

# Andrew County

# Local Emergency Operations Plan 2025

# **LOCAL EMERGENCY OPERATIONS PLAN**

Developed to be a local element of the Integrated Emergency Management System (IEMS) of the State of Missouri and of the United States by:

**The Agencies, Departments, Municipalities, and Cities that  
make up Andrew County**

With the coordination and assistance of:

**Andrew County Emergency Management Agency**

Under the guidelines established by:

**The Missouri State Emergency Management Agency**

and the

**Federal Emergency Management Agency**

**--2025--**

**TABLE OF CONTENTS**

Promulgation Statement.....5

Executive Summary .....6

Foreword.....7

Change Management .....9

Plan Distribution.....9

Basic Plan.....10

- Purpose.....10
- Scope.....11
- Structure of the LEOP.....13
- Situation Overview .....17
- Jurisdiction Overview .....21
- Assumptions.....37
- Objectives .....38
- Concept of Operations .....39
  - Phase I: Readiness and Preparedness.....39
  - Phase II: Activation and Relocation .....40
  - Phase III: Continuity Operations .....44
  - Phase IV: Recovery Operations.....45
  - Devolution of Control and Direction .....48
- Organization and Assignment of Responsibilities.....49
- Direction, Control and Coordination .....51
- Disaster Intelligence.....52
- Communications .....53
- Budgeting and Acquisition of Resources.....53
- Plan Development and Maintenance .....53
- Authorities and References .....54
- State of Local Disaster Emergency.....55
- Andrew County EMA EOC .....57
- Roles and Responsibilities .....63
- Administration, Finance, and Logistics .....76
- Policies, Authorities, and References .....77
- Definitions.....80
- Appendix 1 – Functions and Responsibilities’ Chart .....92

Emergency Support Functions (ESF) Appendices

- ESF-1 Transportation
- ESF-2 Communications
- ESF-3 Public Works and Engineering
- ESF-4 Firefighting
- ESF-5 Emergency Management
- ESF-6 Mass Care, Emergency Assistance, Temporary Housing and Human Services

- ESF-7 Logistics
- ESF-8 Public Health and Medical Services
- ESF-9 Search and Rescue
- ESF-10 Oil and Hazardous Material Response
- ESF-11 Agriculture, Animal Welfare, and Natural Resources
- ESF-12 Energy
- ESF-13 Public Safety and Security
- ESF-14 Long-Term Community Recovery
- ESF-15 External Affairs
- ESF-16 Catastrophic Incidents (future addition)

### PROMULGATION STATEMENT

Officials of the Andrew County Emergency Management Agency in conjunction with the Missouri State Emergency Management Agency, have developed this Local Emergency Operations Plan (LEOP) that will enhance the region’s emergency response capability.

This plan is designed to promote the coordination of local, regional, and statewide emergency services and the use of available resources to minimize the effects of a major disaster (natural or otherwise) on life and property of the citizens of Andrew County Missouri. It also incorporates the principles and processes of the National Incident Management System (NIMS) per Missouri Executive Order 05-42 which establishes the NIMS as the standard for emergency incident management in the State of Missouri and the Incident Command System (ICS).

The LEOP, when used properly and updated annually, can assist local government officials in responding to and recovering from the effects of natural and man-made disasters. This plan and its provisions will become official when it has been signed and dated by the concurring government officials that comprise Andrew County.

\_\_\_\_\_  
Presiding Commissioner  
*Andrew County*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Commissioner, East District  
*Andrew County*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Commissioner, West District  
*Andrew County*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Emergency Management Director  
*Andrew County Emergency  
Management Agency*

\_\_\_\_\_  
Date

**EXECUTIVE SUMMARY**

The Local Emergency Operations Plan was developed to maintain a continuity of operations through times of disaster. It is the intent of this plan to aid those essential personnel throughout the four phases of emergency management: preparedness/mitigation, planning, response, and recovery. Through the coordinated efforts of personnel from the Andrew County Fire Protection Districts, the Missouri Cities of Amazonia, Bolckow, Cosby, Fillmore, Rosendale, Village of Country Club, and Savannah, and the Andrew County Sheriff's Office, this plan was developed. Continual analysis, planning and exercising of this plan will prepare the Andrew County Emergency Management Agency to handle the various threats and hazards that occur.

## FOREWORD

### GENERAL

The Andrew County Local Emergency Operations Plan (LEOP) has been written to consider all relevant hazards identified in the Regional Hazard Mitigation Plan which was developed with the support from the Region H Homeland Security Oversight Committee and Mo-Kan Regional Council. This plan addresses all four phases of emergency management: mitigation, preparedness, response, and recovery. It defines, to the maximum extent appropriate, the policies, roles, and responsibilities for management of emergency operations within the constraints of existing resources and operations' capabilities.

### EMERGENCY PLANNING POLICY

Emergency operations planning in Andrew County EMA's jurisdiction relies on a cooperative process between the Andrew County EMA and the various/identified cities within Andrew County. Emergency operations in unincorporated areas of Andrew County that the Andrew County EMA is responsible for shall be conducted in accordance with the provisions and policies contained in this document.

The LEOP follows the principles and processes outlined in the National Incident Management System (NIMS). As a result, the plan institutionalizes the concepts and principles of the NIMS and the Incident Command System (ICS) into the response and recovery operations conducted within the Andrew County EMA. 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: mitigation, preparedness, response, and recovery.

This plan was developed through the collaborative efforts of the Andrew County EMA Emergency Management Director, other governmental and private entities throughout Andrew County's jurisdiction and with the assistance of the Missouri State Emergency Management Agency. During the development of this plan, various agencies, organizations, and county governments were interviewed to discuss their roles, responsibilities, and capabilities during an emergency. This document is the result of these discussions.

The Andrew County Local Emergency Operations Plan is an all hazards, functional plan that is divided into three components: (1) The Basic Plan that serves as a broad conceptual framework that describes the policy and approach to emergency operations for use by local government officials, (2) Emergency Support Functions (ESF) Annexes provide a mechanism for grouping functions most frequently used to meet the disaster-caused needs of the jurisdiction, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents, and (3) Appendices which support each annex and contain technical information, details, and methods for use in emergency operations.

The Basic Plan is to be used primarily by the chief executive and public policy officials of a jurisdiction but all individuals/agencies that play a part in emergency response and/or recovery should become familiar with it. The ESF Annexes are to be used specifically by the operational managers. The Appendices are specifically for disaster response personnel. The Andrew County Emergency Management Director or the Assistant Emergency Management Director (Deputy) will brief the appropriate officials on their roles in emergency management. Newly employed officials, department heads, etc. will also be included in this briefing.

Each organization/agency with an assigned task will be responsible for the development and maintenance of their respective segments of the plan, under the guidance of the Andrew County Emergency Management Director. The LEOP will be reviewed and updated at least Biannual, but more frequent changes may be needed

based on organization/agency/policy changes. The changes to the LEOP may come from the annual review, experience with real-world emergencies, incidents, and events or training and exercising of the plan. Any necessary changes to the LEOP shall be sent to the Emergency Management Director for inclusion in a future update.

***DISCLAIMER***

*Although every effort has been made to make the response and recovery provisions of the plan parallel to the normal functions of county agencies, departments, city operations, etc. it is developed as a guide for emergency operations in a disaster or major emergency, it is not intended for the conduct of day-to-day operations.*

*All agencies and individuals involved in emergency operations should understand that events may take place which make it improper and inadvisable to proceed in a manner that would jeopardize lives and property simply to implement this plan. Individuals and agencies having responsibilities set forth in this plan must have the freedom to augment its provisions to deal with an emergency/disaster/incident/event using resources that are available and actions that are possible within the time limits dictated by the situation.*

*The plan has been prepared to meet state and federal requirements and is not designed to be a checklist of specific actions during emergencies/disasters or to take the place of valid city plans, agency or departmental operating procedures or guidelines.*

## CHANGE MANAGEMENT

Change Number	Date of Change	Section	Page Number	Brief Description of Change(s)	Change Made By:

## PLAN DISTRIBUTION

Recipients (Name, Title, Organization)
County Commission
County Sheriff
County Clerk
County Assessor
County Treasurer
Prosecuting Attorney
Public Administrator
County Highway Department
County Coroner
Building Code Inspector, City of Savannah
County Emergency Management Coordinator
County Health Department
County Local Emergency Planning Committee Chairman
County Division of Family Services Director
Police Chief, City of Savannah
Police Chief, Village of County Club
Andrew County Ambulance District
County E-911 Dispatch Center
City/Rural Fire Departments
Public Information Officer
County School Districts
County Public Works Department Director

# BASIC PLAN

## INTRODUCTION

The Andrew County Emergency Management Agency (EMA) jurisdiction is vulnerable to disasters and emergencies. These incidents and events can affect the entire jurisdiction or select parts in a variety of ways, necessitating immediate and sometimes long-term assistance to meet the needs generated by them. This plan considers the risk of disasters in the Andrew County EMA jurisdiction and establishes how they mitigate against, prepare for, respond to, and recover from them.

## PURPOSE

---

The purpose of the Andrew County EMA Local Emergency Operations Plan (LEOP) is to establish the overall framework within which all entities of local government, non-governmental organizations and the private sector will operate in an integrated and coordinated fashion before, during, and after a disaster.

Andrew County EMA's mission is to plan for, respond to, and recover from any disaster. To accomplish this mission, the Andrew County EMA must ensure its' operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Andrew County EMA LEOP and programs to ensure the organization can conduct its essential missions and functions under all hazards, threats, and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the Andrew County EMA missions, personnel, and facilities.

The overall purpose of contingency planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent world-wide emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies. These conditions, coupled with the potential for terrorists' use of Weapons of Mass Destruction (WMDs), have increased the importance of having continuity programs that ensure continuity of essential functions across all levels of government.

Specifically, the LEOP establishes the key policies and roles and responsibilities necessary to reduce vulnerabilities to disasters and cope with them. The plan is designed to accomplish the following:

1. Establish the systems and coordination that will allow for optimal response to and recovery from all disasters. This includes actions to save lives, protect property and the environment, meet basic disaster-caused human needs, and restore the community to pre-disaster or improved conditions.
2. Establish the organizational basis for disaster operations in Andrew County EMA's jurisdiction.
3. Outline the jurisdictional-wide coordination and key activities required to prevent or lessen the impact of disasters in Andrew County EMA's jurisdiction before, during, or after a disaster.
4. Define the emergency management policies, and roles and responsibilities, of Andrew County EMA, local governments, response organizations, and other entities that may be requested to help before, during or after disasters.
5. Guide strategic organizational behavior before, during, and after a disaster.
6. Assist in developing an enhanced level of disaster preparedness and awareness throughout the county, cities, organizations, and the population at large.
7. Identify linkages to the emergency/disaster policies and plans that guide and/or support the LEOP.

8. Synchronize with relevant policies, plans, systems, and programs to ensure full integration and unity of effort.
9. Outline procedures for requesting and coordinating state and federal disaster assistance.
10. Acknowledge the importance of flexibility in disaster response and allow for the creative and innovative approaches that will be required to address the problems presented by disasters.

## SCOPE

---

The LEOP is a major component of Andrew County EMA's comprehensive emergency management program, which addresses hazards, phases, impacts, people, and stakeholders. It applies to the essential functions, operations, and resources necessary to ensure the continuation of the organizations or agencies that make up the Andrew County EMA in the event its normal operations are disrupted or threatened with disruption. This plan applies to all personnel represented by the Andrew County EMA and requires them to be familiar with the policies, procedures, and their respective roles and responsibilities. Policies and procedures will comply with the Incident Command System (ICS) and the National Incident Management System (NIMS). This document ensures Andrew County EMA can conduct its essential missions and functions under hazards, phases, and impacts, by identifying stakeholders and covers people, with or without warning.

1. **All Hazards:** The LEOP is meant to address all the hazards that may require disaster response in Andrew County. The hazards are identified through a thorough risk assessment and prioritized based on impact and likelihood of occurrence. This approach allows the county to address the specific considerations of unique hazards, while strengthening the functions common to most disasters.
2. **All Phases:** The Comprehensive Emergency Management Model on which modern emergency management was based on four phases of emergency management: mitigation, preparedness, response, and recovery. The National Preparedness Goal has expanded these to five mission areas that contain all 32 core capabilities:
  - 1) Prevention consists of those activities designed to avoid, prevent, or stop a threatened or actual act of terrorism.
  - 2) Protection consists of those activities designed to secure the homeland against acts of terrorism, manmade disasters, or natural disasters.
  - 3) Mitigation consists of those activities designed to reduce the loss of life and property by lessening the impact of disasters.
  - 4) Response consists of those activities designed on saving lives, protecting property and the environment, and meeting basic human needs after an incident has occurred.
  - 5) Recovery consists of those activities designed to assist communities affected by an incident to recover effectively.
3. **All Impacts:** The concepts identified in the LEOP are meant to be used to address all types of disaster impacts, regardless of their cause, severity, or complexity – no matter how unprecedented or extraordinary. For readability purposes, the word *disaster* is used throughout the LEOP to address *emergencies, disasters, and catastrophes*, unless otherwise noted. While the plan focuses primarily on disasters, it addresses and distinguishes between the following types of incidents when appropriate:
  - 1) Emergencies are events which make up most incidents and are handled by responsible jurisdictions or agencies through other established authorities and plans.
  - 2) Disasters are events which exceed the capability of local jurisdictions or agencies (or exhaust their resources) requiring countywide coordination and/or assistance from the county, state, or federal governments.

- 3) Catastrophes are extremely rare events where most, if not all, of the following conditions exist:
  - i. most or all the county is destroyed or heavily impacted,
  - ii. local government is unable to perform its usual services,
  - iii. help from nearby communities is limited or cannot be provided,
  - iv. most or all the daily community functions are interrupted.

Community impacts can further be defined either by incidents or events. ICS defines them as follows:

- a. Incidents are an unplanned occurrence, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
  - b. Events are a planned, non-emergency activity. They can be a wide range of activities e.g., parades, concerts, or sporting events.
4. **Stakeholders:** Effective emergency management requires trust and close working relationships among all levels of government, non-governmental organizations, the private sector, and the public. To this end, the LEOP and the planning process utilized to develop and maintain it are designed to facilitate communication, build consensus, advocate a team atmosphere, encourage trust, and create and sustain broad and sincere relationships among individuals and organizations. Developing and maintaining this integrated team approach is the foundation of an effective disaster response.
  5. **People:** A key element of effective emergency planning is to consider the whole community, all individuals and population segments that may be impacted by disaster. This planning encompasses as many audiences as practically possible, which can include those that can be defined as a group with something in common as a “special” segmented population. These groups whose needs are not fully addressed by traditional service providers or who feel they cannot comfortably or safely access and use the standard resources offered in disaster preparedness, relief and recovery need to be considered. Some of these “special” segments may include:
    - 1) Economically disadvantaged;
    - 2) Limited language proficiency;
    - 3) People with disabilities – physical, mental, cognitive or sensory;
    - 4) Age vulnerable (under 5 or over 65);
    - 5) Culturally/geographically isolated.

Before, during, and after a disaster, plans should consider inclusion of additional response and recovery needs in one or more of the following functional areas:

- a. Maintaining independence;
- b. Communication;
- c. Transportation;
- d. Supervision;
- e. Medical care.

