on the severity of the situation, it is likely that the University will need to communicate with external media sources in order to provide information to wider audiences.

2.3.5 Direct All Media Inquiries to PIO
All media inquiries should be directed to the Director of Public Relations, acting as the Public Information Officer. It is important that information provided to outside media persons be coordinated through PIO to ensure consistency concerning communications about the status of the University during a critical incident or emergency. If the incident involves entities from other jurisdictions, the external communications function of the PIO shall be coordinated through an established Joint Information Center (JIC).

2.3.6 Mutual Aid Assistance Agreements
The University maintains mutual aid assistance agreements with appropriate law enforcement agencies, details of which can be obtained from the UMKC Police Department. This University does not operate its own Fire Services. The campus is protected by the Kansas City, Missouri, Fire Department.

Primary ambulance services are provided by Metropolitan Ambulance Service Trust (MAST). MAST will be called upon to provide assistance in the event of a crisis or disaster.

All mutual aid agreement contracts are to be retained on-file by the Office of the Chancellor with copies distributed to all affected police, fire, and EMS agencies as well as to other appropriate court and regulatory agencies and entities.

All such agreements may be placed into effect by the IC during an incident after consultation with the Office of University Chancellor.

2.3.7 Other Notifications
The PIO, in coordination with the Incident Commander, shall determine when and by what methods it is appropriate to issue timely warnings, emergency alerts, and other informational releases to key government officials, community leaders, emergency management response agencies, volunteer organizations, and any other persons and entities essential to mounting a coordinated response to an incident.

It is critical that adjoining jurisdictions be notified whenever an incident has an actual or potential impact on residents, buildings, traffic, or otherwise has an impact on civic health or wellbeing.

Sufficient factual information should first be gathered and evaluated for accuracy to minimize the effects of spreading false rumors and misinformation, prior to disseminating any release of information.

2.4 Situation Levels Defined

2.4.1 General Response Guidelines to Campus Conditions
Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5131, an emergency is defined as: “Absent a Presidential declared emergency, (is) any incident(s) human-caused or natural that requires responsive action to protect life and property.”
Incidents are also defined by the U.S. Fire Administration. The training course ICS-400: Advanced ICS Command and General Staff – Complex Incidents, divides incidents according to complexity and the resources required to respond, in an increasing order of involvement from Type 5 to Type 1 @ pp. 2-17, 2-18, 11/05.

In addition, the following four definitions are provided to assist Incident Managers and/or building managers to plan for or respond to predicted or existing campus conditions:

2.4.2 Normal Campus Conditions (No Emergency)
When normal campus conditions exist, no unusual response or planning activities are necessary.

2.4.3 Critical Incident (Minor Emergency)
A critical incident or minor emergency is any event whose initial impact is limited to a specific segment or subgroup of the university. A critical incident causes significant disruption to the subgroups which they affect, but do not disrupt overall institutional operations. During a critical incident an Incident Command Post (ICP) may be established as determined necessary by the Director/Chief of UMKC Police or his/her designee.

2.4.4 Crisis (Major Emergency)
A crisis or major emergency is any event which disrupts the orderly operations of the University or its institutional missions. A crisis affects all facets of the institution and often raises questions or concerns over closing or shutting down the institution for any period of time. Outside emergency resources will probably be required, as well as a major effort from available campus resources. A crisis on campus will require establishment of an ICP and may require an Emergency Operations Center (EOC). Major policy considerations and decisions will usually be considered by the university administration during a crisis.

2.4.5 Disaster (Severe Emergency)
A disaster is an event whose nature and impact extends beyond the University and disrupts not only operations and functions of the institution, but also those of surrounding communities. During a disaster, resources that the University might typically rely on may be delayed or unavailable because they are being employed within the broader community. In some instances, mass casualties or severe property damage may have been sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation and outside emergency services and resources will be essential. In all cases of a disaster, an ICP and an EOC will be activated, and appropriate support and operational plans will be executed.

3.0 EMERGENCY OPERATIONS COMMAND STRUCTURE

3.0.1 The Command Function and the National Incident Management System (NIMS)
3.0.2 Seven Critical Tasks Will Be Performed by the First Responding Supervisor
According to current ICS doctrine, the first responding supervisor in the crisis phase of any initial response must perform the following seven critical tasks as soon as possible:
- Secure and Establish Communications and Control
- Identify the “Hot Zone” or “Kill Zone”
- Establish an Inner Perimeter
- Establish an Outer Perimeter
- Establish an On-Scene Command Post or ICP
- Establish a Staging Area for Personnel and Equipment
- Identify and Request Necessary Resources

3.0.3 Single Command IC (IC)
The characteristics of the Incident Command System are outlined within the federal National Incident Management System (NIMS) document. These concepts and principles provide the primary methodology for all operations conducted under this Plan.
When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single command IC should be designated with overall incident management responsibility assumed by the appropriate jurisdictional authority. *(In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single command IC may be designated if all parties agree to such an option.)* Jurisdictions should consider pre-designating ICs within their preparedness plans.

The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan and all requests pertaining to the ordering and release of incident resources.

Since the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction at the local level, the major functional areas of Incident Command for those incidents where outside assistance is not required should still be organized and function according to the principles and practices of the Incident Command System (ICS).

### 3.0.4 Unified Command IC (UC)

UC is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines that enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.

The exact composition of the UC structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single IC may be used to promote greater unity of effort efficiency.

### 3.0.5 Area Command

The following ICS organization and operations characteristics relevant to Area Command are taught by DHS personnel in ICS training programs:

- **Area Command** is activated only if necessary depending on the complexity of the incident and incident management span-of-control considerations. *An area command is established either to oversee the management of multiple incidents being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations*

- Incidents that are not site specific or are geographically dispersed, or evolve over a long period of time such as a biological event, may require the use of area command. Acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between federal, state, local, tribal, private sector, and nongovernmental organizations. Area command also is used when there are a large number of the same types of incidents in the same area. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through the Emergency Operations Center (EOC)
If the incidents under the authority of area command are multi-jurisdictional, then a Unified Area Command should be established. Area command should not be confused with the functions performed by an EOC. An Area Command oversees management of incidents, while the EOC coordinates supports functions and provided resources support. It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:
- Sets overall agency incident-related priorities
- Allocates critical resources according to established priorities
- Ensures that incidents are managed properly
- Ensures effective communications
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies
- Identifies critical resource needs and reports them to EOC
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations
- Provides for personnel accountability and a safe operating environment

3.0.6 Incident Command System Adoption and Training *
In Homeland Security Presidential Directive (HSPD-5), Management of Domestic Incidents, the President directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). On March 1, 2004, the Secretary of the Department of Homeland Security issued the NIMS document to provide a comprehensive national approach to incident management, applicable to all jurisdictional levels across functional disciplines. The NIMS provides a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. The NIMS establishes standard incident management processes, protocols, and procedures so that all responders can work together more effectively. NIMS components include:
- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies and
- Ongoing Management and Maintenance

NIMS National Standard Curriculum Training Development Guidance, October 2005

The NIMS Integration Center was established to oversee all aspects of NIMS, including the development of NIMS-related standards, guidelines, and support guidance for incident management and responder organizations as they implement the system. The Center will validate compliance with the NIMS and National Response Plan responsibilities, standards and requirements.

Through this initial document, the NIMS Integration Center is coordinating the development of a National Standard Curriculum for NIMS, which will be built around available training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum.

Initially, the training curriculum is to be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards.

Minimum requirements to be accomplished initially include the following:
- Completing the NIMS Awareness Course: “National Incident Management System (NIMS), An Introduction” (IS 700)
- Formally recognizing the NIMS and adopting NIMS principles and policies
- Establish a NIMS baseline by determining which NIMS requirements are already met
Establish a timeframe and develop a strategy for full NIMS implementation; and
Institutionalize the use of the Incident Command System.

The NIMS Integration Center recognizes that many operational aspects of NIMS, including ICS training, are available through state, local, tribal agencies, and private training vendors. It is not necessary that the training requirements be met through a federal source.

Emergency management and response personnel who have already been trained in ICS do not need retraining if their previous training is consistent with DHS standards, including ICS courses managed, administered, or delivered by the Emergency Management Institute, the National Fire Academy, FIRESCOPE, the National Wildfire Coordinating Group, the U.S. Department of Agriculture, the Environment Protection Agency, and the U.S. Coast Guard.

One of the most common concerns of federal, state, tribal, and local governments has to do with the process and timeframe for adopting NIMS. NIMS compliance requirements will be phased in over time.

The ICS is one of three standardized organizational structures established by the NIMS. The ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident. The other two standardized organizational structures outlined in the NIMS include the Multi-agency Coordination System and the Public Information System.

The NIMS is based on an appropriate balance of flexibility and standardization in order to provide a framework for interoperability and compatibility during incident operations.

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.

The NIMS also provides a set of standardized organizational structures – such as the 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.

3.1 Purpose and Description of Command Structure (org chart)
3.1.1 Incident Management Team
The Incident Management Team (IMT) is defined by NIMS as the IC and the appropriate Command and General Staff personnel assigned to manage an incident.

3.1.2 Incident Commander
The Incident Commander has overall control of any incident. All decisions that reference campus evacuation, closure or restrictions, postponements and resumptions, and special circumstance personnel policies fall within the purview of the Incident Commander. In most cases, however, the IC will be a senior UMKC Police Department official who has completed incident command system training and incident related experience.

3.1.3 The Command Staff
The Command staff consists of the Incident Commander and the special staff positions of PIO, Safety Officer, Liaison Officer, and other positions that report to the Incident Commander. The functions of the Command Staff shall include, but not be limited to the following:

- Command Staff shall advise the Incident Commander of all campus-wide policy matters as they relate to the campus crisis or disaster
- Command Staff shall assist in the implementation of policy strategies developed to mitigate the effects of the crisis or disaster
• Command Staff shall establish a priority list of issues that reference specific crisis and/or disaster situations, and shall approve all communications initiatives and emergency directions
• Command Staff shall maintain liaison with the City of Kansas City, Jackson County, State of Missouri, all Federal Agencies and University leaders.

3.1.5 The Public Information Officer
Preparedness and training for emergency media communications procedures shall be conducted under the direction of the Director, Public Relations, acting as the Public Information Officer, or his/her designate.

The PIO will coordinate all communications functions during a CSOE. Using information provided by others, the PIO will provide timely information on the status of the University and information regarding any emergency measures being undertaken. If required, the University PIO will function through the Joint Information System (JIS) to permit coordinated PIO services whenever subordinate to joint or area command functions.

Communication methods may include, but shall not be limited to, the following:
• E-mail messages to all students, faculty and staff or subsets of those groups
• Text messages
• Voicemail messages
• Web-based messages
• Establishment of a phone center with a special hotline number that would be staffed during emergencies
• Emergency signage
• Information line and help line telephone messages
• News releases to the media
• News conferences for the media

The University has two basic guidelines to observe in any emergency incident:
• Only authorized spokespersons such as the University Chancellor – or his or her designee – or the Director of Public Relations, as PIO – or his or her designee – will meet or talk with the media
• Only factual information is released; no speculation is to be offered

Additional guidelines include the following:
• All executive and supervisory personnel are notified to report emergencies to the police. They also should be reminded not to discuss the situation and instruct their subordinates not to discuss the situation with anyone, especially the media, on behalf of the University
• The Chancellor, other senior administrators, and the Director of Public Relations are to be immediately informed of an existing emergency. Complete details are to be made available to these officials
• The Chancellor and the Director of Public Relations and any other appropriate personnel involved shall confer and decide on appropriate actions
• All calls from the news media are to be referred directly to the Director of Public Relations at: Campus phone 235-1592

3.1.6 The Safety Officer (SO)
The Director of Environmental Health and Safety, or His/Her Delegate, Acting as the Safety Officer, monitors incident operations and advises the IC on all matters related to operational safety, including the health and safety of emergency response personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC and supervisors at all levels of incident management. The SO is, in turn, responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiple agency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident
operations. In a UC structure, a single SO should be designated, in spite of the fact that multiple jurisdictions or functional agencies may be involved.

3.1.7 The Liaison Officer (LNO)
The Assistant Vice Chancellor for Community and Public Affairs, Acting as the Liaison Officer, is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single IC or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.

3.1.8 Additional Command Staff Positions
Additional Command Staff positions may also be necessary depending on the nature and location of the incident, and/or specific requirements as established by the IC. For example, legal counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bio-terrorism event.

3.1.9 Conduct of Operations
Day-to-day operations shall be initially directed by the senior police official at the scene or by the appropriate designated Incident Commander (IC). In the absence of the designated incident commander, one of the administrators that fill the positions listed below shall assume the role of the IC, in descending order of preference:
- Operations Section Chief
- Planning Section Chief
- Liaison Section Chief
- Logistics Section Chief
- Other designee of the University Chancellor

3.1.10 The General Staff
The General Staff is responsible for the functional aspects of the incident command structure and typically consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs.

3.1.11 The Operations Section Chief
The direct operational control of any campus critical incident, crisis, or disaster is the responsibility of the Senior UMKC Police Department official, acting as the Operations Section Chief. The Operations Section is responsible for managing tactical operations at the site, directed toward the coordination of all on-campus emergency functions and campus provided emergency response teams. The Operations Section directs tactical operations at the incident site to reduce the immediate hazard, save lives and property, establish situational control, and restore normal campus conditions.

The Operations Section is responsible for implementation of the University EOP, to include:
- Determine the type and magnitude of the emergency and initiate the appropriate Incident Action Plan.
- Establish the appropriate ICP or EOC
- Initiate an immediate liaison with the University Chancellor
- Notify and use UMKC-PD personnel, outside law enforcement agency personnel, student aides and/or other available resources to maintain safety and order
- Notify members of the Command Staff and advise them of the nature of the incident
- Liaison with outside organizations such as police, fire, EMS, and other emergency response personnel
- Ensure that notifications are made to appropriate staff members located off-campus
- Perform related duties as needed during the campus emergency, and
- In conjunction with the Director/Chief of Police and/or Director of Environmental Health and Safety, prepare and submit an After Action Report (AAR) directed to the University Chancellor appraising him or her of the final outcome of the emergency

In some jurisdictions, the senior fire official at a fire scene or incident site where EMS services must be employed is in charge of the actual incident site pursuant to state law. The Operations Section Chief would still have overall operational control of the incident as it relates to site security and other duties, but not necessarily as it relates to fire-fighting operations and/or rescue duties. Suitable working arrangements should be preplanned for these types of instances.

3.1.12 The Planning Section Chief
Training and planning activities to ensure the preparedness of the campus community in dealing with emergency situations shall be conducted as necessary under the direction of the UMKC EOP Commission Leader, acting as the Planning Section Chief.

The Planning Section shall collect, evaluate, and disseminate tactical information pertaining to any preplanned or actual incident. This section shall maintain information and intelligence on any current and forecasted situation, as well as prepare for and document the status of all resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident.

The Planning Section has four primary units: the Resources, Situation, Demobilization, and Documentation Units, and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment. The Documentation Unit devises and distributes all ICS Forms and other forms as necessary.

The Planning Section Chief in cooperation with the Director/Chief of Police, the Director of Environmental Health and Safety, and any suitable other person or entity on campus, shall devise, maintain, and distribute an Emergency Communications Plan (ECP) prior to the occurrence of any critical incident. This plan shall be reviewed at least once each year. It shall describe the status and capabilities of the communications function on campus, and the capabilities related to conducting effective communications with other public and private emergency response organizations and other key emergency management personnel. The ECP shall provide lists of contact names and numbers, describe the status of communications interoperability, and incorporate all related operational and planning agreements between participants in any emergency, subsequent to completed and current MOUs, MOAs, and other written agreements.

3.1.13 The Logistics Section Chief
Emergency communications equipment and other materials necessary for the operation of an Emergency Operations Center (EOC) and/or an Incident Command Post (ICP) shall be maintained in a state of readiness by the Director of Telecommunications, acting as the Logistics Section Chief.

The Logistics Section function includes the supply, food, ground support, communications, facilities, and medical units, and meets all of the support needs for the incident, including ordering resources through appropriate procurement authorities from offsite locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food services, communications, and medical services for incident personnel.

The Logistics Section Chief is encouraged to assign a deputy when all designated units are established at an incident site. When the incident is very large or requires a number of facilities with many items of equipment, the Logistics Section may be divided into two branches.
3.1.14 The Finance/Administration Section Chief
When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section should be established. The Finance/Administration Section includes the Compensation, Claims, Cost, Procurement, Granting Reimbursement and Time Units and is headed by the Assistant Vice Chancellor, Administrative Services, acting as the Finance/Administration Section Chief.

Under the ICS, not all agencies will require every facet of assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of ICS.

In addition to monitoring multiple sources of funds, this Section Chief must track and report to the IC the financial “burn rate” as the incident progresses. This allows the IC to forecast the need for additional funds before operations are negatively impacted. This is particularly important if significant operational assets are provided under contract by private sector suppliers.

The Finance/Administration Section Chief may also need to monitor cost expenditures to ensure that statutory rules which apply are met. Close coordination with the Planning Section and Logistics Section is essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist assigned to the Planning Section could provide.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit need not be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned in the Planning Section. Because of the specialized nature of finance functions, the Section Chief should come from the agency that has the greatest requirement for this support. This Section Chief may also have an assigned deputy.
3. List of Key Personnel (Organization, assignment of responsibilities and function (primary & support))

3.2.1 The Incident Commander
The duties of the Incident Commander (IC) include the following:
- Responsible for the overall emergency response effort of the University
- Works with the Incident Command Staff to assess the emergency and to prepare the specific response of the University
- Declares and ends the Campus State of Emergency as appropriate
- Notifies and conducts liaison activities with University Administration, and the Administration of the City of Kansas City, Jackson County and of any State and/or Federal Emergency Management agencies

3.2.2 The Director, Public Relations
The Director, Public Relations:
- Is responsible for developing communications to be disseminated to internal and external audiences
- Establishes the media center and provides information to the media
- Establishes an emergency telephone center to respond to inquiries from parents, family, and other relatives of students, and to staff and faculty
- Acts as the University PIO for the duration of the incident

3.2.3 The Senior UMKC-PD Officer on Duty

The Senior UMKC-PD Officer on duty:
- Maintains UMKC-PD facilities in a state of constant readiness during an incident
- Initiates the Emergency Notification System – (ENS) as directed
- Takes immediate and appropriate action to protect life and property and to safeguard University records as required
- Obtains law enforcement assistance from city, county, state or federal governments as required
- Provides traffic control, access control, perimeter and internal security patrols and coordinates fire and EMS services as needed

3.2.4 The Director of Facilities Management (DFM)

The following functions will be performed by the Director of Facilities Management:
- Provides equipment and personnel to perform shutdown procedures, establish hazardous area controls, erect barricades, and perform damage assessment, debris clearance, emergency repairs and equipment protection
- Provides vehicles, equipment and operators for the movement of personnel and supplies, and assigns vehicles as needed
- Obtains the assistance of utility companies as required during emergency operations
- Furnishes emergency power and lighting systems
- Surveys habitable spaces and relocates essential services and functions
- Provides and equips primary and alternate sites for the EOC
- Assists in the dissemination of all information and directives intended for the on-campus student population
- Provides temporary or alternate housing and food service facilities for the on-campus student population affected by the disaster or emergency
- Provides temporary housing and food services for off campus students who have been directed to remain on campus or who are unable to leave the campus
- Provides temporary housing and food services for emergency response personnel and University staff directed to remain on campus for extended periods of time
- Provides temporary beds, food, water or other resources as required

3.2.5 The Chief Information Officer

The Chief Information Officer or his/her designate:
- Provides the personnel and expertise necessary to maintain telephone service or establishes emergency landline services or other communications facilities
- Provides for the security of computer and information systems
- Provides for temporary computer and information services to facilitate the business procedures necessary and related to emergency purchases, personnel services and accounting functions

3.2.6 The Department of Environmental Health and Safety

The Department of Environmental Health and Safety, Industrial Hygienist or designee:
- Coordinates with other Operations Section members
- Provides an accounting summary of the financial impact of the emergency response, clean-up and recovery efforts
- Ensures that rescue and clean-up operations are conducted in as safe a manner as possible to prevent injury to rescue and clean-up personnel, or to prevent unnecessary or further injury to victims
- Coordinates rescue and clean-up operations so as to conform to applicable safety, health and environmental regulations
- Coordinates with the Director of Research Safety to ensure the safe and successful clean-up and disposal of all hazardous materials
- Coordinates and has oversight of the activities of outside regulatory, investigative or insurance related agencies
- Initiates the request for the spending authority necessary to conduct emergency operations
- Obtains funding provided for clean-up and recovery expenses
- Monitors campus emergency warning and evacuation systems
- Maintains liaison with County or State Disaster and/or Emergency Services for telecommunications support if necessary.

### 3.2.7 Written Operational Procedures Shall Be Devised and Maintained

The head of each campus department or organization with emergency response duties and functions shall prepare and maintain current written Standard Administrative Procedures (SAPs), Standard Operating Guidelines (SOGs), resource lists, checklists, and other documentation as may be required to support the operations of those organizations during critical incident or emergency operations.

The oversight for this requirement shall be devised and implemented by the Incident Commander or a designee as soon as practical.

### 3.2.8 Duties of Building/Facility Managers (Building Liaisons)

Each Building Manager, who shall either act as or shall appoint a Building/Facility Safety Officer or a Safety Committee for each campus building/location under their supervision or control, has the following responsibilities prior to and during any emergency:

#### 3.2.9 Develop Emergency Action Plans

An Emergency Action Plan for each building or facility shall be developed that will include, but not necessarily be limited to, the following components, equipment, and/or functions: (29 CFR 1910.38)

- Procedures for reporting a fire or other emergency
- Procedures for emergency evacuation, including the type of evacuation and exit route assignments
- Procedures for employees who remain to operate critical plant operations before they evacuate
- Procedures to account for all employees after evacuation
- Procedures to be followed by employees performing rescue or medical duties
- The name or job title of an employee who may be contacted by other employees who need more information about the plan or an explanation of their duties under the plan

In addition, the following subject areas should be considered for inclusion in each Plan:

- Evacuation Warden duties
- Evacuation of disabled or special-needs persons
- Management of designated assembly areas
- Diagrams of specified building/facility exit locations and evacuation routes
- Hazardous conditions reporting and appropriate corrective procedures
- Emergency First Aid information
- Specified locations of available emergency equipment, including PPE
- Location and maintenance of adequately stocked First Aid kits
- The location and operation of fire extinguishers and other fire suppression equipment
- Lists of available emergency equipment
- Lists of personnel who would normally present within each building/facility

A revised and updated Emergency Action Plan for each building/facility shall be submitted to the Director of Environmental Health and Safety for approval on the 1st day of November of each year, or more often if needed. The designated Building or Facility Safety Officer/Safety Committee may assist with plan formulation or revision, as required.
The Emergency Action Plan for each building and facility should be as concise as possible. Each Department/Division within a specific building shall have at least one copy of the Emergency Action Plan for their building/facility prominently displayed within each major or significant workspace area.

3.2.10 Review Emergency Action Plans
Each Building/Facility Manager must review the Emergency Action Plan with each employee or student covered by the plan:

- When the plan is developed or the employee/student is initially assigned to the building or facility
- When the employee or student’s responsibilities under the plan changes
- When the plan is changed

Building evacuation information shall be distributed to all employees with follow-up discussions, on-the-job training or additional explanation as required. Contact Environmental Health and Safety for assistance.

Sufficient time shall be taken to train each employee in emergency techniques such as fire extinguisher use, First Aid, and/or CPR and emergency evacuation procedures. The Department of Environmental Health and Safety and or the UMKC Police Department will be consulted for training support services.

3.2.11 Other Building/Facility Manager Duties
- Report every emergency to the University Police at Tel. 235-1515
- Serve as the primary contact person to receive emergency information from UMKC-PD
- Inform all building employees of any emergency conditions
- Evaluate the impact of any emergency on persons or property and take appropriate action including ceasing operations and initiating evacuation of the building or facility
- Maintain emergency telephone communications with University officials from the building or facility or from an alternate site if necessary.

3.2.12 Develop a Building/Facility Telephone Tree
The building manager shall develop a phone tree of both work/home/mobile phone numbers for all persons that normally work or reside in the building or facility.

3.2.13 General Faculty/Staff Supervisor Responsibilities
Each faculty or staff member who supervises university students or other university employees has the responsibility to:

- Educate students or employees to relevant emergency procedures including evacuation procedures for their building or facility
- Inform students and/or staff of any perceived emergency and initiate emergency procedures as prescribed within the Building/Facility Emergency Plan, the Emergency Response Safety pamphlet, and the EOP
- Evaluate, survey, and estimate their assigned building/facility or activity spaces to determine the potential impact of any emergency on their facility
- Report all safety hazards as soon as possible to the building manager or safety officer
- Submit a work order to reduce hazards and to minimize accidents promptly to the Building Manager or Director of Facilities Management.

IMPORTANT: Inform all students, staff, and faculty to conform to building evacuation guidelines during any emergency and to report to their appropriate assembly area outside the building so that a head count can be taken.

3.2.14 Deans, Department Heads, Other Campus Employee Duties
Each University Dean and Department Head will develop and implement a business continuity plan for each of their respective areas of responsibility.
It is the responsibility of every campus employee to become familiar with the Emergency Action Plan for his/her work area(s) and to read the University Employee Safety Handbook.

Business Continuity Plans will be updated at least once every three years, or more often as the need arises, due to the reassignment of Deans and Department Heads, or other critical circumstance that affect the suitability of such plans. A copy of each revised plan will be submitted to the Director, Environmental Health and Safety within thirty days of such revision for approval and retention.

3.2.15 Emergency Contact List
The confidential Emergency Contact List is retained in the Chancellors office and distributed annually to those specific employees as required.

3.3 Situation level-command/control/communication
3.3.1 The Initial Responses to a Reported Emergency
Each emergency occurring on-campus shall be reported immediately to the University Police at Tel. #911, or 235-1515. Upon receiving notification of a reported emergency, the UMKC-PD shall initiate the following chronology of events:

3.3.2 Dispatch a Police Officer to the Scene
One or more police officers shall be dispatched to the scene to confirm the existence of a critical incident, crisis, or disaster.

3.3.3 Dispatch Appropriate EMS/Fire Services
UMKC-PD dispatch shall request appropriate assistance from Fire or Emergency Medical Services personnel.

3.3.4 Dispatch Facilities Management Staff
UMKC-PD dispatch shall request appropriate assistance from the Director of Facilities Management and Director of Environmental Health and Safety once an emergency or disaster has been identified as one that affects University buildings or other infrastructure in a manner that requires DFM corrective action.

3.3.5 Contact the Director/Chief of Police and the Director of Public Relations
UPD dispatch will immediately contact the Director/Chief of Police or his/her designee and the Director of Public Relations or his/her designee.

3.3.6 The Chief of Police and Director of Public Relations shall Contact the University Chancellor
The Chief of UMKC-PD and/or Director of Public Relations shall immediately contact one of following persons in the following descending order of preference:
   - University Chancellor
   - Provost
   - Chief of Staff

3.3.7 Assignment of Emergency Status
After consulting with the University Chancellor or a designee, the UMKC-PD Chief will assign one of the following three emergency status conditions to the incident and shall activate the Emergency Notification System (ENS), if appropriate:

3.3.8 Critical Incident (Minor Emergency)
During a Critical Incident or Minor Emergency, ENS may be activated. Incident Command staff members may not necessarily meet as a group, but will be still be advised of conditions. An Incident Command Post (ICP) may be established.
3.3.9 Crisis (Major Emergency)
During a Crisis or Major Emergency, ENS will be activated. Command Staff members shall report as directed by the Director/Chief of Police. An EOC may be activated at 5005 Oak St., or at the Provost Conference Room, Administrative Center. An Incident Command Post shall be established.

3.3.10 Disaster
During a Disaster, the ENS will be activated. All Incident Command Staff members shall report to the ICP or EOC as directed. If a primary site is not available, an alternate ICP or EOC site will be established by the Director/Chief of Police. Command Staff members shall report as requested and shall also provide the following items, as appropriate:
- All University property keys checked out to them.
- Pagers
- Cellular phones with extra batteries
- Laptop PC with extra batteries, if any
- Two way radios with extra batteries, if any

3.3.11 Deactivation of Emergency Incident Operations
At the close of Incident Operations, the Incident Commander will notify the Operations Section Chief to begin the stand-down phase of operations according to the procedures developed as part of the Incident Action Plan for that incident.

3.3.12 Incident Documentation
Each participating department, section, building, or function manager or supervisor is responsible for documenting all activities and expenditures associated with the discharge of his/her emergency functions. Additionally, each emergency response entity will retain documents associated with its activities during the response. These documents, although local in origin, will be based primarily on the formats and purposes devised for federal ICS forms for the following purposes:
- Provide a basis to assess the emergency and evaluate the response
- Identify areas where campus preparedness activities worked well and those areas that need improvement
- Verify all emergency related expenses and document efforts to recover such expenses
- Assist recovery in the event of litigation

All documents, status sheets, daily logs, and forms shall be kept along with all financial records and photographs related to the emergency. The Finance/Administration Section Chief shall request documentation, including post-incident reports, from any responding agency that participated in the incident response.

3.3.13 Responding to ENS Notification
The Emergency Notification System (ENS) is only activated upon the direct order of the University Chancellor and/or designee.

Once the ENS is activated, UMKC-PD dispatch will contact all Incident Management Team members and provide them with the appropriate instructions for reporting to either the ICP or the EOC, as directed by the IC.

3.3.14 Command Staff (Policy Group)
The following members of the Command Staff will report to the ICP or EOC as directed or shall remain on Stand-By status.
- Chancellor
- Provost
- Vice Chancellor for Student Affairs and Enrollment Management
- Vice Chancellor for Administrative Services
- Vice Chancellor for Advancement
- Vice Chancellor for Diversity and Inclusion
- Chief of Police
3.3.15 Incident Command Staff
Incident Command Staff members will be contacted by the IC and requested to:
- Report to the ICP to conduct IC operations
- Report to the EOC to perform policy group and critical support functions, or
- Remain on stand-by status

3.3.16 Operations Section Staff
The Operations Section shall serve in a direct support capacity to the Incident Command Staff. The Operations Section shall include, but is not necessarily limited to the following individuals:
- Senior Command Officer, UMKC-PD
- Director of Environmental Health and Safety
- Director of Facilities Management
- Director of Student Health Services
- AVC, Student Affairs

Once the EOC has been activated, all Operations Section staff will respond to the EOC unless directed otherwise by the Operations Section Chief. If an ICP only is being staffed, the Operations Section staff will be contacted by the Operations Section Chief and shall either report to the ICP or remain on standby alert, as directed.

3.3.17 Emergency Facilities
Whenever a critical incident, crisis, or disaster occurs or is imminent, it shall be the responsibility of the on-duty UMKC-PD personnel to set up and staff an Incident Command Post (ICP) and/or an Emergency Operations Center (EOC), as appropriate. In addition, regular University Police facilities are to be fully staffed and operational at all times during the incident.

3.3.18 Incident Command Post (ICP)
A University Police vehicle or other suitable vehicle may be used as an Incident Command Post (ICP). The ICP is to be located as close to the emergency scene as possible to enhance tactical control. At least one uniformed officer or police dispatcher is to staff the ICP at all times until tactical operations terminate. A small stationary office with a desk, chairs, and a telephone may also be established as near to the scene as may be determined necessary by the Director/Chief of Police or his/her designate. The ICP may be maintained in addition to any EOC at the discretion of the Chief of UMKC-PD.

During the selection of any stationary ICS location, an alternate site should also be selected, in the event that relocation of the ICS is required due to safety concerns or other reasons.

3.3.19 ICP Equipment List
The following types and quantities of equipment suitable for an ICP should be considered for staging as required:
- Barricades, barrier tape, and signage for the scene
- Portable hand radios (minimum of two) with spare batteries
- Portable public address system unit
- First aid kit
- Campus telephone directory, a State Government Telephone Directory, and a local Telephone Directory to include Yellow Pages sections
- Three copies of the University EOP
- Flashlights (minimum of 10) with extra batteries
- Cellular telephone(s) and extra batteries and/or charging capabilities
- High Visibility Vests (10)
- Command Post Location Marker or other suitable means of ICP identification, and
- Campus maps/area maps

3.3.20 Emergency Operations Center (EOC)
If any incident exceeds or is likely to exceed available campus capabilities and resources, an Emergency Operating Center (EOC) will be established at 5005 Oak St. If this location is unsuitable or unavailable, the UMKC-PD Chief shall select another location and shall so inform the UMKC-PD dispatcher. At least one uniformed police officer is to staff the EOC at all times until the incident is resolved.

During the selection of any stationary EOC location, an alternate site should also be selected, in the event that relocation of the EOC is required due to safety concerns or other reasons. This space is activated at the direction of the UMKC-PD Chief and remains so until the IC decides to deactivate it. The main EOC and back-up EOC should each take approximately 20 minutes and one hour, respectively, to become operational. *(The actual desired times for setup goals to be determined by planning and exercising, etc.)*

3.3.21 EOC Equipment List
The following types and quantities of equipment suitable for an EOC should be considered for staging as required:
- All equipment contained within an ICP, plus
- An emergency power source (gas generator & fuel sufficient for an initial 72 hour period)
- Tables, desks and chairs sufficient to accommodate IC Staff and all support staff, to include a refrigerator and coffee maker
- Copy machine
- Two-way radio base station, battery operated AM/FM radio and a television
- Telephone equipment as follows:
  - Dedicated lines for Incident Commander use (min. of 2)
  - Dedicated lines for Incident Command Staff use (min. of 2)
  - Cellular telephones (min. of 3)
- Sanitary facilities
- Campus maps, drawings/blueprints of buildings, HVAC systems, etc.
- Computer work station and printer that has network capabilities
- Pads, envelopes, writing implements and other office supplies
- A Fax machine with broadcast capabilities
- Cots suitable for temporary sleeping areas

3.3.22 Staging Areas
One or more staging areas for arriving off-campus responders, equipment, and other resources shall be established by the AVC of Administrative Services. For operations of the Incident Command Staff, a permanent conference room with facilities for emergency response elements that is designed to accommodate multiple telephone and/or electrical devices shall be established by the UMKC Police Department. In the event this established facility is not available, another suitable alternate site shall be chosen.

Staging areas should be located either on or as near to the campus as possible, but not in such close proximity to the incident site as to interfere with site operations or to be endangered by the incident.

3.3.23 Media Center/JIC
If a campus incident is expected to last for more than eight hours, a site for a media center/Joint Information Center (JIC) will be established in Pierson Auditorium or elsewhere at the direction of the Director of Public Relations. Parking adjacent to these facilities will be reserved for media and staff vehicles.
The media center/JIC will include space for the media reporters, a podium, a multimedia box, backdrop, and appropriate signage. If a JIC is established, the site should contain enough space for meeting rooms and have the capacity to support JIC operations.

Backup media facilities will be located at the Swinney Recreation Center and the Atterbury Student Success Center.

3.3.24 Campus Telephone Center
At the direction of the Director of Telecommunications, a Campus Telephone Center will be established at 51st Street Annex Building. The telephone phone center will be used to answer inquiries from students, employees, and relatives regarding the nature and consequences of the emergency.

3.3.25 Area Maps
Insert maps of potentially affected campus and surrounding areas in this section. Show building and facilities sites, roads, parking areas, areas of particular concern and other elements that may have an impact on campus infrastructure during any critical incident or emergency.

3.4 Communications (The Emergency Notification System (ENS))
3.4.1 Communications Methods Used to Implement the ENS
During any critical incident or emergency, the University will use several methods of communication to disseminate information. The methods to be used, in the following descending order of preference, will include these listed devices:

- **The University telephone system**
  The telephone landline system is to be used as a primary means of communication, unless it is compromised.
- **E-mail**
  System-wide e-mails will be disseminated. This will be a primary means of communication.
- **Web messages**
  Emergency messages will be disseminated through the emergency notification information box on the home page of University’s website and the UMKC Alert! Web page.
- **Two-way Radios and Pagers**
  Key members of the Incident Command Staff will be equipped with two-way radios and alphanumeric pagers.
- **Cellular Telephones**
  Incident Command Staff members will use cellular phones, including those that incorporate satellite technology or prior arrangement of cellular channels set aside for use during emergencies when land lines or regular cellular telephones are likely to become inoperative or unusable (WPS).
- **Voice-mail**
  A special voicemail box will be established for use during emergencies. This is covered by the UMKC Alert! notification system.
- **Text Messages**
  Text messages will be sent to students, faculty and staff who have opted to receive this type of communication.
- **Fax Machines**
  Fax messages may be used to transmit timely or preplanned messages, checklists, assignment sheets, and other information, as required.
- **Signage**
  Signs detailing the status of the University will be posted on University buildings.
4.0 RESOURCES
4.1 Emergency Assistance Contact Numbers
This section of the EOP identifies the contact names and telephone numbers of on-campus and off-campus resources available to assist campus personnel.

Although a wide range of services and assistance resources have been identified, the listings should not be considered all inclusive. Emergencies and disasters can affect the University in numerous ways and resources may not always be available from traditional sources. In the event of a Crisis or Disaster on campus, flexibility to seek resources by extraordinary measures may be pursued by the Incident Management Team and others.

4.1.1 On-Campus Resources
Police Services
Police Services
UMKC-PD: All Emergencies/Disasters: 911
Main Telephone: 816-235-1515

Facilities Management
Skilled workers are available from Facilities Management 24 hours per day, 365 days per year. They provide the following emergency services:

- Utilities: Repairs to water, gas, electric and sewage systems.
- Structures: Repairs to structures and mechanical equipment, including heating and cooling systems.
- Equipment: Portable pumps, generators, floodlights, welders, air compressors, etc.
- Transportation Services (Buses)

Main Tel. # 816-235-1354
Contact Name 1: Bob Simmons [AVC, Adm. Svcs.] Ext. # 1354
Contact Name 2: Billy Drake [Carpenter Shop] Ext. # 1354
After 5:00 PM, Weekends/Holidays Tel. # 1515 – Campus Police
To Schedule Repairs/Maintenance Tel. # 1354
For immediate Call-out for repairs, debris removal, site containment, etc.:
Contact Name 1: Tony Cole [Maintenance] Ext. # 1354
Contact Name 2: Velda Robbins [Building Services] Ext. # 1630

Residential Life
Residential Life can provide such items as temporary housing, bedding, sanitary facilities, and food services to support a wide range of emergency situations.

Main Tel. # 816-235-8840
Contact Name 1: Eric Grospitch, Ed. D. [Asst. Dean] Ext. # 8840
Contact Name 2: Joe Cantona [Facility Operations] Ext. # 8840

Swinney Recreation Facilities:
The Swinney Recreation Facility and other facilities may be utilized as temporary housing, dining, or storage facilities during an emergency.

Main Tel. # 816-235-2712
Contact Name 1: Marsha Pirtle [Director] Ext. # 2712
Contact Name 2: Tom Schultz [Recreation Manager] Ext. # 2724

Office of Environmental Health and Safety
The Environmental Health and Safety provides emergency response and assistance for spills of hazardous chemical, biological, or radioactive materials. EHS assists with the coordination of spill control, cleanup, and disposal efforts for hazardous materials.

Main Tel. # 816-235-5241
Contact Name 1: William Leutzinger, Sr. [Director] Ext. # 1157
Contact Name 2: Tony Brown, Sr. [Environmental Chemist] Ext. # 1642
Emergency (24 Hours): call the UMKC-PD administrative number and request UMKC-PD to page Environmental Health and Safety
Information Services - Computing, Voice, Data, and Video
Information Services provide extra radios, telephones, batteries, and communications back-up resources, and can contact outside contractors to restore communications services.

