

SPRINGFIELD - GREENE COUNTY

**LONG TERM**

**RECOVERY PLAN**

Prepared by:

**Community Organizations  
Active in Disaster (COAD)**

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### **Recovery Plan**

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<b>DRF 2</b>	<b>MARC</b>
<b>DRF 3</b>	<b>PIO</b>
<b>DRF 4</b>	<b>Debris Management</b>
<b>DRF 5</b>	<b>Mental and Spiritual Health</b>
<b>DRF 6</b>	<b>Community Health</b>
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<b>Annex I:</b>	<b>Emergency Storm Response / Tree Management Plan</b>
<b>Annex II:</b>	<b>Robert T. Stafford Act</b>

**Introduction**  
**(USER GUIDE)**

In 2003, the Springfield-Greene County Office of Emergency Management (OEM) revised the Springfield-Greene County Emergency Operations Plan (EOP) to include a “Recovery” plan addressing the need for an all-hazards approach to recovery planning. This document represents a revised and expanded version of that document and has been transitioned to a stand-alone plan in order to ensure a comprehensive approach to disaster recovery.

The All Hazards Recovery Plan for Springfield-Greene County is designed to address recovery actions during and immediately following an incident. In 2013, nine different Disaster Recovery Functions (DRF’s) were developed to enhance the overall recovery process and procedures for each DRF.

This Plan is divided into the following sections:

Recovery Intro  
Recovery Plan

DRF 1      COAD  
DRF 2      MARC  
DRF 3      PIO  
DRF 4      Debris Management  
DRF 5      Mental & Spiritual Health  
DRF 6      Community Health  
DRF 7      Resource Management  
DRF 8      Community Planning  
DRF 9      Economic Planning

Annex I:    Emergency Storm Response / Tree Management Plan  
Annex II:   Robert T. Stafford Act

Each includes a description of its purpose in overall disaster recovery as well as an identification of its relative context within the recovery process (short-term or long-term), the means by which it may be implemented, and the organizations responsible for its implementation.

There are additional plans and procedures which interface with the All-Hazards Recovery Plan. These documents are not included as part of the Recovery Plan but are referenced when necessary and appropriate.

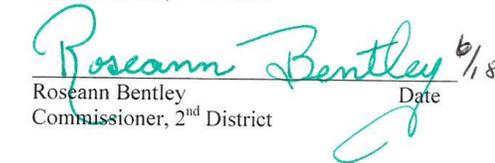
**Promulgation Statement**

This plan, when used properly, will assist local government officials in coordinating recovery efforts following local disaster events; ultimately resulting in a community which is not only restored to its pre-disaster condition but which is improved to the greatest degree possible. This plan will become official when approved and signed by the officials of Springfield and Greene County.

**GREENE COUNTY, MISSOURI**

  
Jim Viebrock  
Presiding Commissioner  
6/18/14  
Date

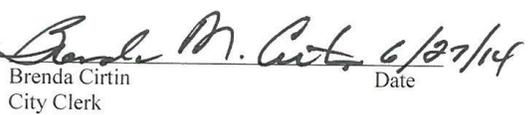
  
Harold Bengsch  
Commissioner, 1<sup>st</sup> District  
6/18/14  
Date

  
Roseann Bentley  
Commissioner, 2<sup>nd</sup> District  
6/18/14  
Date

**CITY OF SPRINGFIELD, MISSOURI**

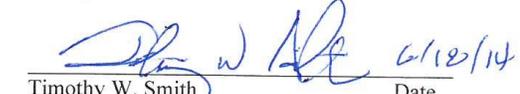
  
Bob Stephens  
City Mayor  
6/27/2014  
Date

  
Greg Burris  
City Manager  
6/27/14  
Date

  
Brenda Cirtin  
City Clerk  
6/27/14  
Date

**ATTEST BY:**

  
Richard Struckhoff  
County Clerk  
6/18/14  
Date

  
Timothy W. Smith  
County Administrator  
6/18/14  
Date

  
Larry Woods, Interim Director  
Springfield-Greene County Office of Emergency Management  
6/19/14  
Date

## Foreword

The purpose of the Recovery Plan is to ensure that Springfield and Greene County are capable of recovering from natural, technological and human-caused disasters and restoring the pre-disaster quality of life enjoyed by its citizens. The plan prescribes processes which, if possible, will not only restore this pre-disaster quality of life but surpass it; all while making the county more resilient to hazards.

The Recovery Plan:

1. Establishes guidelines on how Springfield and Greene County will restore critical functions, public services, vital resources, facilities, and infrastructure as well as provide for residents' protection and individual needs in the aftermath of disaster;
2. Identifies local, state, and federal agencies as well as non-governmental organizations which will be available to aid Springfield-Greene County during the post-disaster recovery process; and
3. Provides for a better understanding of how the recovery process will be implemented in the event of a disaster and how recovery relates to disaster mitigation, preparedness, and response.

The Recovery Plan is to be used as a guide to help Springfield and Greene County recover from disasters with the greatest possible efficiency given the limited availability of resources.

The Recovery Plan does not attempt to deal specifically with actions taken during the other emergency management mission areas. Each mission area will be discussed only as they relate specifically to disaster recovery.

### Record of Changes

The Springfield-Greene County Recovery Plan will be updated on an annual basis. All updates to the plan will be prepared and distributed by the Springfield-Greene County Office of Emergency Management. When an update is received, all affected pages should be replaced and noted below.

Change Number	Date of Change	Section Changed	Section and Page Numbers	Change Made By (Signature)
	Nov 2015	Added header & footer	All documents v1.3	J. Elmore
1	Nov 2015	Intro	No major chnages	J. Elmore
2	Dec 2015	Plan	4 phases deleted, 5 mission areas added. Updated Hazards chart	J. Elmore
3	Dec 2015	DRF-1	Updated Hazards Chart	J. Elmore
4	Dec 2015	DRF-2	No changes	J. Elmore
5	Jan 2016	DRF-3	United Way to Primary	J. Elmore
6	Dec 2015	DRF-4	No changes	J. Elmore
7	Dec 2015	DRF-5	No changes	J. Elmore
8	Jan 2016	DRF-6	Revised purpose statement, remove CIRT,	J. Elmore
9	Jan 2016	DRF-7	“Donations” Remove Operating Time Frames, Add Mission Area, Add United Way. “Volunteers” Add Mission Area, remove Ops Time Frames, Add United Way, Remove Community Heros	J. Elmore
10	Dec 2015	DRF-8	Remove Time Frames, Add Mission Area	J. Elmore
11	Dec 2015	DRF-9	No Changes	J. Elmore

### Acronyms

AHJ	Authority Having Jurisdiction	EAS	Emergency Alert System
ARC	American Red Cross	ECC	Springfield-Greene County Emergency Communications Center
APHIS	Animal and Plant Health Inspections Service (USDA)	EMAC	Emergency Management Assistance Compact
AVIC	Area Veterinarian in Charge	EMS	Emergency Medical Services
B-NICE	Biological, Nuclear, Incendiary, Chemical, and Explosive	EOC	Emergency Operations Center
BERT	Greene County Bioterrorism Emergency Response Team	EOP	Emergency Operations Plan
BOP	Bureau of Prisons (Dept. of Justice)	EPA	Environmental Protection Agency (U.S.)
CAD	Contagious Animal Disease	EPCRA	Emergency Planning and Community Right-to-Know Act
CBO	Community Based Organization	ER	Emergency Room
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive	ESF	Emergency Support Function
CDC	Center for Disease Control (HHS)	FAD	Foreign Animal Disease
CEO	Chief Elected Official	FADD	Foreign Animal Disease Diagnostician
CERCLA	Comprehensive Environmental Response Compensation and Liability Act	FBI	Federal Bureau of Investigation
CERT	Community Emergency Response Team (FEMA)	FCO	Federal Coordinating Officer (FEMA)
CFR	Code of Federal Regulations	FDA	Food and Drug Administration
CMA	Chemical Manufacturer's Association	FMD	Foot and Mouth Disease
COG	Continuity of Government	FEMA	Federal Emergency Management Agency
COOP	Continuity of Operations Plan	FOG	Field Operations Guide
COP	Common Operating Picture	FOSC	Federal On-Scene Coordinator (also OSC)
CP	Command Post	FPD	Fire Protection District
CSR	Code of State Regulations (MO)	FRC	Federal Resource Coordinator
CST	Civil Support Team - (MOANG)	FSA	Farm Service Agency
CTP	Counter-Terrorism Plan	GSA	Government Services Agency (U.S.)
DCC	Donation Collection Center	HAN	Health Alert Network
DFO	Disaster Field Office (FEMA)	HHS	Health and Human Services (U.S.)
DHS	Department of Homeland Security	HIRA	Hazard ID Risk Assessment
DHSS	Department of Health and Senior Services (MO)	HSAS	Homeland Security Advisory System
DMAT	Disaster Medical Assistance Team (HHS)	HSOC	Homeland Security Operations Center (DHS)
DMORT	Disaster Mortuary Response Team (HHS)	HSPD	Homeland Security Presidential Directive
DMT	Disaster Medical Team (MO)	HSRT	Homeland Security Response Team
DNR	Department of Natural Resources (MO)	IAP	Incident Action Plan
DOC	Department Operations Center	ICP	Incident Command Post
DOD	Department of Defense (U.S.)	ICS/IMS	Incident Command System/Incident Management System
DOE	Department of Energy (U.S.)	IST	Incident Support Team (MO)
DOJ	Department of Justice (U.S.)	JFO	Joint Field Office (U.S.)