## **STRUCTURE OF THE LEOP**

---

While emergency operations plans can be structured in a variety of ways, the federal government, and many states, including Missouri, utilize a standardized list of Emergency Support Functions (ESFs) to organize their plans and coordinate their work in disaster response. The ESF structure is based on the idea that, regardless of the cause, size, type, or severity of disasters, there are certain functions (or sets of coordinated activities) that are common in the response to most disasters. By organizing plans and response efforts around these common functions the Andrew County EMA jurisdiction is better prepared for all disasters. The LEOP and the organizational structure in the Andrew County EMA Emergency Operations Center (EOC) are structured around 15 ESFs. The Andrew County EMA Plan (LEOP) consists of a Basic Plan and ESF Annexes and Appendices:

**Basic Plan:** The Basic Plan provides an overview of Andrew County EMA’s jurisdictional approach to emergency management and disaster response. It also describes the roles and responsibilities associated with response including an overview of ESFs.

**Emergency Support Function (ESF) Annexes:** Most of the content of the plan is captured in the plan’s 15 ESF Annexes, addressing the major functional areas required to respond to disasters. Each ESF Annex accomplishes two main objectives:

1. Describes the scope of the ESF and the associated roles, responsibilities, and coordination necessary to meet the needs generated by disaster.
2. Describes the mission, membership, and key operational concepts of the ESF team in the Andrew County EMA EOC (when activated).

<b>Emergency Support Functions (ESF)</b> <i>ESF Coordinators</i>	<b>Roles and Responsibilities</b> <i>(not all inclusive)</i>
<b>ESF-1 Transportation</b> <i>Road &amp; Bridge; City Public Works &amp; Transportation Services</i>	<ul style="list-style-type: none"> <li>• Movement of people, materials, and resources;</li> <li>• Assessment of transportation infrastructure, systems, and resources;</li> <li>• Coordination of transportation resources;</li> <li>• Traffic restrictions and transportation safety (in partnership with ESF-3 Public Works and Engineering, ESF-4 Firefighting, and ESF-13 Public Safety and Security); and</li> <li>• Mutual aid and private sector transportation resources.</li> </ul>
<b>ESF-2 Communications</b> <i>County Sheriff, 911 Center, and Police Chiefs, County EMA</i>	<ul style="list-style-type: none"> <li>• Ensuring for the provision and coordination of voice and data communications in support of response operations, and</li> <li>• Facilitating the restoration of the communication infrastructure.</li> </ul>
<b>ESF-3 Public Works &amp; Engineering</b> <i>County Road &amp; Bridge, City Public Works, County Assessor</i>	<ul style="list-style-type: none"> <li>• Infrastructure protection, assessment, and emergency restoration</li> <li>• Provision and coordination of public works resources</li> <li>• Engineering and public works services</li> <li>• Debris management operations</li> </ul>
<b>ESF-4 Firefighting</b> <i>County District Fire Chiefs</i>	<ul style="list-style-type: none"> <li>• Fire suppression and mitigation activities;</li> <li>• Incident management structures;</li> <li>• Resource augmentation, such as mutual aid.</li> </ul>
<b>ESF-5 Emergency Management Information and Planning</b>	<ul style="list-style-type: none"> <li>• Activities to support preparedness;</li> <li>• Emergency decision making and the local declaration process;</li> <li>• Requesting State and Federal assistance;</li> </ul>

<p><i>Andrew County EMA – Emergency Management Director; Andrew County Health Department; County Clerk</i></p>	<ul style="list-style-type: none"> <li>• Maintaining, activating, and supporting the Andrew County EMA Emergency Operations Center (EOC).</li> <li>• Overall coordination of mutual aid and regional operations;</li> <li>• Decision-making and information dissemination;</li> <li>• Information collection and analysis;</li> <li>• Coordination of the Planning Section in the EOC which addresses: <ul style="list-style-type: none"> <li>○ Issuing situation reports, bulletins and advisories;</li> <li>○ Briefings for staff and elected officials;</li> <li>○ Technology support</li> </ul> </li> </ul>
<p><b>ESF-6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services</b> <i>Andrew County EMA; Andrew County Health Department, Ambulance District; COADs</i></p>	<ul style="list-style-type: none"> <li>• Emergency Mass Care;</li> <li>• Housing;</li> <li>• Human Services</li> <li>• Resource augmentation, such as mutual aid agreements (American Red Cross)</li> </ul>
<p><b>ESF-7 Logistics</b> <i>County Sheriff; Andrew County EMA; County Clerk, County Fire Chiefs; County/City Administrators</i></p>	<ul style="list-style-type: none"> <li>• EOC Logistics &amp; Finance Section operations;</li> <li>• Resource identification;</li> <li>• Resource procurement;</li> <li>• Resource coordination;</li> <li>• Facilities and logistics;</li> <li>• Personnel augmentation;</li> <li>• Volunteer and donations management</li> </ul>
<p><b>ESF-8 Public Health and Medical Services</b> <i>Public Health – Andrew County Health Department; Andrew County – EMS Division; Local Law Enforcement/Police Departments; County Coroner</i></p>	<ul style="list-style-type: none"> <li>• Emergency Medical Services;</li> <li>• Public Health;</li> <li>• Mental Health;</li> <li>• Mass Fatality Management</li> </ul>
<p><b>ESF-9 Search and Rescue</b> <i>County Fire Chiefs – Shift Commander</i></p>	<ul style="list-style-type: none"> <li>• Coordinate Search and Rescue Efforts <ul style="list-style-type: none"> <li>○ Structural Collapse Search &amp; Rescue;</li> <li>○ Waterborne Search &amp; Rescue;</li> <li>○ Inland/Wilderness Search &amp; Rescue;</li> <li>○ Aeronautical Search &amp; Rescue</li> </ul> </li> </ul>
<p><b>ESF-10 Oil and Hazardous Materials Response</b> <i>Regional HMRT Coordinator</i></p>	<ul style="list-style-type: none"> <li>• Coordination of Hazardous Materials Response and Cleanup</li> </ul>
<p><b>ESF-11 Agriculture, Animal Welfare, &amp; Natural Resources</b> <i>Andrew County EMA</i></p>	<ul style="list-style-type: none"> <li>• Animal and Plant Disease Response- Foreign Animal Disease Appendix;</li> <li>• Animal Welfare Response (Household Pets, Service Animals, and Livestock)- Animal Welfare Appendix;</li> <li>• Food safety, security, and support;</li> <li>• Natural, Cultural, Historic resources preservation and protection</li> </ul>
<p><b>ESF-12 Energy Private Sector</b> <i>Evergny &amp; United Corp</i></p>	<ul style="list-style-type: none"> <li>• Energy and Utility Infrastructure Assessment, Repair, and Restoration <ul style="list-style-type: none"> <li>○ Estimate number of customers with utility outages;</li> <li>○ Assess energy and utility system damages;</li> <li>○ Estimate the time needed for restoration of utility systems;</li> <li>○ Support the restoration of utility services;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Assist in assessing and addressing emergency energy and utility needs and priorities;</li> <li>○ Coordinate restoration efforts with utility providers to prioritize emergency needs;</li> <li>○ Provide emergency information, education, and conservation guidance concerning energy and utility systems.</li> </ul>
<p style="text-align: center;"><b>ESF-13</b> <b>Public Safety and Security</b> <i>County Sheriff and Police Departments</i></p>	<ul style="list-style-type: none"> <li>● Coordination of Law Enforcement Activities             <ul style="list-style-type: none"> <li>○ Provision of security in support of response operations including:                 <ul style="list-style-type: none"> <li>• Response operations;</li> <li>• Emergency shelters;</li> <li>• Logistical staging areas;</li> <li>• Distribution/dispensing sites (Incl. Strategic National Stockpile);</li> <li>• Temporary morgues</li> </ul> </li> </ul> </li> <li>▪ Other critical facilities, functions, and/or assets             <ul style="list-style-type: none"> <li>○ Evacuation and re-entry support;</li> <li>○ Law enforcement public information and risk communication;</li> <li>○ Support correctional facilities (jail, prison, or other place of incarceration);</li> <li>○ Ensure the safety and well-being of responders.</li> </ul> </li> </ul>
<p style="text-align: center;"><b>ESF-14</b> <b>Long-Term Community Recovery</b> <i>County Clerk; County Road &amp; Bridge City Public Work; City Administrators</i></p>	<ul style="list-style-type: none"> <li>● Provision and coordination of jurisdiction-wide damage assessment;</li> <li>● Coordinate community recovery initiative;</li> <li>● Economic assessment, protection and restoration;</li> <li>● Mitigation analysis and program implementation;</li> <li>● Coordination with State and Federal community assistance programs</li> </ul>
<p style="text-align: center;"><b>ESF-15</b> <b>External Affairs</b> <i>County Commissioners; County Sheriff; Andrew County EMA; County Fire Chiefs</i></p>	<ul style="list-style-type: none"> <li>● Emergency Public Information and protective actions guidance</li> <li>● Media and community relations             <ul style="list-style-type: none"> <li>○ Providing incident-related information through the media and other sources to individuals, families, businesses, and industries directly or indirectly affected by the incident;</li> <li>○ Identifying and communicating with community leaders (e.g., grassroots, political, religious, business, labor, and ethnic) and neighborhood advocacy groups to ensure a rapid dissemination of information, identify unmet needs, and establish an ongoing dialogue and information exchange;</li> <li>○ Establishing contact with members of the legislative bodies representing the affected areas to provide information on the incident and the status of response and recovery activities. It also includes coordinating responses to inquiries from the Board of Commissioners and legislative bodies.</li> </ul> </li> </ul>

## SITUATION OVERVIEW

### Emergency Planning

1. **Planning Requirements:** Missouri Revised Statutes (MRS) *Chapter 44 Civil Defense* requires each county within Missouri to establish and maintain a disaster agency responsible for emergency management and coordination of response to disasters. Each disaster agency is required to prepare and keep current a disaster emergency plan for the area under its jurisdiction. The MRS establishes the standards for local disaster agencies. This includes the responsibility for the development of a local emergency planning program and maintenance of an all-hazard emergency operations plan for the County.

2. **Planning Guidance:** Missouri’s All-Hazard Emergency Planning Guidance document requires the Missouri State Emergency Management Agency (SEMA) to establish emergency planning standards and requirements for the counties/entities and to periodically examine or review and approve emergency plans. SEMA establishes emergency planning standards and requirements through the All-Hazard Emergency Planning Guidance which identify the key components required for effective jurisdictional emergency operations plans in the State of Missouri. The Andrew County EMA LEOP has been developed based on this guidance.

Additionally, the Federal Emergency Management Agency (FEMA) has developed a Comprehensive Preparedness Guide (CPG) 101 that provides federal emergency planning guidance for state and local planning. CPG-101 establishes the federal government’s guidelines on developing emergency operations plans and promotes a common understanding of the fundamentals of planning and the decision making to help emergency planners produce integrated and coordinated plans.

3. **Planning Process:** Emergency Management academics and practitioners agree that the true value in creating a plan is the process itself. It is through collective problem solving and learning from and with each other that produces the best results for Andrew County EMA, the cities, response organizations, and most importantly the public they serve. This is the idea that has had the largest impact in shaping the planning process used to develop and maintain the Andrew County EMA LEOP. The process has been designed to ensure that all stakeholders have an opportunity to participate in the development of the plan in a meaningful way and that the plan is based on the best information available. As stated in CPG-101, the planning process is based on the following planning principles:
  - a. Planning must be community-based, representing the whole population and its needs;
  - b. Planning must include participation from all stakeholders in the community;
  - c. Planning uses a logical and analytical problem-solving process to help address the complexity and uncertainty inherent in potential hazards;
  - d. Planning considers all hazards and threats;
  - e. Planning should be flexible enough to address both traditional and catastrophic incidents;
  - f. Plans must clearly identify the mission and supporting goals;
  - g. Time, uncertainty, risk, and experience influence planning;
  - h. Effective plans tell those with operational responsibilities what to do and why to do it;
  - i. Planning is fundamentally a process to manage risk;
  - j. Planning is one of the key components of the preparedness cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective actions.

4. **Planning Environment & Integration:** While the LEOP is the primary document establishing how Andrew County EMA will coordinate response activities in disasters, a response relies on a suite of carefully integrated and implemented plans. All jurisdictional emergency planning should be coordinated and integrated among all levels of government. Andrew County EMA works with its planning partners at the local, regional, state, and federal levels to ensure that emergency response plans are integrated, allowing for a swift, coordinated response to disasters. While the following emergency plans differ in scope, they are all focused on ensuring a coordinated response to meet the needs of a disaster.

- a. **Individual, Family, and Business Emergency Plans:** The public is responsible for preparing for disasters just as the various levels of government do. Local government and disaster relief organizations in Andrew County EMA’s jurisdiction are prepared to respond quickly when disasters strike. However, in large events it is unlikely that everyone’s needs will be able to be met immediately. Therefore, the public needs to be prepared as well. An essential component of

this preparedness is creating individual, family, and/or business plans that are integrated and coordinated with local response plans and agencies.

- b. **First Responder Plans:** The first responder organizations operating daily in and around Andrew County EMA’s jurisdictional area should have plans and procedures/guidelines on how they respond to routine emergencies and how they expand and coordinate their efforts during disasters. These plans and procedures are consistent with national standards and local systems and structures ensuring a coordinated response in the field. Additionally, these plans outline when they establish/call for support from the Andrew County EMA.
- c. **Agency Emergency Operations Plans:** Many of the agencies (private businesses, schools, etc) in the Andrew County EMA jurisdiction maintain Emergency Operations Plans. These plans establish how the organizations will coordinate their resources and efforts when responding to disasters. Andrew County EMA works with these jurisdictional agencies to ensure that their plans and the LEOP are in concert, allowing for a more coordinated response.
- d. **Local Emergency Operations Plan (LEOP):** The LEOP is the primary document establishing how response activities will be coordinated during a disaster in Andrew County EMA’s jurisdictional area. The plan describes the policies and roles and responsibilities during a disaster and is integrated with agency, city, regional, state, and federal plans, and systems.
- e. **Regional Planning:** Regional planning is an important component to the overall response system. The response community in Northwest Missouri has a long history of working together to meet the needs of those impacted by disaster. Much of this work is coordinated through committees supported by the Mo-Kan Regional Council.
- f. **Missouri Response Plan:** The Missouri Emergency Operations Plan (MEOP) is the document that describes how the State of Missouri will coordinate its resources and efforts in response to disasters in the State of Missouri. The Missouri Emergency Operations Plan also describes how the counties and other entities will coordinate with the State and how the State will coordinate with the Federal Government and systems. Andrew County EMA and SEMA work together to ensure the MEOP and Andrew County EMA’s LEOP are in concert, allowing for a more coordinated response.
- g. **Federal Planning:**
  - i. **National Incident Management System (NIMS):** NIMS provides a consistent framework for incident management, regardless of the cause, size, or complexity of the incident. NIMS provides the Nation’s first responders and authorities with the same foundation for incident management for all hazards. The Andrew County EMA LEOP institutionalizes NIMS by:
    1. Using ICS and the multiagency coordination system to manage and support all incidents;
    2. Integrating all response agencies and entities into a single, seamless system;
    3. Establishing a public information plan (ESF-15);
    4. Identifying and characterizing resources according to established standards and types;
    5. Requiring the need for all personnel to be trained properly for the jobs they perform;
    6. Ensuring interoperability, accessibility, and redundancy of communications.



Gentry Counties to the east, and Nodaway County to the north. The Missouri River bounds the southwest corner of the county. Andrew County includes the communities of Amazonia, Bolckow, Cosby, Country Club Village, Fillmore, Rosendale, and Savannah. It is primarily rural area with the largest concentration of the population located in Savannah, which is the county seat.

The Andrew County EMA jurisdiction is traversed by the following roadways: Interstate 29 (north/south), 229 (north/south), US Highway 71 (north/south), State Highways 169 (north/south) and 59 (north/south). There is one major railroad located along the southwestern border.