Main Tel. # 816-235-2000
Contact Name 1: Dr. Mary Lou Hines-Fritts Ext. # 1107
Contact Name 2: David Johnston [Director] Ext. # 1199

Purchasing Department
Main Tel. # 816-235-1371
Contact Name 1: Catherine Simonds [Manager] Ext. # 1375
Contact Name 2: James Shatto [Senior Buyer] Ext. # 1397

Counseling Services
Main Tel. # 816-235-1635
Contact Name 1: Arnold Abels [Director] Ext. # 1218
Contact Name 2: [Associate Director] Ext. # 1218

Student Health Services
Main Tel. # 816-235-6133
Contact Name 1: Scott Thompson [Administrator] Ext. # 6133
Contact Name 2: Ext. # 6133

Office of Public Relations
The Office of Public Relations provides media support services and acts as a direct liaison with the Office of the University Chancellor.
Main Tel. # 816-235-1585
Contact Name 1: John Martellar Ext. # 1592
Contact Name 2: Wandra Brooks Green Ext. # 1601

4.2 Community Involvement-Local, State, Federal and Other Assistance
4.2.1 Off-Campus Resources

Kansas City Local Police Department
Emergency #: 1-911

Jackson County Sheriff Department
Main Tel. # 816-524-4302
Contact Name 1: Mike Sharp

Missouri State Highway Patrol
Main Tel. (816) 622-0800
Contact Name 1: Captain Robert L. Powell, Lee’s Summit Office

Kansas City Fire Services
Emergency #: 1-911
Main Tel. # 816-784-9200
Contact Name 1: Chief Paul Berardi

Missouri State Fire Marshal
Main Tel. # 573-751-2930
Contact Name 1: Randy Cole, State Fire Marshal
State Emergency Management Agency - Missouri
Main Tel. # 573-526-9101
Contact Name 1: Tim Diemler, Acting Director

Jackson County Emergency Management Agency
Main Tel. # 816-881-3649 [Jackson Cty.]
Other/Alt Tel. # 816-881-4625
Contact Name 1: Michael Curry, Director

Missouri Department of Health and Senior Services – Department Situation Room
Main Tel. # 1-800-392-0272
Other/Alt Tel. # MO. Dept. of Natural Resources 1-800-361-4827
Other/Alt Tel. # 573-751-3443
Gail Vasterling, Acting Director

Jackson County Department of Public Health
Main Tel. # 816-404-6415
Contact Name 1: R. James Kelly, Director

Center for Disease Control & Prevention
Main Tel. # 1-800-232-4636 Other/Alt Tel. # 404-498-1515
24/7 Tel. # 770-488-7100
Contact Name 1: Thomas R. Frieden, M.D., Director

DEP (Clean-up)
Main Tel. # 573-634-2436 [24-hr]
Contact Name 1: Missouri Department of Natural Resources

Federal Emergency Management Agency (Nuclear Safety)
Main Tel. # 816-283-7957
Contact Name 1: Richard Jordan, Coordinator, FEMA

County Medical Examiner
Main Tel. # 816-881-6600
Contact Name 1: Mary H. Dudley, M.D.

Missouri Office of Homeland Security
Main Tel. # 573-522-3007 Other/Alt Tel. # 573-751-1619
Contact Name 1: Jerry Lee, Director
Contact Name 2: Chris Pickering, Homeland Security Coordinator

Governor's Office - Missouri
Main Tel. # 573-751-3222
Contact Name 1: John Watson, Chief of Staff
Ext. # 573-751-5261

American Red Cross Disaster Services
Main Tel. # 816-931-8400

4.2.2 Miscellaneous/Other
City services
Office of Emergency Management
Main Tel. # 816-513-8640
Contact Name 1: Gene Shepherd, Manager
Federal services
National Weather Service – regional office
Main    Tel. # 816-540-6021

Department of Homeland Security
Main    Tel. # 202-282-8000
Contact Name 1: Rand Beers, Acting Secretary

Federal Emergency Management Agency (FEMA)
Main    Tel. # 800-621-3362

4.3 Job Action Sheets/Executive Checklists
http://training.fema.gov/EMIWeb/is/ICSResource/PositionChecklists.htm

Incident Management Team Position Task Books

1. Communication Unit Leader
2. Compensation/Claims Unit Leader
3. Cost Unit Leader
4. Demobilization Unit Leader
5. Division/Group Supervisor
6. Documentation Unit Leader
7. Facilities Unit Leader
8. Finance/Administration Section Chief
9. Food Unit Leader
10. Ground Support Unit Leader
11. Incident Commander
12. Liaison Officer
13. Logistics Section Chief
14. Medical Unit Leader
15. Operations Branch Director
16. Operations Section Chief
17. Planning Section Chief
18. Procurement Unit Leader
19. Public Information Officer
20. Resources Unit Leader
21. Safety Officer
22. Service Branch Director
23. Situation Unit Leader
24. Staging Area Manager
25. Strike Team/Task Force Leader
26. Supply Unit Leader
27. Support Branch Director
28. Technical Specialists
29. Time Unit Leader
1. Communication Unit Leader Checklist

Task

1. Obtain briefing from the Logistics Section Chief or Service Branch Director.

2. Organize and staff Unit as appropriate:
   - Assign Communications Center Manager and Lead Incident Dispatcher.
   - Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.

3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.

4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.

5. Assess Incident Command Post phone load and request additional lines as needed.

6. Prepare and implement Incident Communications Plan (ICS Form 205):
   - Obtain current organizational chart.
   - Determine most hazardous tactical activity; ensure adequate communications.
   - Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
   - Determine Command communications needs.
   - Determine support communications needs.
   - Establish and post any specific procedures for use of Incident Command Post communications equipment.

7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
   - Determine specific organizational elements to be assigned telephones.
• Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.

• Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.

  **Do not publicize OUTGOING call lines.**

8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.

9. Ensure radio and telephone logs are available and being used.

10. Determine need and research availability of additional nets and systems:

    • Order through Supply Unit after approval by Section Chief.

    • Federal systems:

        • Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.


12. Establish and maintain communications equipment accountability system.

13. Provide technical information, as required, on:

    • Adequacy of communications system currently in use.

    • Geographic limitation on communications equipment.

    • Equipment capabilities.

    • Amount and types of equipment available.

    • Anticipated problems in the use of communications equipment.

14. Estimate Unit needs for expected operations; order relief personnel.

15. Provide briefing to relief on current activities and unusual situations.

16. Document all activity on Unit Log (ICS Form 214).
2. Compensation/Claims Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Finance/Administration Section Chief:
   - Determine accidents/injuries to date.
   - Determine status of investigations.

2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.

3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.

4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

5. Ensure that volunteer personnel have been appropriately registered.


7. Ensure correct billing forms for transmittal to doctor and/or hospital.

8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.

9. Coordinate with Safety Officer to:
   - Provide liaison with Occupational Safety and Health Administration (OSHA).
   - Provide analysis of injuries.
   - Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.

10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.

11. Provide briefing to relief on current activities and unusual events
12. Document all activity on Unit Log (ICS Form 214).

**Claims Specialist:**

1. Work closely with Operations and Planning for information from the field.

2. Some agencies/Units have “Claims Teams” who are trained to do claims investigation and documentation for large incidents.

3. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often help coordinate and obtain information from other agencies or private entities).

4. “Damage assessment” for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

**Compensation for Injury Specialist:**

1. Determine accidents/injuries to date.

2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.

3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.

4. Work with local agency representatives to find treatment options for injuries.

5. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.


8. Maintain log of all injuries occurring on incident.

9. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).
3. Cost Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Finance/Administration Section Chief:
   - Determine reporting timelines.
   - Determine standard and special reports required.
   - Determine desired report format.

2. Obtain and record all cost data:
   - Agency Equipment costs.
   - Contract or mutual aid equipment costs.
   - Contract or mutual aid personnel costs.
   - Damage to facilities, infrastructure, equipment or vehicles.
   - Supplies.
   - Food.
   - Facility rental.

3. Identify in reports all equipment/personnel requiring payment.

4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.

5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.

6. Prepare resources use cost estimates for Planning:
   - Make sure estimates are updated with actual costs as they become available.
   - Make sure information is provided to Planning according to Planning’s schedule.
7. Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Operations and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.

8. Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:
   - Agency, contract, and/or mutual aid equipment costs.
   - Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
   - Contract or mutual aid equipment costs.
   - Contract or mutual aid personnel costs.
   - Damage to agency facilities, infrastructure, equipment or vehicles.
   - Supplies.
   - Food.
   - Facility rental.

9. Ensure that all cost documents are accurately prepared.

10. Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).

11. Provide briefing to relief on current activity and unusual events.

12. Document all activity on Unit Log (ICS Form 214).
4. Demobilization Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Planning Section Chief:
   - Determine objectives, priorities and constraints on demobilization.

2. Review incident resource records to determine scope of demobilization effort:
   - Resource tracking system.
   - Check-in forms.
   - Master resource list.

3. Meet with agency representatives to determine:
   - Agencies not requiring formal demobilization.
   - Personnel rest and safety needs.
   - Coordination procedures with cooperating-assisting agencies.

4. Assess the current and projected resource needs of the Operations Section.

5. Obtain identification of surplus resources and probable release times.

6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).

7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.

8. Determine debriefing requirements.

9. Establish communications links with off-incident organizations and facilities.
10. Prepare Demobilization Plan (ICS Form 221):

- General - Discussion of demobilization procedure.
- Responsibilities - Specific implementation responsibilities and activities.
- Release Priorities - According to agency and kind and type of resource.
- Release Procedures - Detailed steps and process to be followed.
- Directories - Maps, telephone numbers, instructions and other needed elements.
- Continuity of operations (follow up to incident operations):
  - Public Information.
  - Finance/Administration.
  - Other.
- Designate to whom outstanding paperwork must be submitted.
- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:
  - Incident activity and work load are at the level the agency can reasonably assume.
  - Incident is controlled.
  - On-scene personnel are released except for those needed for final tactical assignments.
  - Incident Base is reduced or in the process of being shut down.
  - Planning Section has organized final incident package.
  - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
  - Rehabilitation/cleanup accomplished or contracted.
  - Team has conducted or scheduled required debriefings.

11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.

12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.

13. Monitor implementation of Demobilization Plan (ICS Form 221).

15. Provide briefing to relief on current activities and unusual events.

16. Document all activity on Unit Log (ICS Form 214).

17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.
5. Division/Group Supervisor Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

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<td>✔</td>
<td>1. Obtain briefing from Branch Director, Operations Section Chief or Incident Commander:</td>
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<tr>
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<td>- Determine resources assigned to the Division or Group.</td>
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<td>- Confirm geographic boundaries or functional responsibilities of Division or Group.</td>
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<td></td>
<td>- Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.</td>
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<td></td>
<td>- Confirm tactical assignment.</td>
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<td>- Confirm communication assignment.</td>
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<td></td>
<td>2. Attend Operations Briefing.</td>
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<td>3. Review assignments and incident activities with subordinates, and assign tasks.</td>
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<td></td>
<td>4. Ensure subordinates observe required safety precautions.</td>
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<td></td>
<td>5. Implement Incident Action Plan (IAP) for Division or Group.</td>
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<td>6. Submit situation and resource status information to Branch Director or Operations Section Chief:</td>
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<td>- Maintain “hot zone” resource tracking system, if necessary.</td>
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<td>7. Coordinate activities with adjacent Divisions/Groups.</td>
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<td>8. Determine need for additional resources and make request through Branch Director or Operations Section Chief.</td>
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<td>9. Report special occurrences or events, such as accidents or sickness, to Branch Director or Operations Section Chief.</td>
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10. Resolve logistical problems within the Division and/or Group:
   - Monitor communications and assess communications needs.
   - Ensure adequate food, liquids, and rehabilitation.
   - Ensure personnel are aware of process for medical assistance.

11. Debrief with Branch Director or Operations Section Chief prior to leaving shift:
   - Include work accomplished or left to be accomplished, operational difficulties, resource needs, etc.
   - Participate in the development of plans for the next operational period.

12. Document all activity on Unit Log (ICS Form 214).
6. Documentation Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

☑ Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish work area:
   - Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.

4. Establish and organize incident files.

5. Establish duplication services, and respond to requests.

6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.

7. Retain and file duplicate copies of official forms and reports.

8. Accept and file reports and forms submitted by incident personnel.

9. Check the accuracy and completeness of records submitted for files.

10. Ensure that legal restrictions on public and exempt records are observed.

11. Provide briefing to relief on current activities and unusual events.

12. Document all activity on Unit Log (ICS Form 214).

13. Give completed incident files to Planning Section Chief.
7. Facilities Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
   - Expected duration and scope of the incident.
   - Facilities already activated.
   - Anticipated facility needs.

2. Obtain a copy of the Incident Action Plan (IAP) and determine:
   - Location of Incident Command Post.
   - Staging Areas.
   - Incident Base.
   - Supply/Receiving/Distribution Centers.
   - Information/Media Briefing Center.
   - Other incident facilities.

3. Determine requirements for each facility to be established:
   - Sanitation.
   - Sleeping.
   - Feeding.
   - Supply area.
   - Medical support.
   - Communications needs.
   - Security needs.
   - Lighting.
4. In cooperation with other incident staff, determine the following requirements for each facility:
   - Needed space.
   - Specific location.
   - Access.
   - Parking.
   - Security.
   - Safety.

5. Plan facility layouts in accordance with above requirements.

6. Coordinate negotiation for rental office or storage space:
   - < 60 days - Coordinate with Procurement Unit.
   - > 60 days - Coordinate with Procurement Unit, agency Facilities Manager, and agency Finance Department.

7. Video or photograph rental office or storage space prior to taking occupancy.

8. Document all activity on Unit Log (ICS Form 214).
8. Finance/Administration Section Chief Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

Task

1. Obtain briefing from Incident Commander:
   - Incident objectives.
   - Participating/coordinating agencies.
   - Anticipated duration/complexity of incident.
   - Determine any political considerations.
   - Obtain the names of any agency contacts the Incident Commander knows about.
   - Possibility of cost sharing.
   - Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

2. Obtain briefing from agency administrator:
   - Determine level of fiscal process required.
   - Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
   - Assess potential for legal claims arising out of incident activities.
   - Identify applicable financial guidelines and policies, constraints and limitations.
3. Obtain briefing from agency Finance/Administration representative:
   - Identify financial requirements for planned and expected operations.
   - Determine agreements are in place for land use, facilities, equipment, and utilities.
   - Confirm/establish procurement guidelines.
   - Determine procedure for establishing charge codes.
   - Important local contacts.
   - Agency/local guidelines, processes.
   - Copies of all incident-related agreements, activated or not.
   - Determine potential for rental or contract services.
   - Is an Incident Business Advisor (IBA) available, or the contact information for an agency Finance/Administration representative?
   - Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
   - Ensure that proper tax documentation is completed.
   - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

4. Ensure all Sections and the Supply Unit are aware of charge code.

5. Attend Planning Meeting:
   - Provide financial and cost-analysis input.
   - Provide financial summary on labor, materials, and services.
   - Prepare forecasts on costs to complete operations.
   - Provide cost benefit analysis, as requested.
   - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.
### Sample Planning Meeting Agenda

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6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.

8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.

9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

   - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
   - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
   - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).

11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:

   - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
   - Distribute timekeeping forms to all Sections-ensure forms are being completed correctly.

12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.

13. Assist Logistics in resource procurement:

   - Identify vendors for which open purchase orders or contracts must be established.
   - Negotiate ad hoc contracts.

14. Ensure coordination between Finance/Administration and other Command and General Staff.

15. Coordinate Finance/Administration demobilization.

16. Provide briefing to relief on current activities and unusual events.

17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.
9. Food Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Logistics Section Chief or Service Branch Director:
   - Determine potential duration of incident.
   - Number and location of personnel to be fed.
   - Last meal provided.
   - Proposed time of next meal.

2. Determine food service requirements for planned and expected operations.

3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).

4. Determine location of working assignment.

5. Ensure sufficient potable water and beverages for all incident personnel.

6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.

7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.

8. Supervise administration of food service agreement, if applicable.

9. Provide copies of receipts, bills to Finance/Administration Section.

10. Let Supply Unit know when food orders are complete.

11. Provide briefing to relief on current activities and unusual situations.

12. Document all activity on Unit Log (ICS Form 214).
10. **Ground Support Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
   - Fueling needs of apparatus on incident.
   - Transportation needed for responders.
   - Location of Supply Unit receiving and distribution point(s).
   - Incident transportation maps and restrictions on transportation routes.
   - Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

2. Staff Unit by the above considerations, as indicated.

3. Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources.

4. Support out-of-service resources according to agreement for mutual aid and rental equipment.

5. Notify Resources Unit of all changes on support and transportation vehicles.

6. Arrange for and activate towing, fueling, maintenance, and repair services.

7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.

8. Maintain inventory of support and transportation vehicles.
9. Provide transportation services:
   - Review Incident Action Plan (IAP) for transportation requirements.
   - Review inventory for needed resources.
   - Request additional resources through Supply Unit. Give type, time needed, and reporting location.
   - Schedule use of support vehicles.
   - Document mileage, fuel consumption, and other costs.

10. Implement Transportation Plan:
    - Determine timelines.
    - Identify types of services required.
    - Assign resources required to implement Transportation Plan.

11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.

12. Document all activity on Unit Log (ICS Form 214).
11. Incident Commander Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

  1. Ensure welfare and safety of incident personnel.

  2. Supervise Command and General Staff.

  3. Obtain initial briefing from current Incident Commander and agency administrator.

  4. Assess incident situation:
     - Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.

  5. Determine need for, establish, and participate in Unified Command.

  6. Authorize protective action statements, as necessary.

  7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:
     - Confirm dispatch and arrival times of activated resources.
     - Confirm work assignments.

  8. Brief staff:
     - Identify incident objectives and any policy directives for the management of the incident.
     - Provide a summary of current organization.
     - Provide a review of current incident activities.
     - Determine the time and location of first Planning Meeting.

  9. Determine information needs and inform staff of requirements.

  10. Determine status of disaster declaration and delegation of authority.
11. Establish parameters for resource requests and releases:
   - Review requests for critical resources.
   - Confirm who has ordering authority within the organization.
   - Confirm those orders that require Command authorization.

12. Authorize release of information to the media:
   - If operating within a Unified Command, ensure all Incident Commanders approve release.

13. Establish level of planning to be accomplished:
   - Written Incident Action Plan (IAP).
   - Contingency planning.
   - Formal Planning Meeting.

14. Ensure Planning Meetings are conducted as indicated:

   **Sample Planning Meeting Agenda**

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15. Approve and authorize implementation of the IAP:
   - Review IAP for completeness and accuracy.
   - Verify that objectives are incorporated and prioritized.
   - Sign ICS Form 202.

16. Ensure Command and General Staff coordination:
   - Periodically check progress on assigned tasks of Command and General Staff personnel.
   - Approve necessary changes to strategic goals and IAP.
   - Ensure that Liaison Officer is making periodic contact with participating agencies.

17. Work with agency staff to declare state of emergency according to agency protocol.

18. Keep agency administrator informed on incident-related problems and progress.
12. Liaison Officer Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Incident Commander:
   - Obtain summary of incident organization (ICS Forms 201 and 203).
   - Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

2. Obtain cooperating and assisting agency information, including:
   - Contact person(s).
   - Radio frequencies.
   - Phone numbers.
   - Cooperative agreements.
   - Resource type.
   - Number of personnel.
   - Condition of personnel and equipment.
   - Agency constraints/limitations.

3. Establish workspace for Liaison function and notify agency representatives of location.

4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.
7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:

- Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

8. Participate in Planning Meetings:

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9. Document all activity on Unit Log (ICS Form 214).
13. **Logistics Section Chief Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

- **Task**

1. Obtain briefing from Incident Commander:
   - Review situation and resource status for number of personnel assigned to incident.
   - Review current organization.
   - Determine which incident facilities have been/should be activated.

2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

3. Confirm resource ordering process.

4. Assess adequacy of current Incident Communications Plan (ICS Form 205).

5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.

6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:
   - Provide summary of emergency situation.
   - Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.
8. Attend Planning Meetings:

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- Provide input on resource availability, support needs, identified shortages, and response timelines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

11. Research availability of additional resources.

12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
13. Ensure coordination between Logistics and other Command and General Staff.

14. Ensure general welfare and safety of Section personnel.

15. Provide briefing to relief on current activities and unusual situations.

16. Ensure that all personnel observe established level of operational security.

17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.
14. Medical Unit Leader Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Service Branch Director or Logistics Section Chief:
   - Obtain information on any injuries that occurred during initial response operations.
   - Name and location of Safety Officer.

2. Determine level of emergency medical activities performed prior to activation of Medical Unit:
   - Number and location of aid stations.
   - Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
   - Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
   - Medical supplies needed.

3. Respond to requests for medical treatment and transportation.

4. Request/supervise ambulance support. Order through established Incident chain of command.

5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section.** Plan should include:
   - Medical Assembly Area.
   - Triage Area.
   - Ambulance Traffic Route.
   - Landing Zone for Life flight (incident and hospital).
   - Aid Station Location(s).
   - Hazard specific information (HAZMAT treatment, etc.).
   - Closest hospitals.
   - Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.
6. Obtain Safety Officer approval for Medical Plan.

7. Coordinate Medical Plan with local hospitals.

8. Respond to requests for medical aid.

9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.

10. Respond to requests for medical supplies.

11. Prepare medical reports; provide copies to Documentation Unit.

12. Submit reports as directed; provide copies to Documentation Unit Leader.

13. Provide briefing to relief on current activities and unusual circumstances.

14. Document all activity on Unit Log (ICS Form 214).
15. Operations Branch Director Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Operations Section Chief or Incident Commander:
   - Determine resources assigned to the Branch, current location, and activities.
   - Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.
   - If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
   - Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.

2. Attend Operations Briefing.

3. Develop tactical assignments, with subordinates, for Branch control operations.

4. Assign specific work tasks to Division/Group Supervisors.

5. Resolve logistical problems reported by subordinates:
   - Monitor radio transmissions and cell phone use to assess communications needs.
   - Ensure resources receive adequate food, liquids, and rehabilitation.
   - Request additional resources through approved ordering channels.

6. Report to Operations Section Chief whenever:
   - Incident Action Plan (IAP) is to be modified.
   - Additional resources are needed.
   - Surplus resources are available.
   - Hazardous situations or significant events occur.
7. Coordinate activities with other Branch Directors.

8. Attend Planning Meetings at the request of the Operations Section Chief.

9. Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

10. Ensure Branch fiscal recordkeeping.

11. Document all activity on Unit Log (ICS Form 214).
16. **Operations Section Chief Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

**Task**

1. Obtain briefing from Incident Commander:
   - Determine incident objectives and recommended strategies.
   - Determine status of current tactical assignments.
   - Identify current organization, location of resources, and assignments.
   - Confirm resource ordering process.
   - Determine location of current Staging Areas and resources assigned there.

2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.

3. Establish operational period.

4. Establish and demobilize Staging Areas.

5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):
   - Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
   - Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

7. Assess life safety:
   - Adjust perimeters, as necessary, to ensure scene security.
   - Evaluate and enforce use of appropriate protective clothing and equipment.
   - Implement and enforce appropriate safety precautions.
8. Evaluate situation and provide update to Planning Section:
   - Location, status, and assignment of resources.
   - Effectiveness of tactics.
   - Desired contingency plans.

9. Determine need and request additional resources.

10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

11. Keep Resources Unit up to date on changes in resource status.

12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:
   - Identify assignments by Division or Group.
   - Identify specific tactical assignments.
   - Identify resources needed to accomplish assignments.

13. Ensure coordination of the Operations Section with other Command and General Staff:
   - Ensure Operations Section timekeeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
   - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
   - Notify Logistics of communications problems.
   - Keep Planning up-to-date on resource and situation status.
   - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
   - Keep Safety Officer involved in tactical decision-making.
   - Keep Incident Commander apprised of status of operational efforts.
   - Coordinate media field visits with the Public Information Officer.

14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.
15. Attend Planning Meetings:

**Sample Planning Meeting Agenda**

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16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.
17. Planning Section Chief Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

Task

1. Obtain briefing from Incident Commander:
   - Determine current resource status (ICS Form 201).
   - Determine current situation status/intelligence (ICS Form 201).
   - Determine current incident objectives and strategy.
   - Determine whether Incident Commander requires a written Incident Action Plan (IAP).
   - Determine time and location of first Planning Meeting.
   - Determine desired contingency plans.

2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

3. Establish and maintain resource tracking system.

4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.

5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):
   - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
   - Provide copy to Public Information Officer.

7. Obtain/develop incident maps.

8. Establish information requirements and reporting schedules for ICP and field staff.
9. Prepare contingency plans:
   - Review current and projected incident and resource status.
   - Develop alternative strategies.
   - Identify resources required to implement contingency plan.
   - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

11. Conduct Planning Meetings according to following agenda:

   **Sample Planning Meeting Agenda**

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12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:
   - Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
16. Instruct Planning Section Units in distribution of incident information.
17. Provide periodic predictions on incident potential.
18. Establish a weather data collection system, when necessary.
19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
20. Ensure Section has adequate coverage and relief.
21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
22. Ensure preparation of demobilization plan, if appropriate.
23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
24. Provide briefing to relief on current and unusual situations.
25. Ensure that all staff observe established level of operational security.
26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).
27. Submit all Section documentation to Documentation Unit.
18. **Procurement Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

<table>
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1. **Obtain briefing from Finance/Administration Section Chief:**
   - Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
   - Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
   - Determine status of bid process.
   - Determine current vendor list.
   - Determine current blanket Purchase Order (PO) list.
   - Determine timelines established for reporting cost information.

2. **Contact Supply Unit on incident needs and any special procedures or requirements.**

3. **Prepare and sign offers for rental, as necessary.**

4. **Develop Incident Procurement Plan. This plan should address/include:**
   - Spending caps.
   - Necessary Forms.
   - Identify who has purchasing authority.
   - Process for obtaining approval to exceed caps.
   - Coordination process with Supply Unit.
   - Supply of emergency purchase orders.
5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.

7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).

8. Establish contact with supply vendors, as needed.

9. Determine whether additional vendor-service agreements will be necessary.

10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.

11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.

12. Verify all invoices.

13. It is imperative that all contractors are accounted for and their time documented:

   ▪ Coordinate with all Sections.
   ▪ It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
   ▪ Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.

14. Complete final processing and send documents for payment.

15. Maintain final incident receiving documents:

   ▪ Obtain copies of all vendor invoices.
   ▪ Verify that all equipment time records are complete.
   ▪ Maintain comprehensive audit trail for all procurement documents.
   ▪ Check completeness of all data entries on vendor invoices.
   ▪ Compare invoices against procurement documents.
   ▪ Assure that only authorized personnel initiate orders.
16. Provide briefing to relief on current activities and unusual events.

17. Document all activity on Unit Log (ICS Form 214).
19. Public Information Officer Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✔ Task

1. Obtain briefing from Incident Commander:
   - Determine current status of Incident (ICS Form 209 or equivalent).
   - Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
   - Determine point of contact for media (scene or Command Post).
   - Determine current media presence.

2. Participate in Administrative Officer’s briefing:
   - Determine constraints on information process.
   - Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

4. Coordinate the development of door-to-door protective action statements with Operations.

5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

   **Sample Initial Information Summary**

   We are aware that an [accident/incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Agency personnel] are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at [location], and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.
6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
   - Joint Information Center (JIC).
   - Field (scene) Information.
   - Internal Information.

7. Establish contact with local and national media representatives, as appropriate.

8. Establish location of Information Center for media and public away from Command Post.


10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

13. Obtain approval for information release from Incident Commander:
   - Confirm details to ensure no conflicting information is released.
   - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

14. Release news to media, and post information in Command Post and other appropriate locations.

15. Record all interviews and copy all news releases:
   - Contact media to correct erroneous or misleading information being provided to the public via the media.

16. Update off-incident agency personnel on a regular basis:
   - Utilize electronic mail for agency updates.
   - Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
   - Provide standard statement which can be given to general requests for information.
17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
   ▪ Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

18. Attend Planning Meetings:

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19. Respond to special requests for information.

20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

21. Confirm the process for the release of information concerning incident-related injuries or deaths.

22. Document all activity on Unit Log (ICS Form 214).
20. **Resources Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish check-in function at incident locations (ICS Form 211).

4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:
   - Review ICS Form 201 for resource information.
   - Review Check-In List (ICS Form 211).
   - Confirm resources assigned to Staging.
   - Confirm resources assigned to tactical Operations organization.
   - Confirm resources assigned to other Command and General Staff functions.

6. Establish and maintain resource tracking system.

7. Maintain master roster of all resources at the incident:
   - Total number of personnel assigned to the incident.
   - Total number of resources assigned to each Section and/or Unit.
   - Total number of specific equipment/apparatus types.
   - Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
   - Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
   - Prepare Organization Assignment List (ICS Form 203).
   - Prepare Division/Group Assignment Sheets (ICS Form 204).

9. Participate in Planning Meetings, as assigned.

10. Provide briefing to relief on current and unusual situations.

11. Assist in identification of additional and special resources:
   - Other disciplines.
   - Technical Specialists.
   - Resources needed to implement contingency plans.

12. Document all activity on Unit Log (ICS Form 214).
21. **Safety Officer Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

**Task**

1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.
2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
3. Staff and organize function, as appropriate:
   - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
   - Multiple high-risk operations may require an Assistant Safety Officer at each site.
   - Request additional staff through incident chain of command.
4. Identify potentially unsafe acts.
5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.
6. Ensure adequate sanitation and safety in food preparation.
7. Debrief Assistant Safety Officers prior to Planning Meetings.
9. Participate in Planning and Tactics Meetings:
   - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
   - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
10. Attend Planning meetings:
# Sample Planning Meeting Agenda

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11. Participate in the development of Incident Action Plan (IAP):
   - Review and approve Medical Plan (ICS Form 206).
   - Provide Safety Message (ICS Form 202) and/or approved document.
   - Assist in the development of the “Special Instructions” block of ICS Form 204, as requested by the Planning Section.

12. Investigate accidents that have occurred within incident areas:
   - Ensure accident scene is preserved for investigation.
   - Ensure accident is properly documented.
   - Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
   - Prepare accident report as per agency policy, procedures, and direction.
   - Recommend corrective actions to Incident Commander and agency.

13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

14. Document all activity on Unit Log (ICS Form 214).
22. **Service Branch Director Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

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<td>▪ Determine communications systems in use.</td>
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<td>▪ Determine medical support needs of the incident.</td>
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<td>▪ Confirm personnel already requested for Branch.</td>
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<td>2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:</td>
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<td>▪ Provide summary of emergency situation.</td>
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<td>▪ Provide summary of the communications, food, and medical needs of the incident.</td>
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<td>3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).</td>
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<td>4. Ensure that incident personnel receive adequate food and water.</td>
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<td>5. Coordinate with Operations to ensure adequate medical support to incident personnel.</td>
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<td>6. Participate in organizational meetings of Logistics Section personnel.</td>
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<td>7. Coordinate activities of Branch Units.</td>
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23. **Situation Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Planning Section Chief.
   - Review ICS Form 201 for incident status.
   - Determine incident objectives and strategy.
   - Determine necessary contingency plans.
   - Identify reporting requirements and schedules—both internal and external to the incident.

2. Organize and staff Unit, as appropriate:
   - Assign Field Observers.
   - Request Technical Specialists, as needed.

3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):
   - Brief Technical Specialists on current incident status.
   - Assign analysis tasks.
   - Notify staff of time lines and format requirements.
   - Monitor progress.
4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:
   - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
   - Determine appropriate map displays.
   - Review all data for completeness, accuracy, and relevancy prior to posting.
   - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
   - Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
   - Ensure displays and maps are kept up to date.

5. Provide photographic services and maps:
   - Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
   - Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
   - Ensure photographs are processed at the end of each operational period.
   - Request or develop additional and specialized maps as required.
   - Provide Incident Map(s) for Incident Action Plan (IAP).

6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:
   - Review current and projected incident and resource status.
   - Develop alternative strategies.
   - Identify resources required to implement contingency plan.
   - Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.

9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
   - Provide copies to Command and General Staff.
   - Forward to agency administrator and to other entities, as directed.

10. Participate in Planning Meetings, as required.

11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

12. Provide briefing to relief on current and unusual situations.

13. Document all activity on Unit Log (ICS Form 214).
24. Staging Area Manager Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- Task

1. Obtain a briefing from Incident Commander or Operations Section Chief:
   - Determine types and numbers of resources to be maintained in Staging.
   - Confirm process for requesting additional resources for Staging.
   - Confirm process for reporting status changes.

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

6. Post areas for identification and traffic control.

7. Respond to requests for resources:
   - Organize Task Forces or Strike Teams, as necessary.

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

10. Maintain Staging Area in orderly condition.

11. Demobilize Staging Area in accordance with instructions.

12. Document all activity on Unit Log (ICS Form 214).
25. **Strike Team/Task Force Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Division or Group Supervisor:
   - Determine/confirm resources assigned to Task Force or Strike Team.
   - Confirm internal and external communications.
   - Confirm tactical assignment.
   - Deliver passport to Supervisor, if indicated.

2. Attend Operations Briefing, as assigned.

3. Review assignments with subordinates and assign tasks.

4. Monitor work progress and make changes, when necessary.

5. Notify Division or Group Supervisor of expedient changes to tactical assignments.


7. Monitor safety of resources.

8. Submit situation and resource status information and fiscal reports to Division or Group Supervisor.

9. Document all activity on Unit Log (ICS Form 214).
26. **Supply Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain briefing from Logistics Section Chief or Support Branch Director:</td>
</tr>
<tr>
<td>▪ Determine charge code for incident.</td>
</tr>
<tr>
<td>▪ Confirm ordering process.</td>
</tr>
<tr>
<td>▪ Assess need for 24-hour staffing.</td>
</tr>
<tr>
<td>▪ Determine scope of supply process.</td>
</tr>
<tr>
<td>2. Organize and staff Unit, as appropriate:</td>
</tr>
<tr>
<td>▪ Consider need for &quot;lead agency&quot; representation in ordering process.</td>
</tr>
<tr>
<td>▪ Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).</td>
</tr>
<tr>
<td>3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:</td>
</tr>
<tr>
<td>▪ Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.</td>
</tr>
<tr>
<td>▪ Confirm process for coordinating contract related activities with the Procurement Unit.</td>
</tr>
<tr>
<td>▪ Confirm process for emergency purchase orders with Finance Section.</td>
</tr>
<tr>
<td>4. Determine type and amount of supplies and equipment on hand and en route:</td>
</tr>
<tr>
<td>▪ Contact Resources Unit to determine resources on order.</td>
</tr>
</tbody>
</table>
5. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):
   - Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
   - Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
   - Obtain estimated price for resources which expect reimbursement.
   - Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.

7. Order, receive, distribute, and store supplies and equipment:
   - Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETAs).
   - Relay this information to appropriate staff.

8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

9. Alert Section Chief to changes in resource availability which may affect incident operations.

10. Develop and implement safety and security requirements for supply areas.

11. Review Incident Action Plan (IAP) for information affecting Supply Unit.

12. Maintain inventory of supplies and equipment.

13. Service re-usable equipment.

14. Keep and submit copies of all orders and related documentation to the Documentation Unit.

15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.

16. Document all activity on Unit Log (ICS Form 214).
27.  Support Branch Director Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain briefing from Logistics Section Chief:</td>
</tr>
<tr>
<td>▪ Determine facilities activated in support of the incident.</td>
</tr>
<tr>
<td>▪ Determine ground support and transportation needs.</td>
</tr>
<tr>
<td>▪ Determine resource ordering process.</td>
</tr>
<tr>
<td>▪ Confirm personnel already requested for Branch.</td>
</tr>
<tr>
<td>2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.</td>
</tr>
<tr>
<td>3. Confirm facilities in use and determine the potential for additional facilities.</td>
</tr>
<tr>
<td>4. Determine need for fuel delivery and vehicle support.</td>
</tr>
<tr>
<td>5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.</td>
</tr>
<tr>
<td>6. Staff Branch appropriately.</td>
</tr>
<tr>
<td>7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:</td>
</tr>
<tr>
<td>▪ Provide summary of emergency situation.</td>
</tr>
<tr>
<td>▪ Provide summary of the facility, supply, and ground support needs of the incident.</td>
</tr>
<tr>
<td>8. Participate in organizational meetings of Logistics Section personnel.</td>
</tr>
<tr>
<td>9. Coordinate activities of Branch Units.</td>
</tr>
<tr>
<td>10. Keep Logistics Section Chief apprised of Branch Activities.</td>
</tr>
<tr>
<td>11. Document all activity on Unit Log (ICS Form 214).</td>
</tr>
</tbody>
</table>
28. **Technical Specialists Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- Task

1. Obtain briefing from Incident Commander or Planning Section Chief:
   - Identify Supervisor in organization.
   - Identify work location, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.

2. Obtain copies of Incident Action Plan (IAP), if available, and Unit Log (ICS Form 214).

3. Participate in Planning Meetings, as requested.

4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.

5. Document all activity on Unit Log (ICS Form 214).
29. **Time Unit Leader Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Finance/Administration Section Chief:
   - Determine incident requirements for time recording.
   - Determine required timelines for reports.
   - Determine location of timekeeping activity.
   - Determine number of personnel and rental equipment for which time will be kept.

2. Organize and staff Unit, as appropriate.

3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.

4. Establish contact with appropriate agency personnel representatives:
   - Determine timekeeping constraints of individual agencies.
   - Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

6. Establish files for time records, as appropriate.

7. Provide for records security.

8. Ensure that all records are complete or current prior to demobilization.

9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
11. Provide briefing to relief on current activity and unusual events.

12. Document all activity on Unit Log (ICS Form 214).
Office of the Fire Chief

22nd Floor, City Hall
414 East 12th Street
Kansas City, Missouri 64106

(816) 274-1393

December 11, 2000

Mr. Bill Fields
UMKC School of Medicine
2411 Holmes Street
Kansas City, MO 64108

RE: Hazardous Materials

Dear Mr. Fields,

This letter is in reference to our meeting that was conducted in Fire Headquarters on December 11, 2000. As we discussed, our department recognizes that the facilities and campus of the University of Missouri at Kansas City are located within the City of Kansas City and we are prepared to respond to provide emergency services for the purpose of suppressing fires and a controlling emergency hazardous material situations.

Our department will provide those services in accordance with the statues of the State of Missouri, Local ordinances, our Department policies and standard operating procedures and the Mid America Local Emergency Planning Committees' hazardous materials response plan.

If you should have any questions or comments, please do not hesitate to contact Deputy Chief Domenic Serrone, Division Chief Frank Tittone or me.

Sincerely,

Smiley Dyer
Chief

Cc: Domenic Serrone
Frank Tittone
Memorandum

POSTED: April 24, 2002

TO: All Commissioned Personnel

SUBJECT: KCMO Traffic and Ordinance Violations

The University of Missouri-Kansas City Police Department has entered into a Mutual Aid Agreement (Agreement) with the Kansas City Missouri Police Department. This Agreement with a letter from Chief Richard Easley is effective immediately and authorizes UMKC-PD commissioned Police Officers to enforce Kansas City, Missouri city ordinances on city streets through and adjacent to the University of Missouri-Kansas City property.

Please begin providing these services according to our policies and procedures effective today’s date, April 24, 2002.

Scott Shelton
Chief of Police
4.4.3 Saint Luke’s Health System

LETTER OF UNDERSTANDING

between
University of Missouri-Kansas City (UMKC)
and
Saint Luke’s Health System (SLHS)

This letter will serve to document the fact that UMKC and SLHS have agreed to cooperate in the control of emergencies at UMKC and at the UMKC Chemical Storage Building (CSB) requiring implementation of the UMKC Contingency Plan filed with the Missouri Department of Natural Resources as per State of Missouri Regulations.

UMKC will provide the SLHS with the following information:

1. A copy of the CSB Contingency Plan including a diagram of the facility, complete with designated work areas, identification of the storage areas and egress routes.
2. A description of the hazardous chemical waste contained in the CSB.
3. An opportunity for SLHS officials to tour the CSB or any other UMKC facility, at a mutually convenient time following the confirmation of this Letter of Understanding.

The SLHS will maintain their copy of the Contingency Plan and coordinate with the UMKC Police and the on-site Emergency Coordinator whenever it is necessary to implement this plan to:

1. Provide medical treatment as appropriate for persons injured as the result of any emergency at the CSB or at any other UMKC facility.
2. Provide other services within SLHS capabilities as may be required by specific emergency situations involving the CSB or any other UMKC facility.
3. UMKC understands and agrees the SLHS’s primary responsibility is to ensure the health and safety of its patients and employees. UMKC agrees that SLHS will be relieved of any and all of its duties under this letter of Understanding if said duties conflict with SLHS’s duties and responsibilities with respect to the health and safety of its patients and employees.

Amendment of this Letter of Understanding may be initiated by any party subject to the approval of all parties. Any such amendment will be incorporated into the Contingency Plan.

The undersigned commit their respective organizations to cooperation in implementation of the Contingency Plan subject to the limitations and provisions described in the preceding text.