DOT	Department of Transportation (MO & U.S.)	JIC	Joint Information Center
DRC	Disaster Recovery Center (FEMA)	JOC	Joint Operations Center
DSCA	Defense Support of Civil Authorities (DOD)	LEPC	Local Emergency Planning Committee
DWI	Disaster Welfare Inquiry (ARC)	MACC	Multi-Agency Coordination Center (Region D)
MADDL	Missouri Animal Disease Diagnostic Laboratory	SAC	Special Agent-in-Charge
MCI	Mass Casualty Incident	SAR	Search and Rescue
MDA	Missouri Department of Agriculture	SARA	Superfund Amendment Reauthorization Act (Title III)
MDC	Missouri Department of Conservation	SCO	State Coordinating Officer
MRC	Medical Reserve Corps. (DHSS)	SEMA	State Emergency Management Agency (MO)
MSHP	MO State Highway Patrol	SEOC	State Emergency Operations Center
MONG	Missouri National Guard	SEOP	State Emergency Operations Plan
MOU	Memorandum of Understanding	SFLEO	Senior Federal Law Enforcement Official
NBC	Nuclear, Biological, and Chemical	SIOC	Strategic Information and Operations Center (US)
NCS	National Communications System	SFO	Senior Federal Official
NDMS	National Disaster Medical System (U.S.)	SME	Subject Matter Expert
NDPO	National Domestic Preparedness Office (FBI)	SOG	Standard Operations Guide
NFPA	National Fire Protection Agency	SOP	Standard Operating Procedures
NIMS	National Incident Management System (U.S.)	SRT	Special Response Team (Springfield PD)
NIRT	Nuclear Incident Response Team (DHS)	TRS	Trunked Radio System
NMRT	National Medical Response Team (FEMA)	TSA	Transportation Security Administration
NOAA	National Oceanic and Atmospheric Administration	UC	Unified Command
NPO	Non-Profit Organization	USACE	U.S. Army Corps of Engineers
NRC	National Response Center	USAR	Urban Search & Rescue Team (FEMA)
NRP	National Response Plan (U.S.)	USSS	U.S. Secret Service
NRT	National Response Team (EPA)	USDA	Department of Agriculture (U.S.)
NSSE	National Special Security Event	WMD	Weapons of Mass Disaster
NWS	National Weather Service	WPS	Wireless Priority Service (FEMA)
OEM	Office of Emergency Management	VMAT	Veterinary Medical Assistance Team (FEMA)
OEP	Office of Emergency Preparedness (HHS)	NVRT	National Veterinary Response Team (HHS)
OSC	On-Scene Coordinator		
OSHA	Occupational Safety & Health Administration		
OSLGCP	Office of State and Local Government Coordination and Preparedness		
PDA	Preliminary Damage Assessment		
PDD	Presidential Decision Directive		

PFO	Principle Federal Official		
PIO	Public Information Officer		
POC	Point of Contact		
RERT	Radiological Emergency Response Team (EPA)		
RETCO	Regional Emergency Transportation Coordinator (DOT)		
RHSOC	Regional Homeland Security Oversight Committee		
RsMO	Revised Statue of Missouri		

## Definition of Terms

### A

**Action Plan:** An action plan contains emergency response objectives that reflect the overall priorities and supporting activities for a designated period. The plan should be shared with supporting agencies.

**Activation:** At a minimum, a designated official of the emergency response agency that implements the appropriate ESF to the scope of the emergency and the agency's role in response to the emergency.

**After Action Report (AAR):** A report covering response actions, modifications to plans and procedures, training needs, and recovery activities. After Action Reports by the EOC after any emergency that requires a declaration of an emergency or any functional or full-scale exercise. Reports are required within 90 days.

**Agency:** An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, non-profit) that offers a particular kind of assistance. In IMS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation), or assisting and/or cooperating (providing resources and/or assistance).

**American Red Cross (ARC):** A national volunteer agency that provides disaster relief to individuals and families. The ARC is the lead non-profit organization for shelters and shelter feeding. They also provide disaster welfare inquiries.

**Area Command:** A field organization established to:

- Oversee the management of multiple incidents that are each being handled by an IMS organization.
- Oversee the management of a large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

**Authority Having Jurisdiction (AHJ):** an organization, office or an individual responsible for approving equipment, materials, an installation, or a procedure.

### B

**Base:** The location at an incident at which primary logistics functions for an incident are coordinated and administered. There is only one base per incident. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be co-located with a base.

**Base Flood:** A term that is used by the National Flood Insurance Program to indicate the minimum size of a flood. It is used by a community as a basis for its floodplain management regulations that is presently required by regulations to be that flood which has a one-percent chance of being equaled or exceeded in any given year. Also known as a 100-Year Flood or one-percent chance flood.

**Base Flood Elevation (BFE):** The computed elevation to which floodwater is anticipated to rise during the base flood. Base Flood Elevations (BFEs) are shown on Flood Insurance Rate Maps (FIRMs) and on the flood profiles. The BFE is the regulatory requirement for the elevation or flood proofing of structures. The relationship between the BFE and a structure's elevation determines the flood insurance premium.

**Biosecurity:** A system designed to protect a group of living organisms from all types of infectious agents (i.e. viral, bacterial, fungal and parasitic).

**BSE:** Bovine Spongiform Encephalopathy, is a slowly progressive, degenerative fatal disease affecting the central nervous system of adult cattle. Also known as “Mad Cow” disease. A disease similar to BSE occurs in sheep and is called Scrapie. The human form of this condition is called, Creutzfeldt-Jakob disease.

## C

**Camp:** A geographical site, within the general incident area, separate from the Incident Base. It is equipped and staffed to provide sleeping, food, water, and sanitary services to the incident personnel.

**Casualty Collection Points (CCP):** See Field Treatment Sites

**Catastrophic Incident:** Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. All catastrophic events are Incidents of National Significance.

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

**Civil Air Patrol (CAP):** A civilian auxiliary of the United States Air Force that provides personnel, services, and equipment for specified missions in support of state and local emergency operations.

**Civil Disorder:** Any incident intended to disrupt community affairs that require police intervention to maintain public safety including riots, mass demonstrations, and terrorist attacks.

**Civil Transportation Capacity:** The total quantity of privately owned transportation services, equipment, facilities, and systems from all transportation modes nationally or in a prescribed area of a region.

**Clear Text:** The use of plain English in radio communication transmissions. No Ten Codes or agency specific codes are used when utilizing Clear Text.

**Code of Federal Regulations (CFR):** "49 CFR" refers to Title 49, the primary volume regarding hazmat transportation regulations.

**Command:** The act of directing and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**Command Post:** (*See Incident Command Post*)

**Command Staff:** The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These functions may also be found at the EOC. At the EOC, they would report to the EOC Director, but may be designated as Coordinators.

**Community Right-to-Know (EPCRA):** Legislation requiring the communication of local chemical use and storage to local agencies or the public.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to a Unified Command.

**Comprehensive Emergency Management:** An all-hazards approach for organizing and managing emergency protection efforts. There are four phases in the process: mitigation, preparedness, response, and recovery.

