

BOONE COUNTY

Comprehensive Emergency Management Plan (CEMP)



2025 - 2026
Revision

Boone County
Office of Emergency Management

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CHANGE LOG, REVIEW LOG, AND DISTRIBUTION RECORD

For reference, the historical record of changes, the review log, and distribution records are located in the appendix of this document. This placement facilitates streamlined document navigation and ensures ease of access to critical historical data.

Change Log			
Change #	Date of Change	Individual(s) Making Change	Description of Change
11	January 2025	Jake Waller	Comprehensive review and reworking of the plan.
12	April 2025	Jake Waller	Incorporating suggested changes from stakeholders
13	May 5, 2025	Jake Waller	Incorporating suggested changes from SEMA Coordinator Elizabeth Thompson
14	June 10, 2025	Jake Waller	Correct page numbering

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
All Elements	2/4/25; 4/28/25	<ul style="list-style-type: none"> • Brian Schaefer, CFD • Rebecca Estes, PHHS • Chuck Doss, MU Health Care • Elizabeth Thompson, SEMA
Base Plan	March 2025	<ul style="list-style-type: none"> • Kenyetta Ridgway-Sample, City of Hallsville • Trynton Roberts, City of Hallsville • Carol Rhodes, City of Columbia • Tara Strain, City of Centralia
ESF-1	March 2025	<ul style="list-style-type: none"> • Thaddeus Yonke, BCRM • Bill Florea, BCRM • Jeff McCann, BCRM • Michael Parks, COU
ESF-2	March 2025	<ul style="list-style-type: none"> • Stirling Williams, BCJC • Beth Boos, Boone County IT • Christie Davis, BCJC
ESF-3	March 2025	<ul style="list-style-type: none"> • Thaddeus Yonke, BCRM • Bill Florea, BCRM • Jeff McCann, BCRM • Andrew Petri, Boone Electric Co-Op • Jimmy Goodnight, Boone Electric Co-Op • Chad Henry, Consolidated Water #1 • Daniel Cunningham, Boone County Regional Sewer District • Brenden Smith, Public Water Supply District #9 • Roger Ballew, Public Water Supply District #9

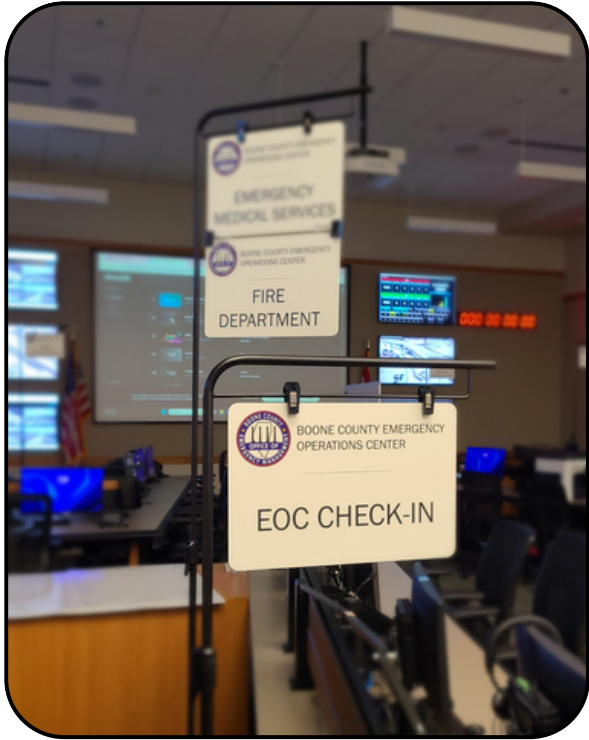
Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-4	March 2025	<ul style="list-style-type: none"> • Olsen, Scott, BCFPD • Jim Bullard, SBCFPD • Brady Sandker, Columbia Airport • Denny Rusch, Centralia Fire Dept. • John Ambra, Columbia Fire Dept. • Doug Westhoff, BCFPD • Gale Blomenkamp, BCFPD
ESF-5	2/14/25	<ul style="list-style-type: none"> • Jerry Jenkins, University of Missouri • Dale Chambers, MU Health Care • Anthony Gallaher, Truman VA Hospital • Joe Bayer, Boone Health
ESF-6	2/14/25	<ul style="list-style-type: none"> • Ed Barnhill, MO Baptist Disaster Relief • Rebecca Roesslet, PHHS • Joanne Nelson, Community Services • Kristin Cummins, Community Services • John Dungan, Red Cross • Melissa Wilding, Red Cross • Michelle Casey, CMHS • Jody Dickhaut, SEMA • Becky Thompson, Housing & Neighborhood Services • Kevin Cedervall, Salvation Army • Emili Pezall, City of Refuge • Courtney Simmons, United Way
ESF-7	March 2025	<ul style="list-style-type: none"> • Melinda Bobbit, Boone County Procurement • Kyle Rieman, Boone County Auditor • Aaron Neugarten, Boone County Auditor's Office • Jenna Redel, Boone County Treasurer • Alissa Marlow, Boone County Treasurer's Office • Lynn Cannon, City of Columbia • Cale Turner, City of Columbia

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-8	2/14/25	<ul style="list-style-type: none"> • Josh Creamer, MU Health Care • Troy McAdams, MU Health Care EMS • Shawn Gerstner, Boone Health EMS • Andrea Wiggins, Truman VA • Scott Olsen, BCFPD • Brady Sandker, Columbia Airport • Carisa Kessler, Burrell • Kara Amann, Missouri Hospital Assoc. • Jim Bullard, SBCFPD • Denny Rusch, Centralia Fire Dept. • Rebecca Roesslet, PHHS • Becky Thompson, Housing & Neighborhood Services
ESF-9	2/14/25	<ul style="list-style-type: none"> • Olsen, Scott, BCFPD • Jim Bullard, SBCFPD • Brady Sandker, Columbia Airport • Denny Rusch, Centralia Fire Dept. • John Ambra, Columbia Fire Dept. • Brian Weimer, MUPD • Jeffrey Voss, Ashland PD • Andrew Worrall, Ashland PD • Scott Young, Ashland PD • Gary German, BCSO • Jim Perkins, BCSO • Jill Schlude, Columbia PD • Harlan Hatton, Centralia PD • Tom Crawford, Hallsville PD
ESF-10	March 2025	<ul style="list-style-type: none"> • Sean Counihan, MO DNR • Doug Westhoff, BCFPD • Gale Blomenkamp, BCFPD

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-11	March 2025	<ul style="list-style-type: none"> Chris Campbell, Boone County Historical Society Gerald Hirsch, State Historical Society Annie Kittrell-Poehlein, MDC
ESF-12	March 2025	<ul style="list-style-type: none"> Claire Eubanks, MO Public Service Commission Andrew Petri, Boone Electric Co-Op Scott Thieret, Boone Electric Co-Op Jimmy Goodnight, Boone Electric Co-Op Jim Busch, MO Public Service Commission John Wulff, City of Columbia
ESF-13	March 2025	<ul style="list-style-type: none"> Brian Weimer, MUPD Brady Sandker, COU Jeff Voss, APD Andrew Worrall, APD Scott Young, APD Gary German, BCSO Jim Perkins, BCSO Jill Schlude, Columbia PD Harlan Hatton, Centralia PD
ESF-14	March 2025	<ul style="list-style-type: none"> Becky Thompson, Housing & Neighborhood Services Jody Dickhaut, SEMA Kevin Cedervall, Salvation Army Emili Pezall, City of Refuge Courtney Simmons, United Way
ESF-15	2/12/25	<ul style="list-style-type: none"> Sydney Olsen, City of Columbia Nick Tietsort, University of Missouri Eric Maze, MU Health Care Christian Basi, Boone Health

Distribution Record		
Date of Distribution	Method of Distribution	Name, Title, Organization of Receiver

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SECTION I: BASE PLAN

PROMULGATION STATEMENT

A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. One goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

The Boone County, Missouri Comprehensive Emergency Management Plan (CEMP) provides a framework for a community-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers and community partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

The Boone County Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of Presiding Commissioner Kip Kendrick and within his authority vested by the citizens of Boone County, MO, we do hereby promulgate the attached Boone County Comprehensive Emergency Management Plan on this [DAY] day of [MONTH], [YEAR].

Kip Kendrick, Presiding Commissioner

Chris Kelley, Emergency Management Director

Justin Aldred, District I Commissioner

Janet Thompson, District II Commissioner

APPROVAL AND IMPLEMENTATION

This Comprehensive Emergency Management Plan (CEMP) for Boone County, Missouri will become effective and considered approved upon signing by the Boone County Commission, any participating municipality elected officials, and the Emergency Management Director. When approved, this plan will supersede all previous plans for emergency management.

The Boone County Presiding Commissioner authorizes certain Boone County officials to make modifications to this plan without the express written approval of the Presiding Commissioner. These modifications must be recorded in the Change Log section of this plan.

Authorized modifications include:

- Changes to contact information
- Formatting and other structural changes
- Updates to content resulting from changes to operational policies and guidelines

The following Boone County officials have the authority to make the above-named changes.

1. Emergency Management Director
2. Emergency Management Deputy Director
3. Planning and Preparedness Specialist
4. Mitigation and Recovery Specialist

Kip Kendrick, Presiding Commissioner

Chris Kelley, Emergency Management Director

PLAN REVISION, MAINTENANCE AND DISTRIBUTION

The Boone County Office of Emergency Management (BCOEM) is responsible for updating, maintaining, and distributing the Boone County Comprehensive Emergency Management Plan (CEMP). In this capacity, BCOEM ensures that officials understand their assigned roles under the plan and provides training for personnel. Stakeholders develop and maintain the sections of the CEMP that relate to their functions, agree to follow the plan's directives, and ensure their staff receive the necessary training.

The CEMP is thoroughly reviewed every two years by participating stakeholders and the Missouri State Emergency Management Agency (SEMA), and then adopted by county resolution. During each review, stakeholders verify the accuracy of their sections and submit updates to BCOEM for incorporation. Between full revisions, plan components may be modified based on lessons learned from real incidents, exercises, or organizational changes.

The CEMP may be tested in whole or in part through emergency exercises, including the possible activation of the Emergency Operations Center (EOC). These exercises help identify improvements in disaster response operations. The most current CEMP is publicly available on the BCOEM website. Stakeholders with responsibilities under the plan receive electronic copies of updated versions when revisions are completed or upon request.

SECURITY AND PRIVACY STATEMENT

This document is **For Official Use Only (FOUO)**. Certain sections may be exempt from mandatory disclosure under the Missouri Sunshine Law (Chapter 610, RSMo). It must be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with all applicable local, state, and federal laws and regulations. Release of this document, in whole or in part, requires prior approval from the Boone County Commissioners or an authorized representative acting on their behalf.

INTRODUCTION

When a disaster impacts a community, the community must organize to provide coordinated, comprehensive response and recovery actions and resources. Resource needs must be determined and prioritized; response elements identified and dispatched; reports and records maintained in an organized fashion.

The Boone County Comprehensive Emergency Management Plan (CEMP) is structured to incorporate all of the strategic, operational, and tactical plans developed by Boone County Office of Emergency Management into one unifying document system [See CEMP Appendix 2]. This base plan, appendixes and supporting functional annexes follow federal guidance from FEMA's Comprehensive Planning Guide (CPG) 101, the National Response Framework (NRF), and the Emergency Management Accreditation Program (EMAP) standards.

The CEMP base plan also references related plans such as the Boone County Disaster Debris Management Plan, the Boone County Regional Hazard Mitigation Plan, and the Missouri Region F Threat Hazard Identification and Risk Analysis (THIRA).

The CEMP outlines the emergency responsibilities of Boone County Government and its partners, detailing their capabilities and resources needed to fulfill emergency missions.

- Formulates policies designated to protect life and property during incidents affecting or threatening life or property within the community.
- Provides guidance for strategic thinking and decision-making as it relates to emergency operations.
- Assigns department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the community.
- Officially establishes NIMS and the Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the community.
- Identifies lines of authority and community policy related to emergencies and disasters.

PURPOSE

The Boone County Comprehensive Emergency Management Plan (CEMP) coordinates the community's response to all hazards—natural, technological, or human-caused. It integrates all levels of government, assigning responsibilities, outlining processes, and identifying resources to support a comprehensive emergency management approach. The goal is to save lives, minimize injuries, and protect property through efficient and coordinated use of available resources.

While aligned with the normal functions of agencies and departments, the CEMP is designed to guide operations during disasters or major emergencies. It meets state and federal requirements but is not a checklist of actions or a replacement for agency-specific plans and procedures. Agencies and individuals with responsibilities in the CEMP may need to adapt its provisions using available resources to meet the needs of an incident. The CEMP serves to provide flexible guidance, not rigid instructions.

SCOPE AND LIMITATIONS

This plan provides the framework for Boone County's response to natural and human-caused threats and hazards and is based on the best available information and planning assumptions at the time of preparation. It is a whole-community plan involving all participating departments, agencies, and community partners within the county. As the official Comprehensive Emergency Management Plan for Boone County, it supersedes previous versions.

The CEMP allows for the use of good judgment and common sense in situations not explicitly addressed within its contents or annexes. It does not guarantee a flawless response to all incidents during major emergencies or disasters. Recognizing that response resources may be overwhelmed and essential systems impaired, Boone County will make every reasonable effort to respond based on the situation, information, and resources available at the time.

SITUATION

Boone County, a Class 1 non-charter county, is located in central Missouri between Kansas City and St. Louis and serves as a key regional hub for government, education, healthcare, and transportation. Established in 1820, it has grown to encompass both rural and urban communities, characterized by diverse industries and a steadily increasing population.

The county spans 685.43 square miles with an elevation of 758 feet, measuring approximately 22 miles wide (east to west) and 42 miles long (north to south).

Boone County is a part of Homeland Security Region F and is bordered by seven counties: Randolph (north), Audrain (northeast), Callaway (east), Cole (south), Moniteau (southwest), Cooper (west), and Howard (northwest). The Missouri River forms its southwestern border, and Cedar Creek marks its southeastern boundary.

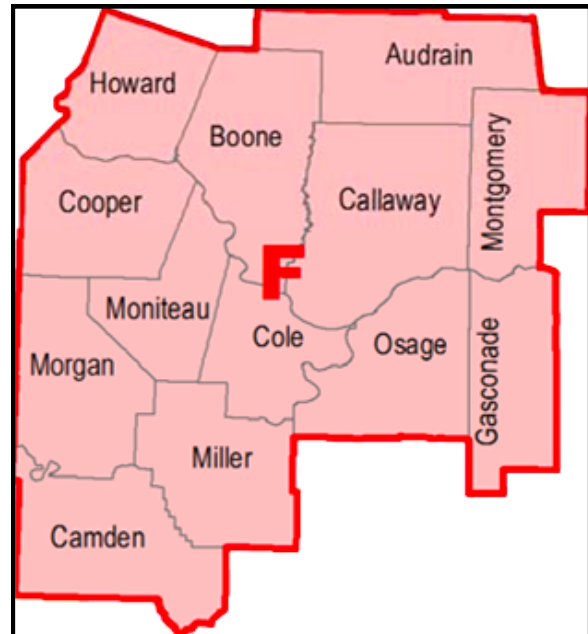


Figure 1: Map of Missouri Homeland Security Region F
(Courtesy of Missouri State Emergency Management).

Boone County has a population of approximately 183,610 residents, with the largest concentration living in Columbia. This population is diverse in terms of age, socioeconomic status, and cultural background. A significant portion of residents are affiliated with the University of Missouri or other higher education institutions, reflecting a substantial student demographic. Additionally, Boone County is home to at-risk groups—including individuals with disabilities, the elderly, children, pregnant women, lower-income families, marginalized communities, immigrants, and non-English speakers—who may be disproportionately affected by disasters.

Other incorporated municipalities include Ashland (4,747), Centralia (4,541), Hallsville (1,614), Harrisburg (271), Hartsburg (133), Huntsdale (29), McBaine (17), Pierpont (64), Rocheport (201), and Sturgeon (907). Unincorporated areas account for 44,832 residents, or 24.4% of the population.

The local economy is driven by higher education, research, healthcare, agriculture, manufacturing, government, and insurance. The University of Missouri system, including the University of Missouri Health Care, is the region's largest employer, supporting approximately 17,000 faculty, staff, and administrators. In 2023, the county's gross domestic product (GDP) was estimated at \$12.6 billion across all industries (Source: U.S. Bureau of Economic Analysis).

This economic diversity provides resilience but also introduces various hazards, particularly with respect to industrial processes, healthcare facilities, and research activities.

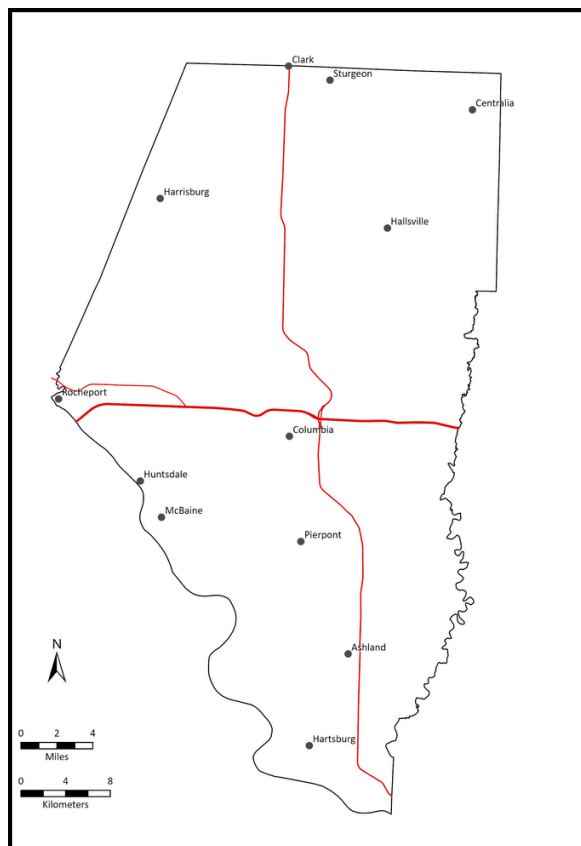


Figure 1: Outline map of Boone County, Missouri, showing municipalities and major thoroughfares (Image courtesy of Boone County IT and GIS Department).



Photo: Photo of the University of Missouri-Columbia campus (Courtesy of the University of Missouri).

Columbia hosts the University of Missouri's flagship campus, Missouri's only public land-grant research and doctoral-level institution. The city is also home to two private colleges, Stephens College and Columbia College, along with satellite campuses of other area institutions like Moberly Area Community College (MACC). During academic terms, Boone County's population increases by over 30,000 due to students, faculty, and staff.

Boone County is traversed by several key transportation routes, including Interstate 70, U.S. Highway 63, and State Highways 124 and 22. These corridors experience significant interstate truck traffic, carrying goods that can include hazardous and radioactive materials. Additionally, three rail lines—COLT Railroad, Norfolk Southern Railway, and Canadian Pacific Kansas City Railway—serve or cross the county, transporting a wide variety of cargo, including hazardous and radioactive materials.

The presence of these transportation routes demands robust emergency planning and coordination among multiple jurisdictions and service agencies.

The county's landscape features a mix of rolling hills, farmland, and urban development, creating diverse challenges for emergency management. Potential hazards include severe weather (tornadoes, floods, winter storms), industrial accidents, hazardous materials incidents, wildfires in rural areas, and public health emergencies.

The county's capabilities in emergency response, combined with mutual aid agreements, help mitigate these risks. However, ongoing assessments, resource allocation, and training are essential to ensure rapid, coordinated responses to disasters and major emergencies.



Photo: The McBaine bur oak, a nearly 400 year old oak tree that serves as a local landmark (Credit: Heath Cajandig).



Photo: The Missouri River forms the southwestern border of Boone County and is a source of both recreation and seasonal flooding (Credit: Aimee Castenell).

THREAT, HAZARD AND VULNERABILITY ANALYSIS SUMMARY

Boone County faces numerous hazards that can disrupt the community, cause damage, and result in casualties. This plan addresses threats and hazards identified in the Region F Threat and Hazard Identification and Risk Assessment (THIRA) and the Boone County Hazard Mitigation Plan, as detailed below. Those documents can be found as functional annexes to this CEMP.

Natural Hazards

Natural Hazards are defined as naturally occurring events - such as riverine flooding, aerial flooding, hurricanes, tropical storms, coastal flooding, earthquakes, tornadoes, wildland fires, pandemics, and severe winter storms - that have the potential to harm people, property or the environment. The following natural hazards can cause impacts in Boone County:

- Drought
- Earthquake
- Extreme heat
- Flood
- Human or animal epidemic
- Land subsidence/sinkhole.
- Severe thunderstorm
- Tornado
- Wildland Fire
- Winter weather

Technological Hazards

Technological Hazards generally refer to hazardous materials, petroleum, natural gas, synthetic gas, acutely toxic chemicals and other toxic chemicals at fixed facilities or in transport. The following technological hazards can cause an impact in Boone County:

- Hazardous materials releases, spills, and exposures

- Levee/dam failure
- Transportation incident
- Urban fire
- Industrial fire
- Utility service disruption

Transportation Hazards

Transportation hazards are risks associated with a community's transportation networks, including roads, railways, waterways, and airfields used to transport hazardous materials. More information about Boone County's transportation hazards is available in ESF 1 and its appendices.

Human-Caused Hazards

Man-Made Hazards generally refer to hazards which are caused by humans, either accidentally or intentionally. These could include, but are not limited to, cyber threats, chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) threats, and terrorism. The following man-made hazards can cause an impact in Boone County:

- Chemical, biological, radiological, nuclear, explosive (CBRNE) incident
- Civil unrest
- Cyber attack
- Terrorist attack

Critical Facilities and Infrastructure Summary

Below is a summary of critical infrastructure that is likely to be impacted by one or more of the hazards defined above.

Utilities

Water supply service is provided to Boone County residents by City of Columbia Water & Light Department, Consolidated Public Water Supply

Districts No. 1, and Public Water Supply Districts 4, 9, and 10, and the water departments of the smaller municipalities [See ESF-3 Appendix 1]. Boone County's water comes from groundwater and wells supplied by the McBaine aquifer, which is a part of the Missouri River alluvial aquifer.

Electric power providers in Boone County include the City of Centralia Public Works and Utilities, City of Columbia Water & Light Department, Boone Electric Cooperative, and Ameren Missouri. Ameren Missouri is also the primary provider of natural gas.

Sewage and wastewater services are provided by the Boone County Regional Sewer District, City of Columbia Sewer Utility, and the sewer services of the smaller municipalities.

More information on the utility facilities found in Boone County can be found in the Operations Section under Emergency Support Functions 3, 10, and 12, as well as their supporting appendices.

Special Facilities

Special facilities include schools, day cares, assisted living, camps, halfway houses, mobile home parks, nursing homes, jails and prisons, and other buildings housing vulnerable populations. More information on special facilities can be found in the Boone County Hazard Mitigation Plan.

Critical Facilities and Infrastructure

Critical facilities and infrastructure include public safety buildings, bridges, tunnels, police and fire stations, water and wastewater treatment plants, public works buildings, power plants, pumping stations, communication towers, and other critical infrastructure. More information on the critical facilities and infrastructure found in Boone County can be found in the Boone County Hazard Mitigation Plan.

Hazardous Materials Facilities

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the community that would be classified as otherwise

hazardous. More information on the hazardous materials found in Boone County can be found in ESF 10 and its supporting appendices.

Health and Medical Facilities

Health and medical facilities include hospitals, clinics, treatment centers, hospice centers, mental health centers, renal care centers, respites, and any other applicable facility that provides critical medical or healthcare services. More information on the health and medical facilities found in Boone County can be found in ESF-8 and its supporting appendices.

Access and Functional Needs Populations

The needs of children, the elderly, and individuals with disabilities, chronic health conditions and other access and functional needs are important planning consideration in the development of this CEMP. According to the Federal Emergency Management Agency, Access and Functional Needs populations are defined as:

“Populations whose members may have additional requirements for support before, during, and after an emergency, including, but not limited to maintaining independence, communication and access to information, transportation and medical care. Access and functional needs populations may include individuals with disabilities, persons living in institutionalized settings, the elderly, children, people from diverse cultures, individuals who do not speak English fluently, and individuals without access to transportation.”

Provisions for people with various function-based needs have been incorporated into this plan where applicable, thereby ensuring functional needs considerations are an integral part of this CEMP.

PLANNING ASSUMPTIONS

- Disasters can occur anytime, from various hazards, with or without warning.
 - Disasters may affect multiple jurisdictions and levels of government.
 - The public expects their government to coordinate disaster response and recovery and to keep them informed.
-

- County and municipal officials understand potential emergencies and their responsibilities under this plan.
- Proper plan implementation will reduce or prevent loss of life and property.
- Major emergencies or disasters can cause injuries, fatalities, property loss, and service disruptions.
- Such events may require immediate coordination of resources and responses.
- A severe disaster could overwhelm local agencies, requiring help from neighboring jurisdictions, volunteer organizations, the private sector, mutual aid agreements, the state, or the federal government.
- Disasters in the county may draw a large number of spontaneous volunteers and donations.
- Individuals and organizations assigned roles in the CEMP will train and maintain proficiency in those roles.
- **The CEMP cannot cover every potential disaster. Responders will use this plan as a guide but may adapt procedures based on incident specifics and their experience.**

AUTHORITY

Under Missouri State Law, Chapter 44, RSMo 44.08015, Boone County designates the Boone County Office of Emergency Management (BCOEM) as the entity responsible for all emergency management functions within its boundaries. Letters confirming BCOEM's authority for each participating municipality are on file with the county government.

Activities conducted by BCOEM support the following priorities:

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate public information regarding emergency situations
- Coordinate support for the immediate needs of disaster survivors
- Acquire, assess and disseminate emergency information
- Support the restoration of essential utilities and functions
- Work to mitigate potential hazards
- Coordinate the provision of resources supporting responder and community mental health
- Coordinate recovery post-disaster

Plan Activation

The CEMP and its associated annexes will be executed in whole or in part as directed by the Presiding Commissioner, the Emergency Management Director, or other duly authorized representative in response to both an existing or anticipated emergency or hazard. This plan may also be activated under the following circumstances:

- At the time of an actual disaster.
- When the Presiding Commissioner has declared a local state of emergency.
- When an affected agency or jurisdiction within Boone County requests it.
- When the Governor of Missouri has declared a State of Emergency for areas that include Boone County; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include Boone County.

Plan Integration

- Departmental Plans: Individual agencies and departments may have their own guidelines and procedures on how they respond to routine emergencies, and how efforts are coordinated during disasters.
- Municipal Plans: Municipalities may adopt the Boone County Comprehensive Emergency Management Plan as their disaster guidance document or maintain plans specific to their municipality.
- Regional and State Plans: The Missouri State Emergency Operations Plan is the document that describes how the State of Missouri will coordinate its resources and efforts in response to disasters in Missouri. This CEMP aligns with the best practices found in that document to provide a coordinated disaster response.

EMERGENCY MANAGEMENT MISSION AREAS

The Boone County's comprehensive emergency management program addresses all mission areas of emergency management for all types of incidents, including prevention, mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying measures to limit or avert bodily injury, loss of life, or property damage from disasters. This includes policy decisions and structural projects in both the public and private sectors. Although preventive measures seek to provide lasting protection, not all disasters are preventable.

Mitigation aims to eliminate or reduce future risks and connects recovery with preparedness. Mitigation activities can occur before or after an emergency.

- Pre-emergency mitigation seeks to prevent an event, lessen its likelihood, or reduce its impact.
- Post-emergency mitigation targets hazards revealed during the event and is part of the recovery process.

Preparedness

Preparedness includes activities undertaken before an emergency or disaster to develop the capability to respond effectively. These activities—such as planning, organizing, training, equipping, exercising, evaluating, and implementing corrective actions—help build operational capacity.

Preparedness also involves collaborating with government agencies, private-sector partners, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning, laying the groundwork for a unified response.

Response

Response is the delivery of emergency services during a crisis, including resource coordination and management to support response operations. These efforts aim to reduce casualties, minimize damage, and speed recovery. Response activities may include:

- Alerting and notifying the public
- Coordinating resources and logistics

- Addressing immediate life safety issues
- Stabilizing the incident
- Providing public information

Boone County responds by activating the Comprehensive Emergency Management Plan and the Emergency Operations Center, collaborating with public, private, and volunteer organizations, managing resources in support of emergency operations, and preparing for recovery.

Recovery

Recovery includes both short-term and long-term activities, such as damage assessment, debris removal, restoring critical facilities and utilities, and aiding communities in rebuilding. Recovery efforts may also incorporate mitigation measures to prevent future hazards. Recovery begins as soon as possible after an incident and can overlap with the response phase.

DIRECTION, CONTROL AND COORDINATION

National Incident Management System

Boone County's emergency management organization follows the National Incident Management System (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework, ensuring interoperability and compatibility among public and private organizations [See Base Plan Appendix 3: Boone County Commission Order 406-2005].

NIMS achieves this through a core set of concepts, principles, procedures, organizational structures (ICS, multi-agency coordination, and joint information systems), terminology, and standards. By balancing flexibility with standardization, NIMS enables organizations at all levels to work together effectively to manage domestic incidents—regardless of their cause, size, location, or complexity.

Incident Command System

Boone County uses the Incident Command System (ICS) to coordinate emergency management and incident response. ICS integrates facilities, equipment, personnel, procedures, and communications under a common structure to manage near- and long-term operations for incidents ranging from small to complex, natural or manmade. It is employed by all levels of government—federal, state, regional, and local—as well as many private-sector and non-governmental organizations.

All activities under the Comprehensive Emergency Management Plan (CEMP) follow ICS and the National Incident Management System (NIMS), in accordance with Homeland Security Presidential Directive (HSPD) 5.

Incident Command

Single Incident Commander - Most incidents involve a single incident commander. In these incidents, a single person commands the response to the incident and is the decision-making authority.

Unified Command

A Unified Command involves two or more individuals sharing the authority normally held by a single incident commander. Unified Command may be used during larger incidents, or incidents involving multiple agencies or jurisdictions.

A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions. A Unified Command acts as a single entity. It is important to note that in Unified Command the command representatives will appoint a single Operations Section Chief.

Area Command

During a situation involving multiple incidents, an Area Command may be established to provide for Incident Commanders at separate locations. Generally, an Area Commander will be assigned - a single person - and the Area Command will operate to provide logistical and administrative support to the separate incidents and their incident commanders. Area Command usually does not include an Operations function.

Transfer of Command

Command responsibility can be transferred during an incident for various reasons:

- Growth of the incident: A more qualified individual may be needed as the complexity increases.
- Reduction of the incident: Command may transfer to a less qualified (but still capable) person when the situation becomes more manageable.
- Jurisdictional changes: If the incident moves to a different location or area of responsibility.
- Extended incidents: Normal turnover of personnel over long durations.

Every transfer of command includes a briefing (oral, written, or both) between the departing and incoming Incident Commanders, and is announced on all radio and communication networks.

Incident Coordination and/or Response Locations/Facilities

Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. Boone County may operate one or more of the following incident coordination and/or response facilities during an emergency or disaster:

- Incident Command Post
- Emergency Operations Center
- Staging Area
- Points of Distribution
- Evacuation Assembly Points
- Evacuation Transportation Hubs

Incident Command Post

An Incident Command Post (ICP) is the field location from which the Incident Commander oversees on-site response and identifies resource needs. There is only one ICP per incident, though it may relocate as the situation changes. The ICP can be set up in a vehicle, trailer, tent, or building, positioned outside the immediate hazard zone but close enough for the Incident Commander to maintain oversight and authority over all resources at the scene.

Emergency Operations Center (EOC)

The Boone County Office of Emergency Management's Emergency Operations Center (EOC) serves as the central point for coordination of the community's emergency management and response activities, maintaining situational awareness about the emergency situation, and facilitating requests for deployment of resources.

Primary EOC: Emergency Communications Center - EOC
2145 County Drive
Columbia, MO, 65202

In the event that the primary EOC is rendered or deemed unusable, emergency operations will relocate to the alternate EOC.

Alternate EOC: Backup Emergency Communications Center - EOC
609 E Walnut St
Columbia, MO, 65201

The Emergency Management Director (EMD) often serves as the EOC Manager and has the responsibility and authority for managing the EOC and coordinating the community's emergency management organization during an emergency or disaster. The EOC Manager has the authority to make necessary decisions and is charged with advising chief elected officials when major decisions need to be made. The EOC Manager serves as a liaison with the State and Federal emergency agencies.

EOC Objectives

The following are the general objectives for the emergency operations center. These objectives can be adjusted by the EOC Manager/Emergency Management Director, in coordination with the chief municipal officer and the incident commander, when the EOC is activated.

- Obtain and maintain situational awareness of the incident and ensure responders have a common operating picture.
- Establish an incident planning cycle.
- Mobilize and deploy resources and assets to support emergency response, guided by the set priorities.

- Establish a seamless transition into recovery operations.
- Provide emergency notification and warning to responders and residents.
- Assess and document impacts from events for recovery process.

EOC Activation Levels

The Boone County Office of Emergency Management's EOC has designated four activation levels that increase in intensity, ranging from modest emergency effects associated with Level 4, to catastrophic emergency effects associated with Level 1.

- Level 4: EOC minimally staffed with key personnel to monitor the situation. This activation level may also be performed remotely.
- Level 3: EOC partially staffed to monitor the situation, facilitate occasional resource requests, and maintain situational awareness
- Level 2: Fully staffed with local stakeholders present to monitor the situation, facilitate large volumes of resources requests, and maintain situational awareness.
- Level 1: Fully staffed with local stakeholders present to monitor the situation, facilitate larger volumes of resources requests, and maintain situational awareness. State and Federal partners may also be present.

EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment, which is tested on a continual basis to ensure its readiness, includes:

- Crestron Control System
- Overhead projector
- 14 televisions
- 10 laptop computers
- 32 desktop computers
- 1 mobile videoconferencing station
- 48 VOIP phones
- 7 Ranger radio stations
- 2 printers
- 1 copier/scanner/fax machine
- 1 plotter

EOC Staffing

The Emergency Management Director or designee will maintain a current list of EOC positions. The Boone County Office of Emergency Management staff will have primary responsibility for staffing those positions. The EMD will also coordinate with department heads to identify and train staff to serve in EOC positions. Department heads or their designees will develop and maintain a contact list of personnel that would be available to fill needed positions within the EOC. Each department will maintain these lists and provide a status update to Emergency Management if requested.

EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via telephone call, text alert, or Bridge4PS message, the primary notification systems for EOC activations. This notification system will be activated by the EMD or designee. Each EOC member will be notified that the EOC has been activated and will be provided with the time to report to the EOC and method to verify receipt of the notification.

EOC Deactivation

The EOC Manager/EMD, in consultation with the Presiding Commissioner and the Incident Commander, is responsible for the decision to deactivate the EOC. As response phase operations wind down, EOC personnel and other staff will be released from the EOC when they are no longer needed to support response efforts.

Staging Area

A staging area is a location where resources needed to support emergency response operations are aggregated and readied for deployment. A staging area, which could be co-located with an ICP, should be located close enough to the incident to allow a timely deployment of assets to the area of the incident, but far enough away to be out of the immediate impact zone. There may be more than one staging area supporting an incident.

Points of Distribution

Points of Distribution (PODs) are centralized locations where the public can obtain critical commodities following a disaster or emergency. PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through) and/or mass transit traffic (bus or rail). Typical critical commodities provided to impacted populations through PODs can include but are not limited to, shelf-stable food, bottled water, ice, tarps and/or blankets.

Shelters

Boone County has designated facilities that can be used to shelter evacuees or displaced persons in emergency situations. Shelter facilities will be managed by the Central & Northern Missouri Chapter of the Red Cross and will provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the EMD or EOC Manager; shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

Evacuation

The Boone County Presiding Commissioner has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations, and issue evacuation orders under a Gubernatorial Declaration of Emergency.

In the event that an evacuation is recommended or mandated, the population designated for evacuation will leave the affected area using their own private vehicles or be transported from Evacuation Assembly Points with transportation assets coordinated/obtained by Boone County. Depending upon the hazard and other circumstances, shelters for evacuees may be located within or outside of the Community.

Evacuees are expected to follow the direction and guidance of trained emergency workers, traffic coordinators, and other assigned emergency officials.

Evacuation routes should be pre-identified by the Emergency Management Director in coordination with other community officials.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes the organizational structure Boone County employs to respond to an emergency. It articulates the roles and responsibilities that various members of the emergency management organizational structure have in any response.

Organization

Leadership

Boone County has designated emergency management leads who may be involved in response and coordination depending on the severity of the event. These leads include the Presiding Commissioner, municipal elected officials, the Emergency Management Director and Deputy Director, key county staff supporting the emergency operations center, municipal officials, and response partners from the private sector, volunteer organizations, and regional, state, and federal agencies. Some or all of these individuals may form an emergency management coordination or policy group to help guide the community's response.

Boone County Commission

The Boone County Commission will not supersede the authority of the elected officials or designees of any of the incorporated subdivisions unless (1) requested to do so by those elected officials, (2) the local subdivisions' governmental body is incapacitated or ceases to exist, or (3) empowered to do so by the governor under the authority of Chapter 44, RSMo.

The Boone County Presiding Commissioner provides leadership and direction in setting objectives and priorities during emergencies and disasters. The

Presiding Commissioner may declare a local state of emergency, call for the activation of the CEMP, call for the activation of the emergency operations center (EOC) and/or direct the evacuation of populations from threatened areas. These decisions are typically made collaboratively and in consultation with the local Emergency Management Director.

If the Boone County Presiding Commissioner, in consultation with the emergency management director, identifies the need for additional emergency response resources, requests for mutual aid/assistance agreement will be submitted to the mutual aid partners or to the Missouri State Emergency Management Agency/State Emergency Operations Center.

Municipalities

Responsibility for the safety and welfare of Boone County residents rests with local governments. Within each jurisdiction, ultimate authority resides with its duly elected or appointed officials, who have the legal mandate to protect public health, safety, and property.

During a disaster, it is primarily the responsibility of these elected officials to determine priorities and objectives for response and recovery. In doing so, they rely on input and support from the Incident or Unified Command and the Boone County Emergency Management Director. Each municipality and its emergency response organizations typically maintain separate, though compatible, emergency operations plans, safety protocols, and other emergency management policies tailored to their community's specific needs.

Incident Commander/Unified Command

The Incident Commander serves as the on-scene commander for tactical response operations. Agencies within Boone County may expand its incident command to unified command for incidents that require coordinated response among multiple on-site lead response partners. The Incident Commander/Unified Command receives strategic guidance from the Policy Group/Multiagency Coordination Group, and as needed, coordinates with the Emergency Management Director and the Emergency Operations Center on response strategies and any resource needs.

Emergency Management Director

The Revised Statutes of Missouri, RSMo Section 44.080 requires each political subdivision in the state to appoint a coordinator having direct responsibility for organization, administration, and operation of local emergency management operations.

The Boone County Emergency Management Director (EMD) is responsible for maintaining and managing the activation of Boone County's comprehensive emergency management plan and operating the emergency operations center.

On a day-to-day basis, the EMD coordinates emergency planning for Boone County, working with the leadership of local stakeholders and others as required to share situational awareness and mobilize needed resources. During emergencies, the EMD manages EOC operations, coordinates response efforts, and advises elected officials on available courses of action.

Emergency Management Organization

Boone County's Office of Emergency Management supports the functions of the emergency operations center, and is comprised of partners from government agencies, non-governmental organizations, and the private sector.

The positions identified to support the emergency management organization and the EOC are designated as emergency positions. Boone County stakeholders, staff and emergency management partners will be identified and trained to serve in these emergency positions.

Government Organizations

Boone County government departments may have designated emergency responsibilities alongside their regular duties and must maintain their own emergency procedures. Local municipalities, hospitals, first responders, and the university also contribute vital resources, expertise, and coordination to support Emergency Operations Center (EOC) operations.

Non-Governmental Organizations

Several non-governmental organizations, such as the American Red Cross, Salvation Army, and United Way collaborate with Boone County to support EOC operations and fulfill sheltering operations and mass care needs.

State of Missouri

The Missouri State Emergency Management Agency (SEMA) coordinates state level emergency operations. During an emergency or disaster, SEMA may provide direct support to Boone County and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the Federal Emergency Management Agency (FEMA)), and/or from outside the state through the Emergency Management Assistance Compact (EMAC). SEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

EMERGENCY OPERATIONS CENTER ORGANIZATION

An Emergency Operations Center (EOC) should be organized to best facilitate effective operations for the jurisdiction. The Boone County Office of Emergency Management's EOC can be organized in an Incident Command System (ICS), Incident Support Model (ISM), functional, or any other model that fits the incident and ensures the ability to acquire, analyze, and act on information, and coordinate resources to effectively and efficiently support emergency response operations in a timely manner.

Incident Command System

The Boone County Office of Emergency Management's EOC can be organized under an ICS structure with designated emergency roles to facilitate activities. The key ICS positions and sections within the EOC are as follows:

- EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations.

The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organization and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
- **Operations Section Chief:** The Operations Section Chief is responsible for coordination EOC activities focused on mitigating the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. This includes assisting the EOC Manager in activating the EOC, making recommendations on the prioritization of resource requests based upon operational needs, providing operational support throughout the duration of emergency response and recovery operations, and supporting situational awareness. The Operations Section is typically supported by designated Emergency Support Functions that are staffed with representatives from police, fire, emergency medical services, public works, public health and organizations responsible for shelter operations.
- **Planning Section Chief:** The Planning Section Chief oversees the collection and evaluation incident information and intelligence, and the dissemination of this information to the EOC Manager, other incident management personnel, key local and state officials, and the State Emergency Operations Center/SEMA.

The Planning Section Chief is also responsible for coordinating with the Operations Section Chief to develop Incident Action Plans (IAP) and situation reports (SitReps).

- Logistics Section Chief: The Logistics Section Chief oversees the coordination and provision of all service support requirements needed to facilitate effective and efficient emergency response operations and EOC operations, tracking the status of resources, and coordinating with the Staging Area and Points of Distribution.
- Finance and Administration Section Chief: The Finance/Administration Section is responsible for tracking expenditures related to incident response, including personnel time, procurement of resources, activation and management of vendor contracts, administration of compensation and claims, and overall cost analysis for the incident, as required.
- Multiagency Coordination (MAC) Group: Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Under ICS, the EOC Manager, Public Information Officer, and Liaison Officer are known as Command Staff; the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance and Administration Section Chief are known as General Staff.

Functional Structure

The Boone County Office of Emergency Management's EOC can also be organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

- EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations.

The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Law Enforcement Representative:** The Law Representative is responsible for coordinating law enforcement resources to support emergency response operations and providing situational awareness to the EOC Manager and to the different law enforcement agencies in the county.
- **Fire Services Representative:** The Fire Services Representative is responsible for coordinating fire services resources to support emergency response operations and providing situational awareness to the EOC Manager and to the fire departments in the county.
- **Public Health Representative:** The Public Health Representative is responsible for coordinating public health and medical resources to support emergency response operations and providing situational awareness to the EOC Manager and the Public Health Department.
- **Emergency Medical Services Representative:** The Emergency Medical Services (EMS) Representative is responsible for coordinating EMS resources to support emergency response operations and providing situational awareness to the EOC Manager and to the EMS organizations and/or fire departments.
- **Public Works Representative:** The Public Works Representative is responsible for coordinating transportation, public works and engineering resources to support emergency response operations and providing situational awareness to the EOC Manager and to the utilities, road and bridge, and public works departments in the county.

- **Mass Care and Shelter Operations Representative:** The Mass Care and Shelter Operations Coordinator is responsible for coordinating resources to support shelter operations and mass care services, and providing situational awareness to the EOC Manager, partnering non-governmental organizations, and operating shelters.
- **School District Representative:** The School Department Representative is responsible for coordinating resources to support school operations and/or evacuations, sharing information with schools, and providing situational awareness to the EOC Manager.
- **University of Missouri Representative:** The University of Missouri Representative is responsible for coordinating university resources to support emergency response operations, providing situational awareness to the EOC Manager, and acting as a liaison between the university and the EOC. This role ensures alignment of university capabilities and needs with broader incident management efforts and facilitates communication and collaboration across departments.
- **Multiagency Coordination (MAC) Group:** Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Incident Support Model

The Boone County Office of Emergency Management's EOC can also be organized under an Incident Support Model structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

- **EOC Manager:** The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response.

The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organization and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
- **Situational Awareness Section:** The Situational Awareness Section gathers, analyzes, and shares incident information. They produce products for EOC leadership, public affairs, and other stakeholders, including reports, briefings, geospatial data, and materials for public warnings. In an EOC, this section functions similarly to the ICS Planning Section's Situation Unit but reports directly to the EOC director.
- **Planning Support Section:** The Planning Support Section develops current and future plans, including contingency, deactivation, and recovery plans. They help shape and implement shared goals across multiple jurisdictions and organizations, ensuring a unified planning process for EOC leadership. The Planning Support Section also coordinates with the ICS Planning Section so both on-scene and EOC personnel have appropriate contingency plans.
- **Resources Support Section:** The Resources Support Section combines logistical, financial, and administrative support into one section. Responsibilities include ordering and tracking of resources, purchasing, contracting, leasing, funding, reimbursement, and external government requests.
- **Center Support Section:** The Center Support Section identifies and fulfills requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics, ensuring all EOC personnel have the resources they need.

- Multiagency Coordination (MAC) Group: Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Support Functions

Emergency and Recovery Support Functions are frameworks designed to organize and streamline how resources and assistance are provided during and after disasters. They group key capabilities and responsibilities into functional areas, ensuring a comprehensive, coordinated approach among various government agencies, non-governmental organizations, and the private sector.

- Emergency Support Functions align categories of resources and types of assistance available to support emergency response operations to provide strategic objectives for their use. Some or all of the Emergency Support Functions may be activated depending upon the size, scope and needs of emergency response operations. The Boone County Office of Emergency Management has designated the following Emergency Support Functions:
- Recovery Support Functions are the coordinating structure for key functional areas of recovery assistance. Their purpose is to support the local community by facilitating problem-solving, improving access to resources, and fostering coordination between government agencies, community partners, and stakeholders on issues vital to effective recovery.

Line of Succession

The line of succession for the Boone County Office of Emergency Management will be as follows:

- Order 1: Presiding Commissioner (Authority Delegated to Emergency Management Director)

- Order 2: Emergency Management Director
- Order 3: Emergency Management Deputy Director
- Order 4: Emergency Management Administrative Coordinator (Temporary)
- Order 5: Commission-appointed successor, to be determined

INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Situational Awareness

There are five elements that are the backbone of good situational awareness:

- Define your information requirements
- Determine how to gather information
- Decide who will analyze that information
- Determine how that information will be shared
- Choose the technology that will help communicate and manage information

During the initial period of an emergency, efforts should be focused on gaining an understanding of the situation and establishing incident priorities. Information collection provides situational awareness to leadership and promotes informed decision-making. The Community has designated a process to collect, analyze and disseminate information during an emergency to both internal and external response partners as well as the public.

Essential Elements of Information (EEI)

Essential Elements of Information (EEI) are the critical data points that decision-makers and responders need to effectively manage an incident. By identifying and collecting EEI in a timely manner, organizations can allocate resources accurately, anticipate evolving threats, and coordinate efforts across multiple agencies. A list of common EEI data points can be found in the appendix [See Base Plan: Appendix].

Information Collection

Information will be collected from a variety of sources. The EOC Manager or their designee at the EOC will be charged with collecting information. The following list contains examples of potential sources of operational information:

- On-scene responders
- Community departments and agencies
- WebEOC (SEMA's primary platform for real-time information sharing)
- SEMA Situational Awareness Reports
- Public agencies and non-governmental partners
- Television, radio and print media
- Social media
- Victims of the emergency and the general public
- Subject matter experts

Community Lifelines

After information has been collected, it must be analyzed to determine its credibility and operational relevance. The EOC Manager or designee will analyze information that is received and prepare intelligence reports for leadership. One way to organize information is to use community lifelines.

Community lifelines are the essential services that enable continuous operation of government and critical business functions and are vital to human health, safety, and economic security. Developed by FEMA, these lifelines help responders and decision-makers identify the most urgent needs during an emergency and prioritize resources to stabilize the incident. The community lifelines are:

- Safety and Security
- Food, Water, Shelter
- Health and Medical
- Energy (Power and Fuel)
- Communications
- Transportation
- Hazardous Materials
- Water Systems

By focusing on lifelines, emergency managers can more effectively coordinate with multiple agencies and organizations, reduce service disruptions, and restore communities to normal operations as quickly as possible.

Dissemination

Message dissemination is categorized into internal messaging and public messaging. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to messages crafted for public dissemination.

Internal Messaging

EOC Manager or designee in the EOC will assist in conveying information as necessary to responders, community departments and agencies and other partners. Additionally, EOC Manager or designee will maintain and update the Incident Action Plan (IAP), which will contain critical information and intelligence updates.

Public Messaging

Various methods of public information dissemination are available. The decision to use a particular medium will be based on the urgency and the intended audience. Some methods of distribution include:

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Local or regional public information systems such as Reverse 911 systems and web/application-based notification systems

To ensure one consistent and accurate voice, all public information releases will be coordinated through EOC Manager or designee.

Local Declaration of Emergency

In general, a Declaration of Emergency is made only by a Chief Elected Official and may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

A local Declaration of Emergency may be declared by the Chief Elected official or as permitted by local charter, bylaw or ordinance, or state law. Whenever a local emergency has been declared the EMD will notify the Missouri State Emergency Management Agency (SEMA) through WebEOC or their regional coordinator.

When all emergency activities have been completed, the EMD will coordinate with the Chief Elected Official to terminate the declared emergency. All Community departments, agencies and organizations will receive notifications of emergency declarations and terminations through press release and email.

COMMUNICATIONS

Effective communication is critical to successful response and recovery operations. Coordination among emergency personnel across disciplines and jurisdictions depends on their ability to share information. To support this, response partners must have access to all available communication tools. This section outlines the systems used for internal, external, and public communication. The community maintains the following systems to ensure operational communication among municipal staff and with other jurisdictions.

Communications between community agencies occur through the use of several types of communications equipment including land mobile radios, cellular and landline phones, email, and satellite phones. In addition, Missouri uses two systems for external notifications and to provide situational awareness - WebEOC and the Missouri Health Notification System (MO-HNS). WebEOC is used as the primary platform for real-time information sharing, situational awareness, and resource tracking during emergencies. It enables coordinated decision-making across local, regional, and state partners by providing a common operating picture through customizable boards and live data updates.

Public communications range from the Emergency Alert System to the community's website and social media.

Alerting and Notifications

Emergency notification of community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The jurisdiction has several means of notifying emergency response partners. In most situations, the Emergency Operations Center or Joint Communications have the capability to warn departments and agencies on a 24-hour basis.

Notification of Key Officials

When an emergency requires the notification of key community officials, the Boone County Office of Emergency Management will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone
- Satellite Phone
- 2-way radio systems (during normal business hours)
- Dispatch a vehicle for in-person notification
- Face-to-face communication

EOC Communications

The community's EOC is equipped with, maintains and is capable of operating, the following communication systems:

- The Boone County Outdoor Warning Siren system
- Wireless Emergency Alerts using the IPAWS system
- Local public safety land mobile radio frequencies

The Boone County Joint Communications conducts periodic communications tests to ensure that its systems are operational, and its personnel are capable of operating the systems. Boone County OEM staff conduct emergency communication tests on the Ranger Stations in the EOC on an as needed basis.

Emergency Alert and Warning Systems

Emergency alert and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable.

Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate the Emergency Management Director will coordinate the development of public warning messages. The Emergency Management Director will implement the dissemination of the messages via the public warning systems.

Public Warning

Public warning is accomplished using the following methods as appropriate:

- Emergency Alert System (EAS)
- Wireless Emergency Alerts using the IPAWS system
- Local TV
- Website notifications
- Press release
- Outdoor Warning Sirens
- Social media
- Door-to-door notifications
- Boone County Ready/Rave Mobile notifications

Emergency Alert System (EAS)/Wireless Emergency Alerts (WEAs)

The Emergency Alert System (EAS) is a national public warning system that enables federal, state, and local authorities to broadcast critical alerts like severe weather warnings and AMBER alerts using television and radio. Managed through the Integrated Public Alert & Warning System (IPAWS) platform, EAS participants (including radio and television stations, cable systems, satellite providers, and wireline services) must carry Presidential alerts and may voluntarily transmit state and local alerts.

Most EAS activations in Boone County originate from the National Weather Service (NWS) in response to severe weather events, or from the Missouri Highway Patrol notifying of an Amber Alert situation. The Federal Emergency Management Agency (FEMA) coordinates national-level alerts and routine tests.

Wireless Emergency Alerts (WEAs) are also disseminated through IPAWS and deliver geographically targeted messages directly to compatible mobile devices. WEAs typically include a distinct tone and vibration, ensuring users receive critical information, even if their phones are silenced.

The Boone County Office of Emergency Management is the Collaborative Operating Group (COG) responsible for local emergency alerting in Boone County, and is able to send WEAs using the Rave Mobile platform as needed or as requested by public safety agencies. COG documentation and individual staff training records are on file with Boone County OEM.

By partnering with the Federal Communications Commission (FCC), FEMA maintains both EAS and WEA as key components of the national public warning system, providing timely, consistent, and accessible emergency communications across multiple platforms.

Boone County Ready/Smart911 Alerts

Boone County Ready is a community preparedness campaign by cooperative agreement between the Boone County Office of Emergency Management and Boone County Joint Communications. This campaign is intended to enhance community preparedness, foster collaboration and build resilience by engaging our citizens in actively preparing for emergencies and disasters.

Through the use of Smart911, an internet-based platform powered by Rave Mobile, citizens can opt in for weather, traffic and other emergency notifications using phone call, text message and/or email. Boone County Joint Communications originates Rave Alerts based off of public safety agency request or evolving emergency situations.

Registration is available through the Boone County's emergency management website. During registration, users can choose preferred contact methods and types of alerts they wish to receive.

Outdoor Warning Siren System

Boone County maintains fixed outdoor warning sirens at locations throughout the county intended to alert people who are outdoors to severe weather in the shortest possible time. While the sirens can sometimes be heard indoors, their primary purpose is to reach those who are outside and may not have immediate access to news media.

These sirens are typically activated by radio control, with Boone County Joint Communications having primary responsibility and Boone County Office of Emergency Management. The siren system is tested at noon on the first Wednesday of each month, weather permitting. Boone County also tests the sirens during Missouri's annual statewide tornado drill, typically held in early March. Maps of Boone County outdoor warning siren locations, zones and coverage areas are located in the appendix.

Emergency Alert and Warning for Persons with Access and Functional Needs

Access and functional needs populations will be warned of emergencies by available methods, including the following:

- Visually impaired: EAS messages on radio, sirens, NOAA Weather Radio, Rave Mobile notification, and door-to-door notification.
- Hearing impaired: Captioned EAS messages on television, TTY on reverse telephonic notification systems, and door-to-door notification.
- Non-English speaking: Language messages on radio and/or TV, NOAA Weather Radio, Rave Mobile notification, and door-to-door notification.

ADMINISTRATION, FINANCE, AND LOGISTICS

Finance and Administration

Because emergencies often require quick financial decisions, routine procedures may need to be modified or bypassed as allowed by law and policy. This does not diminish the need for responsible financial management.

A local emergency declaration can sometimes waive normal budget and finance requirements to fund response and recovery efforts. A Presidential Disaster or Emergency Declaration may allow communities to apply for federal funding and seek reimbursement for eligible costs.

Timely financial support is crucial for successful response and recovery. While rapid procurement methods may be necessary, lawful and sound financial principles must be followed to prevent fraud, waste, and abuse.

Each community agency is responsible for putting in place proper funding controls, segregating duties, and ensuring costs align with the objectives in this plan. Carefully documenting all expenditures, including personnel time sheets, is essential for accountability and for future reimbursement requests.

Records

Accurate, detailed financial records must be maintained for every emergency or disaster the community manages. Such records are essential for successful recovery efforts and are required for receiving federal reimbursement under the Stafford Act when disasters and emergencies are declared at the Presidential level. Documentation should include personnel hours, equipment costs, expenditures or procurements, and any other costs incurred by the County or municipality.

All records related to the allocation and disbursement of funds must comply with the Code of Federal Regulations (Title 44: Emergency Management Assistance) as well as all applicable Missouri Statutes regarding state financial matters and emergency management powers and responsibilities.

Record Retention

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of seven years from the date of occurrence by the Boone County Emergency Management Director. In addition, records regarding hazardous materials exposures will be maintained by the Emergency Management Director per Missouri Revised Statutes Chapter 109.