University of Missouri-Kansas City
Operator UMKC-CSH
William Lenzinger
Director, Environmental Health & Safety

Date 3/14/2013

St. Luke’s Hospital System
Evacuation
Dee Deb Cribbs
Safety & Emergency Preparedness Coordinator

Date ____________________________
Volker Campus
5100 Rockhill Road
Kansas City, MO 64110
5.0 HAZARD-SPECIFIC EMERGENCY RESPONSE PLAN (color coded plans)

### EMERGENCY RESPONSE GUIDE

**University of Missouri-Kansas City**

#### ASSEMBLY AREA

<table>
<thead>
<tr>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVACUATION ASSEMBLY:</td>
</tr>
</tbody>
</table>

#### BOMB THREAT

<table>
<thead>
<tr>
<th>RECOMMENDED ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you believe a bomb threat, DO NOT HANDLE:</td>
</tr>
<tr>
<td>Secure as much information as possible.</td>
</tr>
<tr>
<td>Avoid contact with others.</td>
</tr>
<tr>
<td>Remove all witnesses.</td>
</tr>
<tr>
<td>Avoid photographing the threat.</td>
</tr>
<tr>
<td>Leave the building immediately.</td>
</tr>
<tr>
<td>Request assistance from police.</td>
</tr>
</tbody>
</table>

#### ACTIVE SHOOTER

<table>
<thead>
<tr>
<th>RECOMMENDED ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you witness a shooting, immediately report it.</td>
</tr>
<tr>
<td>Call the police department.</td>
</tr>
<tr>
<td>Avoid contact with the shooter.</td>
</tr>
<tr>
<td>Stay calm and assist others.</td>
</tr>
</tbody>
</table>

#### PREPARE BEFORE AN EMERGENCY:

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruct yourself to the Building Safety Committee.</td>
</tr>
<tr>
<td>Develop a plan for each type of emergency.</td>
</tr>
<tr>
<td>Practice evacuation procedures.</td>
</tr>
</tbody>
</table>

#### NOTIFICATION NUMBERS

<table>
<thead>
<tr>
<th>POLICE</th>
<th>235-1015</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECURITY SERVICES</td>
<td>235-1016</td>
</tr>
<tr>
<td>STREETS</td>
<td>235-1017</td>
</tr>
<tr>
<td>PARKS</td>
<td>235-1018</td>
</tr>
<tr>
<td>FIRE</td>
<td>235-1019</td>
</tr>
</tbody>
</table>

**UMKC EMERGENCY RESPONSE**

The following procedures are provided for emergency situations. Remember:

### MEDICAL EMERGENCY

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call UMKC Police (235-1015) for assistance.</td>
</tr>
<tr>
<td>Notify appropriate emergency personnel.</td>
</tr>
<tr>
<td>Advise others to stay calm.</td>
</tr>
</tbody>
</table>

### FIRE

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call UMKC Police (235-1015).</td>
</tr>
<tr>
<td>Call the fire department.</td>
</tr>
<tr>
<td>Alert others to evacuate.</td>
</tr>
</tbody>
</table>

### CHEMICAL SPILL

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call UMKC Police (235-1015).</td>
</tr>
<tr>
<td>Alert others to evacuate.</td>
</tr>
<tr>
<td>Avoid contact with spilled substance.</td>
</tr>
</tbody>
</table>

### NUCLEAR-CRISIS PERSONAL ACTION PLAN

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call UMKC Police (235-1015).</td>
</tr>
<tr>
<td>Evacuate building immediately.</td>
</tr>
</tbody>
</table>

### SPECIFIC EMERGENCY RESPONSE PLAN (color coded plans)

- **HAZARD**
  - Call UMKC Police (235-1015) for assistance when suspected by the crime or in the event of an uncontrolled situation.
  - Do not move the victim unless authorized by a qualified authority, and keep in movement is determined by the individual.
  - Notify appropriate authorities.

### EVALUATION

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate the area to be evacuated.</td>
</tr>
<tr>
<td>Call UMKC Police (235-1015).</td>
</tr>
<tr>
<td>Take action to control the spill if possible.</td>
</tr>
</tbody>
</table>

### EVACUATION

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make it safe, orderly manner to evacuate.</td>
</tr>
<tr>
<td>Avoid panic.</td>
</tr>
<tr>
<td>Keep the area clear.</td>
</tr>
</tbody>
</table>

### DO NOT RE-ENTER BUILDING

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not enter the building.</td>
</tr>
<tr>
<td>Notify appropriate authorities.</td>
</tr>
</tbody>
</table>

### FLOOD

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay on higher ground.</td>
</tr>
<tr>
<td>Avoid flood-damaged buildings.</td>
</tr>
</tbody>
</table>

### UNAUTHORIZED PERSON

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave the area.</td>
</tr>
<tr>
<td>Notify appropriate authorities.</td>
</tr>
</tbody>
</table>

### DO NOT USE ELECTRICAL APPLIANCES

<table>
<thead>
<tr>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not use electrical appliances.</td>
</tr>
<tr>
<td>Notify appropriate authorities.</td>
</tr>
</tbody>
</table>

### EMERGENCY PHONE NUMBERS

| POLICE | 235-1015 |
| SECURITY SERVICES | 235-1016 |
| STUDENT Health and Wellness | 235-0133 |
| Women’s Center | 235-1017 |
| Police Dispatch | 1-800-222-1222 |

**UMKC Alert!** UMKC’s Emergency Mass Notification System includes Text Messaging.

To activate emergency messaging to your cell phone and to learn more about UMKC Alert, go to:

- [http://www.ukmc.edu/umkcalert](http://www.ukmc.edu/umkcalert)
- [http://www.ukmc.edu/administrative/police/](http://www.ukmc.edu/administrative/police/)

For more information, visit the UMKC Police website [here](http://www.ukmc.edu/administrative/police/).
6.0 CAMPUS SPECIFIC EMERGENCY RESPONSE PLANS

6.1 Emergency Support Function Annexes

ESF #1 Communications (Director, Public Relations)
ESF #2 Environmental Health and Safety (Director, Environmental Health and Safety)
ESF #3 Public Works and Utilities (AVC, Facilities)
ESF #4 Emergency Support Services (Director, Environmental Health and Safety)
ESF #5 Mass Care and Sheltering (Director, University Center)
ESF #6 Finance and Resource Management (AVC, Business Services)
ESF #7 Health, Mental Health, and Medical Services (Director, Student Health and Wellness)
ESF #8 Technology Systems (CIO and Vice Provost)
ESF #9 Law Enforcement (Chief of Police)
ESF #10 Damage Assessment and Recovery (AVC, Facilities)
ESF #11 Evacuation and Transportation (AVC, Facilities)
ESF #12 Pandemic Influenza (Director, Environmental Health and Safety)
6.1.1 #1 Communications (Director, Public Relations)

1.1 Purpose
This Annex describes how information will be communicated to the University community and the general public in the event of a major emergency or disaster involving the University campuses. Appendix 1-1 includes the National Incident Management System information regarding optimal communications and information management practices.

1.2 Responsibilities
The Director of Public Relations or his/her designee will function as the official University Public Information Officer (PIO) during emergencies or disasters. As the PIO, the Director of Public Relations – or his/her designee – is responsible for gathering official information and communicating that information to the Chancellor, other senior University officials, the media, internal audiences, and the general public. The Director of Public Relations is solely responsible for coordinating media relations during an emergency or disaster and will maintain a list of current media outlets and contacts.

The following information concerning major emergencies/disasters will be provided to the media as soon as possible:
- Nature of disaster
- Location of disaster
- Time of disaster
- Number of people involved
- Continuing hazards
- Environmental impact
- Economic impact
- Agencies involved in response
- Scope of agency involvement and activity
- Extent of estimated public and private damages
- Safety instructions
- How the public may volunteer and provide assistance
- Telephone numbers for donations and donations policy

NOTE: In the event of injury to or death of a UMKC professional or student, only the Director of Public Relations or designee is authorized to release information about the victim (name, title, age) to the media. The release of this information will not occur until notification of family is confirmed. The Director of Public Relations is responsible for compliance to UM Rules and Regulations and the policies and guidelines of Human Resources, FERPA and HIPAA.

In addition to communicating with the media, the PIO will develop and lead communication efforts to the internal University community working with other University departments as necessary. Emergency information efforts will focus on specific event-related information. This information will generally be of an instructional nature focusing on such things as warning, evacuation, and shelter. It is also important to keep the public informed of the general status/progress of events.

For internal notification of key administrative staff, the PIO maintains a “Crisis Communications” document with detailed procedures and a “Confidential Administrative Telephone Directory” containing contact information.

1.3 Public Information and Communication – Operations
The PIO enables the UMKC Alert! process to communicate to the University community and general public. UMKC Alert! includes text messaging and personal voice mail via a third-party vendor; voice mail and email announcements to UMKC.edu addresses; UMKC home page and UMKC Alert! web notification and updates; and reports to media. The PIO uses telephone,
wireless phones, fax, pagers and email to communicate between staff members. The Director of Public Relations maintains a list of 24-hour contact information for Public Relations staff.

At least one member of the Public Relations staff is available by cell phone and/or pager on a 24-hour/7-day basis.

1.4 Emergency Public Information
Public Relations will arrange for the release of information to the media through standard print and broadcast channels. In addition, the PIO is able to communicate directly to the University community through various mediums including voicemail, websites, phone trees, face-to-face contact and broadcast emails. The primary location for the dissemination of public information is at Administrative Center, 5115 Oak Street, Kansas City, Missouri. Alternate locations may be designated if necessary.

- Public Relations will be responsible for disseminating information and instructions through the media to the public on a timely basis and will coordinate all information released to the media.
- The Public Relations Director or his/her designee will be the Public Information Officer (PIO) for the University. If necessary, the Director of Public Relations will identify additional spokespersons from other departments, areas of expertise, or administrative units. Public Relations will work with these individuals to prepare for and coordinate media contact.
- The PIO Officer will be responsible for verifying the accuracy of all information to be released to the public with the On-scene Incident Commander.
- The PIO will ensure that a system exists for responding to the inquiries of families regarding the status of campus occupants.
- The PIO will work with the Department of Environmental Health and Safety to prepare materials on the health risks associated with each hazard, the appropriate self-help or first aid actions, and other appropriate survival measures.
- The PIO will coordinate with the Office for Student Disability Services to prepare materials for the visually impaired and non-English speaking groups, if appropriate.
- The PIO will coordinate with the Dept. of Environmental Health and Safety, the University Police Department and emergency personnel to “prepare evacuation and shelter in place” instructions.
- The PIO will work with the Assistant Vice Chancellor of Business Services and Manager of Parking and Transportation Services to identify locations of staging areas and pickup points for evacuees without private automobiles or other means of transportation. Public Relations will be responsible for dissemination of this information.
- The University Police Department will be responsible for the preparation of information relating to criminal activity and the investigation thereof. Public Relations will assist in the dissemination of this information.
- Large-scale emergencies and disasters such as acts of terrorism will require close and extended coordination with city, county, state and federal agencies. The Director of Public Relations or his/her designee will serve as a representative to Joint Public Information Centers (if established), to ensure that information flows to and from such centers and to coordinate all media requests for information, interviews, scene access, etc. relating to the University.

1.5 Policies
- Only the PIO will disseminate public information to the appropriate media, agencies and individuals using established procedures. The University will always try to notify those most affected and the immediate University community (students, faculty, staff, and parents) before communicating more broadly to the public.
- If it becomes necessary to establish a news briefing room, Public Relations will coordinate space for this purpose. News media personnel will be informed of the location and asked to report to this facility.
- In the event of a protracted disaster/emergency, public updates will be issued on a regular basis.
- The PIO will utilize campus and local major media outlets for the dissemination of emergency public information.
- All information released to the news media during an emergency will be posted on the Web and accessible from the University website.
1.6 Procedures
During an emergency, the PIO or his/her designee is responsible for:
▪ Contacting key PIO/Public Relations staff members.
▪ Contacting key emergency personnel and University departments to obtain information on the status of the disaster/emergency.
▪ Responding to requests for information from the media and public.
▪ Releasing prepared messages to the media and to all University emergency services units.
▪ In conjunction with the Incident Commander and other University personnel, conferring with state and public.
▪ Coordinating and disseminating information to students, staff, and faculty through UMKC Alert!, including text messages, voicemail, websites, phone trees, face-to-face contact and broadcast emails.
▪ Coordinating and releasing information to families of students, staff or faculty as needed, in consultation and cooperation with Human Resources and Student Affairs.

1.7 Public Information and Communications – Resources

Table 1.7-1 Office of Public Relations

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office Phone</th>
<th>Cell Phone</th>
<th>Home Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Martellaro</td>
<td>Director, PR</td>
<td>816-235-1592</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wandra Green</td>
<td>Assoc. Director</td>
<td>816-235-1601</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stacy Downs</td>
<td>Senior PR Specialist</td>
<td>816-235-1141</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kristin Pitts</td>
<td>PR Specialist</td>
<td>816-235-6678</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anne Spenner</td>
<td>Vice Chancellor, MCom</td>
<td>816-235-1585</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 1.7-2 Local Television Stations

<table>
<thead>
<tr>
<th>Media Outlet</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCTV 5, News Desk</td>
<td>913-677-5555 x212</td>
<td>913-677-7243</td>
<td><a href="mailto:jkellogg@kctv5.com">jkellogg@kctv5.com</a></td>
</tr>
<tr>
<td>Julie Kellogg</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KMBC-TV 9</td>
<td>816-760-9335</td>
<td>816-421-4163</td>
<td><a href="mailto:tholderby@hearst.com">tholderby@hearst.com</a></td>
</tr>
<tr>
<td>Tim Holderby</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KSHB-TV 41</td>
<td>816-932-4141</td>
<td>816-932-4145</td>
<td><a href="mailto:kaut@kshb.com">kaut@kshb.com</a></td>
</tr>
<tr>
<td>Steve Kaut</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WDAF-TV Fox 4</td>
<td>816-932-9201</td>
<td>816-561-9221</td>
<td>Tanya.barksdale@wdaf tv4.com</td>
</tr>
<tr>
<td>Tanya Barksdale</td>
<td></td>
<td></td>
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</tr>
</tbody>
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Table 1.7-3 Local Radio Stations

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<th>Media Outlet</th>
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</tr>
</thead>
<tbody>
<tr>
<td>KCUR</td>
<td>816-235-2687</td>
<td>816-235-2864</td>
<td><a href="mailto:frank@kcur.org">frank@kcur.org</a></td>
</tr>
<tr>
<td>Frank Morris</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KCMO/Cumulus</td>
<td>913-514-3067</td>
<td></td>
<td><a href="mailto:ray.read@cumulus.com">ray.read@cumulus.com</a></td>
</tr>
<tr>
<td>Ray Read</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KMBZ</td>
<td>913-744-3977</td>
<td></td>
<td><a href="mailto:lcartier@entercom.com">lcartier@entercom.com</a></td>
</tr>
<tr>
<td>Lisa Carter</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 1.7-4 Local Daily Newspapers and Wire Services

<table>
<thead>
<tr>
<th>Media Outlet</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansas City Star</td>
<td>816-234-4419</td>
<td>816-234-4923</td>
<td><a href="mailto:mdwilliams@kcstar.com">mdwilliams@kcstar.com</a></td>
</tr>
<tr>
<td>Mara Rose Williams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associated Press</td>
<td>816-421-4844</td>
<td>816-421-3590</td>
<td><a href="mailto:kbreaux@ap.org">kbreaux@ap.org</a></td>
</tr>
<tr>
<td>Kia Breaux</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reuters</td>
<td>913-663-2658</td>
<td>913-663-2698</td>
<td><a href="mailto:carey.gillam@thomsonreuters.com">carey.gillam@thomsonreuters.com</a></td>
</tr>
<tr>
<td>Carey Gillam</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.8 Warning and Notification

Purpose
This section provides an overview of the responsibilities and the procedures whereby the notification of key University officials and the warning of the general public, students, faculty and staff are accomplished.

Outdoor Warning Sirens
There is 100 percent outdoor siren coverage for the population of the University of Missouri-Kansas City Campuses. The warning system is designed for outdoor warnings only; individuals are encouraged to purchase weather alert radios for complete indoor coverage.

Alarms
In most buildings, alarms will sound in the event of a fire or other emergency. These are a call to evacuate.

Phones
Recorded message(s) will be made available via campus phones during an emergency.

Other Methods
UMKC Alert! may be activated to alert of an emergency situation on campus.

Siren Locations and Coverage for Volker and Hospital Hill Campuses
Maps for siren locations for both campuses are included in Appendix 1-2.

Guidelines for Warning and Notification
- In any emergency, notifications to affected students, faculty, researchers and staff must begin immediately.
- Any facilities-related emergencies are transmitted to 9-1-1.
- The police dispatcher will dispatch assistance to the scene and notifies the police supervisor on duty. The supervisor on-duty notifies the Patrol Commander and the Chief of Police. The dispatcher will make other notifications as needed.

During a limited incident, response units simply alert building liaisons, department managers, directors and/or others as appropriate of the situation and provide updates throughout the course of the event. (In some cases, the Public Information Officer may issue bulletins to affected units.)

Notification and Responsibilities of Deans, Directors, and Other Department Heads
Deans, directors and department heads also need to send and receive information in an emergency.

Emergency Response personnel or the Police supervisor on-duty will directly notify the heads of colleges/schools or units affected by the emergency.

In the event of major emergency operations situations where the Emergency Operations Center (EOC) is mobilized, the heads of these major divisions of the University have specific requirements:
- Gather information about the status of their college/school and report it to the Planning Officer at the EOC within 12 hours of the declaration. In some cases, those units directly affected by the emergency may be asked to report sooner.
- Gather information about the status of their college and report it to the Planning Officer within 3 hours of the declaration of emergency. Follow-up reports are needed at 6 hours, 12 hours and 24 hours after the declaration. Thereafter, a daily report on the status of the college is needed until emergency operations are terminated.
- “Status” includes reporting on the overall ability to perform the mission of the college (including business and teaching functions), lost data; physical damage; and personnel issues.
- The preferred manner of reporting is by email. Assuming the email infrastructure is available, send reports to AVC, Business Services. Alternatively, fax the information to 235-5576. The least desirable method, and the method of last resort, is to hand deliver the report to the EOC at 5005 Oak Street, or a designated alternate site. The Office of Public Relations will inform Deans, directors and department heads of an alternative drop-off site.

**Notification Methods**

The delivery of internal and external emergency information is planned and coordinated by the Office of Public Relations. Students, faculty, staff and the public will learn information through the following means:

- Notification lists and call-down lists.
- The tenants of each building, through the building Emergency Action Plan (EAP), are responsible for developing and maintaining vertical communications lists to “spread the word” of emergency situations throughout the building. Each University department is required to maintain procedures and lists that will enable the department to notify their staff in all facilities of emergency information 24 hours per day.
- UMKC Alert will be enabled by Public Relations, communicating emergency messages via text messaging, voice and email, and UMKC home page and UMKC Alert! website. The University help line and information line also will convey status messages.
- PIO and Office of Public Relations will provide Information to local media outlets for broadcast.

This coordinated approach to disseminating critical emergency announcements will provide quick, reliable and consistent information to our community and will reduce general demand on vital emergency communications lines.

In the event that emergency conditions disrupt power and telephone service, emergency information and emergency communications will be profoundly restricted. Until these systems are restored, messengers, radios, cellular phones and any other means available will be used.

**1.9 Closings and Evacuations**

**Responsibilities**

The following officials will recommend and/or commence evacuations:

- Police Chief or designee
- Director, Environmental Health and Safety

The Police Department will be responsible for:

- Providing and coordinating security in the affected areas of a critical incident and evacuation areas to protect persons and property.
- Providing security in the affected incident area and evacuation area to insure the personal safety of the public and emergency response personnel.
- Providing security to congregate care facilities as resources are available and required.
- Providing assistance and coordination of evacuations requested by the affected Municipal Emergency Responders.
- Providing traffic control for critical incidents and all evacuations.
- Providing coordination of assistance to evacuated individuals with disabled vehicles and mobility-impaired persons.
▪ Providing assistance and coordination of any subsequent criminal investigation including evidence preservation & collection, crime scene processing, interviewing and interrogation, and other investigative functions.

▪ In severe weather cases, the Chancellor and/or Provost have responsibility for making any closings and/or evacuation decisions after s/he consults with campus authorities. This Emergency Operations Plan does not change or otherwise affect this procedure.

▪ The Incident Commander may order the evacuation of any structure if needed to provide for immediate safety needs.

▪ In all facilities equipped with audible fire alarms, University staff, students, and faculty are expected to evacuate the building immediately. It is the responsibility of all staff and faculty to familiarize themselves with evacuation routes from their work locations and to direct others to safe routes as needed.

This plan anticipates that the evacuation of structures on campus will require the assistance of University Personnel, as well as Emergency Responders from local area entities. If possible, evacuation of a campus or a large area of a campus will be done sequentially, in order to reduce gridlock and other “infrastructure” stress.

Planning templates have been developed for each building on the campus to help them develop individual evacuation plans.

Maps of Evacuation Routes
Appendix 1-2 includes evacuation route maps.
Effective communications, information management, and information and intelligence sharing are critical aspects of domestic incident management. Establishing and maintaining a common operating picture and ensuring accessibility and interoperability are principal goals of communications and information management. A common operating picture and systems interoperability provide the framework necessary to:

▪ Formulate and disseminate indications and warnings;
▪ Formulate, execute, and communicate operational decisions at an incident site, as well as between incident management entities across jurisdictions and functional agencies;
▪ Prepare for potential requirements and requests supporting incident management activities; and
▪ Develop and maintain overall awareness and understanding of an incident within and across jurisdictions.

Prior to an incident, entities responsible for taking appropriate pre-incident actions use communications and information management processes and systems to inform and guide various critical activities. These actions include mobilization or pre-deployment of resources, as well as strategic planning by preparedness organizations, multiagency coordination entities, agency executives, jurisdictional authorities, and EOC (Emergency Operations Center) personnel. During an incident, incident management personnel use communications and information processes and systems to inform the formulation, coordination, and execution of operational decisions and requests for assistance.

A. CONCEPTS AND PRINCIPLES.

   A common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. Integrated systems for communication, information management, and intelligence and information sharing allow data to be continuously updated during an incident, providing a common framework that covers the incident's life cycle across jurisdictions and disciplines. A common operating picture helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.

2. Common Communications and Data Standards.
   Common communications and data standards, and related testing and compliance mechanisms are fundamental to an effective NIMS. Communications interoperability in the context of incident management is also critical. Effective communications outside the incident structure—between other levels of government and between government and private entities—for resources and other support is also enhanced by adherence to such standards. Although much progress has been made in these areas, much more work remains to be done. Additional progress toward common communications and data standards and systems interoperability will be accomplished over time through a sustained collaborative effort facilitated by the NIMS Integration Center.

B. MANAGING COMMUNICATIONS AND INFORMATION.
   NIMS communications and information systems enable the essential functions needed to provide a common operating picture and interoperability for incident management at all levels in two ways:

1. Incident Management Communications.
   Preparedness organizations must ensure that effective communications processes and systems exist to support a complete spectrum of incident management activities.
The following principles apply:

a. **Individual Jurisdictions.**
   These will be required to comply with national interoperable communications standards, once such standards are developed. Standards appropriate for NIMS users will be designated by the NIMS Integration Center in partnership with recognized standards development organizations (SDOs).

b. **Incident Communications.**
   These will follow the standards called for under the ICS. The IC manages communications at an incident, using a common communications plan and an incident-based communications center established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

2. **Information Management.**
   The NIMS Integration Center is charged with facilitating the definition and maintenance of the information framework required to guide the development of NIMS-related information systems. This framework consists of documented policies and interoperability standards.

a. **Policies**
   
   (1) **Pre-incident Information.**
   Pre-incident information needs are met at the Federal, State, local, and tribal levels, in concert with private sector and nongovernmental organizations, primarily through the preparedness organizations described in Section III.B.1.

   (2) **Information Management.**
   The information management system provides guidance, standards, and tools to enable Federal, State, local, tribal, and private sector and nongovernmental entities to integrate their information needs into a common operating picture.

   (3) **Networks.**
   Indications and warnings, incident notifications and public communications, and the critical information that constitute a common operating picture are disseminated through a combination of networks used by EOCs. Notifications are made to the appropriate jurisdictional levels and to private sector and nongovernmental organizations through the mechanisms defined in emergency operations and incident action plans at all levels of government.

   (4) **Technology Use.**
   Agencies must plan in advance for the effective and efficient use of information management technologies (e.g., computers and networks) to tie together all command, tactical, and support units involved in incident management and to enable these entities to share information critical to mission execution and the cataloguing of required corrective actions.

b. **Interoperability Standards.**
   Facilitating the development of data standards for the functions described below, including secure communications when required, is the responsibility of the NIMS Integration Center described in Chapter VII.

   Standards will be developed in accordance with the following design goals:

   (1) **Incident Notification and Situation Report.**
   Incident notification takes place at all levels. Although notification and situation report data must be standardized, it must not prevent information unique to a reporting organization from being collected or disseminated.
Standardized transmission of data in a common format enables the passing of appropriate notification information to a national system that can handle data queries and information and intelligence assessments and analysis.

(2) **Status Reporting.**
All levels of government initiate status reports (e.g., Situation Reports [SITREPS] and Pollution Reports [POLREPS]) and then disseminate them to other jurisdictions. A standard set of data elements will be defined to facilitate this process.

(3) **Analytical Data.**
Analytical data, such as information on public health and environmental monitoring, is collected in the field in a manner that observes standard data definitions. It is then transmitted to laboratories using standardized analysis processes. During incidents that require public health and environmental sampling, multiple organizations at different levels of government often respond and collect data. Standardization of sampling and data collection enables more reliable laboratory analysis and improves the quality of assessments provided to decision makers.

(4) **Geospatial Information.**
Geospatial information is used to integrate assessments, situation reports, and incident notification into a coherent common operating picture. Correct utilization of geospatial data is increasingly important to decision makers.

The use of geospatial data must be tied to consistent standards because of the potential for coordinates to be transformed incorrectly or otherwise misapplied, causing inconspicuous, yet serious, errors. Standards covering geospatial information should also be robust enough to enable systems to be used in remote field locations, where telecommunications capabilities may not have sufficient bandwidth to handle large images or are limited in terms of computing hardware.

(5) **Wireless Communications.**
To ensure that incident management organizations can communicate and share information with each other through wireless systems, the NIMS will include standards to help ensure that wireless communications and computing for Federal, State, local, and tribal public safety organizations and nongovernmental organizations are interoperable.

(6) **Identification and Authentication.**
Individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports), must be properly authenticated and certified for security purposes. This requires a national authentication and security certification standard for the NIMS that is flexible and robust enough to ensure that information can be properly authenticated and protected. While the NIMS Integration Center is responsible for facilitating the development of these standards, different levels of government and private organizations must collaborate to administer the authentication process.

(7) **National Database of Incident Reports.**
Through the NIMS Integration Center, Federal, State, local, and tribal organizations responsible for receiving initial incident reports will work collaboratively to develop and adopt a national database of incident reports that can be used to support incident management efforts.
Appendix 1-2
Maps for
Siren Locations and Coverage, Volker and Hospital Hill Campuses
and for
Evacuation Routes, Volker and Hospital Hill Campuses
6.1.2 Environmental Health and Safety (Director, Environmental Health and Safety) Revised 2013

Contingency Plan- Hazardous Chemicals and Wastes
2.1 General Information
2.2 Emergency Coordinators
2.3 Emergency Coordinator and Hazardous Waste Activities Training
2.4 Implementation of the CSB Contingency Plan
2.5 Emergency Response Procedures
2.6 Notification
2.7 Identification and Assessment of Hazardous Materials
2.8 Control Procedures
2.9 Preventing Recurrence and/or Spread of Fires
2.10 Storage and Treatment of Released Material
2.11 Post-Emergency Equipment Maintenance
2.12 Emergency Equipment
2.13 Fire Suppression Equipment
2.14 Coordination Agreements
2.15 Evacuation Plan
2.16 Reporting Requirements
2.17 Administration of the CSB Contingency Plan

Contingency Plan- Mixed and Radioactive Wastes
2.18 General Information
2.19 Emergency Coordinators
2.20 Emergency Coordinator Training
2.21 Implementation of the CSB Contingency Plan
2.22 Emergency Response Procedures
2.23 Notification
2.24 Identification and Assessment of Mixed or Radioactive Waste
2.25 Control Procedures
2.26 Preventing Recurrence and/or Spread of Fires
2.27 Storage and Treatment of Released Material
2.28 Post-Emergency Equipment Maintenance
2.29 Emergency Equipment
2.30 Fire Suppression Equipment
2.31 Coordination Agreements
2.32 Evacuation Plan
2.33 Required Reports
2.34 Administration of the CSB Contingency Plan

Contingency Plan- Biohazardous Materials
2.35 General Information
2.36 Emergency Coordinators
2.37 Emergency Coordinator Training
2.38 Implementation of the CSB Contingency Plan
2.39 Emergency Response Procedures
2.40 Notification
2.41 Identification and Assessment of Hazardous Materials
2.42 Control Procedures
2.43 Storage and Treatment of Released Material
2.44 Post-Emergency Equipment Maintenance
2.45 Emergency Equipment
2.46 Coordination Agreements
2.47 Evacuation Plan
2.48 Administration of the CSB Contingency Plan

Contingency Plan- Appendix
General Site Plan – Chemical Storage Bldg
HAZARDOUS CHEMICALS AND WASTES

This Contingency Plan has been developed to minimize hazards to human health and the environments from fires, explosions or any unplanned releases of hazardous chemicals or wastes (hereinafter, hazardous materials) to the air, soil or surface water (hereinafter, environment) surrounding the Department of Environmental Health and Safety Chemical Storage Building (CSB) located at 5010 Troost Avenue, Kansas City, Missouri. Even though the information and procedures contained in this Contingency Plan relate specifically to the CSB, they may be applied to any incident at any location at UMKC involving hazardous materials.

2.1 General Information

The CSB is divided into three distinct areas: 1) a hazardous materials storage area; 2) a radioactive materials and mixed waste storage area (hereinafter, radioactive materials storage area); and 3) an office and locker room area (hereinafter, office). The CSB storage area for hazardous materials has an estimated maximum capacity of 5,600 gallons. The materials present may be potentially toxic, ignitable, corrosive and reactive. (There is a separation of the Contingency Plan for dealing with incidents involving mixed and radioactive materials and biohazardous materials.) A general site plan and full description of the facility is available for review in the Department of Environmental Health and Safety (hereinafter, EHS) along with a description of the hazardous materials and in the following Appendix. The general site plan is also strategically placed on the walls of the facility marking the exits from the building.

2.2 Emergency Coordinators

Provisions of this plan will be carried out at the discretion and direction of the onsite Emergency Coordinator for any incident resulting in the imminent or actual release of hazardous materials to the environment surrounding the facility.

The authority of the Emergency Coordinator is directly related with his/her ordinal position in the table below. The Primary Emergency Coordinator is the Number 1 Emergency Coordinator and all those following, subordinate. In the absence of the Primary Emergency Coordinator, the ranking Onsite Emergency Coordinator will be responsible for implementation of the Contingency Plan. In the absence of any Emergency Coordinator on site, the ranking member of the Hazardous Materials Incident Response Team (HMIRT) on site will be responsible for implementation of the Contingency Plan until an Emergency Coordinator is on site.

### Table 2.2-1 Emergency Coordinators

<table>
<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| 1                | William P. Leutzinger, Director of EHS  
(o) Room 003, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816-235-1157  
(c)  
(h) leutzingerw@umkc.edu |
| 2                | Michael Bongartz, Chief of Police  
(o) 5005 Oak St., Kansas City, MO 64110  
(h) | (o) 816 235-6310  
(c)  
(h) bongartzm@umkc.edu |
Each Emergency Coordinator is on call whenever they are in the Kansas City metropolitan area. The Emergency Coordinator is familiar with operations at the CSB, the location of hazardous materials and the records within the facility and the facility layout. Emergency Coordinators have the authority to commit UMKC resources necessary to effectively implement the emergency procedures defined by the Contingency Plan.

2.3 Emergency Coordinator and Hazardous Waste Activities Training

Training for each Emergency Coordinator is provided annually. This includes reviewing information about the CSB and implementation of the Contingency Plan. The Director of EHS will initiate the review and maintain documentation for this training program.

Initial training for the Director of EHS, the Sr. Environmental Chemist and Hazardous Material Coordinator will consist of 40 Hour HazWoper training and annual attendance thereafter at a RCRA regulatory review session (40 CFR 265.16).

2.4 Implementation of the CSB Contingency Plan

EHS personnel observing any incident, condition or accident at the CSB that might result in a fire, explosion or any unplanned release of hazardous materials to the environment will notify the Campus Police using the nearest accessible Campus telephone. A telephone is located in the CSB Office. An emergency telephone, with direct access to the Campus Police, is located near the central entrance to the Chemistry/Biology Building. Dial (816)235-1515 or 911 (from a Campus telephone only) to report any emergency on the Campuses.

The caller will inform the Campus Police of:

1) Name and position title
2) Present location
3) Nature of incident, condition or accident
4) Whether or not hazardous materials have been or will be released to the environment and, if known, the time the release began, the duration of the release, or when the release may be expected
5) Specific hazardous materials involved, if known
6) Any personal injuries, location of injured and their physical condition
7) Specific emergency services required

Following notification of the incident by the Campus Police, EHS personnel will make every reasonable safe effort to control, mitigate or terminate the release or potential release of hazardous materials to the environment until receiving specific instructions to do otherwise from the Onsite Emergency Coordinator.

The Campus Police will attempt to verify any report received from any source in regard to conditions at the CSB prior to initiation of the Contingency Plan. If it is determined that there has been, is, or may be a release of hazardous materials due to a fire, and explosion or an unplanned occurrence, the Campus Police will initiate the Contingency Plan.

2.5 Emergency Response Procedures

Emergency Response Procedures may be initiated by one of two methods:
First by the Campus Police: The Campus Police will attempt to notify an Emergency Coordinator of the imminent or actual release of hazardous materials to the environment by starting at the top of the Emergency Coordinator List until one is contacted and able to respond. If unable to contact an Emergency Coordinator, the Campus Police will attempt to notify a member of the HMIRT starting at the top of the HMIRT List until one is contacted and able to respond.

Second, by an Emergency Coordinator: The Onsite Emergency Coordinator will notify the Campus Police to initiate the Emergency Response Procedures.

2.6 Notification

When notified, the Emergency Coordinator must immediately:

1) Ensure that all UMKC personnel, students or general public in the immediate vicinity of the CSB are clear of the area but retained in a safe location until surveyed. EHS personnel may remain in the CSB or in the area nearby only if their activities are controlling, mitigating or delaying the release of hazardous materials and are not unsafe.

2) Ensure that the appropriate Local and/or National emergency response agencies with designated roles are notified if their response to the emergency is required.

2.7 Identification and Assessment of Hazardous Materials

Whenever there is a fire, explosion or release of hazardous materials the Emergency Coordinator must attempt to identify the character, source, amount and severity of the release. The Emergency Coordinator may do this by observation, review of waste pick up records in the CSB, or if necessary, by U.S. Environmental Protection Agency (EPA) approved analytical methods. The use of EPA analytical methods should be used only if there is no other available means to identify the released material. Concurrent with the identification of the hazardous materials, the Emergency Coordinator must assess the possible hazards to human health or the environment that may result from the fire, explosion or release. This assessment must consider both direct and indirect effects. This could include effects from toxic, irritation or asphyxiating gases, hazardous surface water runoff, chemical agents used to control the fire and/or heat induced explosions.

If the Emergency Coordinator determines that a fire, explosion or release has occurred at the CSB which could threaten human health or the environment outside the CSB, the Emergency Coordinator must immediately ensure that the appropriate Local and/or National authorities are notified and assist them in the decision whether to evacuate. The Emergency Coordinator must notify the National Response Center at (800) 424-8802. The report must include:

1) Name and telephone number of the reporter
2) Name and address of the CSB, 5010 Troost Avenue, Kansas City, MO 64110
3) Time and type of incident (e.g., fire, explosion, release, or spill, etc.)
4) To the extent known, the name and the quantity of the hazardous material(s) involved
5) Names of persons injured and the extent of the injuries, if any
6) The possible hazards to human health or the environment outside the CSB

2.8 Control Procedures

Potential incidents may be grouped into two categories: 1) fire and/or explosions and 2) spills or material releases.

1) Fire and/or Explosions. Since the storage rooms of the CSB are both equipped with a Fike FM 200 Automatic/Manual Fire Suppression System, any fire or explosion which might occur will
normally be extinguished, preventing any significant environmental release. There are six automatic/manual control stations for the Fike FM 200 system. If an uncontrolled fire should occur, the Kansas City Fire Department will fight the fire. Since there are such a wide variety of hazards associated with the materials stored at the CSB it is advised that the firefighters take a conservative approach on all but the most minor incidents.

2) Spills or Material Releases. In the event of a major emergency involving a hazardous material spill or release, EHS personnel will first notify the Campus Police at (816) 235-1515 or 911 (from a Campus telephone only). The Campus Police will notify an Emergency Coordinator of the spill or release. When contacted the Emergency Coordinator will obtain the following information, if available:
   A) The chemical name of the material spilled or released
   B) Location of the spill or release of the material
   C) An estimate of the quantity spilled or released and the release rate
   D) The direction in which the spill, release, vapor or smoke is moving
   E) Names of persons injured and the nature of the injuries, if any
   F) Potential for fire and/or explosion

This information will assist the Emergency Coordinator in assessing the magnitude and the severity of the spill or release. If the incident can be handled by the HMIRT, the Emergency Coordinator will ensure that the appropriate personnel are notified. If the incident exceeds the HMIRT’s capabilities, the Emergency Coordinator will ensure that the appropriate Local and/or National response units are notified.

The HMIRT for response to a hazardous material emergency consists of the following personnel listed in Table 2.8.1.

Table 2.8-1 Contacts for Hazardous Material Emergencies

<table>
<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tony Brown, Sr. Environmental Chemist</td>
<td>(o) 816-235-1642 (p) <a href="mailto:brownjames@umkc.edu">brownjames@umkc.edu</a></td>
</tr>
<tr>
<td></td>
<td>(o) Room 23-D, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Kelly Gant, Coordinator of HazMat</td>
<td>(o) 816 235-6697 (p) <a href="mailto:gantkr@umkc.edu">gantkr@umkc.edu</a></td>
</tr>
<tr>
<td></td>
<td>(o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bill Wright, HazMat Technician</td>
<td>(o) 816-235-6096 (p) <a href="mailto:wrightwr@umkc.edu">wrightwr@umkc.edu</a></td>
</tr>
<tr>
<td></td>
<td>(o) Room 016, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Susan T. Masih, Radiation Safety Officer</td>
<td>(o) 816-235-5289 (p) <a href="mailto:masihs@umkc.edu">masihs@umkc.edu</a></td>
</tr>
<tr>
<td></td>
<td>(o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Jacob Gaughran, Fire Inspector III</td>
<td>(o) 816-235-6095 (p) <a href="mailto:gaughranj@umkc.edu">gaughranj@umkc.edu</a></td>
</tr>
<tr>
<td></td>
<td>(o) Room 22-B, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td></td>
</tr>
</tbody>
</table>

2.9 Preventing Recurrence and/or Spread of Fires

During an emergency the Emergency Coordinator must exercise all reasonable measures necessary to ensure that fires, explosions and releases do not recur or spread to other hazardous
materials at the CSB. Reasonable measures must include, where applicable, stopping operations or processes, collecting and containing released materials, and removing or isolating containers. If operations are stopped in response to a fire, explosion or release, the Emergency Coordinator must ensure that monitoring for leaks, pressure buildup, gas generation or ruptures in valves, pipes or other equipment is conducted, whenever appropriate.

2.10 Storage and Treatment of Released Material

Immediately following an emergency, the Emergency Coordinator must ensure that containment of recovered hazardous materials, contaminated soil or surface water, or any other material resulting from the fire; explosion or release at the CSB is properly conducted. The Emergency Coordinator will ensure that materials are treated or stored in a safe manner until cleanup and disposal procedures are completed.

2.11 Post-Emergency Equipment Maintenance

After an emergency, all equipment used during the emergency will be cleaned for re-use. If the equipment is extensively damaged, it will be replaced. Disposable materials used during the emergency will also be replaced. Before operations are resumed at the CSB, an inspection of all safety equipment will be conducted. The Regional EPA Administrator, State and Local authorities will be notified that post-emergency equipment maintenance has been performed and normal operations will be resumed.

2.12 Emergency Equipment

Emergency Coordinators and members of HMIRT are familiar with the location of emergency equipment. A first aid kit is available within the office of the CSB which includes bandages, gauze pads and rolls, adhesive tape, antiseptic ointments, aspirin and ammonia inhalants.

Emergency eyewash fountains and drench showers are located within the hazardous materials storage area and the radioactive materials storage area. All exit doors are fitted with panic hardware. Protective clothing and equipment are provided to employees during normal and emergency operations. A wide array of personal protective equipment is stocked including, but not limited to: protective eyewear, laboratory coats, plastic aprons, steel-toed neoprene boots, neoprene gloves, face shields and chemical cartridge respirators with appropriate cartridges.

Equipment for use in containing or cleaning up spilled hazardous materials is stored in the storage room. This equipment includes open-head drums with standard industrial absorbents. Chemicals for neutralization of acid spills and various sizes of plastic containers, bags and absorbent pads and pillows are also available in the storage area.

Complete sets of emergency response (Level C) personal protective equipment are maintained at EHS. These are to be used for major campus emergency response needs.

2.13 Fire Suppression Equipment

The CSB has several fire protection systems. A Fike FM 200 Automatic/Manual Fire Suppression System is installed in the CSB. There are six automatic/manual control stations for the Fike FM 200 system. The system protects the hazardous chemical and/or the radioactive material storage rooms using the total flooding method.
Two portable 25 pound fire extinguishers are also available for fire control. These are ABC dry chemical units and comply with the National Fire Code NFPA 2. These extinguishers are inspected after each use or at least weekly. Records of these inspections are noted on the Weekly Inspection Log Sheets. There are numerous water outlets inside and outside of the building as well as fire hydrants located on nearby streets.