**Consequence Management:** Predominantly an emergency management function including measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The requirements of consequence management and crisis management are combined in the NRP.

**Continuity of Government:** All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line-of-succession for key decision makers.

**Contingency Plan:** A supporting plan that deals with one specific type of emergency, its probable effect on the jurisdiction, and the actions necessary to offset these effects.

**Convergent Volunteer:** A volunteer that has not been pre-registered as a Disaster Service Worker and has spontaneously volunteered to assist during a time of disaster or emergency. The ARC, working through MOVOAD, is the lead non-profit agency in providing intake and referral for convergent volunteers during a disaster.

**Coordination:** The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc..

**Coordination Center:** Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between authorized agency and jurisdictional representatives at the incident.

**Credible Threat:** A potential terrorist threat that, based on a threat assessment, is credible and likely to involve WMD.

**Crisis Management:** Predominantly a law enforcement function and included measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the NRP.

## **D**

**Damage Assessment:** The process utilized to determine the magnitude of damage and the unmet needs of individuals, businesses, the public sector, and the community caused by a disaster or emergency event.

**Dam Failure:** Part or complete collapse of a dam causing downstream flooding.

**Declaration:** The formal action by the President to make a State eligible for a major disaster or emergency assistance.

**Declaration Process:** When a disaster strikes, local authorities and individuals request help from private relief organizations and their State government, which give all assistance possible. If assistance is beyond their capability, the Governor requests a Presidential declaration of a disaster.

**Defense Support to Civil Authorities (DSCA):** Refers to DOD support, including Federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

**Department Operations Center (DOC):** An EOC used by a distinct discipline, such as fire, medical, hazardous material, or a unit, such as Department of Public Works, Department of Health, or local water district. Department Operations Centers may be used at all levels above the field response level, depending upon the impact of the emergency.

**Designated Area:** Any emergency or major disaster-affected portion of a State that has been determined eligible for Federal assistance.

**Disaster:** A sudden calamitous emergency event bringing great damage, loss, or destruction.

**Disaster Assistance Program:** A program that provides state funding or reimbursement for local government response related personnel costs incurred in response to an incident.

**Disaster Field Office:** A central facility established by the Federal Coordinating Office within or immediately adjacent to disaster impacted areas to be utilized as a point of coordination and control for state and federal governmental efforts to support disaster relief and recovery operations.

**Disaster Recovery Function (DRF):** Post-disaster planning efforts to support short or long term recovery in coordination with the COAD.

**Disaster Service Center:** A facility in which disaster victims can obtain further assistance with their application preparation.

**Disaster Service Worker:** Includes any person registered with a disaster council or the Governor's Office of Emergency Services engaging in disaster service without pay or other consideration. It also includes public employees and any unregistered person impressed into service during a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his duties.

**Disaster Support Area (DSA):** A pre-designated facility usually located at the periphery of a disaster area, where disaster relief resources (manpower and material) can be received, accommodated or stockpiled, allocated and dispatched into the disaster area. A separate portion of the area may be used for receipt and emergency treatment of casualty evacuees and for the subsequent movement of casualties to treatment facilities.

**Dispatch:** The implementation of a command decision to move a resource or resources from one place to another.

**Dispatch Center:** A facility from which resources are assigned to an incident.

## E

**Emergency:** A condition of disaster or of extreme peril to the safety of persons and property that is caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions.

**Emergency Alert System (EAS):** A system that enables the President and federal, state, and local governments to communicate through commercial radio and television broadcast stations with the general public in the event of a disaster.

**Emergency Management Director:** The individual within each local jurisdiction that is delegated the day-to-day responsibility for the development and maintenance of all emergency management coordination efforts.

**Emergency Medical Services (EMS):** Treatment of casualties necessary to maintain their vital signs prior to treatment at a medical center.

**Emergency Medical Technician (EMT):** A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

**Emergency Operations:** Those actions taken during the emergency period to protect life and property, care for the people affected, and temporarily restore essential community services.

**Emergency Operations Center (EOC):** A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**Emergency Operations Plan (EOP):** The plan that each jurisdiction has and maintains for responding to relevant hazards.

**Emergency Period:** A period which begins with the recognition of an existing, developing, or impending situation that poses a potential threat to a community. It includes the warning (if applicable) and impact phase and continues until immediate and ensuing effects of the disaster no longer constitute a hazard to life or threat to property.

**Emergency Public Information (EPI):** Information disseminated to the public by official sources during an emergency, using broadcast and print media. EPI includes:

- Instructions on survival and health preservation actions to take (what to do, what not to do, evacuation procedures, etc.).
- Status information on the disaster situation (number of deaths, injuries, property damage, etc.).
- Other useful information (state/federal assistance available).

**Emergency Public Information System:** The network of information officers and their staffs who operate at all levels of government within the state. The system also includes the news media through which emergency information is released to the public.

**Emergency Response Agency:** Any organization responding to an emergency, whether in the field, at the scene of an incident, or to an EOC, in response to an emergency, or providing mutual aid support to such an organization.

**Emergency Response Personnel:** Personnel involved with an agency's response to an emergency.

**Emergency Support Function (ESF):** A grouping of government and certain private-sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities.

**Emerging Infectious Disease:** New or recurring infectious diseases of people, domestic animals, and/or wildlife; including identification, etiology, pathogenesis, zoonotic potential, and ecological impact.

**EOC Action Plan:** The plan developed at the EOC that contains objectives, tasks/actions to be taken, assignments and supporting information for the next operational period (See Action Plan).

**Essential Facilities:** Facilities that are essential for maintaining the health, safety, and overall well-being of the public following a disaster (e.g., hospitals, police and fire department buildings, utility facilities, etc.). May also include buildings that have been designated for use as mass care facilities (e.g., schools, churches, etc.).

**Evacuee:** An individual who moves or is moved from a hazard area to a less hazardous area with anticipation of return when the hazard abates.

**Exercise:** Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of an emergency operations plan (EOP).

**Exercise Scenario:** Background detail (domestic, international, political, military) against which an exercise is conducted.

**Expedient Shelter:** Any shelter constructed in an emergency or crisis on a "crash basis" by an individual, family, or small group of families.

## **F**

**Federal Agency (Federal Definition):** Any department, independent establishment, government corporation, or other agency of the executive branch of the federal government including the United States Postal Service, but not including the American Red Cross.

**Federal Coordinating Officer (FCO):** The Federal officer who is appointed to manage Federal resource activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal disaster assistance resources and programs to the affected State and local governments, individual victims, and the private sector.

**Federal Disaster Assistance:** Provides in-kind and monetary assistance to disaster victims, state, or local government by federal agencies under the provision of the Federal Disaster Relief Act and other statutory authorities of federal agencies.

**Federal Disaster Relief Act:** Public Law 93-288, as amended, that gives the President broad powers to supplement the efforts and available resources of state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from major (peacetime) disasters.

**Federal Emergency Management Agency (FEMA):** This agency was created in 1979 to provide a single point of accountability for all Federal activities related to disaster mitigation and emergency preparedness, response, and recovery.

**Federal Resource Coordinator (FRC):** The Federal official appointed to manage Federal resource support activities related to non-Stafford Act incidents. The FRC is responsible other Federal departments and agencies using interagency agreements and MOUs.

**FEMA-State Agreement:** A formal legal document between FEMA and the affected State stating the understandings, commitments, and binding conditions for assistance applicable as the result of the major disaster or emergency declared by the President. It is signed by the FEMA Regional Director, or designee, and the Governor.

**Field Coordination Center:** A temporary facility established by the State Office of Emergency Services within or adjacent to areas affected by a disaster. It functions under the operational control of the OEM mutual aid regional coordinator and is supported by mobile communications and personnel provided by OEM and other agencies.

**Field Operations Guide (FOG):** A pocket size manual of instructions on the application of the Incident Management System.

**Field Treatment Site (FTS):** A location within a jurisdiction that is used for the assembly, triage (sorting), medical stabilization, and subsequent evacuation of casualties. It may be used for the receipt of incoming medical resources (personnel and supplies). Preferably the site should include or be adjacent to an open area suitable for use as a helicopter pad.