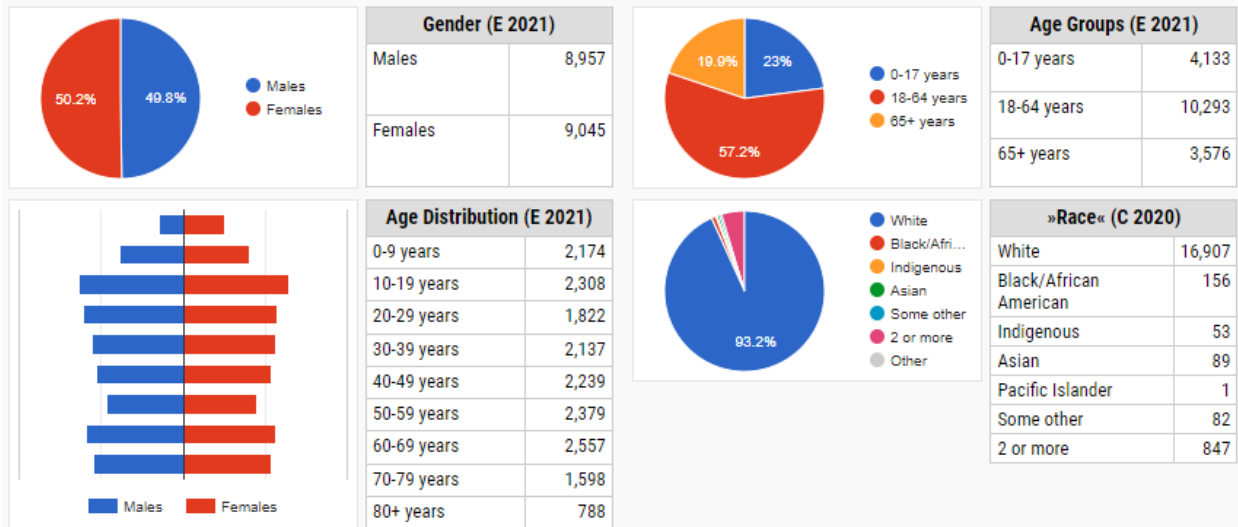
### Geography and Population

Andrew County is located in the Northwestern part of the State of Missouri in the United States of America. With a total land area of 432.7 square miles. Based on the 2020 United States Census, the Andrew County EMA jurisdiction has a total population of approximately 18,135.

Name	Status	County	Population	Population	Population	Population
			Census 1990-04-01	Census 2000-04-01	Census 2010-04-01	Census 2020-04-01
Amazonia	Village	Andrew	257	283	314	238
Bolckow	City	Andrew	253	234	187	163
Cosby	Village	Andrew	121	139	124	114
Country Club	Village	Andrew	2,109	2,393	2,452	2,487
Fillmore	City	Andrew	256	199	186	173
Rea	City	Andrew	72	56	47	46
Rosendale	City	Andrew	189	184	143	119
Savannah	City	Andrew	4,415	4,764	5,054	5,069

Source: U.S. Census Bureau (web).

#### Further information about the population structure:

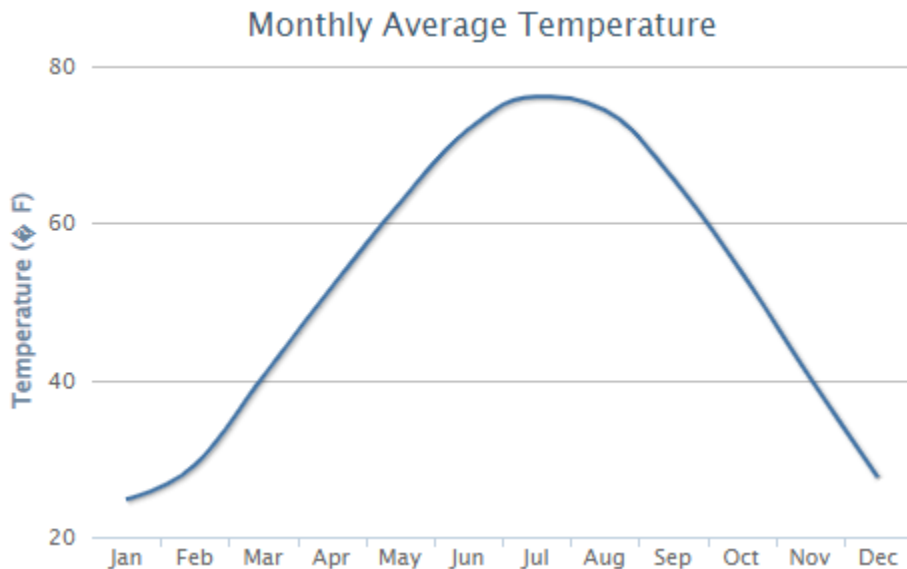


### Community Overview

<b>Andrew County Development Statistics</b>	
<b>Total Housing Units</b>	7,551
<b>Homeownership Rate</b>	78.5%
<b>Median Household Income</b>	\$58,911
<b>Median Value of Owner-Occupied Housing Units</b>	\$150,200
<b>Bachelor’s degree or higher, percent of persons age 25years+</b>	26.6%
<b>Persons with a disability, under age 65 years</b>	8.5
<b>Persons without health insurance, under age 65 years</b>	12.5
<b>School District</b>	1 Community College (building), 2 High Schools, 2 Middle Schools, 6 Elementary Schools, 1 Early Childhood Center

**Climate**

Temperatures are mild in this area; however, summer heat waves are common with several days over 100 degrees with high humidity.



**Hazard Assessment**

Andrew County is vulnerable to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. The identified natural and technological hazards include the following:

Tornados	Severe Winter Storms
----------	----------------------

	Flooding		Dam Failure
	Drought		Heat Waves
	Wildfires		Earthquake
	Urban/Structural Fire		Power Failure
	Hazardous Material Incident		Transportation Accident
	Public Health Emergency		Cyber Incident
	Civil Disorder		Terrorism

## Vulnerable Needs

Andrew County EMA recognizes considerations must be made to reasonably accommodate vulnerable populations during emergencies. Andrew County EMA is engaged in several activities which aim to improve response plans and operations to accommodate the needs of those most vulnerable during an emergency event. ESF Annexes within this plan outline or identify guidance to better assist supporting vulnerable needs populations. Andrew County EMA recognizes, at times, the best support for such needs is to request assistance from regional and/or state partners. Specifically, the following will be addressed in this LEOP:

- Identification of Vulnerable populations: Basic Plan
- Notification: ESF-2
- Evacuation and Transportation: ESF-1
- Sheltering: ESF-6
- First aid and medical care: ESF-8
- Temporary lodging and housing: ESF-6
- Transition back to the community: ESF-14
- Recovery: ESF-14

## Public Safety

**Law Enforcement:** Andrew County EMA is supported by 2 police departments: City of Savannah Police Department and the Village of County Club Police Department, and one Sheriff's Department. The Sheriff is an elected position which serves unincorporated areas of Andrew County and works with the other law enforcement agencies in the Andrew County EMA jurisdiction.

**Andrew County Fire Districts:** Andrew County has a total of seven fire districts operating in and around Andrew County. Each of the fire districts within this area is responsible for fire suppression within their respective jurisdictions.

**Andrew County Ambulance:** EMS services began in 1988 to provide jurisdiction-wide Emergency Medical Service (EMS). The district operates and responds to calls from Savannah, where it has 3 Ambulances and 1 EMS Command Vehicle. There are 2 Advance Life Support (ALS) Ambulances scheduled 24 hours a day to respond to the needs of the community. The district responded to over 1700 calls in 2021.

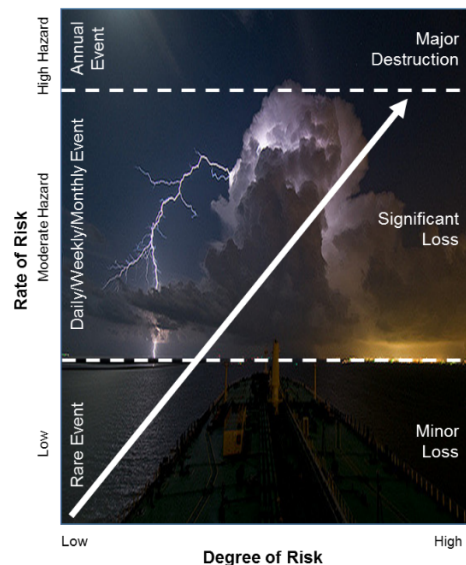
**Andrew County Emergency Management Agency (Andrew County EMA):** The mission of the Andrew County EMA's program is the coordination of the activities of City, State and Federal entities, citizens, businesses, adjacent jurisdictions, and other disaster partners, to prepare for, respond to, recover from, and mitigate major emergencies and disasters within Andrew County.

## Measuring Risk

Andrew County EMA's jurisdiction is vulnerable due to its growth, governmental complexity and high level of development complicated by a historically high expectation of service on the part of its citizens. This vulnerability is mitigated by a highly responsive and well-developed infrastructure and social service delivery system. However, any significantly disruptive event in the populated areas of the jurisdiction will place severe stress on the response and recovery capabilities of the jurisdiction's city governments, and private volunteer services.

### Risk Assessment Matrix

The matrix shown in *Figure 1: Elements of Consideration in Risk Assessment* show combinations of the probability of an incident occurring and the consequences should it occur. The chart divides risk assessment into four quadrants. Each quadrant of the chart represents different requirements in the community for the commitment of emergency resources.



**Figure 1: Elements of Consideration in Risk Assessment**

According to the National Continuity Policy Implementation Plan, it is the policy of the United States to maintain a comprehensive and effective continuity capability. To that end, by continuing the performance of essential functions through a catastrophic emergency, the non-Federal Government entities support the ability of the Federal Government to perform National Essential Functions (NEFs), continue Enduring Constitutional Government, and ensure that essential services are provided to the Nation's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our national security posture and enable a more rapid and effective response to, and recovery from, an emergency.

Further, continuity planning should assume that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. Risk-specific appendices that address the results of the Andrew County EMA jurisdictional risk assessment are found later in the plan.

The Emergency Operations Center facilities were selected following an all-hazards risk assessment of facilities for continuity operations use. This overall community risk assessment addresses the following:

- Identification of all hazards
- A vulnerability assessment to determine the effects of all hazards
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures
- A formal analysis by management of acceptable risk

- Sufficient levels of physical security required to protect against identified threats
- Sufficient levels of information security required to protect against identified threats

Grid profiles were developed to better conceptualize risk across the jurisdiction. Each grid was analyzed using seven categories and a three-point scale for each.

Score	Incident History	Population Density	OVAP*	At-Risk Populations	Residential Property Value	Target Hazards	Local Considerations
1	0-221	Rural	No score	Low	Low (<\$100,000)	Low	Low
2	222-373	Suburban	Moderate score	Moderate	Moderate (\$100-\$200,000)	Moderate	Moderate
3	374-673	Urban	Significant or Maximum Score	High	High (>\$200,000)	High	High

Risk Score:	
Low	7-11
Moderate	12-16
High	17-21

\* Occupancy Vulnerability Assessment Profile

**Figure 2: Risk Evaluation Grid Profile Scoring System**

In *Table 1: Risk Score by Grid*, the entire CJCEMA jurisdiction, by grid, is color-coded: Green for low risk, Yellow for moderate risk and Red for high risk.

Grid	Risk Score	Grid	Risk Score	Grid	Risk Score	Grid	Risk Score
137X	Low	157M	Low	158P	Low	177G	Low
137Y	Low	157N	Moderate	158Q	Moderate	177H	Low
137Z	Low	157P	Moderate	158R	Moderate	177K	Low
138W	Low	157Q	Moderate	158S	Moderate	177L	Low
156L	Low	157R	Low	158T	Moderate	177M	Low
156M	Low	157S	Moderate	158U	Moderate	177Q	Low
156P	Low	157T	High	158V	Moderate	177R	Low
156Q	Low	157U	Moderate	158W	Moderate	178A	Low
156R	Moderate	157V	Low	158X	Moderate	178B	Low
156T	Low	157W	Moderate	158Y	Moderate	178C	Low
156U	Moderate	157X	Moderate	158Z	Low	178D	Low
156V	Low	157Y	Moderate	159E	Low	178E	Low
156X	Low	157Z	Low	159S	Low	178F	Low
156Y	Low	158A	Low	176C	Low	178G	Low
156Z	Moderate	158B	Low	176D	Low	178H	Low
157B	Low	158E	Low	176F	Moderate	178J	Low
157C	Low	158F	Low	175G	Low	178K	Low
157D	Low	158G	Low	176H	Low	178L	Low
157F	Low	158H	Low	177A	Low	178M	Low
157G	Moderate	158J	Low	177B	Moderate	178N	Low
157H	Low	158K	Low	177C	Moderate	178P	Low
157J	Low	158L	Low	177D	Low	178Q	Low
157K	Moderate	158M	Low	177E	Moderate	178R	Low
157L	Moderate	158N	Moderate	177F	Low		

**Table 1: Risk Score by Grid****Natural Hazards**

In general, Andrew County faces its greatest hazards from severe weather, primarily high winds and tornadoes during the spring and summer months and ice and snowstorms during the late fall, winter, and early spring. The jurisdiction is particularly vulnerable to such events due to the high density of population and development in Savannah and the Village of County Club.

**Tornado**

Since Missouri lies in the heart of the nation's "tornado alley" its residents are particularly vulnerable to tornadoes. Seventy percent (70%) of Missouri's tornadoes occur during the months of March, April, May, and June, but a tornado can occur at any time of the year. Tornadoes can have a wide variance of damage depending on several variables.

**Winter Storms**

Although excessive snowfalls with prolonged severe cold or storms producing blizzard conditions are rare in Missouri, they do occur. A large winter storm accompanied by severe cold could cause numerous secondary hazards such as power failures, fuel shortages, and transportation incidents. Ice storms are more predominate in this area and have been known to strike in early fall while leaves are still on trees, which causes even more devastation. In the winter of 2017, the area experienced a severe ice storm, which lefts hundreds without power for days.

**Floods**

Andrew County participates in the National Flood Insurance Program. Flood Maps can be found on file with the incorporated Public Works offices. Overwhelming floods are not common in the county area; however, flash flooding associated with severe thunderstorms occurs throughout the summer months, which may cause high water on roads and streets.

**Earthquake**

Earthquakes in the Midwest occur less frequently than on the west coast but the threat of an earthquake affecting Missouri is high. The New Madrid fault line near St. Louis, MO poses a slight risk for Andrew County. The Andrew County EMA plan discusses the risk for a 7.6 scale earthquake at the New Madrid fault line and the consequences, which would include slight building damage, difficulty walking, and objects falling from walls. For more information, see *Attachment A* of the Basic Plan in Andrew County's Emergency Operations Plan.

**Other**

Additional natural hazards that could affect Andrew County include wildfires, drought, sleet and hail, high winds, excessive rain, and lightning. These occur periodically but are very rarely disaster level.

**Technological Hazards**

The rapid growth and complexity of the jurisdiction and surrounding areas make the risk it faces from manmade and technological hazards at least as high as and perhaps higher than that of natural hazards. Risk from HAZMAT transportation accidents is especially high due to the presence of major highway corridors along with railroad areas within the county and major transportation pipelines. The risk posed by fixed facility HAZMAT incidents is significantly less than that of HAZMAT transportation incidents, but there are facilities throughout the county that store/house these hazardous materials. While the facilities which store and use such materials, the industrialization of the jurisdiction tends toward light industry/rural.