2.14 Coordination Agreements

UMKC has executed Letters of Understanding with Kansas City Fire Department (KCFD) and Kansas City Police Department (KCPD) and St. Luke’s Corporate Care (SLCC). These Letters of Understanding describe the scope of these agencies responses to any emergency at UMKC requiring their assistance. Documentation confirming these agreements is on file at the Office of EHS.

2.15 Evacuation Plan

All emergencies require prompt and deliberate action. In the event of any major emergency, it will be necessary to follow an established set of procedures. Those procedures will be followed as closely as possible, however, in specific emergency situations, the Emergency Coordinator may deviate from the procedures to provide a more effective plan for bringing the situation under control. The Emergency Coordinator is responsible for determining which emergency situations require evacuation of the CSB or the Medical School.

The CSB is so small that no specific alarm signal is needed other than voice command. The fire detection equipment is connected to the alarm panel at the Campus Police. A telephone in the CSB office is connected to the UMKC telephone system.

The Medical School room is so small that no specific alarm signal is needed other than voice command. The Medical School is equipped with a fire/severe weather alarm that could be activated if evacuation of the building is necessary.

The Robert H. Flarsheim Science and Technology Hall room is so small that no specific alarm signal is needed other than voice command. The building is equipped with a fire/severe weather alarm that could be activated if evacuation of the building is necessary.

The Emergency Coordinator must dial (816) 235-1515 or 911 (from a Campus telephone only) to contact the Campus Police to activate the evacuation plan. The CSB telephone number is (816) 235-1158. If evacuation of buildings in the vicinity of the CSB is required, it could be ordered by the Emergency Coordinator for UMKC buildings or by the KCPD for buildings off campus.

2.16 Reporting Requirements

The owner of CSB, the Curators of the University of Missouri, or the operator must note in the operating record the time, date and details of any incident that requires implementing the Contingency Plan and within 15 calendar days after the incident, submit a written report on the incident to the U.S. EPA Regional Administrator and to the NRC within the designated time frame depending upon the nature and severity of the incident. The report must include:

1) Name, address and telephone number of the owner or operator of CSB or other facility
2) Name, address and telephone number of the CSB or other facility
3) Date, time and type of incident (e.g., release, explosion, fire, spill, etc.)
4) Name and quantity of the material(s) involved
5) Names of persons injured and the extent of the injuries, if any
6) An assessment of the actual or potential hazards to human health or the environment, where applicable
7) Estimated quantity and disposition of recovered material that resulted from the incident

2.17 Administration of the CSB Contingency Plan

EHS has been delegated the authority for the development, the implementation and the administration of this plan. All administrative services or support services required will be provided by or through the resources of EHS. EHS will provide for support services as required for maintenance, update, and amendment of the Contingency Plan including documentation, recordkeeping and any other clerical services required. The contact person at EHS is the Director.

MIXED AND RADIOACTIVE WASTES

This contingency plan has been developed to minimize hazards to human health and the environment from fires, explosions or any unplanned release of radioactive materials, mixed radioactive materials or wastes (hereafter, radioactive materials) to the environment surrounding the CSB, 5010 Troost Avenue, Kansas City, Missouri; Room 104, Robert H. Flarsheim Science and Technology Hall, 5110 Rockhill Road, Kansas City, Missouri; Room M1-209A, Medical School, 2411 Holmes Street, Kansas City, Missouri, and Room 1400, Health Science Building, 2464 Charlotte St., Kansas City, Missouri. Even though the information and procedures contained in this Contingency Plan pertain specifically to the CSB, Room 104 Robert H. Flarsheim Science and Technology Hall, and Room M1-209A Medical School, they may be applied to any incident at any location at UMKC involving radioactive materials.

2.18 General Information

The radioactive material storage area is at the South end of the CSB. It is separated from the hazardous materials storage area by a block wall with single door access. The storage area has an estimated capacity of 225 gallons of liquids on the shelving and twenty 55-gallon drums on the floor. The maximum volume of mixed radioactive wastes in the storage area will be less than 40 gallons at any one time. The materials present may be potentially toxic, ignitable, corrosive, reactive and/or radioactive. A general site plan and full description of the facility is available in the Appendix for review. The general site plan is also strategically placed on the walls of the facility marking the exits from the building.

At the Medical School, the area used for storage of mixed and radioactive wastes, Room M1-209A, has an estimated storage capacity of three 55-gallon drums for bulk liquids and eight 55-gallon drums for solids. The maximum volume of mixed radioactive wastes in storage will be less than 10 gallons at any one time. The materials present may be potentially toxic, ignitable, corrosive, reactive and radioactive. Due to the simplistic configuration of this storage location, a general site plan is not posted.
At the Health Science Building, the area used for storage of mixed and radioactive wastes, Room 1400, has an estimated storage capacity of ten 55-gallon drums on the floor. The maximum volume of mixed radioactive wastes in storage will be less than 20 gallons at any one time. The materials present may be potentially toxic, ignitable, corrosive, reactive and radioactive. Due to the simplistic configuration of this storage location, a general site plan is not posted.

At the Robert H. Flarsheim Science and Technology Hall, the area used for storage of mixed and radioactive wastes is Room 104. The storage area has an estimated capacity of ten 55-gallon drums on the floor. The maximum volume of mixed radioactive wastes in the storage area will be less than 40 gallons at any one time. The materials present may be potentially toxic, ignitable, corrosive, reactive and/or radioactive. A general site plan and full description of the facility is available for review along with a description of the radioactive materials. Due to the simplistic configuration of this storage location, a general site plan is not posted.

2.19 Emergency Coordinators

Provisions of this plan will be carried out at the discretion and direction of the Onsite Emergency Coordinator for any incident resulting in the imminent or actual release of radioactive materials to the environment surrounding the designated facility.

The authority of the Emergency Coordinator is directly related with his ordinal position of the list. The Primary Emergency Coordinator is the Number 1 Emergency Coordinator and all those following, subordinate. In the absence of the Primary Emergency Coordinator, the ranking Onsite Emergency Coordinator will be responsible for implementation of the Contingency Plan. In the absence of any Emergency Coordinator on site, the ranking member of the Hazardous Materials Incident Response Team (HMIRT) on site will be responsible for implementation of the Contingency Plan until an Emergency Coordinator is on site.

Table 2.19-1 Emergency Coordinators

<table>
<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>William P. Leutzinger, Director of EHS (o) Room 003, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-1157 (c) (h) <a href="mailto:leutzingerw@umkc.edu">leutzingerw@umkc.edu</a></td>
</tr>
<tr>
<td>2</td>
<td>Michael Bongartz, Captain and Interim Chief of Police (o) 5005 Oak St., Kansas City, MO 64110 (h)</td>
<td>(o) 816 235-6310 (c) (h) <a href="mailto:bongartzm@umkc.edu">bongartzm@umkc.edu</a></td>
</tr>
</tbody>
</table>

Each Emergency Coordinator is on call whenever they are in the Kansas City metropolitan area. The Emergency Coordinator is familiar with the operations, the location of the materials and the records retained for the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, and the Medical School as well as each facilities floor plan. Emergency Coordinators have the authority to commit UMKC resources necessary to effectively implement the emergency procedures defined by the Contingency Plan.

2.20 Emergency Coordinator Training

Annual training for each Emergency Coordinator is provided annually. This includes reviewing information about the CSB and implementation of the Contingency Plan and could include
information regarding the Robert H. Flarsheim Science and Technology Hall, Health Science Building, and the Medical School. The Director of EHS will initiate the review and maintain documentation for this training program.

2.21 Implementation of the CSB Contingency Plan

EHS personnel observing any incident, condition or accident at the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, and the Medical School that might result in a fire, explosion or any unplanned release of radioactive materials to the air, soil or surface water will notify the Campus Police using the nearest accessible campus telephone by dialing (816)235-1515 or 911 (from a Campus telephone only). A telephone is located in the CSB Office. An emergency telephone, with direct access to the Campus Police is located near the central entrance to the Chemistry/Biology Building on the Volker Campus. The nearest campus telephone at the Robert H. Flarsheim Science and Technology Hall is located in the EHS office room 105. The nearest campus telephone at the Health Science Building storage room is located in the EHS office room 1402. The nearest campus telephone at the Medical School storage room is located in the Receiving Dock Area although Campus Police may be notified in person as they are located in the Medical School lobby. There is also a campus telephone located in the Medical School lobby.

The caller will inform the Campus Police of:

1) Name and position title
2) Present location
3) Nature of incident, condition or accident
4) Whether or not mixed or radioactive wastes have been or will be released to the environment and, if known, the time the release began, the duration of the release, or when the release may be expected
5) Specific hazardous mixed or radioactive wastes involved, if known
6) Any personal injuries, location of injured and their physical condition
7) Specific emergency services required

Following notification of the incident by the Campus Police, EHS personnel will make every reasonable safe effort to control, mitigate or terminate the release or potential release of hazardous materials to the environment until receiving specific instructions to do otherwise from the Onsite Emergency Coordinator.

The Campus Police will attempt to verify any report received from any source in regard to conditions at the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Sciences Building, or the Medical School prior to initiation of the Contingency Plan. If it is determined that there has been, is, or may be a release of radioactive materials due to a fire, an explosion or an unplanned occurrence, the Campus Police will initiate the Contingency Plan.

2.22 Emergency Response Procedures

Emergency Response Procedures will be initiated by one of two methods:

First by the Campus Police. The Campus Police will attempt to notify an Emergency Coordinator of the imminent or actual release of radioactive materials to the environment by starting at the top of the Emergency Coordinator List until one is contacted and able to respond. If unable to contact an Emergency Coordinator, the Campus Police will attempt to notify a member of the HMIRT starting at the top of the HMIRT List until one is contacted and able to respond.
Second, by an Emergency Coordinator. The Onsite Emergency Coordinator will notify the Campus Police to initiate the Emergency Response Procedures.

2.23 Notification

When notified, the Emergency Coordinator must immediately:

1) Ensure that all UMKC personnel, students or general public in the immediate vicinity of the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School are clear of the area but retained in a safe location until surveyed. EHS personnel may remain in the CSB or the Medical School only if their activities are controlling, mitigating or delaying the release of radioactive materials and are not unsafe.
2) Ensure that the appropriate Local and/or National emergency response agencies with designated roles are notified if their response to the emergency is required.

2.24 Identification and Assessment of Mixed or Radioactive Waste

Whenever there is a fire, explosion or release of radioactive materials the Emergency Coordinator must immediately attempt to identify the character, exact source, amount and severity of the release. The Emergency Coordinator may do this by observation, review of waste pick up records in the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School, or if necessary, by EPA and/or U.S. Nuclear Regulatory Commission approved analytical methods. The use of EPA analytical methods should be used only if there is no other available means to identify the released material. Concurrent with the identification of the radioactive materials, the Emergency Coordinator must assess the possible hazards to human health or the environment that may result from the fire, explosion or release. This assessment must consider both direct and indirect effects. This could include effects from toxic, irritation or asphyxiating gases, hazardous surface water runoff, chemical agents used to control the fire and/or heat induced explosions.

If the Emergency Coordinator determines that a fire, explosion or release has occurred at the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School which could threaten human health or the environment outside the CSB, the Robert H. Flarsheim Science and Technology Hall, or Medical School, the Emergency Coordinator must immediately ensure that the appropriate Local and/or National authorities are notified and assist them in the decision to evacuate. For radioactive materials the Emergency Coordinator must notify the Nuclear Regulatory Commission at (800) 522-3025 and, if mixed radioactive wastes, the National Response Center at (800) 424-8802. The report must include:

1) Name and telephone number of the reporter
2) Name and address of the CSB, 5010 Troost Avenue, Kansas City, MO 64110; or the Robert H. Flarsheim Science and Technology Hall, 5110 Rockhill Road, Kansas City, MO 64110; or the Health Science Building, 2464 Charlotte St., Kansas City, Missouri; or the Medical School, 2411 Holmes Street, Kansas City, MO 64108
3) Time and type of incident (e.g., fire, explosion, release, or spill, etc.)
4) To the extent known, the name and the quantity of the material(s) involved
5) Names of persons injured and the extent of the injuries, if any
6) The possible hazards to human health or the environment outside the CSB or the Medical School
7) Name, address and telephone number of the NRC Licensee
8) The radionuclide(s) and quantity(ies) involved
9) NRC License Number, 24-00513-37
2.25 Control Procedures

Potential incidents may be grouped into two categories: 1) fire and/or explosions and 2) spills or material releases.

1) Fire and/or Explosions. Since the storage rooms of the CSB are equipped with a Fike FM 200 Automatic/Manual Fire Suppression System, any fire or explosion which might occur will normally be extinguished, preventing any significant environmental release. There are six automatic/manual control stations for the Fike FM 200 system. If an uncontrolled fire should occur, the Kansas City Fire Department will fight the fire. Since there are such a wide variety of hazards associated with the materials stored at the CSB it is advised that the firefighters take a conservative approach on all but the most minor incidents.

Two portable 25 pound fire extinguishers are also available for fire control. These are ABC dry chemical units and comply with the National Fire Code NFPA 2. These extinguishers are inspected after each use or at least weekly. Records of these inspections are noted on the Weekly Inspection Log Sheets. There are numerous water outlets inside and outside of the building as well as fire hydrants located on nearby streets.

Room M1-209A at the Medical School is equipped with a sprinkler system and the entrance to the five room suite in which the room is located is protected by self-closing, U.L. Classified, Tin-Clad fire door with a fire rating of three hours. Any fire which might occur will normally be extinguished, preventing any significant environmental release. A fire extinguisher is available nearby on the Receiving Dock Area. Radioactive materials at the Medical School are not processed or treated, but merely stored until transferred for disposal.

If a fire should occur, the Kansas City Fire Department will fight the fire. Since there are such a wide variety of hazards associated with the materials stored at the Medical School it is advised that the firefighters take a conservative approach on all but the most minor incidents.

2) Spills or Material Releases. In the event of a major emergency involving a radioactive material spill or release, EHS personnel will first notify the Campus Police at (816)235-1515 or 911 (from a Campus telephone only). The Police will notify an Emergency Coordinator of the spill or release. When contacted the Emergency Coordinator will obtain the following information, if available:

A) The radionuclide and chemical name of the material spilled or released, if known
B) Location of the spill or release of the material
C) An estimate of the quantity released and the release rate
D) The direction in which the spill, release, vapor or smoke is moving
E) Names of persons injured and the nature of the injuries, if any
F) Potential for fire and/or explosion

This information will assist the Emergency Coordinator in assessing the magnitude and the severity of the spill or release. If the incident can be handled by the UMKC HMIRT, the Emergency Coordinator will ensure that the appropriate personnel are notified. If the incident exceeds the HMIRT’s capabilities, the Emergency Coordinator will ensure that the appropriate Local and/or National response units are notified.

The HMIRT for response to a radioactive material emergency consists of the following personnel listed in Table 2.25-1.
Table 2.25-1 Contacts for Radioactive Material Emergencies

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<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
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</table>
| 1                | Susan T. Masih, Radiation Safety Officer  
(o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816-235-5289  
(p)  
(h) masihs@umkc.edu |
| 2                | Bill Wright, HazMat Technician  
(o) Room 016, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816-235-6096  
(p)  
(h) wrightwr@umkc.edu |
| 3                | Tony Brown, Sr. Environmental Chemist  
(o) Room 23-D, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816-235-1642  
(p)  
(h) brownjames@umkc.edu |
| 4                | Kelly Gant, Coordinator of HazMat  
(o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816 235-6697  
(p)  
(h) gantkr@umkc.edu |
| 5                | Jacob Gaughran, Fire Inspector III  
(o) Room 22-B, 4747 Troost Ave., Kansas City, MO 64110  
(h) | (o) 816-235-6095  
(p)  
(h) gaughranj@umkc.edu |

2.26 Preventing Recurrence and/or Spread of Fires

During an emergency the Emergency Coordinator must exercise all reasonable measures necessary to ensure that fires, explosions and releases do not recur or spread to other hazardous materials at the CSB, the Robert H. Flarsheim Science and Technology Hall, or Medical School. Reasonable measures must include, where applicable, stopping operations or processes, collecting and containing released materials, and removing or isolating containers. If operations are stopped in response to a fire, explosion or release, the Emergency Coordinator must ensure that monitoring for leaks, pressure buildup, gas generation or ruptures in valves, pipes or other equipment is conducted, whenever appropriate.

2.27 Storage and Treatment of Released Material

Immediately following an emergency, the Emergency Coordinator must ensure that treatment, storage or disposal of recovered radioactive materials, contaminated soil or surface water, or any other material resulting from the fire, explosion or release at the CSB, the Robert H. Flarsheim Science and Technology Hall, or Medical School are properly conducted. The Emergency Coordinator will ensure that materials are treated or stored in a safe manner until cleanup and disposal procedures are completed.

2.28 Post-Emergency Equipment Maintenance

After an emergency, all equipment used during the emergency will be cleaned for re-use. If the equipment is extensively damaged, it will be replaced. Disposable materials used during the emergency will also be replaced. Before operations are resumed at the CSB, the Robert H. Flarsheim Science and Technology Hall, or Medical School, an inspection of all safety equipment will be conducted. If required, the Regional EPA Administrator, the Nuclear Regulatory
Commission, and/or State and Local authorities will be notified that post-emergency equipment maintenance has been performed and normal operations will be resumed.

2.29 Emergency Equipment

Emergency Coordinators and members of HMIRT are familiar with the location of emergency equipment. A first aid kit is available within the office. The kit includes bandages, gauze pads and rolls, adhesive tape, antiseptic ointments, aspirin and ammonia inhalants.

Emergency eyewash fountains and drench showers are located within the hazardous materials storage area and the radioactive materials storage area at the CSB. All exit doors are fitted with panic hardware.

Protective clothing and equipment are provided to employees during normal and emergency operations at the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School. A wide array of personal protective equipment is stocked including, but not limited to: protective eyewear, laboratory coats, plastic aprons, steel toed neoprene boots, neoprene gloves, face shields and chemical cartridge respirators with appropriate cartridges.

Equipment for use in containing or cleaning up spilled or released radioactive materials are stored in the storage rooms at the CSB, the Robert H. Flarsheim Science and Technology Hall, Room 1400, at the Health Science Building, and in the EHS Laboratory, Room M3-127, at the Medical School. This equipment includes open-head drums with standard industrial absorbents. Chemicals for neutralization of acid spills and various sizes of plastic containers, bags and absorbent pads and pillows are also available in the storage area.

Complete sets of emergency response (Level C) personal protective equipment are maintained at EHS. These are to be used for major campus emergency response needs.

2.30 Fire Suppression Equipment

The CSB has several fire protection systems. A Fike FM 200 Automatic/Manual Fire Suppression System is installed in the CSB. There are six automatic/manual control stations for the Fike FM 200 system. The system protects the hazardous chemical and/or the radioactive material storage rooms using the total flooding method. Two portable 25 pound fire extinguishers are also available for fire control. These are ABC dry chemical units and comply with the National Fire Code NFPA 2. These extinguishers are inspected after each use or at least weekly. Records of these inspections are noted on the Weekly Inspection Log Sheets. There are numerous water outlets inside and outside of the building as well as fire hydrants located on nearby streets.

Room M1-209A at the Medical School is equipped with a sprinkler system and the entrance to the five room suite in which the room is located is protected by a self-closing, U.L. Classified, Tin-Clad fire door with a fire rating of three hours. A fire extinguisher is available nearby on the Dock Receiving Area.

2.31 Coordination Agreements

UMKC has executed Letters of Understanding with KCFD and KCPD and SLCC. These Letters of Understanding describe the scope of these agencies responses to any emergency at UMKC requiring their assistance. Documentation confirming these agreements is on file at the Office of EHS.

2.32 Evacuation Plan
All emergencies require prompt and deliberate action. In the event of any major emergency, it will be necessary to follow an established set of procedures. Those procedures will be followed as closely as possible, however, in specific emergency situations; the Emergency Coordinator may deviate from the procedures to provide a more effective plan for bringing the situation under control. The Emergency Coordinator is responsible for determining which emergency situations require evacuation of the CSB or the Medical School.

The CSB is so small that no specific alarm signal is needed other than voice command. The fire detection equipment is connected to the alarm panel at the Campus Police. A telephone in the CSB office is connected to the UMKC telephone system.

The Medical School room is so small that no specific alarm signal is needed other than voice command. The Medical School is equipped with a fire/severe weather alarm that could be activated if evacuation of the building is necessary.

Health Science Building, room is so small that no specific alarm signal is needed other than voice command.

The Robert H. Flarsheim Science and Technology Hall room is so small that no specific alarm signal is needed other than voice command. The building is equipped with a fire/severe weather alarm that could be activated if evacuation of the building is necessary.

The Emergency Coordinator must dial (816)235-1515 or 911 (from a Campus telephone only) to contact the Campus Police to activate the evacuation plan. The CSB telephone number is (816)235-1158. There is not a telephone in the Medical School storage room although there is a telephone in the Medical School Receiving Dock area which is adjacent to the storage room. Although unlikely, if evacuation of buildings in the vicinity of the CSB or Medical School is required, it could be ordered by the Emergency Coordinator for UMKC buildings or by the KCPD for buildings off campus.

2.33 Required Reports

The owner of CSB, the Curators of the University of Missouri, or the operator must note in the operating record the time, date and details of any incident that requires implementing the Contingency Plan and with 15 calendar days after the incident, submit a written report on the incident to the U.S. EPA Regional Administrator and to the NRC within the designated time frame depending upon the nature and severity of the incident. The report must include:

1) Name, address and telephone number of the operator of CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or the Medical School
2) Name, address and telephone number of the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School
3) Date, time and type of incident (e.g., a release, explosion, fire, spill, etc.)
4) Name and quantity of the material(s) involved
5) Names of persons injured and the extent of the injuries, if any
6) An assessment of the actual or potential hazards to human health or the environment, where applicable
7) Estimated quantity and disposition of recovered material that resulted from the incident

And the report to the NRC must also include:

8) Name, address, and telephone number of the Licensee
9) The radionuclide(s) and quantity(ies) involved
10) NRC License Number, 24-00513-37
2.34 Administration of the CSB Contingency Plan

EHS has been delegated the authority for the development, the implementation and the administration of this plan. All administrative services or support services required will be provided by or through the resources of EHS. EHS will provide for support services as required for maintenance, update and amendment of the Contingency Plan including documentation, recordkeeping and any other clerical services required. Contact people at EHS are the Director, and Radiation Safety Officer.

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BIOHAZARDOUS MATERIALS

This Contingency Plan has been developed to minimize hazards to human health and the environment from contact with biohazardous materials contained in letters or parcels and released to the air, soil, or surface water (hereinafter, environment) on or around both Campuses of the University of Missouri-Kansas City (hereinafter, UMKC) in Kansas City, Missouri.

2.35 General Information

The UMKC Campus is located at two separate locations in Kansas City. The first location, the Volker Campus, is located in approximately the area surrounded by Troost Avenue on the East, 56th Street on the South, Oak Street on the West and Volker Boulevard on the North. There are a few Volker Campus buildings located outside of this area. The second location, the Hospital Hill Campus, consists of 1) the Medical School, 2411 Holmes St., 2) the Dental School, 650 East 25th St., 3) the School of Nursing, 2220 Holmes St., and 4) Health Science Building, 2464 Charlotte St. A general site plan of all locations is available for review in the Department of Environmental Health and Safety (hereinafter, EHS).

2.36 Emergency Coordinators

Provisions of this plan will be carried out at the discretion and direction of the Onsite Emergency Coordinator for any incident resulting in the suspected or actual contact or release of biohazardous materials to the environment.

The authority of the Emergency Coordinator is directly related with his ordinal position of the list. The Primary Emergency Coordinator is the Number 1 Emergency Coordinator and all those following, subordinate. In the absence of the Primary Emergency Coordinator, the ranking Onsite Emergency Coordinator will be responsible for implementation of the Contingency Plan. In the absence of any Emergency Coordinator on site, the ranking member of the Hazardous Materials Incident Response Team (HMIRT) on site will be responsible for implementation of the Contingency Plan until an Emergency Coordinator is on site.
Table 2.36-1 Emergency Coordinators

<table>
<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>William P. Leutzinger, Director of EHS&lt;br&gt;(o) Room 003, 4747 Troost Ave., Kansas City, MO 64110&lt;br&gt;(h)</td>
<td>(o) 816-235-1157&lt;br&gt;(c) <a href="mailto:leutzingerw@umkc.edu">leutzingerw@umkc.edu</a></td>
</tr>
<tr>
<td>2</td>
<td>Michael Bongartz, Captain and Interim Chief of Police&lt;br&gt;(o) 5005 Oak St., Kansas City, MO 64110&lt;br&gt;(h)</td>
<td>(o) 816 235-6310&lt;br&gt;(c) <a href="mailto:bongartzm@umkc.edu">bongartzm@umkc.edu</a></td>
</tr>
</tbody>
</table>

Each Emergency Coordinator is on call whenever they are in the Kansas City metropolitan area. The Emergency Coordinator is familiar with the contents of this Contingency Plan. Emergency Coordinators have the authority to commit UMKC resources necessary to effectively implement the emergency procedures defined by the Contingency Plan.

2.37 Emergency Coordinator Training

Training for each Emergency Coordinator is provided annually. This includes reviewing information about the CSB and implementation of the Contingency Plan and could include information regarding the Robert H. Flarsheim Science and Technology Hall, Health Science Building, and the Medical School. The Director of EHS will initiate the review and maintain documentation for this training program.

2.38 Implementation of the CSB Contingency Plan

Personnel observing any suspicious letter or parcel or any incident, condition, or accident (hereinafter, incident) on the Campus that might result in an exposure to biohazardous materials to personnel or the environment will notify the Campus Police. Call (816)235-1515 or 911(from a Campus telephone only) to report any emergency on the Campuses.

The caller will inform the Campus Police of:

1. Name and position title
2. Present location
3. Nature of incident
4. Whether or not biohazardous materials have been or will be released to the environment and, if known, the time the release began, the duration of the release, or when the release may be expected
5. Specific biohazardous materials involved, if known
6. Any personal injuries, location of injured and their physical condition
7. Specific emergency services required

Following notification of the incident by the Campus Police, EHS personnel will make every reasonable safe effort to control, mitigate or terminate the release or potential release of biohazardous materials to the environment until receiving specific instructions to do otherwise from the Onsite Emergency Coordinator.
The Campus Police will attempt to verify any report received from any source in regard to conditions at the location of the incident prior to initiation of the Contingency Plan. If it is determined that there has been, is, or may be a release of biohazardous materials due to a contaminated letter or parcel or from an unplanned occurrence, the Campus Police will initiate the Contingency Plan.

2.39 Emergency Response Procedures

Emergency Response Procedures may be initiated by one of two methods:

First by the Campus Police. The Campus Police will attempt to notify an Emergency Coordinator of the imminent or actual release of biohazardous materials to the environment by starting at the top of the Emergency Coordinator List until one is contacted and able to respond. If unable to contact an Emergency Coordinator, the Campus Police will attempt to notify a member of the HMIRT starting at the top of the HMIRT List until one is contacted and able to respond.

Second by an Emergency Coordinator. The Onsite Emergency Coordinator will notify the Campus Police to initiate the Emergency Response Procedures.

2.40 Notification

When notified, the Emergency Coordinator must immediately:

1) Ensure that all UMKC personnel, students or general public in the immediate vicinity of the site of the incident are clear of the area but retained in a safe location until surveyed. EHS personnel may remain in the area nearby only if their activities are controlling, mitigating or delaying the release of biohazardous materials and are not unsafe.

2) Ensure that the appropriate Local and/or National emergency response agencies with designated roles are notified if their response to the emergency is required.

2.41 Identification and Assessment of Hazardous Materials

Whenever there is any incident involving biohazardous material, the Emergency Coordinator must immediately attempt to identify the character, source, amount and severity of the incident. The Emergency Coordinator may do this by observation of evidence collected at the scene or from information received from those persons involved in the incident. Concurrent with the identification of the biohazardous material, the Emergency Coordinator must assess the possible hazards to human health or the environment that may result from the biohazardous material. This assessment must consider both direct and indirect effects. This could include effects from toxic, irritating or asphyxiating powders or gases, or from chemical agents used to control the biohazardous material.

If the Emergency Coordinator determines that the biohazardous material could threaten human health or the environment, the Emergency Coordinator must immediately ensure that the appropriate Local and/or National authorities are notified and assist them in the decision to evacuate. The Emergency Coordinator must notify the Federal Bureau of Investigation, the Center for Disease Control, the Kansas City Fire Department HazMat Team and Kansas City Health Department. The report must include:

1) Name and telephone number of the reporter
2) Location of the incident
2.42 Control Procedures

Potential incidents may be grouped into two categories: 1) contaminated letters or parcels or 2) spills or material releases.

1) Contaminated Letters or Parcels. In the event that a suspicious letter or parcel is received that could be contaminated with a biohazardous material, the following procedure should be followed. Without further exposure to the contaminant, the recipient should, remove himself from the area without further disturbing the letter or parcel. Wash your hands with warm water and ample soap. Call the Campus Police at (816)235-1515 or 911 (from a Campus telephone only).

Campus Police will secure the area and retain, at the scene, those persons involved in the incident until the Emergency Coordinator or a member of HMIRT arrives. The Emergency Coordinator will obtain the following information, if available:

A) The name of the biohazardous material  
B) Location of the incident  
C) An estimate of the quantity of biohazardous material involved in the incident  
D) Names of persons injured and the nature of the injuries, if any  
E) Potential for fire and/or explosion

This information will assist the Emergency Coordinator in assessing the magnitude and the severity of the incident. If the incident can be handled by the HMIRT, the Emergency Coordinator will ensure that the appropriate personnel are notified. If the incident exceeds the HMIRT’s capabilities, the Emergency Coordinator will ensure that the appropriate Local and/or National response units are notified.

2) Spills or Material Releases. In the event of a major emergency involving a biohazardous material spill or release, personnel will immediately evacuate the area. Prevent the spread of the biohazardous material, if possible, without exposure to it. Retain all personnel involved in the incident at a safe location until surveyed. Notify the Campus Police at (816)235-1515 or 911 (from a Campus telephone only). The Campus Police will notify the Emergency Coordinator of the spill or release. When contacted the Emergency Coordinator will obtain the following information, if available:

A) The name of the biohazardous material spilled or released, if known  
B) Location of the spill or release  
C) An estimate of the quantity spilled or released and the release rate  
D) The direction in which the spill or release is moving, if airborne  
E) Names of persons injured and the nature of the injuries, if any  
F) Potential for fire and/or explosion

This information will assist the Emergency Coordinator in assessing the magnitude and the severity of the spill or release. If the incident can be handled by the HMIRT, the Emergency Coordinator will ensure that the appropriate personnel are notified. If the incident exceeds the HMIRT’s capabilities, the Emergency Coordinator will ensure that the appropriate Local and/or National response units are notified.

The HMIRT for response to a hazardous material emergency consists of the following personnel listed in Table 2.42-1.
2.42-1 Contacts for Hazardous Material Emergencies

<table>
<thead>
<tr>
<th>Ordinal Position</th>
<th>Name/Title/Addresses</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tim Sturgis, BioSafety Professional (o) Room 23-A, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-1844 (p) <a href="mailto:sturgist@umkc.edu">sturgist@umkc.edu</a></td>
</tr>
<tr>
<td>2</td>
<td>Susan T. Masih, Radiation Safety Officer (o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-5289 (p) <a href="mailto:masihs@umkc.edu">masihs@umkc.edu</a></td>
</tr>
<tr>
<td>3</td>
<td>Tony Brown, Sr. Environmental Chemist (o) Room 23-D, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-1642 (p) <a href="mailto:brownjames@umkc.edu">brownjames@umkc.edu</a></td>
</tr>
<tr>
<td>4</td>
<td>Kelly Gant, Coordinator of HazMat (o) Room 23-C, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-6697 (p) <a href="mailto:gantkr@umkc.edu">gantkr@umkc.edu</a></td>
</tr>
<tr>
<td>5</td>
<td>Jacob Gaughran, Fire Inspector III (o) Room 22-B, 4747 Troost Ave., Kansas City, MO 64110 (h)</td>
<td>(o) 816-235-6095 (p) <a href="mailto:gaughranj@umkc.edu">gaughranj@umkc.edu</a></td>
</tr>
</tbody>
</table>

2.43 Storage and Treatment of Released Material

Immediately following an emergency, the Emergency Coordinator must ensure that treatment, storage or disposal of recovered biohazardous materials is properly conducted. The Emergency coordinator will ensure that biohazardous materials are treated or stored in a safe manner until cleanup and disposal procedures are completed.

2.44 Post-Emergency Equipment Maintenance

After an emergency, all equipment used during the emergency will be cleaned for re-use. If the equipment is extensively damaged, it will be replaced. Disposable materials used during the emergency will also be replaced.

2.45 Emergency Equipment

Emergency Coordinators and members of HMIRT are familiar with the location of emergency equipment. A first aid kit is available within the office. The kit includes bandages, gauze pads and rolls, adhesive tape, antiseptic ointments, aspirin and ammonia inhalants.

Emergency eyewash fountains and drench showers are located within the hazardous materials storage area and the radioactive materials storage area at the CSB. All exit doors are fitted with panic hardware.

Protective clothing and equipment are provided to employees during normal and emergency operations at the CSB, the Robert H. Flarsheim Science and Technology Hall, Health Science Building, or Medical School. A wide array of personal protective equipment is stocked including, but not limited to: protective eyewear, laboratory coats, plastic aprons, steel-toed neoprene boots, nitrile gloves, face shields and respirators with appropriate particulate and chemical cartridges.
Equipment for use in containing or cleaning up spilled or released radioactive materials is stored in the storage rooms at the CSB, the Robert H. Flarsheim Science and Technology Hall, and in the EHS Laboratory, Room M3-127, at the Medical School. This equipment includes open-head drums with standard industrial absorbents. Chemical disinfectants and various sizes of plastic containers, bags and absorbent pads and pillows are also available in the storage area.

Complete sets of emergency response (Level C) personal protective equipment are maintained by EHS. These are to be used for major campus emergency response needs.

2.46 Coordination Agreements

UMKC has executed Letters of Understanding with Kansas City Fire Department (KCFD) and Kansas City Police Department (KCPD) and St. Luke's Health System (SLHS). These Letters of Understanding describe the scope of these agencies responses to any emergency at UMKC requiring their assistance. Documentation confirming these agreements is on file at the office of EHS.

2.47 Evacuation Plan

All emergencies require prompt and deliberate action. In the event of any major emergency, it will be necessary to follow an established set of procedures. Those procedures will be followed as closely as possible; however, in specific emergency situations, the Emergency Coordinator may deviate from the procedures to provide a more effective plan for bringing the situation under control. The Emergency Coordinator is responsible for determining which emergency situations require evacuation.

2.48 Administration of the CSB Contingency Plan

EHS has been delegated the authority for the development, the implementation and the administration of this plan. All administrative services or support services required will be provided by or through the resources of EHS. EHS will provide for support services as required for maintenance, update and amendment of the Contingency Plan including documentation, recordkeeping and any other clerical services required. Contact person at EHS is the Director.
APPENDIX

CHEMICAL STORAGE BUILDING

5010 TROOST AVE.

K.C., MO 64110
6.1.3 #3 Public Works and Utilities (AVC, Facilities)

3.1 Damage Assessment – Administration
Purpose
The purpose of this annex is to assist in identifying, assessing, securing and potentially removing dangerous and hazardous buildings to protect public safety following a disaster at any of the University buildings.

Responsibilities
- Assess extent of structural damage to each building.
- Determine whether the building can be occupied or partially occupied.
- Post the building accordingly and notify the UMKC Police Department.
- Maintain a record of the assessment event and include photos.
- Communicate with incident commander(s).
- Participate in committee decision regarding emergency demolition.

3.2 Damage Assessment – Operations
Departmental Notification
The UMKC Police Department shall be responsible for securing the incident site and notifying the following designated representatives (or alternate in designee’s absence):
- Associate Vice Chancellor, Administration.
- Director, Environmental Health and Safety.
- Vice Chancellor, Administration and Finance.
- Director, Facilities Operations.
- Director, Public Relations.

Individuals so notified shall immediately respond by meeting for the purpose of determining the extent of damages, recovery activities, relocation needs, and public information needs that are immediately required.

To the extent that hazardous materials or chemicals are involved, the UMKC Police Department shall notify the Director of Environmental Health and Safety.

All emergency clean-up and recovery activities shall be subject to the instructions of the Director of Environmental Health and Safety in accordance with the requirements of public authorities.

Departmental Responsibilities
To the extent that damage is minimal and relocation of activities is not required, Campus Facilities Management shall be responsible for all site clean-up, debris removal, and emergency or minor repairs. In the event that major remodeling or rebuilding is necessary, CFM shall be responsible for preparation of plans, specifications or cost estimates for building remodeling, and equipment repair/replacement.

Property Loss Reporting Requirements
Preliminary reports regarding the cause of the loss, the extent of damage, and the plans for recovery and relocation shall be provided to the Vice Chancellor of Finance and Administration Services within 24 hours.

3.3 Damage Assessment – Resources
- Vehicles from Campus Facilities Management Department.
- Cell phones.
- Safety equipment (hard hats, reflective vests, safety shoes/glasses).
- Flashlights.
- Cameras – Digital.
- Assessment report forms and warning placards:
  - Keep out – Uninhabitable.
Dealing with a Disrupted Work or Academic Environment

The University seeks to provide a work environment that supports the people and the business of the University.

In those situations where, due to equipment malfunction, weather, or other crisis situations, workspaces are uninhabitable because of heat, cold, water, smoke, or other conditions that make a work site unsafe or uninhabitable, supervisors will make a decision relative to continuation of services at that location.

If the supervisor – based on consultation with appropriate University officials, his/her knowledge of the term and severity of the condition, and a reasonable person standard – decides to vacate the work site, he/she shall use the following information for guidance:

- If possible, services to students, faculty, staff and the public should be continued at an alternate work location within the UMKC Volker or Hospital Hill Campus. Supervisors should identify these alternate work locations in advance and advise faculty and staff of the location and the situations, which would require relocation to the alternate work site (i.e., lack of heat, fumes, and threats to safety/security).
- If space is not available in locations noted above for all or a portion of the affected staff, they should meet at public facilities on campus; e.g., Pierson Auditorium. To the extent possible, normal workflow should be maintained. If computers, phones, and other necessary equipment are not available, staff should engage in planning, evaluation, or training activities, which require staff presence but not operational equipment.
- If the options listed above are not feasible, the supervisor can authorize staff to work at home (if appropriate) or they may approve an alternate work schedule to make up the time.
- If none of the above options is feasible, staff may be required to utilize paid leave (vacation) or unpaid leave, during periods of disruption. It is the University's intent to avoid this option if possible.

Supervisors are responsible for monitoring the availability of the original workspace and for notifying staff and faculty when it is appropriate to return to the regular work area.

Decisions as to status of classes will be made by academic units in coordination with the Provost's Office and Campus Facilities Management.

3.4 Facilities Operation/Utilities Restoration – Administration

Purpose
This section provides an overview of how Campus Facilities Management will respond to emergencies relating to building operations or utilities interruption.

Types of Services
- Building service and system restoration.
- Building floor plans and utility maps.
- Utility service restoration.
- Utility shut off.
- Temporary repairs – damaged doors, windows, structures, etc.
- Clearing of debris.
- Clean up – flood, fire, vandalism, etc.

Scope
CFM will play a supporting role in most campus emergency conditions and in particular to the following:

- Emergency Incidents of Concern
  - Physical damage to facilities.
- Weather related – tornadoes, damaging wind, floods, and blizzards.
- Fire.
- Hazardous materials in coordination with Environmental Health and Safety.
- Utility outages – electricity, heat, steam, water, communications.
- Structure collapse.
- Act of terrorism.
- HVAC failure or compromise.
- Card or key access failure.
- Other conditions that pose a threat to life, property, or environment.

**Responsibilities**

**Primary.** Responding to emergency situations is viewed as a critical function in the CFM mission of serving the University.

CFM will not be the primary responder for emergency events that involve:

- Criminal activity.
- Terrorism.
- Fire.
- Loss of life or personal injury.
- Chemical, biological or radiation safety.

In these events CFM would contribute as a secondary or support responder.

CFM will be the primary responder for emergency events that involve:

- Non-criminal building damage (e.g. weather related).
- Utility outages
- Building system failures.
- Facility conditions that pose a threat to facility, property or environment.

To support this function, CFM is staffed and/or available for immediate response 24 hours a day, 365 days a year. CFM is the primary point for monitoring utility systems, and building heating and cooling status. CFM personnel are trained in immediate recognition of emergency conditions and the escalation procedure to dispatch a call. If the emergency is deemed one where CFM will not play the role of primary responder, they will relay the information to UMKC Police Dispatch (816) 235-1515, or 911, from a campus telephone.

**Secondary or supporting.** CFM will support the on-scene Incident Commander (IC) at any emergency incident they are called upon to respond to under the UMKC Emergency Operations Plan.