**Finance Section:** One of the five primary functions; is responsible for all costs and financial considerations.

**Flood Hazard Boundary Map (FHBM):** The official map of a community that shows the boundaries of the flood plain and special flood hazard areas that have been designated. It is prepared by FEMA, using the best flood data available at the time a community enters the emergency phase of the NFIP. It is superseded by the FIRM after a more detailed study has been completed.

**Flood Insurance:** Insurance coverage provided under the National Flood Insurance Program (NFIP).

**Flood Insurance Rate Map (FIRM):** The official map of a community prepared by FEMA, which shows the base flood elevation, along with the special hazard areas and the risk premium zones. The study is funded by FEMA and is based on detailed surveys and analysis of the site-specific hydrologic characteristics.

**Function:** The five major activities in IMS: Management, Operations, Planning, Logistics, and Finance.

**Food and Nutrition Service (FNS) Disaster Task Force:** The Food Security Act of 1985 (Pub. Law 99-198) requires the Secretary of Agriculture to establish a disaster task force to assist states in implementing and operating various disaster food programs.

**Foreign Animal Disease (FAD):** A disease not endemic to the United States. Also known as trans-boundary diseases in some countries. Examples of FAD include Foot-and-Mouth disease, Newcastle disease, Avian Influenza (high pathogenic), and African Swine Fever.

## G

**Geographic Information Systems (GIS):** A GIS is a computer system capable of capturing, storing, analyzing, and displaying geographically referenced information; that is, data identified according to location. Practitioners also define a GIS as including the procedures, operating personnel, and spatial data that go into the system.

## H

**Hazard:** Any source of danger or element of risk to people or property.

**Hazard Area:** A geographically defined area in which a specific hazard presents a potential threat to life and property.

**Hazard Identification and Risk Assessment (HIRA):** A list of hazards and potential hazards that could affect a jurisdiction and the risks associated with them.

**Hazardous Material:** A substance or combination of substances that, because of quantity, concentration, physical, chemical, radiological, explosive, or infectious characteristics, poses a potential danger to humans or the environment. Generally, such materials are classed as explosives and blasting agents, flammable and nonflammable gases, combustible liquids, flammable liquids and solids, oxidizers, poisons, disease-causing agents, radioactive materials, corrosive materials, and other materials including hazardous wastes.

**Hazardous Material Incident (Stationary):** Any uncontrolled release of material capable of posing a risk to health, safety, and property. Areas at risk include facilities that produce, process, or store hazardous materials as well as sites that treat, store, and dispose of hazardous material.

**Hazardous Material Incident (Transportation):** Any spill during transport of material that is potentially a risk to health and safety.

**Hazard Mitigation:** A cost-effective measure that will reduce the potential for damage to a facility from a disaster event.

**Hazard Mitigation Grant Program (HMGP):** Authorized under Section 404 of the Stafford Act. Provided funding for hazard mitigation projects that are cost effective and complement existing post-disaster mitigation programs and activities for beneficial mitigation measures that are not funded through other programs.

**Hazard Mitigation Plan:** The plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards, including the actions needed to minimize future vulnerability to identified hazards.

**Humane Society:** Has responsibility to provide animal control services. In a disaster they will establish shelters for pets and coordinate all animal welfare and control services.

**Homeland Security Presidential Directive (HSPD):** A sequentially numbered executive order issued by the President to instruct Federal departments and agencies on specified homeland security procedures to implement or incorporate.

## I

**Immediate Need:** A logistical request that needs to be filled immediately.

**Incident:** An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Incident Action Plan (IAP):** The plan developed at the field response level that contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written.

**Incident Commander (IC):** The individual responsible for the command of all functions at the field response level.

**Incident Command Post (ICP):** The location at which the primary command functions are executed. The ICP may be co-located with other incident facilities. This function should be designated by a flashing green light.

**Incident Command System (ICS):** The nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. IMS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

**Incident of National Significance:** Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, non-governmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and prevention activities.

**Incident Support Team (IST):** A multi-agency/multi-jurisdiction team for extended incidents. It is a designated team of trained personnel from different departments, organizations, agencies, and jurisdictions, activated to support incident management at incidents that extend beyond one operational period.

**Individual Assistance (IA):** Supplementary Federal assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or an emergency. Such assistance may be provided directly by the Federal Government or through State, local governments, or disaster relief organizations.

**Infected Zone:** Within this zone, there is an intensive epidemiologic investigation of farm animals and wildlife. This is the zone closest to the infected premises. Also known as the quarantine or control area.

**Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information

Officer per incident. The Information Officer may have assistants. This position is also referred to as Public Affairs or Public Information Officer in some disciplines. At the EOC, the information function may be established as a Coordinator or as a section or branch reporting directly to the EOC Director.

**Infrastructure:** The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples include utilities, bridges, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.

**In-Kind Donations:** Donations other than cash (usually materials or professional services) for disaster survivors.

**Interagency Modeling and Atmospheric Assessment Center (IMAAC):** An interagency center responsible for production, coordination and dissemination of consequence predictions for an airborne hazardous material release. The IMAAC generates the single Federal prediction of atmospheric dispersions and their consequences.

## **J**

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA Disaster Field Office and the JIC within a single Federal facility.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central focal point for all news media at the scene of the incident.

**Joint Operations Center (JOC):** The focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident. The JOC becomes a component of the JFO when the National Response Plan is activated.

**Jurisdiction:** The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., special district city, county, state or federal boundary lines), or functional (e.g., police department, health department, etc.) (See Multi-jurisdiction.)

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

## **L**

**Landing Zone (LZ):** Any designated location where a helicopter can safely take off and land.

**Lifelines:** A general term including all systems for storing, treating, and distributing such things as fuel, communications, water, sewage, and electricity.

**Life-Safety:** Refers to the joint consideration of both the life and physical well being of individuals.

**Local Assistance Center (LAC):** A facility established by local government within or adjacent to a disaster impacted area to provide disaster victims a "one-stop" service in meeting their emergency representatives of local, state, and federal governmental agencies, private service organizations, and certain representatives of the private sector.

**Local Emergency:** The existence of conditions of a disaster or extreme peril to the safety of persons or property within the territorial limits of a city or county. Which may be caused by such conditions as; air pollution, fire, flood, severe storms, epidemic, riot, earthquake or other conditions, other than from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and required the combined forces of political subdivisions to combat.

**Logistics Section:** One of the five primary functions; is responsible for providing facilities, services, and materials for the incident or at an EOC.

## **M**

**Major Disaster:** Any hurricane, tornado, storm, flood, high-water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosions, or other catastrophe in any part of the United States which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Federal Disaster Relief Act, above and beyond emergency services by the Federal Government, to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objectives:** In the field or the EOC, this is a top-down management activity that involves a three-step process to achieve the desired goal. The steps are: establishing the objectives; selecting appropriate strategy(s) to achieve the objectives; and directing assignments associated with the selected strategy.

**Mass Care Facility:** A location where temporary services are provided to disaster victims during an emergency which may include lodging, food, clothing, registration, welfare inquiry, first aid, and essential social services.

**Media:** All means of providing information and instructions to the public, including radio, television, and newspapers.

**Message Center:** The Message Center is a part of the Incident or EOC Communications Center that is co-located or placed adjacent to it. It receives records, and routes information to appropriate locations at an incident or within an EOC.

**Mission Assignment:** A term used by DHS/FEMA to support the federal operations in a Stafford Act, or major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable State or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work.

**Mitigation [also called Prevention]:** Pre-event planning and actions that aim to lessen the effects of a potential disaster.

**Mobilization:** The process and procedures used by all organizations; federal, state, and local for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

**Mobilization Center:** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment to incidents, release, or reassignment.

**Multi-Agency Command Center (MACC):** An interagency coordination center established by DHS/USSS during NSSEs as a component of the JFO. The MACC serves as the focal point for interagency security planning and coordination, including the coordination of all NSSE-related information from other intra-agency centers (e.g. police command posts, Secret Service security rooms, etc.) and other interagency centers.

**Multi-Agency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command.

**Multi-Jurisdiction Incident:** An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In IMS these incidents will be managed under Unified Command.

**Multipurpose Staging Area (MSA):** A pre-designated location having large parking areas and shelter for equipment and operators, which provides a base for coordinated localized emergency operations, a rally point for mutual aid coming into an area, and a site for post-disaster population support and recovery.