**Hazardous Materials Incident**

Andrew County has the possibility of hazardous material incidents from both fixed containment sites and transportation accidents; however, only a few incidents occur regionally each year and rarely require a full hazardous materials response team. There are several fixed facilities that store or use hazardous materials. None of the facilities in the jurisdiction house Extremely Hazardous Substances as listed by the EPA. Several major transportation routes cross through the jurisdiction including I-29 and US Highway 71. As with any major highway or interstate there is a risk of a transportation hazardous materials incident. First response to these scenes are trained to handle these call and the on-duty suppression crews, are at least trained to Hazardous Materials Operations level. On scene commanders will decide if the Region H District HAZMAT Response team needs to be activated.

**Transportation Accident**

Mass transportation is defined as the means, or system, that transfers larger groups of individuals from one place to another. The important key is that we are discussing transportation accidents involving the public not materials (see hazardous materials incidents above). Thus, mass transportation accidents include public airlines, railroad passenger cars, metro rail travel, tour buses, city bus lines, school buses, and other means of public transportation. Passenger rail cars do not cross through the District, which greatly reduces a transportation accident by rail. With I-29 and US Highway 71 roadways along with a few others there is a considerable amount of traffic, which does involve mass transportation and a concern for an accident.

**Dam Failure**

Andrew County is vulnerable to the effects of a levee or dam failure. Major dams have been identified in the county. Dams located outside of Andrew County can also have an impact.

**Urban and Structural Fire**

Fire is the primary cause of accidental death in the United States, surpassing floods, automobile accidents and other disasters. Twenty (20) times as many deaths are caused by fire than by floods, hurricanes, tornadoes, and earthquakes combined. Fires may be accidental or intentional and have the potential to cause major damage, leading to secondary hazards, such as a HAZMAT incident.

**Power Failure**

The loss or interruption of power can cause significant problems for the businesses and residents of Andrew County. Power failure can be a result from another disaster (i.e., tornado, winter storms, terrorism).

**Terrorism and Weapons of Mass Destruction (WMD)**

Acts of terrorism can come in many forms including the use of Weapons of Mass Destruction (WMD) involving Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) weapons. As a most rural/suburban jurisdiction, the threat of terrorism is a low concern for the area. The law enforcement agencies in Andrew County work with various local, State, and Federal partners to analyze this threat on a regular basis. Based on this analysis, various programs are in place to enhance the jurisdiction's ability to prevent, prepare for, respond to, and recover from terrorist events.

**Terrorism**

Andrew County, like any other area in the country, is vulnerable to a terrorist attack; however, probability of an event is low. An attack of this nature can come in many different forms – bombings, tampering with the local public works/utility's infrastructure, etc. The Region H HAZMAT Response team trains regularly with topics including terrorism.

Andrew County EMA continually assesses jurisdictional risk from disasters through a number of different mechanisms. The ongoing analyses of the hazards that pose a risk to Andrew County are outlined in the figure below and derived from the following sources:

- Andrew County EMA participates annually with the Mo-Kan Regional Council on updating the regional hazard mitigation plan guiding hazard mitigation planning for the entire region. This plan demonstrates the communities’ commitment to reducing risks from hazards and serves as a tool to help decision makers direct mitigation activities and resources. This plan documents Andrew County’s hazard mitigation planning process and identifies relevant hazards, vulnerabilities, and strategies the jurisdiction and participating jurisdictions will use to decrease vulnerability and increase resiliency and sustainability in the region.
- The most current Tier II reports for HAZMAT facilities are tracked by the Local Emergency Planning Committee (LEPC) and the Missouri Emergency Response Commission (MERC). The County relays heavily on the expertise and experience of the Region H HAZMAT Response team.
- Through the Region H Homeland Security Oversight Committee with support from the Mon-KAN Regional Council Committee, the Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR) for all of Region H was developed. This tool collects THIRA/SPR data from stakeholders, including regional, county, and local governments, other government agencies, and private sector partners.
- Other significant risk/threat assessments as produced by various Federal, State, and local government entities as well as private organizations. Some examples include:
  - terrorism threat assessments by law enforcement agencies (FBI, KBI, etc.),
  - earthquake severity zones as defined by the U.S. Geodetic Survey or the Missouri Geologic Survey,
  - long range weather analysis by the National Weather Service (NWS),
  - the Missouri Hazard Mitigation Plan and Floodplain Analysis,
  - Mo-Kan Regional Council Hazard Mitigation Plan,
  - and maps produced by the National Flood Insurance Program (NFIP) of FEMA.

Disasters affecting Andrew County can precipitate “cascading” hazards, i.e., those hazards resulting from a natural disaster. *Table 2: Cascading Hazards Resulting from Disasters*, graphically shows the relationship between the jurisdiction’s identified disasters and categories of possible cascading hazards. Any of these cascading hazards alone or in combination with the direct adverse effects of a disaster can potentially impact emergency response operations in affected communities.

Natural Disaster	Power and Communications Interruption	Water Supply Interruption	Business Interruption	Computer Failure and/or Loss of Records	Transportation Interruption	Health and/or Environmental Hazards
Tornado	X	X	X	X	X	X
Severe Thunderstorms	X		X	X		
Severe Winter Weather	X	X	X	X	X	X
Flood	X	X	X	X	X	X
Levee/Dam Failure	X	X	X	X	X	X
Drought		X	X			X
Heat Wave			X			X

Wildland Fire	X	X				X
Earthquake	X	X	X	X	X	X
Emerging Infectious Disease			X			X
Trans-boundary Animal Disease			X			X
HAZMAT Incidents			X		X	X
Mass Transportation Accidents					X	
Mass Public Shooter Incident						X
Cyber Disruption	X	X	X	X	X	
Civil Disorder	X		X		X	X
Terrorism	X	X	X	X	X	X

**Table 2: Cascading Hazards Resulting from Disasters**

**Hazard Profile:** The table below represents the hazard profile for Andrew County. The values provided in the table are classified according to the magnitude of each hazard. Planning significance was formulated from the calculated priority risk index (CPRI). The CPRI considers four elements of risk: probability, magnitude/severity, warning time, and duration.

Hazard Profile Summary for Andrew County Emergency Operations Plan						
Hazard	Probability	Magnitude	Warning Time	Duration	CPRI	Planning Significance
Flood	4	3	3	4	3.5	<b>High</b>
Terrorism, Agri-terrorism	1	4	4	4	3.25	<b>High</b>
Tornado	4	3	4	1	3	<b>High</b>
Winter Storm	4	3	2	3	3	<b>High</b>
Drought	4	3	1	4	3	<b>High</b>
Hazardous Materials	4	2	4	2	3	<b>High</b>
Utility/Infrastructure Failure	3	2	4	3	3	<b>High</b>
Agricultural Infestation	4	3	1	4	3	<b>High</b>
Major Disease Outbreak	3	3	1	4	2.75	<b>Moderate</b>
Windstorm	4	3	3	1	2.75	<b>Moderate</b>
Wildfire	3	1	4	2	2.5	<b>Moderate</b>
Lightning	4	2	2	1	2.25	<b>Moderate</b>
Extreme Temperatures	3	2	1	3	2.25	<b>Moderate</b>
Hailstorm	4	1	2	1	2	<b>Moderate</b>
Radiological	1	1	4	2	2	<b>Moderate</b>
Expansive Soils	2	1	1	4	2	<b>Moderate</b>
Civil Disorder	1	2	4	1	2	<b>Moderate</b>
Dam and Levee Failure	1	2	2	3	1.95	<b>Low</b>
Landslide	1	2	3	1	1.75	<b>Low</b>
Soil Erosion and Dust	2	1	1	3	1.75	<b>Low</b>
Earthquake	1	1	4	1	1.75	<b>Low</b>
Land Subsidence	1	1	4	1	1.75	<b>Low</b>

**Table 3: Hazard Profile for Andrew County**

## ASSUMPTIONS

---

The Andrew County Local Emergency Operations Plan (LEOP) is based on the following planning assumptions:

1. Incidents are best managed at the lowest possible geographic, organizational, and jurisdictional level.
2. A disaster may:
  - a. Occur at any time with little or no warning,
  - b. Be the result of any number of (single or multiple) hazards or threats,
  - c. Involve multiple jurisdictions simultaneously (impacting the region, state, or nation),
  - d. Result in fatalities, casualties, property loss, displaced persons, disruption of normal life-support systems, essential services, and infrastructure,
  - e. Require significant information-sharing across jurisdictions and between the public and private sectors,
  - f. Depending on the severity of the situation, overwhelm response organizations and city, county, state, and federal government.
  - g. Require extremely short-notice resource coordination and response timelines,
  - h. Require prolonged, sustained response operations and support activities.
  - i. Attract a sizeable influx of spontaneous volunteers and donations
3. In many cases, upon request, neighboring jurisdictions can provide emergency resources and expertise to assist Andrew County during disasters.
4. In most cases, upon request, the state can assist Andrew County in coordinating the provision of outside assistance when local capabilities are overwhelmed, or local resources are exhausted.
5. Private and volunteer organizations can provide those impacted by disaster with assistance not normally available from the government. Local and/or state agencies will assist these organizations by providing information, guidance, and coordination of relief efforts.
6. The public expects the government to keep them informed and coordinate the provision of disaster assistance in times of disaster. All levels of government share the responsibility for working together in mitigating, preparing for, responding to, and recovering from disasters.
7. The emergency plans and procedures referred to in the LEOP have been maintained by those organizations having responsibility, are in concert with the LEOP, and are exercised and evaluated on a regular basis.
8. Those individuals and organizations with responsibilities identified in the LEOP (or in plans that support the LEOP) are sufficiently trained and prepared to perform their respective responsibilities.
9. Entities within Andrew County assist the organization with developing mitigation, preparedness, response, and recovery capabilities within their own areas/agencies.
10. Andrew County residents, businesses, and other organizations need to be prepared to be self-sufficient following a disaster for a minimum of three days.
11. Andrew County may be unable to satisfy all requests for assistance during a disaster.
12. Disasters could overwhelm local and state resources and disrupt government functions.
13. Widespread power and communications outages may require alternate methods of providing public information and delivering essential services.

## OBJECTIVES

---

The Andrew County continuity objectives are listed below:

1. Reduce the loss of life and minimize property damage/loss.
2. Ensure essential functions can be performed, if applicable, under all conditions.

3. Execute a successful order of succession with accompanying authorities in the event a disruption renders that organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
4. Reduce or mitigate disruptions to operations.
5. Ensure the Andrew County and its representative agencies have facilities where it can continue to perform its essential functions, as appropriate, during a continuity event.
6. Protect essential facilities, equipment, records, and other assets.
7. Achieve the organization's timely and orderly recovery and reconstitution from an emergency.
8. Ensure accurate records are maintained to track people, resources, and funds used during a disaster.
9. Ensure and validate continuity readiness through a dynamic and integrated continuity Test, Training, and Exercise (TT&E) program and operational capability.

### **Security and Privacy Statement**

This document is For Official Use Only (FOUO). Portions of the Plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act (see 5 United States Code §552, 41 Code of Federal Regulations Part 105-60). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with each agencies' confidentiality policies and is not to be released without prior approval of the Andrew County EMA to the public or other personnel who do not have a valid "need to know".

Some of the information in this Plan, if made public, could infringe on the privacy of employees. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the agencies represented by Andrew County or otherwise impair its ability to carry out essential functions. Distribution of the Local Emergency Operations Plan in whole or part is limited to those personnel who need to know the information to successfully implement the plan.

The Andrew County EMA will distribute copies of the Local Emergency Operations Plan (LEOP) on a need-to-know basis. Distribution of the LEOP will be via hard copy or electronic dissemination. In addition, copies of the Plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated inter-organization continuity effort. Further distribution of the plan is not permitted without approval from the Emergency Management Director or Coordinator. The Andrew County EMA will distribute updated versions of the LEOP annually or as critical changes occur.

## **CONCEPT OF OPERATIONS**

---

Incident management activities will be initiated and conducted using the concepts and principles identified by the National Incident Management System (NIMS). The Incident Command System (ICS) will be used as the on-scene incident management system to direct and control response activities. As described in ESF-7 (Logistics), each level of government will respond to an incident using its available resources, to include the use of mutual aid. They may then request assistance from the next higher level of government if required (i.e., city to county, county to state, state to federal government). All organizations involved in disaster response will record disaster response actions and associated costs, and resource allocations and associated costs. Andrew County EMA through EOC activation will redirect resources as needed to assist in disaster response and recovery efforts.

### **A. Actions by Operational Timeframe**

- 1. Phase I: Readiness and Preparedness** - Andrew County will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-

hazard/threat environment. The Andrew County EMA readiness activities are divided into two key areas:

- a. Organization readiness and preparedness this includes hazard/threat warning systems, which include print/radio/telephone communication, outdoor weather sirens and citizens can sign up for model texting using the TextMyGov platform.
- b. Staff readiness and preparedness for the Andrew County EMA personnel will prepare for a contingency event and plan for what to do in an emergency.
  - Personnel and agencies are encouraged to develop a Family Support Plan which will increase personal and family preparedness. The [www.ready.gov](http://www.ready.gov) website provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements.
  - The Andrew County EMA agencies’ personnel will create and maintain drive-away kits. Continuity personnel are responsible for carrying the kits to the emergency operations center or other identified governmental facilities or pre-positioning the kits at the identified facilities.

## 2. Phase II: Activation and Relocation

- a. The Andrew County EMA, in conjunction with local coordinators, will assess the potential needs and demands of an incident and then determine the level of activation necessary to effectively manage the response to the incident. The representation of agencies that will be necessary to support the ESF may vary from incident to incident. The LEOP identifies four activation levels of the Andrew County EOC. The levels are:
  - i. Level 4 Enhanced Monitoring: A small, isolated, or potential event that has some indicators that warrant extra attention, enhanced monitoring, or external communication. Examples include threat of flood, severe storms, or escalating events. This can also include monitoring of large public events.
    1. EMA Staff Only
    2. Agencies may be asked individually to support any remote operations or reporting from their home agency.
  - ii. Level 3 Partial Activation: An incident or event requiring a partial activation of the Andrew County EOC which may or may not require the agency/ESF lead activation. A partial activation will occur at the onset and during moderate events such as reports of damage or dedication of local resources beyond their capabilities of sustainment.
    1. ESFs #5 (Emergency Management and Planning) and #7 (Logistics) will be activated.
    2. The ESF Coordinators/leadership may be activated on an as needed basis.
    3. Additional ESFs and regional-level partners will be determined at the time of the event.
  - iii. Level 2 Full Activation: An incident requiring full activation of the Andrew County EOC. A major event such as a regional disaster or incident where extensive evacuations are required will initiate this activation. A Level 2 Activation indicates the local response does not have the capabilities to sustain lifesaving, incident stabilization or property conservation operations.
    1. The ESF Coordinators/leadership is activated.
    2. Additional partners will be determined at the time of the event.
  - iv. Level 1 Full Andrew County/State/Federal Response: An incident requiring full activation of the Andrew County EOC with State and Federal ESF integration and coordination. Level 1 Activation

will occur when extensive Federal resources are needed by the State of Missouri to sustain lifesaving, incident stabilization or property conservation operations.

1. In addition to ESF leadership being activated, additional partners will also be activated.
2. The activities of the ESF will be integrated with those of their regional/state ESF counterparts.