If the situation is strictly a law enforcement issue, UMKC Police will retain Incident Command. If the incident results in a multi-disciplinary situation, the senior police officer may relinquish command to another UMKC department head, and assume the role of the Operations Section Chief. In most cases, an internal unified command structure involving multiple campus agencies or departments will be employed. One of the first steps the incident commander will take is to assess the need for additional administrative resources. If the incident appears to require the attention of the administration, the IC will require the dispatcher to contact the Chancellor and/or his/her designate.

UMKC Police will assume Incident Command until the initial threat has been removed. In most cases, Campus Facilities Management will provide the Operations function for the incident and also may serve in the Logistics section.

The Associate Vice Chancellor, Administration, as a member of the University’s Emergency Coordination Team, has significant input into the overall institutional response to the incident.
3.5 Facilities Operation/Utilities Restoration – Operations Response
Campus Facilities Management will respond to emergencies by providing the following services, equipment, and personnel. CFM operations will follow the Utilities Restoration and Emergency Response Plan, which includes the following:

- Communications.
- Evacuation Assistance and Mass Care.
- Utilities Restoration.
- Material, Supplies and Equipment.
- Damage Assessment.
- Debris Management.
- Pipeline Safety and Location Information.
- Labor Pool/Chain of Command.

Communications. 
First contact of emergency. Often, emergencies occurring during regular work hours are reported directly to the CFM Call Center. The CFM Call Center representative will contact UMKC Police at 235-1515 or 911 and the appropriate operations supervisor or other Campus Facilities Management department supervisor/manager responsible for the services required in response to the emergency call.

After-hours emergency calls will be directed to UMKC Police at 235-1515 or 911, who will then initiate the Campus Facilities Management emergency response plan and operational continuity plan by contacting the appropriate Management Team Member. For smaller scale emergencies, the Campus Facilities Management operator will follow the appropriate on-call procedure for the services required and contact the designated ‘on-call’ supervisor.

The supervisor contacted will arrange to deliver requested services by deploying staff, coordinating services from another Campus Facilities Management unit, coordinating services with other University departments, and/or contracting services outside of the University.

Campus Facilities Management utilizes voice telephone, pagers, two-way radio, and cellular telephones for communications.

Notification and warning. Campus Facilities Management maintains contact information for on-call and other staff members for use in an emergency.

In the event of a hazardous materials release or other incident that results or may result in a situation that overwhelms the resources of UMKC Environmental Health and Safety and Campus Facilities Management the Director of Environmental Health and Safety will notify the appropriate city, county or state emergency response team.

Emergency public information. University Public Relations will assign the Public Information Officer (PIO) for UMKC. In specific situations, the PIO may request Campus Facilities Management to provide a designated liaison. This liaison will be designated by the Associate Vice Chancellor, Administration in coordination with the Director of Public Relations.

Evacuation Assistance and Mass Care. Campus Facilities Management will be involved in pre-planning and developing procedures for the evacuation of individual facilities. Whenever possible, CFM personnel familiar with a given facility should be utilized to assist in activating evacuation plans.

Campus Facilities Management personnel also will be consulted regarding the need to evacuate a given facility(ies) or to shelter in place during emergency operations. This consultation will take place within the Incident Management System model. The Incident Commander will report the final decision in this regard to Chancellor and/or the Executive Policy Group.
Campus Facilities Management is responsible for opening and setting up campus shelters. Campus Facilities Management staff will be used to maintain any shelters in a habitable condition.

**Utilities Restoration.** Interruption of electrical supply, water, and/or steam, as specific hazards for the University, would be considered emergencies. Thus, Campus Facilities Management maintains staff and plans for responding to these situations. In general, Campus Facilities Management will:
- Report major utilities outages to the UMKC Police Department, which will result in notifications of emergency staff via the Emergency Procedures Manual.
- Report major outages to Campus Facilities Management personnel.
- Provide response/repair teams including notification of affected zones.
- Communicate and coordinate with the provider of the utility (electric, gas, water, etc.) and/or steam plant operations personnel.
- Initiate repairs as possible if the situation is campus based.
- Provide technical details of the situation to the PIO.
- Contact other University departments affected by the outage so they may initiate appropriate continuity plans.

Campus Facilities Management maintains on-call lists of key personnel. In addition, Campus Facilities Management maintains a tiered equipment shutdown list, detailing the priority in which buildings and operating equipment will be brought off line if a prolonged utility outage occurs and utility rationing is required.

Campus Facilities Management routinely coordinates the distribution of chilled water and steam. Load shedding and conservation processes are in place and used on a day-to-day basis.

**Material, Supplies and Equipment.** Campus Facilities Management maintains quantities of equipment that will be of use for many emergency response situations. This includes vehicles of various types, construction equipment, power and hand tools, generators and other specified equipment. Campus Facilities Management maintains a list of available resources.

**Damage Assessment.** Campus Facilities Management will assess damage to University property.

**Debris Management.** Campus Facilities Management is responsible for coordinating, conducting or arranging for outside assistance regarding the removal of debris generated by any emergency or disaster. Because of the urban nature of the campus, we anticipate that off-campus sites will be used for the disposal of such debris; however, every effort will be made to utilize on-campus spaces as staging areas for debris removal.

Campus Facilities Management and the Department of Environmental Health and Safety will work collectively to develop a debris separation plan to ensure proper disposal. The primary location for temporary debris storage and routes will be determined at the time of the event based on the amount and nature of the debris.

**Pipeline Safety and Location Information.** Campus Facilities Management maintains maps of locations of all pipelines on UMKC property and will work with providers to respond to any pipeline emergencies.

**Labor Pool/Chain of Command.** Campus Facilities Management can respond to an emergency with the following resources and headcount:

- Mechanics  =  20
- Carpenters  =  5
- Electricians =  6
- Pipe fitters =  3
- Custodians  =  70
- Architect   =  1
3.6 Facilities Operation/Utilities Restoration – Resources

Utility Providers
Campus Facilities Management maintains contact with all local utility providers, including those listed below.

Table 3.6-1 Utility Providers for Volker Campus

<table>
<thead>
<tr>
<th>Utility</th>
<th>Contact</th>
<th>24/7 Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>Energy Control Room / Trouble</td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td></td>
<td>Energy Trouble Foreman</td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td></td>
<td>General Foreman</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Electric Utilities</td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td>Natural Gas</td>
<td></td>
<td>235-2276, 235-1515</td>
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<tr>
<td>Water</td>
<td></td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td>Sanitary / Storm Sewer</td>
<td>Emergency</td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td></td>
<td>Water Works</td>
<td>235-2276, 235-1515</td>
</tr>
</tbody>
</table>
Table 3.6-2 Utility Providers for Hospital Hill Campus

<table>
<thead>
<tr>
<th>Utility</th>
<th>Contact</th>
<th>24/7 Phone Number</th>
</tr>
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<tbody>
<tr>
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<td></td>
<td>General Foreman</td>
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<td>Natural Gas</td>
<td>Emergency</td>
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<tr>
<td>Water</td>
<td></td>
<td>235-2276, 235-1515</td>
</tr>
<tr>
<td>Sanitary / Storm Sewer</td>
<td></td>
<td>235-2276, 235-1515</td>
</tr>
</tbody>
</table>

University Back-up Generators:
- Flarsheim Hall – 125KW 277/480 volt (Cole)
- Health Sciences Building – Standby 1352KW 277/480 volt (Cole)
- Health Sciences Building – Life/Safety 400 277/480 volt (Cole)
- School of Dentistry – 230KW 277/480 volt (Cole)
- School of Medicine – 450KW 277/480 volt (Cole)
- Administrative Center – 100KW 277/480 volt (Cole)

List of Essential Facilities for Priority Utilities Restoration

High
- 4825 Troost - UMKC Police and KCUR
- Health Sciences Building
- Katz Hall
- School of Dentistry
- School of Medicine

Medium
- Administrative Center.
- Berkley Child Care Center.
- Chemical Storage Building
- Cherry Street Dormitory.
- Cockefair Hall.
- Cooling Plant.
- Miller Nichols Library.
- Newcomb Hall
- Oak Hall
- School of Biological Sciences.
- Spencer Chemistry Building.
- Swinney Recreation Center.
- University Center.

Low
- All others.
4.1 Fire Protection – Administration

Purpose
To provide an overview of how fire protection is provided to the University campus.

Primary Responsibilities
Fire protection for the University is the responsibility of the Department of Environmental Health and Safety. During an incident the on-scene responsibility may be transferred to the Kansas City, Missouri, Fire Department with a liaison position being held by the UMKC Police Department or the Department of Environmental Health and Safety.

Supporting Responsibilities
In addition to the primary responsibility of providing fire protection in the event of a disaster, other responsibilities will include:

- Assisting in the dissemination of warnings
- Coordinating or assisting with an evacuation within their community/fire protection area
- Coordinating or assisting with a search and rescue effort within their community/fire protection area
- Informing other local government personnel of the risks associated with any hazardous materials incident that has occurred within their community/fire protection area
- Responding to hazardous materials incidents
- Providing heavy and light rescue services
- Providing first responder/EMS services

Mutual Aid Agreements
UMKC has a signed mutual aid agreement with the Kansas City, Missouri Fire Department. In the event of a large-scale disaster at the University, this mutual aid agreement may be utilized.

Communications
UMKC will make available a liaison to assist in communication between Kansas City Missouri Fire Department and University (or EOC).

Large-Scale Disasters
In the event of a large-scale disaster at the University, a fire services representative is required in the EOC. The Fire Operations will be represented at the Operations Section within the EOC.

4.2 Fire Protection – Operations

Response
Emergency personnel who respond to an incident on University property will follow their appropriate Standard Operating Procedures in coordination with the University Incident Command.

Incident Management
To provide continuity of operations at every scene involving University property and assets, an Incident Command System (ICS) shall be used. University Officials will coordinate with the on-scene Incident Commander to provide assistance in support of fire department operations.

Incident Stabilization
Once the incident has been stabilized, there will be a transfer of operational control back to the University. This is to ensure that any hazards for University staff have been identified and an incident action plan can then be used to restore operations.

After Action Report
An After Action Report and debriefing will be completed after all major incidents on the University campus. Some incidents might be debriefed even if the incident was not determined to be a major
response. The objective of the debriefings is to advance incident response training and to identify the following:

- Facts from the incident
- Challenges to the response
- Items for future operational changes or training
- Items that enhanced the outcome of the event

The debriefings will be documented and kept on file with the UMKC Police Department and University Department of Environmental Health and Safety.

4.3 Fire Protection – Resources

Table 4.3-1 City of Kansas City Fire Department Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Berardi</td>
<td>Fire Director and Fire Chief</td>
<td>816-784-9200</td>
</tr>
<tr>
<td>John Neely</td>
<td>Deputy Chief of Community Relations</td>
<td>816-784-9200</td>
</tr>
<tr>
<td>Jeff Grote</td>
<td>Commander, A Shift</td>
<td>816-784-9200</td>
</tr>
<tr>
<td>Mitchell Mauer</td>
<td>Commander, B Shift</td>
<td>816-784-9200</td>
</tr>
<tr>
<td>Vincent Boucher</td>
<td>Commander, C Shift</td>
<td>816-784-9200</td>
</tr>
</tbody>
</table>
5.1 Purpose
This section is intended to provide the general information and guidance necessary to allow the University to meet the congregate care needs of students, faculty, staff and (potential) incoming evacuees from other areas.

5.2 Responsibilities
Primary
The primary direction and control for congregate care operations will be through Student Affairs at the University. The primary agencies involved are:
- Parking and Transportation Services – Emergency Busing/ Evacuation
- Housing and Residential Life – Emergency Housing
- Office for Student Affairs – Emergency Housing
- University Dining Services – Emergency Food

Support
The agencies that will provide support at the University for Congregate Care are;
- Campus Health Services – Non-Emergency Health Care/ Clinic
- Counseling and Consulting Services – Crisis Counseling
- Swinney Recreation Center – Emergency Housing
- Student Union – Emergency Housing

During a disaster the following agencies can and will provide support to the University and will work closely with the primary University departments to provide care:
- Red Cross – Congregate Care Operations
- Salvation Army – Congregate Care Support

Continuity of operations is essential among all of these departments. A Unified Command approach through the Emergency Operations Center will be used to provide the best care to the University.

5.3 Congregate Care – Operations
Congregate Care Facilities
At the University, approximately two (2) buildings are potentially available to provide temporarily shelter.

Congregate Care Information
General. Facilities in the University that could be used as reception and registration centers for incoming evacuees/disaster victims have been pre-identified and are listed in this annex, Section 5.4 Congregate Care.

For certain types of disasters, evacuees/victims may need to be decontaminated prior to their entry into a shelter. This activity will be coordinated with the UMKC Environmental Health and Safety Director or his/her designee.

A listing of the (primary) government agencies/voluntary agencies in University that are responsible for meeting congregate care needs are included in Section 5.4 Congregate Care – Resources.

Emergency Transportation. University Parking and Transportation Services (PTS) would be the foundation for the movement of people. In the event of an evacuation, PTS can provide emergency busing.
- PTS maintains contracts with providers of mass transit and will coordinate transportation needs with First Student Metro Transit.
- The coordination of the evacuation routes and locations will be coordinated by Auxiliary Services in the Emergency Operations Center.
- Transportation Services would be the foundation for the movement of people. Should the movement of people require needs beyond the capabilities of the bus service, cars, vans, or trucks could be made available from Fleet Services with the needed operating procedures.
- PTS maintains contracts with providers of mass transit and will coordinate transportation needs with Metro Transit.

Emergency Housing.

Available Resources and Facilities – Relocation of University Residents. Office for Student Affairs maintains an Operational Continuity Plan that addresses the possibility of the need to relocate residence hall residents. The Vice Chancellor of Student Affairs will determine the availability of space within residence halls. He/she will consult with Campus Facilities Management and Environmental Health and Safety regarding the selection of facilities. In the event that residence halls are not used as shelter sites, the expertise of the Vice Chancellor or his/her designate will still be utilized to ensure the best possible site selection.

In the event of a need to provide Mass Care for residents of University-owned housing, the Vice Chancellor of Student Affairs and the Director, University Center, will coordinate work with other agencies (e.g., Recreational Sports, the Athletics Departments) at the University to identify sites for reception, mass feeding, and/or shelter on the UMKC campus.

The primary site will be the University Center and/or Swinney Recreation Center. The Vice Chancellor for Student Affairs will be consulted in the event that shelters are established on campus either by internal determination of need or due to request for shelter space by outside agencies (e.g. Red Cross). In addition, s/he will be kept informed of the locations and status of off-campus shelters established for the benefit of campus residents.

Requests for Assistance. The American Red Cross and the Salvation Army are experts in the establishment and operation of shelter and reception facilities. Requests to or from these agencies will be transmitted through the Assistant Vice Chancellor of Student Affairs.

Emergency Food. University Dining Services (UDS) will be the primary agency providing direction for emergency food resources on the University Campus. UDS will work closely with the Red Cross and Salvation Army for food delivery operations and resources.

Registry Areas. The Director of Residential Life, in conjunction with the Coordinator of Mass Care and Sheltering, will establish registry in the affected area. This station will work to establish the identity of affected individuals and process the individuals for the extension of care. The Director of Residential Life will coordinate the on-site effort and communicate efforts to the EOC.

Counseling and Support. The University Counseling Center and Student Health and Wellness are available to provide immediate crisis intervention therapy for surviving victims, family members and disaster personnel following a disaster.

The Counseling Center and Student Health and Wellness are prepared to provide brief crisis intervention to individuals as soon as practical after an emergency. The goals of this service are to provide victims the opportunity to share their concerns with trained mental health personnel, to provide symptom relief, to aid in the restoration of the individual’s adaptive techniques to the pre-crisis level, and to help individuals arrive at immediate, adaptive ways of dealing with life situations brought on by the crisis. Providing crisis intervention services to individuals after traumatic experiences serves to relieve their symptoms of distress, enabling them to cope more effectively with the problems, and preventing the occurrence of more disabling psychological problems.

The crisis intervention service would be initiated immediately following the report of a crisis at the University. Some crisis intervention professionals would report to designated areas at the University while others on standby would await referrals. The service includes the following three elements:
The major focus of the emergency emotional support at the Family Center would be:
- To provide psychological assistance; e.g., grief counseling to individuals who have lost a family member in the disaster.
- To provide telephone support for family members who are not at the University.
- To provide information to family members and, if needed, to serve as a liaison for them.
- To serve as a referral source for various community services; e.g., legal aid, social services, etc.
- To provide referral to a therapist if additional psychological attention is required.

Special Needs Populations. The Office of Disability Services should be consulted regarding special needs persons. The coordination of the evacuation and shelter needs will be identified in cooperation with the local Red Cross Chapter.

Parking and Transportation Services can supply handicap accessible buses for transportation and or their resources.

Health and medical care will be coordinated through the Director, Student Health and Wellness, and local Emergency Medical Service agencies.

Checklist for Opening Shelters. The following is a checklist of responsibilities and actions to be taken by the Emergency Management Director or his/her designee during evacuation situations:

- Arrange for opening the shelters.
- Coordinate assistance from the Red Cross, Salvation Army, religious groups and/or other volunteers.
- Coordinate the allocation of local congregate care space.
- Assign personnel and volunteers to congregate care facilities.
Advise University Public Relations to release information on the occupancy of congregate care facilities/mass care facilities.

Allocate evacuees proportionately, keeping media informed of the situation and the persons who can be contacted for information on evacuees.

Distribute necessary supplies and services to each facility.

Keep the chief elected official informed of actions taken, and any assistance needed from fire, law enforcement, or health officials.

Issue information and instructions to evacuees regarding sheltering, lodging, feeding, health, and sanitation.

During a major evacuation, assign personnel to staging areas to determine transportation needs.

**Volunteer Resources Coordinator**

Coordination of volunteers will be conducted by an HR representative named by the AVC, Human Resources.

**Contact Person:** Office of Human Resources

**Work:**

**Cell:**

Duties include:

- Overall coordination of volunteers
- Overall recruitment of volunteers
- Signatures
- Releases
- Job duties
- Orientation and ongoing training
- Appropriate duties
- Phone network
- Coordination
- Work locations

**Donated Goods Coordinator**

The Vice Chancellor, Advancement, will name a volunteer to conduct the coordination of donated goods.

**Contact Person:** Advancement

**Work:**

**Cell:**

Duties Include:

- Overall coordination of donated goods
- Signatures
- Job duties
- Training
- Appropriate duties
- Phone network
- Coordination
- Storage location
- Inventory
- Log
- Staffing
5.4 Congregate Care – Resources

American Red Cross Disaster Services
24 Hour Number: 816-931-8400
Back-up Number: (Digital pager carried by staff person on call after hours)

Services Delivered by Trained Volunteers and Paid Staff

- Specialties
  - Mass Care (feeding and sheltering)
  - Family Service (casework and financial assistance)
  - Disaster Health Services (physical health)
  - Disaster Mental Health Services
  - Disaster Welfare Inquiries
  - Damage Assessment
  - Other specialties supportive to Red Cross response

- Equipment
  - Approximately 200 cots, 400 blankets for Red Cross shelters
  - Comfort kits (toiletries)
  - One feeding vehicle

- Materials and Supplies
  - Forms and supplies supporting delivery of American Red Cross Disaster Services.
  - List of established facility agreements

Depending on size of disaster, the Greater Kansas City Area Chapter of the American Red Cross can request additional personnel and equipment through Red Cross channels.

University Congregate Care – Shelter Capacity

Sheltering Locations and Capacity.

Table 5.4-1. UMKC Sheltering Locations with Capacity

<table>
<thead>
<tr>
<th>Location</th>
<th>Capacity</th>
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</thead>
<tbody>
<tr>
<td>Administrative Center</td>
<td>4,000</td>
</tr>
<tr>
<td>Student Union</td>
<td>4,000</td>
</tr>
<tr>
<td>Swinney Recreation Center</td>
<td></td>
</tr>
<tr>
<td>Gyms</td>
<td>2,000</td>
</tr>
<tr>
<td>Lounge areas</td>
<td>100</td>
</tr>
<tr>
<td>Pool, 15 bleachers</td>
<td>850</td>
</tr>
<tr>
<td>Performing Arts Center</td>
<td></td>
</tr>
<tr>
<td>Auditoriums</td>
<td>715 (650 White; 95 Spencer)</td>
</tr>
<tr>
<td>Lobby</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>10,765</td>
</tr>
</tbody>
</table>

Additional Resources.

- Vans – One (1), 15
- Buses – One (1), 25 passenger shuttle bus on site

Equipment and Resources.

- Mobile Café a la Carts are no longer available.
- Metro Area Canteens – Three (3) mobile kitchens equipped with a stove, coffee maker, microwave oven, 7 KW generator, emergency floodlights, weather awning and two-way radio. These Canteens are capable of serving hot food, hot and cold liquids and snacks to several hundred people either in a fixed or mobile deployment.
- Additional Canteens – In the event of a major disaster, UMKC will contact The Salvation Army for additional assistance and resources regarding canteens.

Other Equipment/Supplies.
**Equipment.** The Salvation Army has a Disaster Warehouse located at its Divisional Headquarters, 11101 East Truman, Kansas City, Missouri, stocked with a variety of emergency equipment such as generators, power washers, sump pumps, hand tools, food storage containers, two (2) portable emergency communications systems, etc.

**Supplies.** The Disaster Warehouse is also stocked with approximately 500 blankets, 250 cots or sleeping mats, 700 disaster cleanup kits, feeding supplies (cups, plates, napkins, etc.) and other supplies needed immediately during an emergency or disaster.

**Communications.**

**Amateur radio.** The Salvation Army has communications that cover anything from local to international communications through the Salvation Army Team Emergency Radio Network (SATERN). SATERN is a volunteer group of Amateur Radio operators who assist The Salvation Army with a wide variety of radio, telephone and computer communications and technical skills. The Divisional Headquarters has a fully functional Amateur Radio station capable of local, state, national and international communications. The Disaster Warehouse also has one (1) portable Amateur Radio station that can be deployed outside of Headquarters and agreements with several Amateur Radio organizations to provide additional communications resources.

**Business band.** With the help of its SATERN members, The Salvation Army also maintains two (2) completely portable UHF business band communications systems with repeaters capable of being transported and set up to support The Salvation Army anywhere in the Division and within a few hours of arriving on scene. In addition, the Kansas and Western Missouri Division SATERN group has a permanently installed UHF business-band communications system that covers the entire seven-county metro area allowing for both mobile and hand-held communications between of all of The Salvation Army’s vehicles and personnel.

### 5.5 University Auxiliary Services

#### Table 5.5-1 Shelter and Food

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jody Jeffries</td>
<td>Director, Student Union</td>
<td>816-235-1086</td>
<td></td>
</tr>
<tr>
<td>Sean Grube</td>
<td>Director, Res. Life</td>
<td>816-235-8716</td>
<td></td>
</tr>
<tr>
<td>J.P. Singh</td>
<td>GM, Dining Services</td>
<td>816-235-1077</td>
<td></td>
</tr>
</tbody>
</table>

#### Table 5.5-2 Campus Health Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Lister</td>
<td>Director</td>
<td>816-235-6133</td>
<td></td>
</tr>
<tr>
<td>Bill Smith</td>
<td>Health Educator</td>
<td>816-235-5350</td>
<td></td>
</tr>
<tr>
<td>Obie Austin</td>
<td>RN, MS, BC-FNP</td>
<td>816-235-1700</td>
<td></td>
</tr>
</tbody>
</table>

#### Table 5.5-3 Buses, Parking and Transportation Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Simmons</td>
<td>Transit Manager</td>
<td>816-235-1354</td>
<td></td>
</tr>
<tr>
<td>Henry Marsh</td>
<td>Transit Supervisor</td>
<td>816-235-1383</td>
<td></td>
</tr>
<tr>
<td>Michelle Cone</td>
<td>Manager, Parking</td>
<td>816-235-1514</td>
<td></td>
</tr>
</tbody>
</table>

#### Table 5.5-4 Buses

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henry Marsh</td>
<td>Transit Supervisor</td>
<td>816-235-1383</td>
<td></td>
</tr>
</tbody>
</table>
### Table 5.5-5 Traffic Signs/Control: Parking and Transportation, University

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michelle Cone</td>
<td>Manager, Parking</td>
<td>816.235-1514</td>
<td></td>
</tr>
</tbody>
</table>

### Table 5.5-6 Student Union

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jody Jeffries</td>
<td>Director, Student Union</td>
<td>816-235-1086</td>
<td></td>
</tr>
<tr>
<td>Jerry Blanton</td>
<td>Asst. Director, SU</td>
<td>816-235-6994</td>
<td></td>
</tr>
<tr>
<td>Matthew Chiesi</td>
<td>Coordinator, UC</td>
<td>816-235-1546</td>
<td></td>
</tr>
</tbody>
</table>

### Table 5.5-7 Recreational Sports

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marsha Pirtle</td>
<td>Director, SRC</td>
<td>816.235-1513</td>
<td></td>
</tr>
<tr>
<td>Tom Schultz</td>
<td>Manager, IRS</td>
<td>816.235-2724</td>
<td></td>
</tr>
<tr>
<td>Jay Byland</td>
<td>Coordinator, SRC</td>
<td>816.235-2615</td>
<td></td>
</tr>
<tr>
<td>Teresa Dilley</td>
<td>Coordinator, Wellness</td>
<td>816.235-5425</td>
<td></td>
</tr>
</tbody>
</table>

### Table 5.5-8 Counseling Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arnold Abels</td>
<td>Director</td>
<td>816.235-1218</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assoc. Director</td>
<td>816.235-1219</td>
<td></td>
</tr>
<tr>
<td>Rachel Uffelman</td>
<td>Staff Psychologist, Outreach Coord.</td>
<td>816.235-5186</td>
<td></td>
</tr>
</tbody>
</table>
The American Red Cross Disaster Services can provide several direct client services, depending on the nature, the scope, and the needs caused by the specific event.

All Red Cross Chapters nationwide are expected to be able to initiate an appropriate response to begin these services for a disaster of any size. The following basic information briefly describes the services available. For detailed information on services and procedures, please refer to the American Red Cross Disaster Plan.

**Emergency Housing (Red Cross terminology: Mass Shelter or Mass Care)**

As soon as it becomes evident that a shelter may be needed to house disaster victims, the city or the Red Cross volunteers already at the scene should notify the Red Cross duty officer immediately. Generally our local policy has been to consider opening a shelter when there are at least 30 people who need temporary housing. Fewer numbers may be individually housed in hotels or motels. Because opening and maintaining a shelter commits considerable financial and personnel resources, only the Red Cross duty officer can authorize this action.

When the Red Cross operates a disaster shelter, certain basic services are provided to all clients. If any special care facility (nursing home, group home, homeless shelter) is affected by the disaster and sends its residents to a Red Cross shelter, the professional staff from that facility must accompany and stay with the residents to care for their particular needs.

The Red Cross maintains facility agreements with various public buildings for use as disaster shelters or service centers. A current list of these buildings in the city is attached to this section. In order to assume responsibility for any given disaster shelter, The Red Cross must open and operate the shelter in accordance with American Red Cross national policies, regulations, and procedures.

**Emergency Feeding (Red Cross term: Mass Feeding or Mass Care)**

Red Cross volunteer teams will initiate appropriate emergency feeding as soon as possible after a large-scale disaster strikes. The type of feeding and the location will depend on the time of day and the needs of the people affected. All pertinent public health regulations will be observed. The need for special diets is referred internally to Red Cross Disaster Health Services.

**Emergency Clothing (Red Cross term: Family Service)**

Red Cross Family Service provides financial assistance on a case-by-case basis to individuals and households affected by small and large-scale disasters. Assistance is based on verified disaster-caused need and is provided in the form of Red Cross disbursing orders (vouchers) made out to the retail store where the client wishes to obtain new clothing. Other items of assistance that may be provided by Family Service include shoes, beds and other essential household items, and occupational supplies.

If there is an urgent need for clothing for large numbers of disaster victims housed in a Red Cross shelter or other facility, the Red Cross will contact other members of local volunteer organizations, who are prepared to supply used clothing in mass quantities. Red Cross does not accept or distribute used clothing or household items.

**Counseling**

The Red Cross provides victim counseling in several ways, depending on the need. Red Cross Family Service workers are trained in basic interviewing skills. In addition, Red Cross Disaster Health Services volunteers are available to provide Red Cross health services coverage in Red Cross shelters and to interview individual clients regarding their disaster-caused or disaster-aggravated health needs. These volunteers include nurses, EMTs, paramedics and physicians. Red Cross Disaster Mental Health workers, all trained professionals, also are available on an individual or group basis to provide crisis intervention and immediate screening when needed. The Red Cross will provide disaster mental health coverage for Red Cross shelters and service centers as needed. Disaster clients with long-term or
existing mental health needs will be referred to community providers. If supplemental counselors, such as chaplains, are needed in a Red Cross facility, the Red Cross will contact other members for assistance.

**Information and Referral**

The Red Cross provides client information and referral as part of its direct service to disaster victims in Red Cross shelters and service centers. In addition, personnel at the Red Cross Chapter are available by telephone to provide general information and referral services.

Callers may choose to contact the Red Cross or any of a number of other agencies or city departments. Sharing of resource information through the city EOC is essential. The Red Cross representative at the city EOC will share appropriate information with other member organizations.

**Disaster Welfare Information**

After disaster victims feel assured that their immediate needs for food, clothing, shelter, and medical attention are addressed, they typically experience considerable anxiety arising from concern that their family members and close friends may be unaware of their whereabouts and well-being. Persons outside the disaster area experience similar anxiety about the welfare of relatives and friends who may be disaster victims.

The purpose of Red Cross Disaster Welfare Information (DWI) is to provide services that alleviate such anxiety. DWI acts as a contact between disaster victims and their family members when disaster-caused displacement of people or disruption of normal communications precludes direct communication. Generally, the majority of the inquiries originate with people in other parts of the country calling their local Red Cross for information about a disaster elsewhere.

Following a sizable disaster, the Red Cross typically places a 48-hour moratorium on the acceptance and handling of Disaster Welfare Inquiries. During this time, priority is given to establishing shelter and feeding operations and to conducting a damage assessment.

The many alternatives of modern electronic communications have greatly decreased the need for and the numbers of disaster welfare inquiries. Nevertheless, Red Cross nationwide will provide as much information as quickly as possible to inquirers through its own communications systems. Sharing of information on damage assessments, established shelters, evacuated areas, casualties, and medical facilities becomes essential not only within Red Cross but across agency lines. If possible, information about areas not affected should be communicated not only within the EOC but also to the public through the media. Such information decreases the anxiety of many potential callers and numbers of actual calls to the Red Cross and other organizations.

**Disaster Services**

- Emergency Housing
- Emergency Feeding
- Emergency Clothing
- Counseling
- Information and Referral
- Disaster Welfare Inquiry
Appendix 5-2
The Salvation Army

The Salvation Army is capable of providing a variety of services to the faculty, staff, students, residents and emergency responders of the University. Some of these services are available for short-term emergencies (e.g. fires, SWAT actions, missing person searches, large community events, etc.) as well as longer-term disasters. However, the ability of The Salvation Army to provide the services and/or resources outlined below is dependent upon several factors that include, but are not necessarily limited to:

- the severity and nature of the emergency or disaster at the University
- the severity and nature of other emergencies, disasters or events occurring outside of the University community that place demands upon, or limit the resources available to the Salvation Army

Mobile and Fixed Food Service
With its Canteens (mobile kitchens – see Available Equipment below), The Salvation Army is capable of cooking and/or delivering hot food on scene to any emergency or disaster. These vehicles come with a crew of trained volunteers capable of serving food in a manner that is compliant with all state health regulations.

Shelter and Shelter Management
The Salvation Army can provide shelter in any one of many Corps buildings scattered throughout the area. The Salvation Army can also operate shelters in other facilities, as needed. The Salvation Army also works cooperatively with other agencies such as the American Red Cross. Shelter supplies are located at their headquarters.

Chaplaincy/Ministerial Support
All Salvation Army officers (men and women) are ordained ministers in The Salvation Army church, an evangelical protestant denomination. For short-term emergencies, there is a Chaplain on call to support the Emergency Disaster Services. The Salvation Army also works with a metro-wide chaplaincy mutual aid group and several county chaplaincy groups.

Critical Incident Stress Management (CISM)
The Salvation Army has staff and volunteers trained in providing Critical Incident Stress Management (CISM) to individuals, volunteers, small community groups, or large community gatherings. The Salvation Army will not provide CISM services to professional responders (fire, law enforcement, EMS) because there are professional peer CISM groups available that are more appropriate for such work. The Salvation Army is also a leading agency in CISM Consortium and, therefore, has access to a number of other CISM groups available throughout the state.

Social Services
The Salvation Army has a number of trained and accredited social workers and intake staff members in the Kansas City metro area capable of operating Disaster Assistance Centers. Social Services provides vouchers for clothing, food, gas, medicine and other important immediate emergency basic needs to disaster victims. We also have agreements with other agencies, such as The American Red Cross, to help meet the needs of victims that cannot be met by those other agencies.

Donations Management/Distribution Centers
The Salvation Army can accept, process, and distribute new and used donated goods to disaster victims through Salvation Army Warehouses and Distribution Centers. The Salvation Army is a primary member of, and works closely with, the State Donations Coordination Team.

Volunteers and Volunteer Coordination
In cooperation with local government and other agencies, The Salvation Army can provide coordination of spontaneous, unaffiliated volunteers who come to assist with cleanup and other tasks after a major
disaster. The Salvation Army can also provide trained consultants that help communities establish their own emergency volunteer coordination center.

**Long-Term Recovery Assistance**
Depending upon the needs of the affected community and the resources available, The Salvation Army can provide staff and volunteers to continue the operation of Distribution Centers, Social Service offices, etc., to assist with the long-term recovery of the community long after the initial emergency/disaster. The Salvation Army is committed to working with interfaith groups and Long Term Recovery Committees after major disasters.

**Inter-Agency Cooperation**
The Salvation Army strives to work closely with emergency management, fire departments, law enforcement and other government and voluntary agencies and organizations. At the national, state and local level, The Salvation Army is a leader in the efforts of Voluntary Organizations Active in Disaster (VOAD) to create opportunities for all voluntary organizations to communicate, cooperate, coordinate, collaborate with each other to develop partnerships that lessen duplication of services and identify service gaps during emergencies and major disasters. The Salvation Army regularly meets and works cooperatively with many other organizations, including the Minnesota Division of Homeland Security and Emergency Management, the American Red Cross, Catholic Charities, Lutheran Disaster Response, NECHAMA - Jewish Disaster Response, and more than 30 other voluntary organizations.
6.1 General Information
The following document identifies issues to be addressed in a given emergency condition. This document is divided into areas of responsibility. Identified in each area are names and numbers of contact individuals should an emergency condition arise.

6.2 Accounting Services
Overall Department Operations – Bob Crutsinger (816-235-1349)
Any question related to the accounting/finance function that is not specifically addressed by the following sections would be covered in this area.

Accounts Payable – Freda Releford (816-235-1479); Cynthia Sipes (816-235-1345); LaTanya Lyman (816-235-1447)
The payment of vendor invoices and other reimbursements are processed through the PeopleSoft Financial System by vouchers which are related to purchase orders or by Non-PO vouchers. The PeopleSoft Financial System is web-based so employees have the capability to access the system without working from their normal workstations (e.g., they can access the system remotely using any high speed internet connection).

All required forms related to the accounts payable function are located on the UMKC or UM System web sites and can be accessed remotely.

Accounts Receivable – Xia (Lily) Zhou (816-235-6149)
The collections of payments to the University are processed through the PeopleSoft Financial System in the accounts receiving billing module. The PeopleSoft Financial System is web-based so employees have the capability to access the system without working from their normal workstations (e.g., they can access the system remotely using any high speed internet connection).

All required forms related to the accounts receivable function are located on the UMKC or UM System web sites and can be accessed remotely.

Financial System Maintenance – Tian Fu (816-235-1324) and/or Bob Crutsinger (816-235-1349)
This activity relates to the general maintenance of the PeopleSoft Financial System account structure and access security.

Payroll Time Reporting – Terri Jennings (816-235-2648) and/or Carol Fitzpatrick (816-235-5677)
This activity relates to the reporting and entry of biweekly and monthly payroll information for employees of the department in the Administrative Services area. The payroll entry system is web-based so employees have the capability to access the system without working from their usual office workstations (e.g., they can access the system remotely using any high speed internet connection).

All required forms related to the payroll time reporting function is located on the UMKC or UM System web sites and can be accessed remotely.

Travel Card Administration – Freda Releford (816-235-1479)
Travel Cards are issued through JPMorgan Chase to University employees for the purpose of business related travel. The customer service contact at JPMorgan Chase is Orlando Archuleta, Program Coordinator at 800-748-9584.

Accounting Services (UMKC Trustees) – Andry Joswara (816-235-2756)
The general accounting and financial reporting functions for the UMKC Trustees are completed by a UMKC staff member. All cash receipts and disbursements activity are processed as part of these duties.

Website Administration – Terri Jennings (816-235-2648)
This activity relates to the general updates, activity announcements, or other special notices related to the Accounting Services website.

6.3 Procurement Services
In the event of a campus emergency, normal procurement procedures may be waived in order to do all things necessary to meet the University's emergency needs. An emergency procurement shall be limited to those materials or services necessary to satisfy the emergency need.

Procurement Services shall:
- Act as the focal point for University personnel to assist with efficient procurement, receipt, and distribution of supplies and equipment
- Locate vendors of goods and services, assess their qualifications, and arrange agreements with them
- Serve as liaison between the University and Bank to assist with Credit Card purchases (increasing limits, number of transactions, etc.)

Procurement Services: Hotline – (816-235-1371); Catherine Simonds (816 235-1375).

Cathy is the point of contact for Procurement Policy and is the primary contact in an emergency situation for credit card and purchasing issues.

Jim is the point of contact for vendor / purchase order issues in an emergency situation and is a Back-up for Cathy in regard to credit card issues.

Surplus Property and Asset Management – Jonathan Young, Office (816-235-1396).
Jonathan is point of contact in emergency situations for issues dealing with University property, and will aid in receipt and distribution of goods.

6.4 Cashiers and Collections

Overall Cashier Department Operations – Paul Schwartz (816-235-1366)

Student Payments – Sara Hampton (816-235-5329)
Student’s payment can be made online via Pathway, the web-based PeopleSoft Student Administration and Financials system. Credit card and e-check payments can be made from any computer with internet access.

Student payments are also mailed to a bank-operated lockbox, collected through a secure drop box located in the administrative center, and mailed directly to the Cashiers Office. A team will be developed to address emergency situations in which these payments methods would be affected.

Student Refunds – Sara Hampton (816-235-5329)
Student refunds are processed through the PeopleSoft financial accounts payable system. Checks are mailed from Columbia to the campus cashiers office or directly deposited into the student’s bank account. A plan will be developed to address a distribution point for refund checks in the event the campus cashiers office is not operational.

Student Refund Policies – team to be developed
In the event the campus is closed for an extended period of time, a team from Student Affairs, Cashiers and Financial Aid will need to be developed to address:
- Class cancellation policy
- Refunds to students
- Financial aid impact and Return to Title IV

Student and third party billing – Sara Hampton (816-235-5329)
All billing is system generated by EAS staff in Columbia and mailed from the bulk mail center, all in Columbia. Emergency situations at Kansas City will have minimal impact.

**Campus bank deposits, departmental deposits and receipts – Lindsay Gibson (816-235-2645)**
The Cashiers Office is responsible for depositing cash into the university bank account on a daily basis and ordering currency for daily operations. Deposits are transported to the bank by an armed guard security service, Loomis Fargo. If the physical location of the Cashiers Office is compromised by an emergency situation, a secure offsite location must be identified. A team will be developed to address this issue.

**Secure cash repository – team to be developed**
In the event of an emergency situation in which the Cashiers Office physical location is non-operational, an alternative secure depository must be identified. A team will be developed to address the situation when the vault currently located in the cashiers office in inaccessible.

**PeopleSoft Student Financials System Maintenance – Sara Hampton (816-235-5329)**
This activity relates to the general maintenance of the PeopleSoft Student Financial module and student tuition calculation set up, billing and access security.

**Third Party Payments – Mike Flanagan (816-235-6177)**
Third party/sponsor payments are collected through the mail and wire transfers. Any questions regarding third party payments or billing should be directed to Ron Stotler or Paula Garner, (816 235-3066).

**Student Loan Collection Office – General operations – Sheryl Schmidt (816-235-2623); Joey Roberts (816-235-1336); Mary Burns (816 235-1346)**
Almost all student loan collection activity can be conducted through the internet. All student loan payments are collected by ECSI, the campus third party student loan collection provider. ECSI may be contacted at [www.ecsi.net](http://www.ecsi.net).

Students can also complete exit interviews online. Any questions regarding student loan collections should be directed to Sheryl Schmidt.