**Mutual Aid Agreement:** Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

**Mutual Aid Coordinator:** An individual at local government, operational area, region or state level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

## N

**National Disaster Medical System (NDMS):** A coordinated partnership between DHS, HHS, DOD, and the Department of Veterans Affairs established for the purpose of responding to the needs of victims of a public health emergency. NDMS provides medical response assets and the movement of patients to health care facilities where definitive medical care is received when required.

**National Flood Insurance Program (NFIP):** The Federal program, created by an act of Congress in 1968, which makes flood insurance available in communities that enact satisfactory floodplain management regulations.

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

**National Response Center (NRC):** A national communications center for activities related to oil and hazardous substance response actions. The NRC is located in Washington, D.C. at the DHS/U.S. Coast Guard Headquarters.

**National Response Team (NRT):** Providing technical assistance, resources and coordination on preparedness, planning, response and recovery activities for emergencies involving hazardous substances, pollutants and contaminants, hazmat, oil, and weapons of mass destruction in natural and technological disasters and other environmental incidents of national significance.

**National Special Security Event (NSSE):** A designated event that, by virtue of its political, economic, social, or religious significance, may be the target of terrorism or other criminal activity.

**National Warning System (NWS):** The federal portion of the civil defense warning system, used to disseminate warning and other emergency information from the warning centers or regions to warning points in each state.

## O

**Office of Emergency Management (OEM):** Office of Emergency Management (OEM) plans and prepares for emergencies, educates the public about preparedness, coordinates emergency response and recovery, and collects and disseminates emergency information.

**100 Year Flood:** The flood elevation that has a one-percent chance of being equaled or exceeded in any given year. It is also known as the base flood elevation.

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

**Operations Section:** One of the five primary functions; is responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the Field Response Level can include Branches, Divisions, Groups, Task Forces, Team, Single Resources, and Staging Areas. At the EOC levels, the Operations Section would contain Branches or Divisions as necessary because of span of control considerations.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

## P

**Planned Need:** A logistical request that can be filled during the next operational period.

**Planning Meeting:** A meeting held as needed throughout the duration of an incident, emergency, or disaster to select specific strategies and tactics for incident control operations and for service and support planning. The planning meeting is a major element in the development of the Action Plan.

**Planning Section:** One of the five primary functions; is responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident or EOC Action Plans. The section also maintains information on the current and forecasted situation.

**Political Subdivision:** Includes any city, county, district, or other local governmental agency or public agency authorized by law.

**Principal Federal Official (PFO):** The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance.

**Public Assistance (PA):** Supplementary Federal assistance provided under the Stafford Act to State and local governments or certain private, nonprofit organizations other than assistance for the direct benefit of individuals and families.

**Public Information Officer (PIO):** The individual at field or EOC level that has been delegated the authority to prepare public information releases and to interact with the media. Duties will vary depending upon the agency.

## **R**

**Radio Amateur Civil Emergency Services (RACES):** An emergency service designed to make efficient use of skilled radio amateurs throughout the state in accordance with approved civil defense communications plans. Operators are registered with OEM to provide emergency communications support.

**Reception Area:** An area which, through a hazard analysis and related preparedness planning, is pre-designated to receive and care for (or provide basic needs for) persons displaced from a hazard area.

**Regional Director (RD):** A director of a regional office of FEMA, or his/her designated representative. As used in the Stafford Act, Regional Director also means the Disaster Recovery Manager who has been appointed to exercise the authority of the Regional Director for a particular emergency or major disaster.

**Relocatees:** An individual who is relocated from a hazard area to a low risk area with the possibility of not returning.

**Remedial Movement:** The post-attack or post-event movement of people to better protected facilities or less hazardous areas.

**Remedial Operations:** Actions taken after the onset of an emergency situation to offset or alleviate its effects.

**Reporting Locations:** Specific locations or facilities where incoming resources can check-in at the incident.

**Rescue Group:** Two or more rescue teams responding as a unified group under supervision of a designated group leader.

**Rescue Team:** Four or more personnel organized to work as a unit. One member is designated team leader.

**Resources:** Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type, and may be used in tactical support or supervisory capacities at an incident or at EOCs.

**Restricted Zone:** An area around an infected or presumed infected facility, where livestock or human movement is strictly controlled or eliminated. The size of this zone is dependent on weather, terrain, livestock concentrations, etc.

## S

**Salvation Army:** A worldwide religious organization that provides disaster relief to individuals and families. The Salvation Army is the lead non-profit organization for mass feeding and clothing.

**Search:** Systematic investigation of area or premises to determine the presence and/or location of persons entrapped, injured, immobilized, or missing.

**Search Dog Team:** A skilled dog handler with one or more dogs trained especially for finding persons entrapped sufficiently to preclude detection by sight or sound.

**Section:** That organization level with responsibility for a major functional area of the incident or at an EOC (e.g., Operations, Planning, Logistics, and Finance).

**Section Chief:** The title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance).

**Sensitive Facilities:** Facilities in reception areas that will not normally be used as lodging facilities for relocatees. The facilities are either considered unsuitable or are required for essential activities (food establishments, fire stations, banks, radio stations, etc.). However, if any of these facilities provide adequate protection against radioactive fallout, they may be used as fallout shelter.

**Shelter Manager:** An individual who provides for the internal organization, administration, and operation of a shelter facility.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Span of Control:** The supervisory ratio maintained within an IMS or EOC organization. A span of control of five positions reporting to one supervisor is considered optimum.

**Staging Areas:** Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedures (SOPs):** A set of instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardized procedure. Standard operating procedures support an annex by indicating in detail how a particular task will be carried out.

**State Agency:** Any department, division, independent establishment, or agency of the executive branch of the state government.

**State Emergency Management Agency (SEMA):** An OEM agency operated at the state level.

**State Emergency Operations Center (SEOC):** An EOC facility operated at the state level.

**State of Emergency:** The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, or earthquake or other conditions, other than conditions, resulting from a labor controversy, or conditions causing a state of war, which conditions by reason of magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat.

**Supporting Materials:** Refers to the attachments that may be included with an Incident Action Plan. (e.g. communications, map, safety, traffic, and medical plans).

**Surveillance Zone:** Initially, this would include the entire affected state and those in close proximity to infected zone. This zone would be modified pending evaluation of tracing surveillance results. Within this zone responders carefully monitor concentration points, tracing contacts with infected animals and premises, perhaps conducting vaccination of livestock in a buffer zone around infected farms.

## T

**Tactical Direction:** Direction given by the Operations Section Chief at the field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**Task Force:** A combination of single resources assembled for a particular tactical need with common communications and leaders.

**Technical Specialists:** Personnel with special skills that can be used anywhere within the IMS or EOC organization.

**Technological Hazard:** Includes a range of hazards emanating from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, agricultural pesticides, herbicides, disease agents, oil spills on land, coastal waters or inland water systems; and debris from space.

**Terrorism:** The unlawful use of force or violence, committed by a group(s) against people or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

**Traffic Control Points (TCP):** Places along movement routes that are manned by emergency personnel to direct and control the flow of traffic.

**Triage:** A process of rapidly classifying patients on the basis of the urgency of treatment that is needed. The prioritizing of medical care based on the nature and severity of illness or complaint, history, signs and symptoms, general appearance, vital signs, and a brief physical assessment.

## U

**Unified Command:** In IMS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**Unity of Command:** The concept by which each person within an organization reports to one, and only one, designated person.

**Urban Search and Rescue:** The complex process in which trained personnel use specialized equipment to locate and extricate victims trapped in collapsed buildings, and the mobilization and management of such personnel and equipment.

## V

**Volunteers:** Individuals who make themselves available for assignment during an emergency. These people may or may not have particular skills needed during emergencies and may or may not be part of a previously organized group. (*See Convergent Volunteers*)

**Volunteer and Donations Coordination Center:** Facility from which volunteer and donations management occurs. Requirements may include space for phone bank, meeting/training space, and warehouse space.

**Volunteer Organizations Active in Disaster (VOAD):** An organization that promotes cooperation in service delivery during and after a disaster.

**Vulnerability:** The susceptibility of life, property, or the environment to a specified dangerous event.

**Vulnerability Analysis:** A study of the degree to which populations, structures, and land areas are vulnerable to hazards.