TRAINING, EXERCISE, AND AFTER-ACTION REVIEWS

Training

Baseline NIM/ICS Training

NIMS/ICS baseline training includes ICS 100 (Introduction to ICS), ICS 200 (Basic ICS for Initial Response), IS 700 (Introduction to NIMS), and IS 800 (National Response Framework, An Introduction). ICS 100 is required for all personnel who have an emergency management or support role, while ICS 200 is required for those serving in supervisory or leadership roles in the field.

IS 700 introduces the fundamentals of NIMS, and IS 800 offers an overview of the National Response Framework to help personnel understand how local efforts align with national strategies.

Intermediate/Advanced ICS Training

For expanded leadership roles and larger or more complex incidents, ICS 300 (Intermediate ICS for Expanding Incidents) and ICS 400 (Advanced ICS for Command and General Staff) are required. These courses address higher-level coordination, command, and resource management responsibilities. ICS 300 focuses on mid-level management during expanding incidents, while ICS 400 prepares participants to effectively manage large-scale, multi-agency responses.

Continuing and Specialist Training

Some personnel may require additional courses specific to their roles, such as hazardous materials response, public health preparedness, or specialized rescue operations. These advanced or technical trainings are determined by the needs of individual departments and agencies. All staff are encouraged to periodically refresh their ICS and NIMS training to stay current on changes in doctrine and best practices.

Roles and Responsibilities

Boone County Office of Emergency Management coordinates, provides, and maintains records for the collaborative training partner organizations and community stakeholders request. Each individual County and Municipal department and agency are responsible for ensuring their personnel complete the required ICS and NIMS coursework and any other specialized training. Partner organizations and whole community stakeholders are also able to participate in collaborative training opportunities, thereby contributing to the overall preparedness culture in the County and the communities served.

Exercise

Exercises provide an opportunity to apply and validate skills, knowledge, and established plans through training controlled conditions, help to identify gaps in resources or capabilities, and strengthen coordination among responding organizations.

Boone County designs, conducts, and evaluates exercises following the Homeland Security Exercise and Evaluation Program (HSEEP) methodology. This approach ensures a standardized process for designing realistic exercise scenarios, collecting meaningful evaluation data, and incorporating feedback into future preparedness efforts. Exercises may range from seminars and tabletop discussions to functional and full-scale events, progressively building operational proficiency and interagency cooperation.

Integrated Preparedness and Planning Workshop (IPPW)

Each year, or as otherwise determined by County policy, Boone County OEM hosts an Integrated Preparedness and Planning Workshop (IPPW).

During the IPPW, stakeholders review potential threats, discuss recent incidents, and identify training or exercise priorities for the coming cycle. The discussions culminate in an Integrated Preparedness Plan (IPP) that aligns training and exercises with operational objectives, grant requirements, and community needs over a multi-year period.

Boone County OEM also participates in the Missouri Region F Integrated Preparedness and Planning Workshop coordinated by the Missouri State Emergency Management Agency, which is used to inform state-wide training coordinated by SEMA.

Roles and Responsibilities

The Boone County Office of Emergency Management will coordinate, provide, and maintain records for exercises upon request by partner agencies and stakeholders. Boone County and Municipal departments and agencies provide subject matter expertise, personnel, and resources needed to carry out the exercise objectives. If able, community partners can contribute facilities, volunteers, and valuable insight into local capabilities and vulnerabilities, ensuring that exercises remain realistic and beneficial to all participants.

Exercise documentation, such as exercise plans, attendance records, evaluator notes, and final reports, are maintained by the OEM in accordance with County policies and grant requirements.

After-Action Reviews

After-Action Reviews (AARs) are conducted following both real-world incidents and training/exercises. They serve as the foundation for continuous improvement, helping to assess what went well, where challenges arose, and how to strengthen capabilities moving forward through improvement.

The AAR process begins by collecting data and feedback from all involved stakeholders, including first responders, government agencies and departments, volunteers, and community partners. Analysis of planning, operations, coordination, communications, and resource utilization is used

to identify both successes and shortcomings. These findings are compiled into an official AAR document that highlights key lessons, best practices, and areas needing improvement. Action items are created based off that document.

This cycle of review, planning, and action sustains a culture of continuous improvement. Lessons learned are shared with partner agencies and community stakeholders to enhance transparency and encourage broader resilience across the entire jurisdiction.

Roles and Responsibilities

The Boone County Office of Emergency Management will coordinate, provide, and maintain records for After-Action Reviews upon request by partner agencies and stakeholders. Participating departments and partner organizations are expected to actively provide feedback, implement recommendations relevant to their operations, and track progress on assigned action items.

Appendices

- Appendix 1: Historical Change Log, Review Log, and Distribution Record
- Appendix 2: Boone County CEMP Structure
- Appendix 3: Boone County Commission Order 406-2005
- Appendix 4: Boone County Commission Order 224-2003
- Appendix 5: Boone County CEMP Distribution List
- Appendix 6: Essential Elements of Information (EEI)
- Appendix 7: Policies, Authorities, and References
- Appendix 8: Disaster Declaration Template A
- Appendix 9: Disaster Declaration Template B
- Appendix 10: Acronyms
- Appendix 11: Glossary



SECTION II: OPERATIONS

- Community Lifelines
- Emergency Support Functions
- Recovery Support Functions

OPERATIONAL INTEGRATION

Community Lifelines, Lines of Effort (LOEs), Core Capabilities, Emergency Support Functions (ESFs), and Recovery Support Functions (RSFs) form a comprehensive, interconnected framework for emergency management and disaster recovery.

Community lifelines identify the most critical services, Lines of Effort outline the major tasks needed to restore those services, and Core Capabilities define the collective skills required to carry out those tasks. The support functions, in turn, provide the people, equipment, and expertise to implement the Core Capabilities, achieve LOE objectives, and ultimately stabilize and strengthen the Community Lifelines. The integration of these concepts is represented visually below.

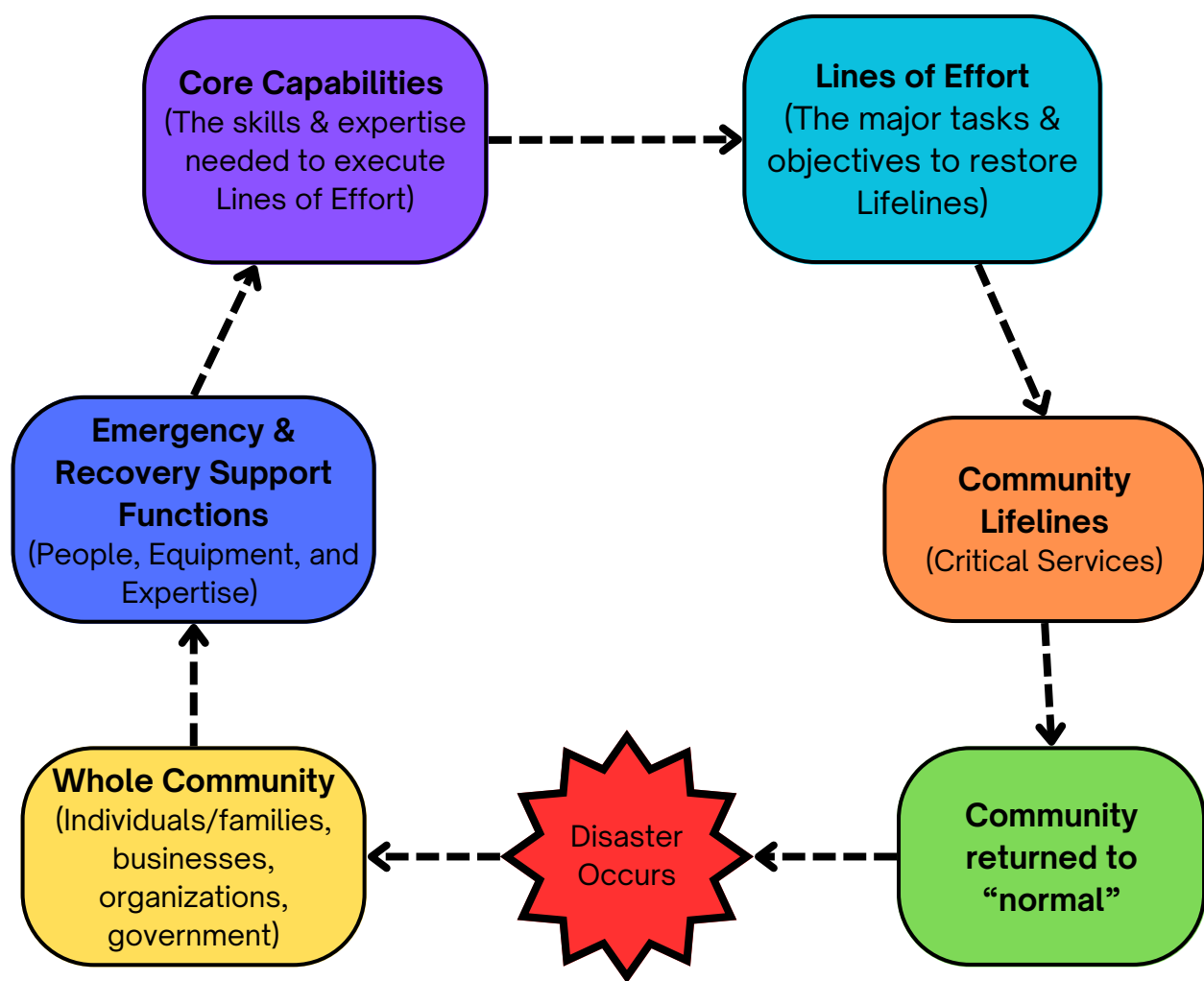


Figure: Flowchart showing operational integration of the FEMA doctrinal concepts (Courtesy of the Boone County Office of Emergency Management).

To further illustrate by providing an example, a 500-year flood strikes Boone County, displacing thousands of residents, disrupting power and water supplies, and impeding access to healthcare for many vulnerable populations.

Picking one of the impacted Community Lifelines, **Food, Hydration, Shelter, Lines of Effort** are identified to restore the critical services that make up that lifeline. Two examples are below:

- 1.LOE: Establish and Manage Evacuation Shelters
 - a.Open temporary and long-term shelters in safe zones.
 - b.Provide food, water, bedding, and basic services.
- 2.LOE: Restore Access to Essential Supplies
 - a.Coordinate donations and delivery of bottled water and food.
 - b.Work with logistics teams to clear roads for supply convoys.

To execute the Lines of Effort, the response leverages the associated **Core Capabilities**, such as Planning, Shelter Staffing, Feeding Operations, and Long-Term Recovery. The Emergency Support Function responsible for providing these capabilities is **ESF-6 Mass Care and Human Services**. Drawn from agencies, organizations, and individuals from Boone County, ESF-6 secures the staff/volunteers, facilities, supplies, and funding to achieve the Lines of Effort.

Through this integrated approach, officials and stakeholders at all levels maintain situational awareness, prioritize actions, and allocate resources effectively, enabling the swift and efficient return to normal operations for affected communities.

Community Lifelines

Community Lifelines provide a means for framing incident information so decision makers can quickly grasp both the high-level impacts and underlying causes of emergencies.

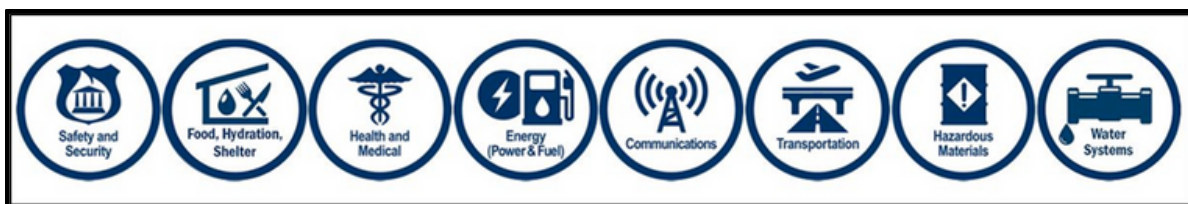


Figure: Infograph showing the Community Lifelines (Courtesy of the Federal Emergency Management Agency).

By organizing essential functions into distinct categories, the Community Lifelines concept enables responders to prioritize the most critical needs and allocate resources efficiently.

This construct streamlines communication among federal, state, and local agencies, ensuring a coordinated response. Managing operations through lifelines maximizes the effectiveness of federally supported, state-managed, and locally executed efforts, allowing communities to stabilize and recover more quickly.

Evaluate lifeline conditions at the component level to identify disrupted services and determine how they are delivered or adapted during crises. This approach uncovers vulnerabilities and ensures continuous service for disaster survivors.

Once situational awareness is established, incident managers evaluate lifelines and their components in the affected area, providing a real-time snapshot for each operational period. This status must be continuously updated as conditions evolve. Lifeline statuses are categorized as:

- Disrupted, no solution identified: Services are interrupted with no immediate resolution available.
- Disrupted, resolution time known: Services are interrupted, but a timeframe for restoration is identified.
- Stabilized: Services are restored through contingency measures or the community's existing infrastructure.

FEMA uses a color-coded system to assess and communicate the status of lifeline services:

- Unknown (**Grey**): The extent of disruption and impacts is not yet determined.
- Significant Impact (**Red**): Severe challenges hinder essential services, requiring immediate attention and resources to restore functionality.
- Moderate Impact (**Yellow**): Disruptions limit normal service delivery, needing proactive measures to prevent further decline. Restoration is ongoing but has not returned to pre-incident levels, often relying on temporary solutions.
- Minimal Impact (**Green**): Services are operating at or near pre-incident levels, with only minor disruptions or limitations.

Lines of Effort

Lines of Effort (LOEs) represent the targeted areas of action necessary to maintain or restore each Community Lifeline. They group together mission sets and objectives that must be accomplished to achieve stabilization and support broader recovery goals. By clearly defining LOEs, incident managers and stakeholders can concentrate on the most urgent tasks, monitor progress, and adjust strategies when circumstances change. Lines of Effort also clarify roles, responsibilities, and resource requirements, enabling seamless collaboration among different jurisdictions and agencies.

Examples of Lines of Effort during an emergency response could include conducting evacuations or rescue missions (Safety and Security lifeline), allocating and distributing fuel (Energy lifeline), or clearing roadways of snow after a winter storm (Transportation lifeline).

Emergency Support Functions

Emergency Support Functions emphasize operational coordination during the response phase, covering functions such as firefighting, transportation, communications, and medical care. Some or all of the Emergency Support Functions may be activated depending upon the size, scope and needs of emergency response operations. The Boone County Office of Emergency Management has designated the following Emergency Support Functions:

- Emergency Support Function 1: Transportation
- Emergency Support Function 2: Communications
- Emergency Support Function 3: Public Works and Engineering
- Emergency Support Function 4: Firefighting
- Emergency Support Function 5: Information and Planning
- Emergency Support Function 6: Mass Care, Emergency Assistance, Housing and Human Services
- Emergency Support Function 7: Logistics
- Emergency Support Function 8: Public Health and Medical Services
- Emergency Support Function 9: Search and Rescue
- Emergency Support Function 10: Oil and Hazardous Materials Response
- Emergency Support Function 11: Agriculture and Natural Resources

- Emergency Support Function 12: Energy
- Emergency Support Function 13: Public Safety and Security
- Emergency Support Function 14: Long-Term Community Recovery
- Emergency Support Function 15: External Affairs and Public Information

Recovery Support Functions

Recovery Support Functions are the coordinating structure for key functional areas of recovery assistance, focusing on the longer-term rehabilitation and rebuilding process. The Boone County Office of Emergency Management has designated the following Emergency Support Functions:

- Recovery Support Function 1: Community Assistance
- Recovery Support Function 2: Economic Recovery
- Recovery Support Function 3: Health and Social Services
- Recovery Support Function 4: Housing
- Recovery Support Function 5: Infrastructure Systems
- Recovery Support Function 6: Natural and Cultural Resources
- Recovery Support Function 7: Long Term Recovery Group
- Recovery Support Function 8: Government
- Recovery Support Function 9: Public Information

Core Capabilities

Core Capabilities serve to organize and align the skills and resources needed from the support functions, and other response and recovery partners. These capabilities range from planning and public information to infrastructure systems and health services.

Rather than being the domain of a single agency, Core Capabilities require the collective efforts of the whole community, such as government entities, private-sector partners, non-governmental organizations, and volunteer groups. This collaborative model ensures that everyone works toward the shared goal of stabilizing lifelines and accelerating recovery.

The 32 Core Capabilities identified by the National Preparedness Goal are listed in the figure below.

Core Capabilities List

PREVENT	PROTECT	MITIGATE	RESPOND	RECOVER
Planning	Planning	Planning	Planning	Planning
Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-Term Vulnerability Reduction	Environmental Response / Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-Scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

Figure: FEMA's 32 core capabilities (Courtesy of the Federal Emergency Management Agency).

INDIVIDUAL COMMUNITY LIFELINES

The next section of the Comprehensive Emergency Management Plan (CEMP) will provide a detailed description of each Community Lifeline, highlighting its role in disaster response and recovery. It will outline the associated Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs) that coordinate efforts to stabilize and restore these lifelines. Additionally, the section will identify critical infrastructure and key resources (CIKR) integral to each lifeline's functionality.

To ensure alignment with best practices, the section will also address the Emergency Management Accreditation Program (EMAP) standards relevant to each lifeline, demonstrating how they guide the planning and operational strategies for effective emergency management.

Safety and Security

Lifeline Components



Emergency Support Functions

- ESF-4: Firefighting (Primary)
- ESF-5: Information and Planning
- ESF-7: Logistics
- ESF-8: Public Health and Medical Services
- ESF-9: Search and Rescue
- ESF-10: Hazardous Materials
- ESF-13: Public Safety and Security (Primary)
- ESF-14: External Affairs/PIO

Critical Infrastructure Sectors

- Emergency Services
- Transportation Systems
- Government Services and Facilities
- Communications

Recovery Support Functions

- RSF-3: Health and Social Services
- RSF-5: Infrastructure
- RSF-6: Natural and Cultural

EMAP Standards

- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning
- 4.6: Incident Management

Food, Water, and Shelter

Lifeline Components



Food



Hydration



Shelter



Agriculture

Emergency Support Functions

- ESF-1: Transportation
- ESF-3: Public Works and Engineering
- ESF-5: Information and Planning
- ESF-6: Mass Care, Housing and Human Services (Primary)
- ESF-7: Logistics
- ESF-11: Agriculture and Natural Resources
- ESF-13: Public Safety and Security
- ESF-14: Long Term Recovery

Critical Infrastructure Sectors

- Emergency Services
- Healthcare and Public Health
- Government Services and Facilities
- Transportation Systems
- Financial Services
- Energy
- Food and Agriculture
- Water and Wastewater Systems

Recovery Support Functions

- RSF 2: Economic Recovery
- RSF 3: Health and Social Services
- RSF 4: Housing
- RSF 5: Infrastructure

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistic

Health and Medical

Lifeline Components



Medical Care



Patient Movement



Public Health

Fatality
ManagementMedical
Supply Chain

Emergency Support Functions

- ESF-1: Transportation
- ESF-2: Communications
- ESF-4: Firefighting
- ESF-5: Information and Planning
- ESF-7: Logistics
- ESF-8: Public Health and Medical Services (Primary)
- ESF-14: Long-Term Community Recovery
- ESF-15: External Affairs/PIO

Critical Infrastructure Sectors

- Emergency Services
- Government Services and Facilities
- Transportation Systems
- Communications
- Critical Manufacturing
- Information Technology
- Water and Wastewater
- Healthcare and Public Health

Recovery Support Functions

- RSF-3: Health and Social Services
- RSF-5: Infrastructure
- RSF-6: Natural and Cultural Resources

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning and Procedures
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistics
- 4.8: Communication and Warning

Communication

Lifeline Components



Infrastructure

Alerts,
Warnings, and
Messages

911 and Dispatch

Responder
Communications

Finance

Emergency Support Functions

- ESF-2: Communications (Primary)
- ESF-4: Firefighting
- ESF-5: Information and Planning
- ESF-13: Public Safety and Security
- ESF-14: Long-Term Recovery
- ESF-15: External Affairs/PIO

Critical Infrastructure Sectors

- Emergency Services
- Government Facilities
- Transportation Systems
- Communications
- Critical Manufacturing
- Information Technology
- Water and Wastewater Systems
- Financial Services

Recovery Support Functions

- RSF-2: Economic Recovery
- RSF-3: Health and Social Services
- RSF-4: Housing Recovery
- RSF-5: Infrastructure
- RSF-6: Natural and Cultural Resources

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning and Procedures
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistics
- 4.8: Communication and Warning

Energy

Lifeline Components



Power (Grid)



Fuel

Emergency Support Functions

- ESF-1: Transportation
- ESF-3: Public Works and Engineering (Primary)
- ESF-10: Oil and Hazardous Materials Response
- ESF-12: Energy (Primary)

Critical Infrastructure Sectors

- Water and Wastewater Systems
- Energy
- Dams
- Emergency Services
- Critical Manufacturing
- Government Services and Facilities
- Nuclear Reactors, Materials, and Waste
- Transportation Systems

Recovery Support Functions

- RSF-1: Community Assistance
- RSF-2: Economic Recovery
- RSF-3: Health and Social Services
- RSF-4: Housing Recovery
- RSF-5: Infrastructure

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning and Procedures
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistics
- 4.8: Communication and Warning

Transportation

Lifeline Components



Highway/Roadway



Mass Transit



Railway



Aviation



Maritime

Emergency Support Functions

- ESF-1: Transportation (Primary)
- ESF-3: Public Works and Engineering (Primary)
- ESF-5: Information and Planning
- ESF-14: Long-Term Recovery

Critical Infrastructure Sectors

- Transportation Systems
- Emergency Services
- Water and Water Treatment Systems
- Energy
- Government Services and Facilities
- Financial Services
- Information Technology

Recovery Support Functions

- RSF-1: Community Assistance
- RSF-2: Economic Recovery
- RSF-3: Health and Social Services
- RSF-4: Housing Recovery
- RSF-5: Infrastructure
- RSF-6: Natural and Cultural Resources

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning and Procedures
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistics
- 4.8: Communication and Warning

Hazardous Materials

Lifeline Components



Facilities

HAZMAT,
Pollutants,
Contaminants

Emergency Support Functions

- ESF-1: Transportation
- ESF-4: Firefighting
- ESF-8: Public Health and Medical Services
- ESF-10: Hazardous Materials (Primary)
- ESF-12: Energy
- ESF-13: Public Safety and Security

Critical Infrastructure Sectors

- Emergency Services
- Healthcare and Public Health
- Nuclear Reactors, Materials, and Waste
- Transportation Systems
- Food and Agriculture
- Energy
- Dams
- Critical Manufacturing
- Chemical

Recovery Support Functions

- RSF-2: Economic Recovery
- RSF-3: Health and Social Services
- RSF-5: Infrastructure
- RSF-6: Natural and Cultural Resources

EMAP Standards

- 3.2: Coordination
- 3.5: Laws and Authorities
- 4.4: Continuity Planning and Procedures
- 4.5: Operational Planning and Procedures
- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid and Logistics
- 4.8: Communication and Warning

Water Systems

Lifeline Components



Emergency Support Functions

- ESF-3: Public Works and Engineering
- ESF-5: Information and Planning
- ESF-6: Mass Care, Housing, Human Services
- ESF-7: Logistics
- ESF-8: Public Health and Medical Services

Critical Infrastructure Sectors

- Water and Wastewater Systems
- Healthcare and Public Health
- Information Technology
- Dams
- Government Services and Facilities

Recovery Support Functions

- RSF-2: Economic Recovery
- RSF-3: Health and Social Services
- RSF-4: Housing
- RSF-5: Infrastructure Systems
- RSF-8: Government

EMAP Standards

- 4.1: Hazard Identification, Risk Assessment, and Consequence Analysis
- 4.2: Hazard Mitigation
- 4.3: Prevention
- 4.5: Operational Planning and Procedures
- 4.8: Communications and Warning

EMERGENCY SUPPORT FUNCTION OVERVIEW

The following table provides a concise overview of each Emergency Support Function (ESF), summarizing their primary roles and responsibilities.

ESF	Roles and Responsibilities
ESF-1 Transportation	<ul style="list-style-type: none"> • Aviation/airspace management and control • Transportation safety • Restoration/recovery of transportation infrastructure • Movement restrictions • Damage and impact assessment
ESF-2 Communications	<ul style="list-style-type: none"> • Coordination with telecommunications and information technology industries • Restoration and repair of telecommunications infrastructure • Protection, restoration, and sustainment of national cyber and information technology resources • Oversight of communications within the Federal incident management and response structures
ESF-3 Public Works and Engineering	<ul style="list-style-type: none"> • Infrastructure protection and emergency repair • Infrastructure restoration • Engineering services and construction management • Emergency contracting support for life-saving and life-sustaining services
ESF-4 Firefighting	<ul style="list-style-type: none"> • Coordination of Federal firefighting activities • Support to wildland, rural, and urban firefighting operations
ESF-5 Information and Planning	<ul style="list-style-type: none"> • Coordination of incident management and response efforts • Issuance of mission assignments • Resource and human capital • Incident action planning • Financial management
ESF-6 Mass Care, Emergency Assistance, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care • Emergency assistance • Disaster housing • Human services

ESF-7 Logistics Management and Resource Support	<ul style="list-style-type: none"> • Comprehensive, national incident logistics planning, management, and sustainment capability • Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF-8 Public Health and Medical Services	<ul style="list-style-type: none"> • Public health • Medical • Mental health services • Mass fatality management
ESF-9 Search and Rescue	<ul style="list-style-type: none"> • Life-saving assistance • Search and rescue operations
ESF-10 Oil and Hazardous Materials Response	<ul style="list-style-type: none"> • Oil and hazardous materials (chemical, biological, radiological, etc.) response • Environmental short- and long-term cleanup
ESF-11 Agriculture and Natural Resources	<ul style="list-style-type: none"> • Nutrition assistance • Animal and plant disease and pest response • Food safety and security • Natural and cultural resources and historic properties protection and restoration • Safety and well-being of household pets
ESF-12 Energy	<ul style="list-style-type: none"> • Energy infrastructure assessment, repair, and restoration • Energy industry utilities coordination • Energy forecast
ESF-13 Public Safety and Security	<ul style="list-style-type: none"> • Facility and resource security • Security planning and technical resource assistance • Public safety and security support • Support to access, traffic, and crowd control
ESF #14 – Long-Term Community Recovery	<ul style="list-style-type: none"> • Social and economic community impact assessment • Long-term community recovery assistance to States, local governments, and the private sector • Analysis and review of mitigation program implementation
ESF #15 – External Affairs	<ul style="list-style-type: none"> • Emergency public information and protective action guidance • Media and community relations • Congressional and international affairs • Tribal and insular affairs

INDIVIDUAL EMERGENCY SUPPORT FUNCTIONS

The next section of the Comprehensive Emergency Management Plan (CEMP) will detail the Emergency Support Functions (ESFs), outlining their roles, responsibilities, and operations. It will identify the primary agency for each ESF, supporting agencies, organizational structure, and coordination mechanisms. The section will also describe typical missions assigned during emergencies, ensuring all agencies understand their roles and are prepared to collaborate effectively.

ESF-1: Transportation

Boone County Lead Agencies

- Boone County Road and Bridge
- Columbia Regional Airport
- Go COMO Public Transit
- Missouri Department of Transportation
- Municipal Public Works Departments

Supporting Agencies

- Ashland Police Department
- Boone County OEM
- Boone County Sheriff's Office
- Boone County Resource Management
- City Taxi
- Civil Air Patrol
- Columbia Parks & Recreation
- Columbia Police Department
- Hallsville Police Department
- Missouri National Guard
- Missouri State Highway Patrol
- Mo-X
- School Districts & Private School Systems
- OATS Transit
- Student Transportation of America (STA)
- Sturgeon Police Department
- University of Missouri Police Department

Purpose

The Transportation Emergency Support Function (ESF-1) provides guidance and direction to designated agencies responsible for managing, assessing, and restoring the transportation infrastructure and resources during a significant event.

Scope

ESF-1 Transportation coordinates resources necessary to manage, maintain, and restore the transportation system and infrastructure during a significant event. Activities within the scope of ESF-1 functions include monitoring and reporting conditions; conducting damage assessments; identifying alternative transportation solutions; and coordinating and establishing priorities regarding restoration and recovery activities.

Situation

The Boone County Hazard Mitigation Plan and/or Missouri Region F Threat and Hazard Identification and Risk Assessment (THIRA) identify many hazards with potential to cause damage to transportation systems and infrastructure.

Transportation modes addressed in ESF-1 include: ground, air, rail, and waterways. Additional information on these modes can be found in the appendices associated with this ESF.

Planning Assumptions

- Local transportation infrastructure will likely sustain damage, affecting response and recovery operations. The condition of transportation systems in adjacent jurisdictions may also impact Boone County's ability to acquire and distribute resources.
- Residents relying on transportation resources, including individuals with access and functional needs who use paratransit services, will face disruptions.

- First responders will depend on transportation routes to deploy personnel and resources, complicating coordination during the immediate post-disaster period.
- Private transportation resources may need to supplement county and city resources.
- Rapid assessments of disaster impacts are essential to prioritize responses and address transportation demands. Repairs may be delayed due to limited resources, engineering, and construction services.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Critical Transportation
 - Establish access through established transportation corridors by clearing debris from road, rail, waterways, and airfields to facilitate response operations.
 - Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the movement of people and animals, and the delivery of vital response personnel into affected area.
 - Restore basic transportation services.
- Infrastructure Systems
 - Assess, prioritize, and stabilize immediate infrastructure threats.
 - Formalize partnerships with governmental and private-sector cyber incident or emergency response teams to effectively accept, assess, and prioritize risks, and to collaborate efficiently in addressing impacts.
 - Compile and evaluate reported damage to Boone County's transportation infrastructure, then prioritize the use of any infrastructure that remains functional.

Recovery

- Infrastructure Systems
 - Provide infrastructure systems that meet community needs while minimizing service disruptions during restoration.
 - Restore and sustain essential public transportation services and infrastructure.
 - Develop a timeline-based plan to redevelop community services and infrastructure, promoting resilience, accessibility, and sustainability.

Concept of Operations

All transportation-related emergency response activities will align with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The Missouri Department of Transportation coordinates transportation activities statewide, guided by plans and procedures developed by primary and supporting agencies.

Requests for disaster-related transportation infrastructure repair and operations will follow mutual aid agreements. If those resources are exhausted, support may be requested from the State Emergency Operations Center or the Missouri Department of Transportation. The Boone County EOC will coordinate resources for transportation infrastructure needs.

Traffic management for non-state and non-federal highways falls under county government authority, coordinated with the respective municipality. Responsibilities include establishing traffic control measures, placing barricades, coordinating road closures, and setting up detour routes for local roadways.

All requests for temporary flight, maritime, and rail restrictions will be coordinated through ESF-1, which will work with the appropriate support agency to implement these restrictions.

Emergency transportation operations include:

- Identifying impacted areas and at-risk populations.
- Designating and maintaining access and egress routes.
- Assessing routes for full access, restricted use, emergency use, or closures.
- Arranging additional emergency transportation resources, prioritizing life safety.
- Establishing emergency transportation bases, staging areas, refueling, and repair facilities.
- Coordinating with the Missouri Department of Transportation and neighboring jurisdictions to align priorities and routes.

Operational Activities

Preparedness

- Review and update equipment and resource lists on a regular basis.
- Review and revise response plans on a regular basis. Ensure partner agency familiarity with roles and responsibilities.

Response

- Notification of personnel, mutual aid partners, and contract vendors.
- Establish and maintain contact with the Incident Commander and EOC for instructions.
- Begin clear documentation stream of all related costs, actions, decisions, and communications.
- Identification of evacuation routes, coordinated among impacted agencies.
- Coordination of restoration and repair of critical transportation facilities and systems, including transit, roadways, bridges, railways, and airports.
- Coordination of transportation services for use in evacuation operations.

Recovery

- Continue to perform tasks necessary to expedite restoration and recovery operations.

- Identification and restoration of needed service modes, and re-establishment of routes and programs.
- Return equipment and personnel to their regular work schedules.
- Survey all vehicles for incident-related damages to report.
- Return borrowed resources and those obtained through agreement, lease, or rental when those resources are no longer required.
- Attend scheduled meetings for the Public Assistance program; complete required applications, documentation, and submissions.

Mitigation

- Coordinate the development of transportation plans to help ensure critical emergency routes can be maintained.
- Surge staffing, re-routing, pre-staging of equipment, and readiness activities.
- Identify current procedures for activation of transportation assets to include alternate transportation services and volunteer services.
- Review and evaluate Memoranda of Understanding to determine if revisions or additional agreements are needed.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.
- Assist other first response agencies with barricades and contribute other traffic related supplies and expertise.

Boone County Road & Bridge and Boone County Resource Management

- Assign a liaison to the EOC to coordinate emergency response and initial recovery operations.
- Coordinate transportation-related activities with municipal partners and neighboring jurisdictions as appropriate.
- Inspect and repair transportation infrastructure and facilities.
- Determine usable portions of the transportation system and coordinate and control emergency traffic regulations in conjunction with appropriate law enforcement agencies.
- Make temporary emergency repairs, bypasses, or debris clearing to provisionally restore transportation routes, facilities, and structures.
- Report operational status and resource requirements to County EOC.
- Provide vehicles, equipment, materials, supplies, and on-site vehicle repair as necessary for the function of Boone County government and, as resources allow, for other affected jurisdictions during emergency or disaster.

Municipal Public Works Departments

- Prioritize the use of the local jurisdiction's operational transportation system and coordinate transportation-related activities (detours, bypasses, etc.) with neighboring jurisdictions and law enforcement agencies.
- Provide vehicles, equipment, materials, supplies, and on-site vehicle repair as necessary for the function of local jurisdiction's government and, as resources allow, for other affected jurisdictions during emergency or disaster.

Columbia Regional Airport

- Make temporary repairs to provisionally restore airport operations.
- Ensure priority flights continue to operate, subject to safety procedures.
- Provide airport facilities and space for an emergency or disaster staging area, as needed and appropriate.

Go COMO - City of Columbia transit

- Coordinate and provide emergency transit support and services for the movement of people, equipment, and supplies in Boone County.

- Provide a detailed assessment of damages and the operational status of buses, transit facilities and equipment to the County EOC, and make temporary repairs to provisionally restore services and operations.
- Coordinate service delivery as requested and as resources allow in the affected jurisdictions and areas.
- Maintain transportation resources for the public, including specialized modes of transportation for community members with access and functional needs.
- Identify and coordinate critical routes and communicate status to the County EOC.
- Provide personnel, communication assistance, buses, non-revenue vehicles, and equipment to assist Boone County with emergency operations.
- Return transit services to normal levels as soon as possible following an emergency or disaster.

Boone County Office of Emergency Management

- Develop understandings, agreements and/or contracts with transportation resources to support the community during disasters and emergencies.
- Activate the Boone County EOC and JIC to support emergency operations, as appropriate.
- Identify and prioritize transportation needs; coordinate mobilization of emergency transportation resources.
- Coordinate the assessment of damages to the transportation infrastructure; collect, analyze, evaluate, and compile assessment information.
- Coordinate emergency transportation assignments of County-owned vehicles when indicated and resources allow.

Boone County Law Enforcement Agencies

- Assist in emergency traffic controls.
- Provide law enforcement resources to assist with special emergency or disaster requirements.
- Provide air, ground, and marine assets to support response and recovery efforts following an emergency or disaster.
- Assist with maintaining traffic flow and enforcing transportation usage priorities.

Boone County School Districts

- Provide support through available resources for transportation-related missions and activities in Boone County.

Private Transportation and Special Mobility Services

- Provide emergency services, when possible.
- Coordinate the use of available equipment and personnel resources to assist with emergency or disaster operations as requested and as resources allow.
- Liaison with private and non-profit specialized transportation programs to determine the status of available vehicles/drivers to transport the access and functional needs population.

Missouri Department of Transportation (MoDOT)

- Provide liaison to the Boone County EOC to coordinate emergency response and early recovery activities.
- Remove or take actions to reduce hazards on the highways that may endanger the traveling public.
- Close or restrict any portion of a state highway whenever conditions are such that for any reason its unrestricted use will put life and/or property in harm's way.
- Provide for the reconstruction, repair, and maintenance of state highways, bridges, and alternate routes.
- Mobilize personnel and equipment required for emergency engineering services on state highways.
- Assist the MSHP when possible or practicable, providing access control, assistance with rerouting, providing equipment and materials, etc.
- Provide assistance for hazardous materials incidents.
- Perform damage assessment, determine usable portions of the state roadway network.
- Provide information on emergency response activities to the media and the public.

Missouri State Highway Patrol (MSHP)

- Perform all duties necessary to protect state highways

- Assist in emergency traffic controls.
- Provide law enforcement resources to assist with special emergency or disaster requirements.
- Provide air, ground, and marine assets to support response and recovery efforts following an emergency or disaster.
- Assist with maintaining traffic flow and enforcing traffic usage priorities.

Appendices

- ESF-1 Appendix 1: Boone County Staging Locations
- ESF-1 Appendix 2: Railroad Map
- ESF-1 Appendix 3: Roadway Classifications
- ESF-1 Appendix 4: COU Airport Terminal Diagram

ESF-2: Communications

Lead Agencies

- Boone County Joint Communications
- Boone County OEM
- Boone County I.T. Department
- Municipal I.T. departments

Supporting Agencies

- Ashland Police Department
- Boone County Amateur Radio
- Boone County Fire Protection District
- Boone Health EMS
- Boone County Sheriff's Office
- Columbia/Boone County Public Health and Human Services
- Centralia Police Department
- Centralia Fire Department
- Columbia Fire Department
- Columbia Police Department
- Columbia Regional Airport Public Safety
- Harry S. Truman VA Hospital
- Hallsville Police Department
- Missouri Department of Public Safety
- Missouri Interoperability Center
- MU Health Care Prehospital Services
- National Weather Service St. Louis
- Private Phone service Providers
- Southern Boone County Fire Protection District
- University of Missouri Police Department
- University of Missouri System

Purpose

The Communications Emergency Support Function (ESF-2) coordinates government and industry efforts for the reestablishment and provision of critical communications infrastructure, facilitates the stabilization of systems and applications from malicious cyber activity, and coordinates communications support to response efforts.

Scope

ESF-2 provides communications and warning support within Boone County to facilitate the effective response to and recovery from emergencies or disasters. This includes the coordination and use of telecommunications, information systems, and alert and warning systems to ensure reliable communication during emergencies.

ESF-2 focuses on:

- Communications interoperability among field response units.
- Establishing primary and back-up communications systems.
- Communications to and from the Emergency Operations Center (EOC).
- Augmentation of communications through resources like Amateur Radio.
- Supporting other communications systems necessary for emergency operations.
- Managing emergency warning and notification systems.

Additionally, ESF-2 incorporates cybersecurity responsibilities to protect and sustain the county's communications technologies and systems. It emphasizes the development of plans to ensure communication among units, taking into account the interoperability needs of various disciplines, agencies, and jurisdictions.

Situation

- Boone County Joint Communications (BCJC) provides the primary communications and warning capabilities for Boone County.
- BCJC handles 24/7 call taking and/or dispatching for:
 - Emergency Medical Services
 - Boone County Sheriff's Office
 - Municipal Police Departments
 - University of Missouri Police Department
 - All local Fire Departments and Districts
 - Columbia Regional Airport
 - Other government departments and agencies as requested
- Boone County receives warning information for dissemination from the Missouri State Highway Patrol and the National Weather Service.

- Boone County has an outdoor warning siren system. These sirens are activated by Boone County Joint Communications (Primary) and the Boone County Office of Emergency Management (Secondary). Trained weather spotters are available throughout the jurisdiction to monitor severe weather situations.
- Warning in Boone County and the cities will be supplemented with Rave Mobile alerting, Wireless Emergency Alerts (WEAs), mobile public address systems, sirens on vehicles and/or door-to-door by the Sheriff's Office, municipal police, and the local fire departments/districts. Radio and television stations will also broadcast warnings.
- The Emergency Alert System (EAS) stations for Boone County are KTXY FM – 106.9 (Primary) and KWOS AM – 950 / KATI FM – 94.3 (Secondary).
- Additional communications can be utilized through the Boone County Amateur Radio Emergency Service (BCARES).

Planning Assumptions

- First responders depend on reliable communications for effective emergency operations. Interoperability, the ability of agencies to communicate using compatible equipment and procedures, is essential for successful response efforts.
- During emergencies or large-scale disasters, outside response support may not be immediately available. Communications equipment, personnel, and procedures must sustain emergency operations until additional assistance arrives.
- Communications systems are vulnerable to damage, destruction, or overload during disasters. Repairs may be delayed for days, weeks, or even months due to transportation disruptions, weather conditions, resource shortages, or the extent of damage.
- Alternate systems, such as ham radio, will be utilized when standard communications are overwhelmed, insufficient, or non-functional.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation.

In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Preparation

- Cybersecurity
 - Implement countermeasures, technologies, and policies to protect physical and cyber assets, networks, applications, and systems.
 - Secure public and private networks and critical infrastructure based on vulnerabilities identified through risk assessment, mitigation, and incident response.
 - Formalize partnerships among communities, governmental agencies, and private-sector entities to support ongoing cybersecurity protection and response planning.
 - Share actionable cyber threat information with partners to promote situational awareness.
 - Apply risk-informed standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services.
 - Detect and analyze malicious activity, and support mitigation efforts.
 - Create resilient cyber systems that allow uninterrupted continuation of essential functions.

Response

- Operational Communications
 - Maintain timely communications to support security, situational awareness, and response operations.
 - Ensure the ability to communicate with both emergency responders and affected populations, and establish interoperable communications among federal, tribal, state, and local agencies.
 - Re-establish adequate communications infrastructure within the affected areas to support ongoing response activities.
 - Restore critical information networks to enable situational awareness, support incident response, and maintain the resilience of essential systems.

Concept of Operations

- The Boone County Emergency Operations Center (EOC) will serve as the central hub for interagency coordination and executive decision-making, encompassing all activities related to ESF-2.
- Radio systems will be the primary means of communication in the field.
 - Each department or agency will designate personnel to operate and maintain communications with the EOC.
 - Boone County Joint Communications will ensure field operations can maintain communication links with the EOC and one another.
- BCJC serves as the primary contact for receiving warnings and notifications of emergencies or disasters. Dispatchers will notify key personnel, chiefs, and department heads as outlined in standard operating guidelines (SOGs).
- Boone County can augment emergency communications using amateur radio, landlines, cellular phones, and the Internet.
- Pre-established relationships with community partners and organizations will be leveraged to support dissemination of emergency messaging to reach populations with limited English proficiency.
- Telephone companies will prioritize maintaining emergency service communications. Additional phone lines may be installed at the EOC during major disasters to support operations.
- Amateur radio operators and other volunteer groups assisting with emergency communications will be under the Boone County Office of Emergency Management's authority. Volunteers must comply with NIMS requirements and participate in regular training and exercises.

Operational Activities

Preparedness

- Identify communications facilities, equipment, and personnel countywide that can support response and recovery efforts.
- Promote interoperability among local jurisdictions to enhance communication during emergencies.
- Conduct regular communication tests and drills with other communication centers to ensure readiness and procedural proficiency.
- Integrate ECC telecommunications and IT equipment into communication systems during exercises.

Response

- Identify both the actual and planned actions of commercial telecommunications companies to restore services.
- Determine availability and location of ESF-2 support assets and the time-frame for deployment of those assets.
- Coordinate the acquisition and deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area.
- Compile damage assessment information obtained from assessment teams, telecommunications industry partners, and other city/county agencies.
- Assess the need for and obtain telecommunications industry support as necessary.
- Prioritize the deployment of services and equipment based on available resources and critical needs.
- Coordinate communications support to all served departments and agencies as required.

Recovery

- Return and inventory radio equipment and resources to regular service
- Assemble and index all incident documentation
- Provide copies of all radio traffic recordings for the incident record, as requested.
- Evaluate the effectiveness of communications systems and messaging to reach the public, partner organizations, and neighboring jurisdictions and suggest improvements as needed.
- Participate in the Public Assistance process as required and appropriate.

Mitigation

- Analyze potential disasters and expand communications capabilities to meet all situations.
- Identify facilities, agencies, personnel, and other resources necessary to support EOC operations.
- Train staff in communication procedures and equipment.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Joint Communications

- Assign a liaison to the EOC to coordinate emergency response and initial recovery operations, as requested and appropriate.
- Establishes, maintains, and coordinates repairs to and/or restoration of the E911 service and related systems.
- Act as a Public Safety Answering Point (PSAP).
- Facilitate automatic mutual aid requests for law enforcement and fire agencies/departments through the 911 system.
- Send Rave Alert emergency messaging notifications.
- Provide communications support to the EOC and field response units.
- Work to ensure communications inoperability among field response units.
- Establishes, maintains, repairs, and upgrades the local emergency radio system for supported agencies and jurisdictions.
- Identify, assess, and report damages to the E911 and local emergency radio system.
- Provide user agencies with technical assistance and support related to CAD dispatching, the radio system, and radio frequencies, as requested.

Boone County and Municipal I.T. Departments

- Assign a liaison to the EOC to coordinate emergency response and initial recovery operations.

- Coordinate maintenance, repair, and restoration of phone and network connectivity with telecommunications service providers.
- Establishes, maintains, repairs, and upgrades phone and network systems within/for supported departments and agencies.
- Provides subject matter expertise to solve/resolve telecommunications issues.
- Provide computer, telephone, and data support to disaster response and recovery operations.
- Identify, assess, and report damages to telecommunications and data systems.
- Provide GIS support, as requested, to the Boone County EOC.
- Provide leadership and direction for response to and recovery from cybersecurity incidents.

Boone County Office of Emergency Management

- Develop and maintain policies and procedures for Rave Alerting.
- Relay warnings and emergency information to the affected communities and areas within Boone County.
- Identify public and private communications facilities, equipment, and personnel throughout Boone County and the surrounding areas which would support emergency communications needs in the event of a major disaster.
- Provide emergency radio communications facilities and personnel at the ECC or an alternate facility as may be required.
- Receive, review, approve and disseminate requests for Wireless Emergency Alert (WEA) messages as appropriate.

Local First Responders

- Disseminate emergency information to residents and businesses as resources allow.

Boone County Amateur Radio Emergency Service (BCARES)

- Establish and maintain communication links between the EOC and field units.
- Relay messages between agencies when traditional systems are overwhelmed or non-functional.

- Serve as a backup communication channel for public safety agencies.
- Use portable and mobile radio equipment to reach areas with damaged or non-existent communication infrastructure.
- Relay real-time information on disaster conditions, such as road closures, weather updates, or resource availability.

Private Communications Service Providers

- Perform all duties necessary to protect telecommunications systems
- Mobilize personnel and equipment required for emergency evaluation and restoration services on telecommunications systems.
- Perform and report telecom damage assessment information to the Boone County EOC.
- Participate in Unified command when applicable.
- Provide information on response and recovery activities to consumers, the media, and general public, coordinating with the Boone County JIC as appropriate.

Regional Radio and Television Broadcasters

- Relay EAS messages and accurate emergency information.
- Provide information on response and recovery activities to consumers, the media, and general public, coordinating with the Boone County JIC as appropriate.

Missouri Department of Public Safety

- Maintain the Missouri Statewide Interoperability Network (MOSWIN), a statewide public safety radio system that facilitates communication between state, regional, local, and federal agencies during both emergency and daily operations.
- MOSWIN comprises over 150 communication tower sites, base stations, dispatch consoles, and software, supporting more than 55,000 radios used by over 1,500 agencies statewide.

Appendices

- ESF-2 Appendix 1: Outdoor Warning Siren Zones
- ESF-2 Appendix 2: NOAA Weather Radio Area

ESF-3: Public Works and Engineering

Lead Agencies

- Boone County Road and Bridge
- Boone County Regional Sewer District
- Boone Electric Cooperative
- Consolidated Water District 1
- Boone County Public Water Supply Districts 4, 9 and 10
- Municipal Public Works Departments

Supporting Agencies

- Ameren UE
- Missouri National Guard (MONG)
- Boone County Office of Emergency Management
- Missouri Structural Assessment and Visual Evaluation (SAVE) Coalition
- Boone County Resource Management
- Missouri State Emergency Management
- Columbia Parks & Recreation
- Sturgeon Parks and Recreation Board
- Missouri Department of Natural Resources
- U.S. Army Corps of Engineers
- Missouri Department of Transportation

Purpose

The Public Works and Engineering Emergency Support Function (ESF-3) coordinates and organizes public works and engineering services necessary for disaster response and recovery. This includes maintaining wastewater services, stormwater management, solid waste management, engineering expertise, and facility inspections.

ESF-3 also facilitates the delivery of resources, technical assistance, engineering expertise, construction management, and other services to prepare for, respond to, and recover from disasters or incidents.

Scope

ESF-3 is structured to provide public works and engineering-related support to include preparedness, response, recovery, and mitigation actions. Activities within the scope of this function include:

- Infrastructure protection and emergency repair
- Critical infrastructure reestablishment
- Engineering services and construction management
- Emergency contracting support for lifesaving and life-sustaining services
- Debris removal and disposal

Situation

- The Boone County Road and Bridge Department maintains the roads and bridges in the unincorporated areas of the county. Resources include: personnel, heavy equipment, and materials.
- Each Municipal Public Works Department maintains the municipal streets and bridges in their city limits. Resources include: personnel, heavy equipment, and materials.
- The Missouri Department of Transportation will be responsible for roads and bridges maintained by the State of Missouri.
- Equipment inventories for the county and city public works departments are maintained by each department.
- The Missouri Structural Assessment and Visual Evaluation (SAVE) Coalition is a group of volunteer engineers, architects, building inspectors, and other trained professionals that assists SEMA with building damage inspections. After a disaster, SAVE volunteers may be requested to respond through SEMA.

Planning Assumptions

- The timely and coordinated deployment of public works and engineering resources will have a direct impact on the ability of other emergency services agencies to perform their tasks.
- Local private sector public works and engineering resources may be used to supplement public resources.

- Both public and private sector public works and engineering resources may be severely limited in a major disaster and will have to be assigned on a priority basis.
- State and Federal public works and engineering resources will respond when called upon, but their ability to react quickly may be limited.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Environmental Response/Health and Safety
 - Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.
 - Manage the clean-up of debris contaminated by hazardous materials and properly dispose of waste.
 - Identify, evaluate, and implement measures to prevent and minimize environmental and natural resource impacts during emergencies and response operations.
- Logistics and Supply Chain Management
 - Coordinate logistics capabilities to enable the restoration of supply chains.
- Fatality Management Services
 - Support decedent remains recovery during debris removal operations.
- Mass Care Services
 - Provide resources to assess structures and infrastructure used for emergency sheltering, as well as other housing options for the affected population.
 - Engineering permitting for housing repair and restoration.
- Infrastructure Systems
 - Stabilize, decrease impacts, and re-establish critical infrastructure functions to minimize health and safety threats to support a viable, resilient community.

- Coordinate the disposal of debris.

Recovery

- Infrastructure Systems
 - Restore and sustain essential services, public and private, to maintain community functionality.
 - Conduct planning to determine a timeline for the redevelopment of community infrastructure to support resilience, accessibility, and sustainability.
 - Provide systems that meet the community needs while minimizing service disruptions.

Mitigation

- Threats and Hazard Identification
 - Participate in regional and county-wide Threat, Hazard, Identification & Risk Assessment (THIRA) meetings.

Concept of Operations

- Buildings, public utilities, and infrastructure may be severely damaged or destroyed during a disaster. Key priorities include reinforcing or demolishing unsafe structures, repairing water and wastewater systems, clearing debris, and conducting emergency road repairs to support lifesaving activities.
- Rapid, initial assessments of disaster areas are critical to determine response needs and workloads. Various organizations, including Boone County and municipal Damage Assessment Teams, insurance companies, SEMA, FEMA, and utility companies, will conduct independent assessments. These assessments will be consolidated in coordination with the Boone County Office of Emergency Management.
- Ensuring the safety and usability of roads and bridges includes debris removal, rail and airstrip assistance, and structural inspections. This is vital for emergency vehicle passage and overall recovery operations.

- Proper management of disaster debris includes collection, separation, disposal, and recycling. Debris types may include vegetative waste, municipal solid waste, vehicles, white goods, and household waste.
- Designated County and municipal departments will inspect buildings for structural, electrical, gas, plumbing, and mechanical damage, ensuring all repairs and rebuilding comply with all required building codes and zoning regulations.
- Each ESF-3 Department will coordinate with the Missouri Department of Natural Resources and relevant legal authorities to obtain necessary waivers and clearances for debris management and disposal while minimizing environmental and public health risks.
- The Boone County Regional Sewer District and municipal sewer providers may assess public health risks from sanitary system disruptions by investigating the cause, evaluating potential contamination, and coordinating with health authorities. They will also inspect, assess, and repair critical wastewater infrastructure as needed.
- Within 72 hours of an event, the Boone County Office of Emergency Management will submit an initial damage assessment report to SEMA, outlining the scope of damage and the need for assistance. A Federal/State preliminary damage assessment will precede any Presidential Disaster Declaration.

Operational Activities

Preparedness

- Provide continual maintenance of water, sewer, and storm systems.
- Provide continued operations and coordination of solid waste facilities.
- Ensure system redundancies are developed and maintained.
- Conduct resident outreach for relevant programs.
- Maintain departmental continuity and emergency response plans.
- Facilitate and participate in training and exercises that include emergency response activities.
- Identify and assign departmental liaisons to serve in the EOC when requested.
- Establish contact with private resources that could provide support during an emergency.

Response

- Sustain or prioritize the restoration of operations and services.
- Mitigate any immediate hazards.
- Coordinate debris removal/management.
- Coordinate damage assessment of critical infrastructure and systems.
- Identify, prioritize, and coordinate repair work for local roads, bridges, culverts, etc.
- Close roads and construct barricades as directed.
- Coordinate with ESF-12 Energy to repair/restore utility services to critical infrastructure.
- Coordinate with the EOC for the acquisition and allocation of response resources.

Recovery

- Prioritize the restoration of services.
- Manage debris removal.
- Repair local roads, bridges, culverts, etc.
- Restore local wastewater and storm water systems.
- Participate in Public Assistance process as required and appropriate.
- Participate in after-action reports and critiques.

Mitigation

- Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.
- Participate in hazard identification process and identify and correct vulnerabilities in the public works system.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment

- Facility/infrastructure damage assessment and reporting
- Continuity of operations
- Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

ESF-3 Lead Agencies

- Provide a representative to the EOC to coordinate ESF-3 activities.
- Work with the other members of the EOC team to set priorities and assign resources.
- Assess the structural integrity of critical infrastructure.
- Deploy public works and engineering resources to assist first responders as required by the event.
- Repair roads, streets, public buildings, and infrastructure as required.
- Ensure appropriate protective measures can be implemented to protect critical infrastructure.
- Work with local contractors to establish and implement procedures to stabilize and demolish publicly owned buildings.
- Coordinate debris management operations.

The Boone County Office of Emergency Management

- Identify and prioritize emergency response and recovery operations.
- Disseminate information about the current status of ESF-3 infrastructure to stakeholders and the public.
- Coordinate resource requests.
- Collect and compile initial damage assessment information in compliance with Missouri State Emergency Management Agency (SEMA) / FEMA requirements for a potential declaration of emergency.

Boone County Resource Management/Municipal Building Inspection Departments

- Assist in determining priorities for inspection of critical facilities.
- Determine whether buildings are habitable and usable for their intended purpose.
- Inspect public buildings and potentially unsafe commercial and residential properties.

- Issue permits to facilitate essential repairs.
- Coordinate the demolition of private, residential structures.

Local Law Enforcement Agencies

- Provide personnel and resources to assist with traffic control.
- Provide security for critical infrastructure.

Missouri Department of Transportation (MoDOT)

- MoDOT will coordinate with local agencies to provide road and bridge inspection, and road clearance, closure and repair.

Missouri National Guard (MONG)

- MONG can provide heavy equipment and personnel for rescue and debris management operations, as well as providing engineering personnel to assist with structural inspections. The National Guard must be released to respond by the Governor and are requested through SEMA.

Missouri State Emergency Management Agency (SEMA)

- Act as a liaison between Boone County and state/federal agencies to secure additional resources, such as personnel, equipment, or technical expertise.
- Provide guidance and assistance in conducting detailed damage assessments of infrastructure, including roads, bridges, and public buildings.
- Help source critical materials, such as fuel, construction supplies, or temporary structures, and deploy heavy equipment from state resources.