### 6.5 Transportation
**Contact Person – Henry Marsh (816-235-6192)**
In the event that individuals need to be bussed to different locations, the following are vendors that may be contracted to provide this service:

- Apple Bus
  - Mike Oyster
  - Paul Larsen
- Agenda USA
  - Alton Hagen – Owner
- Executive Limo
  - Jeff Veatch

### 6.6 Parking
**Contact Person – Michelle Cone (816-235-1514)**
In the event off-campus parking is necessary, the following company may have parking capacity:

- Central Parking
  - Steve Muenz

### 6.7 Environmental Health and Safety
**Contact Person – Bill Leutzinger (816-235-1157)**
Any issues pertaining to University insurance, employee workers’ compensation or any health and safety issues should be directed to Bill Leutzinger. In the event Bill Leutzinger is not available, questions can be forward to the UM System Department of Risk and Insurance Management at 573-882-8100.
6.8 Mail Room
Contact Person – Luann Breckenridge (816-235-6536)
In the event mail cannot be delivered to the mailroom, an alternative site for delivery will have to be provided. The contact with the US Postal Service is Scott Miller, 816-374-9126.

6.9 Real Estate
Contact Person – Bob Simmons (816-235-1368) and/or Angela McDonald (816-235-1439)
In the event off-campus facilities are required, local realtors can be contacted to provide temporary lease space. The following is a list of local commercial realtors.
- Zimmer Real Estate Services – 816-447-2000
- CB Richard Ellis – 816-756-3535

6.10 Human Resources

Table 6.10-1 Human Resource Contacts

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Plan</th>
<th>Accountability Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Planning</td>
<td>Develop emergency staffing</td>
<td>Kelly Limpic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1228</td>
</tr>
<tr>
<td>Benefit Administration</td>
<td>Develop benefit review and communication methods;</td>
<td>Ted Stahl</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1625</td>
</tr>
<tr>
<td>Employee Contact Information</td>
<td>Develop process to update staff and faculty personal contact information and a process for annual reminder</td>
<td>Carol Fitzpatrick</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-5677</td>
</tr>
<tr>
<td>HR Communication</td>
<td>Develop Communication plan</td>
<td>Carol Fitzpatrick</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-5677</td>
</tr>
<tr>
<td>Policy Revisions</td>
<td>Establish team to address and review needed policy/procedure changes including leave policies; layoff policies; wage and hour policies; pay</td>
<td>Carol Hintz/Jill Reyes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1626</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1229</td>
</tr>
<tr>
<td>Payroll Administration</td>
<td>Establish team to address issues and ensure continuation of pay to staff; proper administration of laws and regulations governing pay and pay flexibilities</td>
<td>Diane Dunfee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1522</td>
</tr>
<tr>
<td>Training</td>
<td>Identify and develop training plan for disaster related HR issues</td>
<td>Karen Brooks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1619</td>
</tr>
<tr>
<td>Unemployment Compensation</td>
<td>Develop plan for decisions and employee notification and assistance with unemployment claims</td>
<td>Galie Johnson/Diane Dunfee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-5823</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1522</td>
</tr>
<tr>
<td>HRIS</td>
<td>Record maintenance, production and protection plan</td>
<td>Carol Fitzpatrick</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-5677</td>
</tr>
<tr>
<td>Critical Support Services Center</td>
<td>Organize team to address employee needs for critical support services including housing, shelters, child card and supplies</td>
<td>Carol Hintz</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-1626</td>
</tr>
<tr>
<td>Services and Resources</td>
<td>Establish list with contact information for external resources and services for employees</td>
<td>Galie Johnson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>816-235-5823</td>
</tr>
</tbody>
</table>

Emergency Staffing Plan
The goal – to reassign workers to areas of greatest need to support vital operations and continue operation – is accomplished by the following steps:
- Identify how the emergency staffing plan is activated and how it will be communicated
- Identify HR staff in Labor Pool Unit; assign roles including Labor Pool Leader, Physical Environment Coordinator and Workforce Coordinator and Union liaison
- Process to identify, contact and assign workers
- Process to receive and fill requests, including creating forms to record staffing requests
- Identify location for emergency staffing operations if necessary
- Identify location where staff can report to work
- Identify potential external staffing resources; compile list of contacts
- Develop reports on staff availability

Benefit Assistance
This includes the review (changes, continuation and discontinuation) and communication plan regarding the following:
• Life Insurance
• AD&D, LTD
• Health Care and COBRA
• Flexible spending accounts
• Retirement plans
• Claim form location (electronic and hard copy) if current method is not available
• Backup contact to provide benefit assistance to the campus: UM Columbia Benefits office 114 Heinkel Bldg, 573-882-2146, benefits@umsystem.edu.

If accessible, all benefit handbooks, forms, plan documents and contact information are located on a central webpage for all faculty and staff: http://www.umsystem.edu/ums/departments/hr/benefits/.

Employee Emergency Contact Updates
• Fall of 07 roll out of E-Profile will provide method for employees to update their own contact records
• HR will send out e-mail each semester to remind employees to update records.

Communication Plan
• Establish process and the contact to update website with current HR information and announcements
• Develop network of communication alternatives
• Plan for all audiences: active, retirees, employees on leave of absence, new hires, applicants, vendors, HR system and related organizations

Policy/Practice Revisions
A team will be identified to address the following:
• Leave policies
• Layoff policies
• Wage and hour policies
• Pay
• Telecommuting
• Attendance
• Dress code

Training
• To identify and handle employee stress related issues; overwork, performance issues
• Management training regarding revised processes, policies and procedures
• Cross training for staff going on temporary assignment

Payroll Administration
A team will be identified to address the following:
• Location for emergency operations for Payroll Staff and each department to process payrolls
• Location for staff to obtain approvals for time sheets/cards and turn in the forms for posting time
• Location for emergency check printer (now located securely in Cashier’s Office)
• Develop a plan for disbursing pay advice information to all employees
• Identify backup contact and additional contacts should they be needed due to volume of questions (i.e., another campus)

HRIS
• Employee records:
  o Electronic data can be accessed through offsite locations
  o Paper records, once imaging project is complete, will also be available through offsite locations
• Reports can be run in order to compile reports relevant to need
Electronic and imaged information is backed up in Columbia. Data can be recovered to time of incident.
7.1 Health and Medical – Administration

Purpose
The University campuses are subject to emergencies that can pose a significant risk to students, staff, faculty, and visitors. Examples include infectious disease outbreaks, incidents of bioterrorism or other natural or man-made disasters. This annex describes a coordinated response to public health emergencies which will enable the University campuses to continue operation, to protect the public’s health and the environment, and to prevent the occurrence and transmission of disease.

Scope
UMKC Student Health and Wellness, in collaboration with other University departments (outlined below), relevant city/county health departments and the State Department of Health, will have responsibility to ensure a coordinated and effective response to public health emergencies on campus. The responsibilities and procedures outlined in this annex pertain to emergency situations only. Student Health and Wellness has primary responsibility for routine health services on campus (e.g. student wellness programs, annual influenza vaccinations) and maintains separate plans and procedures for those efforts. Counseling Center has primary responsibility for mental health services, emerging concerns and emotional supportive interventions in the campus community.

Responsibilities
Primary. The Administrator of Student Health and Wellness along with the Director of Counseling, Health, and Testing or their designees will provide leadership and oversight for the above activities. The Health Emergency Response Team (HERT) serves as the core group of advisors. This team consists of officials representing administration, medicine, public health and communications; as well as the Associate Vice Chancellor for Student Development and the Vice Chancellor for Student Affairs and Enrollment Management.

The Health Emergency Response Team or a sub group will be activated at the time of a health related emergency on campus or if the University is called upon to assist with a state or regional public health emergency. The Director of Counseling, Health, and Testing and the Administrator of Student Health and Wellness will ensure rapid and effective communication and coordination with city/county health departments and the State Department of Health during all phases of investigation, response, and recovery.

Supporting. Depending upon the nature of the emergency, additional departments with specific responsibilities during a public health emergency include the University Police Department, University Environmental Health and Safety, Research and Animal Protection, Office of Public Relations and the Schools of Medicine, Nursing, Dentistry, and Pharmacy.

7.2 Health and Medical – Operations

Outbreak Investigations
Incidents of infectious disease should be reported to the Administrator of Student Health. Outbreaks will be reported to the HERT for immediate action. Infectious disease outbreak investigations will be conducted by the State Department of Health or city/county health department in collaboration with the UMKC Health Emergency Response Team. Standard protocols for outbreak investigation will be followed including case finding; collecting information about cases and contacts; collecting specimens as needed; analyzing findings to time, person and place; and executing control and prevention measures. Disease specific protocols will be used to enhance the standard approach. In the event of a bioterrorist event, investigative activities may be coordinated by the FBI and/or other appropriate law enforcement agencies at the state and local levels.

Public Health Response Recommendations
During public health emergencies, the Director of Counseling, Health and Testing and the Administrator of Student Health and Wellness will develop response recommendations for the Chancellor and or his/her
designate following consultation with the Health Emergency Response Team and external agencies including the State Department of Health and city/county health departments. Depending upon the nature of the event, recommendations may include canceling classes/events, providing mass clinics, evacuating or closing buildings, or closing the campus.

**Mass Dispensing Sites**
Mass clinics may be used to administer vaccine or distribute antimicrobial agents such as a prophylaxis or treatment measure to prevent or control additional cases of disease or illness to students. The HERT will coordinate with city/county health departments to establish these mass dispensing sites on campus when needed. Mass dispensing site operational guidelines have been developed by the State Department of Health Strategic National Stockpile Mass Dispensing Workgroup. Depending upon the nature and scope of the emergency, the State Department of Health and Centers for Disease Control and Prevention will offer assistance as necessary. For large-scale events, vaccines and prophylactic antibiotics may be available through the Kansas City Health department or the State Department of Health. Coordination of scene security and traffic control will be the responsibility of the University Police Department (UMKC-PD). The Mass Dispensing Site Workgroup staff has surveyed the campus for possible mass dispensing/mass care sites. University facilities have not been identified as primary sites for a county-level response; however, The Health Emergency Response Team will review any requests for use of these or other campus facilities.

**Health Emergency Resources**
The students and the faculty within the academic medical units of the University represent varying levels of medical skill that can be a resource for activation in a massive medical emergency at the campus or community needs level.

The Health Emergency Response Team might call on the health schools to provide assistance such as:
- Screener, vaccinator, educator or triage staff in mass dispensing or vaccination clinics.
- Screener, intake, or educator staff for epidemiologic case or contact investigations.
- Health educator or referral staff on an emergency phone bank or hotline.
- Direct patient care staff within a local hospital or offsite care facility.
- Laboratory surge capacity support.
- Administrative support in the activation and support of other volunteers.

The Health Care Schools are comprised of students, staff, and faculty that the Health Emergency team could contact for the following services:
- Provide the essential conduit for University health professionals (students, staff, and faculty) to efficiently volunteer their expertise during public health emergencies.
- Prepare University volunteers for their roles in advance, enabling a prompt and effective emergency response.

A survey of fundamental onsite emergency skills that could be of use will be developed. Students and faculty who could be available for an on-campus emergency or a larger medical emergency could be identified with contact information, availability and skills. This could be done by individual student or by identification of skill sets for students at varying stages within a medical degree program.

This utilization of students would need to be on a volunteer basis for liability purposes and cleared in advance by legal counsel.

This project would be delegated to the Assistant Deans of each of the medical programs. Information would be housed with the Health Emergency Response Team for UMKC along with a contact person.
- Implementation of Task.

The Health Care Schools of UMKC will be deployed as authorized by the Chancellor following a specific request for assistance from the University Emergency Response Team, Regional Hospital Resource Center, State Departments of Health or Public Safety, County Community Health Department, various city Departments of Public Health, or any other local public health agency.
Medical Care

First Response/Emergency Medical Services. In general, first aid and pre-hospital care will be provided by the UMKC Police Department, the local fire department and the ambulance service. UMKC Police are the first response agency for medical emergencies on campus. In the event of a large emergency or disaster in which Police personnel are dedicated to other roles, local ambulance and fire department personnel will handle first response to medical emergencies.

Ambulance transportation will be provided by MAST (Metropolitan Ambulance Services Trust).

Patients will be transported to the hospital of their choice unless their condition dictates they be taken to the nearest facility or a specialized facility (e.g. trauma center). In the event of a disaster that results in multiple injuries, patients may be routed to various metropolitan hospitals based on bed availability. Patients may be routed to hospitals outside the immediate vicinity of a disaster to allow vicinity hospitals to accommodate self-presenting patients.

Mass Casualty Disasters. An emergency on campus with large number of victims requiring coordination among metro-area hospitals will activate the Kansas City Health department which will have responsibility for overall communication and coordination among all hospitals in the metropolitan area.

Some emergencies (e.g. explosion with multiple minor injuries, mass chemical exposure) may require the establishment of a Triage and Treatment Point on the involved campus. The IC will have responsibility for establishing a Triage and Treatment Point in conjunction with the Health Emergency Response Team. The First Responders will have responsibility for triage and initial treatment. The IC will establish proper staffing as deemed necessary.

Non-emergency medical care for students is provided by or coordinated through UMKC Student Health and Wellness. In the event of emergency, Student Health and Wellness will be present at pre-arranged facilities such as Pierson Hall or Sweeney Recreation Center or coordinate a classroom site on Hospital Hill to meet on-campus needs for care.

Decontamination Capabilities. UMKC EH&S will take responsibility for on-scene decontamination. Hospitals have the capacity and the written procedures to decontaminate individuals who have been exposed to chemical or radiological contamination who present to emergency departments.

Tracking Disaster Victims. Local ambulance providers and hospitals maintain an electronic system for tracking victims of disaster. The Director of Public Relations will interface with these agencies to track the location of injured students, staff, and faculty. A central coordinator should disseminate this information to Vice-Chancellor of Student Affairs Office for communication to families of students, Provost for faculty and Human Resources for staff. Trained counselors will assist with calls to parents of students, faculty or staff involved in incidents.

In many cases parents will be calling the University and should be directed to a series of persons who are prepared to confirm that students have been transported. Many students may transport themselves to local hospital ERs. A representative of the University from the Division of Student Affairs will go to ERs to assist UMKC students. Information on local ER numbers and how the hospitals will handle calls will be in emergency kits.

A Parent Resource center will be established through the Division of Student Affairs in one of the large rooms in the Administrative Center with food, updates and briefings for parents in large scale disasters.

Mortuary Services. If a disaster results in one or more deaths, the Jackson County Medical Examiner’s office is responsible for disposition of remains and all emergency mortuary operations. County emergency plans detail mass casualty responsibilities and procedures. In the case of emergency mortuary operations, the University will set up a site for parents who may be waiting release of the body. The
University will work with the County or State to solicit additional examiners if there is a mass number of bodies to be processed.

**Environmental Health and Safety.** The Department of Environmental Health and Safety (EHS) is responsible for assessing the environmental hazards posed by various situations.

If environmental contaminants are suspected, the EHS will coordinate sample collection and analysis with the State Department of Health and appropriate city/county health departments. In the event of a bioterrorist event, sampling activities may be coordinated by the FBI and other appropriate law enforcement agencies at the state and local levels.

In the event of chemical or radiological incidents, EHS staff will assess contamination levels. This information will guide decisions regarding evacuation, sheltering-in-place, and/or return to given locations. In the event of biologic hazards, EHS staff will provide technical assistance to the Health Emergency Response Team.

**Crisis Counseling.** The UMKC Counseling Center will provide immediate crisis intervention therapy for victims, family members, and disaster personnel following a disaster.

**Initial Assessment.** If the situation is a mental health crisis, the Director of Counseling Services, the triage team within the Counseling Center, and the Assistant Vice Chancellor of Student Development will make an evaluation of risk and implement appropriate responses including transportation of individuals for psychiatric evaluation or implementation of voluntary hospitalization.

If the incident is an act of violence, including death of student(s), shooting, rape, assault or other trauma incident with both victim(s) and witnesses, then Director of Counseling Services, triage team within the Counseling Center and Case Management Team members will assess the level of onsite critical incident support.

The effective number of mental health professionals and resources needed to provide immediate response to the incident and post-incident stabilization will be determined. A plan to recruit, organize and prepare the resources (i.e., financial, food and logistics) will then be implemented by the Director of Counseling Services, in coordination with the IC.

**Aftermath Interventions.** Interventions will be based on the crisis and range from the whole campus to targeted groups:

- Students – victims, survivors; friends; secondary witnesses; etc.
- Faculty, staff, administrators – same as above.
- Parents and family.
- Community.
- Service providers.

Crisis counseling will be available in locations of high accessibility during the first days of a crisis incident depending on the magnitude an assessed as needed in classes.

Other sample activities include:

- Increased walk-in counseling hours in the Counseling Center.
- Staff training in Critical Incident Stress Counseling interventions for offsite work.
- Available resource tables in key locations.
- Open forum for student/campus debriefing within 3 days after the crisis event.
- Prepared materials for coping with trauma, etc.

Director and Associate Director of Counseling will be involved in leadership of decisions to maintain staffing resources at Center.
Connections will be established with the supporting resources listed at the front of the document as sources of a body of mental health professionals in the two-state area, or larger, if needed.

Center will also coordinate training and utilization of campus mental health resources in the faculty and students of Counseling Psychology Program, Health Psychology Program, Nursing and Social Work Program.

**After Action Reports.** An After Action Report/Debriefing will be completed after all major public health incidents on the UMKC Campuses, and minor incidents as deemed appropriate by the Director of Public Relations. The objective of the debriefings is to identify:

- Facts from the incident.
- Assets that enhanced response efforts.
- Challenges/barriers to the response.
- Items for future operational changes or training.
- Issues needing short or long term follow-up (e.g. mental health issues).

The debriefings will be documented and kept on file with the Chancellor’s Office and Director of Environmental Health and Safety.

The Health Emergency Response Team and its two primary service constituents in the Counseling, Health and Testing Center with the Student Health and Wellness Service will keep a daily log of activities related to an Emergency Management situation.

### 7.3 Health and Medical – Resources

**Table 7.3-1 Health Center Emergency Response Team**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office Phone</th>
<th>Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arnold Abels, Ph.D.</td>
<td>Director, Counseling, Health and Testing</td>
<td>1218</td>
<td></td>
</tr>
<tr>
<td>Mel Davis</td>
<td>Assistant to the Dean, Medical School</td>
<td>6016</td>
<td></td>
</tr>
<tr>
<td>Thad Wilson</td>
<td>Assoc. Dean, School of Nursing</td>
<td>5964</td>
<td></td>
</tr>
<tr>
<td>Edgar Ellyson</td>
<td>Asst. Dean, School of Dentistry</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assoc Dean, School of Pharmacy</td>
<td>2314</td>
<td></td>
</tr>
<tr>
<td>John Martellaro</td>
<td>Director, Public Relations</td>
<td>1592</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Administrator, Student Health and Wellness Center</td>
<td>6137</td>
<td></td>
</tr>
<tr>
<td>Mel Tyler</td>
<td>Vice Chancellor, Student Affairs &amp; Enrollment Management</td>
<td>1141</td>
<td></td>
</tr>
</tbody>
</table>

**Table 7.3-2 UMKC Student Health and Wellness**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office Phone</th>
<th>Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Thompson</td>
<td>Administrator</td>
<td>6133</td>
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</table>

**Table 7.3-4 Department of Environmental Health and Safety**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office Phone</th>
<th>Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Leutzinger</td>
<td>Director</td>
<td>1157</td>
<td></td>
</tr>
</tbody>
</table>
### Table 7.3-5 Counseling and Consulting Service

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Cell Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arnold Abels, Ph.D.</td>
<td>Director Counseling, Health &amp; Testing</td>
<td>1218</td>
<td></td>
</tr>
<tr>
<td>.</td>
<td>Associate Director</td>
<td>1219</td>
<td></td>
</tr>
<tr>
<td>Allison Roodman</td>
<td>Senior Psychologist</td>
<td>5798</td>
<td></td>
</tr>
</tbody>
</table>

Other links to be used for resources include:
- Centers for Disease Control and Prevention (http://www.cdc.gov/).
- American Red Cross (http://www.redcross.org/services/disaster/0,1082,0_319_,00.html).
- American Psychological Association (http://www.apahelpcenter.org/articles/pdf.php?id=22)
- Department of Health and Human Services, Disasters and Emergencies Index (http://www.hhs.gov/disasters/).
8.1 Purpose and Scope

Introduction
The University of Missouri-Kansas City (UMKC) is a technology-based campus with a full set of production servers and high-speed network services for campus clients as well as other institutions in the Kansas City metropolitan area. Core systems for finance, human resources, student information and other administrative systems are sited and managed in Columbia, Missouri. UMKC Information Services does have locally managed systems for primary electronic mail, campus web site, campus data warehouse, academic research and centralized file and print services. This includes support for microcomputers in offices, classrooms and labs as well as management of a campus-wide local area network that provides network connectivity for all the administrative and academic units. In addition, Information Services provides and supports UMKC’s local and long distance telephone services, two-way trunked radio, satellite uplinks/downlinks, cable TV and technology in classrooms.

The reliability of central computer systems and the campus-wide network has increased dramatically during the past few years, and those hardware failures that do occur can normally be diagnosed automatically and repaired promptly using both local and remote diagnostic facilities. Many central computer systems and primary network system components contain redundancy, which improves their reliability and provide continual operation when minor failures occur. It is Information Services’ policy to obtain the optimum level of redundancy in all systems within budgetary restrictions.

A trend is evolving to provide alternate sites near the central systems where any additional equipment needed can be shipped in rapidly and critical on-line operations for the organization can be resumed in a reasonable time. Redundancy in the communications network and a tie-in to the alternate site or the ability to rapidly tie-in is an important part of the disaster plan. This type of site is called a cold backup site, as opposed to a hot backup site, which contains all equipment necessary to start immediate operations to avoid downtime.

For the most part, the major problems that can cause a computing system or network to be inoperable for a length of time result from environmental problems related to the computing systems or network. The various situations or incidents that can disable – partially or completely – or impair support of UMKC’s telecommunications network and computing facilities are identified. A working plan for how to deal with each situation is provided.

Almost any disaster will require special funding from the university in order to allow the affected systems to be repaired or replaced. This document assumes that these funds will be made available as needed. Proper approval will be obtained before any funds are committed for recovery.

Objectives/Constraints
A major objective of this document is to define procedures for a contingency plan for recovery from disruption of computer and/or network services. This disruption may come from total destruction of the central site or from minor disruptive incidents. There is a great deal of similarity in the procedures to deal with the different types of incidents affecting different departments in Information Services. However, special attention and emphasis is given to an orderly recovery and resumption of those operations that concern the critical business of running the University, including providing support to academic departments relying on computing. Consideration is given to recovery within a reasonable time and within cost constraints. In some cases, a minimal level of service will be established as the first step of a recovery, with full services following thereafter.

The objectives of this plan are limited to the computing support provided to UMKC clients from Information Services, including academic and administrative systems under the stewardship of Information Services. The elements that concern microcomputers support are addressed; however, client-
related functions not directly part of primary computer servers, networking and telephone support by Information Services are not addressed. Also, offices at UMKC should develop their own plan to deal with manual operations within their office should primary computer servers and/or network services be disrupted for an extended period of time. Due to cost factors and benefit considerations at this time, the alternatives of hot sites and contracts with disaster recovery companies are not considered feasible for UMKC.

All major computing systems that are vital for the daily operation of the University and under the stewardship of Information Services are maintained under service contracts or warranties with coverage enhancements with the equipment vendors. This ensures that routine maintenance problems will be addressed in a timely way with adequate resources. These contracts range from telephone support only to full hardware replacement.

Assumptions
This section contains some general assumptions, but does not include all special situations that can occur. Any special decisions for situations not covered in this plan needed at the time of an incident will be made by senior technology staff members on site.

- This plan will be invoked upon the occurrence of an incident. The senior staff member on site at the time of the incident or the first on site following an incident will contact the Chief Information Officer and/or the Directors of Networking/Telecommunications, Central Systems Managers, and Educational Technology Services for a determination of the need to declare an incident. In many instances, Information Services must rely on the data provided by the University Police department and Campus Facilities Management. Consequently, initial notification of an event might be reported to IS by staff from the University Police or Campus Facilities Management. An Emergency Call List has been provided to these departments.
- The senior Information Services staff member on site at the time of the incident will assume immediate responsibility. The first responsibility will be to see that people are evacuated as needed. If injuries have resulted or may occur as a result of the incident, immediate attention will be given to those persons injured. The UMKC Police department will be first on the scene in many instances and should notify Information Services staff of any incident affecting IS facilities or services if known. If the situation allows, attention will be focused on shutting down systems, turning off power, etc., but evacuation is the highest priority.
- Once an incident which is covered by this plan has been declared, the plan, duties, and responsibilities will remain in effect until the incident is resolved and proper university authorities are notified of the restoration of services.
- Invoking this plan implies that a recovery operation has begun and will continue with top priority until workable primary computer systems, network and/or telephone support to the University has been re-established.

Incidents Requiring Action
This disaster recovery plan for UMKC will be invoked under one of the following circumstances:
- An incident which has disabled or will disable – partially or completely – any of the Information Services-managed primary computing facilities, and/or the communications network for a period of 24 hours.
- An incident which has impaired the use of primary computer systems and/or networks managed by Information Services for circumstances falling outside of the normal processing of day-to-day operations.
- An incident which was caused by problems with primary computer systems and/or networks managed by Information Services and has resulted in the injury of one or more persons at UMKC.

Contingencies
General situations that can destroy or interrupt primary computer systems, networks and telephone services usually occur under the following major categories:
- Electric Power Outages.
- Air Conditioning Outages.
- Construction Activities Damaging Data Cables.
- Fire.
- Water.
- Weather and Natural Phenomenon.
- Sabotage and Interdiction.

There are different levels of severity for these contingencies necessitating different strategies and different types and levels of recovery. This plan covers strategies for:

- Partial recovery – operating at an alternate site on campus and/or other client areas on campus.
- Full recovery – operating at the current central site and client areas, possibly with a degraded level of service for a period of time.

**Physical Safeguards**

(This material has been deemed proprietary)

**Types of Service Disruptions**

This document includes hardware and software information, emergency information, and personnel information that will assist in faster recovery from most types and levels of disruptive incidents that may involve the University’s computing, networking and telecommunications facilities. Additional information that may be needed is provided in the Appendices of this annex.

- **Normal system incidents.** For most of the major hardware vendors represented on campus, as well as some of the software vendors, remote diagnostic testing is available for routine problems. UMKC has maintenance contracts for these systems.

Some minor hardware problems do not disrupt service and maintenance is scheduled when convenient for these problems. Most hardware problems disrupting the total operation of the
Major computer and communications system incidents. Experiences at UMKC with solving more severe system problems have shown that IS staff has backup strategies in place. If the local service personnel have not fixed the problem within a few hours, they call backup support as needed. Further, if parts are not available locally or in these close backup areas, parts have been flown in by air and received on the same day as ordered.

In addition, some stock of parts for these units is kept on site. Additional communication parts are also kept in stock. It is not feasible to keep a supply of microcomputers or high-cost items to meet every emergency.

Environmental incidents (air conditioning, electrical, fire). Air Conditioning – UMKC's HVAC group from Campus Facilities Management is responsible for servicing and replacement of these units. They are periodically checked and serviced for emergency problems. Response is usually within the hour reported. If reported during the normal workday hours. An updated list of service personnel to call is kept with key technology staff members and computer operations personnel. Alternatively the UMKC Police can relay messages to on campus and supervisory Facilities Management staff for emergency calls.

Insurance Considerations
All major hardware is covered under UMKC's standard property and casualty insurance for the University. The information on insurance coverage is cited below from the University’s Business Policy Manual. The Office of Risk Management can assist in the claims process.

Summary. Insurance coverages are presented in summary form for the purpose of information only and should not be interpreted as being the exact provisions of the insurance policy. Additional and more specific information may be obtained by submitting a written request to the UM Director of Risk & Insurance Management, or by referring to the "Informational Brochure on Insurance Policies and Procedures" for the current year.

Real and Personal Property Coverage. Insures against all physical loss or damage of University real or personal property due to such perils as fire, windstorm, hail, smoke damage, breakage and other destruction. Also covered are flood, quake, and collapse. This policy covers buildings and contents identified in the policy schedule.

8.2 Recovery Team
In case of a disaster, the Emergency Call List will be enacted by the Disaster Recovery Coordinator and members of the recovery teams. General duties of the disaster recovery coordinator are listed below. Recovery team leaders have been assigned in each major area and general duties given. Assignment of personnel in the major areas to specific tasks during the recovery stage will be made by the team leader over that area. In addition, staff members from other units on campus will be called upon to assist in the recovery process.

Organization of the Disaster/Recovery Team
Disaster Recovery Coordinator – Chief Information Officer

Administrative Systems/Operations Recovery Team
Associate CIO
Director, Support Services
Manager, Foundation Services
Manager, Desktop Support

Communications Recovery Team
Director, Networking and Telecommunications
Director, Technology Management Services
Manager, Networking

**Academic Systems Recovery Team**
Associate CIO
Director, Operations and Administration
Director, Support Services
Manager, Foundation Services

**Recovery Process Team**
Disaster Recovery Coordinator – Chief Information Officer  
Vice Chancellor - Administrative Affairs  
Director of Campus Facilities Management  
Chief of the University Police  
Director of Purchasing  
Coordinator of Worker’s Compensation and Risk Management  
Director of Operations, MOREnet

**Disaster/Recovery Team Headquarters**
- If Newcomb Hall is usable, the recovery team will meet in Newcomb 204.
- If the second floor of Newcomb Hall is not usable and other floors are, the team will meet in Newcomb 106.
- If Newcomb Hall is hazardous or not usable, the team will meet in the Administrative Center, room 113.
- If the Administration Building is not usable, the Disaster Recovery Coordinator will be responsible for locating another meeting place on campus.
- If none of the campus facilities are usable, it is presumed that the disaster is of such proportions that recovery of computer support will take a lesser priority. The Disaster Recovery coordinator will make appropriate arrangements.

**Communication Facilities for the Disaster/Recovery Team**
All team members have cellular phones. Additionally a small number of radios on Kansas City’s radio system would be available to hand out if needed.

**Disaster Recovery Coordinator**
The Chief Information Officer will serve as the IS Disaster Recovery Coordinator. The major responsibilities include:
- Determining the extent and seriousness of the disaster and notifying the Provost immediately and keeping him/her informed of related activities and the recovery progress. The Provost will in turn keep the Chancellor and Vice Chancellors informed.
- Invoking the Disaster Recovery Plan after approval from the Provost.
- Supervising the recovery activities.
- Coordinating with the Provost on priorities for clients while going from partial to full recovery.
- Naming replacements, when needed, to fill in for any disabled or absent disaster recovery members. Any members who are out of town and are needed will be notified to return.
- Keeping clients informed of the recovery activities.

**Administrative Systems/Operations Recovery Team Leader Responsibilities**
The Associate CIO will serve as Administrative Systems/Operations Recovery Team Leader.  Responsibilities include:
- Coordinating hardware and software replacement with the administrative hardware and software vendors.
- Supervising moving backup media and materials from the offsite security files and using these for recovery when needed.
- Coordinating recovery with client departments.
- Coordinating appropriate computer and communications recovery with the Communications Recovery Team Leader.
- Coordinating recovery of administrative software with client departments.
- Coordinating scheduling for administrative programming, production services and computer scheduling.
- Keeping the Disaster Recovery Coordinator informed of the extent of damage and the recovery procedures being implemented.

Communications Recovery Team Leader Responsibilities
The Director, Network & Telecommunications, will serve as the Communications Recovery Leader. Responsibilities include:
- Coordinating hardware and software replacement with the communications hardware and software vendors.
- Supervising recovery of the computer communications, telephone system, and/or cable TV.
- Assigning personnel duties from telecom analysts to project leaders of disaster recovery tasks as needed.
- Coordinating activities of computer and communications recovery with the other Recovery Team Leaders.
- Keeping the Disaster Recovery Coordinator informed of the extent of damage and the recovery procedures being implemented.

Recovery of Communications systems must be in the following priority:
1. Restoration of the campus network services.
2. Restoration of intercampus network services.
3. Restoration of campus voice services.
4. Restoration of local/long distance voice services.
5. Restoration of Internet network services.
6. Restoration of Internet2 network services.

Academic Systems Recovery Team Leader Responsibilities
The Associate CIO will serve as Academic Systems Recovery Team Leader. The responsibilities in this area include recovery in case of complete or partial disruption of services from the central academic and research computers at the Administrative Center. Further, with the many academic labs using microcomputers, this group will be responsible for providing services for any academic lab disabled. Responsibilities include:
- Coordinating hardware and software replacement with the academic hardware and software vendors.
- Coordinating the activities of moving backup media and materials from the offsite security files and using these for recovery when needed.
- Keeping the Provost informed of the extent of damage and recovery procedures being implemented.
- Coordinating recovery with client departments – those using the academic computers and/or those using labs.
- Coordinating appropriate computer and communications recovery with the Communications Recovery Team Leader.
- Keeping the Disaster Recovery Coordinator informed of the extent of damage and the recovery procedures being implemented.

Recovery Process Team Responsibilities
The Recovery Process Team members, under the leadership of the Disaster Recovery Coordinator, are leaders or designates of key departments providing physical and administrative infrastructure to the campus. Interaction with these members is necessary to ensure the most effective response possible to
restoring services to campus. Many of these same members may be participants in their own disaster plan or other unit’s plans. Their responsibilities include:

- Ensuring the continued safety and protection of staff members involved in the recovery effort.
- The restoration of basic building services (i.e. electricity and HVAC) in order to effect a recovery of IS operations to that building.
- In the event that a building is not usable, locating and preparing a new site for IS operations.
- Fast procurement of replacement equipment in the event of a total or partial loss of equipment.

8.3 Preparing for a Disaster
This section contains the minimum steps necessary to prepare for a disaster, and maintenance practices that serve as a foundation for implementing the recovery procedures.

General Procedures
IS management staff has oversight over the following:

- Maintaining and updating the disaster recovery plan.
- Ensuring that all Information Services personnel are aware of their responsibilities in case of a disaster.
- Ensuring that periodic scheduled rotation of backup media is being followed for the offsite storage facilities.
- Maintaining and periodically updating disaster recovery materials, specifically documentation and systems information, stored in the offsite areas.
- Maintaining a current status of equipment in the main equipment rooms in Newcomb Hall.
- Informing all technology personnel of the appropriate emergency and evacuation procedures from Newcomb Hall.
- Ensuring that all security warning systems and emergency lighting systems are functioning properly and are being periodically checked by operations personnel.
- Ensuring that fire protection systems are functioning properly and that they are being checked periodically.
- Ensuring that UPS systems are functioning properly and that they are being checked periodically.
- Ensuring that the client community is aware of appropriate disaster recovery procedures and any potential problems and consequences that could affect their operations.
- Ensuring that the operations procedure manual is kept current.
- Ensuring that proper temperatures are maintained in equipment areas.

Testing of the Disaster Recovery Plan
The disaster recovery plan should be periodically tested and the results reviewed for best outcomes. It’s essential that such testing encompasses the restoration of services as well as normal processing of data. All deficiencies identified are to be remedied, with the corrective measures added to the Disaster Recovery Plan.

Software Safeguards

- Information Services, Foundation Services: Software and data are secured by SAN replication between two separate data centers and backups.
- Networking and Telecommunications: Network configurations are stored on the network management server and are backed up automatically when change occurs. The telecommunications and telemanagement systems are all backed up.

8.4 Recovery Procedures
Newcomb Hall/Administrative Center
An incident at Newcomb Hall and/or the Central Systems/Telecommunications facilities in the Administrative Center may place this plan into action. An incident may be of the magnitude that the facilities are not usable and alternate site plans are required. In this case, the alternate site portions of
this plan must be implemented. All major support sections in Information Services will need to function together in a disaster, although a specific plan of action is written for each section.

This portion of the disaster/recovery plan will be set into motion for Information Services when an incident has occurred that requires use of the alternate site, or the damage is such, that operations can be restored in a reasonable time, but only in a degraded mode.

It is assumed a disaster has occurred and the administrative recovery plan is to be put in effect. This decision will be made by the Provost upon the advice of the Chief Information Officer.

In case of either a move to an alternate site or a plan to continue operations at the main site, the following general steps must be taken:

- Determine the extent of the damage and if additional equipment and supplies are needed.
- Obtain approval for expenditure of funds to bring in any needed equipment and supplies. Notify local vendor marketing and/or service representatives if there is a need of immediate delivery of components to bring the computer systems to an operational level even in a degraded mode.
- If it is judged advisable, check with third-party vendors to see if a faster delivery schedule can be obtained.
- Notify vendor hardware support personnel that a priority should be placed on assistance to add and/or replace any additional components.
- Notify vendor systems support personnel that help is needed immediately to begin procedures to restore systems software at UMKC.
- Order any additional electrical cables needed from suppliers.
- Rush order any supplies, forms, or media that may be needed.

In addition to the general steps listed at the beginning of this annex, the following additional major tasks must be followed when using an alternate site:

- Notify officials that an alternate site will be needed for an alternate Information Services facility.
- Coordinate moving equipment and support personnel into the alternate site with appropriate personnel.
- Bring the Information Services equipment or media needed to the alternate site.
- As soon as the hardware is up to specifications to run the operating system, load software and run any necessary tests.
- Determine the priorities of the client software that need to be available and load these packages in order. These priorities often are a factor of where in the semester disaster occurs.
- Prepare backup materials and return these to the offsite storage area.
- Set up Information Services operations in the alternate site.
- Coordinate client activities to ensure the most critical jobs are being supported as needed.
- As production begins, ensure that periodic backup procedures are being followed and materials are being placed in offsite storage periodically.
- Work out plans to ensure all critical Information Services support will be phased in.
- Keep administration and clients informed of the current status, progress and problems.
- Coordinate longer range plans with the administration, the alternate site officials and Information Services staff for the timeline of continuing support and ultimately the restoration of the disabled facilities.

Degraded Operations at Newcomb Hall/Administrative Center

In this event, it is assumed that an incident has occurred but that degraded operations can be set up at Newcomb Hall or the Administrative Center. In addition to the general steps that are followed in either case, these special steps need to be taken:

- Evaluate the extent of the damage and, if only degraded service can be obtained, determine how long it will be before full service can be restored.
- Replace hardware as needed to restore at a minimum degraded service.
Perform system installation as needed to restore service. If backup files are needed and are not available from the onsite backup files, they will be transferred from the offsite storage.

Work with the various vendors, as needed, to ensure support in restoring full service.

Keep the administration and clients informed of the current status, progress and problems.

**Degraded Service from Newcomb Hall/Administrative Center**

If the central academic computing support can be resumed in a reasonable time from the central site, steps will need to be taken immediately to restore these services.

- Determine the extent of the damage and set up procedures to bring in any needed added equipment.
- Determine priorities of client needs and prepare for running at a degraded level of service.
- After the hardware is functioning, perform system installation as needed. If backup files are destroyed at the central site, bring these from the offsite storage area.
- If offsite files are used, replace these at the offsite storage as soon as possible.
- Work with vendors as needed to ensure support is given to restore full service.
- Keep the administration and clients informed of the current status, progress and problems.

**Academic Computing**

Computing resources from the Administrative Center site are provided for academic research services to the faculty and students. Access to the computing resources is via the campus network. There is no guest access onsite.

Some general steps that should be taken, in case of a disaster at the Administrative Center site, are given here:

- Determine the extent of the damage and whether additional components can be brought in for present computer systems or whether additional computers need to be brought in.
- Obtain approval for expenditures of funds to bring in added equipment as needed.
- Notify vendor marketing and/or service officials that additional equipment needs to be shipped, with the highest priority, to UMKC.
- Notify vendor technical support personnel of the disaster and the need for their assistance.
- Determine if there is a need for any additional electrical cables and order these for immediate shipment from suppliers.

**Use of Alternate Sites**

If the central site is destroyed, support of critical academic computing activities will be given from the alternate sites. Additional computer systems will be brought in as needed.

Some steps necessary in this process are listed as follows:

- Determine the priorities of client need. Repair or replace computer systems based on those priorities.
- Setup for operations support.
- Coordinate installing additional equipment and moving support personnel.
- When additional needed equipment is available, move backup materials from the offsite storage area.
- Coordinate restoring any communications with Networking and Telecommunications.
- Coordinate client computing support with clients.
- As production begins, ensure that backup procedures are followed and periodic backups are stored offsite.
- Work with the Vice Provost Research/Dean of Graduate Faculties, the Provost and clients in coordinating long-range plans for restoring full support by the Academic Computing section.

**Networking and Telecommunications**

Redundancy is being built into the computer communications systems. We do not have complete redundancy, but most systems have backup equipment and/or cards.
In the event that the voice systems are damaged beyond immediate repair, virtual servers or physical servers could be brought online to run the Voice over IP (VOIP) phones and systems.

Since most of the telephone and computer communications lines are direct buried and in conduits across campus, connecting lines to alternate sites and to critical areas cannot be done rapidly. For example, it is estimated that if UMKC Information Services had to move, it would take 72 hours to restore critical data and voice communications lines.