**b. Alert and Notification Procedures**

- i. The Andrew County EMA maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after an event. Before an event, personnel in the Andrew County EMA will monitor advisory information from the various sources. In the event normal operations are interrupted or an incident appears to be imminent, the Andrew County EMA will take the following steps to communicate the organization's operating status with all staff:
  1. The Emergency Management Director or designated successor will notify EMA staff and support Agencies of the emergency requiring LEOP activation.
  2. The Emergency Management Director or designated successor will notify the respective coordinators through the appropriate available means, phone, text, radio.
  3. Upon the decision to activate the LEOP, the Andrew County EMA will notify all key personnel, Emergency operations center personnel and ESF coordinators as well as affected and interdependent agencies with information regarding LEOP activation, relocation status, operational and communications status, and the anticipated duration of activation. These entities include:

**c. Relocation Process**

- i. Once the LEOP is activated and personnel are notified, the Andrew County EMA will relocate essential personnel and vital records to the Andrew County EOC facility. The Andrew County EMA essential personnel will deploy/relocate to the EOC facility to perform the Andrew County EMA's essential functions and other continuity-related tasks.
  1. Primary EOC: Andrew County Sheriff's Office, 400 E Main St. Savannah, MO 64485
    - a. Primary power source: Electric
    - b. Back-up power source: Generator (diesel)
  2. Secondary EOC: Andrew County Health Department, 106 North 5<sup>th</sup> Street, Savannah, MO 64485
    - a. Primary power source: Electric
    - b. Back-up power source: Generator (Natural Gas)
  3. Tertiary EOC: Command Trailer
    - a. Primary power source: Solar/Generator
    - b. Back-up power source: Solar/Generator
- ii. Emergency procedures with or without a warning will be implemented as follows:
  1. Essential personnel will depart to the designated EOC facility from their current location using whatever means necessary.
  2. Non-essential personnel will present at their primary operating facility or another location to await further instructions from the Andrew County EMA. In most scenarios, non-essential personnel will be directed to proceed to their homes or other designated facilities to wait for further guidance.
  3. At the time of notification, if available, information will be provided regarding

safety precautions and routes to use when leaving the primary operating facility.

- iii. Non-essential personnel may be required to replace/augment essential personnel during LEOP activation. These activities will be coordinated by the Emergency Management Director (or designee) with the replacement staff on a case-by-case basis. Non-essential personnel will remain available to replace or augment essential personnel, as required.
- iv. In the event of an activation of the LEOP, the Andrew County EMA may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The senior elected official maintains the authority for emergency procurement, and requests will be made by the Emergency Management Director or designee.

### **3. Phase III: Continuity Operations**

- a. Upon activation of the LEOP, Andrew County EMA will transfer to the EOC facility. Andrew County EMA must ensure that the LEOP can be operational within 2 hours of plan activation. The essential personnel will be first to arrive at the EOC facility to prepare the site for the arrival of the other essential personnel. Upon arrival at the EOC facility, essential personnel will:
  - i. Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional
  - ii. Prepare check-in duty stations for ESF coordinator arrival
  - iii. Address telephone inquiries from ESF and non-ESF staff
- b. As essential personnel arrive at the designated EOC, the Emergency Management Director (or designee) will conduct in-processing procedures to ensure accountability. In-processing procedures are conducted at the front entrance to the EOC facility and will include obtaining a roster of essential personnel with the ability to contact those individuals who have not in-processed for accountability.
- c. Upon arrival at the EOC facility, the Andrew County EMA personnel will:
  - i. Report immediately to the identified area for check-in and in-processing
  - ii. Receive all applicable instructions and equipment
  - iii. Report to their respective workspace as identified in the operations center or as otherwise notified during the activation process
  - iv. Retrieve pre-positioned information and activate specialized systems or equipment
  - v. Monitor the status of EMA's personnel and resources
  - vi. Continue EMA's essential functions
  - vii. Prepare and disseminate instructions and reports, as required
  - viii. Comply with any additional continuity reporting requirements
- d. During continuity operations, The Andrew County EMA may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The senior elected official maintains the authority for emergency procurement, and requests will be made by the Emergency Management Director or designee.

#### 4. Phase IV Recovery Operations

- a. Recovery will commence when the Emergency Management Director and respective agency(s) head or another authorized person ascertains that the emergency has ended and is unlikely to reoccur. These recovery plans are viable regardless of the level of disruption that originally prompted implementation of the LEOP. Once the appropriate EMA and respective agency(s) authority has made this determination in coordination with other State, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:
  - i. The Emergency Management Director (or designee), coordinating with ESF-14 (Long-Term Community Recovery), will serve as the Recovery Manager for all phases of the reconstitution process
  - ii. Each ESF Coordinator/agency will designate a recovery point-of-contact (POC) to work with the Recovery Manager and update office personnel on developments regarding recovery.
  - iii. Continue to operate from the EOC and/or other alternate facility(s) until primary operating facilities are repaired and EOC is no longer needed.
  - iv. Reconstitute the respective agency's primary operating facility and begin an orderly return to the facility
  - v. Coordinate with ESF-15 (External Affairs), ensuring the public is aware of services that may have been relocated
  
- b. Before relocating to the primary operating facility or agency facilities, the Emergency Management Director and respective agency head will conduct appropriate security, safety, and health assessments to determine building suitability. In addition, the respective agency head will verify that all systems, communications, and other required capabilities are available and operational and that the respective agency is fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility.
  - i. Upon a decision by the respective agency head or other authorized person that the respective agency's primary operating facility can be reoccupied or that respective agency will be reestablished in a different facility:
    1. The Emergency Management Director (or designee) and respective agency head or other authorized individual must notify the State of Missouri and other applicable operations centers with information regarding continuity activation and relocation status, the respective agency's continuity facility, operational and communication status, and anticipated duration of relocation. The respective agency head shall submit a Continuity Status Reporting Form, only if it contains more information beyond what has been reported, to the Emergency Management Director using the form and procedures provided EMA or other specified continuity POC.
    2. The respective agency head will coordinate with the appropriate agency and/or other applicable facility management group to obtain office space for reconstitution, if the primary operating facility is uninhabitable.
    3. The respective agency head will develop procedures, as necessary, for restructuring staff.
    4. The phase-down and return of personnel, functions, and equipment will follow the priority-based plan and schedule outlined below; EMA and the respective agencies will develop return plans based on the incident and facility.
  
- c. All personnel will continue to operate at the EOC and/or alternate facility until ordered to cease operations by EMA using appropriate communication methods. At that time, essential functions will transfer to the primary operating facilities. EMA has developed plans to instruct personnel on how to resume normal operations as outlined below.

- i. The Emergency Management Director (or designee) and/or respective agency head will identify any records affected by the incident. In addition, the respective agency head in cooperation with ESF-7 (Logistics) and ESF-14 (Long-Term Community Recovery) will effectively transition or recover vital records and databases, as well as other records that had not been designated as vital records, using the plan outlined below.
- ii. The respective agency head will develop a process for receiving and processing employee claims during the continuity event, including processing human capital claims (such as, Workers' Compensation, compensation for injuries, overtime pay, etc.) and replacing lost or broken equipment.
- iii. EMA with support from the respective agency head will oversee the After-Action Report (AAR). The Emergency Management Director (or designee) is responsible for initiating and completing the AAR and all agencies within the County will have the opportunity to provide input to the report.
  1. The AAR will address the effectiveness of the plans and procedures, identify areas for improvement, document these in the Andrew County EMA Corrective Action Program (CAP), and then develop a remedial action plan as soon as possible after the recovery.
  2. The Emergency Management Director (or designee) is responsible for documenting areas for improvement in the CAP and developing a remedial action plan. In addition, the AAR will identify which, if any, records were affected by the incident, and will work with ESF-7 (Logistics) and ESF-14 (Long-Term Community Recovery) to ensure an effective transition or recovery of vital records and databases and other records that had not been designated as vital records.
  3. AAR and CAP documentation will be maintained by EMA and are found at 411 court Street, Savannah, MO 64485.

## **B. Devolution of Control and Direction**

- a. Each respective EMA agency is prepared to transfer all its essential functions and responsibilities to personnel at a different location should emergency events render leadership or staff unavailable to support the execution of the respective agency's essential functions. If deployment of continuity personnel is not feasible due to the unavailability of personnel, temporary leadership of the respective agency will devolve to an identified successor.
- b. The respective agency head maintains responsibility for ensuring the currency of their respective devolution plan. The respective agency's devolution plan should include:
  - i. The elements of a viable continuity capability: program plans and procedures, budgeting and acquisitions, essential functions, orders of succession and delegations of authority specific to the devolution site, interoperable communications, vital records management, staff, TT&E, and reconstitution. The respective devolution plan is located at each respective agency's primary facility.
  - ii. Prioritized essential functions, defines tasks that support those essential functions, and determines the necessary resources to facilitate those functions. The list of prioritized essential functions for devolution is found within the respective devolution plan.
  - iii. A roster that identifies fully equipped and trained personnel who will be stationed at the designated devolution site and have the authority to perform essential functions and activities when the devolution option of the LEOP is activated. The devolution personnel roster is found within the respective devolution plan at each agency's primary facility.

- iv. What would likely activate or “trigger” the devolution option and specifies how and when control and direction of the respective agency’s operations will be transferred to and from the devolution site. Devolution activation protocols or “triggers” are found within the respective devolution plan.
  - v. Lists or references the necessary resources (i.e., equipment and materials) to facilitate the immediate and seamless transfer of and performance of essential functions at the devolution site. The list of necessary resources for devolution is found within the respective devolution plan.
  - vi. Establishes and maintains reliable processes and procedures for acquiring the resources necessary to continue essential functions and to sustain those operations for extended periods. The respective agency head is responsible for acquiring resources during a devolution situation. Acquisition processes and procedures are found within the respective devolution plan.
  - vii. Establishes and maintains a capability to restore or reconstitute the respective agency’s authorities to their pre-event status upon termination of devolution.
- c. Each respective agency should conduct and document annual training of devolution staff and a biennial exercise to ensure essential functions are capable of being performed during devolution. This documentation includes the dates of all TT&E events and names and titles of participating staff. The respective agency’s devolution TT&E documentation is maintained by respective agency. Further, Andrew County EMA CAP supports the devolution program and the CAP is maintained by the Emergency Management Director (or designee).

## ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

Key staff positions within Andrew County, to include individual continuity members. The responsibilities of these key personnel are delineated in the following chart.

Position	Responsibilities
<b>Elected Officials</b>  <b>Mayors</b>  <b>President</b>	Responsible for all emergency management activities including implementing this plan and directing emergency response  Provide strategic leadership and overarching policy direction for the emergency management program  Ensure adequate funding is available for emergency operations  Update and promulgate orders of succession and delegations of authority  Support and participate in disaster exercises  Participate in AARs & CAPs  Coordinate the successful implementation of ESF-15 (External Affairs), ensuring the public is uniformly and effectively informed  Responsible for declaring a state of emergency and requesting state and federal assistance, when appropriate

<p><b>Emergency Management Director</b></p>	<p>Support leadership and policy development for the emergency management programs</p> <p>Implement the LEOP when necessary, or when directed by a higher authority</p> <p>Ensure planning requirements and needs are being met</p> <p>Ensure all organization components participate in disaster exercises</p> <p>Ensure public information activities are aligned with the direction of the emergency management program</p> <p>Update LEOP annually</p>
<p><b>Emergency Management Deputy</b></p>	<p>Support leadership and policy development for the emergency management program</p> <p>Support emergency operations</p> <p>Support the update of the annual LEOP</p> <p>Coordinates and facilitates the disaster exercise program</p> <p>Coordinate and facilitate the AAR and CAP program</p>
<p><b>ESF Coordinator</b></p>	<p>Support leadership and policy direction for the emergency management program</p> <p>Coordinate the annual review and accuracy of their respective ESF</p> <p>Support emergency operations and LEOP annual update.</p> <p>Participate in disaster/exercises where ESF is activated</p> <p>Participate in AARs &amp; CAPs</p> <p>Ensure internal agency plans are current and updated annually</p>
<p><b>Community Stakeholders</b></p>	<p>Support leadership and policy development for the emergency management program</p> <p>Support emergency operations and be prepared, to work during times of disaster</p> <p>Participate in disaster exercises &amp; training events</p> <p>Participate in LEOP development and updates.</p> <p>Participate in AARs &amp; CAPs</p>

## **DIRECTION, CONTROL AND COORDINATION**

During activation of the LEOP, the Emergency Management Director maintains responsibility for control and direction of the Andrew County EMA. The top elected official of each agency is ultimately responsible for their respective agency. Should the Emergency Management Director become unavailable or incapacitated; the organization will follow the directions laid out in ESF-5 (Emergency Management). Additionally, each agency will follow their respective Delegations of Authority for elected officials.

## **DISASTER INTELLIGENCE**

During a disaster event, the Andrew County EMA will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, the following table lists examples of the information that would be collected and reported regardless of incident type.

<b>Information Element</b>	<b>Specific Requirement</b>	<b>Responsible Element</b>	<b>Deliverables</b>	<b>When Needed</b>	<b>Distribution</b>
Personnel Accountability	Account for all essential and non-essential employees Account for all contract personnel	Leadership of each respective agency	Reports Briefings WebEOC	Status updates hourly following Plan activation	EMA
Operational Status	Percent of essential personnel arrived at the EOC Ability to conduct each essential function	Continuity Manager/ Division Representatives	Situation briefings Situation reports WebEOC	No later than 6 hours after plan activation, then hourly	EMA
Resource Accountability	Account for all resources used during operations.	Leadership of each respective agency	Situation briefings Situation reports WebEOC	Status updates every 6-12 hours following plan activation	EMA

Hazard Information	Threat details specific to essential facilities	Emergency Operations Center	Situation briefings  Situation reports  WebEOC	Two times per day at shift change	EMA
--------------------	---	-----------------------------	--	-----------------------------------	-----

## **COMMUNICATIONS**

---

The Andrew County EMA and each respective agency has identified available and redundant critical communications systems that are located at the primary operating facilities and the EOC, which include phone, cell phone, WebEOC, Email, face-to-face. Further, the Andrew County EMA maintains fully capable continuity communications that support organization needs during all hazards/threats, to include pandemic and other related emergencies, and consider supporting social distancing operations including tele-work and other virtual offices.

All of EMA's necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation.

Additional detailed information on the Andrew County EMA's communications systems and requirements can be found by contacting the Andrew County EMA [emd@andrewcountymo.gov](mailto:emd@andrewcountymo.gov).

## **BUDGETING AND ACQUISITION OF RESOURCES**

---

The Andrew County EMA and its respective agencies budgets for and acquires those resources and capabilities essential to continuity operations. Each respective agency budgets for continuity resources and capabilities in accordance with their respective policies and other applicable directives and provides for the acquisition of those resources necessary for continuity operations on an emergency basis for up to 30 days or until normal operations can be resumed.

As part of the budget process, the Andrew County EMA and its respective agencies use a risk management methodology to identify, prioritize, and justify the allocation of budgetary resources.

The Andrew County EMA and its respective agencies integrate the continuity budget with its long-term strategic plan and link the budget directly to objectives and metrics set forth in the respective plan.

For those contracts vital to the support of organization essential functions, each agency is coordinated through ESF-7 and has ensured contractor statements of work include the provision to provide staffing, services, and resources during emergency conditions. A list of vital contracts is found in the LEOP and maintained by the ESF-7 coordinators. During an emergency, the ESF-7 coordinators are responsible for oversight and handling of emergency work by contractors.

## **PLAN DEVELOPMENT AND MAINTENANCE**

---

The Emergency Management Director is responsible for maintaining the Andrew County EMA LEOP. The LEOP, EMA essential functions, and supporting activities, will be reviewed by the Missouri State Emergency Management Agency's Region H Coordinator biannually. A local review will be conducted

annually from the date of publication as part of the maintenance of continuity plans and procedures. The Andrew County EMA is responsible for the annual plan review and update. In addition, the plan will be updated or modified when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures. Comments or suggestions for improving this plan may be provided to the Andrew County EMA.