Appendices

- ESF-3 Appendix 1: Boone County Water District Map

ESF-4: Firefighting

Lead Agencies

- Columbia Fire Department
- Boone County Fire District
- Southern Boone County Fire District
- Centralia Fire Department
- Columbia Airport Public Safety

Supporting Agencies

- Ashland Police Department
- Boone County Joint Communications
- Boone County Office of Emergency Management
- Boone County Sheriff's Office
- Boone Health EMS
- Centralia Police Department
- Columbia Police Department
- Hallsville Police Department
- Missouri Division of Fire Safety
- Missouri State Highway Patrol
- Missouri Task Force 1 Urban Search & Rescue (MO-TF1)
- Sturgeon Police Department
- University of Missouri Police Department
- MU Health Care Prehospital Services

Purpose

The Firefighting Emergency Support Function (ESF-4) coordinates and organizes public fire and life safety services in cooperation with the fire departments and protection districts within Boone County. These services include fire suppression and control, emergency medical care, and immediate life safety operations.

Fire services in Boone County may also provide additional specialized capabilities, such as water rescue, confined space rescue, structural collapse rescue, and other non-traditional firefighter roles.

Scope

ESF-4 manages and coordinates firefighting activities, including the detection and suppression of fires and provides personnel, equipment, and supplies in support of local agencies involved in firefighting operations.

Specifically, ESF-4 Firefighting addresses, but is not limited to:

- Detection and suppression of wildland, rural, urban, and interface fires resulting from, or coinciding with, an emergency or disaster
- Incident management structures
- Resource augmentation, such as mutual aid

It also supports coordination with other ESFs as follows:

- Hazardous Materials Response (ESF-10): Hazardous materials emergencies are managed by fire departments and districts as outlined in ESF-10.
- Search and Rescue (ESF-9): Search and rescue operations are conducted under the direction of fire departments and districts, with details in ESF-9.
- Public Health and Medical Services (ESF-8): Includes fire service support for public health and emergency medical services.

Situation

- Boone County is served by the following fire departments/districts. They are all dispatched through Boone County Joint Communications.
 - The Boone County Fire Protection District
 - The Southern Boone County Fire Protection District
 - Centralia Fire Department
 - Columbia Fire Department
 - Columbia Regional Airport Public Safety
- These fire services maintain mutual aid agreements between one another, as well as, with surrounding services outside the County. They concur with the Statewide Fire Mutual Aid System.
- Fire services provide search and rescue operations in Boone County, with support from the local law enforcement agencies, the Missouri State Water Patrol, and the U.S. Coast Guard (see ESF-9 Search and Rescue).

- In addition to fire suppression, the fire services are trained in hazardous materials response (see ESF-10 Oil and Hazardous Materials Response), provide weather spotting, and assist Emergency Medical Services as first responders.

Planning Assumptions

- Each fire service entity will maintain the equipment and level of training necessary to perform emergency firefighting functions.
- Firefighting resources may be severely limited in a major disaster and will be assigned on a priority basis.
- For efficient and effective fire suppression, mutual aid may be required from various local firefighting agencies. This requires the use of the Incident Command System together with compatible equipment and communications.
- State and Federal firefighting resources will respond when called upon, but their ability to react immediately may be limited.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Situational Assessment
 - Conduct an initial fire situation and damage assessment; determine the appropriate management response to meet the request for assistance.
 - Conduct an incident-specific briefing and hasty training, if needed, is performed prior to task implementation.
- Infrastructure Systems
 - Provides expertise and personnel to assist with assessment of emergency services sector critical infrastructure.

- Operational Communications
 - Develop a communication plan and system to firefighters, law enforcement officers, and incident response operations.
- Fire Management and Suppression
 - Provides wildland and structure firefighting resources to local, state, tribal, territorial, insular area, and Federal agencies in support of firefighting and emergency operations.
 - Provides command, control, and coordination of resources (to include incident management teams, area command teams, and multi-agency coordination group support personnel) to local, state, tribal, territorial, insular area, and Federal agencies in support of firefighting and emergency operations.
- Mass Search and Rescue Operations
 - As a part of ESF-9, and in coordination with any other associated ESFs, plan for and conduct search and rescue operations.
- Environmental Response/Health and Safety
 - As a part of ESF-10, and in coordination with any other associated ESFs, identify, mitigate, and conduct decontamination post-HAZMAT incident.

Concept of Operations

- Close coordination with state and federal officials will ensure timely identification and acquisition of emergency support needs. The National Incident Management System (NIMS) and Incident Command System (ICS) will be used to manage incidents, ensuring effective coordination and communication across all levels of government.
- Fire department personnel are trained in ICS and NIMS protocols to ensure coordination during emergencies.
- Tactical firefighting operations will be managed on-site by the Incident Commander using the ICS structure. The Incident Commander will assess resource needs and request support from the EOC as necessary.
- The Boone County EOC will serve as the central hub for interagency coordination and executive decision-making related to ESF-4 activities.
- Boone County faces various hazards that may necessitate the activation of ESF-4, either independently or alongside other emergency events. For more information, refer to the Boone County Hazard Mitigation Plan.

- Each fire service entity has equipment and trained personnel ready to support emergency firefighting operations. Resource lists are maintained and accessible through the Emergency Operations Center (EOC). Surrounding cities and counties also have fire departments with resources available to assist as needed.
- Mutual aid agreements govern the use of external firefighting resources, which remain under the control of their sponsoring agencies. These resources will be assigned to specific tasks by the Incident Commander or EOC.

Operational Activities

Preparedness

- Ensure fire personnel receive appropriate emergency operations training.
- Ensure fire mutual aid agreements with surrounding jurisdictions are current.
- Develop and maintain mutual aid agreements with private area resources that could be useful for fire prevention or suppression.
- Develop and maintain standard operating guides and checklists to support emergency firefighting operations.
- Ensure emergency call-up and resource lists are current.
- Ensure the availability of necessary equipment to support firefighting activities.
- Obtain and maintain current maps of county jurisdictions and areas of responsibility.
- Participate in emergency training and exercises.

Response

- Deploy personnel and equipment to the areas of greatest need.
- Provide fire suppression services.
- Assess the scope, magnitude, and likely duration of an incident.
- Identify additional personnel and resource requirements beyond existing capabilities
- Coordinate with law enforcement to assist in evacuations.
- Continually reassessing fire service priorities and strategies.

- Activate mutual aid if needed.
- Coordinate activities with other responding agencies (including outside fire resources).
- Alert or activate off-duty and auxiliary personnel as required.
- Work with the EOC to acquire and allocate necessary resources.
- Conduct other specific response actions as dictated by the situation.

Recovery

- Support clean up and restoration activities.
- Review plans and procedures with key personnel and make revisions and changes.
- Provide for the emotional needs of responders and their families by establishing critical incident stress debriefings.
- Collect, inventory, and assess for damage all equipment used during the incident.
- Continue all activities in coordination with the EOC based on the requirements of the incident.
- Participate in after-action briefings and develop after-action reports.
- Participate in Public Assistance process as required and appropriate.

Mitigation

- Assess current fire protection codes and determine if they are adequate and properly enforced.
- Assess and determine if fire protection methods and procedures are adequate and unilaterally understood.
- Assess fire safety programs and assure their adequacy for residents, schools, businesses, and industry.
- Review and assess mutual aid agreements and memoranda of understanding to assure adequacy and unilateral understanding.
- Provide community fire safety programs.
- Ensure new construction conforms to local fire codes.
- Participate in the regional hazard identification process and identify and correct vulnerabilities in the firefighting function.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Primary Agencies

- Reports to the EOC upon notification of an incident of note.
- Notifies the Missouri Division of Fire Safety, as appropriate.
- Obtain initial fire and damage assessments using established procedures, and continually update and evaluate incident information to determine the nature and extent of problems.
- Decide on the appropriate management response to requests for assistance and analyze each request before committing resources.
- Obtain and distribute incident contact details to responders mobilized through ESF-4, and maintain a complete log of actions, resource orders, records, and reports.
- Coordinate incident resource needs; resolve shortages and ordering issues as necessary.
- Provide employees with required credentials and personal protective equipment, and offer incident-specific briefing and training before task implementation.
- Ensure all responders are supported and managed by an agency leader, liaison, or interagency Incident Support Team.
- Offer subject-matter expertise on structural, urban, and suburban fire-related activities to inform response operations.

Law Enforcement

- Assist with traffic control and security at fire scene(s).

Municipal Public Works/Boone County Road and Bridge

- Provide resources and personnel to support emergency firefighting operations.
- Work to ensure the availability of adequate water pressure to support firefighting activities.

Boone County Office of Emergency Management

- Activate the Boone County EOC in support of fire operations as necessary and appropriate.
- Participate in information sharing and alerting as requested.
- Work to fulfill resource requests as needed.
- Coordinate briefings and conference calls for information sharing and will make notifications as required.
- Gather cost information from resource providers to prepare for potential declaration of disaster.

Boone County Joint Communications

- Maintain adequate staffing and operational status in support of fire resource dispatch responsibilities.

Missouri State Emergency Management Agency

- Participate in information sharing and alerting as requested.
- Work to fulfill resource requests as needed.

Missouri State Fire Marshal's Office

- Facilitate assistance requests from a local fire service entity to other agencies and regions in Missouri through the mutual aid system.
- Staff ESF-4 in the State EOC.

Appendices

- ESF-4 Appendix 1: Missouri Statewide Fire Mutual Aid System
- ESF-4 Appendix 2: Fire Mutual Aid System Flowchart
- ESF-4 Appendix 3: Boone County Fire Protection District Station Locations
- ESF-4 Appendix 4: Centralia, MO Fire Department Station Locations
- ESF-4 Appendix 5: City of Columbia Fire Department Station Locations
- ESF-4 Appendix 6: Columbia Regional Airport Fire Station Locations
- ESF-4 Appendix 7: Southern Boone County Fire Protection District Station Locations

ESF-5: Information and Planning

Lead Agencies

- Boone County Office of Emergency Management
- Columbia/Boone County Public Health and Human Services
- Boone Health
- MU Health Care
- Harry S. Truman VA
- University of Missouri

Supporting Agencies

- Boone County Amateur Radio
- Boone County Fire Protection District
- Boone County government
- Boone County Joint Communications
- City of Ashland
- City of Centralia
- City of Columbia
- City of Hallsville
- City of Harrisburg
- City of Hartsburg
- City of Huntsdale
- Village of Pierpont
- City of Rocheport
- City of Sturgeon
- Missouri Department of Public Safety
- Missouri Interoperability Center
- National Weather Service St. Louis (NWS)
- Southern Boone County Fire Protection District
- University of Missouri Police Department

Purpose

The Information and Planning Emergency Support Function (ESF-5) is to coordinate, organize, and support the emergency management functions of Boone County Government and other local jurisdictions for all-hazard emergencies and disasters. ESF-5 provides the core management and administrative functions necessary to support Emergency Operations Center (EOC) operations, including the coordination of mutual aid, state assistance, and other resources.

Scope

Emergency Support Function 5 supports all departments and agencies throughout the emergency management cycle, from mitigation and preparedness to response and recovery. It facilitates information flow before an incident, enabling rapid mobilization of resources, and coordinates multi-agency planning and support functions—such as alert and notification, incident action planning, resource acquisition and management, direction and control, worker safety and health, facilities management, and financial management—during and after an incident.

By collecting, analyzing, evaluating, and sharing information about potential or actual emergencies or disasters, ESF-5 enhances overall response and recovery efforts. In Boone County, ESF-5 describes how personnel and resources are directed and controlled to support county and local governments, ensuring seamless communication and coordination across all phases of emergency management.

Situation

Missouri Revised Statutes, Chapter 44, Section 44.080 requires all political subdivisions of the state to establish a local emergency management organization for disaster planning. Each local organization for emergency management shall be responsible for the performance of emergency management functions within the territorial limits of its political subdivision, and may conduct these functions outside of the territorial limits as may be required pursuant to the provisions of this law.

The Boone County Office of Emergency Management (BCOEM) maintains responsibility for emergency management functions for all unincorporated areas and each municipality within Boone County. Letters delegating BCOEM as the emergency management entity for each of the participating municipalities are on file with the County government.

The primary Boone County Emergency Operations Center (EOC) is located at 2145 County Drive. The EOC can be activated and staffed by Boone County authorities and partner agencies to support large-scale, complex or extended incidents. Secondary and tertiary EOC locations are also maintained.

Other community stakeholders with established emergency management sections tasked with distinct information and planning functions include, but are not limited to, Boone Health, Columbia/Boone County Public Health and Human Services, MU Health Care, Harry S. Truman VA Hospital, and the University of Missouri.

Planning Assumptions

- There will be an immediate and continuous demand for information on which decisions may be made involving the conduct of response and recovery actions.
- All agencies and organizations supporting emergency operations in Boone County must actively share information throughout the disaster cycle.
- Early in an incident little information will be available and initial information received may be vague or inaccurate.
- The receipt, analysis, and dissemination of timely and accurate disaster information is necessary to provide local, state, and federal governments with a basis for determining priorities, needs, and the availability of resources.
- The collection and organization of the incident status, situation information and the evaluation, analysis and display of that information for use by the Emergency Operation Center (EOC) will be critical for decision making in the disaster response and recovery process.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Situational Assessment

- Provide all decision makers with relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- Deliver timely, accurate information to guide immediate lifesaving and life-sustaining actions, and coordinate with governmental, private, and non-governmental resources to meet basic human needs and stabilize the situation.
- Provide enhanced information to reinforce ongoing lifesaving and life-sustaining efforts, engaging governmental, private, and non-governmental partners to further meet basic needs, stabilize the situation, and begin the transition to recovery.
- Maintains standard reporting templates, information management systems, essential elements of information, and critical information requirements.
- Public Information and Warning
 - Provides information to develop credible, culturally appropriate, and accessible messages that inform the public about ongoing emergency services, protective measures, and life-sustaining actions to support the transition to recovery.

Mitigation

- Threats and Hazard Identification
 - Assess vulnerabilities, analyze potential hazards, and guide the development of proactive strategies to reduce disaster impacts and improve community resilience.

Concept of Operations

- The Boone County Office of Emergency Management maintains the ability to:
 - Monitor developing situations
 - Coordinate and share information with key stakeholders
 - Coordinate requests for assistance
 - Facilitate the process of declaring a state of local disaster emergency
 - Activate and support the County/City EOC
 - Facilitate access to state and federal resources to support local response and recovery operations

- The Boone County Office of Emergency Management activates and supports the County Emergency Operations Center (EOC) as needed and serves as the Coordinating Agency for ESF-5.
- ESF-5 can be activated at the Boone County EOC in anticipation of, or immediately following an incident of County-wide, regional, or national significance.
- When activated, the EOC monitors potential or developing incidents and supports field operations. In a no-notice event, the Boone County OEM Emergency Management Director or designee may activate the EOC based on the size of the incident.
- The EOC coordinates operations and provides situational reporting with input from the Emergency Support Functions.
- ESF-5 supports and coordinates activities necessary to address disaster impacts in Boone County. When ESF-5 is activated in the EOC, it ensures countywide coordination to fulfill its mission.
- ESF-5 oversees the EOC's Planning Section, which collects, evaluates, processes, and disseminates information. Specific responsibilities include:
 - Collecting, evaluating, displaying, and disseminating incident status information to maintain a common operating picture.
 - Tracking progress and evaluating the effectiveness of current strategies.
 - Ensuring timely organization of disaster assessment information.
 - Coordinating development and maintenance of the EOC Incident Action Plan (IAP).
 - Arranging and conducting EOC planning meetings and briefings.
 - Maintaining accurate records of status boards, reports, plans, assessments, charts, maps, logs, and other information related to EOC operations.
- ESF-5 ensures that trained and experienced staff are available to fill appropriate EOC positions when activated.
- ESF-5 supports the activation and deployment of emergency response teams.
- Relevant County/City departments and agencies participate in the incident action planning process coordinated by the Planning Section.
- The Boone County EOC uses WebEOC to facilitate real-time information sharing among regional and statewide response organizations.

Operational Activities

Preparedness

- Maintain this CEMP plan, ESF lists and associated attachments.
- Maintain the primary and alternate Emergency Operations Centers (EOCs).
- Develop and maintain standard operating guides and checklists to support emergency management activities.
- Ensure notification and call-up lists are current.
- Develop emergency exercises to support ESF-5 activities.
- Establish and maintain contact with the Chief Elected Official of each affected municipality and/or township.
- Identify, train, exercise, and prepare staff and other Boone County agencies to support emergency operations.
- Develop and maintain mutual aid agreements and memoranda of understanding with support agencies, ancillary or contract support services, and resources.

Response

- Coordinate with County and local government on emergency response activities.
- Activate the Boone County EOC and ESF staff as necessary in accordance with the Levels of Activation as outlined in the CEMP Basic Plan.
- Contact and apprise the SEMA Regional Coordinator of the situation.
- Collect, verify, analyze, and disseminate incident information, as needed.
- Request, compile, and verify preliminary damage assessment information.
- Coordinate mutual aid activities, as necessary and appropriate.
- Coordinate, monitor, and oversee public information activities.
- Establish and maintain contact with local government entities.
- Facilitate planning meetings to develop Incident Action Plans (IAPs) and Situation Reports (SitReps) as appropriate.
- Receive and process requests from local jurisdictions for specific state and federal emergency and disaster related assets and services.
- Conduct regular briefings for Boone County EOC staff.
- Disseminate Situation Reports and develop resource plans for the duration of the event.

Recovery

- Collect and process information concerning recovery activities during response phase.
- Coordinate the deployment of appropriate ESF resources in support of recovery operations.
- Coordinate and manage Public Assistance process as required and appropriate.
- Activate County recovery operations and coordinate the activation of a Disaster Recovery Center (DRC), as appropriate.

Mitigation

- Utilize damage assessment information to identify potential mitigation opportunities.
- Coordinate and participate on developing the Boone County hazard mitigation plan.
- Coordinate with local jurisdictions and partner agencies within the County to ensure they are aware of federal and state pre- and post-disaster mitigation grant opportunities for mitigation measures identified in the County hazard mitigation plan.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Office of Emergency Management

- Coordinates overall staffing of emergency management activities, including determining which ESFs are activated, the size and composition of the organizational structure, the level of staffing at facilities, and the key personnel required.
- Coordinates emergency response plans at the local level of County/City government.
- Facilitates information flow in the pre-incident phase and coordinates inter-governmental planning, training, and exercising in order to prepare assets for deployment.
- Has the responsibility to insure an appropriate local emergency management capability.
- Conducts operational planning and coordinating with other local agencies
- Coordinate emergency assets and capabilities to prevent and respond to incidents that may require a coordinated response.
- Coordinates with the State Emergency Management Agency (SEMA).
- Coordinates Federal preparedness, response, recovery, and mitigation planning activities including current incident action and future operations planning.
- Coordinates reconnaissance operations and activation and deployment of assessment personnel or teams needed for incident management.
- Provides direction to ESF representatives operating through the EOC for the procurement, staging, deployment, and stand-down of personnel, equipment, and material.
- Provides a central point of contact and liaison for state and federal agencies, volunteer organizations, and local resources to obtain processed information for incident management.
- Provide for the exchange of information between government emergency management agencies and private corporations and business groups.
- Identify potential sources of relief and recovery materials and supplies available through the private sector.

Supporting Agencies and Organizations

- Assign staff for EOC training and operations when requested by the Director of Emergency Management.
- Coordinating activities with the EOC through established lines of communications or by designating a liaison to the EOC.

- Advising emergency management in their area of expertise and/or responsibility.
- Participate in the incident action planning process coordinated by the EOC Planning Section.
- Convey all requests for County, state, and federal assistance through Boone County Office of Emergency Management.

Missouri State Emergency Management Agency

- Maintain tools to collect, compile, analyze, and share Essential Elements of Information during emergencies or major disasters.
- Host periodic coordination calls during emergencies or major disasters to share vital incident response information and enhance state-wide situational awareness.

Appendices

- ESF-5 Appendix 1: Emergency Operations Center Structures
- ESF-5 Appendix 2: Disaster Classifications
- ESF-5 Appendix 3: Boone County OEM Organizational Structure
- ESF-5 Appendix 4: SEMA Regions and Coordinators
- ESF-5 Appendix 5: Damage Assessment
- ESF-5 Appendix 6: Public Assistance PDA Street Sheet
- ESF-5 Appendix 7: Individual Assistance PDA Street Sheet
- ESF-5 Appendix 8: RSMo Section 44.080
- ESF-5 Appendix 9: EOC Planning P
- ESF-5 Appendix 10: Community Lifelines SitRep Form

ESF-6: Mass Care, Emergency Assistance, Temporary Housing & Human Services

Lead Agencies

- Boone County Community Services Department
- Boone County Office of Emergency Management
- Columbia Department of Housing and Neighborhood Services
- Columbia/Boone County Department of Public Health and Human Services

Supporting Agencies

- The American Red Cross of Missouri-Arkansas
- Central Missouri Humane Society (CMHS)
- Community Foundation of Central Missouri
- Convoy of Hope
- Faith-based organizations
- Heart of MO United Way
- Human services providers
- Missouri Baptist Disaster Relief
- Missouri State Emergency Management Agency
- The Salvation Army
- True North
- United Way 2-1-1 of Greater St. Louis

Purpose

The Mass Care, Emergency Assistance, Temporary Housing, and Human Services Emergency Support Function (ESF-6) coordinates and provides guidance for delivering non-medical mass care, emergency assistance, temporary housing, and human services to disaster-impacted populations.

Scope

ESF-6 promotes the delivery of services and programs to assist individuals, households, and families impacted by an incident. It encompasses all local government agencies, special-purpose districts, nonprofits, and private agencies within Boone County, addressing their responsibilities for mass care services during emergencies.

ESF-6 includes four primary functions:

- Mass Care – Coordinates non-medical care for displaced persons, including sheltering, feeding operations, basic first aid at designated locations, and victim information for family reunification.
- Emergency Assistance – Provides support for evacuations, family reunification, pet and livestock evacuation and sheltering, specialized and medical shelters, donated goods and services, and voluntary agency coordination.
- Temporary Housing – Offers rental assistance, housing repair and replacement, manufactured housing, and both semi-permanent and permanent housing construction, as well as access to other housing assistance.
- Human Services – Coordinates crisis counseling, provides services for special needs populations and limited-English proficiency groups, and addresses housing and non-housing losses through case management and referrals to state and Federal benefits and programs.

Situation

- The American Red Cross (ARC) has shelter agreements in-place with public and private facilities in Boone County. As needed the Boone County Office of Emergency Management (BCOEM) may work with other organizations to identify and utilize additional facilities to augment those already designated as ARC shelters.
- In compliance with the Pets Evacuation and Transportation Act of 2006, the rescue, care, and sheltering of companion animals (household pets) will be provided. BCOEM will work with the local animal shelter/Humane Society and other rescue organizations as required.

- A large portion of the population of Boone County is comprised of college students whose primary residences lie outside of Boone County's borders. This could significantly impact evacuation and sheltering needs and planning.

Planning Assumptions

- Most displaced individuals prefer to stay with friends or family rather than use public shelters. However, as the disaster continues, more people will require long-term shelter options.
- Many evacuees are reluctant to leave without their companion animals and may not know that many shelters do not accept pets.
- The scope of each evacuation varies by incident, determining how many people will ultimately need shelter.
- The Boone County Emergency Management Director or designee, in coordination with the American Red Cross and the shelter provider, decides if and when to open shelters and selects the shelter site(s).
- A collaborative, partnership approach will be needed between public, private, and volunteer agencies in order to provide ESF-6 services in response to large-scale incidents impacting Boone County. Private sector and voluntary organization support will be needed to augment disaster response and recovery efforts.
- Persons needing disaster assistance will reflect the cultural, functional, religious, socio-economic, and medical diversity of our communities.
- Families may become separated, resulting in unaccompanied minors requiring reunification services.
- Evacuating, displaced, and other populations will include people with disabilities or access and functional needs, have limited English proficiency, have medical needs, require durable medical equipment, are power dependent, and/or utilize service/support/assistance animals.
- Details about individuals on shelter lists, casualty lists, or hospital admissions will be made available to family members as allowed by confidentiality regulations. Agencies will coordinate information to reduce the number of separate inquiry points.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Mass Care Services
 - Provide essential services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
 - Rapidly mobilize and deliver resources to meet survivors' needs, including those with access and functional challenges.
 - Establish, staff, and equip emergency shelters and other temporary, accessible housing options.
 - Transition from congregate care to non-congregate alternatives by offering relocation assistance or interim housing for families unable to return to their pre-disaster homes.
- Logistics and Supply Chain Management
 - Deliver essential commodities, equipment, and services to impacted communities and survivors and work to restore disrupted supply chains.
 - Mobilize and deploy governmental and private sector resources to save lives, meet basic human needs, stabilize the situation, and transition to recovery.
- Critical Transportation
 - Identifies, requests, and acquires transportation resources for the delivery of life-sustaining supplies and services to the affected area(s).
- Public Health, Healthcare, and Emergency Medical Services
 - Provide life-saving medical treatment while preventing further disease and injury with targeted public health, medical, and behavioral health support for all affected populations.
 - Deliver medical countermeasures to those exposed, complete triage and initial stabilization of casualties, and begin definitive care for survivors.
- Fatality Management Services
 - Provides transportation and mass care services for survivors reuniting with deceased family members.

Concept of Operations

- Mass care, emergency assistance, housing, and human services operations are coordinated through the Boone County Emergency Operations Center (EOC) or the Boone County Office of Emergency Management. Emergency Management collaborates closely with the American Red Cross (ARC) to manage ESF-6 activities. If activated, the ARC Disaster Operations Center (DOC) will maintain close coordination with the EOC.
- The number of survivors requiring services varies with the hazard type and severity. Fewer people may be affected in an isolated incident (e.g., localized flooding), while a major event (e.g., widespread power outage) may affect large populations. Catastrophic disasters may require long-term housing solutions, while shorter disruptions (e.g., power outages) may involve limited shelter stays.
- The primary ESF-6 functions are:
 - Mass Care
 - Sheltering survivors
 - Organizing feeding operations
 - Providing emergency first aid at designated sites
 - Collecting and providing survivor information to family members
 - Distributing emergency relief items in bulk
 - Emergency Assistance
 - Supporting evacuations, relocations, and tracking of evacuees
 - Reuniting families
 - Providing aid and services to functional needs populations
 - Managing household pets and service animals
 - Supporting specialized, medical, and non-conventional shelters
 - Coordinating donated goods, services, and voluntary agency assistance (e.g., COAD)
 - Housing (Sheltering)
 - Offering rental assistance, loan assistance, and repair/replacement of housing
 - Providing factory-built housing and semi-permanent or permanent construction
 - Identifying accessible housing
 - Referring survivors to other housing assistance
 - Human Services (Disaster Survivor Services)
 - Implementing programs to replace personal property

- Helping survivors obtain disaster loans, food stamps, crisis counseling, unemployment benefits, and legal services
- Serving special needs populations
- Connecting survivors with Federal and State benefits
- Support for Unaffiliated Volunteers and Unsolicited Donations
 - The Boone County Office of Emergency Management manages spontaneous volunteers and unsolicited donations. This may include database systems, warehouse support, and coordination of unsolicited donations.
- Voluntary Agency Coordination
 - ESF-6 partners with local COADs, Long-Term Recovery Committees (LTRC), faith-based organizations, and the private sector to support a community-wide response and recovery.
 - Works with local officials, nonprofits, the State, and others to address unmet needs of individuals and families, including those with special needs.
 - May coordinate with international relief organizations to enhance local voluntary agency and faith-based organization efforts.

Operational Activities

Preparedness

- Implement a public education campaign regarding the importance of having a family disaster plan and 72-hour preparedness kit.
- Identify and inspect suitable shelter facilities.
- Develop and test emergency plans and procedures.
- Train personnel to perform emergency functions.
- Participate in Emergency Management training and exercises.
- Develop and maintain mutual aid agreements and memoranda of understanding with support agencies, ancillary or contract support services, and resources.
- Coordinate with social services, advocacy groups and schools to develop agency and personal preparedness plans, including individuals with Limited English Proficiency (LEP) and those with access and functional needs.

Response

- Activate in full or part the Boone County EOC, as necessary and appropriate
- Receive, analyze, and verify situation reports to identify and/or estimate needs for Mass Care services
- Notify appropriate response partners of Mass Care needs and request assistance, as necessary
- Coordinate logistical support for shelter sites, reunification center(s), and distribution of relief supplies
- Coordinate shelter and feeding requirements with the ARC
- Provide representatives to the EOC and work within the EOC structure to meet mass care, housing, and human services needs.
- Make suitable accommodations for special needs populations.

Recovery

- Provide public information regarding safe re-entry to damaged areas.
- Continue to work closely with the EOC to support on-going activities.
- Develop specialized task forces to address long-term housing, human services, and behavioral health needs.
- Participate in the recovery process.
- Support transition to long-term/permanent housing options for those affected by the disaster.
- Participate in after action critiques and reports.

Mitigation

- Participate in the hazard identification process and take steps to correct deficiencies in the Mass Care, Housing, and Human Services function.
- Implement a public education campaign regarding the importance of maintaining adequate homeowner's and/or renter's insurance.
- Review and apply lessons learned from emergency/disaster incidents that have occurred elsewhere.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Office of Emergency Management

- Coordinate ESF-6 activities.
- Coordinate dissemination to the public on shelter openings (with ESF-15)
- Advise the State EOC shelter details (e.g., locations, types).
- Work with the American Red Cross to accomplish the following:
 - Open and manage shelters.
 - Provide food, clothing, emergency medical care and other urgent disaster-related needs.
 - Identify and deploy trained personnel to manage mass care operations.
 - Work with the EOC team to assess staffing, equipment, and supply requirements.
 - Inspect shelters and maintain updated shelter lists and agreements beyond those maintained by the ARC.
 - Implement procedures for registration, tracking, feeding, and other mass care functions.
 - Coordinate the activities of the volunteer agencies providing assistance.

The American Red Cross of Missouri-Arkansas

- Deploy a liaison to the County/City EOC to assist in performing ESF-6 activities. Serve as the lead agency for mass care.

- Provide technical guidance to County/City officials and agencies.
- Assess staffing, equipment, and supply requirements and relay resource needs to County/municipality officials.
- Exchange and coordinate damage assessment information with Boone County stakeholders to ensure ESF-6 related needs are addressed.
- Work with Boone County, the municipalities, and other volunteer agencies to accomplish the following:
 - Open and manage shelters.
 - Provide food, clothing, emergency medical care and other urgent disaster-related needs.
 - Deploy trained personnel to manage mass care operations.
 - Inspect shelters and maintain updated shelter lists and agreements.
 - Implement procedures for registration, tracking, feeding, and other mass care functions.

MU Health Care and Boone Health EMS

- Provide emergency medical care and transport to definitive care.

Boone County/Municipal Fire Departments/Districts

- Assist with shelter safety inspections.
- Provide emergency medical care as requested.

Heart of Missouri United Way

- Act as the lead in processing and managing monetary donations.

Salvation Army

- Act as the lead in commodity donation management.
- Provide various disaster relief services including, but not limited to, fixed and mobile feeding sites, mental health services, childcare, clothing, and emergency clean up.
- In catastrophic events, provide emergency shelter assistance.
- Screen, place, and manage emergent (spontaneous) volunteers and establish a donations management operation.
- Assist with disaster communications through its SATERN (Salvation Army Team Emergency Radio Network) program.

Boone County Sheriff's Office/Municipal Police Departments

- Provide security at or around mass care operational facilities (shelters, supply staging areas, and warehouses).
- Provide traffic flow and parking assistance around mass care facilities.
- Provide assistance with communications as needed.
- Provide personnel and equipment assistance as requested by the EOC.

Boone County Road and Bridge/Municipal Public Works Departments

- Provide barricades and signage to route traffic and establish detours at/around designated shelters.
- Provide barricades and support for Points of Distribution sites, as needed.

Columbia/Boone County Public Health and Human Services (PHHS)

- Provide staff to oversee health issues in shelters.
- Assist in ensuring environmental surety in mass care facilities.
- Assist with special needs considerations.
- Provide pharmaceutical support.
- Assist in Points of Distribution development and coordination in regards to health and medical considerations.
- Assist with managing monetary donations through the COMO Helps online tool.
- Coordinate mass feeding operations with Columbia Public Schools or other entities.
- Provide utility assistance.
- Assist with providing hygiene products, cleaning and disinfection products, and basic needs.

Boone County Community Services Department

- Provide a liaison to the EOC to support coordination of human services.

Animal Control Division of PHHS and the Central Missouri Humane Society

- Jointly coordinate with Red Cross personnel to care for displaced or evacuated persons animals.
- Assist with handing out supplies as needed.

School Districts, Churches

- Provide facilities for use as shelters.
- Coordinate facility/shelter opening and closing.
- Support ESF-6 activities by providing crisis counseling services.

City of Columbia Housing and Neighborhood Services

- Provide volunteers as able to assist within the boundaries of the City of Columbia.
- Provide volunteer management services within the City of Columbia.
- Work to provide temporary housing at a city-wide level for affected populations.
- Assist with communication with neighborhood associations, homeowner's associations, and property owners.

Appendices

ESF-6 Appendix 1: Family Assistance Center (FAC) Plan

ESF-7: Logistics

Lead Agencies

- Boone County Office of Emergency Management
- Boone County Auditor
- Boone County Purchasing

Supporting Agencies

- Boone County Road and Bridge
- Boone County Treasurer
- Financial agents for all municipalities located within Boone County
- Heart of Missouri United Way
- The Salvation Army
- Law enforcement agencies located within the county and its municipalities
- Fire service agencies located within the county and its municipalities
- Hospital systems located within the county and its municipalities
- Public works agencies located within the county and its municipalities
- University of Missouri
- Private and non-governmental (NGO) partners located within the county and its municipalities

Purpose

The Logistics Emergency Support Function (ESF-7) coordinates comprehensive disaster logistics planning, management, and sustainment, leveraging resources from local partners, public and private stakeholders, and non-governmental organizations to meet the needs of disaster survivors and responders.

It is assumed that all local resources will be exhausted before regional or statewide resources are requested.

Scope

ESF-7 outlines how Boone County will direct, acquire, allocate, and manage resources to support County and local governments during emergency response and recovery.

While it does not guarantee coverage of every contingency or a perfect response, Boone County will make every reasonable effort based on available information, resources, and conditions. ESF-7 provides an operational framework for local resource management, including:

- Comprehensive, local disaster logistics planning, management, and sustainment
- Resource support

Situation

- WebEOC will be used to submit resource requests to the state (SEMA).
- Staging Area(s) will be identified to receive and pre-position commodities, equipment, and personnel for deployment.
- Points of Distribution (POD) will be established to distribute commodities to disaster survivors.
- A significant emergency or disaster will severely impact and limit access to the resource infrastructure that exists within Boone County. Normal channels for communication may be inoperable, making resource procurement and management difficult.
- Resource lists are maintained in separate documents by Boone County departments and disaster response partner agencies.

Planning Assumptions

- Adequate local resources do not exist to cope with a catastrophic incident.
- Identified public and private sector resources will be available when needed for emergency response. The initial emergency response will be dependent upon these resources.
- Necessary personnel and supplies will be available to support emergency resource response.

- If local resources are depleted, assistance may be requested through SEMA.
- Each department and agency has the responsibility for managing the resources it maintains.
- The Boone County Emergency Management Director will request additional resources from outside government with operational control being exercised by the on-site incident commanders.
- All resource expenditures will be recorded and maintained, following established procedures.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Mass Care Services
 - Provide life-sustaining and human services to the affected population.
 - Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
 - Establish, staff and equip emergency shelters and other temporary housing options for the affected population.
 - Provide re-location assistance or interim housing solutions for families unable to return to their pre-disaster homes.
- Critical Transportation
 - Facilitate transportation by ensuring access to critical infrastructure and accessible services to support response priorities.
 - Coordinate resources and acquisitions to meet basic human needs, stabilize the incident, and guide the affected area into recovery and restored community functionality.
- Operational Communications
 - Coordinate the acquisition of sufficient communications infrastructure within the affected areas to support on-going life sustaining activities, provide for basic human needs, and transition to recovery.

- Coordinate the acquisition of critical information networks, in order to inform situational awareness, enable incident response, and support the resilience of key systems.
- Logistics and Supply Chain Management
 - Deliver essential commodities, equipment, and services to impacted communities. Coordinate logistics to restore supply chains.
 - Mobilize governmental, non-governmental, and private-sector resources to save lives, meet basic needs, stabilize the incident, and transition to recovery.
- Infrastructure Systems
 - Stabilize critical infrastructure functions and minimize health and safety risks by addressing immediate threats to affected populations, nearby communities, and mass care facilities.
 - Coordinate resources to restore critical infrastructure in the affected areas, supporting emergency response, life sustainment, community functionality, and recovery transition.

Recovery

- Infrastructure Systems
 - Support the restoration and revitalization of public and private systems to maintain a viable, resilient community by ensuring that essential services meet community needs with minimal disruption

Concept of Operations

- Each department manages its own resources, but during large-scale emergencies, ESF-7 may centralize resource acquisition, tracking, storage, and deployment from the Boone County EOC.
- ESF-7 designates facilities to receive, process, and distribute equipment and supplies to disaster areas, with support from county, city, state, federal, volunteer, and private entities, and coordination with emergency management officials and the media.
- The Boone County Office of Emergency Management secures resources and expertise from public and private sources, maintains detailed resource lists, and utilizes mutual aid agreements with adjacent jurisdictions, private industry, and volunteer groups.
- WebEOC serves as the primary online tool for information sharing and resource request tracking during emergencies and significant events.

- ESF-7 assists departments in procuring necessary resources, including specialized services and additional personnel, while maintaining records of emergency expenditures and managing financial obligations.
- Potential sites for local and regional POD centers are identified and prioritized to effectively allocate and utilize available resources during recovery efforts.

Operational Activities

Preparedness

- Review all portions of the EOP to ensure proper coordination of resource support activities.
- Ensure resource support personnel receive appropriate emergency training.
- Establish relationships with private resources that could provide support during an emergency.
- Develop and maintain mutual aid agreements and memoranda of understanding with support agencies, ancillary or contract support services, and resources.
- Participate in Emergency Management training and exercises.
- Identify suitable locations for use as staging areas and/or resource reception centers; complete use agreements, as necessary and appropriate.
- Identify suitable locations for use as distribution points and/or disaster assistance centers; complete use agreements, as necessary and appropriate.

Response

- Pre-plan for anticipated needs based on damage assessment reports and prior incident information.
- Receive resource requests and process as appropriate.
- Establish resource reception and delivery/distribution system.
- Maintain resource tracking systems for loaned assets and/or supplies used during the disaster.
- Coordinate security, as needed, for reception, warehouses, and distribution points.
- Secure needed resources through all means available, including donation, mutual aid, and/or procurement.

- Maintain accurate records of resources utilized and funds expended and submit reports.

Recovery

- Return staffing to normal levels and deactivate volunteers as needed.
- Contact recipients of all loaned equipment and make arrangements for their return.
- Arrange for relocation, disposal, or storage of excess donated goods.
- Complete all documentation requirements for closure of leased sites or facilities.
- Participate in after-action reports and critiques.

Mitigation

- Work with support agencies to establish and review departmental roles and responsibilities for preparedness, and for providing resource support during the response and recovery phases of an emergency or disaster.
- Identify vulnerabilities in resource delivery and supply chains for vital commodities; develop strategies and implement actions to reduce risks to the resource support and logistics management function.
- Coordinate with Risk Management for technical assistance on potential liability issues.
- Develop and maintain Continuity of Operations plans and procedures.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Office of Emergency Management

- Provide, direct, and coordinate ESF-7 operations, including, but not limited to: locating, procuring, and issuing resources, and locating available space and/or facilities to support the EOC, County Departments, and incident management activities.
- Ensure resource requests from impacted districts, departments, political jurisdictions and subdivisions are considered when determining logistical priorities.
- Coordinate, supervise, and manage the procurement, storage, and distribution of supplies and equipment through the EOC during times of emergency or disaster.
- Utilize the Resource Request form in Web EOC to request resources through SEMA.
- Work with ESF-5 to pre-identify Points of Distribution sites and develop capabilities and procedures to open, staff, and demobilize, as needed.
- Identify Staging areas and assign qualified personnel as Staging Area managers, as needed.
- Coordinate with ESF-5 on maintaining an inventory of County/Municipal-owned and private essential resources.
- In coordination with the Joint Information Center (JIC), disseminate information concerning resource availability and distribution to the public.

Boone County Auditor's and Treasurer's Offices

- Identify and coordinate emergency funding.
- Provide staff to the EOC to coordinate Finance operations, as necessary and appropriate.
- Establish procedures for the tracking and management of emergency or disaster response and recovery expenditures and overall fiscal impact.
- Consolidate and maintain all financial records related to response and recovery activities.

Boone County Purchasing Department

- Provide Purchasing staff to the EOC to coordinate emergency purchases, as necessary and appropriate.
- Establish procedures for the procurement of emergency supplies and equipment not covered in by existing procedures.

- Maintain existing contracts and establish new ones as indicated for an effective response and recovery from an emergency or disaster.
- Maintain purchasing records of any expenditure used for response or recovery from an emergency or disaster.

Municipal Purchasing and Accounting Departments

- Convey all requests for County, state, and federal resource assistance through the Boone County Office of Emergency Management.
- Identify and coordinate emergency funding.
- Provide staff to the EOC to coordinate Finance operations, as necessary and appropriate.
- Establish procedures for the tracking and management of emergency or disaster response and recovery expenditures and overall fiscal impact.
- Consolidate and maintain all financial records related to response and recovery activities.
- Provide Purchasing staff to the EOC to coordinate emergency purchases, as necessary and appropriate.
- Establish procedures for the procurement of emergency supplies and equipment not covered in by existing procedures.
- Maintain existing contracts and establish new ones as indicated for an effective response and recovery from an emergency or disaster.
- Maintain purchasing records of any expenditure used for response or recovery from an emergency or disaster.

Boone County Sheriff's Office and Municipal Police Departments

- Provide security for Points of Distribution and Staging Areas.

Boone County Counselor/Municipal Legal Authorities

- Provide advice regarding the legality of any proposed suspension of statutes or rules.

Missouri State Emergency Management Agency (SEMA)

- Receive, process, and coordinate resource requests as prioritized and submitted by the Boone County EOC.

Appendices

- ESF-7 Appendix 1: City of Columbia Purchasing Ordinance
- ESF-7 Appendix 2: County of Boone Emergency Procurements
- ESF-7 Appendix 3: EOC Resource Request Form

ESF-8: Public Health and Medical Services

Lead Agencies

- Columbia/Boone County Department of Public Health and Human Services
- Boone Health
- MU Health Care
- Harry S. Truman Memorial Veterans Hospital

Supporting Agencies

- Boone County Fire Protection District
- Boone County Joint Communications
- Boone County Medical Examiner's Office
- Boone County OEM
- Burrell Behavioral Health
- CenterPointe Hospital
- Centralia Fire Department
- Central Region of the Missouri Healthcare Coalition
- Columbia Fire Department
- Columbia Regional Airport Public Safety
- Compass Health
- Landmark Hospital
- Long-term care facilities
- Missouri Department of Health and Senior Services
- Missouri Department of Mental Health
- Missouri Disaster Medical Assistance Team
- Missouri Disaster Mortuary Operational Response Team
- Rusk Rehabilitation Center
- Southern Boone Fire Protection District

Purpose

The Public Health and Medical Services Emergency Support Function (ESF-8) coordinates medical, public health, mental health, and emergency medical services to save lives during emergencies. Its purpose is to manage public health and medical responses before, during, and after emergencies in Boone County. This includes coordinating pre-hospital care, hospital operations, public health, and fatalities management to reduce mortality and morbidity. ESF-8 ensures efficient use of medical resources, provides care for the sick, injured, and deceased, and facilitates information sharing among partner agencies and other ESFs for a unified response.

Scope

ESF-8 identifies Emergency Medical Services (EMS), public health, behavioral health, medical and related services including mass fatality management services provided to residents of Boone County along with guidelines for the coordination of these services.

These guidelines are not intended to circumvent the training, practice, experience, and judgment of the agencies involved in performing this ESF's functions. Specific operating procedures and protocols are addressed in documents maintained by the ESF-8 partner agencies and organizations.

Situation

- The Columbia/Boone County Public Health and Human Services Department serves the public health needs of the residents of the county.
- Boone County has three general acute care hospitals located within its boundaries in the City of Columbia.
 - Boone Health: Boone Hospital, 1600 E Broadway
 - MU Health Care: University Hospital, 1 Hospital Drive
 - Harry S. Truman Memorial Veterans' Hospital: 800 Hospital Drive
- Landmark Hospital is a Long-Term Acute Care hospital providing specialized treatment without emergency department access.
- Harry S. Truman Memorial Veterans' Hospital only provides veteran care, not care to the general public.
- These hospitals have developed emergency plans in accordance with State and Federal regulations and they are exercised regularly. Boone and University hospitals maintain lighted helicopter landing pads, used by air ambulance services.
- Advanced Life Support (ALS) Emergency Medical Services are provided by two hospital-based ambulance services - Boone Health EMS and University Ambulance Service. These services maintain automatic mutual aid agreements with surrounding ambulance services.
- The jurisdictional first responder agencies are trained and dispatched to provide Basic Life Support (BLS) services.
- The Boone County Medical Examiner's office manages mass fatality incidents and investigates violent, sudden and unexpected, suspicious or unattended deaths.

Planning Assumptions

- Disasters and large-scale emergencies are likely to increase demand for public health and medical services, requiring coordinated responses to protect community health and safety.
- Depending on the situation, hospitals and medical clinics may be damaged or destroyed, potentially losing critical utilities (e.g., power, water, sewer). Although hospitals maintain supplies and contingency plans, evacuation may still be necessary in some cases.
- Potential threats include issues related to food safety, vector control, water and wastewater management, solid waste disposal, infectious disease transmission, and behavioral health impacts.
- Availability of medical personnel may be restricted due to injury, illness, personal concerns, or limited access to work locations.
- Disruption of sanitation services and facilities, loss of power, and the need for congregate sheltering can elevate the risk of disease and injury.
- The emergency or disaster may generate numbers of victims/casualties beyond the normal capacities of the health, medical, and/or mortuary agencies within Boone County.
- Damage or other impacts to infrastructure systems (communications, transportation, utilities, etc.) will negatively impact the efficacy of the county's health and medical services.
- People with Access and Functional Needs, and those populations disproportionately impacted, may have a variety of medical conditions and will require specialized medical support services.
- Persons requiring daily maintenance medications (e.g., insulin) or durable medical equipment may have difficulty obtaining supplies due to damage to normal distribution sites or disruptions in supply chains.
- Disasters and large-scale emergencies may create urgent needs for crisis counseling and spiritual support for both victims and emergency responders. These needs may continue for long after the incident.
- The behavioral health system may become overwhelmed, leading to critical demand for mental health and crisis counseling services for victims, responders, and the public.
- Additional security measures may be necessary at hospitals, clinics, medication dispensing sites, alternate care facilities, and other medical agencies during major health or medical events.
- Emergency Medical Services may become overtaxed due to demand.
- Many patients may arrive to a health care facility by private vehicle.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Critical Transportation
 - Coordinate medical transportation to support response priorities, such as evacuating patients, their family members, and service animals, and delivering essential response personnel and resources.
 - Ensure basic health needs are met, the incident is stabilized, and affected areas transition into recovery with restored health services and community functionality.
- Environmental Response/Health and Safety
 - Ensure the protection of environmental, public and worker health and safety during emergencies by responding to incidents, assessing hazards, and disseminating targeted guidance and resources to response and recovery teams.
 - Minimize public exposure to environmental risks through hazard assessments and recommended protective actions, and implement measures to prevent and reduce environmental impacts throughout emergency response operations.
- Fatality Management Services
 - Coordinate operations for the recovery of fatalities over a geographically dispersed area.
 - Provide decedent recovery, victim identification, and collaboration with local, state, tribal, and federal authorities to implement mortuary processes, secure temporary storage or permanent internment solutions, share information with mass care services, facilitate family reunification, and offer counseling to the bereaved.
- Public Health, Healthcare, and Emergency Medical Services
 - Facilitate lifesaving EMS operations and deliver targeted public health, medical, and behavioral health support to prevent further disease and injury across affected populations, while supporting triage, initial casualty stabilization, and transition to definitive care for survivors.

Recovery

- Public Health, Healthcare, and Emergency Medical Services
 - Facilitate the restoration and enhancement of health and social services networks to bolster community resilience, independence, and overall physical and behavioral wellbeing.
 - Coordinate the return of medical surge resources to pre-incident levels through the recovery process.

Concept of Operations

- The extent of ESF-8 activation will be dependent on the magnitude and scope of the emergency or disaster.
- Columbia/Boone County Public Health and Human Services has a Public Health Emergency Response plan detailing their response to public health and medical emergencies.
- Other agencies involved in public health and medical services activities have existing emergency plans and procedures. ESF-8 is not designed to take the place of these plans, rather it is designed to complement and support existing plans and procedures.
- State and Federal public health and medical resources will be requested by the EOC through the procedures described in ESF-5.

Operational Activities

Preparedness

- Develop agreements with other health and medical agencies to augment local resources during system surge.
- Develop and/or review procedures for crisis augmentation of health and medical personnel, as well as the identification of health care facilities that could be expanded into emergency treatment centers.
- Manage and track to resolution any ESF-8 issues identified through incident after action reviews.
- Provide for and participate in relevant ESF-8 related planning, training, drills and/or exercise activities.
- Increase overall access to health care and preventative activities like vaccination.

- Review departmental standard operating procedures, needs for materials, supplies, and necessary forms.
- Review protective action guides and self-support capabilities such as emergency electric power generators and communications capabilities.

Response

- Establish and maintain operational awareness of public health and medical services by maintaining direct communication links with field units and their appropriate coordinating entities.
- Conduct public health and medical services disaster impact and needs assessments; prioritize ESF-8 operational objectives in alignment with the EOC Incident Action Plan (IAP); and coordinate ESF-8 activities countywide.
- Collect, analyze, and report ESF-8 information; contribute to Action Plans and Situation Reports.
- Receive, manage, and track resource requests for ESF-8.
- Coordinate with other EOC groups to develop and maintain a common operating picture.

Recovery

- Coordinate ESF-8 support of recovery activities.
- Coordinate the restoration of ESF-8 resources and/or capabilities, as needed.
- Ensure ESF-8 representatives provide appropriate documentation and records of costs incurred throughout response

Mitigation

- Perform ongoing disease surveillance and tracking activities..

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession

- Logistical support for personnel and equipment
- Facility/infrastructure damage assessment and reporting
- Continuity of operations
- Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Columbia/Boone County Public Health and Human Services

- In consultation with the Boone County Commission and municipal elected officials, declare a local public health emergency.
- Activate the Local Public Health Emergency Plan (LPHEP) to guide public health emergency operations.
- Provide a representative to the EOC to coordinate ESF-8 activities.
- Work with the other members of the EOC team to set priorities and assign resources.
- Coordinate the public health-related aspects of local emergency response.
- Request outside assistance and activate mutual aid agreements.
- Issue health and medical advisories to the public on such matters as emergency bottled water supplies, waste disposal, vectors, immunizations, disinfecting, and other public health issues dictated by the event.
- Coordinate the location, procurement, screening, and allocation of health and medical supplies and resources, including human resources, required to support health and medical operations.
- Establish preventive health services including the control of communicable diseases.
- Organize the distribution of appropriate vaccines, drugs, and antidotes.
- Conduct inspections of food, water, and medication supplies.
- In the event the potable water supply is contaminated, coordinate with bottled water supply vendors and assist with the development of a distribution system.
- Coordinate with the Central Region of the MO Health Care Coalition, neighboring community health and medical organizations, and State and Federal officials to augment local health and medical resources.
- Assist with acquiring and distributing the necessary respiratory protective devices, clothing, detection and decontamination equipment, and antidotes for personnel performing response operations.

- Screen and coordinate with incoming groups such as Disaster Medical Assistance Teams (DMAT) and Medical Reserve Corps volunteers and ensure positive identification and proof of licensure is made for all medical volunteers.
- Work closely with EMS agencies, hospitals, behavioral health providers and if necessary, the Boone County Medical Examiner's Office to accomplish all related public health and medical activities.

Boone County Office of Emergency Management

- Assist with coordination of activities involving the Boone County Medical Examiner's Office.
- Coordinate multi-organization/agency response within the County.
- Provide logistics support.
- Activate the Joint Information Center/System, as necessary and appropriate.

Boone County Health Care Facilities/Hospitals

- Provide medical care for patients.
- Maintain and activate internal Emergency Operations Plans.
- Advise the ESF-8 Public Health and Medical Services Coordinator in the EOC of conditions at the hospital and number and type of available beds.
- Provide adequate planning for maintaining emergency capabilities under disaster conditions or other episodes of utility service interruption
- Develop surge capacity capabilities to accommodate an increased volume of patients needing care as the result of an emergency or disaster.
- Request support from surrounding area hospitals as necessary through mutual aid agreements, as coordinated by the Missouri Hospital Association.
- Coordinate with EMS, other hospitals, and any medical response personnel at the scene to ensure that casualties are transported to the appropriate medical facility.
- If necessary, work with the EOC to distribute patients to hospitals outside the County/City based on severity and types of injuries, time and mode of transport, capability to treat, bed capacity, and special designations such as trauma and burn centers.
- If necessary, coordinate the use of clinics and Urgent Care locations to treat less than acute illnesses and injuries.

- Coordinate with local emergency responders to isolate and decontaminate incoming patients to avoid the spread of chemical or bacterial agents to other patients and staff.
- Establish and coordinate staffing for a reception and support center at each hospital for the relatives and friends of disaster victims who may converge there in search of their loved ones.
- Provide patient identification information to the American Red Cross, as allowed under HIPAA.

Boone County Medical Examiner's Office

- Manage the disposition and tracking of the deceased.
- Work closely with the Boone County EOC to identify and use all available resources to support mortuary operations.
- Provide situational information and resource needs to the Boone County EOC.

Boone County Sheriff's Office and Municipal Police Departments

- Provide security at or around health and medical facilities or at mass casualty sites.
- Provide security assistance to medical facilities and to health and medical field personnel upon request.
- Maintain emergency health services at correctional facilities, if appropriate.
- Provide communications support for health and medical activities.
- If necessary, provide traffic flow and parking assistance around health and medical facilities.

County/Municipal Fire Departments/Districts

- Provide patient care and support EMS operations and other ESF-8 activities as needed.
- Coordinate with other local emergency responders and area hospitals to isolate and decontaminate incoming patients to avoid the spread of chemical or bacterial agents to other patients and staff.

Boone Health EMS and MU Health Care Prehospital Services

- Respond to the disaster scene with emergency medical personnel and equipment.

- Upon arrival at the scene, assume an appropriate role in the Incident Command System (ICS).
- If necessary, establish a medical command post at the disaster site(s) to coordinate health and medical response team efforts.
- Provide triage, medical care, and transport for the injured.
- As requested, deploy personnel to the EOC to assist the Public Health and Medical Services Coordinator.
- Assist with identification, transportation, and disposition of the deceased.
- Establish and maintain field communications and coordination with other responding emergency teams (police, public works, etc.) and radio or telephone communications with hospitals.
- Provide medical staff and resources as available to support incident command locations such as field sites, incident bases, base of operations, etc.
- Assist with the evacuation of patients from affected hospitals and nursing homes, utilizing mutual aid resources to assist as needed.

Red Cross, Salvation Army, Other Volunteer and Community Organizations

- Assist in providing behavioral health services to disaster victims and emergency workers.
- Provide food for emergency medical workers, volunteers, and patients, if requested.
- Assist in the notification of the next of kin of the injured and deceased.
- Assist with the reunification of the injured with their families.
- Provide first aid and other related medical support (within capabilities) at temporary treatment centers.
- Provide supplementary medical and nursing aid and other health services, when requested and within capabilities.
- Provide assistance for the special needs of disabled, elderly, and children separated from their parents.
- Assist with family assistance efforts.

Central Region of the Missouri Healthcare Coalition

- Facilitate information sharing and resource coordination among hospitals and other healthcare facilities via EMResource and eICS.
- Provide technical specialists to the EOC or incident command.

Missouri State Emergency Management Agency (SEMA)

- Receive, process, and coordinate resource requests as prioritized and submitted by the Boone County EOC.
- Act as the point of contact for the Missouri Disaster Medical Assistance Team (MO DMAT) and Missouri Disaster Mortuary Operational Response Team (MO DMORT).

Missouri Department of Mental Health

- Dispatch upon request a Behavioral Health Strike Team (BHST).

Appendices

- ESF-8 Appendix 1: Health Care Facilities/Hospitals

ESF-9: Search and Rescue

Lead Agencies

- Ashland Police Department
- Boone County Fire Protection District
- Boone County Sheriff's Office
- Centralia Fire Department
- Centralia Police Department
- Columbia Fire Department
- Columbia Police Department
- Hallsville Police Department
- Southern Boone County Fire Protection District
- Sturgeon Police Department
- University of Missouri Police Department

Supporting Agencies

- Boone County Office of Emergency Management
- Boone County Joint Communications
- Boone Health EMS
- Columbia Regional Airport Public Safety
- Civil Air Patrol
- Missouri National Guard
- Missouri State Highway Patrol
- Missouri National Guard
- Missouri Task Force 1 Urban Search & Rescue (MO-TF1)
- MU Health Care Prehospital Services

Purpose

The Search and Rescue Emergency Support Function (ESF-9) coordinates, organizes, and supports the management of Search and Rescue (SAR) operations involving a person in distress as a result of an emergency or disaster within Boone County. ESF-9 can also provide the coordination of resources for rescuing animals when possible.