## W

**Weapons of Mass Destruction (WMD):** As defined in Title 18, U.S.C. §2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

**Wireless Priority Service (WPS):** WPS allows authorized personnel to gain priority access to the next available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

### DRF 4

### DEBRIS PLAN

### DEFINITION OF TERMS

**Burning-** Reduction of woody debris by controlled burning. Woody debris can be reduced in volume by approximately 95% through burning. Air curtain burners are recommended because they can be operated in a manner to comply with clean-air standards.

**Chipping or Mulching-**Reducing wood related material by mechanical means into small pieces to be used as mulch or fuel. Woody debris can be reduced in volume by approximately 75%, based on data obtained during reduction operations. The terms “chipping” and “mulching” are often used interchangeably.

**Construction, Demolition and Land-Clearing Wastes-** Any type of solid waste resulting from land-clearing operations, the construction of new buildings or remodeling structures, or the demolition of any building or structure.

**Debris-** Scattered items and materials that were broken, destroyed, or displaced by a natural disaster. Examples: trees, construction and demolition material, personal property.

**Debris Clearance-** Clearing the major roads arteries by pushing debris to the roadside to accommodate emergency traffic.

**Debris Removal-** Picking up debris and taking it to a temporary storage site or permanent landfill.

**Department of Public Services (DPW)-** Department typically responsible for clearing debris from the roads and rights-of-way.

**Department of Solid Waste-** Department typically responsible for managing and overseeing the collection and disposal of garbage, trash, construction debris, and disaster related debris.

**Department of Environmental Services-** Department typically responsible for managing and overseeing the collection of municipal solid waste, construction debris, recyclables, and disaster-related debris and also for operating local public landfills and composting sites.

**Federal Response Plan-** A plan that describes the mechanism and structure by which the Federal government mobilizes resources and conducts activities to address the consequences of any major disaster or emergency that overwhelms the capabilities of State and local governments.

**Emergency Operations Center (EOC) -** A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**Emergency Operations Plan (EOP) -** The plan that each jurisdiction has and maintains for responding to relevant hazards

**Federal Emergency Management Agency (FEMA)-** This agency was created in 1979 to provide a single point of accountability for all Federal activities related to disaster mitigation and emergency preparedness, response, and recovery.

**Final Debris Disposal-** Placing mixed debris and/or residue from volume reduction operations into an approved landfill.

**Force Account Labor-** In this context, State, tribal, or local government employees engaged in debris removal activities within their own jurisdiction.

**Garbage-** Waste that is normally picked up by a designated department (such as Department of Solid Waste Management, or a Contractor). Examples: food, plastics, wrapping, papers.

**Hazardous Waste-** Any waste or combination of wastes of a solid, liquid, contained gaseous or semisolid form which because of its quantity, concentration, or physical, chemical, or infectious characteristics may:

- Cause or significantly contribute to an increase in mortality or an increase in serious irreversible or incapacitating reversible illness; or
- Pose a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, disposed of, or otherwise managed.
- Also includes material and products from institutional, commercial, recreational, industrial and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: 1) Toxic, 2) Flammable, 3) Corrosive; and/or 4) Reactive. Such wastes may include, but are not limited to, those that are persistent in nature, assimilated, or concentrated in tissue or which generate pressure through decomposition, heat, or other means. The term does not include solid or dissolved materials in domestic sewage or solid dissolved materials in irrigation return flows, or industrial discharges, which are point sources subject to state or federal permits.

**Household Hazardous Waste (HHW)-** Used or leftover contents of consumer products that contain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: 1) Toxic, 2) Flammable, 3) Corrosive and/or 4) Reactive. Examples of household hazardous waste include small quantities of normal household cleaning and maintenance products, latex and oil based paint, cleaning solvents, gasoline, oils, swimming pool chemicals, pesticides, and propane gas cylinders.

**Hot Spots-** Illegal dumpsites that may pose health and safety threats.

**Illegal Dumping-** Dumping garbage and rubbish, etc., on open lots is prohibited. No garbage, refuse, abandoned junk or solid waste or other offensive material shall be dumped, thrown onto, or allowed to remain on any lot or space within the City.

**Industrial Waste-** Any liquid, gaseous, solid, or other waste substance, or a combination thereof resulting from any process of industry, manufacturing, trade, or business or from the development of any natural resources.

**Monitoring-** Actions taken to ensure that a Contractor complies with the contract scope of work.

**Mutual Aid Agreement-** A written understanding between communities, states, or other government entities delineating the process of providing assistance during a disaster or emergency. (See FEMA Response and Recovery Directorate Policy Number 9523.6, “Mutual Aid Agreements for Public Assistance”, dated August 17, 1999.)

**Public Information Officer (PIO) -** The individual at field or EOC level that has been delegated the authority to prepare public information releases and to interact with the media. Duties will vary depending upon the agency.

**Recycling-** The recovery and reuse of metals, spoils, and construction materials that may have a residual monetary value: The City encourages the voluntary participation of all of its residents to reduce the waste stream through recycling. Residents are strongly encouraged to recycle all items that are recyclable and throw away for ultimate landfill disposal only those items, which cannot be recycled. Special containers are provided at numerous manned recycling and solid waste centers for the storage and collection of:

- Newspapers
- Green glass
- Brown glass
- Clear glass
- Aluminum and bi-metal beverage cans
- PET plastic milk jugs
- HDPE plastic drink bottles
- Used motor oil
- Lead acid batteries
- Scrap metals and appliances including refrigerators, stoves, water heaters, etc.
- Composts including leaves, limbs, brush, and yard wastes.

**Rights-of-Way-** The portions of land over which facilities, such as highways, railroads, or power lines are built. Includes land on both sides of the highway up to the private property line.

**Scale/Weigh Station-** A scale used to weigh trucks as they enter and leave a landfill. The difference in weight determines the tonnage dumped and a tipping fee may be charged accordingly. Also may be used to determine the quantity of debris picked-up and hauled.

**Sweeps-** The number of times a contractor passes through a community to collect all disaster-related debris from the rights-of-way. Usually limited to three passes through the community.

**Temporary Debris Storage and Reduction (TDSR) Site-** A location where debris is temporarily stored until it is sorted, processed and reduced in volume and/or taken to a permanent landfill.

**Tipping Fee-** A fee based on weight or volume of debris dumped that is charged by landfills or other waste management facilities to cover their operating and maintenance costs. The fee also may include amounts to cover the cost of closing the current facility and/or opening a new facility.

**Trash-** Non-disaster related yard waste, white metals, or household furnishings placed on the curbside for pickup by local solid waste management personnel. Not synonymous with garbage.

**United States Army Corp of Engineers (USACE)-** The primary missions of the USACE are the design and management of construction projects for the Army and Air Force, and to oversee various flood control and navigation projects. The USACE may be tasked by FEMA to direct various aspects of debris operations when direct Federal assistance, issued through a mission assignment, is needed.

**Volume Reduction Operations-** Any of several processes used to reduce the volume of debris brought to a temporary debris storage and reduction site. It includes chipping and mulching of woody debris, shredding and baling of metals, air curtain burning, etc.

**Weapons of Mass Destruction (WMD) -** As defined in Title 18, U.S.C. §2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile

having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

**White Metals-** Household appliances such as refrigerators, washers, dryers, and freezers.

## **National Incident Management System**

Actions prescribed by the Recovery Plan are guided by the National Incident Management System (NIMS) principles set by the Department of Homeland Security and the Federal Emergency Management Agency. The Greene County Commission and City Council of Springfield formally adopts NIMS as the standard for local incident management every five years.

# RECOVERY PLAN

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# RECOVERY PLAN

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**PRIMARY AGENCY:** Community Organizations Active in Disasters (COAD)

**SUPPORT AGENCIES:** Office of Emergency Management

## I. PURPOSE

The Recovery Plan provides structure and focus to the disaster recovery process by guiding the restoration of critical infrastructure, vital resources, facilities, services, and programs. The Plan also facilitates the decision making processes of local agencies cooperating with citizens, non-governmental organizations, businesses, and other jurisdictions to restore Springfield-Greene County to much as of a normal pre-disaster condition as possible.

## II. SCOPE

This plan utilizes an integrated approach to a Comprehensive Emergency Management Program (CEMP) and takes into consideration:

- A. All-hazards which pose a risk to Springfield and Greene County, both natural and human-caused; and
- B. Local, state, and federal levels of government as well as the private sector.