## **AUTHORITIES AND REFERENCES**

---

The authority to execute this plan and to function as an emergency management agency is established by Missouri Revised Statutes 44.080.1, 70.220, Missouri Emergency Operations Plan – 11 CSR 10.11.010 *et seq*, and Andrew County.

## State of Local Disaster Emergency

At any point during the development of an emergency, Andrew County EMA may determine it cannot handle the situation without the use of outside resources. Such resources may be obtained through mutual aid agreements without declarations of emergency/disaster; however, significant augmentation of resources or activation of State and Federal assistance (as provided under the Stafford Act) must be accompanied by a properly executed state of local disaster emergency declaration. The Chief Elected Official may declare a state of local disaster emergency within the jurisdiction. Such declaration shall be based on the judgment of the officials involved that such a measure is necessary to deal with a current or imminent emergency/disaster situation. Andrew County EMA will be responsible for preparing any disaster declarations which the above officials find necessary. A disaster emergency declaration shall implement the response and recovery elements of this plan and any applicable emergency operations plans. The Chief Elected Official may issue any order deemed necessary for the efficient and effective management of the local disaster emergency, for the protection of life or property or for the public health and welfare, including, but not limited to, the following:

1. Transfer the direction, personnel or functions of county departments and agencies for the purposes of performing or facilitating response activities.
2. Utilize all available resources of the county as may be reasonably necessary to cope with a disaster.
3. Appropriately expend funds, execute contracts, authorize the obtaining and acquisition of property, equipment, services, supplies and materials without the strict compliance with procurement regulations or procedures.
4. Order a curfew applicable to certain geographic areas of the County or the County as a whole.
5. Order the suspension of, or limit the sale, dispensing or transportation of, alcoholic beverages, explosives, and combustibles.
6. Order the complete or limited evacuation of any designated area of the County.
7. Commandeer or use private property if necessary to cope with the disaster subject to applicable requirements for compensation.
8. Suspend or modify the provisions of any resolution if strict compliance thereof would in any way prevent, hinder, or delay necessary action in disaster response.
9. Accept services, gifts, grants and loans, equipment, supplies, and materials whether from private, nonprofit, or governmental sources.
10. Require the emergency services of response organizations in Andrew County.
11. Terminate or suspend any process, operation, machine, device, or event that is or may negatively impact the health, safety and welfare of persons or property within the county.
12. Require the continuation, termination, disconnection or suspension of natural gas, electric power, water, sewer, or other utilities.
13. Prescribe routes, modes of transportation and destination in connection with any evacuation.
14. Issue all other orders or undertake such other functions and activities as the county reasonably believes is required to protect the health, safety, welfare of persons or property within the County or to otherwise preserve the public peace or abate, clean up, or mitigate the effects of disaster.

Local (jurisdiction, city, and mutual aid) resources must be exhausted before state or federal assistance is available through a Governor's or Presidential declaration. Such state and federal declarations will be requested by the Chief Elected official through the State of Missouri Emergency Management Agency (SEMA). The state can provide physical assistance through the various state agencies but provides no funds to reimburse local governments during emergencies/disasters. Federal declarations activate both physical as well as monetary resources; however, state & local cost sharing is normally required.

State declarations are made by the Governor upon the SEMA recommendation, when significant involvement of State resources or personnel is anticipated. Requests for Federal assistance may be made only by the Governor through the Federal Emergency Management Agency (FEMA). Major disasters are declared by the President upon a request by the Governor and with the recommendation of FEMA. Presidential declarations activate the full range of disaster assistance outlined in the Stafford Act. Other Federal declarations can be made by the Administrator of the Small Business Administration (SBA) for loan programs to persons affected by disasters and by the Secretary of Agriculture (agricultural disaster situations). Common to all requests for emergency/disaster declarations is the requirement that the requesting jurisdiction has exhausted its available resources to handle the situation.

## **Multi-Agency Coordination**

In most cases, emergencies are handled by local fire departments, law enforcement agencies, and communication/dispatch centers; but in larger emergencies or disasters, additional coordination support is needed to ensure an effective response. In these situations, entities such as Departmental Operating Centers (DOC), city EOCs, and/or the Andrew County EMA Emergency Operations Center (EOC) have critical roles in acquiring, allocating and tracking resources, managing and distributing information, and setting response priorities. Each of these entities has their own purpose, scope, and criteria for activation.

## **Intelligence Centers**

The ability to share intelligence information quickly and accurately among state fusion centers and emergency operation centers is crucial in preventing potential criminal and terrorist acts. The primary components of a fusion center are situational awareness and warnings that are supported by law enforcement intelligence, derived from the application of the intelligence process, where requirements for actionable information are generated and information is collected, integrated, evaluated, analyzed, and disseminated. Important intelligence that may forewarn of a future attack may be derived from information collected by several diverse entities.

The Kansas City Regional TEW (terrorism early warning) group serves at the local liaison to the Missouri Intelligence Fusion Center. Given the nature of the information, the TEW will distribute the information in accordance with local SOPs and be marked as Unclassified/For Official Use Only (U/FOUO). Additional information is provided in the file archive of this plan.

## **Andrew County EMA's Emergency Operations Center (EOC)**

The Andrew County EMA's EOC provides primary coordination and control over jurisdiction-wide incidents, including some of the unincorporated portions of the County. The primary role of the EOC is to bring together relevant disaster information in one central location, organize and present that information in a useful way to the organization's decision-makers, and facilitate the coordination of resources required to meet the needs generated by an emergency/disaster. The EOC provides assistance and resources as requested and serves as the single point of contact and coordination for resources and assistance from the State and Federal levels of government. Andrew County EMA is responsible for the maintenance and activation of the EOC as outlined in *ESF-5 Information and Planning Annex* of this plan.

The singular purpose of the EOC is to assist in resolving disaster affects quickly and effectively to return an area to normal or better than normal if possible. In its simplest form, the EOC ensures that a series of necessary tasks are identified and successfully completed in a timely manner.

The following are possible criteria for activation of the Andrew County EMA EOC:

- A threat (or potential threat) increases the risk in Andrew County's jurisdictional area
- Coordination of response activities are needed
- Resource coordination is needed to respond to an event
- Conditions are uncertain or could possibly escalate
- A County emergency/disaster declaration is made
- At the discretion of any of the individuals authorized to activate the EOC

The Andrew County EMA EOC may be activated or deactivated by any of the following individuals:

- The Chief Elected Official
- The Emergency Management Director
- The Deputy Emergency Management Director

**EOC Organizational Structure:** The EOC staffing level and composition is contingent on the specific requirements of an incident. The organizational structure of the EOC is modular, extending to incorporate all elements necessary for the type, size, scope, and complexity of a given incident. While any configuration of functional units may be used in the EOC, for simplification purposes, the core organizational structure of the EOC is organized by Sections and ESF Teams. While a sample organizational chart is provided below, the various functional elements are activated based on need. The organizational structure can be condensed, expanded, or reconfigured as needed. While the structure is flexible, it is always organized around five core functions:

- **EOC Management:** This component is responsible for the overall disaster policy and coordination. Specific functions include oversight of the EOC and public information. EOC Management is led by the EOC Director. This position is staffed by the Andrew County EMA who also identifies the lead for public information.
- **Operations Section:** The purpose of this section is to support field operations and coordinate countywide response activities through the implementation of the Incident Support Plan. This section is led by the Operations Section Coordinator.
- **Planning Section:** The purpose of this section is to collect, evaluate, process, and disseminate information for use in the EOC. This section is led by the Planning Section Coordinator.
- **Logistics Section:** This section supports operational activities through the provision of supplies, equipment, facilities, personnel, mutual aid, and other support and services necessary for disaster response and recovery. This section is led by the Logistic Sections Coordinator.
  - Andrew County Emergency Management will determine the priorities for resource needs based on identified gaps for all hazards.
  - Some anticipated resource shortfalls for all hazards are handheld radios, batteries, fuel, personnel.
  - Each agency tasked within this plan is responsible for developing and maintaining applicable resource lists. These lists should follow established county protocols for maintaining resource

lists. At a minimum, a full resource list (including all county resources) will be provided to Andrew County Emergency Management and the *ESF-7 Logistics* Coordinating Agency.

- When all local (city, county, and mutual aid) resources have been exhausted, the Andrew County Emergency Management Director may declare a state of local disaster emergency within the jurisdiction and may then request assistance from the state.
  - The state can provide physical assistance through the various state agencies but provides no funds to reimburse local governments during emergencies/disasters. Federal declarations activate both physical as well as monetary resources; however, state & local cost sharing is normally required.
  - Andrew County, will rely heavily on Mutual Aid Agreements and Regional partnerships.
  - Individual jurisdictions, organizations and county departments are responsible for managing and tracking their own resources and disaster-related costs.
  - More detailed guidance on logistics and resource management during a disaster will be provided in the *ESF-7 Logistics* Annex of the LEOP.
- **Finance Section:** The finance section is responsible for the coordination of the financial planning, operations, and reporting services required to effectively respond to and recover from a disaster. This section is led by the Finance Section Coordinator which is staffed by the Andrew County Treasurer.

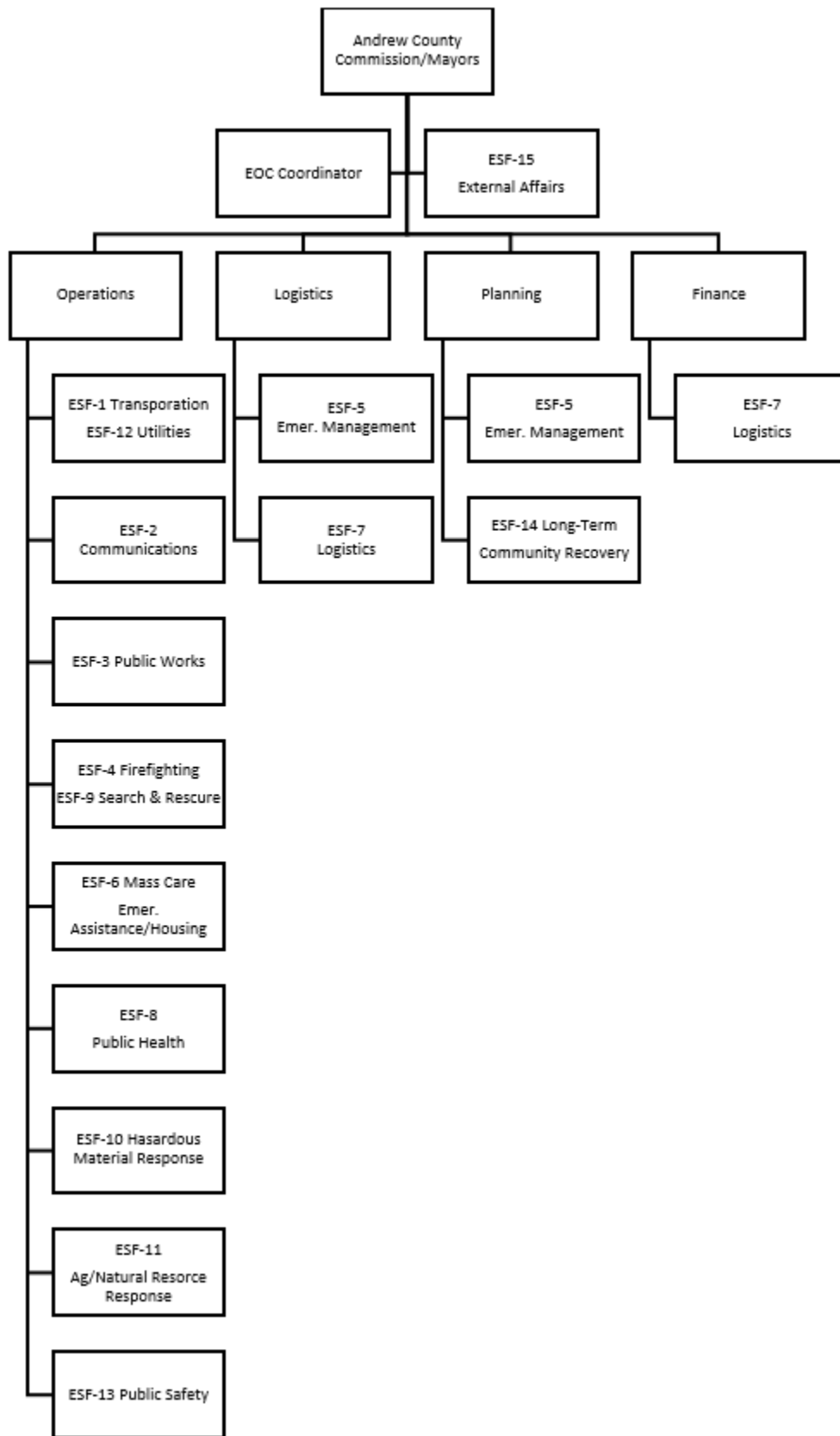
**Emergency Support Function (ESF) Teams in the EOC:** Within the framework of the five sections, fifteen separate ESF Teams make up the vast majority of the EOC staff. When activated in the Andrew County EMA EOC, each ESF Team is responsible for orchestrating the Jurisdiction's support within their respective function. The ESF Team in the EOC can be described as an alliance of stakeholders who have common interests and/or share various levels of responsibility in the ESF. These ESF members will work together within their networks and statutory and regulatory authorities to ensure for a coordinated and effective response to disasters. When the EOC is activated, there may be many ESF teams activated based on the impact of the disaster. It is necessary for all ESF teams to work in conjunction with each other to achieve the EOC objectives. Each of the ESF Annexes in the LEOP identifies the organizations responsible for providing staffing for their ESF.

Each ESF Team is comprised of one or multiple *ESF Coordinators*, *ESF Primary Agencies*, and multiple *ESF Support Agencies*. The roles and responsibilities of these are described below. It is worth noting that some jurisdictions (including the State of Missouri) have identified a third type of ESF agency, titled *Primary Agencies* to distinguish between agencies who have lead roles for the ESF in response (*Primary Agencies*) and agencies that have lead roles in ESF preparedness (*Coordinating Agencies*).

While the general roles and responsibilities for ESF Coordinating and Support Agencies are listed below, the roles and responsibilities specific to each ESF are identified in their respective ESF Annex.

## **ANDREW COUNTY EOC STRUCTURE**

---



**ESF Coordinator:** Each ESF has at least one department or agency identified as an *ESF Coordinators*.

Organizations identified as ESF Coordinators are responsible for orchestrating jurisdiction-wide mitigation, planning, preparedness, response, and recovery efforts required to ensure the functions required of their ESF are performed successfully.

- **Mitigation:** ESF Coordinator Agencies will be responsible for identifying and coordinating efforts to prevent or lessen the impact of disasters related to their ESF.
- **Preparedness:** In preparedness, ESF Coordinators are responsible for developing and maintaining the overall content of their ESF in the LEOP. During the planning process, they provide leadership during ESF workgroup meetings and work to build consensus among stakeholders. Coordinating Agencies also work with Andrew County EMA and other organizations to ensure necessary supplements to the ESF annex are developed and maintained, including but not limited to emergency contact lists, resource lists, organizational/functional plans and/or procedures, EOC job aids (specific to their ESF), and regional plans.
- **Response:** During disaster response, the ESF Coordinator will be responsible for orchestrating the jurisdiction's support within their respective function and serve as the coordinating link between Andrew County EMA and other operational units.