Scope

ESF-9 addresses emergency and disaster Search and Rescue operations within Boone County. “Search and Rescue (SAR)” includes any activity involving ground, marine, or air efforts to find, assist, or recover individuals who are lost, injured, or killed outdoors as a result of natural, technological, or human-caused incidents. This includes searches for downed aircraft when ground personnel are involved.

This ESF offers guidance for those leading SAR operations. It is not a prescribed action plan but outlines the core principles that apply in most emergencies or major disasters.

Situation

- Search and rescue for Boone County will be provided by the fire services with support from local and state law enforcement agencies, and other agencies/organizations as needed.
- These fire services maintain mutual aid agreements between one another, as well as with surrounding services outside the County. They also participate in the Statewide Fire Mutual Aid System.

Planning Assumptions

- People and/or animals will become lost, injured, or killed while outdoors, requiring SAR assistance.
- Natural and human-caused disasters and/or acts of terrorism may create the need for structural collapse search and rescue, as well as wide-area search operations.
- Emergency or disaster conditions may put search and rescue personnel in situations which may threaten their safety. Weather extremes such as temperature, snow, rain, and high winds may pose additional hazards.
- An emergency or disaster may overwhelm volunteer and local SAR agencies, and may require the technical skills of a national-level task force.
- Access to damaged sites and/or wilderness locations may be limited. Some sites may be initially accessible only by air, water, or specialized vehicle(s).

- Some individuals may have Durable Medical Equipment (DME) and/or service animals which will need to be rescued with them.
- The law enforcement agency with jurisdiction over the criminal incident will be the primary agency responsible for law enforcement operations related to the incident.
- Responding personnel will be trained in the Incident Command System (ICS) and the NIMS to help ensure coordination during emergency situations and, if necessary, the integration of State and Federal resources.
- Extensive outside support may be required from adjoining political subdivisions and/or from State and Federal resources to conduct effective search and rescue operations.
- Surrounding jurisdictions will be available to provide search and rescue assistance. However, if the disaster affects a large area, mutual aid resources may be in use elsewhere

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Mass Search and Rescue Operations
 - Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
 - Conduct search and rescue operations to locate and rescue persons in distress.
 - Initiate community-based search and rescue support operations across a geographically dispersed area.
 - Ensure the synchronized deployment of local, regional, national, and international teams to reinforce on-going search and rescue efforts and transition to recovery.

Concept of Operations

- The jurisdictional Fire Departments/Districts will be responsible for search and rescue operations during a disaster, with assistance from local law enforcement. Law enforcement can assist with perimeter security, specialized resources, and communications as required.
- For search and rescue operations involving criminal incidents, law enforcement should be represented within the Unified Command structure tasked with providing incident management.
- In the event of a downed aircraft, the Federal Aviation Administration is responsible for locating the downed aircraft. Jurisdictional Fire Departments/Districts and responding EMS agencies will coordinate ground rescue and/or recovery operations of victims.
- ESF-3 may assist when required for structural evaluation and safety of buildings and structures. They can also assist with heavy equipment and staff as needed.
- Private sector resources may be available to assist with search and rescue operations, such as the heavy equipment and engineering resources.
- SAR operations will normally be managed from a field incident command post (ICP), however the Boone County EOC may be tasked to help coordinate resources, communications, and agencies at a county-wide or regional level.

Operational Activities

Preparedness

- Ensure search and rescue personnel receive appropriate emergency operations training.
- Ensure mutual aid agreements with surrounding jurisdictions are current.
- Develop and maintain mutual aid agreements with private area resources that could be useful for search and rescue operations.
- Develop and maintain standard operating guides and checklists to support search and rescue operations.
- Ensure emergency call-up and resource lists are current.
- Ensure the availability of necessary equipment to support search and rescue activities.
- Participate in emergency training and exercises.

Response

- Respond as requested on a priority basis.
- Activate mutual aid if needed.
- Coordinate activities with other responding agencies.
- Coordinate outside search and rescue resources.
- Alert or activate off-duty and auxiliary personnel as required by the emergency.
- Conduct other specific response actions as dictated by the situation.
- Participate in information-sharing with the Boone County EOC, should the EOC be activated.

Recovery

- Return all SAR resources to home agencies and rehabilitate and/or replace any used supplies or equipment.

Mitigation

- Provide on-going public education to recreational users of public lands and waterways.
- Maintain an active Search and Rescue program, as allowed by resource and personnel constraints.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Jurisdictional Fire Departments/Fire Districts

- Provide a representative to the EOC to coordinate ESF-9 activities.
- Work with the other members of the EOC team to set priorities and assign resources.
- Coordinate with the field to assess resource requirements.
- Request outside assistance and activate search and rescue mutual aid agreements.
- Conduct rescue operations, commensurate with the training and availability of appropriate resources and equipment.
- Support SAR operations within the County, when requested and as resources are available.
- Assist with lost person searches when resources are available.
- Provide patient care until evaluation by Advanced Life Support (ALS) personnel arrive.

Boone County Sheriff's Office and Municipal Police Departments

- Conduct rescue operations, commensurate with the training and availability of appropriate resources and equipment.
- Support SAR operations within the County, when requested and as resources are available.
- Assist with lost person searches when resources are available.
- Provide resources and personnel to assist with traffic control and perimeter security, particularly if the search and rescue site is also a crime scene.

Boone Health EMS and MU Health Care Prehospital Services

- Provide ALS care and patient transport to support search and rescue operations.
- Provide rehab services for first responders performing SAR-related work.

Boone County Office of Emergency Management

- Provide direct support to SAR operations at the request of the Incident Commander.
- Coordinate resource requests.
- Provide Community Emergency Response Team (CERT) personnel and equipment upon request and as able to assist in SAR operations.

Boone County Resource Management, Road and Bridge/Municipal Public Works Departments

- Work with first responders to ensure the safety of buildings and other damaged structures.
- Provide heavy equipment and personnel to assist with search and rescue activities.
- Use building inspection personnel and contractor assistance to help ensure the safety of buildings and other damaged structures.

Private Sector

- Provide resources (heavy equipment), personnel, and technical expertise to support local search and rescue operations.

Missouri State Highway Patrol, Civil Air Patrol, and Missouri Task Force 1

- Provide trained personnel, specialized equipment, and technical assistance with SAR missions upon request as resources and ability allow.

Appendices

- N/A

ESF-10: Oil and Hazardous Materials Response

Lead Agencies

- Ashland Police Department
- Boone County Fire Protection District
- Boone County Sheriff's Office
- Centralia Fire Department
- Centralia Police Department
- Columbia Fire Department
- Columbia Police Department
- Hallsville Police Department
- Southern Boone County Fire Protection District
- Sturgeon Police Department
- University of MO Police Dept

Supporting Agencies

- Boone County Local Emergency Planning Committee
- Boone County Office of Emergency Management
- Boone County Road & Bridge
- Boone Health EMS
- Boone Hospital
- Columbia/Boone County Department of Public Health and Human Services
- Missouri Department of Conservation
- Missouri Department of Natural Resources
- Missouri Dept. of Transportation
- Missouri State Highway Patrol
- MU Health Care Prehospital Services
- Municipal Public Works Depts
- University Hospital

Purpose

The Oil and Hazardous Materials Response Emergency Support Function (ESF-10) is responsible for coordinating support in response to an actual or potential release of oil or hazardous materials.

This section provides a broad overview of hazardous materials incident response and assists the Local Emergency Planning Committee (LEPC) in meeting the requirements of the Emergency Planning and Community Right to Know Act – SARA Title III.

Scope

This ESF provides an overview only to ensure a coordinated response to a hazardous materials incident, while minimizing the impacts to people, property, and the environment.

The Boone County Local Emergency Planning Committee (LEPC) Hazardous Materials Emergency Plan describes, in detail, the roles and responsibilities, planning, training and exercise, response actions including notifications and public safety priorities, alert and warning, and EPCRA reporting requirements. That plan is found as an Annex to this document.

Operational coordination is outlined to provide guidance during the response phase of unique incidents of varying magnitudes that may fall outside of the scope of local agencies. This ESF is not a procedural manual or incident action plan. Response agencies will have their own procedures; this ESF does not supersede those procedures.

Hazardous materials incidents require a multi-disciplinary response. Support may include responders from other fire services, law enforcement, environmental containment and clean-up specialists, utilities, local public works, emergency medical services, environmental public health, fish and wildlife, and other local, state and/or federal agencies.

Situation

- Hazardous materials are commonly stored, used, manufactured, and transported in Boone County.
- Hazardous materials emergencies can occur at any time or in any location throughout the County. These emergencies may be caused by roadway and/or rail transportation, aircraft, agricultural, or fixed facility accidents.
- Hazardous materials incidents have different characteristics depending upon the material released or spilled; and require adaptive response due to the nature of their volatility, complexity, and size.
- Some incidents will have immediately identifiable impacts on people and the environment, others may have long-term consequences which will require on-going remediation.

- The Boone County Local Emergency Planning Committee (LEPC) has developed a Hazardous Material Emergency Response Plan for Boone County. This plan is a separate document that supplements the Boone County CEMP.
- Hazardous Materials Response Teams are available in Boone County or available through mutual aid agreements to respond; addressing hazardous materials incidents and accidents as well as terrorist incidents involving chemical, biological, radiological, nuclear, and explosives (CBRNE) products.
- First responders (e.g., Hazardous Materials Teams, EMS agencies, law enforcement agencies, as well as other local agencies with hazardous materials support responsibilities such as public works departments) maintain procedures, protocols, and guidelines specifying the appropriate specialized personnel protective equipment requirements and response actions for incidents involving hazardous materials.
- During a Foreign Animal Disease incident, there may be a need to provide decontamination support for impacted animals. Refer to ESF-11 Agriculture and Natural Resources.

Planning Assumptions

- All responding agencies will be trained in accordance with OSHA regulations which describe minimum levels of emergency responder skills, knowledge, and functional levels to meet health and safety requirements for response to a hazardous materials incident.
- Facilities subject to EPCRA will submit chemical inventory lists and emergency plans in a timely manner to the local fire departments/districts, the Boone County LEPC, and the Missouri Emergency Response Commission (MERC).
- Emergency response personnel maintain ongoing communication with the facilities subject to EPCRA in their communities using, manufacturing, and storing hazardous materials. Emergency response personnel and the facilities will work to ensure continuing coordination during and after the incident.
- When needed, evidence collection will be handled by appropriate law enforcement officials, such as the FBI in a CBRNE incident.
- Evacuations or in-place sheltering may be required to protect portions of Boone County.

- In major incidents, state and federal resources will be available to assist jurisdictions in augmenting local and regional capabilities, but their availability may not be immediate.
- Survivors of a hazardous materials incident may require unique or special medical treatment not available in Boone County.
- The release of hazardous materials may have short and/or long-term health, environmental, and economic effects depending upon the type of product.
- Hazardous materials emergencies may occur without warning, requiring immediate emergency response actions.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Situational Assessment
 - Inform all decision makers about the hazard's nature, extent, cascading effects, and current response status.
 - Provide accurate information to support immediate lifesaving and life-sustaining actions, engaging governmental, private, and non-governmental resources inside and outside the affected area to meet basic needs and stabilize the situation.
 - Deliver enhanced information to reinforce ongoing lifesaving efforts and mobilize resources that support basic needs, stabilize conditions, and initiate the recovery process.
- Critical Transportation
 - For incidents involving transportation routes impacted or contaminated by oil or hazardous materials, identify safe evacuation and ingress routes while assessing the nature and extent of contamination.
 - In cases involving the release or threat of CBRNE materials or a contaminated debris field law enforcement should be represented in Unified Command to assist with criminal investigation and emergency response phases of the response.

- Infrastructure Systems
 - For incidents involving hazardous material contamination of critical infrastructure, assess the extent of contamination and conduct the necessary clean-up and decontamination.
- Environmental Response/Health and Safety
 - Promptly responding to incidents in support of responders and affected communities.
 - Identifying and assessing worker safety hazards and disseminating appropriate guidance and resources.
 - Minimizing public exposure to environmental risks through thorough hazard assessments and recommended protective actions.
 - Assisting in the identification, evaluation, and implementation of measures to prevent and mitigate environmental impacts during emergency response operations.

Concept of Operations

- A hazardous materials incident includes any release, or potential release, of hazardous material that poses a threat to public health, safety, or the environment.
- The primary considerations are the protection of life, the environment, and property.
- ESF-10 supports response sites by mitigating, cleaning up, and disposing of oil and hazardous materials, while coordinating priorities with federal, state, local officials, and the private sector.
- In accordance with OSHA regulation 29 CFR 1910.120 and EPA regulation 40 CFR 311, all hazardous materials responses are managed using the NIMS Incident Command System.
- During a disaster, if the EOC is activated, all requests for hazardous materials support are routed through the EOC; if not, coordination falls to the on-scene Incident Command/Unified Command.
- Mutual aid agreements are activated when resources are exceeded, with hazardous materials teams available via the Statewide Fire Mutual Aid System.
- The two primary protective measures are in-place shelter (staying indoors and minimizing outside air infiltration) and evacuation (moving people from dangerous or potentially risky areas to safety).

- The on-scene commander may order an immediate evacuation without prior approval if necessary to protect lives and property. The jurisdictional fire services and law enforcement agencies will coordinate the evacuation. ESF-13 is responsible for securing the evacuated area.
- The Boone County Office of Emergency Management Director, in coordination with the Incident Command/Unified Command, and jurisdictional Elected Officials, will determine whether a large-scale evacuation is needed.
- If in-place shelter or evacuation is needed, warnings and instructions will be delivered by all appropriate means, such as canvassing, loudspeakers, Rave Alerts, and WEA messages, to ensure residents receive the alert. ESF-15 will assist in disseminating protective action information to the public.
- A hazardous materials incident can contaminate groundwater, water treatment/distribution systems, and sanitary sewer systems. Threats to drinking water supplies and sewage treatment plants must be quickly identified, and facility operators must be notified promptly to implement protective actions.
- ESF-10 requires documentation of all response activities to support after-action requirements and justify actions taken by primary and support agencies.

Operational Activities

Preparedness

- Conduct ongoing evaluations of the capabilities required to accomplish the ESF-10 mission, identify any gaps, and leverage resources to address them.
- Develop and/or participate in relevant ESF-10 related planning, training, and exercise activities at the local level.
- Ensure necessary supplements to the ESF-10 annex are developed and maintained.
- Ensure representatives from ESF-10 agencies are trained and prepared to respond to the Boone County EOC.
- Maintain an inventory of agency resources.
- Assist the Boone County LEPC with updating and maintaining the Boone County Hazardous Materials Emergency Plan.

Response

- Identify the hazardous material being released, determine the extent of danger to responders and establish requirements for personal protective equipment and specialized response equipment.
- Develop an initial action plan to contain and control the release of hazardous materials.
- Coordinate with County, local government, and partner agencies on emergency response activities.
- Activate the Boone County EOC and ESF staff as determined by the incident size and scope.
- Conduct notifications to special facilities, critical infrastructure, and other jurisdictions that may be affected by the hazardous materials release.
- Coordinate mutual aid activities, as necessary and appropriate.
- If evacuation is recommended, provide traffic control and be prepared to provide transportation to those who lack it.
- Coordinate, monitor, and oversee public information activities.
- Advise the responsible party to report release to state and federal authorities as required by state and federal statutes and regulations.

Recovery

- Support recovery efforts as identified in emergency response procedures.
- Coordinate recovery efforts with state and federal agencies, as necessary and appropriate.
- Conduct and participate in After Action Review (AAR) and Improvement Plan development.

Mitigation

- Provide technical assistance concerning cleanup options or methods and cleanup standards for planning purposes.
- Perform facility inspections.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Local Emergency Planning Committee

- Establish the bylaws by which the LEPC will function.
- Hold scheduled meetings to establish short- and long-range plans regarding the County's Hazardous Emergency Preparedness Program.
- Serve as the point of contact for Community Right-to-Know activities.
- Develop and maintain this hazardous materials response plan that provides for timely, effective response by the public and private sector.
- Outline methods and schedules for training and exercises on hazardous materials in coordination with local government officials, schools and available private participants.

Boone County Office of Emergency Management

- Facilitate requests for resources including mutual aid, and regional, state and federal assistance.
- Coordinate reimbursement activities in the event of a disaster declaration
- Coordinate a Joint Information Center and the release of information to stakeholders and the media.
- Maintain the Boone County Hazardous Materials Emergency Plan as an annex to the Boone County Comprehensive Emergency Management Plan (CEMP).

Boone County Joint Communications

- Assist with the provision of timely, reliable and effective warning and emergency information to the public.

Jurisdictional Fire Departments/Fire Districts

- Determine the hazard level of the incident, and direct response operations.
- Establish site security areas and hazard exclusion zones within the hazardous sector(s).
- Determine the nature of the hazardous substance.
- Provide technical information.
- Based on estimates of likely harm, select appropriate options for managing the mitigation effort.
- Liaise with area hospitals regarding nature of the hazardous substances involved, and procedures for decontamination, handling and care of victims.
- Request and utilize assistance and/or support from the local regional hazardous materials team, and/or state or federal agencies.

Boone Health EMS and MU Health Care Prehospital Services

- Provide triage, treatment and transport to any patients resulting from the incident.

Boone County Sheriff's Office and Municipal Police Departments

- Provide security and traffic control at the scene of an oil or hazardous materials incident.
- Control access to the immediate incident site for safety and limit entry to authorized personnel only.

Boone County Road and Bridge/Municipal Public Works Departments

- Provide heavy equipment and materials for spill containment.
- When requested, provide barricades to isolate the incident site.

Healthcare Facilities/Hospitals

- Maintain policies, procedures, and guidelines on patient decontamination.

Private Sector

- Designate a Hazardous Materials Coordinator responsible for assisting in the preparation of onsite contingency plans and Standard Operating Guidelines.
- Notify Boone County Joint Communications in the event of a Hazardous Materials Incident.
- Provide technical support as requested in the development of off-site risk assessments and contingency planning.
- Provide support to the Incident Commander at the Command Post during an incident.
- Provide personnel, technical expertise and equipment support.
- Participate in hazardous materials exercises and other training activities.

Missouri Department of Natural Resources

- Maintain a 24-hour Environmental Emergency Response Spill Line to act as a single answering point for state-level assistance and spill reporting.
- Provide technical assistance and advice on cleanup actions.
- Deploy state contractors or other agencies to assist with cleanup.
- If necessary, respond to the incident scene to assist with hazardous materials mitigation.

Responsible Party

- The responsible party (facility owner/operator or shipper) is liable for the affects and impacts of any hazardous materials release to include the effective and expeditious abatement of a release or threatened release of oil or hazardous materials, clean-up costs and reimbursement of response costs for local agencies.
- The responsible party must also make all necessary notifications as required under Sections 301, 302, 303, 304, 311, 312, 313, and 324 of EPCRA and any enabling legislation at the state level.

Appendices

- N/A

ESF-11: Agriculture and Natural Resources

Lead Agencies

- Boone County Fire Protection District
- Boone County Office of Emergency Management
- Columbia/Boone County Department of Public Health and Human Services
- American Red Cross
- University of Missouri College of Veterinary Medicine

Supporting Agencies

- Boone County Historical Society
- Missouri State Emergency Management Agency
- Central Missouri Humane Society
- Missouri Volunteer Veterinary Corps
- Centralia Fire Department
- Municipal Parks and Recreation Departments
- Columbia Fire Department
- Salvation Army
- Local veterinarians
- Southern Boone County Fire Protection District
- Missouri Department of Agriculture
- University of Missouri Extension
- Missouri Department of Natural Resources

Purpose

The Agriculture and Natural Resources Emergency Support Function (ESF-11) coordinates activities among local, state, and federal agencies, and community organizations to ensure emergency food assistance, control and eradicate animal/zoonotic diseases and exotic plant diseases or pest infestations, maintain food supply safety and security, protect natural, cultural, and historic sites and properties, and safeguard the well-being of animals during emergencies or disasters.

Scope

ESF-11 assists with animals and the animal industry during animal health emergencies or natural disasters and supports sanitary food storage, distribution, and preparation.

ESF-11 coordinates five primary functions:

- Emergency Provision of Nutritional Assistance
- Animal and Plant Disease and Pest Response
- Food Supply Safety and Food Security
- Protection of Natural, Cultural, and Historic Resources and Properties
- Safety and Well-Being of Animals

Situation

- Boone County is subject to disasters that could cause displacement, evacuation and loss of primary needs for persons and their pets and/or livestock.
- The Columbia/Boone County Public Health and Human Services Animal Control Division implements and enforces laws, ordinances and regulations regarding animals in Boone County.
- The University of Missouri College of Veterinary Medicine and the Boone County Fire Protection District cooperatively maintain the Boone County Large Animal Rescue Team for response to large animal technical rescue emergencies.
- The Central Missouri Humane Society is located in Boone County and provides animal intake and placement, pet behavior resources, veterinary services and lost/found pet resources.
- Ashland, Centralia, Sturgeon, and Hallsville maintain their own animal control services.
- There are numerous private veterinary resources located in Boone County. Additionally, the University of Missouri operates a Veterinary Health Center with small animal, equine, and food animal treatment services.

Planning Assumptions

- Following a major disaster, there may be widespread damage and destruction to the infrastructure, homes, buildings and transportation routes may become uninhabitable or impassible. Widespread power disruption and outages; and contaminated drinking water are possible.
- Prolonged power outage may result in spoiled and/or unsafe food supplies.
- Local agricultural producers and veterinarians will be the first to become aware of and report a suspected foreign animal disease, plant disease, or pest infestation.
- First response agencies may not be familiar with the special conditions of an animal or plant health emergency, including quarantine, bio-security precautions, appropriate Personal Protective Equipment (PPE), decontaminations procedures, etc.
- Some land owners, individuals, or groups may strenuously object to the depopulation of animals or the destruction of plants or crops necessary to stop/contain disease spread, and may take actions counterproductive to response efforts.
- Emergency planning for animals requires extensive cooperation and collaboration among emergency management agencies, animal control agencies, animal welfare organizations, veterinarians, County and state agencies, volunteer groups, and citizens.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Logistics and Supply Chain Management
 - Deliver essential commodities, equipment, and services to impacted communities, coordinating access to community staples, synchronizing logistics, and restoring supply chains.

- Mobilize governmental, non-governmental, and private-sector resources to save lives, meet basic human needs, and transition to recovery through efficient resource delivery.
- Mass Care Services
 - Provide life-sustaining services to affected population, such as hydration, feeding, and evacuee support (for animals), and distribution of emergency supplies.
 - Support emergency shelters in providing for the affected animal population.
- Critical Transportation
 - Provide transportation for response priority objectives in relation to the evacuation of animals, and the delivery of vital response personnel, equipment, and services.
- Environmental Response/Health and Safety
 - Implement measures to protect public, worker, and environmental health and safety during emergencies.
 - Identify, assess, and mitigate worker hazards while providing health and safety guidance to response and recovery personnel.
 - Reduce public exposure to environmental hazards through risk assessments and protective measures.
 - Detect, assess, stabilize, and clean up hazardous material releases, including impacts on natural and cultural resources, and properly manage animal waste.
- Public Health, Healthcare, and Emergency Medical Systems
 - Provide life-saving treatment and prevent further disease and injury with targeted public health, medical, and behavioral health support for all affected populations.
 - Deliver medical countermeasures to exposed populations, complete triage and initial stabilization, then begin definitive care for survivors.
 - Return medical surge resources to pre-incident levels.
- Infrastructure Systems
 - Stabilize critical infrastructure, minimize health and safety threats, and efficiently restore systems and services to maintain a resilient community.
 - Re-establish critical infrastructure in affected areas to support ongoing emergency response, life sustainment, community functionality, and the transition to recovery.
 - Coordinate debris clearance, removal, and disposal.

Concept of Operations

Boone County Emergency Management, County and Municipal Departments, and partner organizations will coordinate response efforts for ESF-11 activities to the best extent practicable. ESF-11 coordinates five primary functions:

Emergency Provision of Nutritional Assistance

- Coordinates with ESF-6 (Mass Care, Emergency Assistance, Housing, and Human Services) to identify nutrition assistance needs, obtain appropriate food, and arrange delivery or distribution.

Animal Disease, Plant Disease, and Pest Response

- Coordinate with ESF-8 (Public Health and Medical Services) to implement an integrated response with the Columbia/Boone County Department of Public Health and Human Services and the veterinary community for outbreaks of highly contagious or economically devastating animal, zoonotic, plant diseases, or pest infestations.
- Conduct any necessary animal depopulation humanely to halt pathogen spread while minimizing euthanasia.

Food Safety and Security

- Coordinate with the Columbia/Boone County Department of Public Health and Human Services and local, state, and federal authorities to inspect and verify food safety, support food inspections and laboratory analyses, and conduct foodborne disease surveillance and field investigations.

Natural, Cultural, and Historic Resource Protection

- Coordinates with local, tribal, state, and federal agencies to protect, preserve, rehabilitate, and restore natural, cultural, and historic resources and properties.
- Provides post-event damage assessments and technical assistance on the impacts of response and recovery activities.

Safety and Well-Being of Animals

- Coordinate with other Emergency Support Functions to safeguard household pets and livestock by ensuring they receive shelter, food, veterinary care, tracking, and reunification with owners when possible.
- The PHHS Director oversees disaster-related animal health and sheltering, coordinating pet and animal assets at the county, regional, and state levels. The PHHS Animal Control Division (ACD) staffs and serves as the liaison for Boone County's animal resource requests.

Operational Activities

Preparedness

- Develop policies, procedures, and plans to address unsolicited food donations, food handling and health considerations, and disposal of spoiled food or food items.
- Include local animal care agencies, associations, and organizations in planning efforts, training opportunities, and exercises.
- Develop Public Education programs about pet and livestock owner responsibilities in an emergency or disaster.
- Develop and maintain an inventory of natural, cultural, and historic resources that will be addressed by ESF-11.

Response

- Coordinate with County, State and federal agencies on emergency ESF-11 response activities.
- Assist in identifying personnel and resources to support ESF-11 activities.
- Provide a representative to the EOC, when requested and appropriate.
- Determine critical food requirements, and coordinate supply and delivery resources.
- Coordinate with appropriate agencies for emergency food inspections and distribution.
- Quarantine, stop sale, stop movement, and otherwise restrict animals, plants, equipment, and products as necessary to control and eradicate diseases and pests.

- Manage crisis response and the resulting consequences, cooperate with law enforcement in criminal investigations as required by suspected terrorist or other criminal act in connection with an agriculture or food incident.
- Monitor water contamination in disaster effected areas and estimate needs and quantities.
- Coordinate and/or support agricultural emergency response and recovery.
- Document all costs and expenses associated with response and recovery activities.

Recovery

- Assess the economic impacts, including losses of equipment, livestock, crop damage/loss and develop estimates of monetary loss and identify potential funding sources.
- Assist support agencies for long-term maintenance, placement, or disposition of wildlife which cannot be returned to their normal habitats, or domestic animals which have been separated from their owners
- Coordinate and manage Public Assistance process as required and appropriate
- Assist support agencies with restoration/rehabilitation efforts, as requested
- Participate in after-action reports and critiques.

Mitigation

- Identify potential hazards within Boone County and the region that could affect ESF-11.
- Identify vulnerabilities that may affect emergency food or water distribution.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession

- Logistical support for personnel and equipment
- Facility/infrastructure damage assessment and reporting
- Continuity of operations
- Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Columbia/Boone County Department of Public Health and Human Services

- Oversee public health hazards and zoonotic disease prevention.
- Enforce laws, ordinances, and regulations related to public health, including those involving animals in Boone County.
- If a disease affects humans, PHHS assesses its impact on local citizens and recommends protective actions.
- Coordinate with the Missouri Department of Health and Senior Services (DHSS) to share guidance and risk information with the community.
- Establish quarantine or isolation measures if necessary.
- The identification of facilities for displaced pets and animals with the Red Cross, the Boone County Office of Emergency Management, and the Central Missouri Humane Society.
- The removal and proper disposal of animal waste and dead animals.
- The capture and transportation of displaced animals.
- The provision of necessary animal medical care with veterinarians.
- The provision of public information relevant to the care and safety of the animal population.
- Identify potential problems of contaminated food and water (i.e. radiation, chemical, bacterial, and viral) and if questionable, determines what food/waters are fit for human consumption.
- Provide health education in the areas of food preparation and storage, specific to the disaster.

Boone County Office of Emergency Management

- Activate when necessary, manage, and oversee operations of the County EOC to assist in response and recovery efforts.
- Assist in identifying sources to augment emergency food and water supplies.

Assist and support established pet and livestock shelters.

- Maintain and provide upon request the emergency pet shelter trailer.
- Coordinate with the JIC to release incident information.
- Conduct and/or facilitate training to support the implementation of ESF-11.
- Conduct After Action Review, develop Improvement Plan(s), and implement improvement actions.

Central Missouri Humane Society

- Provide shelter and care for companion animals displaced due to the disaster.

Boone County Road and Bridge/Municipal Public Works Departments

- Assist with perimeter establishments through use of signage and barricades.
- Provide equipment for, and assist with, disposal of dead animals.

Boone County Sheriff's Office/Municipal Police Departments

- Enforce animal movement and quarantine restrictions in accordance with the State Veterinarian's specifications.
- Assist with euthanasia operations, if requested.
- Participate in investigations during an intentional disease release.
- Provide security for food and water warehousing, distribution points, including mass care shelters and mobile feeding operations.

Jurisdictional Fire Departments/Fire Districts

- Participate in the decontamination of vehicles, property, personnel and equipment, if requested.
- Conduct animal rescues, if requested and able.

Public Water Supply Districts and Municipal Utilities

- Provide water distribution system information to EOC as applicable.
- Provide potable water as applicable, including a means of transferring potable water from facilities connections to transport vehicles for field distribution.
- Recommend water restriction and conservation measures for implementation.

Missouri Department of Transportation

- Provide perimeter routing and logistic support.

Missouri Department of Agriculture

- Establish an organizational structure, chain of command and outline the duties and responsibilities for agencies that respond.
- The State Veterinarian/Area Veterinarian in Charge provides technical assistance.
- Issue quarantine and restricted movement protocols based on the specifics of the event.
- Secure supplies, equipment, personnel, and technical assistance from support agencies, organizations, and other resources.
- Assist and guide euthanasia operations.

Missouri Department of Health and Senior Services

- Coordinate and provide direction for statewide public health response activities.
- Provides technical assistance to local public health agencies.
- Provides public information concerning diseases via the Joint Information Center (JIC).

Missouri Department of Natural Resources

- Provide recommendations on the preservation of cultural and natural sites of interest.
- Support disposal site selection and provide disposal resources during an animal disposal event.

Missouri State Emergency Management Agency

- Fulfill resource requests and/or requests for assistance as able.
- Facilitate activation of the Missouri National Guard or other state resources.

Missouri National Guard

- Assist in transporting food supplies, water and ice into the disaster area(s).

- Provide personnel and cargo handling equipment to assist in the operation of this ESF and its warehousing capabilities.

Missouri Voluntary Veterinary Corps

- Provide veterinarians and veterinary paraprofessionals to support government and non-government efforts in meeting the needs of animals and their owners during disasters.

US Department of Agriculture, Food and Nutrition Service

- Identify, secure, and arrange transportation of food assistance to affected areas after a major disaster or emergency.
- Coordinate with state, local, and voluntary organizations to determine food assistance needs.
- Obtain appropriate food supplies.
- Arrange for transporting food to designated staging areas within the disaster zone.
- Authorize disaster food stamp assistance.

American Red Cross

- Coordinate with the EOC to determine food, water and ice needs for the population in the affected area(s).
- Coordinate as needed with the relevant ESFs to plan for, organize, transport, and distribute mass care supplies.
- Provide appropriate information to the Boone County JIC and/or ESF-15 on a regular basis.
- Maintain records of the cost of supplies, resources and man-hours needed to respond to the disaster event.

Appendices

- ESF-11 Appendix 1: Veterinarian Districts of Missouri
- ESF-11 Appendix 2: Isolation and Quarantine Laws
- ESF-11 Appendix 3: RSMO 269.020 Disposal of Dead Animals
- ESF-11 Appendix 4: Boone County Pet Sheltering Trailer

ESF-12: Energy

Lead Agencies

- Ameren UE
- Boone Electric Cooperative
- Boone County Office of Emergency Management
- Boone County Resource Management
- Boone County Road & Bridge
- Municipal Public Works Departments

Supporting Agencies

- Jurisdictional Fire Departments/Fire Districts
- Jurisdictional Law Enforcement Agencies
- Missouri Public Service Commission
- Missouri Public Utility Alliance
- Missouri Rural Water Association
- Missouri Department of Natural Resources
- Missouri State Emergency Management Agency
- Panhandle Eastern Pipeline Company
- Private propane companies
- Southern Star Central Gas Pipeline Trans., LLC
- US Department of Energy
- USDOT Pipeline and Hazardous Materials Safety Administration

Purpose

The Energy Emergency Support Function ESF-12 ensure the effective use of electric power, natural gas, and liquid fuels to meet essential needs during an emergency or disaster, while facilitating the coordinated restoration of affected energy systems. ESF-12 also supports the reestablishment of damaged energy systems and components.

Scope

ESF-12 will collect, evaluate, and share information on energy system damage. It will also estimate the impact of energy system outages within the affected area.

According to the National Response Plan, “energy” encompasses producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems. Additionally, ESF-12 provides information on the energy restoration process, including projected schedules, restoration progress (percent completed), and other relevant details.

ESF-12 functions include, but are not limited to:

- Energy infrastructure assessment, repair, and reestablishment
- Energy industry utilities coordination
- Energy forecast

Situation

Boone County is served by the following utilities:

Electric Service

- City of Columbia Water & Light
- Boone Electric Cooperative
- Ameren Missouri

Natural Gas

- Ameren Missouri

Water:

- City of Columbia Water & Light
- Consolidated Water Supply District #1
- Consolidated Water Supply District #4
- Consolidated Water Supply District #9
- Consolidated Water Supply Water #10
- Municipal water departments

Wastewater:

- Boone County Regional Sewer District
- City of Columbia Sewer Utility
- Municipal sewer departments

Propane:

- Private suppliers

Planning Assumptions

- A major emergency may cause widespread and possibly prolonged electric power outages or interruptions and/or disruption to the supply and distribution of natural gas, water, and sewer systems.
- Damage to energy and utility systems in one area or region may affect supplies in other regions that rely on the same systems.
- Delays in the delivery of all types of energy could:
 - Occur because of transportation infrastructure problems and/or loss of commercial electrical power.
 - Adversely affect Boone County services necessary for emergency response and recovery.
 - Adversely affect services necessary for response and the continuity of public agencies, business, and County governmental operations.
- Long-term disruption of utility services may increase the need to establish mass care operations and/or to acquire portable water purification, sanitation, and power generating systems.
- In major events, State and Federal resources may be provided to assist with utility and energy system restoration, but their ability to react quickly may be limited.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Response

- Logistics and Supply Chain Management
 - Deliver essential commodities, equipment, and services to support impacted communities and survivors, while coordinating logistics and restoring supply chains.
 - Mobilize governmental, nongovernmental, and private sector resources to save lives, meet basic needs, stabilize the incident, and transition to recovery by efficiently delivering the necessary resources and services.
- Situational Assessment
 - Provide decision makers with timely, relevant information on the hazard's nature, cascading effects, and response status.
 - Deliver accurate information to support immediate lifesaving and life-sustaining decisions, engaging governmental, private, and non-governmental resources to meet basic needs and stabilize the situation.
 - Provide enhanced information to reinforce ongoing lifesaving efforts, coordinating with all sectors to meet basic needs, stabilize conditions, and transition to recovery.
- Infrastructure Systems
 - Stabilize and restore infrastructure functions and services to support a resilient community while minimizing health and safety threats.
 - Reduce and stabilize immediate infrastructure risks affecting populations, nearby communities, mass care facilities, and evacuation centers, with a focus on life-sustaining and congregate care services.
 - Re-establish critical infrastructure in affected areas to support ongoing emergency response, life sustainment, community functionality, and recovery.
 - Clear, remove, and dispose of debris.
 - Form partnerships with governmental and private-sector cyber incident and emergency response teams to address cyber security issues.

Recovery

- Infrastructure Systems
 - Continue stabilizing and restoring remaining critical infrastructure to support a viable, resilient community while minimizing health and safety threats.

- Restore and sustain essential public and private services to maintain community functionality.
- Develop a timeline-based plan for redeveloping community infrastructure to enhance resilience, accessibility, and sustainability.
- Ensure infrastructure systems meet community needs while minimizing service disruptions during service restoration.

Concept of Operations

- Efficient and effective response to energy and petroleum shortages or disruptions and their effects is necessary for the preservation of the public health, safety, and general welfare of Boone County's residents, businesses, and visitors.
- Response to localized energy-related incidents may be coordinated through the Boone County EOC; wide spread energy-related incident response will be coordinated by the Missouri State EOC (SEOC).
- Local first responder agencies may be called upon to respond to damaged ESF-10 and ESF-12 infrastructure and provide advanced warning, firefighting, security, and patient care services.
- Collectively, the primary and support agencies that comprise ESF-12:
 - Serve as the County's central point of contact for information regarding actual or projected damage to energy supply and distribution systems, including requirements for system design and operations. Oversee related procedures for preparedness, restoration, recovery, and mitigation.
 - Advise local authorities on priorities for energy restoration, assistance, and supply.
 - Assist industry and local authorities with requests for emergency response actions, as required to meet Boone County's energy demands.
 - Assist departments and agencies by locating fuel for transportation, communications, and emergency operations.
 - Provide guidance on the conservation and efficient use of energy to local governments and to the public.
 - Identify requirements for ongoing recovery.

Operational Activities

Preparedness

- Ensure the availability of necessary equipment to support energy and utilities activities.
- Develop and maintain contingency plans and strategies.
- Develop and maintain contact lists for public and private utilities, including petroleum providers.
- Develop and maintain mutual aid agreements and memoranda of understanding with support agencies, ancillary or contract support services, and resources.
- Conduct and participate in energy emergency exercises with the energy industry providers, first responder agencies and local governments.

Response

- Deploy trained individuals to the EOC to help with coordination.
- Utilities will coordinate the mobilization of personnel and equipment required for damage assessment and the emergency repair of facilities, and provide that information to the EOC.
- Alert or activate off-duty and auxiliary personnel as required by the emergency.
- Conduct specific response actions as dictated by the situation.
- When the County EOC is activated utility providers will be asked to provide a liaison to the EOC for information sharing and coordination.
- Coordinate information release through the JIC and ESF-15.

Recovery

- Requests for supplemental energy resources will be coordinated through the Boone County EOC to State and Federal agencies.
- Coordinate with utility liaisons, Boone County government, and local municipal governments to determine the energy need priorities, and coordinate support resources for utility restoration and repair in order to meet the essential needs.
- Replace temporary or interim energy infrastructure with permanent infrastructure.

Mitigation

- Develop and implement agency/organization mitigation plans.
- Implement normal utility asset management plans and programs, including on-going system maintenance, upgrades and technology improvements.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Assess and compile an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Road and Bridge and Municipal Public Works/Utility Depts

- Clear debris from jurisdictional public right-of-ways to allow utility service providers access to restore service.
- Coordinate with utility service providers to ensure impacted utilities create no life safety threat to public works personnel.
- Provide a representative/liaison the County EOC when requested.

Boone County Office of Emergency Management

- During an activation manage and oversee the operations of the Boone County EOC and JIC.
- Notify all affected jurisdictions and stakeholders of operational and situational conditions, and provide frequent and regular status updates.
- Coordinate the request for and delivery of state or federal resources.
- Administer state and federal disaster assistance programs.
- Conduct After Action Reviews, develop Improvement Plan(s), and implement improvement actions.

Columbia/Boone County Public Health and Human Services

- Work with water utilities to ensure the provision of safe drinking water.
- Provide assistance and information to the public on actions to take to assure safety of potable water.

Jurisdictional First Responders (Fire Service, EMS, and Law Enforcement)

- Respond upon request to mitigate hazards resulting from damaged infrastructure by providing advanced warning, firefighting, security, and patient care services.

Energy/Utility Providers and Organizations

- Have utility personnel participate in periodic local emergency exercises to determine the adequacy of plans, training, equipment, and coordination procedures.
- Ensure utility maps, blueprints, engineering records, and other materials needed to conduct emergency operations are available during emergencies.
- Perform life safety and property preservation operations, as necessary and appropriate.
- Ensure accountability for employees, level of operations, assessment of damages, identification of resource needs, and reporting of information to the EOC in a timely manner.
- Identify and coordinate restoration priorities with other affected energy companies.
- Coordinate out-of-area private and public energy assistance through the mutual aid system.
- Participate in Unified Command when requested and appropriate.
- Provide situation reports and damage assessments, as necessary.
- Provide an organization representative/liaison to the EOC when requested.
- Provide a Public Information Officer to the Boone County JIC, when requested.

Missouri State Emergency Management Agency

- Facilitate resource requests from local jurisdictions.
- Coordinate state agency emergency utility resources.

- Liaison with statewide electric, natural gas, and petroleum suppliers and companies.
- Develop plans and strategies for the mitigation of, preparation for, response to, and recovery from energy emergencies.

Appendices

- N/A

ESF-13: Public Safety and Security

Lead Agencies

- Ashland Police Department
- Boone County Sheriff's Office
- Centralia Police Department
- Columbia Police Department
- Columbia Regional Airport Public Safety
- Hallsville Police Department
- Harry S. Truman VA Hospital Police Department
- Missouri State Highway Patrol
- Missouri Department of Conservation
- Missouri Department of Natural Resources
- Sturgeon Police Department
- University of Missouri Police Department

Supporting Agencies

- Boone County Office of Emergency Management
- Boone County Joint Communications
- Boone County Fire Protection District
- Boone County Road & Bridge
- Boone Health EMS
- Boone Hospital Security
- Centralia Fire Department
- Municipal Public Works Departments
- MU Health Care Prehospital Services
- Southern Boone County Fire Protection District
- University Hospital Security

Purpose

The Public Safety and Security Emergency Support Function (ESF-13) coordinates the integration of law enforcement, public safety, and security capabilities and resources to support the full range of incident management activities.

Scope

ESF-13 capabilities support incident management requirements including, but not limited to:

- Facility and resource security/protection
- Security planning and technical resource assistance
- Public safety and security support
- Support to access, traffic, and crowd control

Situation

- The Boone County Sheriff's Office provides law enforcement to the unincorporated areas of the county, as well as those incorporated communities which do not have their own law enforcement agency.
- The Boone County Sheriff's Office maintains the county correctional facility at 2121 County Drive.
- The communities of Columbia, Ashland, Hallsville, Centralia, and Sturgeon each have municipal police departments that provide law enforcement within their city limits.
- The University of Missouri Police Department provides law enforcement services to the University campus and other University owned properties.
- Harry S. Truman VA Hospital Police provide law enforcement and security services to Veterans and their families at VA medical centers and other VA health facilities.
- The Missouri State Highway Patrol Troop F located in Cole County is available to support law enforcement operations in Boone County.
- Missouri Department of Conservation and Missouri Department of Natural Resources provide law enforcement and regulatory enforcement on state parks and properties.
- Outside law enforcement resources from surrounding counties and cities are available to support law enforcement operations through mutual aid.

Planning Assumptions

- There may be little or no warning before the onset of an event or incident.
- Local public safety agencies have established policies, protocols, and procedures which address scene safety and incident management.
- Law enforcement resources may be severely limited in a major disaster and will be assigned on a priority basis.

- Surrounding jurisdictions will be available to supplement law enforcement capabilities, but if the event is regional in scope, their ability to provide mutual aid may be limited.
- State and Federal law enforcement resources will respond when called upon, but their ability to react quickly may be limited.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Prevention

- Intelligence and Information Sharing
 - Participate in the intelligence cycle to exchange intelligence, information, data, or knowledge, as appropriate.
- Interdiction and Disruption
 - Participate in actions to delay, divert, intercept, halt, and apprehend security threats and/or hazards.
- Screening, Search, and Detection
 - Coordinate efforts to identify, discover, or locate threats and/or hazards through active and passive surveillance, detection, and search procedures.
- Forensics and Attribution
 - Practice crime scene management and evidence collection/preservation techniques to support forensic analysis.

Protection

- Access Control and Identity Verification
 - Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
- Physical Protective Measures
 - Implement and maintain risk-informed countermeasures and policies protecting people, structures, materials, products, and systems associated with key operational and critical infrastructure sectors.

Response

- On-Scene Security, Protection, and Law Enforcement
 - Establishes a safe and secure environment for people and communities located within affected areas, and for response personnel engaged in life-saving and life-sustaining operations through law enforcement and related security and protection operations.
 - Determines the role, if any, of private sector/NGOs in the overall public safety and security response.
 - Gives priority to life safety missions first, followed by missions that address security and the protection of infrastructure/property.
 - Protects and secures critical infrastructure during prevention activities or disaster response, when requested.
 - Coordinates emergency traffic control.
 - Coordinates evacuation of populations from hazard areas.

Concept of Operations

- Local authorities hold primary responsibility for public safety. Most incidents are managed by local jurisdictions using the Incident Command System (ICS). For larger-scale incidents, additional resources should first be sought through mutual aid and assistance agreements with neighboring jurisdictions or state authorities, with operations managed through a Unified Command structure.
- ESF-13 is activated when local public safety and security resources are required to support incident operations, including pre-incident threats and post-incident needs.
- When activated, the Boone County Sheriff's Office, with support from other agencies, assesses and responds to requests for public safety and security resources, including law enforcement and technical assistance.
- ESF-13 provides personnel to staff the Emergency Operations Center (EOC), Incident Command Post (ICP), and Joint Information Center (JIC).
- ESF-13 coordinates local resources to preserve life, protect property, and support response operations with resources.
- ESF-13 works with local officials to identify public safety and security needs and prioritize resources.
- ESF-13 maintains communication with supporting agencies to assess capabilities, track resources, and monitor deployed assets under approved mission assignments.

Operational Activities

Preparedness

- Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future incidents.
- Participate in intelligence cycle activities: report suspicious activity and disseminate intelligence products (threat analysis, bulletins, etc.).
- Participate in community outreach activities designed to prepare the community for emergencies and disasters.

Response

- Provide law enforcement operations during emergencies and disasters.
- Provide direction and control for search and rescue operations as needed.
- Coordinate law enforcement and emergency traffic control operations.
- Assign a Liaison to the Boone County Emergency Operations Center (EOC), when activated, to coordinate law enforcement activities with other response functions.
- Provide security to essential government and critical infrastructure facilities, as requested and as resources allow.
- Coordinate evacuations from affected area(s), when necessary.

Recovery

- Participate in recovery efforts as they relate to law enforcement.
- Maintain a Liaison with the EOC to assist with the maintenance of adequate resources to support local operations.
- Develop After-Action Reports and Improvement Plans

Mitigation

- Participate in Boone County or Region F Threat, Hazard Identification and Risk Assessment (THIRA) processes to identify and correct vulnerabilities in public safety and security.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
 - Provide an assessment of damages and operational status to the Boone County Emergency Communications Center.
 - Assist the Joint Information Center (JIC), when activated.

Boone County Sheriff's Office

- Provide day-to-day law enforcement services for unincorporated Boone County and municipalities without law enforcement service through contractual agreements.
- During incidents or emergencies impacting unincorporated Boone County or multiple cities/towns:
 - Serve as the primary coordinating agency for law enforcement resources
 - Provide a Liaison to serve as the link between local jurisdictions and state or federal agencies providing resources, when requested or required
 - Provide a Liaison to the County EOC when activated to serve as the contact for law enforcement agencies, establishing and maintaining a common operating picture through information sharing with EOC staff and support agencies.
 - Provide security to the County EOC, when necessary and appropriate.
 - In coordination with Emergency Management, Fire, and supporting law enforcement agencies, coordinate movement of people and evacuation operations when necessary during an emergency or disaster

Municipal, University, and VA Police Departments

- Function as the Lead Agency for the provision of day-to-day law enforcement services for areas of specific jurisdictional authority.

- During incidents or events impacting individual cities/towns, serve as the primary coordinating agency for law enforcement resources assisting on the incident or event.
- Institute plans, procedures, and protocols that:
 - Outline safety standards with the recommended safety training and equipment
 - Address public safety and security response
 - Identify incident perimeters and zones
 - Recommend traffic control standards
 - Facilitate public warning within respective jurisdictions
- Keep and preserve public peace and safety, including, but not limited to:
 - Law enforcement
 - Emergency evacuations
 - Search and rescue activities
 - Enforcement of emergency orders
 - Emergency traffic control
 - Security and perimeter control at incident scenes, shelters/staging areas, when requested and necessary
 - Provide resources for warning and emergency information
- To the extent authorized by the Boone County Sheriff, provide support in unincorporated Boone County.

Missouri State Highway Patrol

- Coordinate law enforcement and traffic control throughout Missouri; enforce highway traffic regulations.
- Provide aerial reconnaissance photographic capability.
- Provide intelligence information to the State Emergency Operations Center (SEOC) through the Missouri Information Analysis Center (MIAC).
- During a cyber incident, coordinate the initiation of cyber-crime investigations with appropriate state and local law enforcement agencies and support from federal partners.

Boone County Office of Emergency Management

- Activate and staff the Boone County EOC and JIC upon request to support ESF-13 activities.

Jurisdictional Fire Departments/Fire Districts

- Provide personnel and equipment resources to support ESF-13.

Boone County Road and Bridge/Municipal Public Works Departments

- Provide personnel and equipment resources to support ESF-13.

Appendices

- ESF-13 Appendix 1: Law Enforcement Agency Contact Information

ESF-14: Long-term Community Recovery

Lead Agencies

- Boone County Government
- Boone County Long-Term Recovery Group
- Columbia/Boone County Public Health and Human Services
- Municipal Government Departments
- Boone County Office of Emergency Management

Supporting Agencies

- American Red Cross
- Missouri Voluntary Organizations Active in Disasters
- Columbia Department of Housing and Neighborhood Services
- Missouri Department of Social Services
- Columbia Chamber of Commerce
- Missouri Interfaith Disaster Response Organization
- Columbia Housing Authority
- Private/Non-Profit and Non-Governmental Organizations
- Faith-based organizations
- Regional Economic Development, Inc. (REDI)
- Human services providers
- Salvation Army
- Heart of Missouri United Way
- Mid-Mo Regional Planning Commission
- Missouri State Emergency Management Agency

Purpose

The Long-Term Community Recovery Emergency Support Function (ESF-14) provides an overview of the short- and long-term disaster recovery processes. ESF-14 provides guidance to County agencies, other local government agencies, non-profit/non-governmental organizations, businesses, and residents to collaboratively work together to expedite recovery of the Boone County community, and to return to a pre-disaster condition.

Additional details can be found in the Boone County Disaster Recovery Plan, currently under revision.

Scope

ESF-14 outlines the foundational approach which Boone County and its partners will use to address the challenges of disaster recovery planning and implementation. It applies to both short- and long-term recovery efforts and can guide the County's recovery from any potential disaster or major emergency.

While this ESF does not address every possible contingency, it does establish core principles that are applicable to most emergencies or major disasters. These principles include restoring critical functions, services, essential resources, facilities, programs, and infrastructure.

Situation

Boone County is prone to disasters that can create a wide range of unmet needs, including housing and construction assistance, food support, clothing and furniture, physical and mental healthcare, energy assistance, funeral services, and job placement. These unmet needs may not include the challenges that existed for the individual or family before the disaster occurred.

Planning Assumptions

- The process of recovery can span weeks, months or years.
- Effective recovery requires the active engagement and participation of all sectors of the Boone County community.
- Recovery activities may be conducted currently with response actions.
- Recovery efforts will not recreate the same community that existed prior to the major emergency or disaster.
- In the event a Presidential Disaster Declaration is made, federal financial assistance may be made available to Boone County agencies and organizations.
- Critical infrastructure businesses and providers, such as utility companies, have internal continuity and recovery plans which will assist them in their recovery and support that of the community.

- First response agencies, such as law enforcement, fire departments/districts, and emergency medical providers, may have their normal operations disrupted, and response efforts may be delayed for a period of time.
- Businesses operating with just-in-time inventories may experience a disruption to their supply chain, and negative economic impact may result.

Core Capabilities

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Recovery

- Infrastructure Systems
 - Re-establish and maintain critical services to ensure the community remains fully operational.
 - Develop a time-bound plan to redevelop community infrastructure for enhanced resilience, accessibility, and sustainability.
 - Implement systems and programs that meet community needs while minimizing disruptions during restoration.
- Economic Recovery
 - Assess economic issues and identify barriers to community stabilization.
 - Restore the local economy within the recovery plan's timeframe.
 - Ensure the recovery plan promotes economic revitalization and removes governmental obstacles to post-disaster sustainability.
- Health and Human Services
 - Identify affected populations, groups, and key partners for short-, intermediate-, and long-term recovery.
 - Assess community health and social service needs, prioritize them with Whole Community input, and develop a comprehensive recovery timeline.
 - Restore healthcare, public health, and social services.
 - Enhance the resilience and sustainability of healthcare and social service systems to promote community independence and well-being.

- Housing
 - Assess initial housing impacts and needs, identify temporary housing options, and plan for permanent housing.
 - Establish an accessible, sustainable housing market that meets community needs within the recovery plan's specified timeframe.
- Natural and Cultural Resources
 - Implement measures to safeguard and stabilize historic records, documents, artifacts, and structures.
 - Preserve natural and cultural resources through coordinated efforts of experts and the recovery team, as outlined in the incident recovery plan.

Concept of Operations

- Whenever possible, initiate short- and long-term recovery efforts concurrently with response operations.
- The Boone County Office of Emergency Management, and, when activated, the Boone County Long-Term Recovery Group, will support countywide activities, coordinate with local municipalities, neighboring counties, and state and federal agencies, and set recovery priorities.
- ESF-14 will prioritize, allocate, and task assets in coordination with other ESFs to support response and recovery, continuously reassessing priorities to address critical needs.
- Utilize Boone County departments' and agencies' resources and services first, as available and practicable.
- During the response phase, assess the incident's impact on the public to guide recovery strategies for individuals and businesses.
- Begin damage assessments during the response phase to expedite applications for federal disaster assistance funds.

Operational Activities

Preparedness

- Develop and conduct Public Education programs to enhance resident and business preparedness supporting resilience of the Whole Community.

- Develop and maintain mutual aid agreements and memoranda of understanding with support agencies, ancillary or contract support services, and resources.
- Develop, maintain, and promulgate the Boone County Disaster Recovery Plan.
- Conduct training to validate elements of the Disaster Recovery Plan.

Response

- Set immediate priorities for the recovery of critical functions, services, vital resources, facilities, programs, and infrastructure.
- Send a representative to the Boone County EOC to coordinate agency activities within the overall disaster response.
- Work on Preliminary Damage Assessments (PDAs) during the response phase to support the County's participation in a request for a Presidential Disaster Declaration.
- Activate Continuity Plans to ensure continued performance of essential functions.

Recovery

- Activate the Boone County Disaster Recovery Plan as soon as possible to facilitate and support the provision of services and resources to fulfill the unmet needs of individuals and families.
- The EOC, in coordination with the Joint Information Center (JIC), will share details about the County's disaster response and guide the public through the FEMA disaster assistance registration process.
- Coordinate opening a Disaster Recovery Center (DRC) with the SEMA SEOC and/or FEMA.
- Provide for the delivery of disaster mental health services in Boone County.
- Secure and manage available financing programs for small businesses as needed; act as a liaison and provide technical assistance to help businesses engage with local, state, and federal entities; support local businesses with relocation, restoration, and other recovery needs.
- Provide disaster case management for individuals and families with unmet needs and transition to federal disaster case management programs
- Take steps, as deemed appropriate, to speed economic recovery, such as: deferring permit fees or fast-tracking permits to allow construction/reconstruction and repairs to begin quickly.

Mitigation

- Coordinate with local jurisdictions and partner agencies within the County to ensure they are aware of federal and state pre- and post-disaster mitigation grant opportunities for the mitigation measures identified in the Boone County Hazard Mitigation Plan

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Provide an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.
- Provide a liaison to the Boone County EOC.