In keeping with this CEMP approach, the plan covers the disaster recovery process; beginning with damage assessment and continuing through short and long-term recovery phases. The Recovery Plan applies to activities conducted in the immediate aftermath of a disaster as well as to those performed during the extended recovery process.

## III. SITUATION AND ASSUMPTIONS

### A. Situation

1. Greene County is located in Southwest Missouri and is home to over 275,000 citizens. The county is subject to numerous hazards ranging from tornadoes to land subsidence.
2. The Greene County Threat and Hazard Identification and Risk Assessment (THIRA), identifies hazards that pose a threat to the jurisdiction. Although the THIRA is a component of the Mitigation Plan, it constitutes the foundation on which all of the county's emergency planning is based. These hazards are identified below:

# RECOVERY PLAN

Natural	Technological	Human-Caused
Weather: <ul style="list-style-type: none"> <li>• Damaging Wind</li> <li>• Drought</li> <li>• Extreme Cold</li> <li>• Extreme Heat</li> <li>• Flood</li> <li>• Hail</li> <li>• Ice and Snow</li> <li>• Lightning</li> <li>• Tornado</li> </ul> Other: <ul style="list-style-type: none"> <li>• Animal Disease</li> <li>• Communicable Disease</li> <li>• Earthquake</li> <li>• Land Subsidence (Sinkholes)</li> <li>• Wildfire</li> </ul>	<ul style="list-style-type: none"> <li>• Airplane Crash</li> <li>• Cave/Mine Collapse</li> <li>• Dam Failure</li> <li>• Hazardous Materials</li> <li>• Power Failure</li> <li>• Train Derailment</li> <li>• Urban Fire</li> </ul>	<ul style="list-style-type: none"> <li>• Biological</li> <li>• Chemical</li> <li>• Civil Unrest</li> <li>• Cyber</li> <li>• Explosives</li> <li>• Nuclear</li> <li>• Radiological</li> <li>• Sabotage</li> <li>• Targeted Violence</li> <li>• Waste</li> </ul>

3. Due to it's CEMP approach, the Recovery Plan provides guidance which is applicable to each of the hazards identified in the THIRA.

## B. Assumptions

1. Although disaster recovery is often seen in terms of returning to a pre-disaster state, victims of disasters and the communities in which they live are often changed irrevocably.
2. Decisions made during response operations will set the tone for the recovery process.
3. Solutions intended to facilitate short-term recovery may not prove beneficial to recovery processes in the long-term if their future implications are not carefully taken into consideration.
4. Many private and public organizations have their own recovery plans which will guide their decision making in a post-disaster environment.
5. The recovery process may be completed in months or continue for many years. The timeframe for the completion of this process will vary considerably based on factors including, but not limited to:
  - a. Type and scale of the disaster,
  - b. Availability of resources,
  - c. Presence of secondary hazards, and
  - d. Level of recovery pre-planning completed

6. Depending on the scale of a disaster, normal operations of both public and private organizations may be interrupted; the activities of first responders and many government entities may be limited; and businesses, both inside and outside of the affected area, may experience lost revenue as a result of the disaster.
7. Disasters may generate increased demand for public services while simultaneously diminishing local organizations' ability to provide such services.
8. Long-term recovery from a major disaster will require individuals as well as public, private, government, and non-governmental organizations to act in the interest of their community.
9. In the event of a large-scale disaster, the primary source of recovery funding will be the federal government. This assistance will be made available to Springfield-Greene County through a Presidential Disaster Declaration in accordance with the Robert T. Stafford Disaster Relief & Emergency Assistance Act (**see Annex II**).

#### IV. CONCEPT OF OPERATIONS

##### A. General

##### 1. Short-term Recovery

Though the recovery process can be conceptualized as beginning with the cessation of life-saving efforts, actions to promote the short-term recovery process should be conducted concurrently with response operations. Short-term recovery is better characterized by its focus on restoring the most services, infrastructure, and other functions which are most vital to the community.

##### 2. Long-term Recovery

Long-term recovery is characterized by its focus on restoring the community to normalcy. While many of the short-term processes may still be ongoing well into the long-term recovery period, they will begin to shift emphasis towards, structural, social, and economic sustainability.

The responsibility for implementing this phase is diffuse in comparison to short-term recovery. Once critical services and infrastructure are restored, community organizations and individuals will play an increasingly larger role in providing for their own recovery.

## B. Critical Functions

Disasters may interrupt functions which provide for the safety and well-being of Springfield-Greene County's residents. The restoration of these functions will be emphasized during short-term recovery. During long-term recovery, this emphasis will begin to shift towards the role of businesses in rebuilding the local economy and restoring normalcy.

### 1. Public Services

Public services address needs ranging from utilities, police, fire, EMS and transportation to childcare assistance. Disasters may not only disrupt the provision of these services but may also increase the need for them. The ability to restore public services quickly and efficiently may significantly improve individuals' quality of life during and after the recovery process.

### 2. Vital Resources

The county and city governments will play a major role to ensure that the processes for state and federal funding sources are available and correctly administered for reimbursements. This will become vital in the overall restoration of the community.

### 3. Facilities

During the recovery process, the restoration of facilities which are deemed critical will be prioritized. These facilities include:

- Police stations, hospitals, fire stations, emergency operations centers, and other facilities that are needed or contain equipment needed for a disaster response activities; and
- Structures or facilities that produce, use or store highly volatile, flammable, explosive, toxic, and/or reactive materials;
- Utility facilities that are vital to maintaining or restoring services to affected areas.

### 4. Programs

During restoration or recovery of programs, the programs which are deemed priorities for the impacted jurisdiction will be the following, but not limited to:

- Citizen Corps Programs (CCP);
- Local Emergency Planning Committee (LEPC); and
- Emergency Management Performance Grant (EMPG).

### 5. Infrastructure

Restoration of affected infrastructure such as transportation, energy and the economy should begin shortly after a disaster and may continue well into the long-term recovery process.

## 6. Individual Needs

Providing individuals with access to appropriate forms of assistance and addressing a variety of unmet needs will be essential in the effort to restore normalcy to the lives of those affected by disasters.

## 7. Public Protection

Although the majority of safety hazards are often associated with the immediate response to a disaster, protection of the public remains a priority throughout the entirety of the recovery process. Threats posed to individuals during the disaster recovery phase extend beyond physical safety. It is therefore necessary to protect Springfield-Greene County residents from additional threats including those posed by financial exploitation and future disasters.

### C. Disaster Recovery Functions (DRFs)

Additional pre-disaster planning efforts will include the functions below in coordination with the COAD. These functions will be integrally involved in the long-term planning process.

#### **DRF-1: COAD**

Community Organizations Active in Disaster (COAD) can help a community make the best use of its resources in a disaster. COADs are effective because local organizations are in the best position to mobilize and bring practical and timely assistance to disaster victims.

#### **DRF-2: MARC**

The Multi-Agency Resource Center (MARC) is a central location for local and state agencies as well as human service organizations to answer your questions, provide information and disaster related assistance such as clean up kits, other bulk supplies, and information about how to apply for financial assistance from state and federal agencies.

#### **DRF-3: PIO**

The public will expect local government to provide specific information relating to personal safety, survival, and protection of property. An effective public information program will reduce casualties and damages, keep rumors to a minimum, and provide education to the public. Examples include; available webpage to provide information for recovery efforts after a disaster and, FEMA flyers made available on proper debris segregation.

#### **DRF-4: Debris Management**

This Plan establishes the framework within which the City/County will respond and coordinate the removal and disposal of debris generated by potential manmade and natural disasters. This Plan will also address the potential role that State and Federal agencies and other groups will take in a debris operation.

## **DRF-5: Mental and Spiritual Health**

A program designed to assist others in dealing with the physical or psychological symptoms that are generally associated with trauma exposure. Debriefing allows those involved with the incident to process the event and reflect on its impact.

## **DRF-6: Community Health**

The Springfield-Greene County Health Department is committed to its partnership with the COAD by providing community protection from public health risks and hazards through continual status monitoring with enforcement and development of policies and procedures.

## **DRF-7: Resource Management**

In order to deal with the many types of disasters that could affect Springfield-Greene County, donated resources must be managed in a timely manner. These resources may include such things as goods and materials, services, personnel, financial resources, facilities and other resources. These resources may come from a variety of sources, both solicited and unsolicited.