Some general steps that must be taken in case of a communications disaster at the central site and/or other parts of the communications network are given here:

- Assess the damage and evaluate steps needed to restore services.
- Assign personnel to disaster crews and assign them tasks. The priority of repairs will be made by the Disaster Coordinator after an evaluation of the critical needs of the University following the disaster.
- If present supplies and equipment on hand are not adequate to restore service as needed, obtain approval for funds needed and contact vendors for priority shipment.
- Coordinate repairs of data communications disasters affecting specific areas of technology support with the recovery team leader of that area.
- Keep the Disaster Recovery Coordinator and team leaders of support areas informed of the extent of the communications damage and the recovery procedures being implemented.

A chart of the communications network at UMKC is attached as Appendix 8-5.

**Desktop Computer Recovery Plan**

- Individual clients should plan backups as follows:
  - **Daily** – This procedure is used to back up all files created each day. This procedure copies all files to removable or offsite storage. It can be performed at the end of the day or when a client is through using the computer for the day. These backups need to be placed in a locked file cabinet.
  - **Weekly** – This procedure is used to back up all files. This procedure also will copy all files to removable or offsite storage. This procedure needs to be performed on any weekday, but should be done consistently once a week on the particular day chosen.

  **NOTE:** It is recommended that each microcomputer workstation retain only one set of daily backups. It is also recommended that two sets of weekly backups be kept.

- Provide a protective environment for all backups. Weekly backups should be placed in a protective area away from the office. This area needs to be fireproof.

**Computer Lab Recovery Plan**

In case of an event affecting only a lab, this section of the disaster plan will be executed. For recovery purposes, labs by definition will mean a computer area supporting a number of clients as contrasted to an area containing only a few microcomputers. An event can occur in an area not defined as a lab; however, it is assumed recovery of services in this situation can be carried out in a routine manner. An area may be considered a lab even if it is in an administrative service area and there are a large number of microcomputers involved.

A disaster will be declared in a lab when a large portion of the units in the lab are affected to the extent that recovery in that area in a reasonable time with normal procedures is not possible.

General steps that will be followed in recovery of a lab are listed. The team leader of the computer area with support duties over the lab affected will assume prime responsibility in the recovery process.
- Determine the extent of the damage in the lab and whether alternate lab services will be needed while recovery is taking place.
- Can online resources like remote labs temporarily meet the needs while recovery is taking place?
- Obtain university approval for any funds needed to replace equipment and supplies.
- Determine whether adequate equipment is available on campus or in other areas to restore even partial services in the lab affected.
- Coordinate recovery of the center with Networking and Telecommunications, if communications lines are involved in the lab.
- Coordinate with Support Services to aid in lab set-up and rebuilding of systems, if required.
- If alternate services are to be provided for clients of the lab, coordinate activities between groups affected.
- Keep the Disaster Coordinator informed of the status of the lab and the recovery process.

Transportation Resources
Three IS departments – Telecommunications and Networking, Support Services and Technology Management Services – maintain a small number of University-owned vehicles. The vehicles consist of vans, SUVs and pickups. In instances where equipment or staff must be moved to restore services, these vehicles could be made available for that purpose.

Emergency Procedures
In the event an incident has happened or is imminent, and it will drastically disrupt operations, the following steps should be taken to reduce the probability of personal injuries and/or limit the extent of the damage, if there is not a risk to employees. Similar steps should be followed, where appropriate, in incidents occurring in a satellite center.

- An announcement should be made to evacuate the building, if appropriate, or move to a safe location in the building. As a preparation for a potential disaster, all Information Services personnel should be aware of the exits available.
- If there are injured personnel, ensure their evacuations and call emergency assistance as needed.
- If the computers and air conditioning have not automatically powered down, initiate procedures for an orderly shutdown of systems when possible.
- When possible and if time is available, set up damage limiting measures.
- Designate available personnel to initiate lockup procedures as are done in last shift procedures.
# Emergency Call List

<table>
<thead>
<tr>
<th>Role and Title</th>
<th>Employee Name</th>
<th>Cellular Phone</th>
<th>Home Phone</th>
<th>Office Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Recovery Coordinator</td>
<td>Mary Lou Hines Fritts</td>
<td></td>
<td></td>
<td>1495</td>
</tr>
<tr>
<td>Communications Recovery Co-Team Leader</td>
<td>David Johnston</td>
<td></td>
<td>1199</td>
<td></td>
</tr>
<tr>
<td>Director, Networking &amp; Telecomm</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin Systems Recovery Team Leader, Acad Systems Recovery Team Leader Directory, Support Services</td>
<td>Marilyn Reisenbichler</td>
<td></td>
<td>1432</td>
<td></td>
</tr>
<tr>
<td>Admin Systems Recovery Team Leader Associate CIO</td>
<td>Andy Goodenow</td>
<td></td>
<td></td>
<td>2368</td>
</tr>
<tr>
<td>Communications Recovery Co-Team Leader Director, Technology Management Services</td>
<td>Justin Guggenmos</td>
<td></td>
<td></td>
<td>5859</td>
</tr>
<tr>
<td>Admin Systems Recovery Team Member Manager, Foundation Services</td>
<td>Brian Anderson</td>
<td></td>
<td>6422</td>
<td></td>
</tr>
<tr>
<td>Admin Systems Recovery Team Member, Manager</td>
<td>Elam O’Renick</td>
<td></td>
<td>6470</td>
<td></td>
</tr>
<tr>
<td>Network Manager</td>
<td>Jim Schonemann</td>
<td></td>
<td>5386</td>
<td></td>
</tr>
<tr>
<td>Director, Operations &amp; Admin</td>
<td>Janet Carnett</td>
<td></td>
<td>6155</td>
<td></td>
</tr>
</tbody>
</table>
The use of an alternate computing facility could be vital in the restoration and continuation of computing services. Depending on the type of disaster encountered, it would demand flexibility in identifying a location which would have the necessary electrical, HVAC and network infrastructure services. The absence of any one of the services could negate an identified location.
Offsite Storage

Offsite backups are accomplished with a mix of SAN replication between datacenters (for SAN-based storage and virtual machines) and Avamar backups for physical servers. Data retention policies vary by service tiers but are comprised of local nightly backups by either SAN snapshots or Veeam/Avamar backup software. Retention varies between 7 and 35 days based on service tier.
9.1 General Information
This annex addresses law enforcement operations for UMKC in the event of an emergency.

UMKC Police Department (UMKC-PD) is responsible for law enforcement at UMKC facilities and on UMKC property. The UMKC-PD will request assistance from other jurisdictions as needed.

The UMKC Police Chief or designee is responsible for law enforcement. The UMKC Police Chief (Law Enforcement Coordinator) is responsible for ensuring the following:

- Adequate numbers of personnel; that personnel are trained.
- Making arrangements with neighboring law enforcement agencies.
- Providing security for critical facilities.

The UMKC Police Chief or designee will operate from the Emergency Operations Center. The senior officer at the scene will provide onsite control and maintain contact through the UMKC Police Dispatch Center.

Regarding continuity of operations, UMKC-PD has established lines of succession within its department. UMKC-PD will request additional assistance if needed.

The Administrative Services Commander will provide resources, supplies, and communications for UMKC-PD.

UMKC-PD will review this plan annually.

9.2 Purpose
This annex discusses the law enforcement operations in the event a disaster or emergency has occurred at the University of Missouri-Kansas City.

9.3 Situation and Assumptions

The situation of UMKC-PD is as follows:

- The University of Missouri-Kansas City Police Department (UMKC-PD) provides law enforcement for the University of Missouri-Kansas. Officers are dispatched through the UMKC-PD Communications Center.
- UMKC-PD is also authorized through a Memorandum of Understanding to provide law enforcement in the city of Kansas City. The UMKC-PD enforces city ordinances, state statutes and University of Missouri Rules and Regulations.
- Outside law enforcement resources (federal, state, and other local agencies) are available to support law enforcement operations at the University of Missouri-Kansas City and will respond when needed. (See Section 9.9 Resources of this annex for contact numbers.) University of Missouri Rules and Regulations authorizes their police departments to participate in the statewide law enforcement mutual aid agreement.
- Arrests, detention and incarceration of persons by UMKC-PD are transported to the Kansas City jail facility or the Jackson County jail facility. These facilities are operated and supervised by the respective jurisdictions.
- Members of all police agencies in the area of the University of Missouri-Kansas City are trained in weather spotting, hazardous materials awareness, terrorism awareness, first-aid, etc.
- Equipment lists for all police agencies in the area are maintained at their respective offices.
Assumptions are defined as follows:

- During a disaster, local law enforcement personnel will respond as directed in this plan and the site operations plans.
- Situations will arise that will tax or exceed local law enforcement capabilities.
- If additional law enforcement personnel, equipment, or special expertise is needed, outside resources will respond when called upon to do so.

9.4 Concept of Operations

The law enforcement activities described in this annex are an extension of normal day-to-day activities and deal only with those situations that could completely exhaust all available resources.

The Chief of Police or designee will coordinate law enforcement operations from the Emergency Operation Center. The Chief or designee will also keep the EOC’s Direction and Control Staff advised of all law enforcement response efforts.

The law enforcement section will provide security and protection in an emergency/disaster situation, which threatens life and/or property.

UMKC-PD will be the campus’ primary law enforcement agency, while outside agencies will be used for traffic and crowd control.

In the event the disaster is believed to be terrorist-related, care must be taken to preserve the crime scene, while at the same time allowing rescue operations to be performed.

Make recommendations through proper channels for mitigation.

9.5 Organization and Assignment of Responsibilities

The Chief of Police for UMKC is the Law Enforcement Coordinator, and is responsible for the following:

- Integration and management of law enforcement activities within the jurisdiction of UMKC, including any outside resources responding to the disaster.
- Development and maintenance of agreements of understanding with neighboring law enforcement agencies.
- Training law enforcement personnel in their emergency management assignments (Incident Command System procedures).
- Establishment of procedures to protect essential law enforcement records.
- Cleanup and recovery operations support.

In addition to the above duties, the Chief of Police is also responsible for the following activities within the University of Missouri-Kansas City:

- Development of notification procedures, including personnel call-up lists.
- Protection and transport of prisoners in custody.
- Security as needed for critical facilities and vehicle security in parking areas.
- Traffic control.
- Protection of damaged/affected property as needed by providing security and limiting access into these areas (i.e., issue security passes).
- Evacuation assistance.
- Terrorism incident response, in accordance with UMKC-PD Policy and Procedures.
9.6 Direction and Control

In a "classified" emergency, the EOC’s primary responsibility will be to assure sensitive information remains uncompromised. The Chief of Police will be responsible for all law enforcement activities related to the emergency and will operate from the EOC.

Initial control at the disaster/emergency site will be established by the first police officer on the scene. This officer (until relieved by a senior officer) will maintain contact with and provide information to the UMKC-PD Communications Center and the EOC by police radio, cell phone and/or regular phone lines.

If outside law enforcement resources are needed, they will remain under the direct control of the UMKC Police Department and will be assigned by the EOC to respond as necessary.

Terrorism events will be handled as directed in the UMKC-PD Policy and Procedures Manual.

9.7 Continuity of Command

The line of succession for the UMKC Police Department is through the Captain of Operations, Captain of Administrative Services, and Sergeants (by seniority).

9.8 Administration and Logistics

The UMKC Police Chief will designate a Support Services Commander, who will provide resources and supplies for the UMKC Police Department. This will include logistical support (food, water, emergency power, fuel, lighting, etc.).

The Support Services Commander will provide communications for this function.

9.9 Resources

<table>
<thead>
<tr>
<th>Table 9.9-1 Local Resources</th>
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<tbody>
<tr>
<td><strong>Name of Agency</strong></td>
</tr>
<tr>
<td>Kansas City Police Department</td>
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<tr>
<td>Jackson County Sheriff’s Department</td>
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<tr>
<td>Missouri State Highway Patrol</td>
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<tr>
<td><strong>Biological Incident</strong></td>
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<tr>
<td>Contact UMKC Environmental Health and Safety for guidance</td>
</tr>
<tr>
<td>Medical Research Institute of Infectious Diseases</td>
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<tr>
<td><strong>Local Hazmat Resources</strong></td>
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<tr>
<td>Contact UMKC Environmental Health and Safety for guidance</td>
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<th>Table 9.9-2 State Resources</th>
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<tr>
<td><strong>Name of Agency</strong></td>
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<tr>
<td>State Fire Marshall’s Explosives Canine Unit</td>
</tr>
<tr>
<td>Jim Wilson, pager</td>
</tr>
<tr>
<td>Dave Owens, pager</td>
</tr>
<tr>
<td>Missouri State Highway Patrol Bomb Retrieval and Disposal</td>
</tr>
<tr>
<td>Department of Health Bureau of Environmental Epidemiology</td>
</tr>
<tr>
<td>SEMA Duty Officer (will contact other state and federal agencies)</td>
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<th>Table 9.9-3 Federal Resources</th>
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<tbody>
<tr>
<td><strong>Name of Agency</strong></td>
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<tr>
<td>FBI Kansas City Office</td>
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<tr>
<td>Urban Search and Rescue Team</td>
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<tr>
<td>-----------------------------</td>
</tr>
<tr>
<td>Weapons of Mass Destruction Civil Support Team (activated by SEMA); formerly known as the RAID Team and also known as the 7th Military Support Detachment (MSD). This highly trained team is one of 10 located around the country and available to assist state and local officials in the event of a terrorist incident involving weapons of mass destruction (WMD). Any senior local public safety official can request the WMD Civil Support Team by contacting SEMA.</td>
</tr>
<tr>
<td>Disaster Medical Assistance Team (DMAT) (activated by SEMA) Four (4) of the federal DMAT’s have been given special chemical/biological capabilities. The closest team for Missouri is located in Denver, Colorado. This team can be activated by SEMA.</td>
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</table>
6.1.10  #10  Damage Assessment and Recovery (AVC, Facilities)

10.1 Purpose

This annex provides the University of Missouri-Kansas City with the procedures to perform damage assessment and to describe the types of assistance available after a disaster has occurred.

10.2 Situation and Assumptions

The situation includes the following:

- Chapter 44, RSMo provides for the establishment of the Structural Assessment and Visual Evaluation (SAVE) Volunteer Program to be activated in the event of a catastrophic earthquake or other natural disaster. This program allows the services of architects, professional engineers and building inspectors to assist local officials in the inspection of buildings. Inspection forms used by the SAVE Coalition are contained in Appendix 10-3 to this annex. At the direction of the Incident Commander, requests for these services will be made by the University of Missouri-Kansas City (UMKC) Chancellor or designee through the State Emergency Management Agency.

- There may be other disaster situations where the volunteers mentioned above would not be needed, but there is still a need for UMKC to conduct damage assessments in order to determine the magnitude and impact of the incident on students, faculty, staff and the infrastructure of UMKC. These initial assessments will normally be conducted by Campus Facilities Management personnel.

- To assist UMKC in conducting these assessments and to provide a standard method of reporting that information, SEMA has developed several Damage Assessment Forms (see Appendix 10-2 to this annex). Instructions for completing these forms are also included in this appendix.

Assumptions include:

- Following a natural disaster, several damage assessments may be conducted. Campus Facilities Management will conduct an assessment to determine the impact on the UMKC campus. This will be used to assign local resources and assess the need for additional help. The state, if requested, will conduct an assessment to determine the need for state resources and/or federal assistance. If warranted, the state will request a joint federal/state/local assessment to determine if the incident is of such a magnitude to warrant federal assistance.

- The documentation obtained by UMKC during its initial damage assessment and forwarded to SEMA will be used to determine if additional aid is needed. It is important that UMKC conducts this damage assessment and provide the information to SEMA as soon as possible.

- A properly completed damage assessment will provide information necessary for UMKC officials to utilize limited resources in the most effective manner possible and to decide further courses of action.

10.3 Concept of Operations

- Once a disaster has occurred, the IC will notify the State Emergency Management Agency (SEMA) of the situation by the fastest means possible. In the event of a catastrophic earthquake or natural disaster, this will provide the need for the Structural Assessment and Visual Evaluation (SAVE) program to be implemented.

- UMKC – Chief of Police, Chancellor, or the UMKC Command Staff – will activate the EOC and respond to the disaster according to this Emergency Management Plan. Accurate emergency logs and expenditure records must be kept from the start of the
disaster. This will help document potentially eligible costs in the event that a presidential disaster declaration is received.

- Meanwhile, UMKC’s Damage Assessment Coordinator (DAC) will dispatch damage survey teams composed of architects, engineers, insurance agents, etc. to perform an initial damage assessment. Reports of damages may be coming into the EOC through first responders in the field or members of the campus community. Use the information collected to complete the Damage Estimate forms (included in Appendix 10-2 to this annex), and forward them to SEMA.

- If the necessary response is beyond the capability of UMKC, the Chancellor or his/her designee may request assistance from the Governor through the State Emergency Management Agency (SEMA). SEMA will conduct a joint damage assessment with University officials to determine the extent of the incident and the need for state assistance. If recovery from the incident is beyond the capability of UMKC and state government, SEMA will initiate the request for a federal damage assessment from FEMA. NOTE: Federal assistance is supplemental to state assistance, which is supplemental to local capabilities.

- In anticipation of making a request to the President for federal assistance, SEMA, in cooperation with the Federal Emergency Management Agency (FEMA), will conduct a preliminary damage assessment with one of two different teams. One team assesses the effects of damage to individuals, residences, and small businesses (Individual Damage Assessment) and is comprised of, but not limited to, SEMA, FEMA, Red Cross, and Small Business Administration (SBA). The other team will assess damages to the public infrastructure (Public Assistance Assessment) and is usually comprised of, but not limited to, FEMA and SEMA personnel. Individuals from the Mo. Dept. of Transportation, Mo. Dept. of Natural Resources and the U.S. Army Corps of Engineers may also be used depending on the situation. Appropriate UMKC officials will accompany each team and participate in the surveys.

- If the situation is determined to be beyond the capability of UMKC and state government, the Governor may request from the President either an “Emergency” or “Major Disaster” declaration for assistance. The Governor’s request for federal assistance is sent through FEMA, Region VII, Kansas City, to their national office in Washington, D.C., and hence to the President for consideration.

- If FEMA determines that the impact of the incident is not beyond the combined capabilities of the local and state government, a presidential disaster declaration will not be received.

- If the President grants federal assistance, the President will declare either an emergency or major disaster and implement the applicable disaster assistance programs as provided for under the provisions of Public Law 93-288, as amended.

- If a presidential disaster declaration is received, the state and federal governments will disseminate the disaster assistance information to the public through the news media.

10.4 Organization and Assignment of Responsibilities

The diagram for the damage assessment function is located in Appendix 10-1 of this annex.

- The Damage Assessment Coordinator for the University of Missouri will be designated by the Associate Vice Chancellor, Administration. The Damage Assessment Coordinator is responsible for the following:
  - Assign and manage University damage-survey teams.
  - Gather and display (in the EOC) damage assessment information, as well as brief EOC staff on this information.
  - Compile situation reports and forward this information to SEMA as directed by the IC with the approval of the Chancellor; also, complete the Damage Estimate form and forward it to SEMA. (NOTE: Only those forms with the SEMA logo in Appendix 2 to this annex need to be forwarded to SEMA.)
  - Accompany state and federal damage assessment teams, when possible.
• The damage survey teams are responsible for assessing all UMKC buildings, utilities, roads, etc.
• The UMKC Vice Chancellor, Administration and Finance and the Director, Planning, Design and Construction, will provide records of property values for UMKC Facilities.
• The Kansas City Public Works Director will provide value estimates on damages to city-maintained roads, bridges and utilities on the UMKC campus.
• Other public and private utilities serving UMKC will provide estimates of their damages to the Damage Assessment Coordinator.

10.5 Direction and Control

The Damage Assessment Coordinator is an important member of the EOC and will coordinate damage assessment activities under the direction of the Planning Section Chief.

10.6 Continuity of Operations

The line of succession for the Damage Assessment Coordinator will be as follows from Campus Facilities:

• Assistant Vice Chancellor of Facilities
• Manager, Planning Design and Construction
• Manager, Engineering and Construction

10.7 Administration and Logistics

• The Communications and Warning Coordinator will provide communications for this function.
• The Damage Assessment Coordinator will arrange for transportation for damage assessment survey teams.
• The Damage Assessment Coordinator is responsible for providing the necessary damage report forms to the survey teams working at the disaster scene.
Appendix 10-1

Damage Assessment Functional Diagram

Planning Section Chief

Damage Assessment Coordinator

State and Federal Survey Teams

Private and Public Utilities and Services

Local Survey Teams

Architects  Real Estate Agents  Engineers  Insurance Agents  Contractors
Appendix 10-2

Damage Estimate Forms

The following forms are on-line at http://sema.dps.mo.gov/disaster.htm.

- Damage Estimate Form – Initial Disaster Estimate
- Local Situation Report
- Disaster Assessment Summary
Appendix 10-3

Building Inspection Forms Used by
Structural Assessment and Visual Evaluation (SAVE) Coalition

Refer to the State of Missouri Administration and Operations Plan for the SAVE (Structural Assessment and Visual Evaluation) Coalition.

- ATC-20 Rapid Evaluation Safety Assessment Form
- ATC-20 Detailed Evaluation Safety Assessment Form
- ATC-20 Fixed Equipment Checklist
11.1 Purpose

This annex will outline evacuation operations for the University of Missouri-Kansas City, which would be applicable to small, localized situations, as well as a large-scale evacuation.

11.2 Situation and Assumptions

The following situation elements are:

- UMKC is vulnerable to flash flooding, structural fires, severe weather events, hazardous materials incidents, and criminal activity all of which could require an evacuation.
- The classroom buildings, residential halls, Swinney Recreation Center, and other facilities will require special planning considerations if an evacuation is ordered. (See Appendix 11-2 to this Annex for a listing of special facilities.)
- UMKC has facilities such as numerous classrooms, auditoriums and residence halls, research labs, as well as many other potential targets that could be considered targets for terrorism.
- This plan covers the UMKC Volker and Hospital Hill campuses.

The following assumptions are:

- In almost every emergency situation requiring an evacuation, a number of people will evacuate on their own volition.
- Most of the persons in the affected area will receive and follow the evacuation instructions. However, a certain portion of the population will not get the information, will not understand it, or will purposely not follow directions.
- Panic by evacuees will not be a problem as long as UMKC furnishes adequate information.
- Evacuation will be primarily by faculty, staff and students using privately-owned vehicles, while persons without automobiles will be provided transportation.
- Short- and long-term planning should be accomplished in order to provide for identification of safe, secure, and reliable evacuation routes that could possibly be utilized.
- Response and recovery efforts will more than likely include questioning of evacuees following a terrorist event. Evacuation facilities and routes will likely incur additional burden because of this type of incident.

11.3 Concept of Operations

- Ultimate responsibility for ordering an evacuation rests with the Chancellor or Incident Commander. The Director of Environmental Health and Safety also has authority to order an evacuation in the event of a hazardous materials incident.
- The duration of the evacuation will be determined by the Incident Commander based on technical information furnished by UMKC departments, and federal, state, and local agencies.
- Certain day-to-day University activities will be curtailed during evacuation operations. The degree to which this is necessary will depend upon the amount of resources which have been committed to the emergency.
- Transportation will be provided for patients/residents requiring special care or attention. Also, transportation will be provided for other residents and employees with mobility impairments. Appendix 11-2 to this Annex lists facilities at or near UMKC that may be used for special care.
- During evacuation, staging areas will be identified to provide transportation for those persons without any means of transportation (see Appendix11-3 to this Annex).
- If necessary, relocate personnel, supplies, and equipment to a designated staging area. Make provisions for security and transportation of essential personnel to and from the risk area.
- Private organizations may assist in facilitating evacuation operations (e.g., bus companies.
- Reentry into the evacuated area will begin after the area has been declared safe by University Officials. Other local, state, and/or federal officials may have input into this decision.

11.4 Organization and Assignment of Responsibilities

The diagram for the evacuation function is located in Appendix 11-1 of this Annex. Additionally:

- The Incident Commander, under the authority of the Chancellor, is ultimately responsible for ordering an evacuation.
- The UMKC Chief of Police will appoint the Evacuation Coordinator for UMKC.
- This Evacuation Coordinator will control evacuation operations from the Emergency Operations Center when it has been activated, or on-scene in a limited evacuation. The Evacuation Coordinator is also responsible for:
  - Designating primary and alternate evacuation routes and indicating these routes on a map.
  - Estimating traffic capacities for the evacuation routes and the amount of time for completing the evacuation.
  - Estimating the number of people requiring transportation from the evacuation area and identifying the means to transport them.
  - Identifying potential problem areas along the evacuation routes (i.e., narrow streets, current construction, etc.)
  - Requesting assistance, if needed, from other emergency response agencies.
- The Director of Public Relations will act as the Public Information Officer. The Incident Commander will coordinate with the PIO and release evacuation information to the public.
- The Incident Commander will appoint the Resource and Supply Coordinator, who will be responsible for obtaining transportation to be used in the evacuation.
- UMKC Campus Facilities will assist in the traffic movement by constructing barricades and removing debris from the roadways as directed by the UMKC Police Department.
- The UMKC Police Department will be responsible for providing security in the evacuated area, as well as for vehicle security in the reception area (if this is within their jurisdiction).

11.5 Direction and Control

All evacuation operations will be coordinated through the EOC when activated. Should the order be given to evacuate the entire campus, evacuation operations will be controlled from a nearby, safe location. Compliance to an evacuation order is mandatory for all persons present in affected area.

11.6 Continuity of Operations

Lines of Succession

The lines of succession for the Evacuation Coordinators for University of Missouri-Kansas City will be as follows:

1. Chief of Police
2. Captain in charge of Support Operations
3. Captain in charge of Patrol Operations
4. Designated Sergeant
11.7 Administration and Logistics

Each UMKC department is responsible for the procurement of its own essential supplies needed for evacuation operations, through normal procurement channels. The Resource and Supply Coordinator will provide support.

All University-owned and/or city-owned transportation will be utilized to evacuate people and relocate essential resources. Formal arrangements for outside resources (i.e., church buses, school buses) should be made by the individual UMKC departments.

The Operations Section Chief will submit a list of designated drivers for emergency evacuations.
Support from private agencies such as the Red Cross, churches, public schools, etc., will enhance evacuation operations (i.e., assisting with sheltering, providing transportation, etc.).
<table>
<thead>
<tr>
<th>Hospitals</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s Mercy Hospital</td>
<td>2401 Gilham Road, Kansas City, MO 64108</td>
<td>816-234-3000</td>
</tr>
<tr>
<td>Truman Medical Center</td>
<td>2301 Holmes Street, Kansas City, MO 64108</td>
<td>816-404-1000</td>
</tr>
<tr>
<td>Saint Luke’s Hospital</td>
<td>4401 Wornall Road, Kansas City, MO 64111</td>
<td>816-932-3000</td>
</tr>
<tr>
<td>Research Medical Center</td>
<td>2316 E. Meyer Blvd., Kansas City, MO 64132</td>
<td>816-276-4000</td>
</tr>
</tbody>
</table>

**Child Care Centers/Preschool/Licensed Home Care**

<table>
<thead>
<tr>
<th></th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkley Family and Child Development Center</td>
<td>1012 E. 52nd St. (UMKC)</td>
<td>816-235-2600</td>
</tr>
</tbody>
</table>

**Schools**

<table>
<thead>
<tr>
<th>School</th>
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<tbody>
<tr>
<td>Paseo High School</td>
<td>4747 Flora, Kansas City, MO 64110</td>
<td>816-418-2275</td>
</tr>
</tbody>
</table>
Staging areas are locations which may be used in the event an evacuation has been ordered and requires evacuees to relocate to a safe area, possibly outside the University community. Evacuees who do not have transportation would go to these staging areas where transportation will be provided to move them to a designated safe area.

Also, these staging areas can be used as pick-up and drop-off points for resources and supplies into the affected area.

The following UMKC facilities represent centrally located, easily accessible, collection points for local residents. The site(s) to be used would be determined by the situation.

**VOLKER CAMPUS**

- SWINNEY RECREATION CENTER
- ADMINISTRATIVE CENTER; 2ND FLOOR, CONFERENCE ROOMS
- UNIVERSITY CENTER; PIERSON AUDITORIUM
- PERFORMING ARTS CENTER
- QUADRANGLE

**HOSPITAL HILL CAMPUS**

- MEDICAL SCHOOL
- DENTAL SCHOOL
- HEALTH SCIENCES BUILDING
Appendix 11-4
Flood Evacuation

Purpose

This appendix provides for the orderly and coordinated evacuation of people from those areas that are vulnerable to flash flooding and slow-developing flooding.

Situation and Assumptions

The situation includes the following:

- University of Missouri-Kansas City is vulnerable to a wide range of atmospheric conditions that produce weather which is variable and subject to rapid change.
- Brush Creek runs along the north border of the Volker campus.
- UMKC may be vulnerable to flooding due to its close proximity to Brush Creek and subsequent storm water drain backup.

Assumptions include:

- Floods are generally caused by rainstorms lasting several days and moving across the area.
- Local authorities will take immediate steps to warn and evacuate citizens, alleviate suffering, protect life and property, and commit available resources before requesting assistance from the next higher level of government.

Initial Evacuation Response

Receive Warning. The National Weather Service, through a monitoring and warning system, is able to give advanced notice – hours and/or days – of gradual flooding before it results in serious loss of life and property.

The National Weather Service also may issue a FLASH FLOOD WATCH, which means:

- Heavy rains may result in flash flooding in a specified area. Residents should be alert and prepared for the possibility of a flood emergency which may require immediate action.

The National Weather Service also may also a FLASH FLOOD WARNING which means:

- Flash flooding is occurring or is imminent in a specified area. Residents should move to safe ground immediately.

Notify Public. It is the joint responsibility of the National Weather Service and/or the University to issue a warning via radio, television, etc. Early warning, if possible, would enable those in flood hazard areas to move or safeguard their property, affecting a more simplified evacuation should it become eminent.

Evacuation.

- Designate the flood hazard area to be evacuated. Use maps for street description and determine areas to be evacuated.
- Establish a perimeter security. The purpose is to limit access to looters and sightseers while allowing egress by victims.
- Establish shelter/relief services for victims. It must be decided when to open such facilities and where they should be located. Location of shelter areas and assistance in the form of food and clothing could be supplied by the local Red Cross, Salvation Army and other relief agencies.
• Notify affected persons. If early warning is not effective, all remaining persons within the designated flood area must be contacted. This is best accomplished by door-to-door notification, loud speakers on patrol cars, or telephones. A method to record location of visits, times, dates, and results of attempted visits should be devised. (See Appendix 11-5 to this Annex.)
• Return of flood victims. Once the flood waters recede, a public information program should inform the evacuees when to return, what to expect upon return (i.e., how to turn the utilities back on, how to purify water, etc.), and of services being offered by the University, such as debris removal. Also, the University would warn of other related hazards so persons would be alert to changes in their environment.

Appendix 11-5
Record of Evacuation

<table>
<thead>
<tr>
<th>Person Contacted</th>
<th>Address</th>
<th>Date</th>
<th>Time</th>
<th>Result</th>
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#
6.1.12 #12 Pandemic Influenza (Director, Environmental Health and Safety)

Note: this plan was created using information from the Missouri Department of Health and Senior Services Emergency Response and Terrorism Plan, the White House, the U.S. Department of Education, the University of Louisville plan and World Health Organization.

12.1 General Information

Purpose
The purpose of this plan is to provide an effective response to Pandemic Influenza at UMKC resulting from natural causes or a terrorist release. This response is intended to reduce the impact on the health of the University community while maintaining essential services and a continuity of operations to minimize economic loss. The following response plan will be implemented after a novel influenza strain is detected in the Kansas City community or a Health Department Directive is issued.

UMKC should be guided by the following principles in initiating and directing its response activities:

• Follow the concepts and principles of the UMKC Emergency Operations Plan, the National Response Plan and the National Incident Management System.
• Provide honest, accurate and timely information to the public. An informed and responsive public is essential to minimizing the health effects of a pandemic and the resulting consequences to society.
• Human-to-human transmission anywhere in the world is of concern to UMKC. We live in a global community; a human outbreak anywhere means risk everywhere.
• UMKC will attempt to prevent an influenza pandemic or delay its emergence by striving to arrest isolated outbreaks of a novel influenza (through isolation, quarantine, travel restrictions, facility closures, etc.) wherever circumstances suggest that such actions might be successful. At the core of this strategy will be basic public health measures to reduce human-to-human transmission.

Definition
Pandemic Influenza refers to a global influenza epidemic that, in contrast to seasonal influenza, relates to the following:

• Is a novel influenza virus that has undergone an “antigenic shift”
• Has high population susceptibility worldwide
• Shows evidence of high human-to-human transmissibility
• Is spread over a broad range of geographic areas, causing unusually high rates of morbidity and mortality because of its virulence

There are three main types of influenza viruses: A, B, and C. Influenza C causes only mild disease and has not been associated with widespread outbreaks. Influenza types A and B cause epidemics nearly every year. Influenza A viruses are divided into subtypes, based on differences in two surface proteins: hemagglutinin (H) and neuraminidase (N). During an influenza season, usually one or more influenza A subtype and B viruses circulate at the same time. A pandemic is possible when influenza A virus makes a dramatic change (i.e., "shift") and acquires a new H or H+N.

This shift results in a new or novel virus that has never previously infected humans, or has not infected humans in a long period of time. In order to cause a pandemic, the novel influenza A virus must also spread easily from human-to-human causing serious disease. It is estimated that almost no one will have immunity or antibodies to protect themselves. Therefore, anyone exposed to the virus – young or old, healthy or weak – could become infected and get sick. If, however, the novel virus is related to a virus that circulated long ago, older people who might have been exposed to it in their childhood could have some level of immunity. It is for this reason the population hardest hit by such a virus would be healthy young adults – an age group common
to university communities and not usually considered at risk of severe illness or death from annual influenza.

Human influenza virus is transmitted from human-to-human primarily via virus-laden large droplets (particles >5 µm in diameter) that are generated when infected persons cough, sneeze, or speak. These large droplets can then be directly deposited onto the mucosal surfaces of the upper respiratory tract of susceptible persons who are near (i.e., typically within 3 feet of) the droplet source. Transmission also may occur through direct and indirect contact with infectious respiratory secretions. Patients with influenza typically become infectious after a latent period of about 1 to 1.5 days and prior to becoming symptomatic. At about two days, most infected persons will develop symptoms of illness although some remain asymptomatic throughout their infection. This is important because even seemingly healthy asymptomatic individuals in early stages of influenza could be infectious to others.

A pandemic may come in waves, each lasting weeks or months with not all susceptible individuals being infected in the first wave of a pandemic. Therefore preventing transmission by limiting exposure during the first wave will be of great benefit. Within the workplace, the systematic application of infection control and social distancing measures during the pandemic should reduce human-to-human disease transmission rates, increase employee safety and confidence, and possibly reduce absenteeism.

Unlike other catastrophic events, an influenza pandemic will not directly affect the physical infrastructure of an organization. It will not damage power lines or computer networks but will ultimately threaten all critical infrastructures by impacting human resources and removing essential personnel from the workplace for weeks or months. It has been recommended to assume that up to 40 percent of the staff may be absent for periods of about two weeks at the height of a pandemic wave with lower levels of staff absent for a few weeks on either side of the peak. These absences may be due to employees who care for the ill, are under voluntary home quarantine due to an ill household member, care for children dismissed from school, feel safer at home, or are ill or incapacitated by the virus.

**Infection Control Measures**

Given the characteristics of influenza transmission, a few simple infection control measures may be effective in reducing the transmission of infection. Persons who are potentially infectious should: stay home if they are ill; cover their nose and mouth when coughing or sneezing, and use facial tissues to contain respiratory secretions and dispose of them in a waste container (respiratory hygiene/cough etiquette); and wash their hands (with soap and water, an alcohol-based hand rub, or antiseptic hand wash) after having contact with respiratory secretions and contaminated objects/materials (hand hygiene).

Persons who are around individuals with influenza-like symptoms should maintain spatial separation of at least 3 feet from that individual, turn their head away from direct coughs or sneezes, and wash their hands (with soap and water, alcohol-based hand rub, or antiseptic hand wash) after having contact with respiratory secretions and contaminated objects/materials. Hand washing should be facilitated by making hand hygiene facilities and products readily available throughout the University. For the duration of a pandemic, the deployment of infection control measures requires the ready availability of soap and water, hand sanitizer, tissues and waste receptacles, and environmental cleaning supplies.

Minimizing workplace exposure to pandemic influenza will be facilitated by: developing policies and strategies for isolating and excusing employees who become ill at work; allowing unscheduled and non-punitive leave for employees with ill household contacts; reviewing travel to affected geographic areas; and establishing guidelines for when employees who have become ill can return to work.
**Social Distancing Measures.** Depending on the severity of a pandemic, social distancing measures could take the form of modifying the frequency and type of face-to-face encounters that occur. This could include moratoriums on hand-shaking, substitution of teleconferences for face-to-face meetings, staggered breaks, posting of infection control guidelines in prominent locations, maintaining 3 feet of spatial separation between individuals, discontinuation of University transit system, establishing flexible work hours, closure of common use areas (e.g., break rooms and drinking fountains), removal of coffee pots, or closure of the University.

**Use of Face Masks.** Mask use should be based on risk, including the frequency of exposure and closeness of contact with potentially infectious persons. Routine mask use should be permitted, but not required. More advanced respiratory protection may be indicated in certain instances, depending on the degree of exposure risk. During a pandemic, persons who are diagnosed with influenza or who have a febrile respiratory illness should remain at home until the fever is resolved and the cough is reduced to avoid exposing others. If such symptomatic persons cannot stay home during the acute phase of their illness, consideration should be given to having them wear a surgical mask in public places when they may have close contact with other persons. Any mask must be disposed of if it becomes moist. Individuals should wash their hands after touching or discarding a used mask. For more detailed information related to the use of face masks, the Department of Health and Human Services (HHS) has developed interim guidance on the use of masks to control influenza transmission, including the use of face masks and respirators in health care settings.

**12.2 Implementation**

**Action Levels**

- **Preparation**
  Activities that are to be performed continuously to prepare for any pandemic event
- **Level 1**
  Activated when a suspected case of human Avian Flu is found in the Kansas City community
- **Level 2**
  Activated when a case of human Avian Flu is confirmed on UMKC campus
- **Level 3**
  Activated when the confirmed number of human cases of Avian Flu at UMKC exceeds 50.

**UMKC Command Staff**

(Reference UMKC Emergency Operations Plan, Basic Plan Section 320.10)

- Chancellor
- Provost
- Vice Chancellor for Student Affairs and Enrollment Management
- Vice Chancellor for Administrative Services
- Chief of Police
- Police Captain, Patrol Division
- Assistant Vice Chancellor, Campus Facilities Management
- Vice Chancellor for Division of Strategic Marketing and Communications
- Director, Environmental Health and Safety Department
- Director, Public Relations

**Incident Command System Officers**

- Incident Commander: Director, Environmental Health and Safety
- IC Medical Support Team: Vice Chancellor, Student Affairs and Director, Health Services
- Safety Officer: Biological Safety Professional, Environmental Health and Safety
- Public Information: Director, Public Relations
- Operations Officer: Chief of Police
- Planning Officer: Industrial Hygienist, Environmental Health and Safety
- Logistics Officer: CIO, Vice Provost, Information Services
- Finance Officer: Budget Officer, Administrative Services
Delegation of Section Authorities

- **Operations.** Conducts tactical operations to carry out the plan. Develops the tactical objectives and organization, and directs all tactical resources.
- **Planning.** Prepares and documents the Incident Action Plan to accomplish the objectives, collects and evaluates information, maintains resources status, and maintains documentation for incident records.
- **Logistics.** Provides support, resources, and all other services needed to meet the operational objectives.
- **Financial:** Monitors costs related to the incident by providing accounting, procurement, time recording, and cost analysis.