Boone County Office of Emergency Management

- Coordinate affected governmental entities' recovery efforts through collecting and disseminating information; managing resource requests and logistics support; and facilitating inter-governmental and inter-departmental communication.
- Activate and manage the Boone County EOC as the focal point for triage and prioritization decisions regarding the restoration of critical services and infrastructure.
- Coordinate County-wide damage assessment, including facilitation of the Preliminary Damage Assessment (PDA) process.
- Administer state and federal disaster assistance programs.
- Conduct After Action Review, develop Improvement Plan(s), and implement improvement actions.

Boone County Road and Bridge/Municipal Public Works

- Provide damage assessment information to Boone County OEM.
- Clear debris from roadways.
- Participate in debris assessment, removal, and disposal/recycling efforts.
- Assist in traffic control by providing barricades, signage, and identifying alternate routes, as necessary.
- Inspect transportation infrastructure, flood control and sewer utilities, county facilities and other appropriate structures for structural integrity and safety to return them to functionality.

Boone County Assessor's Office

- Assess structures and reduce assessments, where appropriate, due to the destruction or otherwise loss of property value.
- Preserve the value of County real property assets in the aftermath of a disaster or major emergency

Boone County Resource Management/Municipal Code Enforcement

- Inspect buildings in the aftermath of incidents that could damage structures and placard them to indicate habitability status.
- Conduct geo-technical inspections, as necessary, to ensure soil and slope stability.
- Support economic recovery by taking steps deemed appropriate such as deferring permit fees and fast-tracking permits.
- Enforce county building codes to ensure the safety of newly built and/or rebuilt facilities.
- Coordinate with the Boone County Long Term Recovery Group in matters related to building inspections, tagging of unsafe structures, issuing permits, code enforcement, and assisting businesses and residents by providing information to facilitate the return to their homes and places of business.
- Coordinate hazard mitigation activities as the activity relates to land use planning and natural resource management.

Boone County Community Services/Columbia Housing Authority

- Administer federal housing funds granted in response to a disaster.
- Provide access at fair-market rental rates to vacant units.

- Provide information to older adults and persons with disabilities on available services, and assist in connecting them to those services.
- Assist with the provision of case management services to help older adults and persons with disabilities remain independent and in their living situations.

Boone County Facilities Maintenance/Municipal Facilities Management

- Lessen or eliminate identified hazards in existing buildings.
- Develop, maintain, and activate as necessary, procedures to identify and prioritize maintenance and repairs.
- Make temporary repairs to essential facilities.
- Manage and provide oversight to the process of renovating or replacing damaged buildings and finding replacement space for government offices.
- Secure government-owned facilities by assessing damage, and inspecting buildings, perimeters, and secured spaces.

Columbia/Boone County Public Health and Human Services

- Promulgate and enforce emergency sanitation standards for the proper disposal of garbage, sewage, and debris.
- Respond to and mitigate public health risks from infectious disease or hazardous materials spills or releases.
- Oversee the safety of drinking water and food supplies.
- Coordinate and mobilize medical resources in an emergency or disaster.
- Coordinate with pre-hospital, hospital, and medical facilities.
- Coordinate public immunizations and prophylaxis.
- Provide on-going systems and methods for community surveillance to mitigate and/or reduce the impacts of events affecting public health in Boone County.

Healthcare Facilities/Hospitals/Healthcare Coalitions

- Oversee and coordinate the care of the sick, injured, and deceased resulting from an emergency or disaster.

Chamber of Commerce/REDI

- Act as intermediaries between businesses and government agencies.

- Help business owners find and obtain financial support.
- Guide businesses through regulatory and permitting processes.
- Assist with business relocation efforts and the restoration of damaged facilities.
- Share updates on available resources and funding opportunities.
- Encourage and support businesses in developing continuity plans.
- Help maintain and grow a skilled workforce to ensure a swift and sustainable economic recovery.

Community Organizations Active in Disaster

- Conduct needs assessments post-disaster.
- Provide short-term sheltering offering basic needs such as food, water, medical care, and emotional/spiritual support.
- Assist with volunteer and donations management.
- Contribute to housing, economic recovery, and infrastructure projects.

Missouri State Emergency Management Agency

- Assign a State Disaster Recovery Coordinator to lead disaster recovery for the state.
- Fulfill resource requests from local jurisdictions, as able.
- Provide technical assistance on the recovery process.

Federal Emergency Management Agency

- Appoint a Federal Disaster Recovery Coordinator (FDRC) to facilitate disaster recovery coordination and collaboration between the federal, state, and local governments; the private sector; and voluntary, faith-based, and community organizations. The FDRC partners with and supports local and state levels to facilitate disaster recovery.

Appendices

- N/A

ESF-15: External Affairs/Public Information

Lead Agencies

- Boone County Office of Emergency Management
- Boone County Crisis Communications Group

Supporting Agencies

- Ashland Police Department
- Boone County Government
- Boone County Sheriff's Office
- Boone County Fire Protection District
- Boone County Joint Communications
- Boone Health
- Centralia Fire Department
- Centralia Police Department
- Columbia Fire Department
- Columbia Police Department
- Columbia Regional Airport
- Hallsville Police Department
- Municipal Government
- MU Health Care
- Southern Boone County Fire Protection District
- Truman VA Hospital
- University of Missouri
- University of Missouri Police Department

Purpose

The External Affairs/Public Information Emergency Support Function (ESF-15) oversees the release of accurate, timely, coordinated, and accessible public information to all affected audiences, including governmental entities, media outlets, private-sector partners, and the wider community. Special consideration is given to populations with additional needs.

Scope

ESF-15 manages public information during an incident to ensure accurate and up-to-date details are shared with the whole community. It coordinates with all involved departments and agencies to deliver a unified message, preventing conflicting information. This ESF encompasses the following functional components:

- Public Affairs and the Joint Information Center (JIC)
- Community Relations
- Legislative Affairs
- Private Sector Outreach

Situation

- The area is served by local and regional news media, which will be used to share public information during emergencies or disasters. A list of these media outlets is provided in the appendix to the ESF.

Planning Assumptions

- Timely dissemination of emergency public information reduces casualties, injuries, and property damage while aiding local economic recovery.
- Local media will work with officials to keep the public informed.
- Adequate departmental representation is critical for coordinating public information and managing media relations. Insufficient trained Public Information Officers (PIOs) could overwhelm Boone County's response efforts.
- Timely and coordinated public information is vital to maintaining public trust during emergencies.
- Major disasters often attract widespread media coverage, with some outlets seeking information from unofficial sources.
- Accurate and timely public information remains essential during recovery, highlighting the importance of a strong communication program.

Core Competencies

This section shows which core capabilities map to the mission areas of Prevention, Protection, Response, Recovery, and Mitigation. In addition to the below capabilities, all Emergency Support Functions support the Planning, Operational Coordination, and Public Information and Warning capabilities.

Prevention/Protection/Mitigation/Response/Recovery

- Public Information and Warning
 - Disseminate prompt, actionable messages and threat alerts (e.g., from the National Weather Service or National Terrorism Advisory System) to the public and relevant stakeholders.
 - Provide public awareness guidance on reporting terrorism-related incidents to law enforcement, empowering citizens to help prevent further attacks.
 - Use effective and accessible indicator and warning systems to communicate significant hazards to involved operators, security officials, and the public.
 - Communicate accessible information on community risks identified through risk assessments.
 - Ensure all affected community segments receive critical lifesaving and life-sustaining information via accessible channels to expedite emergency services and encourage protective actions.
 - Deliver credible, actionable messages on protective measures and life-sustaining actions to support emergency services and facilitate recovery.
 - Conducts outreach to the whole community, including limited English proficiency populations and those with disabilities and other access and functional needs. Disseminates critical information to survivors and affected communities on available disaster assistance programs and other relevant recovery information.
 - Provide a system that offers affected populations and stakeholders current, accessible information on ongoing assistance, long-term resources, and monitoring programs.
 - Serves as a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments.

Concept of Operations

- Boone County recognizes the media's role in disaster operations and will disseminate emergency instructions and potentially lifesaving information via phone, email, press releases, and in-person conversations.
- Authorized media personnel may access restricted areas with public safety approval, as long as they do not interfere with operations, compromise crime scenes, or create safety risks.
- Boone County emphasizes the importance of public education on potential hazards and protective measures, led by the Boone County OEM.
- Emergency information will be adapted to reach individuals with hearing or visual impairments and non-English speakers, in coordination with agencies supporting ESF-6 Mass Care.
- In addition to traditional media, the County may share updates through a call center and social media platforms.
- During major events, all public information activities will be coordinated through Boone County's Emergency Operations Center (EOC).
- The Boone County Crisis Communications Group, coordinated by the OEM and composed of local PIOs, works with the Multi-Agency Coordination Group to create and distribute event-related information.
- If necessary, a JIC can be established off-site to coordinate information across responding agencies, separate from the EOC.
- Organizations not covered in the CEMP are encouraged to join the Boone County JIC to ensure a consistent approach to public information, alerts, and warnings.

ESF-15 will address the following functions:

Public Affairs

Will coordinate messaging among agencies, establish a Joint Information Center as needed, and disseminate incident-related information through media and other sources. Public Affairs monitors news coverage for accuracy, organizes news conferences, and handles press operations for incident site tours.

All news releases require approval from the Emergency Management Director or Multi-Agency Coordination Group. Questionable or false information will be verified through additional sources before release to the public.

Community Relations

Will develop an initial action plan with incident-specific guidance, collaborate with community leaders and neighborhood groups for rapid information dissemination, identify unmet needs, and maintain ongoing dialogue with the community.

Legislative Affairs

Will liaise with state and congressional offices representing affected areas, provide incident updates, coordinate site visits for legislators and staff, and respond to legislative inquiries.

Operational Activities

Preparedness

- Develop and maintain Standard Operating Procedures/Guidelines and other plans and/or procedures as necessary to support agencies which operate in the JIC or participate in the Joint Information System (JIS).
- Identify and prepare public information materials for use during response and recovery operations for emergencies and disasters.
- Develop pre-event messaging to inform individuals with access and functional needs about response activities and any actions that differ from those recommended for the general public.
- Develop public messaging in multiple formats and languages to support accessibility across as many communities as possible, including those with access and functional needs.
- Build relationships with community-based organizations, including ethnic and cultural media, to serve as trusted partners and amplify message dissemination.
- Continue to develop the Crisis Communications Group, made up of trained, professional communicators from agencies and organizations across Boone County, to support emergency communication efforts.
- Offer training and exercise opportunities for communication specialists to enhance their ability to contribute to a Joint Information Center (JIC) and Joint Information System (JIS).

Response

- Coordinate and oversee public information activities.
- Establish a messaging approval process in collaboration with affected agencies, the Emergency Management Director or EOC Manager, and the Multi-Agency Coordination Group.
- Maintain a social media presence as a key source for official, vetted incident-related information.
- Communicate with PIOs from responding agencies, impacted communities, Missouri state entities, non-profits, and FEMA Region VII.
- Share accurate, timely information through established channels, including the Rave System, social media, traditional media, press releases, and briefings.
- Monitor news coverage and social media for situational awareness.
- Provide coordinated, clear, accessible, and culturally appropriate information to the Whole Community to ensure prompt and effective incident communication.

Recovery

- Manage public expectations on recovery operations and disaster assistance.
- Provide accurate information on the current status of recovery programs and available resources.
- Support the provision of opportunities for public input on recovery activities and desired outcomes.
- Facilitate on-going communication coordination through the JIC/JIS.

Mitigation

- Collaborate with community service agencies and partners to identify populations with access, functional, transportation, and communication needs to plan effectively for messaging, evacuation, and mass care.
- Provide public education materials to empower high-risk individuals to prepare for self-care during evacuations and sheltering situations.
- Promote preparedness information that will lessen the impact of disasters, such as having a disaster preparedness kit and a family disaster plan.

Responsibilities

All Emergency Support Functions

- Establish and maintain disaster-related policies, plans, systems, and procedures for:
 - Personnel accountability, safety, lines of authority and succession
 - Logistical support for personnel and equipment
 - Facility/infrastructure damage assessment and reporting
 - Continuity of operations
 - Facility/infrastructure repair and restoration
- Provide an assessment of damages and operational status to the Boone County Emergency Communications Center.
- Assist the Joint Information Center (JIC), when activated.

Boone County Office of Emergency Management

- Activate, when necessary, manage and oversee operations of the Joint Information Center (JIC).
- Coordinate, maintain, and support emergency communication activities.
- Coordinate with ESF-2 to provide accessible alerts utilizing existing communications systems.
- Develop public messaging in multiple formats and languages, as time, ability and resources allow.
- Promote the use of interpreter and translation services contracts to assist with providing accurate and timely messaging for the Whole Community.
- Coordinate responsibilities with supporting and partner agencies.
- Facilitate communications between the Multi-Agency Coordination Group, Missouri State Emergency Management Agency, and other elected officials on ECC/JIC operations and incident-related information.
- Authorize WEA and Rave messages, as necessary and appropriate.

Agency Public Information Officers

- Provide information on departmental or field operations and any public safety events of note.
- Provide mutual aid PIO support to other affected agencies and/or jurisdictions, as requested and able.

- Provide PIO support to the JIC when requested and as resources allow.
- Coordinate public information through the County JIC, when activated, to ensure consistent messaging throughout incident response and recovery operations.
- Maintain public information responsibilities for discipline or agency-specific information; and coordinate public information specific to their organization, programs, and/or subject matter expertise.
- Request support from the Boone County Crisis Communications Group, when needed.

Missouri State Emergency Management Agency (SEMA)

- Deploy Public Information Officers (PIOs) to the Boone County JIC, upon request and/or when providing State assistance.
- Provide state telecommunications resources, as requested by the Boone County EOC.
- Coordinate provision of requested telecommunications resources outside of the state's capabilities with the federal government.

Appendices

- ESF-15 Appendix 1: Sample Press Release



SECTION III: APPENDICES

- Historical Change Log
- CEMP Structure
- NIMS Adoption (Order 406-2005)
- Local Emergency Management Regulations (Order 224-2003)
- CEMP Distribution List
- Essential Elements of Information
- Policies, Authorities, and References
- Disaster Declaration Template A
- Disaster Declaration Template B
- Acronyms
- Glossary
- ESF-Specific Supporting Documentation

APPENDIX 1

HISTORICAL CHANGE LOG, REVIEW LOG, AND DISTRIBUTION RECORD

Change Log			
Change #	Date of Change	Individual(s) Making Change	Description of Change
1	2017	Sherril Gladney	Complete rework of plan.
2	3/1/18	Sherril Gladney	Change to ESF format.
3	5/21/19	Sherril Gladney	Edited plan review, maintenance and distribution.
4	1/16/19	Sherril Gladney	Replaced Tier II information in ESF-10 with most updated information.
5	8/13/19	Sherril Gladney	Added Modular Emergency Medical System to ESF-8 under “Surge and Alternate Care Sites”
6	1/30/20	Sherril Gladney	Inserted updated animal population and siren maps into ESF-11 and ESF-2
7	2/3/20	Sherril Gladney	Updated Table of Contents; Formatted page numbers of all ESFs; updated version put on website.

Change Log (Continued)

Change #	Date of Change	Individual(s) Making Change	Description of Change
8	2/2/21	Sherril Gladney	Updated review dates. Changed all ESF-5 titles to “Information and Planning”. Added 211 information to ESF-6; Remove designations of primary and secondary agencies in each ESF. Changed all references from Boone County Sheriff’s Department BCSD to Boone County Sheriff’s Office BCSO
9	3/19/21	Sherril Gladney	Updated census information.
10	1/4/22	Sherril Gladney	<ul style="list-style-type: none"> • Inserted signed Promulgation Statement p.5 • Inserted Boone County Resolution 604-2020 p.6 • Updated page numbers and Table of Contents

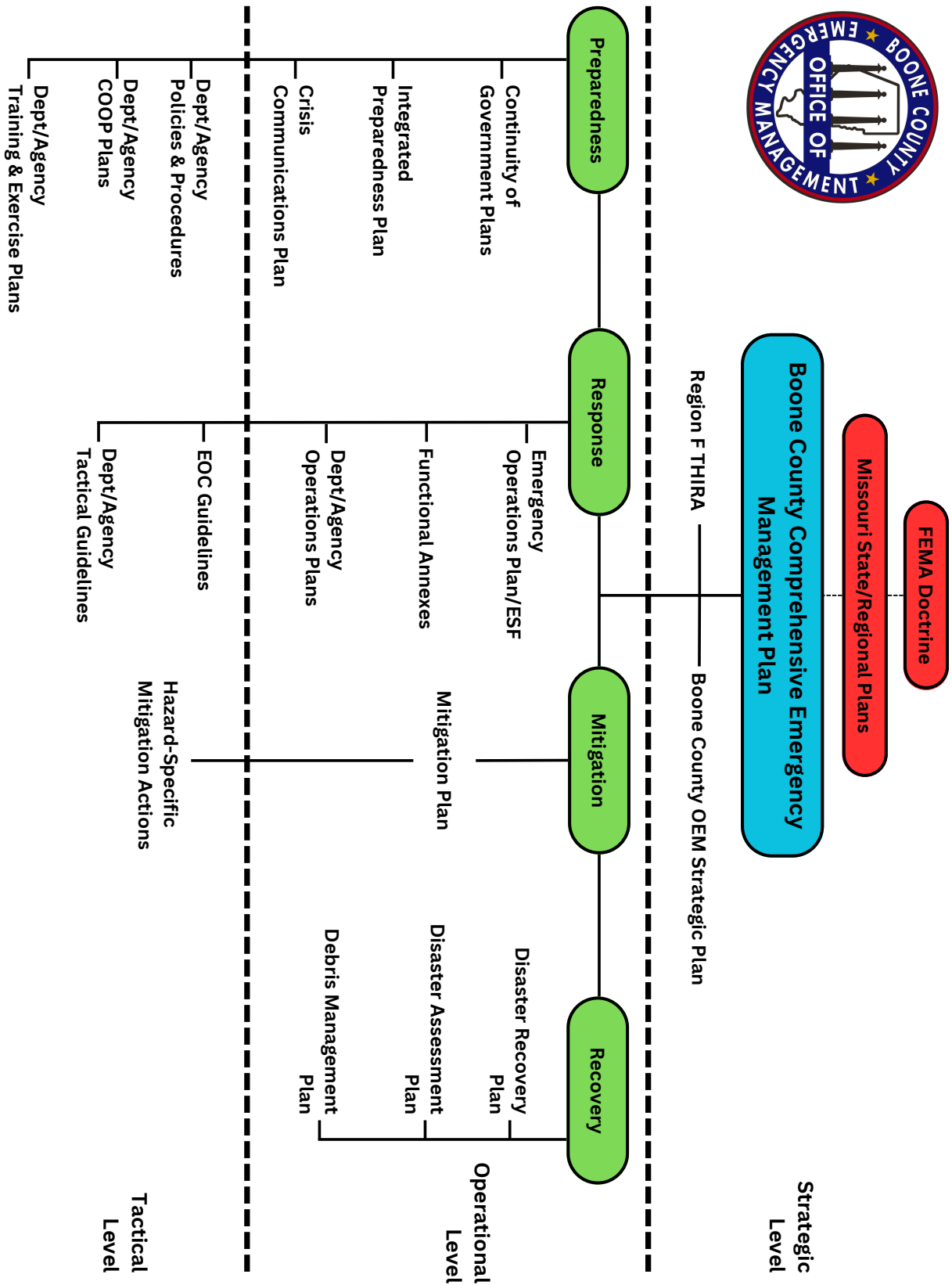
Review Log

Elements Reviewed	Date of Review	Individual(s) Conducting Review

Distribution Record		
Date of Distribution	Method of Distribution	Name, Title, Organization of Receiver

APPENDIX 2

BOONE COUNTY CEMP STRUCTURE



APPENDIX 3

BOONE COUNTY COMMISSION ORDER 406-2005

CERTIFIED COPY OF ORDER

406 -2005

STATE OF MISSOURI

County of Boone

} ea.

October Session of the October Adjourned

Term. 20 05

In the County Commission of said county, on the

13th

day of October

20 05

the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby adopt the following resolution:

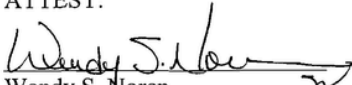
BE IT RESOLVED BY THE BOONE COUNTY COMMISSION OF THE COUNTY OF BOONE AS FOLLOWS:

The Boone County Commission establishes the National Incident Management System as the standard for incident management for the County of Boone. The Department of Homeland Security (HLS) is requiring all political subdivisions adopt this system to be used by all emergency and disaster responders.

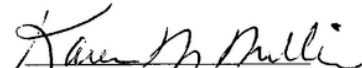
The incident management system has been an integral part of the Columbia/Boone County emergency Operation Plan since April 2004.

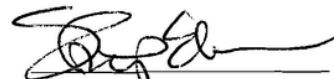
Done this 13th day of October, 2005.

ATTEST:


Wendy S. Noren
Clerk of the County Commission


Keith Schmae
Presiding Commissioner


Karen M. Miller
District I Commissioner


Skip Elkin
District II Commissioner

APPENDIX 4

BOONE COUNTY COMMISSION ORDER 224-2003

CERTIFIED COPY OF ORDER

224-2003

STATE OF MISSOURI

County of Boone

} ca.

May Session of the February Adjourned

Term. 20 03

In the County Commission of said county, on the

1st

day of

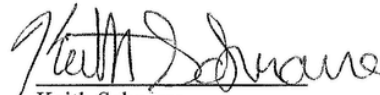
May

20 03

the following, among other proceedings, were had, viz:

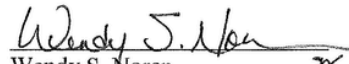
Now on this day the County Commission of the County of Boone does hereby adopt the attached Local Emergency Management Regulations. It is further ordered that the Presiding Commissioner be hereby authorized to sign said regulations.

Done this 1st day of May, 2003.



Keith Schnarre
Presiding Commissioner

ATTEST:


Wendy S. Noren
Clerk of the County Commission

ABSENT

Karen M. Miller
District I Commissioner



Skip Elkin
District II Commissioner

224-2003

AN ORDER RELATING TO LOCAL EMERGENCY MANAGEMENT

BE IT ORDERED BY THE BOONE COUNTY COMMISSION OF THE COUNTY OF BOONE, COLUMBIA, MISSOURI, THAT:

ARTICLE I. IN GENERAL

Sec. 1. Definition

A "disaster" is an occurrence such as a tornado, storm, flood, high water, wind-driven water, earthquake, drought, blizzard, pestilence, famine, fire, explosion, building collapse, vehicle wreck, act of terrorism, enemy attack, sabotage, public health emergency or any other natural or man-made situation that causes human suffering or creates human needs that the victims cannot alleviate without assistance, and that requires an extraordinary commitment of governmental resources. This definition should be construed liberally consistent with the provisions of chapter 44, RSMo.

Sec. 2. Duties, powers and responsibilities of the Presiding Commissioner.

(a) The Presiding County Commissioner may declare an emergency whenever a disaster is imminent or actually occurs within Boone County (and each town or village within the county without an emergency management services program) and the safety and welfare of the inhabitants is jeopardized.

(b) The Presiding Commissioner shall as soon as possible, upon notification, report to the emergency operations center and assume control over the county's emergency response in coordination with emergency management personnel.

(c) Upon declaration of an emergency, the Presiding Commissioner shall have all powers granted to the County Commission by Chapter 44, RSMo and shall take all steps necessary to ensure the health, safety and welfare of all persons within the territorial limits of Boone County, except in municipalities adopting their own emergency management services program under chapter 44, RSMo.

Sec. 3. Line of succession in absence of Presiding Commissioner.

(a) If the Presiding Commissioner is absent or disabled, the person designated to be acting Presiding Commissioner by the County Clerk of Boone shall assume the duties of the Presiding Commissioner in accordance with section 49.070, RSMo, unless or until the other two commissioners vote one of their number to act as Presiding Commissioner.

(b) If the Presiding Commissioner is absent or disabled and no person is designated as Acting Presiding Commissioner under subsection (a) above is available and able to serve as acting Presiding Commissioner, the acting Presiding Commissioner shall be appointed by the presiding judge of the Circuit Court of Boone County, Missouri, in accordance with section 49.160, RSMo.

Sec. 4 EMERGENCY REGULATIONS

(a) If a disaster occurs which requires the implementation of the County emergency operations plan, or if an emergency occurs which does not require the immediate implementation of the county emergency operations plan but which requires the extraordinary management of county resources, the county Presiding Commissioner is authorized to declare an emergency and establish temporary emergency regulations to ensure the health, safety and welfare of persons within the county. At the next regular Boone County Commission meeting after establishing emergency regulations or at a special meeting held before the next regular Commission meeting, the Presiding Commissioner shall give a complete report on the emergency to the Boone County Commission. If the Presiding Commissioner determines that the emergency regulations should remain in effect, an order shall be prepared and presented at the Boone County Commission meeting, which would establish the regulations, by order.

(b) Regulations established under this section shall have the force of law. A person who violates the regulation established under this section after receiving notice of the regulation shall be guilty of an offense punishable as provided by section 44.130, RSMo, or as otherwise provided by applicable criminal law for the offense committed.

Sec. 5. Emergency water regulations

(a) After declaring a water use emergency, the Presiding Commissioner shall establish temporary emergency regulations. The procedures and penalties listed above shall apply to these regulations.

Secs. 6-15. Reserved

ARTICLE II. EMERGENCY MANAGEMENT ORGANIZATION

Sec. 16. Duties and responsibilities.

(a) In accordance with chapter 44, RSMo, there is hereby created an administrative division of the County to be known as the office of emergency management. This office shall be responsible for the County's emergency management operations.

(b) The office of emergency management shall perform emergency management functions in cooperation with the city of Columbia and the state of Missouri in accordance with the provisions of Chapter 44, RSMo, and any mutual-aid or cooperative agreement with the city of Columbia or other political subdivision as the term is used in chapter 44, RSMo.

Sec. 17. Office and headquarters.

The Boone County Presiding Commissioner shall designate space for emergency operations in any building owned or leased by the County or as provided by cooperative agreement with the city of Columbia and under the Columbia/Boone County Emergency Operation Plan.

Sec. 18. Director; designation and duties.

The office of emergency management shall be headed by the emergency communications and management Director.

- (a) The Director shall be appointed and subject to removal by the Presiding Commission/City Manager in accordance with any established cooperative agreement.
- (b) The Director shall have direct responsibility for the organization, administration and operations of local emergency operations planning subject to the direction and control of the Presiding Commissioner and under subject to any cooperative agreement or mutual-aid agreement as provided in chapter 44, RSMo.
- (c) The Director shall be responsible for maintaining records on use and disposal of all items of equipment placed under the jurisdiction of the office of emergency management.
- (d) The Director is authorized to submit all materials and sign all documents requested by the state emergency management agency to qualify the County for participation in federal contributions.
- (e) The Director shall be responsible for all training required by Chapter 44 RSMo.

Sec. 19. Powers of Presiding Commissioner.

The Presiding Commissioner and the Director, in accordance with Chapter 44, RSMo may:

- (a) Expend funds, make contracts, obtain and distribute equipment, materials, and supplies for emergency management purposes; provide for the health and safety of persons, including emergency assistance to victims of natural and manmade disasters, or national emergency; the safety of property; and direct and coordinate the development of disaster plans and programs in accordance with the policies and plans of the federal and state disaster and emergency planning.
- (b) Appoint and remove rescue teams and other emergency operations teams, units or personnel.
- (c) Assign emergency missions to nongovernmental groups such as physicians and news media as necessary to develop a capability to augment government disaster response.

- (d) In the event of declared national or local emergency, waive the provisions of law requiring advertisements for bids for the performance of public works or entering into contracts.
- (e) With the approval of the Boone County Commission and consistent with the Missouri Emergency Operations Plan, enter into mutual-aid agreements with other public and private agencies within and without the state for reciprocal emergency aid.
- (f) Accept services, materials, equipment, supplies or funds granted or loaned by the federal government for disaster planning and operations purposes.

Sec. 20. Oath of personnel

No person shall be employed or associated in any capacity with the office of emergency management who advocates or has advocated a change by force or violence in the constitutional form of the government of the United states or of the State of Missouri or the overthrow of any government in the United States by force or violence, or has been convicted of or is under indictment or information charging any subversive act against the United States. Each person who is appointed to serve in the office shall, before entering upon the duties of the position, take an oath, in writing, before a person authorized to administer oaths in this state, which oath shall be substantially as follows:

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United states and the Constitution of the State of Missouri against all enemies, foreign and domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter. And I do further swear (or affirm) that I do not advocate, nor am I a member of any political party or organization that advocates the overthrow of the government of the United States or of this state by force or violence; and that during such time as I am a member of the Boone County office of emergency management, I will not advocate nor become a member of any political party or organization that advocates the overthrow of the government of the United States or of this state by force or violence.

Sec. 21. Emergency operations plan.

- (a) The Director shall prepare a comprehensive emergency operations plan consisting of a basic plan covering direction and control of the emergency operations center and administrative annexes that implement the basic plan.
- (b) The Boone County Commission shall adopt the basic plan, any supplemental plans, and any amendments to these documents.
- (c) The Presiding Commissioner shall adopt administrative annexes to the plan that the Director considers necessary or desirable to implement the basic plan. The Presiding Commissioner shall adopt any amendments to these annexes that the Presiding Commissioner considers necessary or desirable.

(d) The Director shall review the emergency operations plan annually. If the Director believes any changes to the plan are necessary or desirable, the Director shall recommend such changes to the Presiding Commissioner for appropriate action.

Sec. 22. Testing and training

The office of emergency management shall conduct exercises, testing, and training in accordance with the annual statement of work approved by the State of Missouri Emergency Management Agency (SEMA).

Secs. 23-34. Reserved

ARTICLE III. EMERGENCY ASSISTANCE TO OTHER GOVERNMENTAL AGENCIES

Sec.35. Emergency assistance to other governmental agencies; policies and procedures.

(a) The Presiding Commissioner or Presiding Commissioner's designee may authorize the public works department,, public safety joint communications and office of emergency management (in accordance with the cooperative agreements) to provide assistance to any governmental agency in Missouri or in a bordering state, at the time of a significant emergency such as fire, earthquake, flood, tornado, storm, hazardous material incident, or civil disturbance.

(b) Requests for emergency assistance shall be promptly communicated to the County Presiding Commissioner or Presiding Commissioner's designee.

(c) Emergency assistance shall not be authorized if, in the opinion of the Presiding Commissioner or Presiding Commissioner's designee, the safety of the inhabitants of Boone County would be jeopardized if such assistance were provided.


(d) This section does not supersede any existing mutual aid agreement, city ordinance or resolution, but shall replace any prior county order.

(e) In the absence of an adopted and approved emergency operations ordinance in any of the municipalities in Boone County, the County order and authority shall apply.

This order shall be in full force and effect from and after its passage and approval as provided by law.

So ordered this 1ST day of, MAY 2003.

Boone County, Missouri
By Boone County Commission


Presiding Commissioner

ATTEST:


Boone County Clerk

APPENDIX 5

BOONE COUNTY CEMP DISTRIBUTION LIST

Below is a list of community stakeholders involved in developing, maintaining, and implementing the Boone County Comprehensive Emergency Management Plan. These stakeholders also receive the plan for input and review. Please note that this list is not exhaustive.

- Boone County government offices and departments
- Boone County and municipal law enforcement agencies
- Economic and business development agencies
- City of Ashland government offices and departments
- City of Centralia government offices and departments
- City of Columbia government offices and departments
- City of Hallsville government offices and departments
- City of Harrisburg government offices and departments
- City of Hartsburg government offices and departments
- City of Rocheport government offices and departments
- City of Sturgeon government offices and departments
- Columbia Regional Airport
- Community Organizations Active in Disaster
- Fire service departments/districts
- Hospitals, emergency medical services and health care agencies
- Media outlets
- National Weather Service St. Louis (NWS)
- Private businesses and service providers
- Public and private schools and higher educational institutions
- Regional preparedness and response partners
- State and federal agencies with stakeholder interests within, or in support of, Boone County
- Public and private transportation agencies
- Public and private water, sewer and utilities agencies
- Public and private public works and street departments
- Public and private energy providers
- The Boone County Local Emergency Planning Committee (LEPC)
- The University of Missouri-Columbia
- Village of Pierpont government offices and departments

APPENDIX 6

ESSENTIAL ELEMENTS OF INFORMATION (EEI)

While the specific details of EEI will vary based on the incident, the following categories typically apply:

Incident Status and Scope

- Nature and extent of the threat or hazard (e.g., fire, flood, public health concern)
- Geographical boundaries and affected areas
- Predicted incident evolution or escalation

Resource Availability and Needs

- Status of personnel, equipment, and other critical resources
- Gaps in staffing, supplies, or specialized teams
- Mutual aid agreements or additional support resources needed

Infrastructure Impact

- Assessment of roads, bridges, and transportation routes
- Damage to utilities (water, electricity, gas, telecommunications)
- Condition of critical facilities (hospitals, shelters, government buildings)

Public Safety and Population Impacts

- Number of people affected or requiring evacuation
- Potential hazards to public health (contaminated water, toxic fumes)
- Shelter and mass care requirements

Weather and Environmental Factors

- Forecasted changes in weather conditions
- Potential for secondary hazards (mudslides, storm surges, aftershocks)
- Air quality, water levels, or other environmental indicators

Operational Coordination

- Status and location of Incident Command Post(s)
- Communication channels among responding agencies
- Schedules and plans for operational periods

Recovery and Restoration

- Immediate priorities for community recovery
- Long-term needs for infrastructure repair and rebuilding
- Financial and administrative considerations (claims, reimbursements)

APPENDIX 7

POLICIES, AUTHORITIES, AND REFERENCES

- Boone County Code of Health Regulations
- Boone County Code of Regulations - Chapter II, Animal Control Isolation and Quarantine, 2.2-2.8
- Boone County Hazard Mitigation Plan (revised 2020)
- Boone County Joint Communications Operations Center Manual
- Boone County Order 224-2003, Local Emergency Management Regulation
- City-County Disaster Preparedness Agreement dated July 16, 1974.
- City of Ashland Code, Chapter 17, Emergency Preparedness
- City of Centralia Ordinances, Chapter 7, Civil Defense
- City of Columbia Code, Chapter 5, Animals and Fowl
- City of Columbia Code, Chapter 7, Civil Defense
- City of Columbia Code, Chapter 11, Health and Sanitation
- City of Hallsville Code, Chapter 225, Emergency Management
- City of Sturgeon Ordinance, Chapter 3, Article IV: Emergency Management and Civil Defense
- Code of State Regulations, Title 11, Division 10, Chapter 11
- Columbia/Boone County Memorandum of Agreement for WMD/Terrorism Response Group (Homeland Security Response Team) dated Sept 19, 2001
- Columbia/Boone County Public Health and Human Services Emergency Response Plan
- Columbia Local Energy Assurance Plan
- Emergency Poultry Disease (EPD) Management Plan (Tri-State Area), Oct 1, 2003
- Federal Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Act (April 2013)
- Federal Public Law 99-499, SARA, Title III.
- FEMA Comprehensive Planning Guide (CPG) 101 (v2.0)
- FEMA Guidance to Planning and Integration of Functional Needs Support Services in General Population Shelters (FNSS legal authority identified on p. 140)
- Homeland Security Presidential Directives 5 (HSPD-5) and 8 (HSPD-8)
- Homeland Security Presidential Directive/HSPD-9 Defense of United States Agriculture and Food
- Homeland Security Presidential Directive/HSPD-10 Biodefense for the 21st Century
- Joint FEMA Region VII/State of Missouri New Madrid Seismic Zone (NMSZ) Response Operations Plan

- Missouri All Hazards Planning Guidance , SEMA, December 2013.
- Missouri Code of State Regulations, Chapter 292, Spill Bill.
- Missouri Code of State Regulations, Title XI, Division 10 Chapter 11
- Missouri Department of Health and Senior Services - 19CSR20-20.050 Quarantine or Isolation Practices
- Missouri Hazard Analysis, SEMA, as amended
- Missouri Revised Statutes Chapter 261 Department of Agriculture
- Missouri Revised Statutes Chapter 267 State Veterinarian Regulations
- Missouri Revised Statutes Chapter 269 Disposal of Dead Animals
- National Incident Management System (2017) and National Response Framework Fourth Edition (2019)
- NIMS Resolutions (Columbia Resolution 220-05 and County Resolution 406-2005)
- Presidential Decision Directive 39 (PDD-39), U.S. Policy on Counter-Terrorism.
- Region F MACC Activation SOP
- Revised Statutes of Missouri, 49.070
- Revised Statutes of Missouri, Chapter 44 as amended
- State of Missouri Emergency Operations Plan, as amended
- US Department of Justice ADA Best Practices Tool Kit for State and Local Governments – Chapter 7 Emergency Management Under Title II of the ADA

APPENDIX 8

DISASTER DECLARATION TEMPLATE A

EMERGENCY GOVERNMENT PROCLAMATIONS AND/OR RESOLUTIONS OF A STATE OF EMERGENCY IN BOONE COUNTY

WHEREAS, Boone County/xxx municipality, Missouri, has encountered_____ conditions, and a threat exists to the lives and property of the people of Boone County, Missouri, and;

WHEREAS, that areas within the boundaries of Boone County, Missouri, are immediately threatened with _____ and curtailing the protection of the lives and property contained in Boone County, Missouri, and an emergency exists:

NOW THEREFORE, we _____, City manager/administrator/mayor of the City of XXXX, Missouri, and _____, _____ the Board of County Commissioners, Boone County, Missouri, hereby declare that a state of emergency exists in Boone County, Missouri, and we hereby invoke and declare in full force and effect in Boone County, Missouri, all laws, statutes, of the State of Missouri, the City of XXX and Boone County, for the exercise of all necessary emergency authority for the protection of the lives and property of the people of Boone County, Missouri, and the restoration of local government with a minimum of interruption.

As pursuant with Chapter 44 of the Revised Missouri State Statutes, City Ordinances and County Court Orders, as pertinent to:

All public offices and employees of Boone County, Missouri, are hereby directed to exercise the utmost diligence in discharge of duties required of them for the duration of the emergency and in the execution of emergency laws, regulations, and directives state, and local.

All citizens are called upon and directed to comply with necessary emergency measures, to cooperate with public officials and the Boone County Emergency Management Agency's forces in executing emergency operational plans, and to obey and comply with the lawful directions of properly identified public offices.

In witness, we have hereunto set our hand at _____ hours, the ____ day of _____, 20__ A.D.

CITY OF XXXXXX

COUNTY OF BOONE

Mayor

Presiding Commissioner

Commissioner

Commissioner

APPENDIX 9

DISASTER DECLARATION TEMPLATE B

The following is a sample of the language that should be retyped onto the jurisdiction's official letterhead before submitting. Language should be changed to accurately describe current incident.

WHEREAS, County (or affected city/town) has suffered from a _____ (i.e., tornado, flood, severe storm, etc.) that occurred on _____ (include date(s) and time).

WHEREAS, extensive damage was caused to public and private property, disruption of utility service, and endangerment of health and safety of the residents of County (or city/town) within the disaster area.

WHEREAS, all locally available public and private resources available to mitigate and alleviate the effects of this disaster have been insufficient to meet the needs of the situation,

Therefore, the Chair of the _____ County Commissioners (or the Mayor of _____) has declared a state of emergency on behalf of County (or city/town), and will execute for and on behalf of County (or city/town), the expenditure of emergency funds from all available sources, the invoking of mutual aid agreements, and the requesting assistance from the State.

Chair, County Commissioners (or Mayor of affected jurisdiction or appointed authorized representative)

WITNESS my hand and the seal of my office
This day of xxxx, 20xx.

County (or City/Town) Clerk

Note: Do not include specific dollar amounts in the Resolution. This Resolution does not guarantee that the jurisdiction or any potential applicants will qualify to receive state or federal funding assistance.

APPENDIX 10

ACRONYMS

A

AAR - After Action Report
ADA - Americans with Disabilities Act of 1990
AHA - American Heart Association
AHJ - Authority Having Jurisdiction
ALS - Advanced Life Support
AOBD - Air Operations Branch Director
APD - Ashland Police Department
ARES - Amateur Radio Emergency Services

B

BCARES - Boone County Amateur Radio Emergency Services
BCFPD - Boone County Fire Protection District
BCJC - Boone County Joint Communications
BCOEM - Boone County Office of Emergency Management
BCRB - Boone County Road and Bridge
BCRSD - Boone County Regional Sewer District
BCSD - Boone County Sheriff's Department
BEC - Boone Electric Cooperative
BHC - Boone Hospital Center
BHC EMS - Boone Health Emergency Medical Services

C

CAP - Civil Air Patrol

CBCHMEPC - Columbia/Boone County Health and Medical Emergency Planning Committee
CBCPHHS - Columbia/Boone County Public Health and Human Services
CBRNE - Chemical, Biological, Radiological, Nuclear or Explosive
CDC - Centers for Disease Control and Prevention
CERT - Community Emergency Response Team
CFD - Columbia Fire Department
CFR - Code of Federal Regulations
CHEMTREC - Chemical Transportation Emergency Center
CISD - Critical Incident Stress Debriefing
CMHS - Central Missouri Humane Society
COML - Communications Unit Leader
COMMS - Communications
COMT - Incident Communications Technician
CONOPS - Concept of Operations
COOP - Continuity of Operations Plan
COP - Common Operating Picture
COU - Columbia Regional Airport
COU APS - Columbia Regional Airport Public Safety
CP - Command Post
CPD - Columbia Police Department

D

DART - Disaster Assistance Response Team

DAT - Damage Assessment Team
DECON - Decontamination Area, Decontamination Process
DFO - Disaster Field Office: for FEMA staff and operations during a disaster
DHSS - MO Department of Health and Senior Services
DHS - Department of Homeland Security
DIVS - Division/Group Supervisor
DMAT - Disaster Medical Assistance Teams
DMOB - Demobilization Unit Leader
DMORT - Disaster Mortuary Team
DMS - Debris Management Site
DNR - Department of Natural Resources
DOCL - Documentation Unit Leader
DOD - Department of Defense
DOE - Department of Energy
DPM - Debris Project Manager
DPS - Department of Public Safety
DRC - Disaster Recovery Center

E

EAP - Emergency Assistance Program
EAS - Emergency Alert System
ECC - Emergency Communications Center
EF - Enhanced Fujita, a tornado intensity rating system based on damage
EHS - Environmental Health & Safety/Extremely Hazardous Substance
EMA - Emergency Management Agency
EMAC - Emergency Management Assistance Compact
EMD - Emergency Management Director/Emergency Medical Dispatch
EMI - Emergency Management Institute
EMS - Emergency Medical Service
EMT-B - Emergency Medical Technician - Basic

EMT-P - Emergency Medical Technician – Paramedic
EOC - Emergency Operations Center
EOP - Emergency Operations Plan
EPA - Environmental Protection Agency
EPCRA - Emergency Planning and Community Right-to-Know Act
ER - Emergency Room
ESF - Emergency Support Function
ESF 1 - Transportation
ESF 2 - Communications
ESF 3 - Public Works and Engineering
ESF 4 - Firefighting
ESF 5 - Information and Planning
ESF 6 - Mass Care, Housing and Human Services
ESF 7 - Logistics
ESF 8 - Public Health and Medical
ESF 9 - Search and Rescue
ESF 10 - Oil and Hazardous Materials
ESF 11 - Agriculture and Natural Resources
ESF 12 - Energy
ESF 13 - Public Safety and Security
ESF 14 - Long-term Community Recovery and Mitigation
ESF 15 - External Affairs/Public Information
E-Waste - Electronic Waste

F

FAA - Federal Aviation Administration
FBI - Federal Bureau of Investigations
FCC - Federal Communications Commission
FCO - Federal Coordinating Officer
FDA - Food and Drug Administration
FEMA - Federal Emergency Management Agency

FNSS - Functional Needs Support Services

FOG - Field Operation Guidelines

FSC - Finance Section Chief

G

GETS - Government Emergency Telecommunication Service

GIS - Geographic Information Systems

GPS - Global Positioning System

H

HAZMAT - Hazardous Material

HCC - Health Care Coalition

HHS - Health and Human Services

HHW - Household and Hazardous Waste

HMEP - Hazardous Materials Emergency Plan

HPD - Hallsville Police Department

HSPD-5 - Homeland Security Presidential Directive-5

HSPD-8 - Homeland Security Presidential Directive-8

HSRT/HSRRS - Homeland Security Response Team/Regional Response System

HVA - Hazard Vulnerability Analysis

I

IA - Individual Assistance

IAEM - International Association of Emergency Managers

IAP - Incident Action Plan

IC - Incident Commander

ICP - Incident Command Post

ICS - Incident Command System

IMAT - Incident Management Assistance Team

IMS - Incident Management System

IMT - Incident Management Team

IST - Incident Support Team

IT - Information Technology

J

JFO - Joint Field Office

JIC - Joint Information Center

JIS - Joint Information System

JOC - Joint Operations Center

L

LEPC - Local Emergency Planning Committee

LNO - Liaison Officer

LOGS - Logistics

LSC - Logistics Section Chief

M

MAA - Mutual Aid Agreement

MACC - Multi-Agency Coordination Center

MDA - Missouri Department of Agriculture

MDC - Missouri Department of Conservation

MDOC - Missouri Department of Corrections

MDOT - Missouri Department of Transportation

MIMS - Missouri Incident Management System

MMRPC/Mid-MO RPC - Mid-Missouri Regional Planning Commission

MODNR - Missouri Department of Natural Resources

MODOT - Missouri Department of Transportation

MO HSART - Missouri Helicopter Search and Rescue Team

MONG - Missouri National Guard
MOSWIN - Missouri Statewide Interoperability Network
MO-TF1 - Missouri Task Force 1 Urban Search & Rescue
MOU - Memorandum of Understanding
MRC - Medical Reserve Corp
MRE - Meal Ready to Eat
MSDS - Material Safety Data Sheet
MSHP - Missouri State Highway Patrol
MU - University of Missouri
MUHC - MU Health Care
MUHC EMS - MU Health Care Emergency Medical Services
MULES - Missouri Uniform Law Enforcement System
MUPD - University of Missouri Police Department
MURR - University of Missouri Research Reactor

N

NACCHO - National Association of County and City Health Officials
NASAAEP - National Alliance of State Animal and Agricultural Emergency Programs
NAWAS - National Alert Warning System
NDMS - National Disaster Medical System
NEMA - National Emergency Management Association
NFIP - National Flood Insurance Program
NFPA - National Fire Protection Association
NGO - Non-Governmental Organization
NIMS - National Incident Management System
NMSZ - New Madrid Seismic Zone

NOAA - National Oceanic & Atmospheric Administration
NRF - National Response Framework
NWS - National Weather Service

O

OEM - Office of Emergency Management
OHS - Office of Homeland Security
OPS - Operations
OSC - Operations Section Chief
OSHA - Occupational Safety & Health Administration

P

PA - Public Assistance
PETS Act - Pets Evacuation and Transportation Standards Act of 2006
PIO - Public Information Officer
POC - Point of Contact
POD - Point of Distribution/Point of Dispensing
PPE - Personal Protective Equipment
PSAP - Public Safety Answering Point
PSC - Planning Section Chief

R

RACES - Radio Amateur Civil Emergency Services
RESL - Resource Unit Leader
RHSOC - Regional Homeland Security Oversight Committee
RRCC - Regional Response Coordination Center
RSMO - Revised Statutes of Missouri

S

SAR/ S&R - Search and Rescue

SAVE - Missouri Structural Assessment
and Visual Evaluation Coalition
SBA - Small Business Administration
SBFPD - Southern Boone Fire Protection
District
SEMA - State Emergency Management
Agency
SITL - Situation Unit Leader
SITREP - Situation Report
SNS - Strategic National Stockpile
SOF - Safety Officer
SOG - Standard Operating Guidelines
SOP - Standard Operating Procedure
SPD - Sturgeon Police Department

T

TDMS - Temporary Debris Management
Site
THIRA - Threat and Hazard Identification
and Risk Assessment
TSA - Transportation Security
Administration

U

UC - Unified Command
USACE - United States Army Corps of
Engineers
USAR/US&R - Urban Search and Rescue
USCG - United States Coast Guard
USDA - United States Department of
Agriculture
USGS - United States Geological Survey
USNG - United States National Grid

V

VMAT - Veterinary Medical Assistance
Team
VRC - Veterinary Reserve Corp

W

WMD - Weapons of Mass Destruction

APPENDIX 11

GLOSSARY

Access and Functional Needs (AFN): Individual circumstances requiring assistance, accommodation or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits the ability of an individual (such as a person with disabilities) to act in an emergency.

Agency: A government element with a specific function offering a particular kind of assistance.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction.

Agency Representative: A person whose agency or organization (a primary, assisting or cooperating state, local, tribal and territorial (SLTT) or federal government agency; a non-governmental organization (NGO); or a private organization) has the authority to make decisions affecting the agency or organization's participation in incident management activities, in consultation with the organization's leadership.

Americans with Disabilities Act (ADA): A civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation and all public and private places that are open to the general public. The purpose of this law is to make sure that people with disabilities have the same rights and opportunities. The ADA gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services and telecommunications.

Authority Having Jurisdiction (AHJ): An entity that has the authority and responsibility for developing, implementing, maintaining and overseeing the personnel qualification process within its organization or jurisdiction. The AHJ may be a state or federal agency, training commission, NGO, private sector company or a tribal or local agency such as a police, fire or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as part of a team, such as an Incident Management Team (IMT).

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section. The Federal Emergency Management Agency (FEMA) uses Roman numerals or functional areas to identify branches.

Comprehensive Emergency Management Plan (CEMP): A plan that guides how an organization will prepare for, respond to, and recover from disasters. CEMPs outline who is responsible for what, when, and how.

Chain of Command: The orderly line of authority within the ranks of incident management organizations.

Check-In: The process by which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Command (IC) or Unified Command's established procedures.

Chief: The ICS title for individuals responsible for managing functional sections: Operations, Planning, Logistics and Finance/Administration.

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

Command Staff: A group of incident personnel that the IC or Unified Command assigns to support the command function at an Incident Command Post (ICP). Command Staff often include a Public Information Officer (PIO), a Safety Officer, a Liaison Officer and any assistants they may have. Additional positions may be necessary, depending on the incident.

Continuity of Operations (COOP): As defined in the National Continuity Policy Implementation Plan and the National Security Presidential Directive-51/Homeland Security Presidential Directive-20, COOP is an effort within individual executive departments and agencies to ensure that Mission Essential Functions continue to occur during a wide range of emergencies.

Coordinate: To exchange information systematically among principals who may need certain types of information to carry out specific incident management responsibilities.

Core Capability: An element defined in the National Preparedness Goal (NPG) as necessary to prevent, protect against, mitigate, respond to and recover from the threats and hazards that pose the greatest risk.

Critical Infrastructure: Assets, systems and networks, whether physical or virtual, so vital to the United States that their incapacitation or destruction would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement that the agency executive delegating authority and assigning responsibility provides to the IC. The Delegation of Authority can include priorities, expectations, constraints and other considerations or guidelines, as necessary.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An operations or coordination center dedicated to a single, specific department or agency. A DOC focuses on internal agency incident management and response. DOCs are often linked to a combined agency EOC, with an authorized agent (or agents) representing the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, should be fully qualified in the position. Deputies can be assigned to the IC, EOC director, 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 organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See group.

Emergency: Any incident, whether natural, technological or human caused, that necessitates responsive action to protect life or property.

Emergency Management Assistance Compact (EMAC): A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management (on-scene operations) normally takes place. An EOC may be housed in a temporary facility or in a permanently established, central facility, or a building that houses another government agency within the jurisdiction. A virtual EOC is an exception to a physical EOC.

Emergency Operations Plan (EOP): A plan for responding to a variety of potential hazards.

Emergency Support Functions (ESF): An organized grouping of the governmental, private sector and NGO capabilities and services that are most likely to be necessary for managing domestic incidents.

Environmental Protection Agency (EPA): An agency of the United States government whose mission is to protect human and environmental health and is responsible for creating standards and laws promoting the health of individuals and the environment. The agency is headquartered in Washington, D.C.

Essential Elements of Information (EEI): Important and standard information items supporting timely and informed decisions.

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

Finance/Administration Section: The ICS section responsible for an incident's administrative and financial considerations.

General Staff: A group of incident personnel organized according to function and reporting to the IC or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.

Geographic Information Systems (GIS): A framework for gathering, managing and analyzing data rooted in the science of geography. GIS analyzes spatial location and organizes layers of information into visualizations such as maps and 3D scenes, providing deeper insights into patterns, relationships and situations.

Group: An organizational subdivision 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 area. See division.

Hazard: Something potentially dangerous or harmful; often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Program (HSEEP): Guiding principles for exercise programs, as well as a common approach to exercise program management, design, development, conduct, evaluation and improvement planning. Incident: An occurrence, natural or human caused, that necessitates a response to protect life or property. In this document, incident includes planned events as well as emergencies and disasters of all kinds and sizes.

Incident Action Plan (IAP): An oral or written plan containing the IC's or Unified Command's objectives and addressing tactics and support activities for the planned operational period, typically 12 to 24 hours.

Incident Base: A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. The ICP may be co-located with the incident base.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the IC or Unified Command and any additional activated Command Staff.

Incident Commander (IC): The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The IC has overall authority and responsibility for conducting incident operations.

Incident Command Post (ICP): The field location where staff perform the primary functions of incident command. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized approach to the command, control and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can work. ICS brings procedures, personnel, facilities, equipment and communications into a common organizational structure to aid in the management of on-scene resources during incidents. ICS applies to small, large and complex incidents of all kinds, including planned events.

Incident Management: The broad spectrum of activities and organizations providing operations, coordination and support at all levels of government, using both governmental and nongovernmental resources to plan for, respond to and recover from an incident, regardless of cause, size or complexity.

Incident Management/Support Team (IMT/IST): A rostered group of ICS-qualified personnel consisting of an IC, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Objective: A statement of a desired incident outcome. Incident objectives drive strategies and tactics. Incident objectives should be realistic, achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC or in a Multiagency Coordination Group (MAC Group).

Information: Knowledge or data from a variety of federal and non-federal resources about a particular fact or circumstance that has been placed into a context and can be used to make decisions but has not been analyzed.

Information Management: The collection, organization and control of the structure, processing and delivery of information from one or more sources to one or more audiences who have a stake in that information.

Interoperability: The ability of systems, personnel and equipment to exchange functionality, data, information and services with other systems, personnel and equipment—among public and private agencies, departments and other organizations—in a manner enabling them to operate effectively together.

Joint Field Office (JFO): The primary federal incident management field structure. The JFO is a temporary federal facility that provides a central location for the coordination of SLTT and federal governments, private sector organizations and NGOs that have primary responsibility for response and recovery.

Joint Information Center (JIC): A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central POC for all news media. PIOs from all participating agencies co-locate in, or coordinate virtually through, the JIC.

Joint Information System (JIS): A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete information during crisis or incident operations. ether.

Jurisdiction: Jurisdiction has two definitions depending on the context:

- 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 (for example, SLTT or federal boundary lines) or functional (for example, law enforcement or public health).
- A political subdivision (for example, municipal, county, parish, state or federal) with the responsibility to ensure public safety, health and welfare within its legal authorities and geographic boundaries.

Liaison Officer: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations. Lifelines: The most fundamental services in the community that, when stabilized, enable all other aspects of society to function.

Local Government: A public entity responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council is incorporated as a nonprofit under state law), regional or interstate government entity, agency or instrumentality of a local government, tribe or authorized tribal entity (in Alaska, a Native Village or Alaska Regional Native Corporation), rural community, unincorporated town or village or other public entity.

Logistics: Processes and procedures for providing resources and other services to support incident management.

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

Manager: The individual within an ICS organizational unit who has specific managerial responsibilities (for example, Staging Area Manager or Camp Manager).

Mission Area: One of five preparedness areas (prevention, protection, mitigation, response and recovery) designated in the NPG for grouping core capabilities.

Mitigation: The capabilities necessary to reduce the loss of life and property by lessening the impacts of natural and human-caused disasters, incidents and events.

Mobilization: Processes and procedures for activating, assembling and transporting resources that have been requested to respond to or support an incident.

Multiagency Coordination Group (MAC Group): A group, typically consisting of agency administrators or organization executives or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision-making among elected and appointed officials, senior executives from other organizations and those responsible for incident management.

Multiagency Coordination System (MACS): An overarching term for the NIMS Command and Coordination systems: ICS, EOC, MAC Group/Policy Group and JIS.

Mutual Aid Agreement or Assistance Agreement: A written or oral agreement between and among agencies/organizations and jurisdictions that provides a mechanism for quickly obtaining assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during and after an incident.

National Incident Management System (NIMS): A systematic, proactive approach for guiding all levels of government, NGOs and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, from daily occurrences to those requiring a coordinated federal response.

National Planning Frameworks (NPF): Guidance documents, one for each of the five preparedness mission areas, describing how the whole community works together to achieve the NPG. The frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarify how the nation coordinates, shares information and works together to achieve a more secure and resilient nation.