When the ESF Team is activated in the Andrew County EMA Emergency Operations Center (EOC), the team will orchestrate the jurisdiction-wide coordination required to fulfill the mission of their ESF.

These activities will include:

- Establish and maintain operational awareness through direct communications links with units in the field and/or their appropriate coordinating entities.
  - Conduct disaster impact and needs assessments, prioritize ESF operational objectives in alignment with the EOC Action Plan, and coordinate ESF jurisdiction-wide response activities.
  - Collect and analyze information relevant to ESF and report in WebEOC and EOC documents including EOC Action Plans and Situational Reports.
  - Receive, manage, & track resource requests for ESF.
  - Ensure full coordination of activities with other groups within the EOC to assist in the development and maintenance of a common operating picture.
- **Recovery:** ESF Coordinators will be responsible for conducting after-action reviews of their response and coordinating recovery activities for their ESF.

**ESF Primary Agencies:** There are a number of *ESF Primary Agencies* identified for each ESF. These are organizations whose expertise, resource, and/or statutory responsibility or authority make them invaluable partners in mitigation, preparedness, response, and recovery.

- **Mitigation:** ESF Primary Agencies work with the ESF Coordinators will be responsible for identifying and coordinating efforts to prevent or lessen the impact of disasters related to their ESF.
- **Preparedness:** In preparedness, ESF Primary Agencies are responsible for developing and maintaining the overall content of their ESF in the LEOP. During the planning process, they provide leadership during ESF workgroup meetings and work to build consensus among stakeholders. ESF Primary Agencies also work with Andrew County EMA and other organizations to ensure necessary supplements to the ESF annex are developed and maintained, including but not limited to emergency

contact lists, resource lists, organizational/functional plans and/or procedures, EOC job aids (specific to their ESF), and regional plans.

- **Response:** During disaster response, the ESF Primary Agencies will be responsible for orchestrating the jurisdiction's support within their respective function and serve as the coordinating link between Andrew County EMA and other operational units.
- **Recovery:** ESF Primary Agencies will be responsible for conducting after-action reviews of their response and coordinating recovery activities for their ESF.

**ESF Support Agencies:** There are a number of *ESF Support Agencies* identified for each ESF. These are organizations whose expertise, resources, and/or statutory responsibility or authority make them invaluable partners in mitigation, preparedness, response, and recovery.

- **Mitigation:** In mitigation, the Support Agencies work with the ESF Coordinator and other ESF Primary Agencies to identify and coordinate efforts to prevent or lessen the impact of disasters related to their ESF.
- **Preparedness:** In preparedness, the Support Agencies work with the ESF Coordinator and other ESF Primary Agencies to address jurisdiction-wide planning and capability development associated with the ESF.
- **Response:** During a disaster response, ESF Support Agencies may be called on to provide assistance as an organization and/or may be asked to respond to the Andrew County EMA EOC as an ESF representative. As an ESF representative, ESF Support Agencies will work with the ESF Coordinator to fulfill the mission of the ESF.
- **Recovery:** In recovery, ESF Support Agencies will work with the ESF Coordinator and other ESF Primary Agencies conduct after-action reviews of their response and coordinate recovery activities for their ESF.

## **ROLES AND RESPONSIBILITIES**

---

### **Individuals, Families, and Businesses**

The public is responsible for preparing for disasters just as the various levels of government do. Specifically, individual, family, and/or business plans need to be developed and maintained to ensure the appropriate level of preparedness. These plans should be integrated and coordinated with local response plans and agencies.

### **Response Organizations**

Each Response Organization is responsible for developing and maintaining policies and procedures on how they respond to routine emergencies and how they expand and coordinate their efforts during disasters. During emergencies and disasters, response organizations are responsible for responding in accordance with organizational policies and procedures, operational guides, existing MOUs and agreements, and other relevant plans including the LEOP.

### **Cities/Municipalities**

Cities are responsible for ensuring the safety and well-being of their citizens, as well as providing initial response, within city capabilities, in the case of emergency/disaster events. At a minimum, cities should establish emergency response policies and procedures for their jurisdiction. Specific responsibilities of cities include:

- Appoint and support a qualified person to serve as the City Emergency Management Liaison. This position serves as the primary emergency management point of contact between the City and Andrew County EMA, and actively participates in the emergency management system. Specific activities include involvement in:
  - Mitigation efforts.
  - Planning and preparedness initiatives.
  - Capability assessment & development.
  - Emergency Management training & exercises
  - Ensuring emergency management activities are integrated and coordinated during all phases of emergency management (mitigation, preparedness, response, & recovery).
- Ensure all potential first responders (fire, police, public works, etc.) are trained to at least the awareness level under 29 CFR 1910.120, the Occupational Safety & Health Administration (OSHA) guidelines for hazardous waste operations and emergency response.
- Ensure incident management activities will be initiated and conducted using the concepts and principles identified by the National Incident Management System (NIMS).
- Ensure all responders have the appropriate level of NIMS training.
- Establish & train damage assessment teams (for cities desiring to field their own teams) and ensuring their efforts are coordinated with the County's overall damage assessment.
- Ensure that Andrew County EMA is kept informed of situations that require (or may potentially require) jurisdictional coordination and/or the activation of the EOC.
- Ensure that, during a disaster, response activities (including requests for assistance, and public information efforts) are coordinated with Andrew County EMA and that situation reports, damage assessments, and requests for County, State and/or Federal assistance are channeled through the Andrew County EMA.

<b>City/Organizational Representative (assessment contact)</b> <i>(Support Agency for ESF-14)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-14 Team preparedness activities (listed above)</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide ESF- 14 support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the ESF-14 Annex. Provide disaster assessment information to the EOC</li> <li>○ Coordinate response activities with the EOC in support of the ESF-14 mission</li> <li>○ Send agency representatives to the EOC as part of the ESF-14 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<b>Jurisdictional Fire Departments</b> <i>(Support Agency for ESF-4, ESF-9, ESF-10, ESF-11)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-4, ESF-9, ESF-10, ESF-11 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide firefighting support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-4 Firefighting Annex</i></li> <li>○ Provide search and rescue support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-9 Search and Rescue Annex</i></li> <li>○ Provide fire service support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-10 Oil and Hazardous Materials Annex</i></li> <li>○ Coordinate response activities with the EOC in support of the ESF-4, ESF-9, ESF-10, ESF-11 mission                             <ul style="list-style-type: none"> <li>○ Assist with cleaning and disinfecting in ESF-11 FAD response</li> <li>○ Provide medical first response actions for injured people</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-4, ESF-9, ESF-10, ESF-11 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>

Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<b>Jurisdictional/Regional HAZMAT Teams</b> <i>(Support Agency for ESF-10, ESF-11)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-10, ESF-11 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to Andrew County EMA</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide HAZMAT response in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-10 Oil and Hazardous Material Response Annex</i></li> <li>○ Coordinate response activities with the ESF-10, ESF-11 Team in support of the ESF-10, ESF-11 mission</li> <li>○ Send agency representatives to the County EOC as part of the ESF-10, ESF-11 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<b>Jurisdictional Law Enforcement</b> <i>(Support Agency for ESF-1, ESF-2, ESF-4, ESF-8, ESF-9, ESF-10, ESF-11, ESF-13)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-1, ESF-2, ESF-4, ESF-8, ESF-9, ESF-10, ESF-11, ESF-13 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to the EOC</li> </ul>

Response	<ul style="list-style-type: none"> <li>○ Provide City Public Safety Answering Points (PSAPs) Dispatch services and communications support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-2 Communications Annex</i></li> <li>○ Provide law enforcement support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-11 Agriculture, Animal Welfare and Natural Resources Annex</i> including:             <ul style="list-style-type: none"> <li>• Dispatching services and communications support (city specific function)</li> <li>• Establish perimeter security</li> <li>• Establish security for evacuated areas</li> <li>• Establish security for staging/reception areas</li> <li>• Provide security for existing and/or temporary morgues or burial sites</li> <li>• Provide security at facilities used for emergency purposes, animal shelters</li> <li>• Ensure the safety and well-being of responders.</li> </ul> </li> <li>○ Provide Public Safety and Security support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-13 Public Safety and Security Annex</i> including:             <ul style="list-style-type: none"> <li>• Dispatching services and communications support (city specific function)</li> <li>• Establish perimeter security</li> <li>• Establish security for evacuated areas</li> <li>• Establish security for staging/reception areas</li> <li>• Provide security for existing and/or temporary morgues</li> <li>• Provide security at facilities used for emergency purposes</li> <li>• Providing necessary security on a temporary basis for hospitals and EOCs</li> <li>• Provide necessary support to correctional facility staff, in the event the facility staff must be augmented</li> <li>• Ensure the safety and well-being of responders.</li> </ul> </li> <li>○ Coordinate response activities with the ESF-1, ESF-2, ESF-4, ESF-8, ESF-9, ESF-10, ESF-11 Team in support of the ESF-1, ESF-2, ESF-4, ESF-8, ESF-9, ESF-10, ESF-11 mission             <ul style="list-style-type: none"> <li>○ Coordinate with jurisdictional law enforcement and other ESF’s for route designation, access support, and evacuation support</li> </ul> </li> <li>○ Send agency representatives to the Andrew County EMA EOC as part of the ESF-1, ESF-2, ESF-4, ESF-8, ESF-9, ESF-10, ESF-11 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify/ implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<b>Jurisdictional Public Information Officers</b> <i>(Support Agency for ESF-15)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-15 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>

Response	<ul style="list-style-type: none"> <li>○ Provide ESF-15 support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-15 Annex</i>.</li> <li>○ Coordinate response activities with the EOC in support of the ESF-15 mission</li> <li>○ Send agency representatives to the EOC as part of the ESF-15 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Jurisdictional Public Works</b> <i>(Support Agency for ESF-3, ESF-9)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-3, ESF-9 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to the EOC</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Coordinate response activities with the ESF-3, ESF-9 Team in support of the ESF-3, ESF-9 mission                             <ul style="list-style-type: none"> <li>○ Coordinate public works activities within their jurisdiction according to their own departmental policies and guidelines.</li> <li>○ Provide personnel, equipment, and technical expertise to support emergency/disaster response</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-3, ESF-9 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>

**Clinics, Nursing Facilities, and Assisted Living Facilities**

These facilities are responsible for ensuring the safety and well-being of visitors and tenants to their facilities. They have a state mandate to maintain an emergency operations plan.

<p><b>Hospitals</b></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-8 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to the EOC</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Coordinate response activities with the ESF-8 Team in support of the ESF-8 mission</li> <li>○ Send agency representatives to the EOC as part of the ESF-8 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> </ul>

	<ul style="list-style-type: none"> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify/ implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>

**School Districts**

School districts are responsible for ensuring the safety and well-being of students, staff & visitors to their facilities. To that end, emergency plans should be developed considering those hazards to which schools might reasonably be exposed. Such hazards include, but are not limited to, natural & technological disasters, fire, physical plant and/or utility failure, security threats (bomb, active shooter, etc.) and vehicular accidents. The districts are encouraged to be pro-active in developing and implementing these plans. Assistance is available through Andrew County EMA. School districts are also encouraged to work closely with local emergency management officials, police & fire departments, and the American Red Cross to develop formal plans for utilizing schools as public shelters in the event of an emergency/disaster.

**Jurisdiction**

Andrew County EMA policy is in full compliance with all State statutes and regulations governing the conduct of Emergency Management and Emergency Operations.

Specifically, Andrew County EMA is responsible for emergency management in the unincorporated areas if Andrew County and will conduct emergency operations according to established plans and procedures to include:

- Maintain an emergency management program at the jurisdictional level involving all government, private and volunteer organizations which have responsibilities in the comprehensive emergency management system within the Andrew County’s EMA jurisdiction.
- Support the emergency management needs of all municipalities within the Andrew County EMA jurisdictional area.
- Implement a broad-based public awareness, education and information program designed to reach all citizens of the jurisdictional area, including those with special needs.
- Coordinate mutual aid activities within the jurisdictional area to ensure the provision of supplemental emergency aid and assistance.
- Maintain an emergency management program that is designed to mitigate the effects of hazards through a comprehensive mitigation program.
- Maintain cost and expenditure reports associated with disasters, including resources mobilized as a result of mutual aid agreements.
- Coordinate public information activities during disasters.
- Develop and maintain systems to coordinate the provision of shelters and mass care to those displaced by disasters.

**Non-Governmental / Private Organizations**

Andrew County EMA partners with a variety of NGOs and Private Organizations to meet the needs generated by disaster. Their roles in mitigation, preparedness, response, and recovery are highlighted in the table below.

<b>Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Services (RACES)/ Metropolitan Emergency Communications Council (MECC)</b> <i>(Support Agency for ESF-2)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-2 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to the EOC</li> </ul>

Response	<ul style="list-style-type: none"> <li>○ Provide point-to-point radio communications to the Andrew County EMA EOC, and other local government and/or nongovernmental organizations to support emergency/disaster operations, in accordance with <i>ESF-2 Communications</i>, existing MOUs, and organization by-laws</li> <li>○ Coordinate response activities with the ESF-2 Team in support of the ESF-2 mission</li> <li>○ Send agency representatives to the EOC as part of the ESF-2 Team when requested</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify / implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>American Red Cross</b> <i>(Support Agency for ESF-4, ESF-6, ESF-7, ESF-8, ESF-9, ESF-14)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-4, ESF-6, ESF-7, ESF-9, ESF-14 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide mass care support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-6 Mass Care, Emergency Assistance, Temporary Housing and Health Services Annex</i></li> <li>○ Provide ESF-14 support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-14 Long-Term Community Recovery Annex</i>.</li> <li>○ Coordinate response activities with the EOC in support of the ESF-4 mission                             <ul style="list-style-type: none"> <li>○ Provide assistance (i.e., food, shelter, clothing, etc.) to those impacted by disaster in accordance with standard operating procedures. ESF-4, ESF-9</li> <li>○ Support incident response operations/responders in accordance with standard operating procedures. ESF-4, ESF-9</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-4, ESF-6, ESF-7, ESF-9, ESF-14 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify/ implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Transportation Services</b> <i>(Support Agency for ESF-1)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-1 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information to Andrew County EMA</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Coordinate response activities with the ESF-1 Team in support of the ESF-1 mission                             <ul style="list-style-type: none"> <li>○ Provide resources, individually dispatching/tracking, and providing communication back to ESF-1 team</li> </ul> </li> <li>○ Send agency representatives to the Andrew County EMA EOC as part of the ESF-1 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Funeral Homes</b> <i>(Support Agency for ESF-8)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-8 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Provide current emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Coordinate response activities with the ESF-8 Team in support of the ESF-8 mission</li> </ul>

	<ul style="list-style-type: none"> <li>○ Send agency representatives to the EOC as part of the ESF-8 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Andrew County Coroner</b> <i>(Support Agency for ESF-8)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-8 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide mass care support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-6 Mass Care, Emergency Assistance, Temporary Housing, and Health Services Annex</i></li> <li>○ Coordinate response activities with the ESF-6, ESF-7 Team in support of the ESF-6, ESF-7 mission                             <ul style="list-style-type: none"> <li>○ Manage in-kind donations for individual assistance, including food, clothing, toiletries, and household items</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-6, ESF-7 Team when requested</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Community Organizations Active in Disaster (COAD)</b> <i>(Support Agency for ESF-6, ESF-7)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-6, ESF-7 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide mass care support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-6 Mass Care, Emergency Assistance, Temporary Housing, and Health Services Annex</i></li> <li>○ Coordinate response activities with the ESF-6, ESF-7 Team in support of the ESF-6, ESF-7 mission                             <ul style="list-style-type: none"> <li>○ Manage in-kind donations for individual assistance, including food, clothing, toiletries, and household items</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-6, ESF-7 Team when requested</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	<ul style="list-style-type: none"> <li>○ Identify and implement mitigation activities to prevent or lessen the impact of future incidents</li> </ul>
<p><b>Energy and Utility Providers</b> <i>(Support Agency for ESF-4, ESF-12)</i></p>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-4, ESF-12 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide Energy and Utilities in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-12 Energy Annex</i>.</li> <li>○ Coordinate response activities with the EOC in support of the ESF-4, ESF-12 mission                             <ul style="list-style-type: none"> <li>○ Provide water sources adequate to support ongoing firefighting operations</li> </ul> </li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>