### Table 12.2-1. Action Implementation Chart

<table>
<thead>
<tr>
<th>Groups</th>
<th>Preparation</th>
<th>Level 1</th>
<th>Level 2 (in addition to Level 1 actions)</th>
<th>Level 3 (in addition to Level 2 actions)</th>
</tr>
</thead>
</table>
| **Command Staff** | - Monitor national situation  
- Review list of essential personnel  
- Review response strategies.  
- Develop policy for suspension of classes due to avian flu | 1. Initiate awareness communication campaign (poster, email) for self- protection  
2. Consider cancellation of public functions and athletic events.  
3. Follow US Gov guidelines on foreign travel & monitor faculty/staff traveling in affected region. | 1. Consider closing buildings frequented by infected person | -- |
| **IC and IC Medical Support Group** | 1. Meet and coordinate with KC Public Health Department  
2. Brief Emergency Management Team & Incident Command System Officers on regular basis  
3. Develop plans and distribute in accordance with the directions of the Emergency Management Team.  
4. Develop tabletop exercises and implement exercises as appropriate. | 1. Notify housing and dining services of numbers that may need to be isolated  
2. Continue communication with campus community, faculty, staff, students and parents  
3. Update plans as appropriate | 1. Implement emergency action plan & establish Emergency Operations Center (EOC)  
2. Ensure that all functional groups have appropriate staffing  
3. Evaluate information and set response priorities.  
4. Family notification of ill students, faculty or staff | 1. Order quarantine of buildings  
2. Family notifications of fatalities |
| **Safety Officer**  
- Industrial Hygienist  
- Department of Environmental Health and Safety | 1. Assess respiratory protection plan and resources.  
2. Obtain additional N95 respirators  
3. Communicate with UM system | 1. Provide respirator training and respirators  
2. Stockpile NC-95 filtering masks  
2. Assist Health Care centers |
<table>
<thead>
<tr>
<th>Groups</th>
<th>Preparation</th>
<th>Level 1</th>
<th>Level 2 (in addition to Level 1 actions)</th>
<th>Level 3 (in addition to Level 2 actions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation</strong>&lt;br&gt;Assistant Vice Chancellor of Business Services (Parking)</td>
<td>1. Identify essential staff that can keep shuttle service running and assist University Police with traffic control and security</td>
<td>--</td>
<td>2. Consider canceling Shuttle Service &amp; Mail services</td>
<td>1. Assist University Police with parking lot and campus security 2. Cancel Shuttle Service 3. Close parking office except for essential personnel</td>
</tr>
<tr>
<td><strong>Communications</strong>&lt;br&gt;Director, Public Relations</td>
<td>1. Develop UMKC Pandemic Influenza website with FAQs</td>
<td>1. Update UMKC web page as instructed</td>
<td>1. Update UMKC web page as instructed</td>
<td>1. Update UMKC web page as instructed</td>
</tr>
<tr>
<td><strong>Information Systems</strong>&lt;br&gt;CIO, IS &lt;br&gt;Director – Telecommunications</td>
<td>1. Identify essential staff that can maintain the University communications systems.</td>
<td>--</td>
<td>1. Arrange for additional telephones at EOC</td>
<td>--</td>
</tr>
<tr>
<td><strong>Public Works</strong>&lt;br&gt;Assistant Vice Chancellor, Campus Facilities Management</td>
<td>• Identify essential staff that can maintain the University’s facilities operations, electrical and water service&lt;br&gt;• Train Ancillary staff</td>
<td>4. Receive respirator training and respirators&lt;br&gt;5. Prepare plan to shut down ventilation systems on buildings on an individual or entire campus basis.&lt;br&gt;6. Increase the distribution of hand sanitizers by custodial staff</td>
<td>1. Shut down ventilation systems, public drinking fountains, public access phones, and dining areas as instructed by the IC.</td>
<td>1. Shut down ventilation systems, public drinking fountains, public access phones, and dining areas as instructed by the IC.</td>
</tr>
<tr>
<td><strong>Firefighting</strong>&lt;br&gt;University Fire Marshall - Department of Environmental Health</td>
<td>1. Identify essential staff that can maintain the life safety systems in University facilities</td>
<td>--</td>
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</tr>
<tr>
<td><strong>Mass Care, Housing and Human Resources</strong>&lt;br&gt;Director of Residential Life&lt;br&gt;Director of Human Resources&lt;br&gt;Director, University Center</td>
<td>5. Monitor students traveling in or who may have visitors from affected region&lt;br&gt;6. Develop/initiate training program for live-in staff regarding influenza awareness&lt;br&gt;7. Report suspicious illnesses to the Student Health Office</td>
<td>4. Set up a clearing house for dining and housing&lt;br&gt;5. Receive respirator training and respirators&lt;br&gt;6. Formulate plans for quarantine of students to include identification of needed supplies (bedding, etc)&lt;br&gt;7. Identify student events where confirmed patients have attended.&lt;br&gt;8. Arrange for counseling</td>
<td>5. Activate plans to quarantine students in conjunction with Health Department Guidance&lt;br&gt;6. Assist with location of students if quarantined&lt;br&gt;7. Assist with housing arrangements for students not included in quarantine&lt;br&gt;8. Arrange for counseling</td>
<td>1. Arrange for counseling</td>
</tr>
<tr>
<td>Groups</td>
<td>Preparation</td>
<td>Level 1</td>
<td>Level 2 (in addition to Level 1 actions)</td>
<td>Level 3 (in addition to Level 2 actions)</td>
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</tr>
<tr>
<td>Public Health and Medical Services</td>
<td>3. In-service training for staff</td>
<td>4. Isolate suspected cases.</td>
<td>4. Isolate victim in Student Health.</td>
<td>1. Arrange for Mortuary Services</td>
</tr>
<tr>
<td>Assistant</td>
<td>4. Post sign that patient with flu-like symptoms and have been</td>
<td>5. Notify Public Health and CDC.</td>
<td>5. Locate people who had been in contact with patient.</td>
<td></td>
</tr>
<tr>
<td>Vice</td>
<td>out of the country should notify student health immediately</td>
<td>6. Notify the IC and/or IC support group.</td>
<td>6. Arrange for counseling</td>
<td></td>
</tr>
<tr>
<td>Chancellor</td>
<td>5. Follow local guidance for evaluation and treatment.</td>
<td>7. Receive respirator training and respirators</td>
<td>7. Arrange a screening for those who came in contact of the patient.</td>
<td></td>
</tr>
<tr>
<td>Director of Student Health</td>
<td>6. Monitor health care workers.</td>
<td>8. Initiate vaccination or prophylaxis as appropriate</td>
<td></td>
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</tr>
<tr>
<td>Industrial Hygienist</td>
<td>7. Develop and implement hand washing campaign</td>
<td>9. Isolate exam rooms of patients with flu-like symptoms</td>
<td></td>
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<tr>
<td><strong>Hazardous Materials</strong></td>
<td>1. Develop Mgmt plan for the control and disposal of increased volumes</td>
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<tr>
<td>Hazardous Materials Coordinator - Department of Environmental Health</td>
<td>of infectious waste</td>
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<tr>
<td>and Safety</td>
<td><strong>Food Services</strong></td>
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<tr>
<td>Coordinator of Risk Management and Worker</td>
<td><strong>Public Safety and Security</strong></td>
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<tr>
<td>Compensation</td>
<td><strong>Strategic Marketing &amp; Comm., Director, Public Relations</strong></td>
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<tr>
<td>Chief of Police</td>
<td>8. Train police, security, parking and dispatchers on Avian Flu</td>
<td><strong>Long-Term Community Recovery and Mitigation</strong></td>
<td><strong>Missouri Department of Health and Senior Services.</strong></td>
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<tr>
<td></td>
<td>9. Determine if police should be used to transport suspected victims to</td>
<td>UMKC Command Staff</td>
<td>The Missouri Department of Health and Senior Services (DHSS) primary point of contact is Eddie Hedrick – Emerging Infections Coordinator – 573-522-8596 or e-mail <a href="mailto:Eddie.Hedrick@dhss.mo.gov">Eddie.Hedrick@dhss.mo.gov</a></td>
<td></td>
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<tr>
<td></td>
<td>hospital</td>
<td>Vice Chancellor</td>
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<td></td>
<td></td>
<td>Strategic Marketing &amp; Communications</td>
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Appendix 12-1

College and University Pandemic Influenza Planning Checklist

In the event of a flu pandemic, colleges and universities can play an integral role in protecting the health and safety of students, employees and their families. This checklist provides guidance for colleges and universities to develop and/or improve plans to prepare for and respond to an influenza pandemic.

Guidance and references for addressing pandemic influenza can be found at www.cdc.gov/healthyouth/crisis and www.pandemicflu.gov.

1. Develop a plan to anticipate and respond to the impact of a flu pandemic on campus functioning and student learning:
   1.1 Review the campus’s crisis management plan with relevant stakeholders to ensure that pandemic influenza planning is consistent with existing college or university plans and is coordinated with the community’s emergency incident command system as well as state higher education agencies.
   1.2 Identify a pandemic coordinator and response team (including student and employee health services staff, residence hall personnel, IT staff, mental health staff, communications staff and student representatives) with defined roles and responsibilities for preparedness, response, and recovery planning.
   1.3 Develop scenarios describing the potential impact of a pandemic on classes (e.g. student and employee absences), student housing, international students, school closings, research laboratories using animals, and hold intramural and extramural activities based on having various levels of illness in students and employees.
   1.4 Work with local public health authorities to identify legal authority, decision makers, trigger points, thresholds, and procedures to close and re-open the college or university as well as other community containment measures.
   1.5 Ensure access to up-to-date, reliable, pandemic information from federal, state, and local public health agencies, emergency management, and other sources.
   1.6 Establish an emergency communication plan and revise periodically. This plan should identify key contacts with local and state public health officials as well as the state higher education officials (including back-ups) and the chain of communications, including alternate mechanisms.
   1.7 Identify and prepare ancillary workforce (e.g., substitute faculty, employees in other job titles/descriptions, retirees).
   1.8 Plan for maintaining the operations of the central administration (including budget, facilities management, essential employees, payroll and ongoing communication with students’ families, students and employees).
   1.9 Incorporate into the pandemic influenza plan various scenarios that address types of community containment interventions, including cancellation of classes and or public events, closure of campus, dormitories, and/or public transportation. This should include an assessment of the suitability of student housing for quarantine (both campus quarantine and quarantine in a community-based facility, according to HHS/CDC recommendations) as well as contingency plans for students who depend on student housing and food services (e.g., international students).
   1.10 Establish a pandemic plan for campus-based health care facilities that addresses issues unique to health care settings according to HHS/CDC guidance.
   1.11 Implement an exercise/drill to test your plan, and revise it periodically.

2. Establish Policies and Procedures to be implemented during a pandemic:
   2.1 Establish policies for employee sick-leave absences unique to pandemic influenza (e.g., non-punitive, liberal leave).
   2.2 Establish mandatory sick-leave policies for employees and students who are exposed to pandemic influenza, who are suspected to be ill, or who become ill on campus (e.g. infection control response, immediate mandatory sick leave). Employees and students
should remain at home until their symptoms resolve and they are physically ready to return to school. (Refer to CDC Recommendations).

2.3 Establish policies and procedures for school closings and other containment measures (e.g., canceling sports events and other mass gathering events).

2.4 Establish infection control policies and procedures that help limit the spread of influenza on campus (e.g. promotion of hand hygiene, respiratory/cough etiquette).

2.5 Develop alternative procedures to assure continuity of instruction (e.g., web-based, telephone trees or mailed lessons and assignments) in the event of school closures/quarantines.

2.6 Develop alternative procedures for maintaining the operations of central administration (including budget, payroll, ongoing communication with employees, students and their families) as well as security, maintenance, and food service and housekeeping for residential campuses.

2.7 Adopt CDC travel recommendations at www.cdc.gov/travel during an influenza pandemic.

Recommendations may include restricting travel to and from affected domestic and international sites, recalling nonessential employees working in or near an affected site when an outbreak begins, and distributing health information to persons who are returning from affected areas.

2.8 Develop policies to deal with out of state or international students who may reside in campus or community housing who may be restricted from returning to their permanent homes during travel restrictions.

3. Allocate resources to protect employees and students during a pandemic:

3.1 Provide sufficient and accessible infection control supplies (e.g., hand hygiene products, tissues and receptacles for their disposal).

3.2 Facilitate access of employees and students to physical and mental health services as well as social services. Anticipate an increased need for these services.

3.3 Ensure health services and clinics have identified critical supplies needed to support a surge in demand and take steps to have those supplies on hand.

3.4 Work with local public health authorities to establish plans for administration of vaccine and antiviral medications to ambulatory community members.

4. Communicate with and educate employees, students and families about pandemic influenza:

4.1 Develop a communication plan for employees, students, and families, ensuring language, culture and reading level appropriateness.

4.2 Disseminate information from public health sources covering routine infection control (e.g., hand hygiene, coughing and sneezing etiquette), pandemic influenza fundamentals (e.g., signs and symptoms of influenza, modes of transmission) as well as personal and family protection and response strategies.

4.3 Disseminate information about the college/university's pandemic preparedness and response plan.

4.4 Disseminate information for students' families on the potential impact of a pandemic on campus and dormitory closure, including the contingency plans for students who depend on student housing and campus food service, describing how student safety for those remaining in residence halls will be maintained.

4.5 Anticipate the potential fear and anxiety of employees, students, and families as a result of rumors and misinformation and plan communications accordingly.

4.6 Disseminate guidance from public health sources for the at-home care of ill students, employees and their family members.

4.7 Develop and test platforms (e.g., hotlines, telephone trees, dedicated websites) for communicating pandemic status and actions to employees, students, and families including redundancies in the emergency contact system.

4.8 Advise employees and students where to find up-to-date, timely and reliable pandemic information from federal, state and local public health sources.
5. **Coordinate with external organizations:**

5.1 Collaborate with insurers, health plans, and major local healthcare facilities on pandemic influenza preparedness planning. This may include sharing the college/university’s pandemic plans and identifying capabilities and resources.

5.2 Collaborate with local and/or state public health agencies and state higher education agencies as well as with first responders on pandemic influenza preparedness planning (e.g., to coordinate the college/university’s plan with the community plan, to arrange communication channels and the flow of information.

5.3 Communicate with local and/or state public health agencies and/or emergency responders about the resources that the college or university could contribute to the community in the event of an influenza pandemic (e.g., student or employee health center staff, mental health and counseling staff, medical faculty, nursing faculty, counseling faculty, or sites as contingency hospitals or sites to feed vulnerable populations).

5.4 Share what you have learned from developing your preparedness and response plan with other colleges and universities to improve community response efforts.
6.2 The Law Enforcement Information Sharing Program
A Law Enforcement Information Sharing Program should be devised and initiated as soon as practicable by the UMKC-PD Chief of Police.

6.2.1 Purpose
The purpose of this program shall be to increase communications between campus law enforcement and other law enforcement agencies at all levels of government to enhance safety and security measures against criminal and terrorist threats against the campus and surrounding communities and to enhance cooperative efforts to combat such threats.

6.2.2 Methodology
As soon as practicable, the UMKC-PD Director/Chief of Police shall devise and implement a program designed to maximize the interaction of the campus law enforcement community with the appropriate members of government law enforcement agencies and sister campus security agencies. In order to ensure the timely receipt of threat information, the Chief of UMKC-PD shall establish a working relationship with:

- The SAC of the FBI field office
- The regional Joint Terrorism Task Force (JTTF)
- State and local law enforcement officials
- Others, as appropriate

6.3 Campus Response to National Threat Alert Levels
The Chief of UMKC-PD may consider any of the following steps, as well as any others, calibrated to local, state, or national threat alert levels:

- Consider assigning officers as liaisons with international student groups on campus (in addition to potentially eliciting lifesaving information, these officers may build trust and allay the fears such groups may have)
- Establish a management team responsible for directing implementation of the campus EOP
- Immediately review the campus EOP, TIA, and mutual aid agreements with the management team, command staff and jurisdictional partners.
- Ascertain the need for additional staff training
- Consider assigning a campus liaison officer to the local EOC
- Review leave policies and SOPs for reassignment of plainclothes officers to uniform duty to enhance visibility and coverage to critical areas
- Update your most recent risk assessment inventory
- Increase physical checks of critical facilities during periods of increased alert
- Establish a single point of access for each critical facility and institute 100% identification checks
- Limit public access to critical facilities and consider escort procedures for authorized persons
- Increase administrative inspections of persons and their possessions entering critical facilities
- Increase administrative inspections of vehicles and their contents
- Assess adequacy of video monitoring
- Assess adequacy of physical barriers outside sensitive buildings and the proximity of parking areas
- Ensure adequacy of your emergency alert and communication system for students, faculty, staff and visitors
- Review your parent communication and reunification plan and educate all stakeholders
<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPARTMENT</th>
<th>REVISION</th>
<th>FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abels, Arnold V.</td>
<td>Director, Counseling, Health and Testing</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Babilon, Stacie A.</td>
<td>Assistant Director Lewis White Real Estate Center</td>
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<td>USB</td>
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<tr>
<td>Bahner, Nancy</td>
<td>Admin Manager, Pharmacy</td>
<td>6</td>
<td>USB</td>
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<tr>
<td>Blackwelder, Murray</td>
<td>President, UMKC Foundation</td>
<td>6</td>
<td>Book</td>
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<tr>
<td>Bongartz, Mike</td>
<td>Chief, Police Department</td>
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<td>USB</td>
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<tr>
<td>Brown, Tony</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Byland, James F.</td>
<td>Coordinator, Sweeney Rec Center</td>
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<td>USB</td>
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<td>Cone, Michelle</td>
<td>Manager Parking Operations</td>
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<td>Crespin, Curt</td>
<td>Vice Chancellor, University Advancement</td>
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<td>Book</td>
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<td>Crutsinger, Bob G.</td>
<td>Director, Accounting Services</td>
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<td>DiRaimo, Andrea</td>
<td>CFM</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Downs, Stacy</td>
<td>Public Relations</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Drees, Betty</td>
<td>Dean, School of Medicine</td>
<td>6</td>
<td>Book</td>
</tr>
<tr>
<td>Duck, Scott</td>
<td>CFM</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Essner, Christina M.</td>
<td>Intermurals &amp; Campus Rec</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Fritts, Mary Lou</td>
<td>Provost's Office</td>
<td>6</td>
<td>Book</td>
</tr>
<tr>
<td>Gant, Kelly</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Gaughran, Jacob</td>
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<td>USB</td>
</tr>
<tr>
<td>Green, Wandra</td>
<td>Public Relations</td>
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<td>USB</td>
</tr>
<tr>
<td>Hackett, Gail</td>
<td>Provost</td>
<td>6</td>
<td>Book</td>
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<tr>
<td>Hammond, Nonetta</td>
<td>CFM</td>
<td>6</td>
<td>USB</td>
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<tr>
<td>Harper, Venessa</td>
<td>Admin. Assist., Housing</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Herman, Aliia</td>
<td>Web Communications</td>
<td>6</td>
<td>Book</td>
</tr>
<tr>
<td>Hintz, Carol</td>
<td>Assoc. Vice Chancellor, Human Resources</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Jeffries, Jody</td>
<td>Director, University Center</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Jenkins, Stancia</td>
<td>Community &amp; Public Affairs</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Johnson, Kimberly</td>
<td>Chancellor's Office</td>
<td>6</td>
<td>Book</td>
</tr>
<tr>
<td>Leutzinger, Wm (Bill)</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Lindenbaum, Sharon</td>
<td>Vice Chancellor, Finance and Administration</td>
<td>6</td>
<td>Book</td>
</tr>
<tr>
<td>Martellaro, John</td>
<td>Public Relations</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>McCall, John</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>McKelvy, Terrence M.</td>
<td>CFM</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Mash, Susan</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
<tr>
<td>Maxwell, Peter</td>
<td>Environmental Health</td>
<td>6</td>
<td>USB</td>
</tr>
</tbody>
</table>
8.0 POST-INCIDENT REVIEW AND RECOVERY

8.1 Plan De-Activation

Refer to section “3.3.11 Deactivation of Emergency Incident Operations”

At the close of Incident Operations, the Incident Commander will notify the Operations Section Chief to begin the stand-down phase of operations according to the procedures developed as part of the Incident Action Plan for that incident.

8.2 Business Continuity/Recover

Refer to section “3.2.9 Deans, Department Heads, Other Campus Employee Duties”

Each University Dean and Department Head will develop and implement a business continuity plan for each of their respective areas of responsibility.

It is the responsibility of every campus employee to become familiar with the Emergency Action Plan for his/her work area(s) and to read the University Employee Safety Handbook.

Business Continuity Plans will be updated at least once every three years, or more often as the need arises, due to the reassignment of Deans and Department Heads, or other
critical circumstance that affect the suitability of such plans. A copy of each revised plan will be submitted to the Director, Environmental Health and Safety within thirty days of such revision for approval and retention.

8.2.1 Infrastructure Protection (see Section 9.2 Hazard Vulnerability Assessment)

8.2.2 Purpose
The purpose of this program will be to perform a Threat and Vulnerability Assessment and to implement solutions identified during these assessments to enhance security and improve campus preparedness.

8.2.3 Threat Assessment and Evaluation (T&RA) Program
As soon as practicable, and periodically thereafter, the AVC of Facilities Management shall devise and implement a program whereby each physical asset and/or facility of the University shall be inspected and evaluated for risk potential.

8.2.4 Methodology
Upon completion of such inspection, a report shall be filed with Facilities Management that details the evaluation of risk and makes recommendations on ways to decrease the vulnerability of the asset or facility. The TEEX/NERTTC Campus Preparedness Assessment Instrument or its equivalent may be used to collect and evaluate the necessary data.

In addition, diagrams, blueprints and similar materials shall be assembled for each campus facility and shall be submitted to the AVC of Facilities Management and the Director/Chief of Police for use during both routine and emergency operations.

All such reports shall be used by the Director of Facilities Management to document the deficiencies found and make recommendations for the purpose of improving campus preparedness and security.

9.0 MAINTENANCE AND ADMINISTRATION OF THE PLAN

9.1 Program Administration & Annual Pan Reviews

9.1.1 The EOP shall be reviewed at least once each year
On or about January 1 of each year, the Chancellor of the University shall cause an annual review of the EOP to be conducted. As a result of this review, any updates and/or changes shall be incorporated into this Plan and shall be distributed to users as soon as possible.

9.1.2 Emergency Action Plans
On or about January 1 of each year, each Building/Facility Emergency Action Plan shall be reviewed, updated and submitted to the Office of Facilities Management for approval.

9.1.3 Reporting Status of Plan Revisions
The Director of Facilities Management shall devise a system to manage and track the updating of all Building/Facility Plans and shall notify the Office of the Chancellor of the status of this project, in writing, no later than April 1 of each year.

9.1.4 Emergency Communication Plan
On or about January 1 of each year, the Logistics Section Chief shall conduct a review of the campus Emergency Communications Plan. As a result of this review, any updates and/or changes shall be incorporated into this Plan and shall be distributed to users as soon as possible. This review shall be conducted whether or not plan updates have been accomplished at any time since the previous review.
9.1.5 Emergency Support Function Annexes
The UMKC EOP Emergency Support Function Annexes are similar to the Emergency Support Function Annexes of the National Response Plan. They describe how the various departments of UMKC support emergency operations. This description also describes the broad actions and functions of governmental and private sector response agencies. On or about January 1 of each year, the Emergency Support Function Annexes shall be reviewed by each responsible author as noted in the parentheses below. Any changes shall be forwarded to the UMKC Chief of Police for review, approval by EOC committee and inclusion in the EOP.

A list of Emergency Support Function Annexes can be found in section 6.0 “Campus Specific Emergency Response Plans” of this document.

9.2 Hazard Vulnerability Assessment

9.2.1 Hazard Vulnerability Assessment (PricewaterhouseCoopers, LLC-2012)
This assessment reflects a portion of the University of Missouri System Fiscal Year 2012 Audit Plan which included an assessment performed by Pricewaterhouse Coopers LLC, “of the emergency preparedness plans of each campus within the University of Missouri System. The purpose of the assessment was to evaluate the Emergency Response Plans for each entity, identify risk areas that should be considered in the plans and provide recommendations….”

Based upon historical data, the following hazard vulnerability was conducted. Relative risk scores were calculated based upon probability of an event occurring in a particular location and the potential impact that event would have on a given location. Scenarios that are not highlighted are considered low risk scenarios; areas highlighted in yellow are considered medium risk scenarios; areas highlighted in red are considered high risk scenarios.

<table>
<thead>
<tr>
<th>Event</th>
<th>Description of Scenario</th>
<th>Kansas City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flooding</td>
<td>The accumulation of water within a water body which results in the overflow of excess water onto adjacent lands, usually floodplains. The floodplain is the land adjoining the channel of a river, stream ocean, lake or other watercourse or water body that is susceptible to flooding. Most floods fall into the following three categories: riverine flooding, coastal flooding, or shallow flooding (where shallow flooding refers to sheet flow, ponding and urban drainage).</td>
<td>0.47</td>
</tr>
<tr>
<td>Winter Storm</td>
<td>A winter storm is an event in which the dominant varieties of precipitation are formed that only occur at low temperatures, such as snow or sleet, or a rainstorm where ground temperatures are low enough to allow ice to form (i.e. freezing rain). In temperate continental climates, these storms are not necessarily restricted to the winter season, but may occur in the late autumn and early spring as well. Very rarely, they may form in summer, though it would have to be an abnormally cold summer, such as the summer of 1816 in the Northeast United States of America.</td>
<td>0.16</td>
</tr>
<tr>
<td>Ice Storm</td>
<td>An ice storm is a type of winter storm characterized by freezing rain, also known as a glaze event or in some parts of the United States as a silver thaw. The U.S. National Weather Service defines an ice storm as a storm which results in the accumulation of at least 0.25-inch (0.64 cm) of ice on exposed surfaces. Rain and drizzle freeze and accumulate on objects (e.g. trees, power lines, roadways, communication towers, etc.) as it strikes them, causing slippery surfaces and damage from the sheer weight of ice accumulation.</td>
<td>0.54</td>
</tr>
<tr>
<td>Event</td>
<td>Description of Scenario</td>
<td>Kansas City</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Ice Jam</td>
<td>A formation of ice over a body of water that limits the flow of the water due to freezing. Ice jam flooding occurs when warm temperatures and heavy rain cause the snow to melt rapidly, causing frozen rivers or lakes to overflow. As the water lifts, the ice that’s formed on top of the body of water breaks into small pieces of varying sizes. These pieces or large chunks of ice tend to float downstream and often pile up near narrow passages or near obstructions, such as bridges and dams. This accumulation can impact the integrity of the structures and also cause upstream flooding as water backs up behind the obstruction.</td>
<td>0.00</td>
</tr>
<tr>
<td>Tornado</td>
<td>A tornado is a violent, rotating column of air that is in contact with both the surface of the earth and a cumulonimbus cloud. Most tornadoes have wind speeds less than 110 miles per hour (177 km/h), are approximately 250 feet (80 m) across, and travel a few miles (several kilometers) before dissipating. The most extreme can attain wind speeds of more than 300 mph (480 km/h), stretch more than two miles (3 km) across, and stay on the ground for dozens of miles (more than 100 km).</td>
<td>1.67</td>
</tr>
<tr>
<td>Forest Fire</td>
<td>A wildfire is any uncontrolled fire in combustible vegetation that occurs in the countryside or a wilderness area. A wildfire differs from other fires by its extensive size, the speed at which it can spread out from its original source, its potential to change direction unexpectedly, and its ability to jump gaps such as roads, rivers, and fire breaks.</td>
<td>0.00</td>
</tr>
<tr>
<td>Dam Failure</td>
<td>Dam failure is the collapse, breach, or other failure of a dam structure resulting in downstream flooding. In the event of a dam failure, the energy of the water stored behind even a small dam is capable of causing loss of life and severe property damage if development exists downstream of the dam. Dam failure can result from natural events, human-induced events, or a combination of the two. The most common cause of dam failure is prolonged rainfall that produces flooding. Failures due to other natural events such as hurricanes, earthquakes or landslides are significant because there is generally little or no advance warning.</td>
<td>0.00</td>
</tr>
<tr>
<td>Earthquake</td>
<td>The word earthquake is used to describe any seismic event — whether natural or caused by humans — that generates seismic waves. Earthquakes are caused mostly by rupture of geological faults, but also by other events such as volcanic activity, landslides, mine blasts, and nuclear tests. An earthquake’s point of initial rupture is called its focus or hypocenter. The epicenter is the point at ground level directly above the hypocenter.</td>
<td>0.00</td>
</tr>
<tr>
<td>Nuclear Incident</td>
<td>An unexpected event involving a nuclear weapon, facility, or component, resulting in any of the following, but not constituting a nuclear weapon(s) accident: a. an increase in the possibility of explosion or radioactive contamination; b. errors committed in the assembly, testing, loading, or transportation of equipment, and/or the malfunctioning of equipment and materiel which could lead to an unintentional operation of all or part of the weapon arming and/or firing sequence, or which could lead to a substantial change in yield, or increased dud probability; and c. any act of God, unfavorable environment, or condition resulting in damage to the weapon, facility, or component.</td>
<td>0.00</td>
</tr>
<tr>
<td>Hazmat Event</td>
<td>Hazardous materials are substances that are either flammable or combustible, explosive, toxic, noxious, corrosive, oxidizable, an irritant or radioactive. A hazardous material spill or release can pose a risk to life, health or property. An incident can result in the evacuation of a few people, a section of a facility or an entire neighborhood.</td>
<td>0.25</td>
</tr>
</tbody>
</table>

**Kansas City and UMKC Area Profile**

Kansas City lies in four counties: Cass, Clay, Platte, and Jackson. Its population in 2010 was approximately 459,800 within the city and over 2 million in the metro area. It is more densely populated than the state average; 1,460 persons per square mile compared to 87 persons per square mile state-wide. Kansas City's population density is similar to that of Columbia and Rolla.
After threat analysis of this location the following were considered to be viable threats:
- Flooding
- Severe storms
- Tornadoes
- Severe winter storms/snowstorms
- Ice storms/hail

Several significant ice/hail storms have occurred in the Kansas City metropolitan area over the last 50+ years. These storms can produce hail up to nearly 3” in diameter. Although the impact area is often localized, significant damage to property and infrastructure can occur.

Threat of terrorist activity in the area is low. Although Kansas City has a major metropolitan core, there are no high value/high profile targets.

Kansas City has had 24 Major Disasters (Presidential) Declared in at least one of its four counties since 1957:

<table>
<thead>
<tr>
<th>Year</th>
<th>Date</th>
<th>Incident Description</th>
<th>FEMA Disaster Number*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>12-Aug</td>
<td>Flooding</td>
<td>4012</td>
</tr>
<tr>
<td>2011</td>
<td>23-Mar</td>
<td>Severe Winter Storm and Snowstorm</td>
<td>1961</td>
</tr>
<tr>
<td>2010</td>
<td>17-Aug</td>
<td>Severe Storms, Flooding, and Tornadoes</td>
<td>1934</td>
</tr>
<tr>
<td>2008</td>
<td>25-Jun</td>
<td>Severe Storms and Flooding</td>
<td>1773</td>
</tr>
<tr>
<td>2007</td>
<td>11-Jun</td>
<td>Severe Storms and Flooding</td>
<td>1708</td>
</tr>
<tr>
<td>2006</td>
<td>16-Mar</td>
<td>Severe Storms, Tornadoes, and Flooding</td>
<td>1631</td>
</tr>
<tr>
<td>2004</td>
<td>11-Jun</td>
<td>Severe Storms, Tornadoes, and Flooding</td>
<td>1524</td>
</tr>
<tr>
<td>2003</td>
<td>6-May</td>
<td>Severe Storms, Tornadoes and Flooding</td>
<td>1463</td>
</tr>
<tr>
<td>2002</td>
<td>6-Feb</td>
<td>Ice Storm</td>
<td>1403</td>
</tr>
<tr>
<td>1998</td>
<td>19-Oct</td>
<td>Severe Storms and Flooding</td>
<td>1256</td>
</tr>
<tr>
<td>1998</td>
<td>14-Oct</td>
<td>Severe Storms and Flooding</td>
<td>1253</td>
</tr>
<tr>
<td>1995</td>
<td>2-Jun</td>
<td>Severe Storm, Tornadoes, Hail, Flooding</td>
<td>1054</td>
</tr>
<tr>
<td>1994</td>
<td>21-Apr</td>
<td>Severe Storm, Flooding, Tornadoes</td>
<td>1023</td>
</tr>
<tr>
<td>1993</td>
<td>9-Jul</td>
<td>Flooding, Severe Storm</td>
<td>995</td>
</tr>
<tr>
<td>1990</td>
<td>24-May</td>
<td>Flooding, Severe Storm</td>
<td>867</td>
</tr>
<tr>
<td>1986</td>
<td>14-Oct</td>
<td>SEVERE STORMS, FLOODING</td>
<td>779</td>
</tr>
<tr>
<td>1984</td>
<td>21-Jun</td>
<td>SEVERE STORMS, FLOODING</td>
<td>713</td>
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<tr>
<td>1982</td>
<td>26-Aug</td>
<td>SEVERE STORMS, FLOODING</td>
<td>667</td>
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<tr>
<td>1977</td>
<td>14-Sep</td>
<td>SEVERE STORMS, FLOODING</td>
<td>538</td>
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<tr>
<td>1977</td>
<td>7-May</td>
<td>TORNADOES, FLOODING</td>
<td>535</td>
</tr>
<tr>
<td>1974</td>
<td>10-Jun</td>
<td>SEVERE STORMS, FLOODING</td>
<td>439</td>
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<tr>
<td>1973</td>
<td>1-Nov</td>
<td>SEVERE STORMS, FLOODING</td>
<td>407</td>
</tr>
<tr>
<td>1973</td>
<td>19-Apr</td>
<td>Heavy Rains, Tornadoes, Flooding</td>
<td>372</td>
</tr>
<tr>
<td>1965</td>
<td>27-Jul</td>
<td>SEVERE STORMS, FLOODING</td>
<td>203</td>
</tr>
</tbody>
</table>
The FEMA Disaster Number tracks declarations in a sequential order. The numbers are used as reference for disaster funds, damages, and response personnel.

The University of Missouri - Kansas City (UMKC) campus is located south of the city's center. The total student population is approximately 15,746 (fall 2011 enrollment) with 1,350 living on campus. Campus Police, facilities, and housing staff are available 24/7. Campus Police are trained in first aid, but rely heavily on Kansas City fire/rescue and local hospitals. They have a good relationship with Kansas City police and have conducted training exercises on campus. Plan annex leaders take ICS courses, and there is awareness training for senior leadership. Table top exercises have been conducted with leadership and annex leaders. The campus is currently developing a regular training schedule; the goal is to schedule quarterly table top exercises.

The primary EOC is at the Campus Police building, and mobile generators allow for 24-48 additional hours of power with refueling capabilities available on campus. There is currently no secondary EOC; however, the primary EOC will soon relocate to a more robust structure with permanent generators in place. All emergency communications start through dispatch. If EMNS needs to be utilized, campus police coordinates through public relations. The UMKC campus is 19 miles from the Kansas City International Airport, and at low risk of being affected by any disruptions or disturbances that may occur at the terminal or surrounding areas. Civil disturbances and demonstrations are rare and have not directly affected the campus in the past; however there are plans in place to detain large numbers of individuals if necessary.

Although there is no intercom, the campus is on the city's alert system for tornadoes which is tested weekly and monthly. No full scale tornado drills have been conducted since the actual warnings sounded in May 2011. Tornadoes of EF3 intensity or greater are more common in the Kansas City. There have been two EF4 and one EF5 tornadoes in the UMKC area over the last 50+ years (not including the 2011 storm season).

Orange and red diagonal lines show EF4 and EF5 tornado tracks in Kansas City, MO; Source: NOAA
9.3 Exercises and Training

9.3.1 Annual Training
Training will be conducted on at least an annual basis for all designated first responders. This training will include tabletop exercises and other contextual training. The Chief of UMKC-PD or the Director of Environmental Health and Safety, as appropriate, will supervise and coordinate such training.

9.3.2 Exercises and Evaluations
The Planning Section Chief shall develop a program of periodic evaluation and training that is compatible with the federal, state and local governments that coincides with the goals and doctrines of the U.S. Department Homeland Security, Office of Domestic Preparedness, Homeland Security Exercise and Evaluation Program. The Homeland Security Exercise & Evaluation Program (HSEEP) contains doctrine and policy for designing, developing, conducting and evaluating exercises. HSEEP is a threat- and performance-based exercise program that includes a cycle, mix and range of exercise activities of varying degrees of complexity and interaction. (See the link at http://www.ojp.usdoj.gov/odp/docs/hseep.htm)

9.3.3 EMS Training and Medical Training shall be monitored
The Planning Section Chief, in coordination with others, shall devise and research training opportunities to access or ensure that EMS and medical training is available and appropriately delivered to local responders according to applicable federal, state, and local standards, including licensing and certification.

9.3.4 Required NIMS Training (Annex Specific)
UMKC NIMS Training List of Personnel
http://www.fema.gov/emergency/nims/NIMSTrainingCourses.shtm

<table>
<thead>
<tr>
<th>ESF#1 – Communications</th>
<th>Required Training</th>
<th>Additional Recommended Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS-702 - NIMS Public Information Systems <a href="http://training.fema.gov/EMIWeb/IS/is702.asp">http://training.fema.gov/EMIWeb/IS/is702.asp</a></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ESF#2 – Environmental Health and Safety</th>
<th>Required Training</th>
<th>Additional Recommended Training</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>ESF#3 – Public Works and Utilities</th>
<th>Required Training</th>
<th>Additional Recommended Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS-100.a - Introduction to the Incident Command System, for Higher Education <a href="http://training.fema.gov/EMIWeb/IS/is100HE.asp">http://training.fema.gov/EMIWeb/IS/is100HE.asp</a></td>
<td>IS-100.PWa - Introduction to the Incident Command System for Public Works Personnel <a href="http://training.fema.gov/EMIWeb/IS/IS/Is100PWa.asp">http://training.fema.gov/EMIWeb/IS/IS/Is100PWa.asp</a></td>
<td></td>
</tr>
</tbody>
</table>

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9.3.4 Required NIMS Training (Annex Specific)
UMKC NIMS Training List of Personnel
http://www.fema.gov/emergency/nims/NIMSTrainingCourses.shtm
<table>
<thead>
<tr>
<th>Reference</th>
<th>IS-200.a - ICS for Single Resources and Initial Action Incidents</th>
<th>IS-100.a - Introduction to the Incident Command System, for Higher Education</th>
<th>IS-703.a - NIMS Resource Management Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF#5 – Mass Care and Sheltering</td>
<td><a href="http://training.fema.gov/EMIWeb/IS/IS200A.asp">http://training.fema.gov/EMIWeb/IS/IS200A.asp</a></td>
<td><a href="http://training.fema.gov/EMIWeb/IS/is100HE.asp">http://training.fema.gov/EMIWeb/IS/is100HE.asp</a></td>
<td></td>
</tr>
<tr>
<td>ESF#7 – Health, Mental Health, and Medical Services</td>
<td><a href="http://training.fema.gov/EMIWeb/IS/IS200A.asp">http://training.fema.gov/EMIWeb/IS/IS200A.asp</a></td>
<td><a href="http://training.fema.gov/EMIWeb/IS/is100HE.asp">http://training.fema.gov/EMIWeb/IS/is100HE.asp</a></td>
<td></td>
</tr>
</tbody>
</table>

**IS-100.a** - Introduction to the Incident Command System, for Higher Education

http://training.fema.gov/EMIWeb/IS/is100HE.asp
<table>
<thead>
<tr>
<th>ESF#9 – Law Enforcement, Safety and Security</th>
<th>IS-100.a - Introduction to the Incident Command System, for Higher Education <a href="http://training.fema.gov/EMIWeb/IS/is100HE.asp">http://training.fema.gov/EMIWeb/IS/is100HE.asp</a></th>
<th>IS-100.LEa - Introduction to the Incident Command System for Law Enforcement <a href="http://training.fema.gov/EMIWeb/IS/is100LEA.asp">http://training.fema.gov/EMIWeb/IS/is100LEA.asp</a></th>
</tr>
</thead>
</table>

**Administration - Executive Group**

<table>
<thead>
<tr>
<th>Position</th>
<th>Incidence Command System Awareness for UMKC Executive/Senior Administration</th>
<th>IS-100.a - Introduction to the Incident Command System, for Higher Education <a href="http://training.fema.gov/EMIWeb/IS/is100HE.asp">http://training.fema.gov/EMIWeb/IS/is100HE.asp</a></th>
</tr>
</thead>
</table>
### 10.0 LIST OF ACRONYMS USED

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>ACM</td>
<td>Asbestos Containing Material</td>
</tr>
<tr>
<td>ALS</td>
<td>Advanced Life Support</td>
</tr>
<tr>
<td>AWOL</td>
<td>Absent Without Leave</td>
</tr>
<tr>
<td>BLS</td>
<td>Basic Life Support</td>
</tr>
<tr>
<td>BSL</td>
<td>Biosafety Level</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear and Explosive</td>
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<tr>
<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<tr>
<td>CEM</td>
<td>Comprehensive Emergency Management</td>
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<tr>
<td>CERCLA</td>
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<tr>
<td>CEO</td>
<td>Chef Executive Officer (also known as Agency Executive)</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
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<tr>
<td>CIO</td>
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<tr>
<td>COG</td>
<td>Continuity of Government</td>
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<tr>
<td>CONOPS</td>
<td>Concept of Operations</td>
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<td>COOP</td>
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<tr>
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</tr>
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<td>Department of Natural Resources</td>
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<td>DOC</td>
<td>Department Operations Center</td>
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<tr>
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<td>Department of the Interior</td>
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<td>Emergency Management Institute</td>
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<td>ERT</td>
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<td>HVA</td>
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<td>Immediately Dangerous to Live and Health</td>
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<td>Material Safety Data Sheet</td>
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<td>Positive Air-Purifying Respirator</td>
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<tr>
<td>SARA</td>
<td>Superfund Amendments and Reauthorization Act</td>
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<tr>
<td>SARS</td>
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<td>SCBA</td>
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<td>US&amp;R</td>
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