National Preparedness: Planning, organizing, equipping, training and exercising to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to and recover from the threats that pose the greatest risk to national security.

National Preparedness Goal (NPG): Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to national security, including acts of terrorism, emergencies and disasters, regardless of cause. The goal reads, “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to and recover from the threats and hazards that pose the greatest risk.”

National Preparedness System: An organized process to achieve the NPG’s stated goal of a secure and resilient nation.

National Response Framework (NRF): A guide for the nation’s response to all types of disasters and emergencies. It is built on NIMS concepts for aligning key roles and responsibilities. It includes the ESFs.

Nongovernmental Organization (NGO): A nonprofit group that is based on the interests of its members, individuals or institutions. An NGO is not created by a government, but it may work cooperatively with the government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with AFN and animal welfare organizations.

Normal Operations/Steady State: The activation level that describes routine monitoring of the jurisdictional situation, with no event or incident anticipated.

Officer: The ICS title for a Command Staff member authorized to make decisions and act related to his/her area of responsibility.

Operational Period: The time scheduled for executing a given set of operation actions, as the IAP specifies. Operational periods can vary in length but are typically 12 to 24 hours.

Operations Section: The ICS section responsible for implementing tactical incident operations described in the IAP. The Operations Section may include subordinate branches, divisions and groups.

Organization: Any association or group of people with like objectives. Examples include government departments and agencies, NGOs and private sector entities.

Planned Event: A scheduled, non-emergency activity such as a sporting event, concert or parade.

Planning Meeting: A meeting held at any point before or during an incident to select strategies and tactics for incident control operations and to plan for service and support.

Planning Section: The ICS section collects, evaluates and disseminates operational information related to an incident and helps prepare and document the IAP. This section also maintains information on the current and forecasted situation and on the status of assigned resources.

Prevention: The capabilities necessary to avoid, prevent or stop a threatened or actual act of terrorism. In national preparedness guidance, prevention refers to preventing imminent threats.

Private Sector: Organizations and individuals that are not part of a governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and human- caused or natural disasters, incidents and events.

Protocol: A set of established guidelines for action (applying to individuals, teams, functions or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on an incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders, whether directly or indirectly affected.

Public Information Officer (PIO): A member of the ICS Command Staff responsible for interfacing with the public, the media and other agencies that have incident-related information needs.

Recovery: The capabilities necessary to help communities affected by an incident recover effectively.

Recovery Plan: A plan to restore an incident-affected area or community.

Recovery Support Functions (RSF): Organizing structures for the key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of government, private sector and NGO partner organizations to promote effective recovery from disasters before and after disasters strike.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient and unimpeded access to resources necessary to prepare for, respond to or recover from an incident.

Resources: Personnel, equipment, teams, supplies and facilities available or potentially available for assignment to incident operations. NIMS describes resources by kind and type and uses them in operational support or supervisory capacities at an incident or at an EOC.

Resource Tracking: The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to or assigned to an incident.

Safety Officer: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the IC or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section: The ICS organizational element having responsibility for a major functional area of incident management (Operations, Planning, Logistics or Finance/Administration); capitalized when part of an official name.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can support incident response.

Situation Report: Confirmed or verified information regarding the details of an incident.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as a ratio of supervisors to individuals.

Staging Area: A temporary location for available resources in which personnel, supplies and equipment await operational assignment.

Standard Operating Procedure: A reference document or operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State: In this guide, it includes 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.

Status Report: Any report (such as a spot report) that includes vital or time-sensitive information. Status reports are typically function-specific. They are less formal than situation reports and are not always issued on a specific schedule.

Strategy: The general course of action or direction to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications and a team leader; capitalized when part of an official name. In the law enforcement community, strike teams are called resource teams.

Supervisor: The ICS title for an individual responsible for a division or group.

System: Any combination of processes, facilities, equipment, personnel, procedures and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives.

Task Force: Any combination of resources of various kinds and types assembled to support a specific mission or operational need; capitalized when part of an official name.

Terrorism: Any activity involving an act (1) that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States and (2) that appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination or kidnapping.

Threat: A natural or human-caused occurrence, an individual, an entity or an action having or indicating the potential to harm life, information, operations, property or the environment.

Threat and Hazard Identification and Risk Assessment (THIRA): A three-step risk assessment process that helps communities understand their risks and determine the level of capability they need to address those risks.

Type: A NIMS resource classification that applies a metric to the capability of a specific kind of resource to designate it as a specific numbered class.

Unified Area Command: A version of command that applies when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command: An ICS command structure that applies when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

Unit: The organizational element with functional responsibility for a specific activity within the Planning, Logistics and Finance/Administration sections in ICS; capitalized when part of an official name.

Unit Leader: The individual in charge of a unit in ICS.

United States National Grid (USNG): A point and area reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

Unity of Command: A NIMS guiding principle stating that everyone involved in incident management reports to and takes direction from only one person.

Unity of Effort: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with federal department and agency supervisory, command or statutory authorities.

Whole Community: A focus on enabling a wide range of players from the private and nonprofit sectors to participate in incident management activities to foster better coordination and working relationships. Stakeholders include NGOs, the general public and all levels of government.

ESF-1: APPENDIX 1

BOONE COUNTY STAGING LOCATIONS

Staging areas are locations which may be used in the event of an evacuation that requires evacuees to relocate to a safe area. Staging areas can also be used as pick-up and drop-off points for resources and supplies into the affected area.

The following facilities represent centrally-located, easily accessible collection points for local residents. Sites chosen would be determined by the situation and prior agreement between the facility and local government.

Central Boone County

Boone County Fairgrounds

Southern Boone County/Ashland Area

American Legion Building
35 S. 2nd Street, Hartsburg, MO 65039

Eagle Knoll Golf Club 7
5757 E. Eagle Knoll Drive, Hartsburg, MO 65039

Hartsburg Baptist Church
175 West Main Street, Hartsburg, MO 65039.

Mt. Pleasant Baptist Church
Highway 63, Hartsburg, MO 65039

Nashville Baptist Church 657-2832
Route N, Nashville Church Road, Ashland, MO 65010

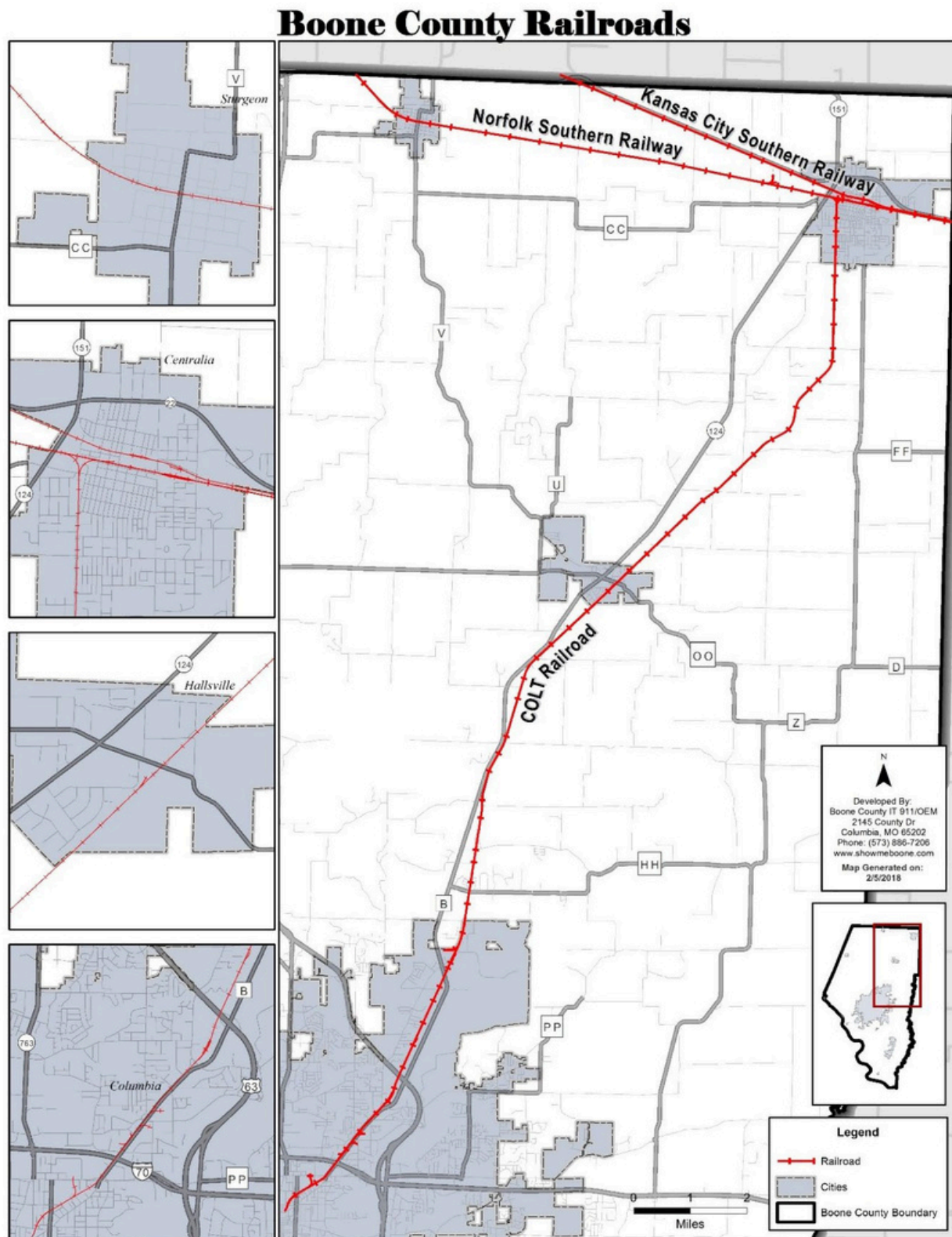
Southern Boone County Fire Station #17
208 S. Henry Clay Blvd., Ashland, MO 65010

Southern Boone County Schools
Crump Lane, Ashland, MO 65010

Southern Boone County Senior Center
406 Douglas Drive, Ashland, MO 65010

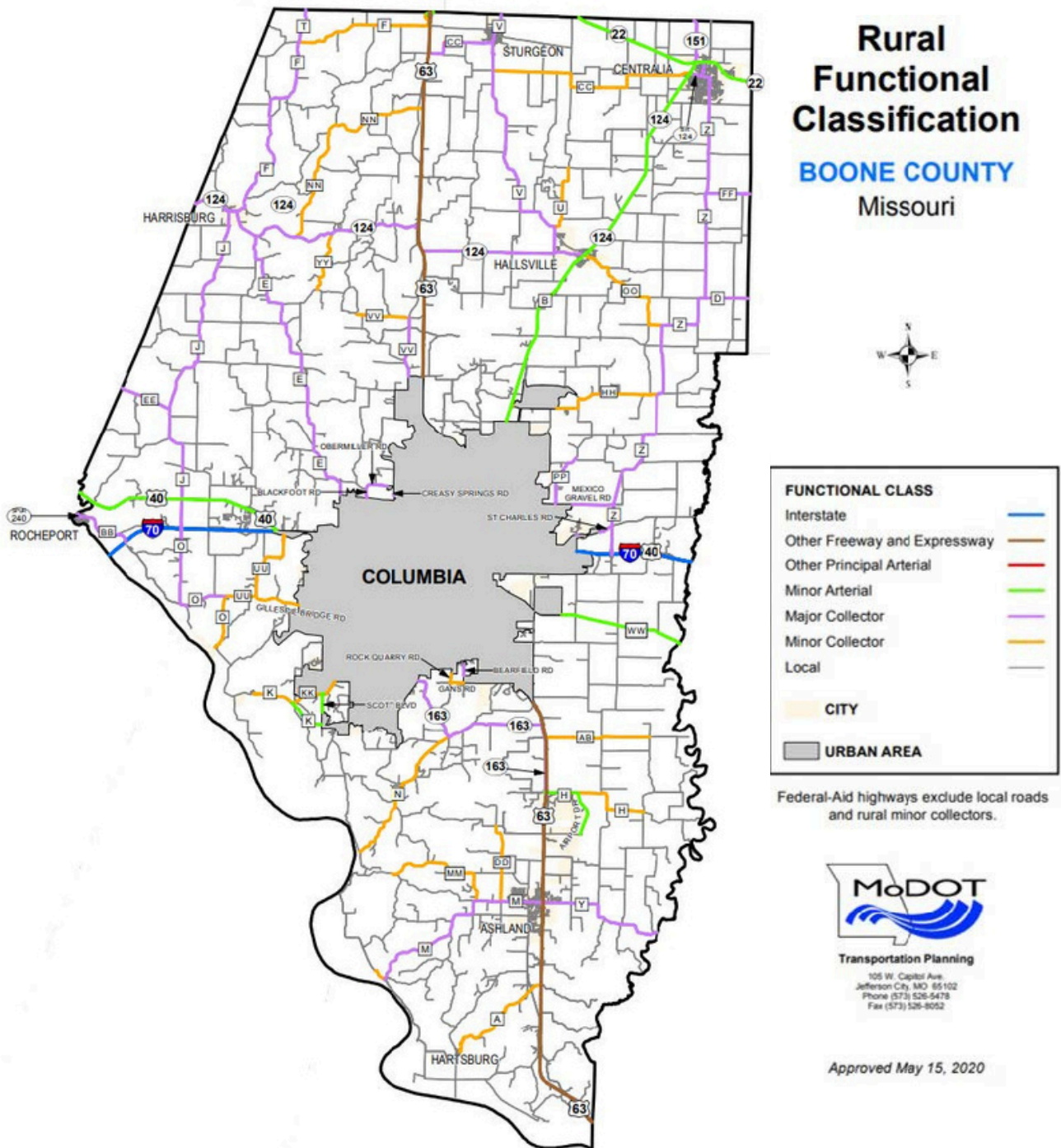
ESF-1: APPENDIX 2

BOONE COUNTY RAILROAD MAP



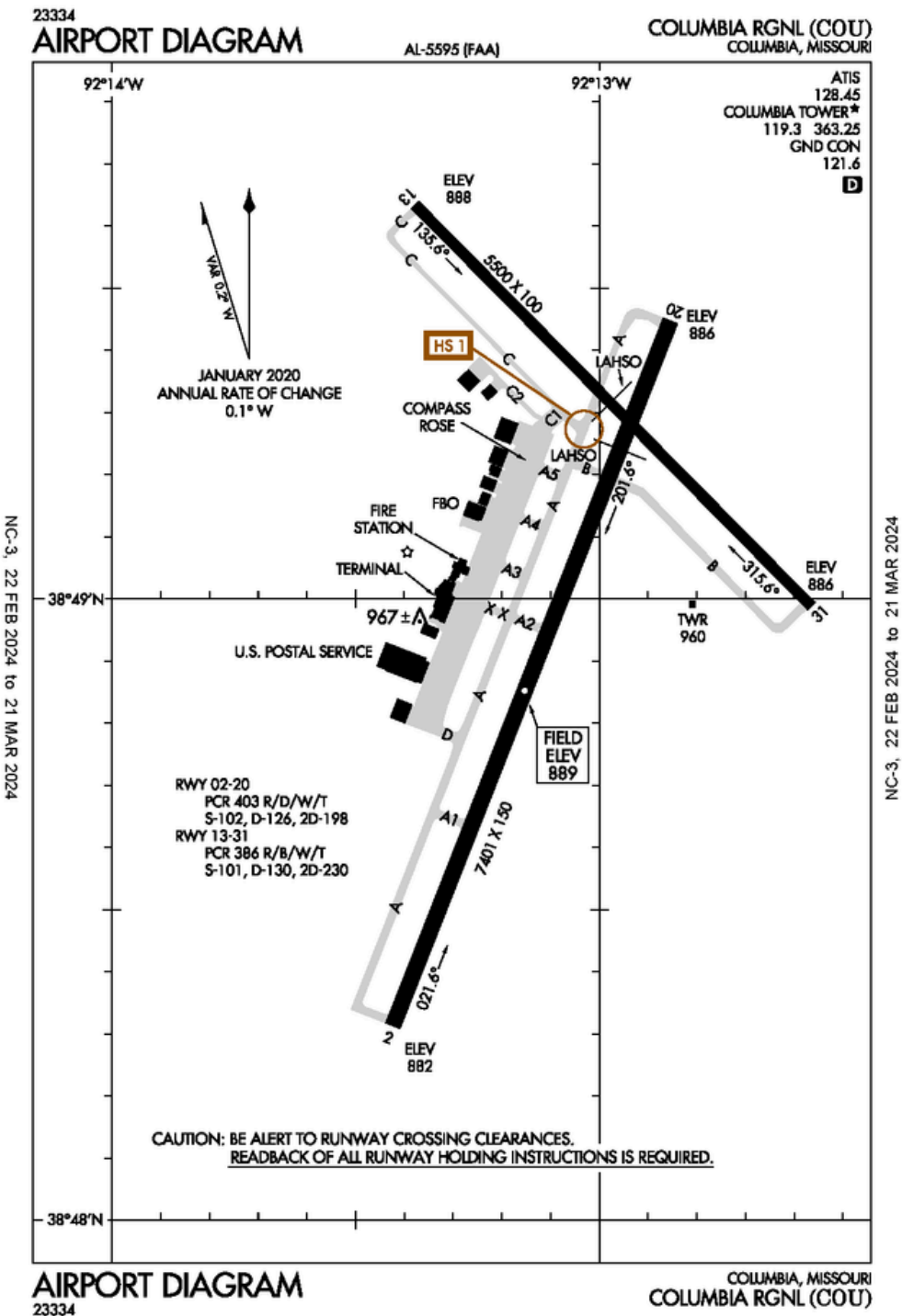
ESF-1: APPENDIX 3

BOONE COUNTY ROADWAY CLASSIFICATIONS



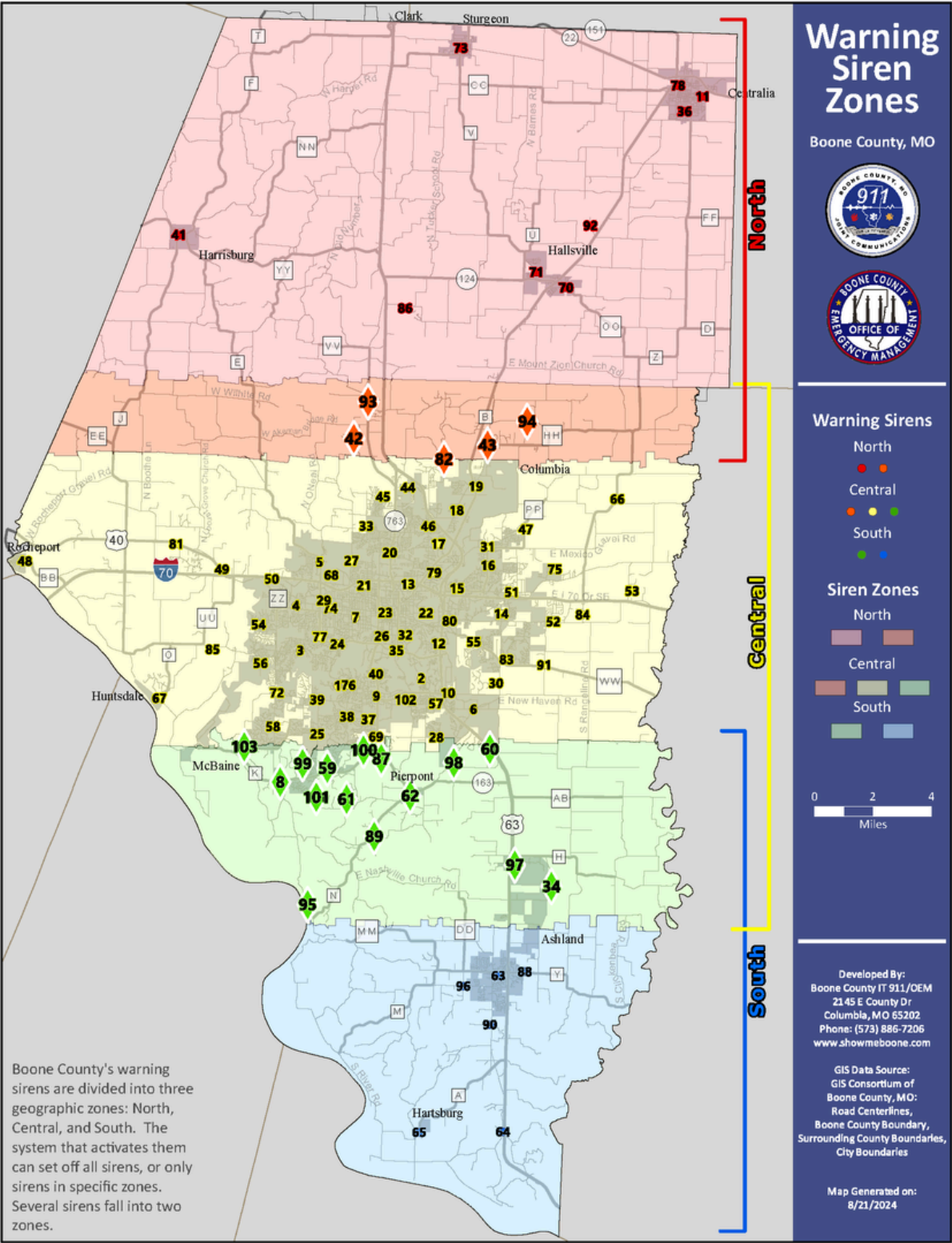
ESF-1: APPENDIX 4

COLUMBIA REGIONAL AIRPORT TERMINAL DIAGRAM



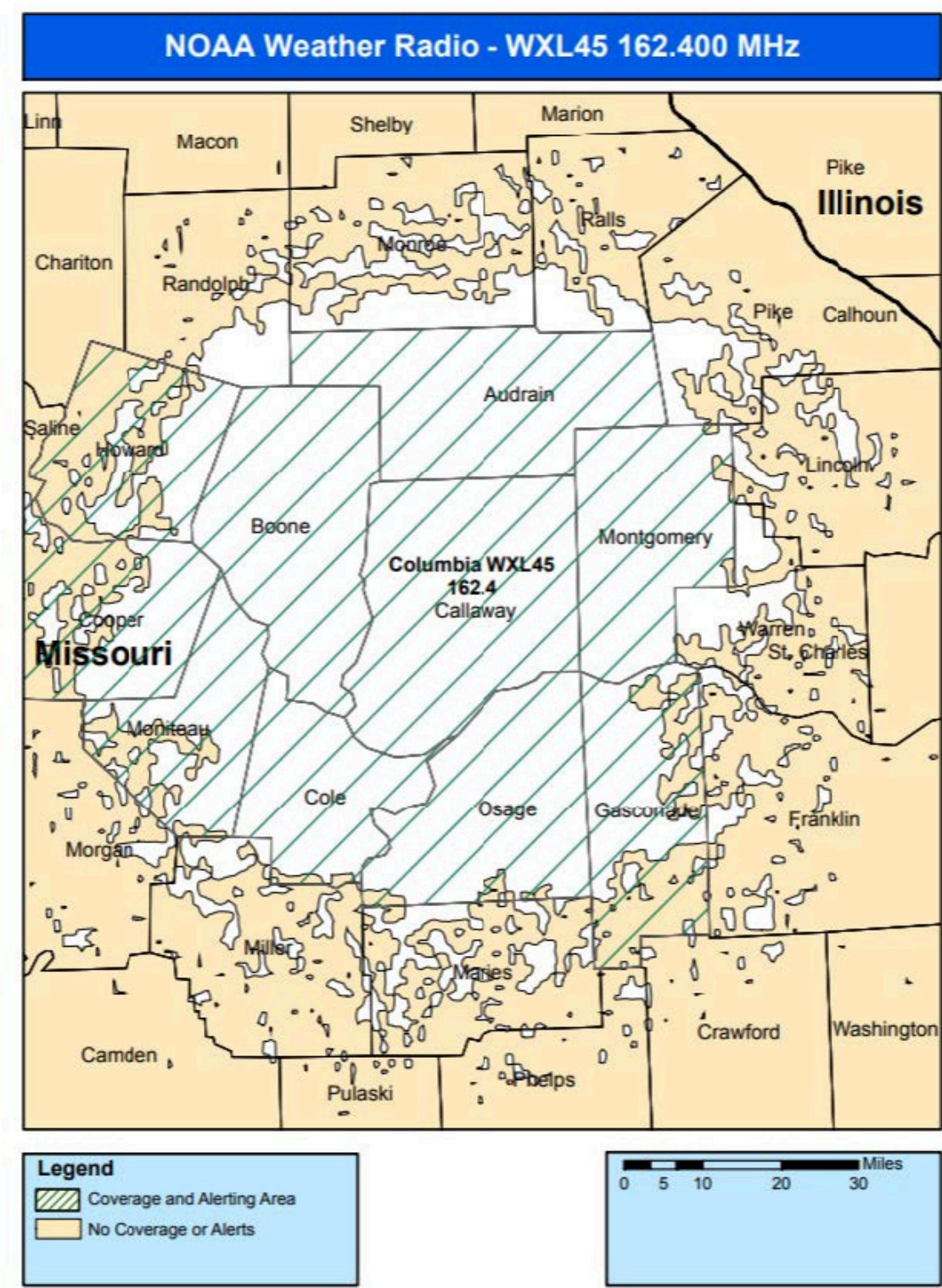
ESF-2: APPENDIX 1

OUTDOOR WARNING SIREN ZONES



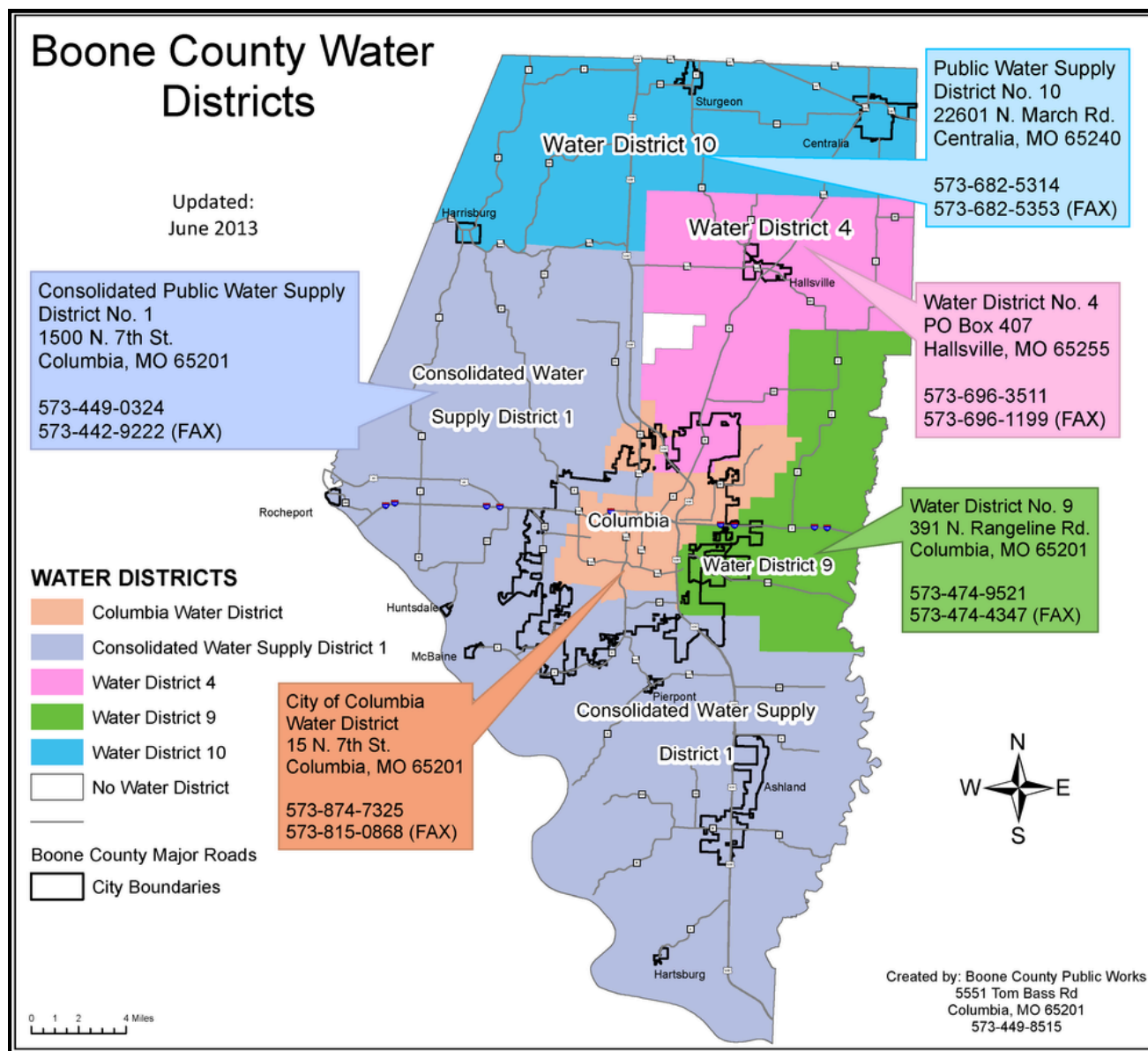
ESF-2: APPENDIX 2

NOAA WEATHER RADIO COVERAGE



ESF-3: APPENDIX 1

BOONE COUNTY WATER DISTRICT MAP



ESF-4: APPENDIX 1

MISSOURI STATEWIDE FIRE MUTUAL AID SYSTEM

During major emergencies or statewide disasters, all fire protection agencies become part of the Missouri Fire Mutual Aid System. This system also includes specialized teams and resources such as hazardous materials teams, swift water rescue units, fire-based medical assets, and technical rescue capabilities.

Organized into nine regions corresponding to Missouri State Highway Patrol Troop areas, each region is overseen by an unpaid fire-based regional coordinator.

Statewide

Joshua Couture
Phone: (573) 751-1601

Region E

Jason Mouser
Phone: (573) 243-1010

Region A

Ben Hicks
Phone: (816) 935-3456

Region F

Scott Frandsen
Phone: (573) 346-2049

Region B

Jon Cook
Phone: (660) 665-3734

Region G

Mark Arnold
Phone: (417) 280-7055

Region C

Jim Silvernail
Phone: (636) 262-2400

Region H

Bill Lamar
Phone: (816) 271-4650

Region D

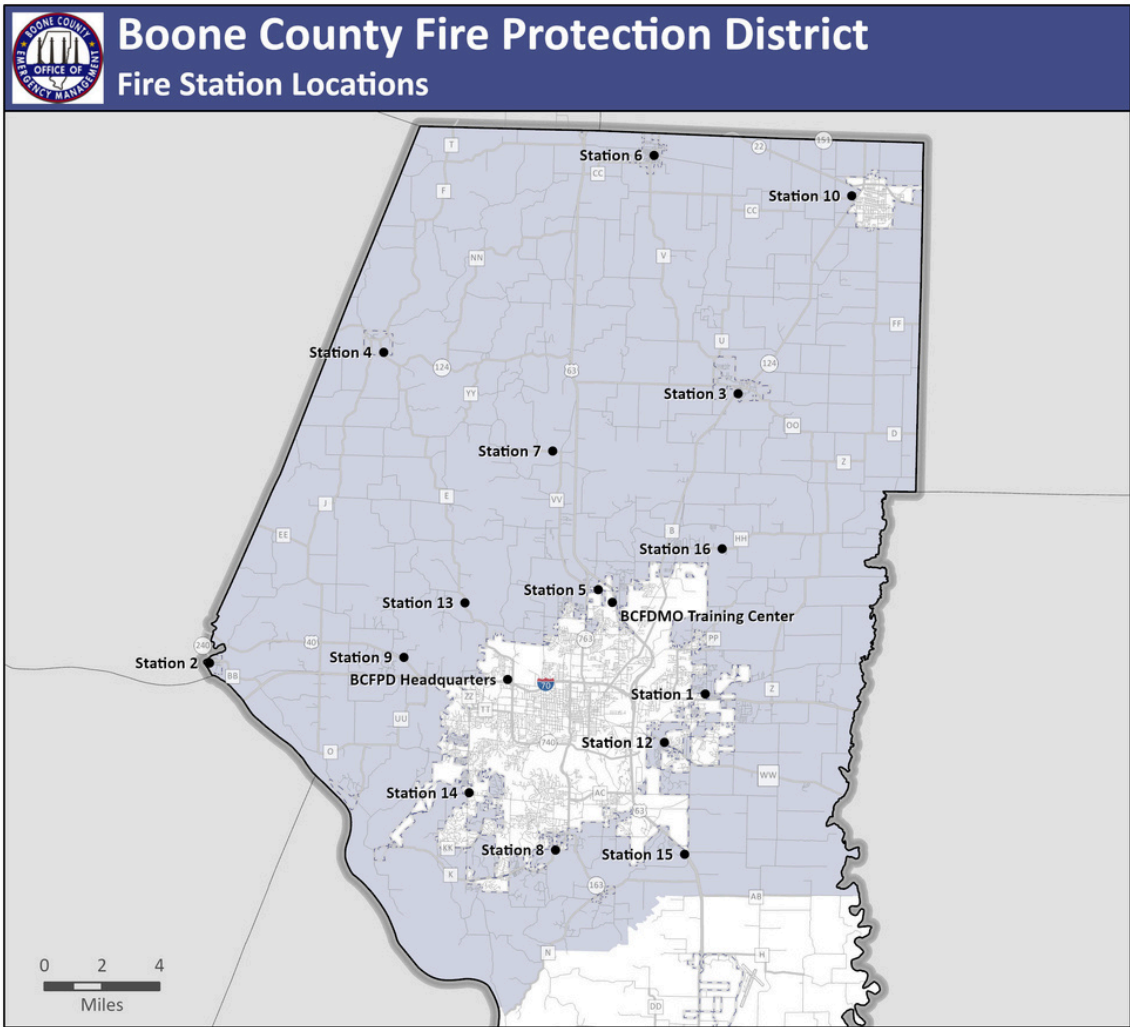
Rich Stirts
Phone: (417) 753-4265

Region I

Jeff Breen
Phone: (573) 364-3989

ESF-4: APPENDIX 3

BCFPD FIRE STATION LOCATIONS



Legend

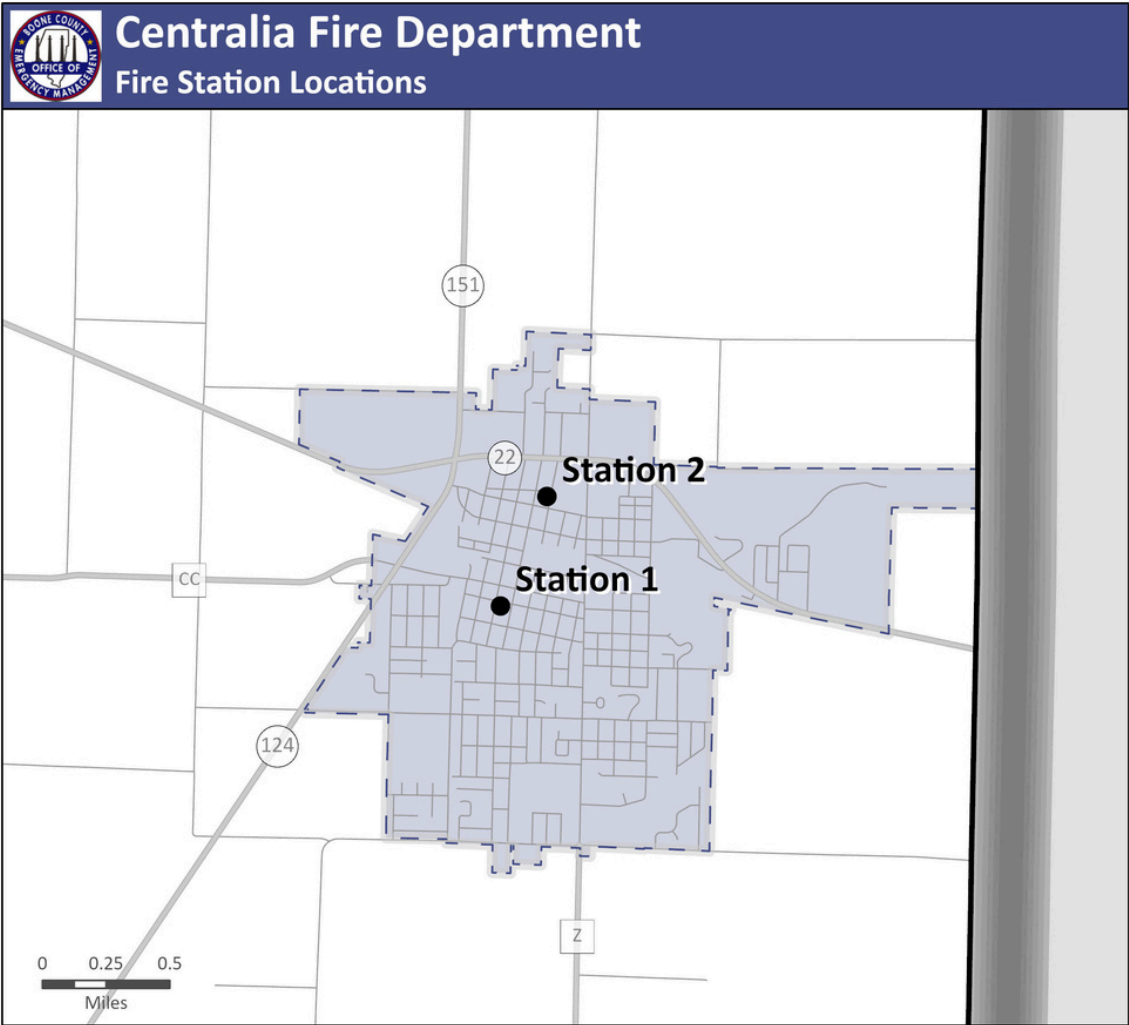
- Fire Stations
- Major Roads
- Regular Roads
- BCFD Response Area
- Cities
- Boone County Boundary
- Surrounding Counties

Map Generated on: 2/4/2025
Developed By: Boone County IT 911/OEM | 2145 E County Dr Columbia, MO 65202
(573) 886-7206 | www.showmeboone.com

Name	Address
BCFPD HEADQUARTERS	2201 I-70 DR NW, COLUMBIA, 65202
BCFDMO TRAINING CENTER	5225 ROGER I WILSON MEMORIAL DR, COLUMBIA, 65202
BCFPD STATION 1	5910 E ST CHARLES RD, COLUMBIA, 65202
BCFPD STATION 2	104 CENTRAL ST, ROCHEPORT, 65279
BCFPD STATION 3	400 N RTE B, HALLSVILLE, 65255
BCFPD STATION 4	685 E SEXTON ST, HARRISBURG, 65256
BCFPD STATION 5	1675 E PRATHERSVILLE RD, COLUMBIA, 65202
BCFPD STATION 6	201 E WALL ST, STURGEON, 65284
BCFPD STATION 7	525 W DRIPPING SPRINGS RD, COLUMBIA, 65202
BCFPD STATION 8	5801 RTE K S, COLUMBIA, 65203
BCFPD STATION 9	6951 W HENDERSON RD, COLUMBIA, 65202
BCFPD STATION 10	11481 E HWY CC, CENTRALIA, 65240
BCFPD STATION 12	980 S EL CHAPARRAL AVE, COLUMBIA, 65201
BCFPD STATION 13	4801 N RTE E, COLUMBIA, 65202
BCFPD STATION 14	3900 SCOTT BLVD, COLUMBIA, 65203
BCFPD STATION 15	5881 S TOM BASS RD, COLUMBIA, 65201
BCFPD STATION 16	6550 E HWY HH, COLUMBIA, 65202

ESF-4: APPENDIX 4

CENTRALIA FIRE STATION LOCATIONS



Legend

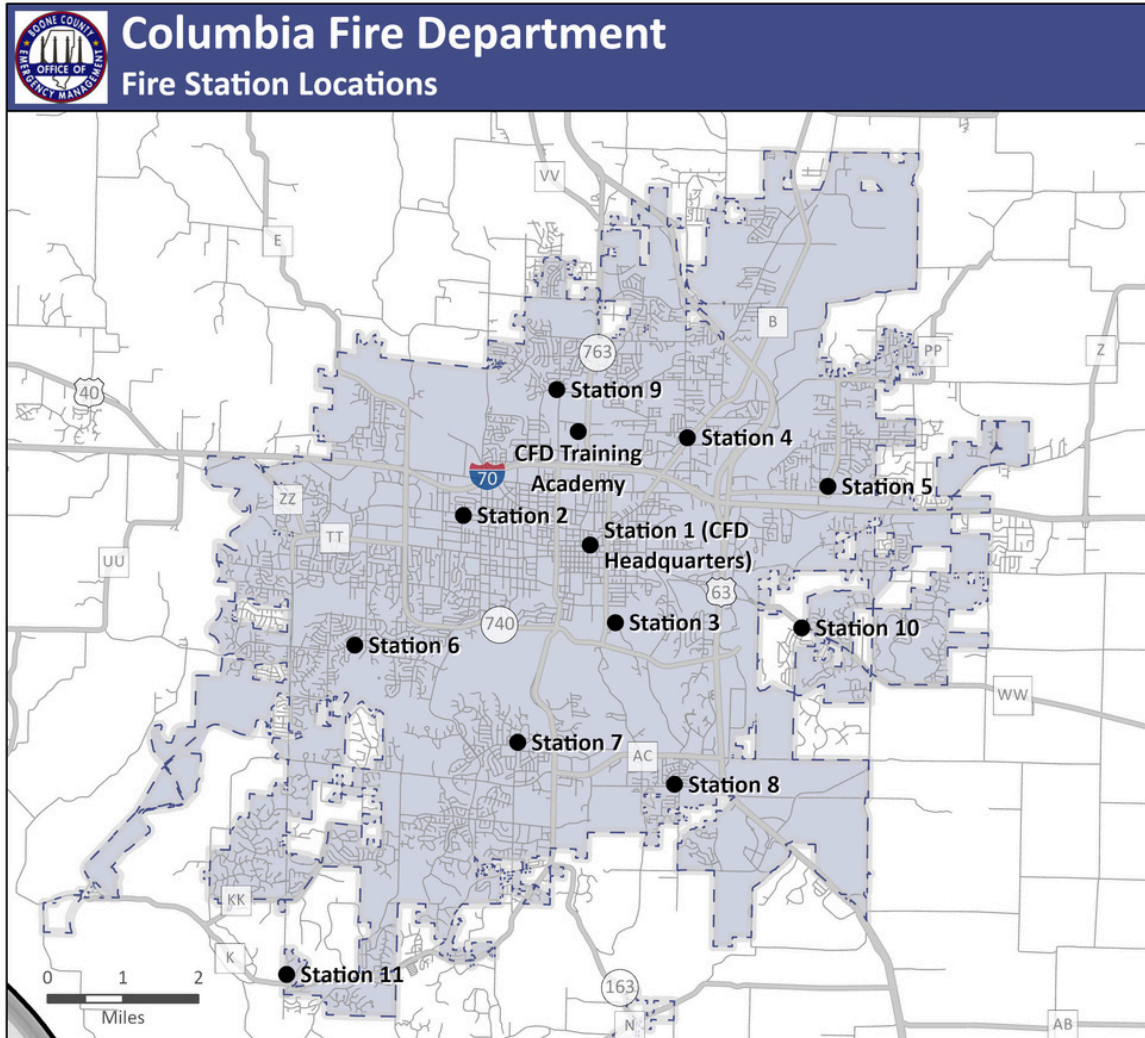
- Fire Stations
- Major Roads
- Regular Roads
- CEFD Response Area
- Cities
- Boone County Boundary
- Surrounding Counties

Name	Address
CEFD STATION 1	208 W SNEED ST, CENTRALIA, 65240
CEFD STATION 2	531 N ROLLINS ST, CENTRALIA, 65240

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ESF-4: APPENDIX 5

CITY OF COLUMBIA FIRE STATION LOCATIONS



Legend	
●	Fire Stations
—	Major Roads
—	Regular Roads
■	CFD Response Area
□	Cities
□	Boone County Boundary
□	Surrounding Counties

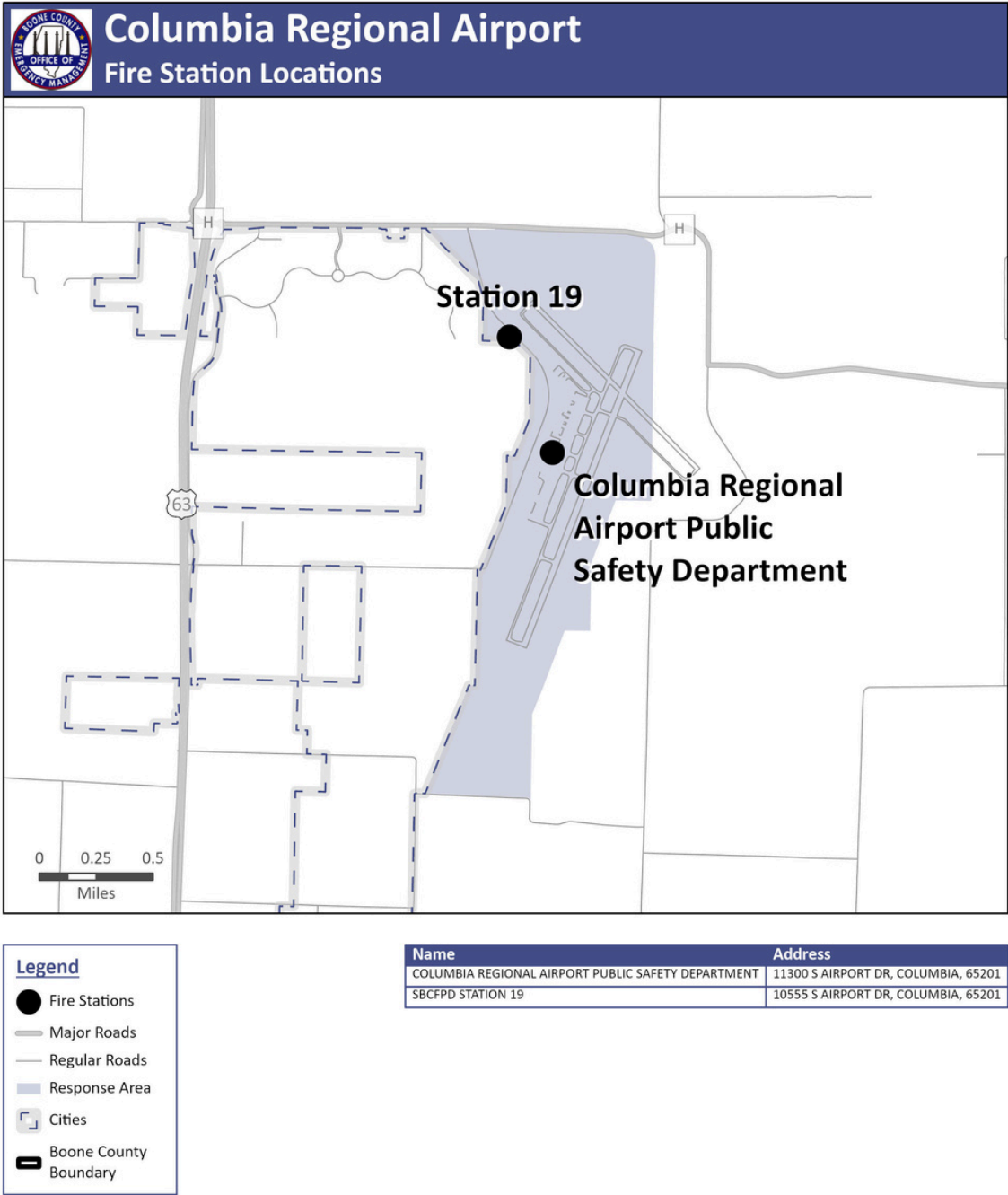
Name	Address
CFD TRAINING ACADEMY	700 BIG BEAR BLVD, COLUMBIA, 65202
CFD STATION 1/HEADQUARTERS	201 ORR ST, COLUMBIA, 65201
CFD STATION 2	1212 W WORLEY ST, COLUMBIA, 65203
CFD STATION 3	1000 ASHLAND RD, COLUMBIA, 65201
CFD STATION 4	2300 OAKLAND GRAVEL RD, COLUMBIA, 65202
CFD STATION 5	1400 BALLENGER LN, COLUMBIA, 65202
CFD STATION 6	3112 CHAPEL HILL RD, COLUMBIA, 65203
CFD STATION 7	400 GREEN MEADOWS CIR, COLUMBIA, 65203
CFD STATION 8	2301 E NIFONG BLVD, COLUMBIA, 65201
CFD STATION 9	201 BLUE RIDGE RD, COLUMBIA, 65202
CFD STATION 10	1020 S EL CHAPARRAL AVE, COLUMBIA, 65201
CFD STATION 11	6909 SCOTT BLVD, COLUMBIA, 65203

Map Generated on: 2/4/2025

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ESF-4: APPENDIX 6

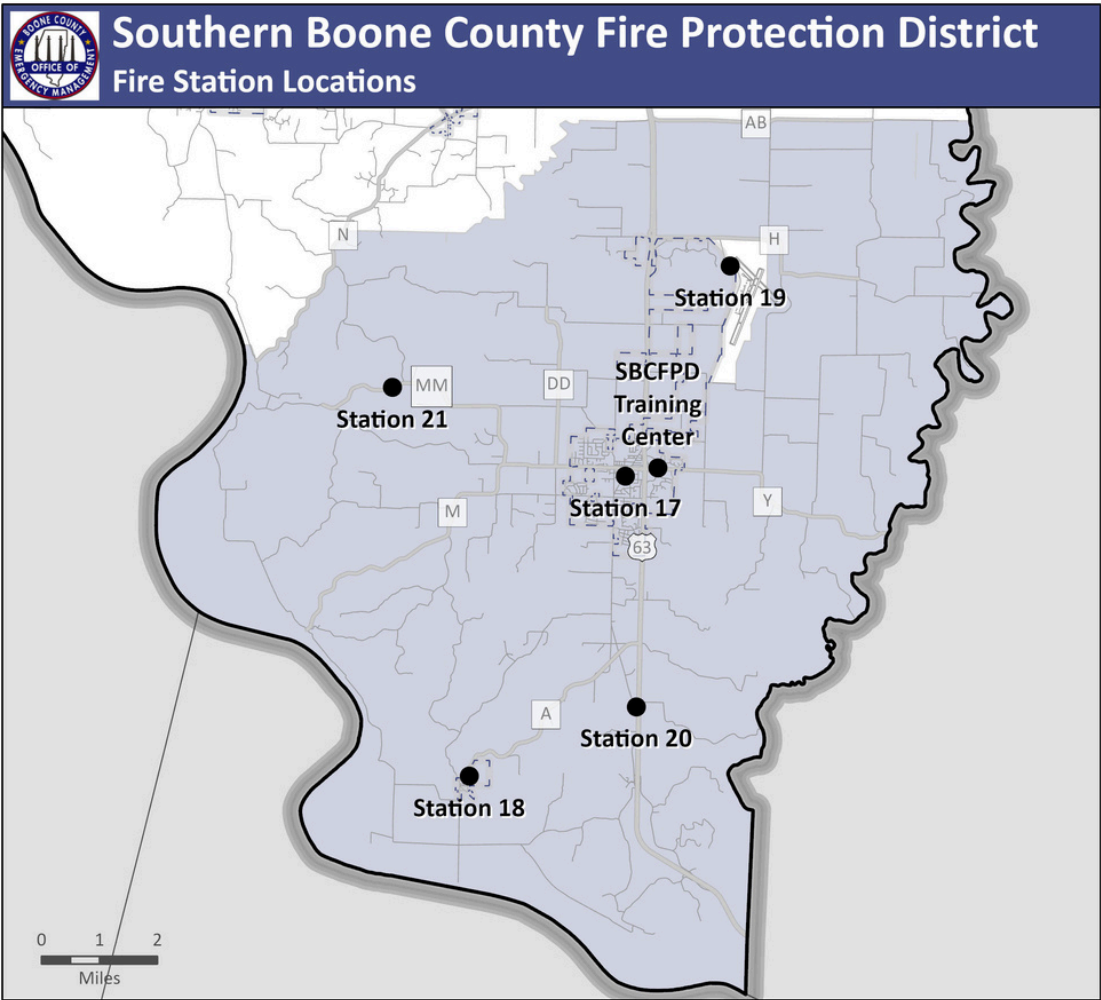
COLUMBIA REGIONAL AIRPORT FIRE STATION LOCATIONS



Map Generated on: 2/4/2025
Developed By: Boone County IT 911/OEM | 2145 E County Dr Columbia, MO 65202
(573) 886-7206 | www.showmeboone.com

ESF-4: APPENDIX 7

SBCFPD FIRE STATION LOCATIONS



Legend

- Fire Stations
- Major Roads
- Regular Roads
- SBCFD Response Area
- Cities
- ▭ Boone County Boundary
- ▭ Surrounding Counties

Name	Address
SBCFPD TRAINING CENTER	815 E BROADWAY, ASHLAND, 65010
SBCFPD STATION 17	208 S HENRY CLAY BLVD, ASHLAND, 65010
SBCFPD STATION 18	21441 S RTE A, HARTSBURG, 65039
SBCFPD STATION 19	10555 S AIRPORT DR, COLUMBIA, 65201
SBCFPD STATION 20	19700 S NORTH MOUNT PLEASANT RD, HARTSBURG, 65039
SBCFPD STATION 21	961 E HWY MM, ASHLAND, 65010

Map Generated on: 2/4/2025
Developed By: Boone County IT 911/OEM | 2145 E County Dr Columbia, MO 65202
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ESF-5: APPENDIX 1

EMERGENCY OPERATIONS CENTER STRUCTURES

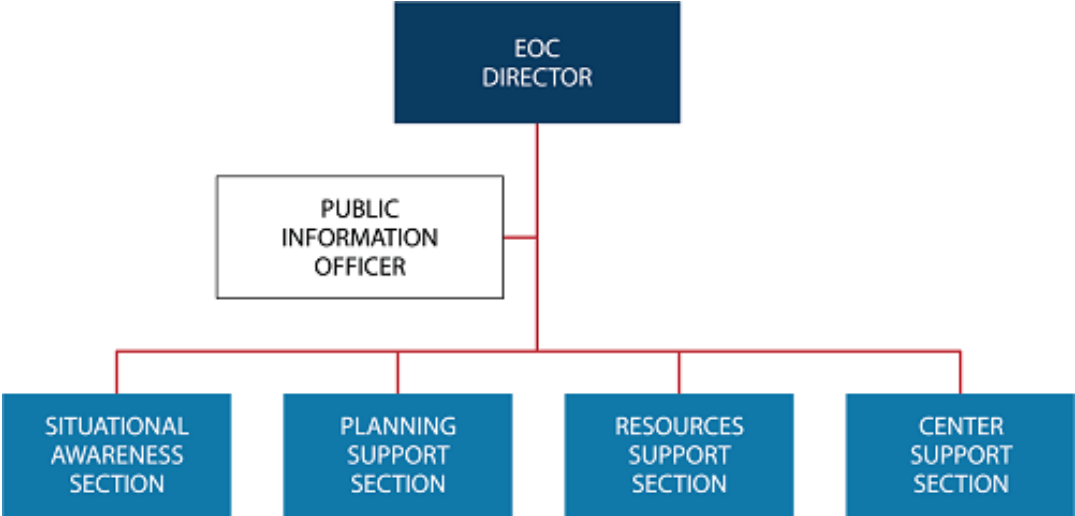


Figure: The Incident Support Model focuses the EOC’s efforts on information, planning, and resource support for both the field and EOC (Courtesy of FEMA).



Figure: The Department EOC Model uses day-to-day departmental/agency structures and relationships within the EOC (Courtesy of FEMA).