Mitigation	○ Identify/implement mitigation activities to prevent or lessen the impact of future incidents
<b>The Salvation Army</b> <i>(Support Agency for ESF-4, ESF-6, ESF-7, ESF-9)</i>	
Preparedness	<ul style="list-style-type: none"> <li>○ Assist with the ESF-4, ESF-6, ESF-7, ESF-9 Team preparedness activities</li> <li>○ Maintain an inventory of agency resources</li> <li>○ Maintain agency emergency contact information</li> </ul>
Response	<ul style="list-style-type: none"> <li>○ Provide mass care support in emergency/disasters, in accordance with departmental operations guides &amp; protocols, existing MOUs &amp; agreements, and the <i>ESF-6 Mass Care, Emergency Assistance, Temporary Housing, and Health Services Annex</i></li> <li>○ Coordinate response activities with the Andrew County EMA EOC in support of the ESF-4, ESF-6, ESF-7, ESF-9 mission                             <ul style="list-style-type: none"> <li>○ Provide assistance (i.e., food, shelter, clothing, etc.) to those impacted by disaster in accordance with standard operating procedures.</li> <li>○ Support incident response operations/responders in accordance with standard operating procedures.</li> <li>○ Manage in-kind donations for individual assistance, including food, clothing, toiletries, and household items</li> </ul> </li> <li>○ Send agency representatives to the EOC as part of the ESF-4, ESF-6, ESF-7, ESF-9 Team when activated</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>○ Coordinate the restoration of agency resources and/or capabilities as needed</li> <li>○ Participate in countywide recovery planning and activities</li> <li>○ Prepare the documentation required to become eligible for reimbursement</li> <li>○ Participate in after action reviews</li> </ul>
Mitigation	○ Identify/ implement mitigation activities to prevent or lessen the impact of future incidents

**Responsibilities of the State of Missouri Emergency Management Agency (SEMA):**

- Act as the single point of contact for requests for State and Federal assistance during disaster/emergency situations.
- Handle all matters pertaining to State and Federal disaster emergency declarations.
- Provide preparedness and mitigation guidance, assistance, and funding to support on-going jurisdictional emergency management activities.
- Act as the single point of coordination for State resources in support of emergency/disaster operations in Andrew County EMA’s jurisdictional area.

**Responsibilities of Federal Emergency Management Agency**

- Exercises leadership of the nation’s emergency management system.
- Upon request of the governor for disaster assistance, conducts joint Preliminary Damage Assessments (PDA) with State and local government officials and other Federal agencies. Makes recommendations to the President on State requests for major disaster or emergency declarations.
- Coordinates the Federal response to presidentially-declared disasters and assists communities to recover.
- Works with States and local communities during non-disaster periods to help plan for disasters, develop mitigation programs, and anticipate what will be needed when disasters occur.
- Supports State and local emergency management programs by funding emergency planning, training emergency managers and local officials, conducting large-scale exercises, and sponsoring programs that teach the public how to prepare for disasters.
- Operates the U.S. Fire Administration, which supports the nation’s fire service and emergency medical services communities.
- Operates the Federal Insurance Administration, which makes flood insurance available to residents of communities agreeing to adopt and enforce sound floodplain management practices.

## Plan Development and Maintenance

1. The Emergency Management Director of the Andrew County Emergency Management Agency is responsible for coordinating the development and maintenance of the LEOP.
2. Andrew County EMA jurisdictional area departments and agencies identified as ESF Coordinators in the LEOP are responsible for maintaining their respective ESF Annex in coordination with Andrew County EMA and their ESF Team.
3. The process used to develop and maintain the Andrew County EMA LEOP will be based on nationally recognized emergency planning principles and best practices (detailed in the *Situation Section* of the Basic Plan).
4. The LEOP is designed to be a flexible, dynamic document subject to revision, as appropriate. Revisions may result from a variety of causes such as:
  - a) New procedures, policies or technologies;
  - b) Lessons learned from an actual event or exercise;
  - c) Feedback during training or case study review;
  - d) To accommodate new organizations, organizational structures, or systems.
5. Major revisions are considered revisions which significantly alter or establish new policy. All Major revisions to the LEOP will be approved by the Chief Elected official/County Commission with support from the Andrew County Local Emergency Planning Committee.
6. Andrew County EMA will coordinate an internal review of the LEOP annually and a state review every two years or as requested.
7. New versions of the LEOP will be disseminated to all appropriate stakeholders.

## Training and Exercise

All training related to emergency management is coordinated and scheduled through the Andrew County EMA. Training will be offered to all inter-agencies (Agency, City, and others) on preparedness, response, recovery, mitigation, hazardous materials, debris management, terrorism, and other issues. The training offered is conducted through the SEMA training section, American Red Cross, the Local Emergency Planning Committees, Fire Department, and any other organization offering training.

Andrew County EMA continues to implement a training and exercise program, consistent with NIMS, for incident management organizations and personnel. Elements of the program include:

- Multi-disciplinary and multi-jurisdictional interaction, including involvement with private-sector and non-governmental organizations, during realistic exercises.
- Standard courses on incident command and management, incident management structure, and operational coordination processes and systems.
- Courses focus on discipline and agency-specific subject matter expertise.

Andrew County EMA further recommends courses for all incident management organizations and personnel to ensure NIMS compliance at all levels of response. The following courses are recommended; the first four can be taken on-line and the remaining two must be taken in a classroom setting:

- IS 700 - National Incident Management System (NIMS), An Introduction
- IS 800 - National Response Plan (NRP), An Introduction
- ICS 100 Series - Incident Command Systems, An Introduction
- ICS 200 Series - Incident Command System, Basic
- ICS 300 Series - Intermediate Incident Command System
- ICS 400 Series - Advanced Incident Command System

Exercises are a key component in improving all-hazards incident management capabilities. The Andrew County EMA participates on an ongoing basis in a range of exercises, including multi-disciplinary and multi-

jurisdictional exercises that are designed to improve integration and interoperability. These exercises are integrated in an annual regional Training and Exercise Planning Workshop (TEPW).

The Homeland Security Exercise Evaluation Program (HSEEP) will be used for developing, delivering, and evaluating Department of Homeland Security/Office of Domestic Preparedness funded exercises.

### **After Action Reviews and Corrective Action Plans**

After each exercise, the lead agency performing the exercise will conduct an evaluation of the effectiveness of the exercise. This information will be incorporated into future revisions and updates by Andrew County EMA. This will be accomplished by drafting a corrective action plan which may include, but not limited to assigning the following actions:

- Change to plans/procedures
- Acquire new or replace outdated equipment/resources
- Train/Re-Train Personnel

Following actual events, the same procedure will be used and will be led by Andrew County EMA.

## **ADMINISTRATION, FINANCE, AND LOGISTICS**

---

### **Documentation**

Responding agencies should keep documentation on the ICS Activity Log (ICS Form 214) or another suitable log. The Andrew County EMA Emergency Operations Center will document activities via situation reports, common operating pictures, and in WebEOC. Such documentation is crucial for the following reasons:

- Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.
- Documentation provides a legal account of the actions which took place before, during and after an emergency.
- Documentation provides for a historical record which could be used during after action reviews to improve response operations in the future.

Following a disaster, documentation is provided to Andrew County EMA to maintain an archive for the required period, after such time archival documents are protected at a designated location.

During after action review the documentation will be used to identify:

- Actions taken (or not taken)
- Resources expended
- Economic and human impacts
- Lessons learned and possible improvements
- Possible mitigation measures that could be taken
- Key impacts and damages

### **Finance**

#### **Funding**

- During local state of emergency, the monetary support for logistical and administrative support will be funded out of each agency's budget.
- In the event of a federal declaration, some expenses and/or reimbursements are available to affected agencies through Public Assistance Grants.

## Disaster Assistance

As previously mentioned, in a federal disaster declaration the Andrew County jurisdiction and its eligible cities/citizens may qualify for federal assistance. Such assistance has been described above and will be further described in *ESF-14 Long-Term Community Recovery Annex*. In the event of a federal declaration authorizing public assistance, applicant briefings will be conducted to educate responders and local officials about the cost recovery process.

## **POLICIES, AUTHORITIES, AND REFERENCES**

---

### Relationship to Other Plans

In addition to the Andrew County EMA LEOP, the following plans have been developed and are maintained pursuant to state and federal requirements. In addition, they have been incorporated in the LEOP annexes:

- Regional Plans (listed below)
- State Plans (listed below)
- Federal Plans (listed below)

### Regional

- **Regional Coordination Guide (RCG):** The RCG is intended to ensure coordination among jurisdictions in Region H-area during emergency events whose impacts or potential impacts cross jurisdictional boundaries. The RCG is designed to support the local Emergency Operation Plans maintained by the individual jurisdictions in the region. It seeks to build on the emergency functions in these LEOPs by addressing the actions necessary for effective regional coordination.
- **Regional Mass Casualty Incident (MCI) Plan:** This plan describes the procedures necessary to ensure an effective and coordinated response to an incident involving mass casualties in the metropolitan area. It provides a structure for coordination and communication among multiple emergency medical agencies and other organizations providing pre-hospital emergency care. The plan seeks to maximize the existing resources of Emergency Medical Services (EMS) agencies and hospitals.

### State

- **Revised Statutes of Missouri (RSMo), 70.837:** This Missouri State statute allows public safety agencies in Missouri to provide aid to other public safety agencies in bordering States.

### Federal

- **National Response Framework:** This framework presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies—from the smallest incident to the largest disaster. The Framework defines the key principles, roles, and structures that organize the way we respond as a Nation. It describes how communities, tribes, States, the Federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective nation response. The Nations Response Framework is always in effect, and elements can be implemented at a level at any time.

- Homeland Security Presidential Directive – 5: Management of Domestic Incidents. This directive is intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System (NIMS).
- Homeland Security Presidential Directive – 8: National Preparedness: This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.
- Homeland Security Presidential Directive 8, Annex I, *Planning*, January 2008.
- National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local and tribal governments; the private sector; and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. This consistency provides the foundation for utilization of NIMS for all incidents, ranging from daily occurrence to incidents requiring a coordinate Federal response.
- Homeland Security Act of 2002: Public Law 107-296, 116 Stat. 2135. This Act established the Department of Homeland Security with the mandate and legal authority to protect the American people from terrorist attacks, major disasters, and other emergencies.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act: of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707. This act provides the authority for the provisioning of disaster relief and assistance by the Federal government. It also establishes roles and responsibilities for State and local governments during federally declared emergencies and disasters.
- Emergency Management and Assistance, 44 C.F.R., Chapter 1: (Oct. 1, 1992). This portion of the U.S. Code implements the Stafford Act and delineates the organization, policies & procedures governing the activities and programs of the Federal Emergency Management Agency and other Federal agencies, and further defines the role of State and local government in the Emergency Management structure.
- Emergency Planning and Community Right-to-Know Act of 1986: (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments & Reauthorization Act (SARA). This Federal legislation outlines the requirements for emergency planning and notifications pertaining to emergencies involving hazardous materials (HAZMAT).
- Comprehensive Planning Guide (CPG) 101: Provides general guidelines on developing Emergency Operations Plans (EOPs). It promotes a common understand of the fundamentals of planning and decision making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.
- Post Katrina Emergency Management Reform Act of 2006, Public Law 109-295.
- Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308.

- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2007.
- National Security Presidential Directive 51/ Homeland Security Presidential Directive 20, *National Continuity Policy*, May 4, 2007.
- The Emergency Management Accreditation Program, or EMAP, is a voluntary review process for state and local emergency management programs. Accreditation is a means of demonstrating, through self-assessment, documentation, and peer review that a program meets national standards for emergency management programs.

## DEFINITIONS

---

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assessing or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis of decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan:** The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the public.

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident:** An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another or request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and policy.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Framework:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

**Nongovernmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** The section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualifications and Certification:** The subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet the basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualification.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Appendix 1 – Functions and Responsibilities Chart**

FUNCTIONAL ANNEX	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
P = Primary Responsibility S = Support Responsibility * = Joint Responsibility  Department/Individual	TRANSPORTATION Transportation	COMMUNICATIONS Communications	PUBLIC WORKS AND ENGINEERING Public Works and Engineering	FIREFIGHTING Firefighting	INFORMATION AND PLANNING Information and Planning	MASS CARE, HOUSING, HUMAN SERVICES Mass Care, Housing, Human Services	LOGISTICS Logistics	PUBLIC HEALTH AND MEDICAL SERVICES Public Health and Medical Services	SEARCH & RESCUE Search & Rescue	OIL AND HAZARDOUS MATERIALS RESPONSE Oil and Hazardous Materials Response	AGRICULTURE AND NATURAL RESOURCES Agriculture and Natural Resources	ENERGY Energy	PUBLIC SAFETY AND SECURITY Public Safety and Security	LONG-TERM COMMUNITY RECOVERY Long-term Community Recovery	EXTERNAL AFFAIRS External Affairs
Andrew County Commission					P*										
Mayor/City Council					P*										
Emergency Management Director					P	P	S	S			P				S
Coordinators					P	P	S	S			P				S
Municipal Police Departments/Andrew CO SHERIFF											S		P		
Municipal Public Works Departments	P		P						S	S	S	S			
Municipal Parks & Recreation Dept.	S		S								S				
Municipal Finance Directors							P							S	
Andrew County Fire Districts				P				P	P	P					
HAM – Radio Operators		S													
Red Cross						S									
Citizen Corp (Volunteers)						S									
Utility Companies												P			
Municipal Building Inspectors														P	
Andrew County Health Department								P							
Information Technologies Directors		P													S
Public Information Officers															P
Private Entities	S											S			

**Local Emergency Operations Plan  
Functional Annex and ESF Crosswalk**

**Functional Annex****Emergency Support Function (ESF)**

A – Direction & Control	#5 – Information and Planning
B – Communications & Warning	#2 – Communications
C – Emergency Public Information	#15 – External Affairs
D – Damage Assessment	#5 – Information and Planning #14 – Long-Term Community Recovery
E – Law Enforcement	#13 – Public Safety and Security
F – Fire & Rescue	#4 – Firefighting #9 – Search and Rescue
G – Resource & Supply	#7 – Resource Support
H – Hazardous Materials	#10 – Oil and Hazardous Materials Response #12 – Energy
I – Public Works	#1 – Transportation #3 – Public Works and Engineering #12 – Energy
J – Evacuation	N/A *
K – In-place Shelter	N/A *
L – Reception & Care	#6 – Mass Care, Emergency Assistance, Housing and Human Services #11 – Agriculture and Natural Resources
M – Health & Medical	#8 – Public Health and Medical Services
N – Terrorism	#5 – Information and Planning #10 – Oil and Hazardous Materials Response #13 – Public Safety and Security
O – Catastrophic Event (Earthquake)	All ESFs

\* No corresponding ESF.