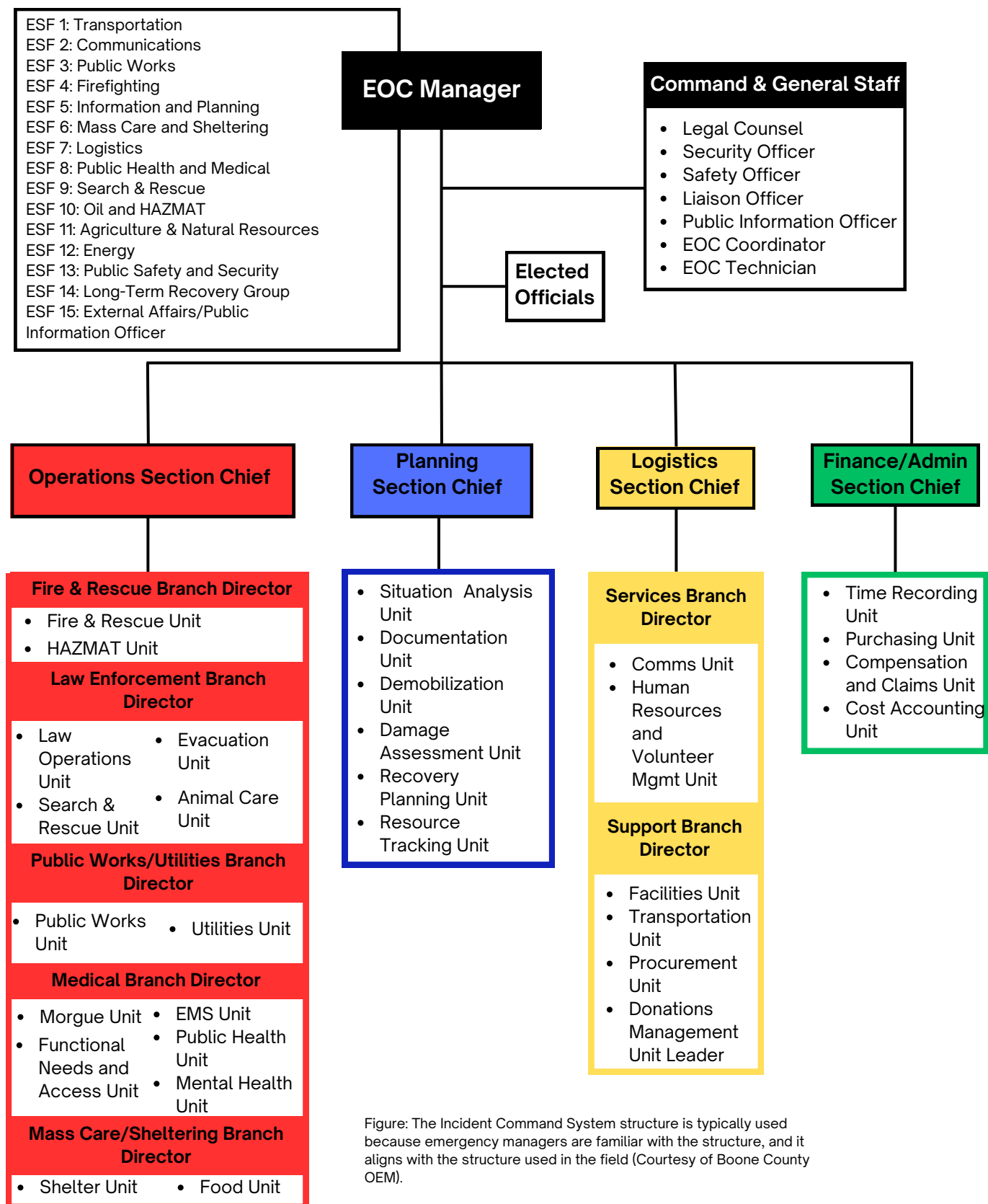


Figure: The Incident Command System structure is typically used because emergency managers are familiar with the structure, and it aligns with the structure used in the field (Courtesy of Boone County OEM).

ESF-5: APPENDIX 2

DISASTER CLASSIFICATIONS

Type 5

- Handled by one or two single resources, with up to six personnel.
- Command and General Staff positions (other than the Incident Commander) are not activated.
- No written Incident Action Plan (IAP) is required.
- Contained within the first operational period—often within an hour to a few hours after arrival on scene.
- Examples include a vehicle fire, an injured person, or a police traffic stop.

Type 4

- Command staff and general staff functions are activated only if needed.
- Several resources required to mitigate, including task forces or strike teams.
- Usually limited to one operational period in the control phase.
- No written Incident Action Plan (IAP) is required, but a documented operational briefing is completed for all incoming resources.
- Agency administrator tasks includes operational plans with objectives and priorities.

Type 3

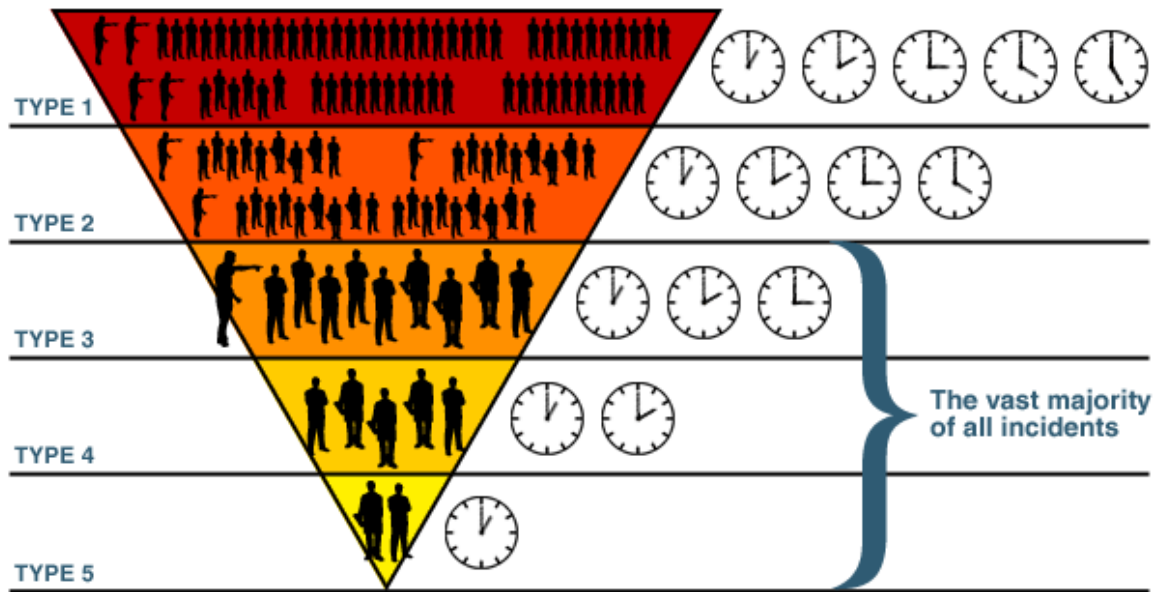
- When the incident exceeds initial attack capabilities, add appropriate ICS positions to match the incident's complexity.
- Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor or Unit Leader positions.
- A Type 3 Incident Management Team (IMT) or command organization may manage initial actions until transitioning to a Type 1 or 2 IMT.
- The incident may extend into multiple operational periods.
- A written Incident Action Plan (IAP) may be required for each operational period.

Type 2

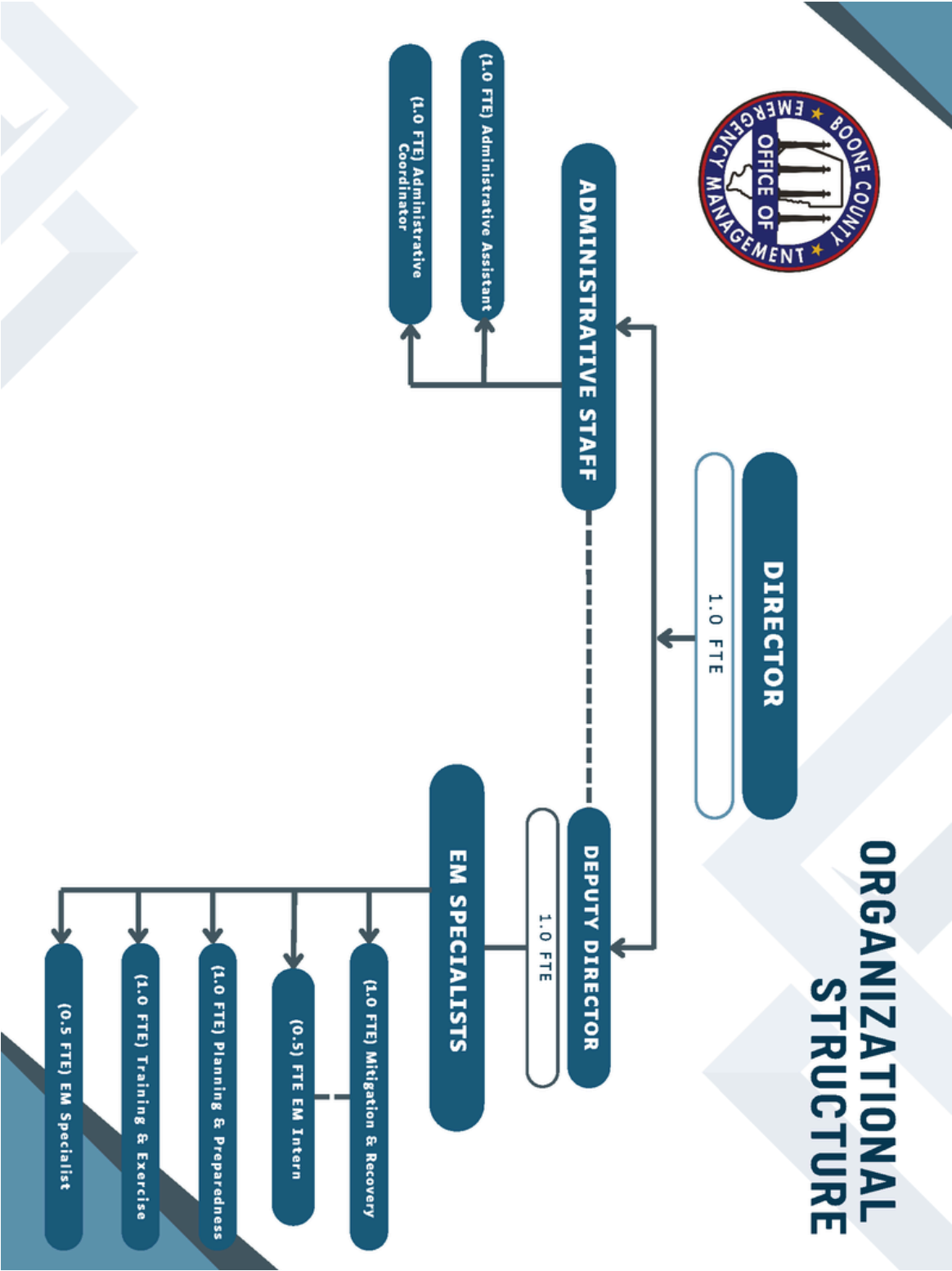
- Extends beyond the capabilities for local control and is expected to go into multiple operational periods. May require regional and/or national resources to effectively manage operations, and fill command and general staff roles.
- Most or all Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

Type 1

- The most complex, requiring national resources to safely and effectively manage.
- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches need to be established.
- Use of resource advisors at the incident base is recommended.
- High impact on the local jurisdiction, requiring additional staff for administrative and support functions.



ESF-5: APPENDIX 3
BOONE COUNTY OEM ORGANIZATIONAL STRUCTURE

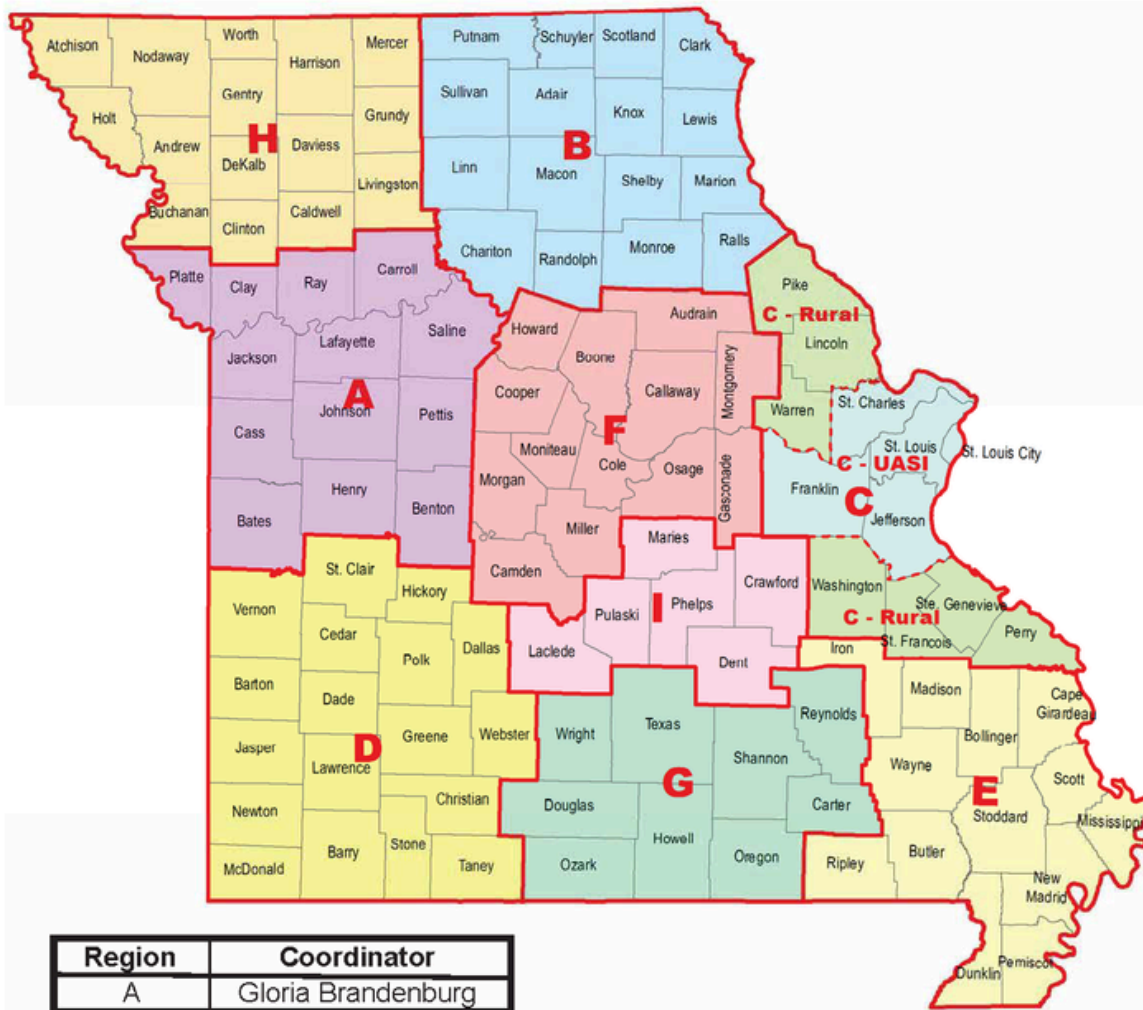


ESF-5: APPENDIX 4

SEMA REGIONS AND COORDINATORS



Regional Coordinators



Region	Coordinator
A	Gloria Brandenburg
B	Jeff Alton
C - Rural	Hank Voelker
C - Urban	Jim Farmer
D	Chris Gaut
E	Jeremy Gray
F	Elizabeth Thompson
G	Kent Edge
H	Michael Booth
I	Brett Hendrix

ESF-5: APPENDIX 5

DAMAGE ASSESSMENT

Preliminary Damage Assessments (PDA)

Preliminary Damage Assessments (PDAs) are the initial evaluations conducted after an incident or disaster to determine the scope and severity of damage. These assessments involve gathering information on damaged infrastructure, homes, and businesses, as well as estimating costs for repairs and recovery efforts. PDAs guide decision-makers in requesting and allocating resources, as well as determining potential eligibility for federal or state assistance. They also lay the groundwork for more detailed analyses and long-term recovery planning.

Windshield Surveys

During windshield surveys, assessment teams drive through impacted areas to quickly assess debris removal needs and record observed damage. They may stop to gather anecdotal evidence about insurance coverage, occupancy type (owner or renter), basement construction, and other relevant details. These observations support census information used to develop impact statements. Teams should also take photographs documenting whether a home is affected, minor, major, or destroyed, which speeds up validation. This process is repeated street by street for each assigned area.

Damage Levels

Essential Living Spaces

Per the IAPPG, federal assistance is generally limited to essential living spaces. An essential living space is a room within a home that serves the function of a bedroom, bathroom, kitchen, and/or living room that is regularly occupied or used by one or more members of the household and requires repair to bring its functionality back to the home (e.g., kitchens are considered essential as long as there is not another undamaged kitchen in the home).

Degrees of Damage

- Affected - a home is considered affected if the damage is mostly cosmetic.
- Minor - a home with repairable non-structural damage.
- Major - a home with structural damage or other significant damage that requires extensive repairs.
- Destroyed - the home is a total loss.

Manufactured Homes

Incident Type	Damage Description - Affected
For flooding incidents	<ul style="list-style-type: none"> • The water level from flooding is below the floor system (e.g., there is no visible waterline, only skirting is missing or bent).
For non-flood incidents	<ul style="list-style-type: none"> • Cosmetic damage, damage to a retaining wall, or downed trees that do not block access to the residence. Cosmetic damage includes minimal damage to skirting, paint, gutters, or shingles.

Incident Type	Damage Description - Minor
For flooding incidents	<ul style="list-style-type: none"> • The waterline has reached the floor system but has not entered the living space of the unit. There may be damage to bottom board, insulation, ductwork in the floor system, or heating, ventilating, and air conditioning (HVAC). • There is no structural damage to the residence, and it has not been displaced from its foundation.
For non-flood incidents	<ul style="list-style-type: none"> • Some of the nonstructural components have sustained damage (e.g., damaged windows, doors, wall coverings, bottom board insulation, ductwork, utility hookups [e.g., water, electricity, gas, telephone/internet, and septic], and HVAC). • There is no structural damage to the residence, and it has not been displaced from its foundation.

Incident Type	Damage Description - Major
For flooding incidents	<ul style="list-style-type: none"> Water has covered the floor system and entered the living space of the residence but is below the ceiling. The residence has been displaced from its foundation, block, or piers, and other structural components have been damaged.
For non-flood incidents	<ul style="list-style-type: none"> The majority of nonstructural components (e.g., windows, doors, wall coverings, bottom board insulation, ductwork, utility hookups [e.g., water, electricity, gas, telephone/internet, and septic], and HVAC) have sustained significant damage. The roof is substantially damaged. The residence has been displaced from its foundation, block, or piers, and other structural components have been damaged.

Incident Type	Damage Description - Destroyed
For both flooding and non-flooding incidents	<ul style="list-style-type: none"> The waterline is at or above the ceiling. The residence's frame is bent, twisted, or otherwise compromised. Most of the structural framing of the roof or walls has been compromised, exposing the interior.

Conventionally Built Homes and Multi-Family Homes

Incident Type	Damage Description - Affected
For flooding incidents	<ul style="list-style-type: none"> Waterline in the crawl space or an unfinished basement. Damage to an attached structure (e.g., porch, carport, garage, outbuilding, etc.), gutters, screens, landscaping, and retaining walls or downed trees that do not affect access to the residence. Essential living spaces and mechanical components are not damaged or submerged.
For non-flood incidents	<ul style="list-style-type: none"> The residence has cosmetic damage, such as paint discoloration or loose siding. The residence has minimal missing shingles or siding. Damage to gutters, retaining walls, or downed trees that do not affect access to the residence.

Incident Type	Damage Description - Minor
For flooding incidents	<ul style="list-style-type: none"> Waterline is below electrical outlets in the lowest floor with essential living space. Damage or disaster-related contamination to a private well or septic system.
For non-flood incidents	<ul style="list-style-type: none"> Nonstructural damage to roof components over essential living spaces (e.g., shingles, roof covering, fascia board, soffit, flashing, and skylight). Nonstructural damage to the interior wall components, to include drywall and insulation. Nonstructural damage to exterior components. Multiple small vertical cracks in the foundation. Damage to chimney (i.e., tilting, falling, cracking, or separating from the residence). Damage to mechanical components (e.g., furnace, boiler, water heater, heating, ventilating, and air conditioning [HVAC], etc.). Damage or disaster-related contamination to a private well or septic system.

Incident Type	Damage Description - Major
For flooding incidents	<ul style="list-style-type: none"> Waterline is at or above the electrical outlets in an essential living space. Waterline on the first floor (regardless of depth) if the basement is completely submerged.
For non-flood incidents	<ul style="list-style-type: none"> Failure or partial failure to structural elements of the roof over essential living spaces to include rafters, ceiling joists, ridge boards, etc. Failure or partial failure to structural elements of the walls, to include framing, etc. Failure or partial failure to foundation, to include crumbling, bulging, collapsing, horizontal cracks, and shifting of the residence from its foundation.

Incident Type	Damage Description - Destroyed
For both flooding and non-flooding incidents	<ul style="list-style-type: none"> There is complete failure of two or more major structural components (e.g., collapse of foundation, walls, or roof). The waterline is at or higher than the ceiling of an above-ground essential living space. Only the foundation remains. The residence is in imminent danger (e.g., impending landslide, mudslide, or sinkhole).

ESF-5: APPENDIX 6

PUBLIC ASSISTANCE PDA STREET SHEET

SHEET _____ OF _____ SHEETS			
FEDERAL EMERGENCY MANAGEMENT AGENCY PRELIMINARY DAMAGE ASSESSMENT SITE ESTIMATE			DATE
PART I — APPLICANT INFORMATION			
COUNTY	NAME OF APPLICANT	NAME OF LOCAL CONTACT	PHONE NO.
PART II — SITE INFORMATION			
KEY FOR DAMAGE CATEGORY <i>(Use appropriate letters in the "category" blocks below)</i>			
a. DEBRIS REMOVAL		d. WATER CONTROL FACILITIES	g. OTHER <i>(Parks, Recreational Facilities, etc.)</i>
b. PROTECTIVE MEASURES		e. PUBLIC BUILDINGS	
c. ROADS AND BRIDGES		f. PUBLIC UTILITIES	
SITE NO.	CATE-GORY	LOCATION <i>(Use map location, address, etc.)</i>	
DESCRIPTION OF DAMAGE			
IMPACT:		% COMPLETE	COST ESTIMATE
SITE NO.	CATE-GORY	LOCATION <i>(Use map location, address, etc.)</i>	
DESCRIPTION OF DAMAGE			
IMPACT:		% COMPLETE	COST ESTIMATE
SITE NO.	CATE-GORY	LOCATION <i>(Use map location, address, etc.)</i>	
DESCRIPTION OF DAMAGE			
IMPACT:		% COMPLETE	COST ESTIMATE
SITE NO.	CATE-GORY	LOCATION <i>(Use map location, address, etc.)</i>	
DESCRIPTION OF DAMAGE			
IMPACT:		% COMPLETE	COST ESTIMATE
NAME OF INSPECTOR	AGENCY	OFFICE PHONE NO.	HOME PHONE NO.

FEMA Form 90-81, MAR 95

Ver: 3.2025

ESF-5: APPENDIX 8

RSMO SECTION 44.080 EMERGENCY MANAGEMENT

44.080. All political subdivisions shall establish a local emergency management organization.

1. Each political subdivision of this state shall establish a local organization for disaster planning in accordance with the state emergency operations plan and program. The executive officer of the political subdivision shall appoint a coordinator who shall have direct responsibility for the organization, administration and operation of the local emergency management operations, subject to the direction and control of the executive officer or governing body. Each local organization for emergency management shall be responsible for the performance of emergency management functions within the territorial limits of its political subdivision, and may conduct these functions outside of the territorial limits as may be required pursuant to the provisions of this law.

2. In carrying out the provisions of this law, each political subdivision may:

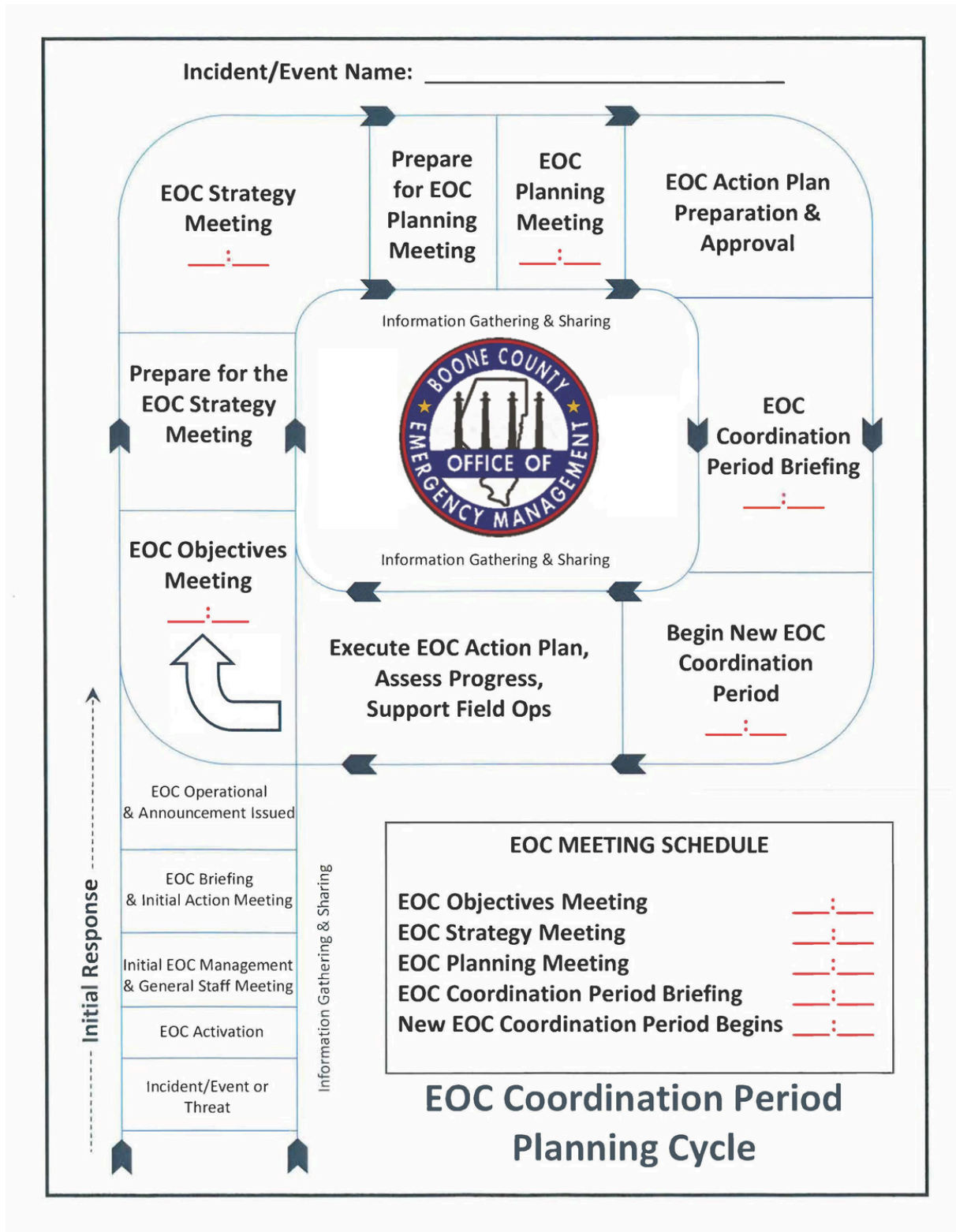
(1) Appropriate and expend funds, make contracts, obtain and distribute equipment, materials, and supplies for emergency management purposes; provide for the health and safety of persons; the safety of property; and direct and coordinate the development of disaster plans and programs in accordance with the policies and plans of the federal and state governments; and

(2) Appoint, provide, or remove rescue teams, auxiliary fire and police personnel and other emergency operations teams, units or personnel who may serve without compensation.


(L. 1951 p. 536 § 26.210, Reenacted L. 1953 p. 553, Reenacted L. 1955 p. 607, A.L. 1961 p. 463, A.L. 1967 p. 122, A.L. 1998 S.B. 743)

ESF-5: APPENDIX 9

EOC PLANNING P




ESF-5: APPENDIX 10
COMMUNITY LIFELINES SITREP




Boone County
Office of Emergency Management

Community Lifeline Situation Report
Incident Name and Number
January 5, 2025, 8:00 p.m. CST



Boone County



Current Situation:

<div><div>LIFELINES SUMMARY</div><div><div>1. Law Enforcement/Security: No Impacts Reported</div><div>• Add details</div><div>2. Fire Services: No Impacts Reported</div><div>• Add details</div><div>3. Search & Rescue: No Impacts Reported</div><div>• Add details</div><div>4. Government Services: No Impacts Reported</div><div>• Add details</div><div>5. Community Safety: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>SAFETY & SECURITY</div></div>	<div><div>LIFELINES SUMMARY</div><div><div>1. Food: No Impacts Reported</div><div>• Add details</div><div>2. Hydration: No Impacts Reported</div><div>• Add details</div><div>3. Shelter: No Impacts Reported</div><div>• Add details</div><div>4. Agriculture: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>FOOD, HYDRATION, SHELTER</div></div>	<div><div>LIFELINES SUMMARY</div><div><div>1. Medical Care: No Impacts Reported</div><div>• Add details</div><div>2. Patient Movement: No Impacts Reported</div><div>• Add details</div><div>3. Public Health: No Impacts Reported</div><div>• Add details</div><div>4. Medical Supply Chain: No Impacts Reported</div><div>• Add details</div><div>5. Fatality Management: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>HEALTH & MEDICAL</div></div>	<div><div>LIFELINES SUMMARY</div><div><div>1. Potable Water Infrastructure: No Impacts Reported</div><div>• Add details</div><div>2. Wastewater Management: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>WATER SYSTEMS</div></div>			
<div>GRAPHIC PLACEHOLDER</div>						
<div><div>ACTIVATIONS & EMERGENCIES</div><div><div>SEMA \ FEMA</div><div>1. Add details</div></div><div><div>BOONE COUNTY</div><div><div>1. Declaration: No Impacts Reported</div><div>• Add details</div><div>2. State of Emergency: No Impacts Reported</div><div>• Add details</div><div>3. Boone County EOC: No Impacts Reported</div><div>• Add details</div><div>4. Department Level EOC's: No Impacts Reported</div><div>• Add details</div></div></div></div>						
<div><div>LIFELINES SUMMARY</div><div><div>1. Power Grid: No Impacts Reported</div><div>• Add details</div><div>2. Fuel: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>ENERGY</div></div>				<div><div>LIFELINES SUMMARY</div><div><div>1. Infrastructure: No Impacts Reported</div><div>• Add details</div><div>2. Alerts, Warnings & Messages: No Impacts Reported</div><div>• Add details</div><div>3. 911 & Dispatch: No Impacts Reported</div><div>• Add details</div><div>4. Responder Communications: No Impacts Reported</div><div>• Add details</div><div>5. Finance: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>COMMUNICATIONS</div></div>	<div><div>LIFELINES SUMMARY</div><div><div>1. Highway/Roadway/Motor Vehicle: No Impacts Reported</div><div>• Add details</div><div>2. Mass Transit: No Impacts Reported</div><div>• Add details</div><div>3. Railway: No Impacts Reported</div><div>• Add details</div><div>4. Aviation: No Impacts Reported</div><div>• Add details</div><div>5. Maritime: No Impacts Reported</div><div>• Add details</div><div>6. MoDOT: No Impacts Reported</div><div>• Add details</div><div>7. Boone County Road and Bridge: No Impacts Reported</div><div>• Add details</div><div>8. Columbia Public Works: No Impacts Reported</div><div>• Add details</div><div>9. Ashland: No Impacts Reported</div><div>• Add details</div><div>10. Hellsville: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>TRANSPORTATION</div></div>	<div><div>LIFELINES SUMMARY</div><div><div>1. Facilities: No Impacts Reported</div><div>• Add details</div><div>2. Hazmat, Pollutants, Contaminants: No Impacts Reported</div><div>• Add details</div></div></div> <div><div>HAZMAT</div></div>

ESF-6: APPENDIX 1

FAMILY ASSISTANCE CENTER (FAC) PLAN

Overview and Purpose

In the immediate aftermath of a mass fatality incident, family and friends of victims or missing persons often gather spontaneously to seek information about their loved ones. As soon as it is feasible, Boone County will establish a Family Assistance Center (FAC) to provide a safe, secure, and central location for family members to obtain information and support services.

Under the direction of the Medical Examiner, the FAC's primary goal is to gather information from families to help identify fatalities resulting from the incident. The FAC also supports the collection of ante mortem information, notifies families of positive identifications, shares situational updates, and offers behavioral health and emotional support.

FAC services may be provided at one or multiple locations and may operate for several operational periods. Staffing partners can include PHHS leadership, mental health professionals, social workers, law enforcement, MRC volunteers, the American Red Cross, social service agencies, and faith-based organizations.

Site Selection for the FAC

The Boone County Family Assistance Center (FAC) location will depend on the type of incident, number of fatalities, and ease of access for victims' families, and must also be secured with a perimeter. Potential sites are still to be determined, and MOUs will be established between facility owners and the Boone County Commission. The FAC must be ADA-compliant and is ideally housed in one large site rather than multiple smaller ones. The FAC may assist families with transportation and lodging if needed and can operate for both immediate and long-term needs until all identifications are complete and families are notified by the Medical Examiner. Media will not be allowed in or around the FAC.

Reunification Services

One of the primary goals of the Family Assistance Centers will be to reunite family members with those lost loved ones. It is important to note that this includes both the living and deceased, uninjured and injured alike. There will be two distinct groups requiring reunification services:

- Missing persons who have been located (living or deceased) who have not yet been reunited with family/friends
- Family/friends coming to the center in search of missing loved ones

Families may also need to be connected to specific disaster services once they have been reunited with living or deceased love ones. Those staffing the reunification service area will need to be prepared to make the appropriate referrals. All of those seeking reunification services should be protected from any media scrutiny throughout the process; showing respect for those grieving.

Unaccompanied minors might show up to the FAC seeking reunification with lost loved ones. An area for child care services should be established within the FAC.

Antemortem Data Collection

Jurisdictional Law Enforcement and the Boone County Medical Examiner's Office will lead the collection of antemortem through interviews with family/friends that enter the center, or by collection of medical and dental records. The Family Assistance Center Team Leader/Coordinator will establish the plan for antemortem data collection and an entry plan. Family Interview Personnel will assist with data collection efforts within the center and Computer Specialists will be on hand for data entry, as well as electronic transfer of information to and from the Morgue Examination Center.

Family Notifications

The Jurisdictional Law Enforcement agencies and Medical Examiner's Office will assume responsibility for death notifications to families and friends. This may need to be accomplished with assistance from mental health professionals (grief counselors) who are staffing the center.

Family/friend notification shall only take place after confirmation from the Identification Team and approval from the Medical Examiner. A release log will be utilized document the overall process and an individual release authorization form must be completed and placed in the individual Victim Disaster Packet. If personal effects of the deceased are not determined to evidence, they may be released to the family/friend along with the body. If the family/friends of the deceased request any type of mental health professional, they should be referred to the area of the FAC designated for grief counseling and mental health services.

Call Center

A missing persons call center will be established out of the Family Assistance Center or other location TBD. This call center will be critical throughout the family reunification process. More than likely, family/friends of victim's will be seeking information about the status of said victim before they will seek any type of disaster services, such as grief counseling or spiritual services. Staff at the call center will receive calls from the public and provide answers based on pre-scripted messages. They will also be charged with collecting relevant antemortem data that will assist with identification of victims.

Public Information

The public must be initially made aware of the establishment of the FAC, its location, mission and purpose. All details of the functions of the FAC must be clear and accurate; in order to avoid confusion and individuals with no needs related to the center showing up. The initial release regarding the FAC should include its role in missing person's identification, body release, and mental health services.

The lead agency for the release of public information will be the Boone County Office of Emergency Management. The coordinated release of information regarding mass fatalities and FAC operations will not take place within the actual FAC. All messages should be submitted and released through the Joint Information Center (JIC).

One of the primary goals of the Family Assistance Centers will be to reunite family members with those lost loved ones. It is important to note that this includes both the living and deceased, uninjured and injured alike. There will be two distinct groups requiring reunification services:

- Missing persons who have been located (living or deceased) who have not yet been reunited with family/friends
- Family/friends coming to the center in search of missing loved ones

Families may also need to be connected to specific disaster services once they have been reunited with living or deceased love ones. Those staffing the reunification service area will need to be prepared to make the appropriate referrals. All of those seeking reunification services should be protected from any media scrutiny throughout the process; showing respect for those grieving.

Unaccompanied minors might show up to the FAC seeking reunification with lost loved ones. An area for child care services should be established within the FAC.

Mental Health Services

Personnel providing disaster mental health services will adhere to their individual scope of practice (e.g. functional role, knowledge, skill, authority, continuing education, ethics, licensure, and certification). Mental health services will be provided in a designated area that is quiet, private and away from other services being provided at the FAC.

Volunteers

The FAC will need to be able to accommodate volunteer staffing. These volunteers will be brought in based on expertise and can assist with a variety of operations including greeting, logistics (forms and registration), first aid, and psychological first or other mental health services. Spontaneous volunteers may show up to the FAC as well. A volunteer registration and credentialing area shall be designated to expedite the verification process and get volunteers folded into operations as quickly and efficiently as possible.

Family Briefings

There should be regularly scheduled briefings with family and friends who have shown up to the FAC (once or twice daily if possible). Family and friends can be updated on response activity as well as have the opportunity to ask questions of FAC leadership. These briefings should occur in a large, private setting within the FAC. No members of the media or legal representatives shall be allowed to attend briefings.

Security

There should be robust security provided at the FAC due to the large number of people that will be expected to show up for the services it provides. Jurisdictional Law Enforcement agencies will secure internal operations, provide perimeter security, and handle any other issues that may arise that threaten the public's safety and well-being.

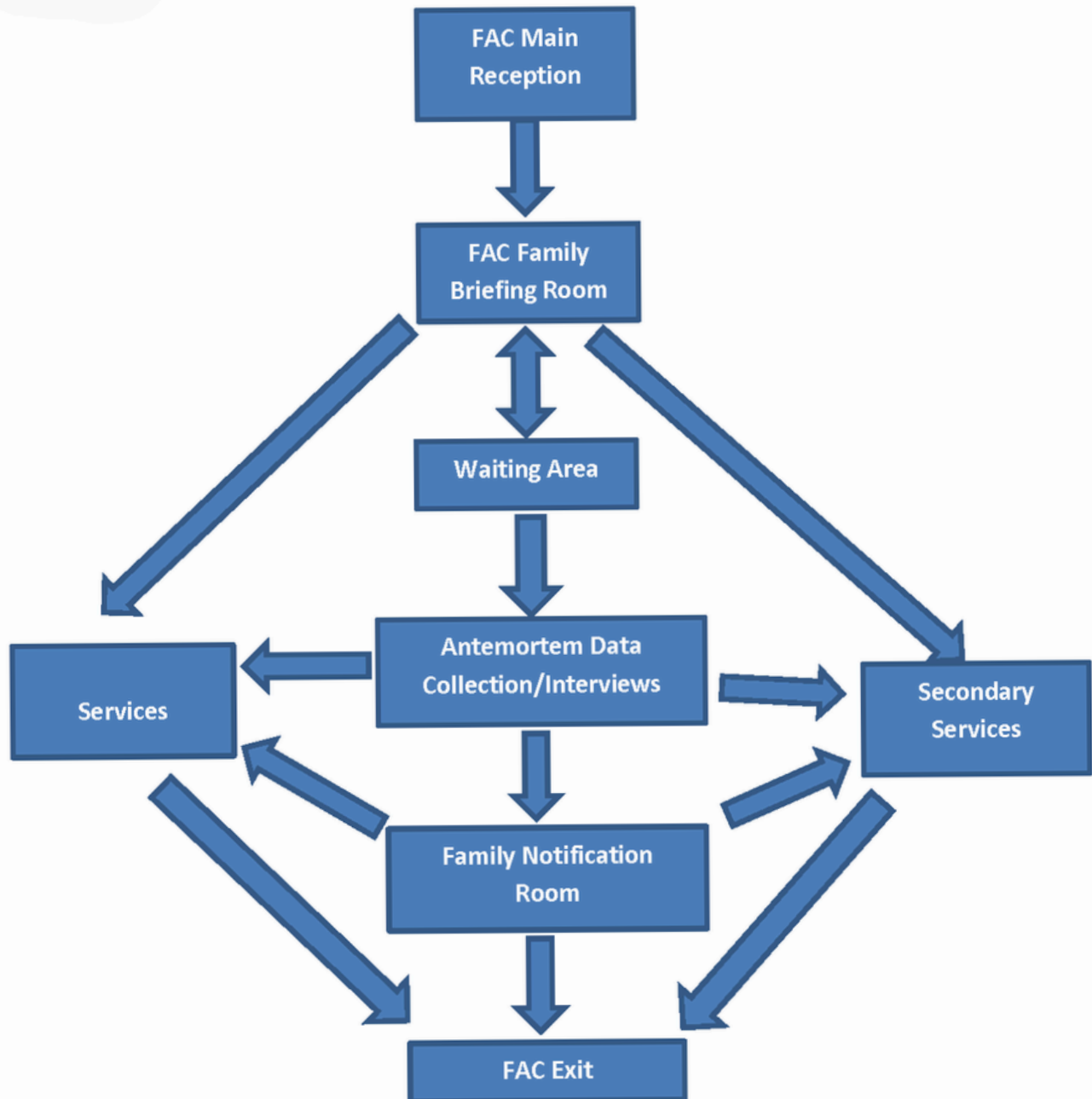
Cultural and Religious Considerations

Each community is unique with many cultures and faiths. Accommodating cultural and religious practices is a critical part of Family Assistance Center planning and operations. It is critical to understand the needs of different cultures and faiths by taking into consideration different aspects of their practices, to better serve the community at the family assistance center.

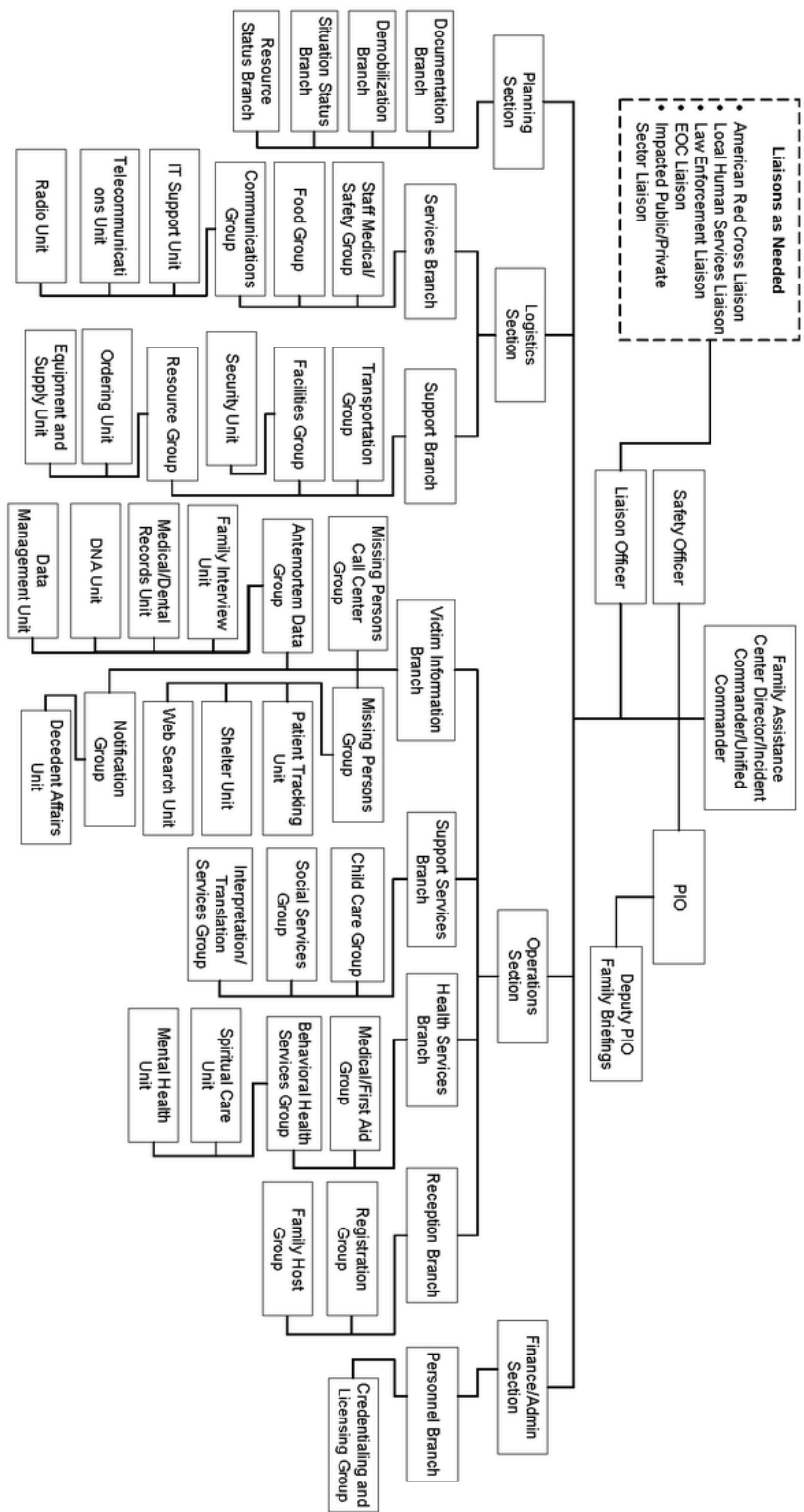
Demobilization

The demobilization of the FAC will depend on the incident's scale and will typically occur through a gradual wind-down of operations. This may be triggered once local agencies no longer require outside assistance or when all families have been reunited with their loved ones, whether alive or deceased. Antemortem data collected may need to be transferred to other agencies, such as law enforcement, for investigative purposes. It is important to identify which data will be transferred and to which agencies. Any equipment brought in from outside sources will be returned once it is no longer needed.

Family Assistance Center Flow



Scalable Org Chart for Family Assistance Center



ESF-7: APPENDIX 1

CITY OF COLUMBIA PURCHASING ORDINANCE

Sec. 2-460. – Bids and requests for proposals required; exceptions.

Except as otherwise provided in this article, all contracts for purchases of supplies, materials, equipment and services which have not been specifically authorized by the city council shall be entered into only after a competitive bidding process or a request for proposals process.

The purchasing agent may enter into contracts for emergency purchases without following a competitive bidding process or a request for proposals process.

“Emergency purchases” are purchases necessitated by nonrecurring emergency situations posing a substantial danger to the health, safety and welfare of the citizens or of a risk of substantial financial loss to the city unless the required supplies, materials, equipment or services are obtained as expeditiously as possible. The department head requesting an emergency purchase shall certify that the purchase is an emergency within the meaning of this section by a memorandum which sets forth the nature of the emergency. If the purchasing agent and the department head do not agree that the proposed purchase is an emergency purchase, the matter shall be referred to the city manager for final decision.

(Ord. No. 18178, § 2, 7-19-04; Ord. No. 19271, § 1, 10-16-06; Ord. No. 20880, § 1, 2-21-11)

ESF-7: APPENDIX 2

COUNTY OF BOONE EMERGENCY PROCUREMENTS

Readopted and Amended by the Boone County Commission
Commission Order #: 218-2023
Date: May 11, 2023

§3-106 Emergency Procurements.

Notwithstanding any other provisions of this Policy, and by direction of the liaison Commissioner to any Department, and in the absence of an assigned liaison Commissioner, it shall be the Presiding Commissioner, the purchasing agent may make or authorize others to make emergency procurements of supplies, services, or construction items when there exists a threat to public health, welfare, or safety; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances. In the case of a major disaster affecting County operations caused by weather, terrorism, war, accidents, explosions, Acts of God, etc. the Presiding Commissioner or liaison Commissioner could enact the emergency purchasing policy to cover whatever goods or services may be necessary to stabilize the County's operations. A written determination of the basis for the emergency and for the selection of the particular contractor shall be documented on the Emergency Procurement Form and submitted to the Purchasing Department by the requesting department. (See attached Exhibit C) As soon as practicable, a record of each emergency procurement shall be made and maintained in the Purchasing department contract file and shall set forth the contractor's name, the amount and type of the contract, a listing of the item(s) procured under the contract, and the identification number of the contract file.

EXHIBIT C

Boone County Purchasing

Melinda Bobbitt, CPPO
Director of Purchasing



601 E.V

Boone County Emergency Procurement Policy: Notwithstanding any other provisions of this Policy, and by direction of the liaison Commissioner to any Department, and in the absence of an assigned liaison Commissioner, it shall be the Presiding Commissioner, the purchasing agent may make or authorize others to make emergency procurements of supplies, services, or construction items when there exists a threat to public health, welfare, or safety; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. As soon as practicable, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, a listing of the item(s) procured under the contract, and the identification number of the contract file.

REQUEST FOR EMERGENCY PROCUREMENT

**Originating Office,
Dept. # & Account #** _____

**Person Requesting
Date Requested** _____

Phone Number _____

UPON COMPLETION OF THIS FORM, PLEASE SUBMIT TO THE PURCHASING DEPARTMENT.

PURCHASING DEPARTMENT APPROVAL: _____
Signature Date

EMERGENCY PROCUREMENT NUMBER: _____
(Assigned by Purchasing)

LIASON COMMISSIONER APPROVAL: _____
Signature Date

Expiration Date: _____ 20__ through _____ 20__ **One Time Purchase (check)** ☐

.....
(Note: Attach list for multiple vendors)

<i>Vendor(s) Name</i>	_____
<i>Vendor(s) Address</i>	_____
<i>Vendor(s) Phone and Fax</i>	_____
<i>Product Description</i>	_____
<i>Estimated Cost</i>	\$ _____



.....

The following is a list of questions that must be answered when making emergency procurement requests. This is a formal document for submission to the Liaison Commissioner for the requesting department.

- 1. Please describe the reason for the request of emergency procurement with respect to the threat to public health, welfare, or safety:
- 2. Describe anticipated consequences of not procuring immediately:
- 3. Describe and attach any quotes received:
- 4. Is this a one-time purchase? ____ Yes ____ No
- 5. If not, detail the anticipated future purchases with anticipated acquisition dates:

ESF-7: APPENDIX 3

BOONE COUNTY EOC RESOURCE REQUEST FORM

		<p>Boone County Office of Emergency Management 2145 County Drive • Columbia, Missouri 65202 Phone: (573) 554-7900 www.showmeboone.com/OEM</p>	
Resource Request Form			
ATTENTION: In order to expedite the request, it is critical to provide a detailed description of the need you are requesting to be filled. Failure to do so will result in unnecessary delays in filling the request.			
Incident Number:		Incident Name:	
Request Details			
Received By:		Date:	Time:
Tracking #:			
Resource Status: <input type="checkbox"/> Assigned <input type="checkbox"/> On-Site Date/Time: _____ <input type="checkbox"/> Unable to Fill <input type="checkbox"/> Filled <input type="checkbox"/> Cancelled <input type="checkbox"/> Demobilized <input type="checkbox"/> Returned Date/Time: _____ <input type="checkbox"/> Complete			
Resource Funding Source: H - Homeland Security Funding E - EMPG Funding B - BCOEM Funding D - Donation			
Requesting Agency Information			
Name:			
Agency/Organization:			
Position:			
Office Phone:		Cell Phone:	
Email Address:			
I understand that any expenses incurred by the County of Boone, following any Federal or State reimbursement, for commodities received will be billed back to my entity. Additionally, my agency may be responsible for repair or replacement costs of non-consumable requested resources should they be damaged or destroyed.			
Authorized Representative (Printed Name): _____			
Authorized Representative Signature: _____ Date: _____			
Resource Details			
Mission Description:			
Resource #1 Details			
Priority: <input type="checkbox"/> Immediate/Life Safety <input type="checkbox"/> 12 Hrs. <input type="checkbox"/> 24 Hrs. <input type="checkbox"/> Long-term (72-96 Hrs.) <input type="checkbox"/> Extended (over 96 Hrs.)			
Resource Description:			Funding Source:
Delivery/Pick Up Location:			
Receiving Point of Contact:		Cell Phone:	
<input type="checkbox"/> Entered in WebEOC	Date:	Time:	SEMA Tracking #:
Resource #2 Details			
Priority: <input type="checkbox"/> Immediate/Life Safety <input type="checkbox"/> 12 Hrs. <input type="checkbox"/> 24 Hrs. <input type="checkbox"/> Long-term (72-96 Hrs.) <input type="checkbox"/> Extended (over 96 Hrs.)			
Resource Description:		Quantity:	Units:
Delivery/Pick Up Location:		Funding Source:	

v.1.13.2022

Receiving Point of Contact:		Cell Phone:	
<input type="checkbox"/> Entered in WebEOC	Date:	Time:	SEMA Tracking #:
Resource #3 Details			
Priority: <input type="checkbox"/> Immediate/Life Safety <input type="checkbox"/> 12 Hrs. <input type="checkbox"/> 24 Hrs. <input type="checkbox"/> Long-term (72-96 Hrs.) <input type="checkbox"/> Extended (over 96 Hrs.)			
Resource Description:		Quantity:	Units:
Delivery/Pick Up Location:		Funding Source:	
Receiving Point of Contact:		Cell Phone:	
<input type="checkbox"/> Entered in WebEOC	Date:	Time:	SEMA Tracking #:
Resource #4 Details			
Priority: <input type="checkbox"/> Immediate/Life Safety <input type="checkbox"/> 12 Hrs. <input type="checkbox"/> 24 Hrs. <input type="checkbox"/> Long-term (72-96 Hrs.) <input type="checkbox"/> Extended (over 96 Hrs.)			
Resource Description:		Quantity:	Units:
Delivery/Pick Up Location:		Funding Source:	
Receiving Point of Contact:		Cell Phone:	
<input type="checkbox"/> Entered in WebEOC	Date:	Time:	SEMA Tracking #:
Resource #5 Details			
Priority: <input type="checkbox"/> Immediate/Life Safety <input type="checkbox"/> 12 Hrs. <input type="checkbox"/> 24 Hrs. <input type="checkbox"/> Long-term (72-96 Hrs.) <input type="checkbox"/> Extended (over 96 Hrs.)			
Resource Description:		Quantity:	Units:
Delivery/Pick Up Location:		Funding Source:	
Receiving Point of Contact:		Cell Phone:	
<input type="checkbox"/> Entered in WebEOC	Date:	Time:	SEMA Tracking #:
Responding Agency Information			
Name:			
Agency/Organization:			
Position:			
Office Phone:		Cell Phone:	
Email Address:			
I agree to remit the resources specified on this form to the requesting entity. I understand that consumable resources will not be returned. Non-consumable resources will be returned at the conclusion of the mission, specified duration, or at the conclusion of the incident.			
Authorized Representative (Printed Name): _____			
Authorized Representative Signature: _____ Date: _____			
Resource Received			
Resource accepted by (Printed Name): _____			
Signature: _____ Date: _____ Time: _____			

v.1.13.2022

ESF-8: APPENDIX 1

HEALTH CARE FACILITIES/HOSPITALS

Acute Care Hospitals (Services listed are not comprehensive)

- Boone Hospital Center 1600 E Broadway Columbia, MO, 65201
 - 392-bed capacity
 - Emergency Department
 - Heart and Vascular Care
 - Stroke Center
 - Intensive Care
 - Helipad
- Harry S. Truman Memorial Veteran's Hospital 800 Hospital Drive Columbia, MO 65212
 - 130-bed capacity
 - Emergency Department
 - Heart and Vascular Care
 - Intensive Care
- University Hospital 1 Hospital Drive Columbia, MO, 65201
 - 390-bed capacity
 - Emergency Department
 - Pediatric Emergency Department
 - Level 1 Trauma Center
 - Heart and Vascular Care
 - Stroke Center
 - Intensive Care
 - Helipad

Other Facilities

- Columbia Orthopedic Group (Outpatient Surgery)
- Howard A. Rusk Rehabilitation Center
 - 60 inpatient beds
- Landmark Hospital (Long-term Acute Care)
 - 60 inpatient beds
- Missouri Orthopedic Institute
 - 42 inpatient beds
- Missouri Psychiatric Center (Attached to University Hospital)
 - 61 inpatient beds

Skilled Nursing Facilities

- Ashland Villa 301 S. Henry Clay Blvd Ashland, MO, 65010
 - Level of Care - Assisted Living Facility
 - Bed Space - 72 beds
- Bluegrass Terrace 102 Redtail Dr., Ashland, MO, 65010
 - Level of Care - Residential Care Facility
 - Bed Space - 16
- Bluff Creek Terrace 3104 Bluff Creek Dr., Columbia, MO, 65201
 - Level of Care - Assisted Living; Alzheimer's Unit
 - Bed Space - 48
- Bristol Manor 610 North Jefferson St., Centralia, MO, 65240
 - Level of Care - Residential Care Facility
 - Bed Space - 12
- Cedarhurst 2333 Chapel Hill Rd., Columbia, MO, 65203
 - Level of Care - Assisted Living Facility
 - Bed Space - 127
- Colony Pointe 1510 Chapel Hill Rd., Columbia, MO, 65203
 - Level of Care - Assisted Living Facility; Alzheimer's Unit
 - Bed Space - 59
- Columbia Manor Care 2012 E. Nifong Blvd, Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 52
- Columbia Post Acute 3535 Berrywood Dr., Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 70
- Harambee House 703 North Eighth St., Columbia, MO, 65201
 - Level of Care - Residential Care Facility
 - Bed Space - 15
- Heritage Hall Nursing Center 750 East Highway 22, Centralia, MO, 65240
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 60
- Lake George Assisted Living 5000 E. Richland Rd., Columbia, MO, 65201
 - Level of Care - Assisted Living Facility
 - Bed Space - 10
- Lenoir Health Care Center 3850 Cartwright Lane, Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 100
- Lenoir Manor 3850 Cartwright Lane, Columbia, MO, 65201
 - Level of Care - Assisted Living Facility; Alzheimer's Unit
 - Bed Space - 92
- Mill Creek Village 1990 W. Southampton Dr., Columbia, MO, 65203
 - Level of Care - Assisted Living Facility; Alzheimer's Unit
 - Bed Space - 59

- Neighborhoods by Tiger Place 3003 Falling Leaf Ct., Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 120
- Parkside Manor 1201 Hunt Avenue, Columbia, MO, 65202
 - Level of Care - Skilled Nursing Facility; Alzheimer's Unit
 - Bed Space - 120
- South Hampton Place 4700 Brandon Woods, Columbia, MO, 65203
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 100
- Sturgeon Residential Care 315 E. Stone St., Sturgeon, MO, 65284
 - Level of Care - Residential Care Facility
 - Bed Space - 20
- Tiger Place 2910 Bluff Creek Dr., Columbia, MO, 65201
 - Level of Care - Intermediate Care Facility
 - Bed Space - 112
- The Stuart House 117 S. Hickman, Centralia, MO, 65240
 - Level of Care - Intermediate Care Facility
 - Bed Space - 27
- The Bluffs 3105 Bluff Creek Dr., Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility; Alzheimer's Unit
 - Bed Space - 132
- The Villa at Blue Ridge 701 Blue Ridge Rd., Columbia, MO, 65201
 - Level of Care - Skilled Nursing Facility
 - Bed Space - 97
- Westbury Senior Living 550 Stone Valley Parkway, Columbia, MO, 65203
 - Level of Care - Assisted Living Facility; Alzheimer's Unit
 - Bed Space - 75

Missouri Skilled Nursing Levels

Residential Care Facility (RCF 1)

Provides 24-hour shelter, board, and protective oversight for three or more residents. May handle medication storage, distribution, or administration, as well as care during short-term illness or recuperation. Residents must evacuate independently. A licensed Nursing Home Administrator is not required.

Residential Care Facility (formerly RCF II)

Provides 24-hour accommodation, board, and care for three or more residents. Services include diet supervision, assistance with personal care, medication management, and health care oversight under a licensed physician. Residents must evacuate independently. A licensed Nursing Home Administrator is required.

Assisted Living Facility

Provides 24-hour care, services, and protective oversight for residents who need shelter, board, and assistance with activities of daily living (eating, bathing, dressing, toileting, transferring, and walking). Also oversees medication storage and administration, and offers health care supervision under a licensed physician, consistent with a social model of care (home-like setting that respects dignity, privacy, independence, and autonomy). A licensed Nursing Home Administrator is required. May accept residents who need only minimal assistance to safely evacuate.

Assisted Living Facility (able to admit residents needing more than minimal assistance to safely evacuate)

Offers the same 24-hour care, services, protective oversight, and social model of care. May accept or retain residents with an impairment preventing safe evacuation with minimal assistance, provided the facility meets specific staffing requirements and includes an individualized evacuation plan in each resident's service plan. A licensed Nursing Home Administrator is required.

Intermediate Care Facility

Provides 24-hour accommodation, board, personal care, and basic nursing services under daily supervision of a licensed nurse and the direction of a licensed physician for three or more residents who are dependent for care and supervision. A licensed Nursing Home Administrator is required.

Skilled Nursing Facility

Provides 24-hour accommodation, board, and skilled nursing care and treatment to at least three residents. Services are performed by or under the supervision of a registered nurse, including observation, care, counseling, medication administration, and other specialized nursing functions as prescribed by a physician or dentist. A licensed Nursing Home Administrator is required.

Urgent Care and Quick Care Facilities

Boone Health Urgent Care - Business Loop
601 Business Loop 70 West
Suite 275
Columbia, MO 65203
Phone: (573) 874-0008

Boone Health Urgent Care - Nifong Blvd
900 West Nifong Boulevard
Suite 100
Columbia, MO 65203
Phone: (573) 815-6631

MU Health Care Urgent Care - South Providence
3916 S Providence Rd
Columbia, MO 65203
Phone: (573) 882-1662

MU Quick Care Clinic - Broadway
3100 W Broadway
Columbia, MO
Phone: (573) 884-0036

MU Quick Care Clinic - Nifong
405 E Nifong Blvd
Columbia, MO
Phone: (573) 884-0146

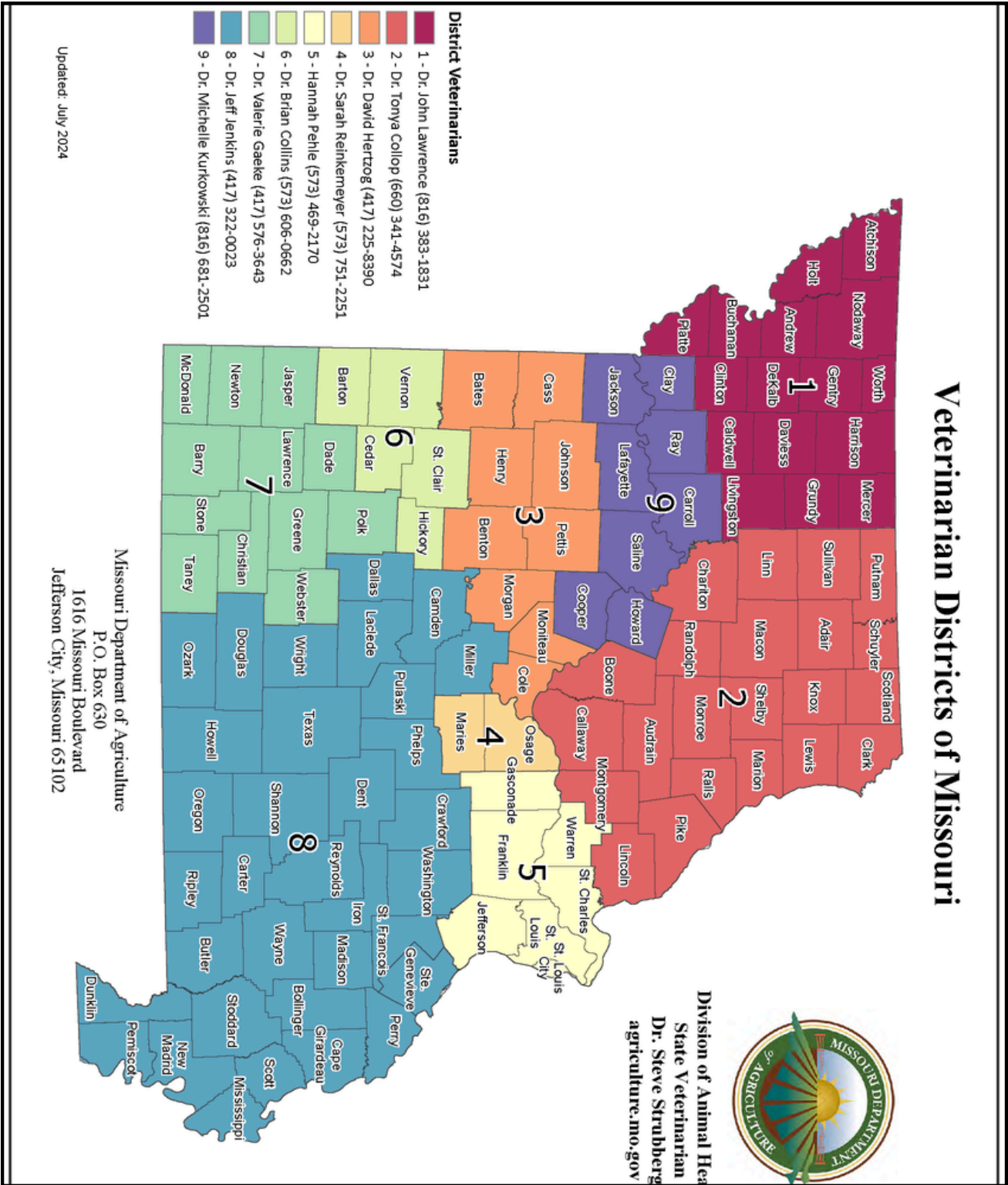
MU Quick Care Clinic - Conley
5 Conley Rd
Columbia, MO
Phone: (573) 884-0169

NextCare Urgent Care
202 E. Nifong Blvd
Columbia, MO, 65203
Phone: (573) 874-6824

Federally Qualified Health Center

Family Health Center
1001 W Worley St.
Columbia, MO 65203
573-214-2314

ESF-11: APPENDIX 1
VETERINARIAN DISTRICTS OF MISSOURI



ESF-11: APPENDIX 2

ISOLATION AND QUARANTINE LAWS

Boone County Ordinance Chapter 11- Animal Control – Isolation and Quarantine

Authority: These regulations are enacted under authority vested in the County Commission of Boone County, Missouri by section 192.300, RSMo, and sections 322.090 - .130, RSMo.

2.7.6 Isolation and Quarantine - The Health Director may order the temporary isolation or quarantine of domestic or wild animals reasonably suspected of having a contagious communicable disease which may directly or indirectly effect human health or food or water supplies until such time as the state veterinarian or other state or federal agency having jurisdiction assumes responsibility for animal disease management and determination of the need for further disease control measures.

2.8 Jurisdiction: The regulations contained in this chapter shall be applicable to all unincorporated areas within Boone County, Missouri, and by order of the Boone County Commission in incorporated municipalities which petition to be included. Any petitioning municipality shall also be defined as an urban service area under section 2.4.3 if the petition so requests.

Missouri Code of State Regulations. Title 19 - Department of Health and Senior Services. Division 20 - Division of Community and Public Health. Chapter 20 - Communicable Diseases. 19 CSR 20-20.050 Quarantine or Isolation Practices and Closing of Schools and Places of Public and Private Assembly

The local health authority, the director of the Department of Health and Senior Services or the director's designated representative shall require isolation of a patient or animal with a communicable disease, quarantine of contacts, concurrent and terminal disinfection, or modified forms of these procedures necessary for the protection of the public health. The isolation of a patient, animal or contact shall be carried out according to the methods of control in 19 CSR 20-20.040(1).

No person or animal infected with or suspected of having a communicable disease listed in 19 CSR 20-20.020(1)-(3) or any contact of a disease subject to quarantine or isolation shall move or be moved from one (1) health jurisdiction to another, unless necessary for medical care, without notice to and consent from the local health authority, the director of the Department of Health and Senior Services or the director's designated representative. If a person is moved for the reason of medical care, the health authority who ordered the isolation or quarantine shall be notified within seventy-two (72) hours.

The local health authority, the director of the Department of Health and Senior Services or the director's designated representative is empowered to close any public or private school or other place of public or private assembly when, in the opinion of the local health authority, the director of the Department of Health and Senior Services or the director's designated representative, the closing is necessary to protect the public health. However, in a statewide pandemic, only the director of the Department of Health and Senior Services or the director's designated representative shall have the authority to close a public or private school or other place of public or private assembly. The director or designated representative shall consult with the local health authorities prior to any such closing. Any school or other place of public or private assembly that is ordered closed shall not reopen until permitted by whomever ordered the closure.

AUTHORITY: section 192.020, RSMo Supp. 2006. This rule was previously filed as 13 CSR 50-101.061. Original rule filed Dec. 11, 1981, effective May 13, 1982. Emergency amendment filed June 15, 2007, effective July 6, 2007, expired Jan. 1, 2008. Amended: Filed June 15, 2007, effective Jan. 30, 2008.

ESF-11: APPENDIX 3

RSMO 269.020 – DISPOSAL OF DEAD ANIMALS

2005 Missouri Revised Statutes - § 269.020. — Disposal of dead animals, manner--on-site burials permitted, when --removal of hide authorized--composting, incineration--state veterinarian may enter premises in emergency situations or when nuisance exists, costs--court order requiring disposal--limitation on veto power of decisions.

269.020. 1. Every person owning or caring for any animal that has died from any cause shall dispose of the animal carcass within twenty-four hours after knowledge of such death, either by arranging for a person permitted under this chapter to dispose of or transport it, or by the owner or person entitled to such body causing the same to be deposited in a permitted sanitary landfill notwithstanding any other provision of the law or rule to the contrary, allowing it to be buried in a sanitary landfill or buried, incinerated, composted, or disposed of in a manner approved by the state veterinarian within the twenty-four-hour period upon his own or any other available premises, provided that such disposition is in accordance with the provisions of subsection 2 of this section.

2. On-site burial of dead animals shall be in accordance with the following loading limitations, geographic restrictions and other conditions as specified:

(1) For areas defined by the department of natural resources, division of geology and land survey, as having major groundwater contamination potential, the maximum loading rate shall be limited to:

(a) One bovine, six swine, seven sheep, and beginning July 1, 1995, seventy turkey carcasses or three hundred poultry carcasses on any given acre per year; or

(b) All other species and immature cattle, swine, and sheep, and beginning July 1, 1995, turkeys or poultry shall be limited to one thousand pounds of animals on any given acre per year;

(2) A maximum loading for areas excluded from subdivision (1) of this subsection shall be limited to:

(a) Seven cattle, forty-four swine, forty-seven sheep, and beginning July 1, 1995, four hundred turkey carcasses, or two thousand poultry carcasses on any given acre per year; or

(b) All other species and immature cattle, swine, sheep, and beginning July 1, 1995, turkeys or poultry shall be limited to seven thousand pounds of animals on any given acre per year;

(3) The maximum amount of land that shall be used for on-site burial of animals on any person's property during a given year shall be limited to ten percent of the total land owned by that person or one acre, whichever is greater; and

(4) Burial sites shall not be located in low-lying areas subject to flooding; and

(5) The lowest elevation of the burial pits shall be six feet or less below the surface of the ground; and

(6) The dead animals shall be immediately covered with a minimum of six inches of soil and a final cover of a minimum of thirty inches of soil; and

(7) Carcasses shall not be placed on the ground, in a ditch, at the base of a hill, or in a cavern and covered with soil; and

(8) The abdominal cavity of carcasses over one hundred fifty pounds shall be punctured to allow escape of putrefactive gasses; and

(9) The location of dead animal burial sites must be in accordance with the following separation distances:

(a) At least three hundred feet from any wells, surface water intake structures, public water supply lakes, springs or sinkholes; and

(b) At least fifty feet from adjacent property line; and

(c) At least three hundred feet from any existing neighboring residence; and

(d) More than one hundred feet from any body of surface water such as a stream, lake, pond, or intermittent stream.

3. Any person so owning or controlling any dead animal, that has not died of a contagious disease, shall have the right to remove the hide or skin thereof, at the site of the animal's death, before disposing of such body as prescribed in this chapter, but such skinning must be done and the disposition of such hide, or skin and body must be made in a manner that will avoid the creation of any nuisance.

4. No body of any animal shall be buried, burned, cooked, or otherwise disposed of, except as provided for in this section.

5. Composting of dead animals shall be done in a dead animal composter designed and constructed in an efficient design as recommended by the University of Missouri extension service.

6. Noncommercial incineration of dead animals shall be done in an incinerator designed, constructed and operated in an efficient manner as recommended by the University of Missouri extension service.
7. Commercial incineration of dead animals shall be done in an incinerator designed, constructed and operated in accordance with the provisions of chapter 643, RSMo, and any rule or regulation promulgated thereunder.
8. Disposal of dead animals is allowable in a sanitary landfill that has a current permit under the provisions of chapter 260, RSMo, and any rule or regulation promulgated thereunder.
9. In emergency situations involving a risk to the health and welfare of any species of animal or man caused by the death of an animal, the state veterinarian may enter any premises, take possession of any dead animal, and dispose of such animal by any method authorized by this chapter, but only if the person who owned, cared for, or most recently possessed the animal is unable or unwilling to properly dispose of the animal. The owner, custodian, or person who most recently possessed the animal shall reimburse the state veterinarian for the reasonable expense of disposing of the animal pursuant to this section.
10. If an animal's death causes a nuisance, the state veterinarian may enter any premises, take possession of any dead animal and dispose of such animal by any method authorized by this chapter but only if the person who owned, cared for, or who most recently possessed the animal has not been located within twenty-four hours after a reasonable effort, the person is absent from the state and refuses to cooperate, or the person is unable to properly dispose of the animal due to that person's physical or mental condition. The owner, custodian, or person who most recently possessed the animal shall reimburse the state veterinarian for the reasonable expense of disposing of the animal pursuant to this section.
11. In emergency situations involving a risk to the health and welfare of any species of animal or man, or where the death of an animal has caused a nuisance, the state veterinarian may apply, in the county where the dead animal was found, for a court order requiring the person who owned, cared for, or most recently possessed the dead animal, to dispose of it.
12. The department of agriculture and the department of natural resources shall not have veto power on the decisions of the University of Missouri extension services, or any decisions made under this section.

(L. 1941 p. 290 § 14493n, A.L. 1992 H.B. 878, A.L. 1993 H.B. 399)

ESF-11: APPENDIX 4

BOONE COUNTY PET SHELTERING TRAILER

AAKC Pet Disaster Relief Trailer Equipment and Supplies

Administrative Supplies	Quantity
10" Colored wrist bands for owner ID	1500
Collar bands - 20" for animal ID	1500
Animal intake registration forms	Humane Society will furnish
Camera, SD cards	2
First Aid Kit for volunteers and pets	3
Index cards	1 pk
Envelopes for cages - letter size poly	100
Markers Hi-liters	1
Markers assorted	1
Markers black permanent	1
Micro chips	50
Microchip scanner	1
Paper, copier	1 ream
Pens, assorted pkg. 10	1

Administrative Supplies	Quantity
Post-It notes	1 pkg
Registration logbook	5
Safety vests	10
Scissors	2
Hole punch, single	2
Stapler, small	1
Tape, transparent	3
Ties, 8" zip for envelopes on l cages	200
Volunteer registration forms	Humane Society will furnish
Animal Care Supplies	Quantity
Animal control pole	1
Bowls, stainless 1 qt	100
Can opener, hand	2
Carriers, corrugated pet	2
Crates, lg.	40
Crates, med	15
Gloves, handling	2 pair

Measuring cup sets	2
Measuring spoon sets	2
Muzzles, feline	3
Muzzles, canine	7
Slips leads	24
Spoons, lg. (to scoop food)	6
Trays, red plaid for food #300	500
Trays, red food SEPG 1 lb. paper	1000
Equipment	Quantity
Ball hitch 2 5/16'	1
Ball hitch pin 5/8"	1
Ball mount	1
Ball security lock for hitch	1
Boards 2X4	4
Camera, digital with case	1
E-track board holder 2x4	8
E-track ratchet 2/16	3
Fans, box	2
Fire extinguisher	1

Generator, Powerhorse 5.5K Ser. # 08132832	1
Jack trolley	1
Jack stands	1 pair
Keys, trailer front door	2
Locks, bar door w/keys (keyed the same, 4/pkg.)	1
Pressure washer	1
Printer, computer	1
Safety strip grip	2
Shop vacuum	1
Tent, pop-up	1
Trolley platform, 1/2 ton	1
Work light, telescoping	5
Maintenance Supplies	Quantity
Batteries, D 12 pkg.	2 boxes
Bulbs, spare for flashlight	2
Bulbs, spare for work light	6
Chocks for wheels	2
Cone, orange 18" (inside walking area for male dogs)	2
Cords, bungee assorted	1 pkg.

Extension Cord, 50 ft. 20-amp, 12-gauge	3
Flashlight and batteries	2
Funnels, plastic	2
Gas can for generator	1
Hammer	1
Hose, 50' heavy duty water	2
Rags "Tool Box"	1 box
Cleaning Supplies	Quantity
Bags, garbage for trash containers	125
Bags, On the Go t-sack	1000
Bags, sandwich (for poop pick up)	1000
Bleach	6 gallons
Broom	2
Brush, scrub lg.	1
Brush, scrub med	1
Brush, scrub small	3
Bucket, plastic mop 2 1/2 gal	1 ea
Bucket, plastic 5 gal. w/lid	5
Bucket, stainless steel	2

Cat litter	100 lbs
Cleaning rags	1 case
Disinfectant, hand	3
Disinfectant, lemon	4 gallons
Dustpan, med	2
Dustpan, w/broom	2
Gloves, latex assorted sizes and colors	10 pair
Gloves, nitrile lg.	1000
Hand cleaner	1
Litter boxes 9/12	250
Mop	2
Pooper Scoopers	2
Sanitizer, Quaternary all purpose	4 gallons
Scoops, litter	6
Scouring pads	1 pkg.
Shovel, short round point	1
Shovel, short square point	1
Shovel, mini round point	1

Shovel, mini square point	1
Soap, liquid hand	2
Sponges	1 pkg.
Spray bottles, 24 oz. for cleaning cages	4
Towels, roll paper	1 case
Towels, terry	24
Trash container, 44 gal.	2
Wipes, wet	1

ESF-13: APPENDIX 1

LAW ENFORCEMENT AGENCY CONTACT INFORMATION

Ashland Police Department

109 E Broadway

Ashland, MO 65010

Phone: (573) 657-9062

http://www.ashlandmo.us/departments/police_department/index.php

Boone County Sheriff's Office

2121 County Drive

Columbia, MO 65202

Phone: (573) 875-1111

<https://www.boonecountymo.org/sheriff/>

Centralia Police Department

114 S Rollins St.

Centralia, MO 65240

Phone: (573) 682-5182

<https://www.centraliamo.gov/police>

Columbia Police Department

600 W. Walnut St.

Columbia, MO 65201

Phone: (573) 874-7404

<https://www.como.gov/police/>

Hallsville Police Department

202 E Highway 124

Hallsville, MO 65255

Phone: (573) 696-3838

<https://hallsvillemo.org/police-department>

Sturgeon Police Department

303 E Station Dr.

Sturgeon, MO 65284

Phone: (573) 687-3321

<http://spd.sturgeon-mo.org/>

University of Missouri Police Department

901 Virginia Avenue Columbia, MO 65211

Phone: (573) 882-7201

<https://www.mupolice.com/mupd/>

ESF-15: APPENDIX 1

SAMPLE PRESS RELEASE

FOR IMMEDIATE RELEASE

Date of Release: #####

[Headline: A Concise, Informative Summary of the News]

Columbia, MO - The [Organization/Department Name] today announced [brief summary of the key news]. This announcement addresses [brief explanation of why this is important] and will affect [who is impacted, if applicable].

- Who: The announcement is made by [Organization/Department Name], in partnership with [any collaborating organizations or agencies, if applicable].
- What: Describe what is happening.
- Where: The initiative or event will take place.
- When: The program or event begins on [Start Date] and will continue through [if applicable, “an expected end date” or “ongoing”]. Any upcoming events or deadlines are noted as follows: [Include any key dates, such as public meetings or milestones].
- Why: Explain the reason behind the announcement.
- How: The [Organization/Department Name] will implement this initiative by [outline the key steps or methods]. Residents are advised to [note any required actions].

If known, indicate when the next update will be given.

To learn more about #####, visit.

To learn more about #####, visit.

Media contact:

- Name: [Contact Name]
- Title: [Contact Title]
- Phone: [Contact Phone Number]
- Email: [Contact Email Address]



SECTION IV: FUNCTIONAL ANNEXES

- Annex A: Mass Fatality Plan
- Annex B: Terrorism Response Plan
- Annex C: Catastrophic Event Response Plan
- Annex D: Hazardous Materials Emergency Plan
- Annex E: SEMA Winter Weather Plan

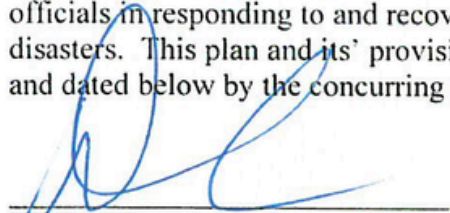
BOONE COUNTY MASS FATALITY MANAGEMENT PLAN

PROMULGATION STATEMENT Boone County Office of Emergency Management Mass Fatality Plan

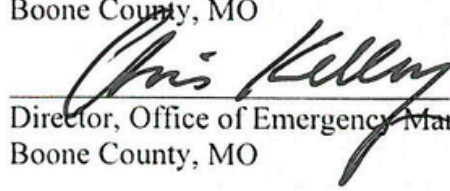
Officials of Boone County, MO Office of Emergency Management (BCOEM), in conjunction with the State Emergency Management Agency, have developed a Mass Fatality plan that will enhance their emergency response capability. This document is the result of that effort.

It is designed to promote the coordination of 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 Missouri. It also incorporates the principles and processes of the National Incident Management System (NIMS) and the Incident Command System (ICS).

This plan, when used properly and updated as needed, 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 below by the concurring government officials.



Medical Examiner
Boone County, MO



Director, Office of Emergency Management
Boone County, MO



Date



Date

PURPOSE & SCOPE

By Missouri State Statute set forth in RSMo Chapter 58, the Coroner/Medical Examiner is the legal authority responsible for the recovery, identification, sanitation, and preservation (such as embalming, if necessary), notification of the next of kin, and facilitating the release of the identified deceased to the next of kin or their agent.

Activation Levels

Activation levels have been defined based on numbers of decedents and complexity of the situation.

Level 1 Description

Level 1 involves eight to twelve (8-12) anticipated decedents requiring recovery, transportation, and identification.

- Requires family assistance services
- Is managed by the local jurisdiction
- Human remains are not contaminated by any toxic or hazardous materials
- Human remains are generally intact.
- No criminal or terrorist involvement is suspected

Level 2 Description

Level 2 involves twelve to twenty (12-20) anticipated decedents requiring recovery, transportation, and identification.

- Requires family assistance services
- Is managed by the local jurisdiction and may need resources/assistance from outside the operational area
- Human remains are not contaminated by any toxic or hazardous materials and are generally intact

Due to the incident's complexity, the Medical Examiner's administration may request a higher level of activation to secure additional resources. Factors contributing to this complexity might include an expanding scope of recovery operations, the involvement of dignitaries, or other complicating aspects of the response.

Level 3 Description

Level 3 involves between twenty and thirty-five (20–35) anticipated decedents requiring recovery, transportation, and identification. This activation level is considerably more complex than a Level 2 Activation. Potential complexities may include factors such as:

- Fragmented human remains
- Tedious recovery or difficulty in locating and recovering remains
- Contaminated remains requiring decontamination
- Criminal involvement
- Suspected terrorist activity
- Other factors that require an enhanced level of management and coordination

The Boone County Emergency Operations Center may be activated to provide the necessary logistical support. Additionally, the Central Region of the Missouri Non-Urban Healthcare Coalition may be activated to serve as a conduit for mutual aid resource requests throughout Region F.

Level 4 Description

Level 4 involves more than thirty-five (35+) anticipated decedents requiring recovery, transportation, and identification. A Level 4 Activation may include some or all of the complicating factors present in a Level 3 Activation and is indicated when routine mass fatality management resources are strained by extraordinary circumstances, requiring more resources than are available within the County. This level is triggered by an event that is considerably more complex than a Level 3 Activation.

The Boone County Emergency Operations Center is activated to manage all resource requests from response partners. Actions taken during a Level 4 Activation focus on:

- Maintaining the integrity of the medical and health system.
- Providing resources to support response and recovery efforts for multiple mass fatality events.
- Ensuring the general health and welfare of those affected.

Level 4 Activations may require the use of non-traditional or alternative death care delivery methods, as coordinated by the Medical Examiner. This level is referred to as “Contingency Activation.”

Level 5 Description

Level 5 Activation may be indicated when routine mass fatality management resources are overwhelmed by extraordinary circumstances, requiring more support than is available within the county. These events exceed the county’s ability to manage or mitigate without state and federal assistance. In a Level 5 Activation, resources from outside the county may be limited or unavailable.

- Boone County Emergency Operations Center (EOC) is activated to prioritize and allocate resources for the incident.
- Medical Examiner (ME) Administration requests assistance from state, federal, and private sources and communicates these needs to the EOC.
- Central Region of the Missouri Non-Urban Healthcare Coalition coordinates regional medical mutual aid requests to support the incident.
- Boone County EOC can request additional resources from the State EOC, including mortuary resources associated with the Missouri Disaster Mortuary Response Team (MODMORT).

Level 5 Activations will likely require the use of non-traditional or alternative death care delivery methods, as coordinated by the Medical Examiner.

Alerting/Notifications

An alert will be issued when an event has the potential to require activation of the mass fatality plan. Early notification prepares the health care, mortuary services and medical examiner systems for larger than expected numbers of decedents.

Alerts may be issued by the Boone County Joint Communications and/or Office of Emergency Management for situations in which:

- Several incidents occur that are significant by either magnitude or nature
- The ME system and mortuary services resources are low or close to being insufficient
- There is complete or partial failure of the health care and/or ME critical infrastructure (facilities, communications system, etc.)
- A potential or actual public health emergency exists

Depending on the event's magnitude and resource requirements, alerts and notifications may be sent to the following stakeholders, who will then make any further necessary notifications. The Incident Commander/Unified Command determines which agencies and resources need to be notified. Typically, Boone County Joint Communications will disseminate the initial notifications.

Suggested Level 1 and Level 2 Notifications

- Boone County Medical Examiner - (573)474-2700
- Boone County Office of Emergency Management - (573) 554-7900
- Senior Medicolegal Death Investigator
- The Columbia/Boone County Department of Public Health and Human Services Environmental Health on-call staff can be reached at - 573-328-5368, and will notify:
 - PHHS Director/Assistant Director
 - PHHS Epidemiologist
 - Public Health Emergency Planner
- Local hospitals will alert hospital house supervisors.
 - University Chaplain's office
- EMS and fire department resources
- Boone County Emergency Management
 - County Commission
 - Columbia City Manager
 - Public Information Officers
- Boone County Health and Medical Emergency Planning Committee
- Central Region of the MO Non-urban Healthcare Coalition - (573) 893-3700

Suggested Level 3, 4 and 5 Notifications

All Level 1 and 2 Notifications plus the Medical Examiner's Office notifies the Chaplain Volunteers

Roles and Responsibilities

Boone County Joint Communications

- Makes notifications/sends out alerts.

Boone County Medical Examiner

- Has overall fatality management responsibility.
- Initiates actions to ensure the integrity of the Medical Examiner system.
- Provides a liaison to the Boone County EOC, as well as resource and status updates.
- Provides technical assistance in support of the incident.
- Ensures adequate resources are available to support the incident and the Medical Examiner system.
- Requests and coordinates the response and mission tasking of all fatality management surge mutual aid resources.
- Considers requesting a temporary morgue site from the EOC.
- Has oversight of the Family Assistance Center (FAC) operation.
- Conducts surveys of private funeral industry resources to support event. Includes storage capacity, staffing, transportation vehicles and equipment/supplies.
- Maintains ongoing mass fatality surge capacity plans.
- Coordinates and ensures decontamination of the deceased.
- Activates the County's vital records surge capacity.
- Recommends and initiates policy modification or suspension which may include:
 - Amended dispatch procedures for Medical Examiner's personnel.
 - Modification of death certificate procedures.
 - Implementation of altered standards of death care for collection, storage, and identification of the deceased including non-refrigerated storage of bodies, temporary interment of the deceased, mass cremation, suspension of funerals, and establishment of public access to fatality drop off/collection points.

- Makes policy recommendations for return to normal standard of death care after incident has been controlled.

Medicolegal Death Investigator

- Communicates with hospitals.
- Serves as a liaison to the ME.
- Coordinates transport services to support movement of the deceased for the purpose of collection, storage, and final disposition.
- Acts as the Medical Examiner Transport Service Provider(s) by providing transportation of the deceased as directed by the ME for storage, processing, and final disposition.
- Request additional transportation resources if necessary.
- Ensures adequate transport resources are available to the medical/health system.

Boone County Office of Emergency Management

- Provides coordination to agencies and jurisdictions per the National Incident Management System.
- Staffs and manages the Emergency Operation Center (EOC) as needed
- Receives and processes resource requests from the local jurisdictions to the State Emergency Management Agency (SEMA).
- Coordinates the development of a local emergency declaration.
- Supports Family Assistance Center (FAC) activation.
- Gathers, processes, and shares situational information.
- Develops and distributes a consolidated Incident Action Plan (IAP).
- Coordinates local emergency declaration process.
- Contacts Columbia REDI to get a list of potential temporary morgue sites.
- Overall policy level management and mitigation of events occurring with each individual jurisdiction.
- Resource coordination including prioritization of requests/needs.
- Establishes and manages a JIC.

Columbia/Boone County Department of Public Health and Human Services (PHHS)

- Directs fatality related concerns directly to the Medical Examiner.
- The PHHS Director will assign liaisons to the Medical Examiner.
- Acts as the ESF-8 liaison to the Boone County EOC.

- Coordinates with Boone County hospitals and Missouri Hospital Association for resource management.
- Maintains continuous resource and situation status with the Healthcare Coalition(s) through EMResource and eICS.
- Requests supplies from Strategic National Stockpile (SNS), if needed.
- Considers establishing warehouse site to manage and distribute the inventory.
- Coordinates behavioral health services for healthcare responders, responders' families, existing mental health clients and other community members.
- Activates, staffs, and manages a Department Operation Center (DOC).
- Provides technical specialists to support incident action planning.
- Establishes guidelines for public access to fatality drop off/collection points throughout the county during periods of isolation, quarantine, or social distancing.
- Initiates internal disaster staffing plan and implements appropriate contingency actions and plans.

Healthcare Facilities/Hospitals

- Direct fatality related concerns directly to the ME.
- Prepare to provide extended storage for the deceased patients who have expired in-hospital.
- Complete morgue space availability query.
- Initiate internal mass fatality surge capacity plans.
- Implement the Hospital Incident Command System (HICS) and any appropriate contingency actions and plans.
- Maintain continuous resource and situation status updates through the EMResource and eICS systems.

Public Safety (law enforcement/fire)

- Provides overall on-scene incident management and mitigation
- Provides security for scene and strategic national stockpile assets, conducts investigation and supports the Medical Examiner and responders.
- Provide a liaison, if needed, to the Boone County EOC as well as situation status updates.

BOONE COUNTY

TERRORISM RESPONSE PLAN

This annex summarizes the Terrorist Incident Emergency Response Protocol, which establishes a comprehensive, integrated framework for addressing terrorism in Boone County, Missouri. This protocol does not replace Boone County's or any jurisdiction's emergency plans and procedures; rather, it augments existing documents to aid in coordinating initial planning and response efforts.

Situation

Boone County contains potential targets for terrorist activities. These include, but are not limited to:

- Agriculture
- Businesses and manufacturing centers
- Chemical Facilities
- Columbia Regional Airport, railroads, highways and navigable rivers
- Federal, state, county and municipal government facilities and structures
- Healthcare facilities/Hospitals
- Pipelines; power plants; public utilities
- Public gatherings
- Religious facilities
- The University of Missouri-Columbia

A Terrorist Incident is defined as: "A violent act, or an act dangerous to human life, in violation of the criminal laws of the United States, or of any State, to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives."

Terrorism can occur with or without warning and take many forms, including bombings, arson, infrastructure attacks, mass shootings, cyber disruption, and other tortious acts. Under federal law, all acts of terrorism, whether planned or executed, fall under federal jurisdiction. The federal government holds primary authority to prevent and respond to such acts, with state and local governments providing assistance as needed.

Weapons of Mass Destruction (WMD)

Any weapon designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon designed to release radiation or radioactivity at a level dangerous to human life (18 USC 2332a).

Chemical Agent

A chemical agent is a substance intended to kill, injure, or incapacitate individuals through physiological effects. Hazardous chemicals, including industrial substances, can be introduced via aerosol devices (e.g., munitions or sprayers), broken containers, or covert dissemination. A chemical attack may involve chemical warfare agents (such as nerve or blister agents) or industrial chemicals with serious consequences.

Early in an incident, it may not be obvious whether an outbreak is caused by an infectious agent or a hazardous chemical; however, most chemical attacks are localized, and their effects become apparent within minutes. Chemical agents may be classified as persistent or non-persistent:

- Persistent agents remain in the environment for hours, days, or weeks.
- Non-persistent agents often evaporate quickly, disperse rapidly, and are less likely to cause prolonged exposure—though they may linger in small, unventilated areas.

Biological Agent

Biological agents are living organisms or their derivatives that cause disease in humans, animals, or plants, or that degrade materials. A biological threat may be recognized in several ways:

- Identifying a credible threat.
- Discovering bio-terrorism evidence (e.g., devices, agents, or clandestine labs).
- Diagnosing a disease caused by a known bio-terrorism agent.
- Gathering and interpreting public health surveillance data.

Individuals exposed to pathogens such as anthrax or smallpox may not immediately realize they have been exposed, and those infected may not experience symptoms for some time. Infectious diseases often involve an incubation period that can vary from hours to weeks, depending on the agent.

Unlike incidents involving explosives or hazardous chemicals, a biological attack on civilians is likely to be first detected by direct patient care providers or the public health community (see the Columbia/Boone County Public Health and Human Services Local Public Health Agency Emergency Response Plan).

Radiological/Nuclear

Radiation consists of high-energy particles or gamma rays emitted by atoms undergoing radioactive decay (alpha, beta, neutron, or gamma). Responding to nuclear or radiological incidents is challenging because radiation is invisible and requires specialized equipment and training to detect. The presence of radioactive materials in an explosion may not be obvious, and many detection devices identify only specific radiation types or levels. Terrorists might use the following delivery methods:

- Improvised Nuclear Device (IND) - Any explosive designed to produce a nuclear yield, typically fueled by uranium or plutonium. While weapons-grade materials are most efficient, less-than-weapons-grade materials can still be used.
- Radiological Dispersal Device (RDD) - An explosive device (often called a “dirty bomb”) that spreads radioactive material upon detonation. Placing an improvised explosive near radioactive material also creates an RDD.
- Simple RDD - Spreads radioactive material non-explosively (e.g., medical isotopes or waste).

Explosives

Conventional or improvised explosive devices can create significant local destruction or disperse chemical, biological, or radiological agents. These devices, classified as either explosive or incendiary, use high- or low-filler explosives to detonate or start fires. Because bombs are inexpensive, simple to construct, and require limited technical expertise, they are among the most likely terrorist weapons. Their components and detailed instructions are readily available.

Individuals exposed to pathogens such as anthrax or smallpox may not immediately realize they have been exposed, and those infected may not experience symptoms for some time. Infectious diseases often involve an incubation period that can vary from hours to weeks, depending on the agent.

Unlike incidents involving explosives or hazardous chemicals, a biological attack on civilians is likely to be first detected by direct patient care providers or the public health community (see the Columbia/Boone County Public Health and Human Services Local Public Health Agency Emergency Response Plan).

Cyberterrorism

The Federal Bureau of Investigation (FBI) defines cyberterrorism as, “any premeditated, politically motivated attack against information, computer systems, computer programs, and data which results in violence against noncombatant targets by subnational groups or clandestine agents.”

Planning Assumptions

- Emergency responders may not receive timely intelligence, as such information often remains within law enforcement channels for security reasons. Any intelligence provided to the preparedness community may be released at the last possible moment and might lack specificity or reliability.
- The need to maintain intelligence secrecy can hinder efforts to position emergency resources in advance or issue public warnings. This limitation can lead to little or no warning before an incident, similar to a sudden tornado event, resulting in a high potential for casualties.
- No single agency at the local, state, or federal level possesses the authority or expertise to address all complexities arising from a terrorist threat or act on its own.
- If a terrorist incident is identified, the county may initially respond alone until additional support from other local, state, or federal assets can be mobilized and deployed.
- A terrorist act can rapidly exceed the capacity of local response agencies.
- If appropriate personal protective equipment (PPE) is not readily available, entry into contaminated areas (hot zones) may be delayed until trained, fully equipped personnel arrive.

- Responders must remain vigilant for secondary devices specifically targeting first responders.

Concept of Operations

- Incident Command will be established at the site of the emergency by fire and law enforcement officials of that jurisdiction. A unified incident command structure will be implemented to meet the complex needs of the incident.
- The Boone County Emergency Operations Center (EOC) will be activated in the event of a terrorism related incident.
- The EOC will mobilize and deploy resources for use by the Incident Commander/Unified Command, coordinate external resources and technical support, research problems, provide information to Elected Officials, disseminate emergency public information, and perform other tasks to support on-scene operations.
- Each agency has established protocols for Personal Protection Equipment (PPE).

Operational Activities

Preparedness

- Identify critical infrastructure and assets throughout the County and incorporate those into the planning process.
- Train personnel and maintain an inventory of related equipment and supplies.
- “See Something, Say Something” - keep the public apprised of possible threats so they can assist with identifying suspicious activity.

Response

- Notify all stakeholders as appropriate.
- Send a representative to the Emergency Operations Center.
- Response activities for a terrorist incident generally mirror those for other emergencies or disasters. Activities such as investigation, evidence gathering, and pursuing suspects can occur simultaneously with initial response.

Recovery

- Determine the extent of damage, prepare a damage assessment report and provide that report to the EOC.
- Restore essential and public services to the affected area.
- Inventory and replace supplies as necessary.

Mitigation

- Analyze potential threats, targets, and potential hazards for the jurisdiction. Disseminate on a need-to-know basis when appropriate.
- Identify facilities, agencies, personnel, and resources necessary to support a terrorist incident response.

Protection

- Participate in activities designed to harden facilities and critical infrastructure (e.g., barriers, access control systems, improved lighting, and cameras).
- Upgrade cybersecurity protocols to protect critical data and infrastructure against cyber threats.

Roles and Responsibilities

Boone County Office of Emergency Management

- Contact the Boone County Commission and any primary and support agencies as identified in the Boone County CEMP.
- The Emergency Management Office is responsible for contacting the SEMA Regional Coordinator and informing them of their current situation and any ongoing threats.
- Activate and staff the EOC and prepare to collect, validate, and disseminate intelligence on the current situation and any ongoing threats.
- Coordinate response and recovery operations.
- Identify and coordinate resource requirements.

Jurisdictional Law Enforcement Agencies

- As a part of Unified Command, manage the incident scene.

- Provide security, maintain order, prevent unauthorized entry, control and re-route traffic and maintain open access/egress for authorized vehicles into the terrorist incident scene.
- Assist in evacuation/in place protection notification of the affected area as requested by the EOC or the on-scene incident commander.
- Ensure Scene Security and evidence preservation pending arrival of the FBI and assist the FBI and other investigative authorities in determining responsibility.
- Establish access control into and out of crime scene.
- Provide security for Command Post and EOC.
- Manage crowd control when necessary.

Jurisdictional Fire/EMS Agencies

- As a part of Unified Command, manage the incident scene.
- Respond to all reports of terrorist incidents to determine the nature and scope of the incident.
- Perform suppression, treatment/triage/transport, search and rescue, and hazardous materials response activities as needed.
- Provide a representative to the EOC and coordinate with county law enforcement and other agencies for support and resource requirements.
- Establish site security areas and hazard exclusion zones in accordance with established procedures and guidelines.
- Provide information on hazardous material/evaluation and environmental damage assessment.
- Develop and maintain internal guidelines to identify specific roles and responsibilities of fire service personnel in each of the major terrorism incidents involving CBRNE.

Columbia/Boone County Public Health and Human Services

- Provide a liaison to the EOC.
- Provide environmental analysis, with help from the Missouri Department of Health and Senior Services and the Centers for Disease Control and Prevention. Coordinate with the County Health Director on all health issues. The County Health Director is responsible to determine the health risk and recommend epidemiological and toxicological solutions to deal with public health issues involved in a terrorist incident.
- Monitor response personnel and general public exposure to chemical, biological, and radiological agents.

- Monitor and track potential victims.
- Provide information regarding exposure and treatment to potential victims and workers.
- Support the Joint Information Center (JIC) by providing expertise on health and medical matters and by assisting in broadcasts or announcements addressing both public and individual health concerns.

Boone County Road and Bridge/Municipal Public Works Departments

- Respond to emergency requests from the EOC by providing resources, i.e. trucks, earth-moving equipment and other needed assets/materials along with operators to reduce hazards, minimizing secondary damage.
- Provide barricades to assist in evacuation and/or scene security.
- Clear transportation routes to ensure ingress/egress for emergency response.

All Other Departments and Agencies

- Provide personnel, equipment, and supply support for emergency operations upon request.
- Provide trained personnel to staff the EOC.
- Provide technical assistance to the Incident Commander and the EOC upon request.
- Participate in terrorism awareness training, drills, and exercises.

Plan Development and Maintenance

All agencies involved in a potential terrorism incident response are invited to be involved in reviewing this annex. Representatives of each agency identified in this annex are responsible for reviewing this annex and submitting changes to the Boone County OEM. These recommendations should be based upon opportunities for improvement identified through exercises, actual events, and changes in organizational structure.

BOONE COUNTY CATASTROPHIC EVENT RESPONSE PLAN

Purpose

The Catastrophic Incident Annex provides the framework and strategy for implementing and coordinating an expedited, proactive response to a single incident that results in mass casualties and widespread destruction within the County boundaries.

Scope

This Annex serves as a supplement to the Boone County Comprehensive Emergency Management Plan (CEMP) and is intended to expand the response and recovery organization for a catastrophic event. Many of the concepts can be easily adapted to a large scale man-made or natural hazard.

Situation

A catastrophic incident is any man-made or natural event, such as an airline disaster, earthquake, or tornado, that results in extraordinary levels of mass casualties, damage, or disruptions, severely affecting the population, infrastructure, environment, economy, morale, and/or government functions. Such incidents may have sustained impacts over a prolonged period. All catastrophic events are considered Incidents of National Significance.

Earthquake

A major earthquake centered in the New Madrid Seismic Zone is among the most catastrophic natural hazards facing Missouri. The New Madrid region, which experienced some of the largest recorded earthquakes in U.S. history during 1811–1812, remains highly active. Current assessments indicate that a magnitude 7.6 or greater earthquake (on the Modified Mercalli Scale) could severely impact 47 Missouri counties and the City of St. Louis.

Further details on Missouri's earthquake threat can be found in the Region F THIRA, the Boone County Hazard Mitigation Plan, and in the State of Missouri Hazard Analysis.

Tornado

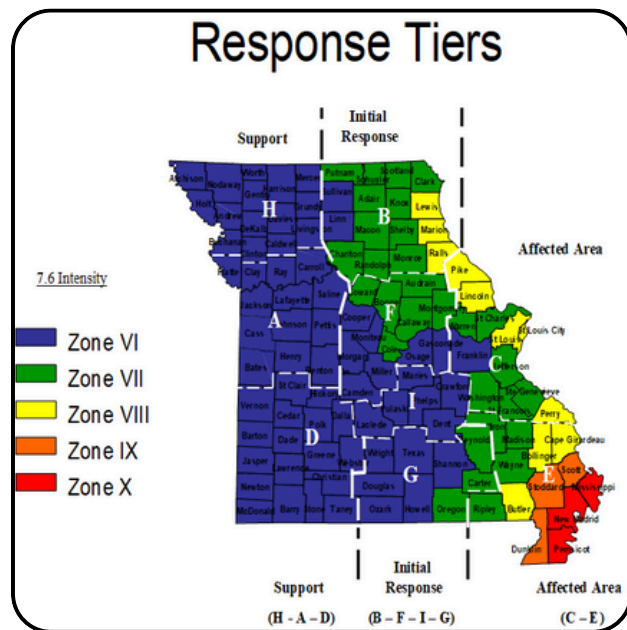
A destructive tornado remains one of the most severe natural hazards in Missouri. Positioned at the edge of "Tornado Alley," Missouri is susceptible to frequent and intense tornado activity, which can result in widespread damage and high casualty rates. Historically, events such as the 2011 Joplin tornado underscore the immense risk posed by EF4 - EF5 storms, measured on the Enhanced Fujita Scale. Additional information on Missouri's tornado threat is provided in the Region F THIRA, the Boone County Hazard Mitigation Plan, and in the State of Missouri Hazard Analysis.

Planning Assumptions

- In any disaster, primary consideration is given to the preservation of life, then incident stabilization, and property preservation. Additionally, time and effort must be given to providing critical life-sustaining needs.
- The local jurisdiction holds primary responsibility for incident and disaster preparedness and response. Consequently, it must be ready to manage initial emergency response and recovery for at least the first 72 hours using internal capabilities and mutual aid agreements, regardless of an incident's size or scope.
- In a catastrophic incident, damage control and disaster relief will be required from the State and Federal government, other local governments, and as well as private organizations. State and federal agency resources may not be available in the early stages of an emergency.
- Damage to critical infrastructure, such as transportation (roads, bridges, rail, air), communication (phone, cell, 911, public warning systems), utilities (electric, gas, water), pipelines, and chemical or fuel storage, can isolate communities, creating "virtual islands" in disaster areas. Major routes may remain impassable for weeks or months.
- Shelters designated for other natural disasters may be unavailable in the impacted area. In some cases, temporary shelters may be the safest option until buildings and residences are inspected.
- Many people will self-evacuate if possible, while others remain to protect property or care for livestock and pets.

Concept of Operations

- State of Missouri's actions in the event of a catastrophic event is based on the concept of automatic response. At a 6.5 magnitude or greater earthquake all state departments/agencies will activate their plans and take the appropriate actions for an earthquake response (i.e. assessment of bridges and roads, communication infrastructure, building damage).
- The local jurisdiction will activate their plans and take appropriate actions for a catastrophic event response to include assessment of bridges and roads, communication infrastructure, building damage, immediate assessment of injuries and medical system status. Initial injury and damage assessments will be forwarded to the Missouri State Emergency Operations Center (SEOC).
- A tiered response divides the state into three areas (Affected Tier, Initial Response Tier, and Support Tier) to coordinate resources effectively. Originally developed for a New Madrid earthquake, this approach can be adapted to any catastrophic event. Tier assignments may change depending on the situation.



- Affected Tier: Jurisdictions most likely to be impacted by a catastrophic event. For a New Madrid earthquake of magnitude 6.5 or greater, Regions C and E are in this tier.
- Initial Response Tier: Jurisdictions capable of providing immediate response assets to affected areas. For a New Madrid earthquake of magnitude 6.5 or greater, Regions B, F, I, and G are in this tier.
- Support Tier: Jurisdictions designated to supply ongoing support and asset replenishment (e.g., sheltering, medical surge, staging). For a New Madrid earthquake of magnitude 6.5 or greater, Regions H, A, and D are in this tier.

Missouri State-wide Response

- The Missouri State Emergency Operations Center (SEOC) serves as the State's Unified Command. This is the state level command where direction and control will be exercised for the statewide response.
- State Area Coordination Centers may be established at state run facilities in regions C and E to facilitate the state's response and recovery efforts to specific regions. These area coordination centers will coordinate logistics operations in their respective regions between local emergency operation centers and the state unified command.
- Incident Support Teams (IST) may be deployed by the state to assist state area coordination operations. An IST is an overhead management team to facilitate the ICS organization.

Local Emergency Operations Centers

- Local Unified Command is the NIMS terminology used for the Direction and Control function within the local emergency operations center.
- The local jurisdiction must be prepared to manage an initial emergency response and recovery activities for at least the first 96 hours through internal capabilities and/or mutual aid agreements.
- The local jurisdiction will report initial damage assessments, casualty figures, and condition of critical infrastructure to the State Unified Command at the State Emergency Operations Center (SEOC).
- The local jurisdiction will coordinate with the State Unified Command/SEOC until otherwise directed.

Damage Assessment

- Damage assessment of the local jurisdiction will be conducted as outlined in specific jurisdiction policy and procedure.
- The local jurisdiction will report damage assessment information to the SEOC as soon as possible. Information should be passed on using any available means (web based, faxed, phone, radio, etc.).
- One of the first priorities of damage assessment for the local jurisdiction will be inspection of local roads and bridges. (Technical assistance may be available from MODOT).

Communications

- The Missouri State Highway Patrol is the lead state agency for providing initial emergency communications to and from the affected areas.
- Due to anticipated communications limitations, all communications should be limited to critical life safety messages.

Points of Distribution (PODs)

- PODs are temporary locations at which commodities are distributed directly to disaster victims. These may be different locations than where the commodities arrive in the jurisdictions Points of Arrival (POA).
- It is the responsibility of the local jurisdiction to identify locations and to operate the PODs in their jurisdiction.

Transportation

- The local jurisdiction must identify available transportation resources for the movement of personnel and/or equipment, including vehicles that can be used for transportation of people with access and functional needs.

Evacuation

- An Evacuation Management Team (EMT) will be established as part of the State Unified Command. The EMT is responsible for coordinating all evacuations throughout the state.
- The local jurisdiction will coordinate all their evacuation operations through the Evacuation Management Team located at the SEOC.

Operational Activities

Preparedness

- Raise public awareness by conducting public information campaigns and dispersing outreach materials.
- Train and equip response personnel.
- Identify local staging areas and fuel sources.
- Identify large, adequately equipped shelter facilities and transportation resources.

- Identify transportation resources and facilities, to include injured and access and functional needs populations.
- Identify adequate locations that could serve as Points of Distribution (PODS).
- Promote personal preparedness through programs like Community Emergency Response Teams (CERT).

Response

- Carry out critical functions to save lives, protect people, and meet basic human needs.
- Assign a liaison to the Boone County EOC to help with coordination.
- Alert or activate off-duty personnel as needed.
- Identify damaged critical infrastructure and work to return those facilities to service.
- Clear transportation ways of debris to facilitate emergency response.
- Coordinate information release through the Boone County JIC.

Recovery

- Prioritize the restoration of critical services.
- Manage debris removal.
- Participate in activities through ESF-14 Long-term Community Recovery.

Mitigation

- Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.
- Participate in the regional hazard identification process and identify and correct vulnerabilities found in Boone County.

Roles and Responsibilities

Boone County Office of Emergency Management

- Activate the Boone County Emergency Operations Center (EOC).
- Act as the coordinating point for all local response and recovery activities.
- Serve as the collection point for damage assessment information.

- Identify local staging areas and sites for Points of Distribution.
- Coordinate the provision or request of services, equipment, and supplies to support emergency operations associated.
- Maintain communications with field units and the Missouri State EOC.

American Red Cross

- Immediately implement American Red Cross (ARC) responsibilities as a support agency for ESF-6 (Mass Care, Emergency Assistance, Housing, and Human Services), and support the coordination of all national mass care response activities and actions.
- Quickly assess the mass care consequences of the catastrophic incident and, in conjunction with State and Local (including private sector) mass care authorities, develop and implement a sustainable short- and long-term strategy for effectively addressing those consequences.

Jurisdictional Law Enforcement Agencies

- Perimeter control and protection of any crime scenes.
- Participate in traffic control and rerouting.
- Continue day-to-day law enforcement services as able.

Jurisdictional Fire/EMS Agencies

- Perform suppression, treatment/triage/transport, search and rescue, and hazardous materials response activities as needed.
- Provide a representative to the EOC and coordinate with county law enforcement and other agencies for support and resource requirements.
- Establish site security areas and hazard exclusion zones in accordance with established procedures and guidelines.
- Provide information on hazardous material/evaluation and environmental damage assessment.

Boone County Road and Bridge/Municipal Public Works Departments

- Conduct evaluations of roadways and bridges.
- Clear transportation routes of debris.
- Evaluate damage to utilities and work to restore critical services.
- Deploy public works and engineering resources to assist first responders as required by the event.

Boone County Medical Examiner's Office

- Activate the Boone County Mass Fatality Plan.

Columbia/Boone County Public Health and Human Services

- Oversee the safety of drinking water and food supplies.
- Coordinate and mobilize medical resources in an emergency or disaster.
- Coordinate with pre-hospital, hospital, and medical facilities.
- Coordinates behavioral health services for healthcare responders, responders' families, existing mental health clients and other community members.
- Support the Joint Information Center (JIC) by providing expertise on health and medical concerns.

Healthcare Facilities/Hospitals/Healthcare Coalitions

- Oversee and coordinate the care of the sick, injured, and deceased resulting from an emergency or disaster.

Columbia Regional Airport (COU)

- Post-disaster operations tasks may include receiving or returning evacuees, logistical and aeromedical staging, assisting with air search and rescue, and transporting responders.

Missouri State Emergency Management Agency

- Fulfill resource requests and/or requests for assistance as able.
- Facilitate activation of the Missouri National Guard or other state resources.

Missouri National Guard

- Assist in transporting food supplies, water and ice into the disaster area(s).
- Provide personnel and cargo handling equipment to assist in disaster operations.

Missouri Structural Assessment and Visual Evaluation (SAVE) Coalition

- Assess buildings and vertical structures for damage.

MERCALLI SCALE (PROJECTED EARTHQUAKE INTENSITY)

Higher values indicate greater earthquake risk.