## **DRF-8: Community Planning**

Organizations of all kinds are increasingly prepared to contribute as they begin to see how community planning activity can benefit the communities they are located in, or are responsible for. Fixed budgeting, securing financial and additional support will be part of the process.

## **DRF-9: Economic Planning**

Economic Planning will be integrally involved in the recovery process. It will help obtain and administer small business financing programs as necessary; function as liaison and problem solver for business with local, state, and federal entities; and assist business with relocation within Springfield-Greene County.

### **D. Mission Areas**

The Springfield-Greene County All Hazard Plans account for activities before, during, and after emergency operations. Mission Areas were established for the various actions to be performed within the scope of this plan. “Recovery” will be the main focus of this plan.

#### **1. Prevention**

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Prevention focuses specifically on imminent terrorist threats, including on-going attacks or stopping imminent follow-on attacks. Prevention also includes activities such as intelligence, law enforcement, and homeland defense as examples of activities conducted to address and resolve the threat.

The Prevention mission area relies on ongoing support activities from across all mission areas that prepare the community in preventing an imminent terrorist threat. These activities include information sharing efforts that directly support local communities in preventing terrorism and other activities that are precursors or indicators of terrorist activity and violent extremism.

## **2. Protection**

Protection safeguards against acts of terrorism and man-made or natural disasters. It focuses on actions to protect the community, our vital interests.

This may include defense against WMD threats; defense of agriculture and food; critical infrastructure protection; protection of key leadership and events; transportation security; immigration security; and cybersecurity.

## **3. Mitigation**

Mitigation includes resources to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private and nonprofit sectors, communities, critical infrastructure, are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

Across community planning, housing, information systems, critical infrastructure, public health, healthcare, and future land use, Mitigation is an understanding of the threats and hazards that feed into the assessment of risk and disaster resilience in the community. Mitigation links the long-term activities of the community to reduce or eliminate the risk of threats and hazards developing into disasters and the impacts of the disasters that occur.

The establishment of trusted relationships among leaders in a community prior to a disaster can greatly reduce the risks to life, property, the natural environment, and well-being.

## **4. Response**

Response includes resources necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the county is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

Catastrophic incidents require a broader range of partners to deliver equal access other than those routinely addressed. Community involvement is a vital link to providing additional support to response personnel and may often be the primary source of manpower in the first hours and days after an incident. Community members should be encouraged to train, exercise, and partner with emergency management officials.

A catastrophic incident with cascading events may impact the execution of applicable laws and policies. Certain circumstances may trigger legal and policy exceptions that better aid delivery of response needs. Local government should identify applicable laws and policies with their respective counsel in the pre-planning phase.

### **5. Recovery**

Recovery includes resources necessary to assist communities to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence and livelihoods, especially those who experience financial, emotional, and physical hardships. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environment.

Community and government leaders have primary responsibility for planning and coordinating all aspects of their recovery and ensuring that the Community Organizations Active in Disasters (COAD) that play a key role in recovery are included and actively engaged. Following an incident, a well-coordinated management process allows recovery and community leaders to maintain open and transparent communication, share decision making, expand and engage traditional and non-traditional partners, identify needs and priorities more effectively, reallocate and share existing resources, and identify other potential resources and expertise from both inside and outside the community.

Primary and Support agencies may perform the following functions:

- a. Provide public information concerning the recovery process through the Joint Information Center (JIC) or Public Information Officer (PIO).
- b. Restore interrupted services.
- c. Restore operation of local government agencies and non-governmental organizations.
- d. Remove debris.
- e. Restore public infrastructure.
- f. Ensure the availability of adequate housing.
- g. Coordinate social services delivery.
- h. Support the recovery of businesses.

### **E. Logistics and Resources**

Implementation of the recovery functions outlined in this plan is done concurrently with the response phase of an emergency or disaster. Logistical and resource needs will be made on as need basis and as determined by the size and scope of the emergency or disaster. Refer to ESF 7, Resource Management in the Emergency Operations Plan (EOP) for additional logistical and resource information.

## V. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES

The disaster recovery process will involve federal, state, and local government agencies as well as private businesses and non-governmental agencies and organizations.

Due to the number of organizations which may be involved in disaster recovery, this list is not exhaustive. The exclusion of any given organization is not intended to downplay its role in the recovery process. More information regarding the specific roles of these and additional organizations is in the development process.

### A. Primary Agency

#### **Greene County Community Organizations Active in Disaster (COAD)**

Greene County COAD consists of public, private, and non-governmental organizations that focus on assuring the most complete recovery for Springfield-Greene County following a disaster.

### B. Support Agencies

#### **Office of Emergency Management (OEM)**

OEM plays a supporting role in coordinating with COAD in both short and long-term recovery processes. Actions to be taken by OEM during recovery include, but are not limited to:

- a. Managing staff and activities at the Emergency Operations Center (EOC);
- b. Coordinating with local, state and federal government agencies in addressing major disaster recovery issues.
- c. Deploying damage assessment teams and determining what further actions should be taken based on the teams' findings;
- d. Identifying and utilizing applicable federal programs to support recovery efforts;
- e. Coordinating recovery and mitigation grant programs;
- f. Provide assistance in recovery operations and post-disaster community planning;
- g. Disseminating information about how to apply for local, state, and federal assistance to citizens and businesses as they become available; and
- h. Coordinating with FEMA in establishing locations for the placement of temporary housing sites.

## **City/County Departments**

- a. Assist in plan enhancement;
- b. Participate in coordination of plan implementation
- c. Conduct health and safety inspections of residential rental properties;
- d. Administer interim housing projects with the federal government;
- e. Coordinate with utility companies with the installation or reconnection of service after a disaster;
- f. Oversees the safety of drinking water and food;
- g. Provide information to senior citizens and persons with disabilities on available services;
- h. Provide case management to assist adults and disabled personnel to remain independent and in their homes or living situations;
- i. Inspect buildings in the wake of incidents that could damage structures and placard them to indicate habitability status;
- j. Begin the process of contracting for either the renovation of damaged buildings or the construction of replacement buildings;
- k. Take steps to return to service, sewer, water and electrical utilities;
- l. Take steps in building an economic recovery team to ensure proper funds management.

## **C. State Support Agency**

### **State Emergency Management Agency (SEMA)**

Provide support to local governments and act as an intermediary between those governments and federal assistance programs. The agency may perform a number of additional support roles depending on the needs of the situation.

## **D. Federal Support Agencies**

### **Federal Emergency Management Agency (FEMA)**

In the event of a Presidential Disaster or Emergency Declaration, FEMA will provide direct, technical, and financial support to Springfield and Greene County.

This support will vary considerably based on factors including but not limited to: the type, extent, duration, and impact of the disaster, as well as the availability of Federal resources.

Financial assistance from FEMA will be particularly critical in funding recovery from a large-scale disaster. A significant portion of this funding is made available through two types of grants:

#### **a. Public Assistance (PA)**

Following a Presidential Disaster Declaration, the primary form of federal assistance to Springfield and Greene County government agencies will be PA provided by FEMA. PA will also be made available to eligible privately owned public organizations.

b. Individuals & Households Program (IHP).

FEMA will make financial assistance available to individuals affected by a presidentially declared disaster through the IHP. This assistance may be used for expenses related to temporary housing, housing repairs, replacement of qualifying personal property, and a variety of other needs.

### **U.S. Army Corps of Engineers (USACE)**

In the event of a Presidential Declared Disaster, USACE may provide direct and technical assistance to communities in flood control and debris removal. USACE may also supplement state and local recovery actions by providing additional services including:

- a. Technical advice and evaluation,
- b. Engineering services,
- c. Inspection, and
- d. Contracting for emergency repairs to water and wastewater treatment facilities, potable water, ice, emergency power, and real estate support.

### **Environmental Protection Agency (EPA)**

- a. Assess the safety of hazardous waste sites.
- b. Support the long-term cleanup of hazardous waste sites once they are placed on the National Priorities list, in accordance with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).
- c. Assist the Springfield-Greene County Health Department in overseeing air monitoring during disaster cleanup operations.

### **Small Business Administration (SBA)**

The SBA makes a number of low-interest disaster loans available to both individuals and businesses which may be used to offset business losses and restore or repair personal property, and fund approved mitigation programs.

## **VI. DIRECTION AND CONTROL**

- A. The chief elected City/County official, depending on the jurisdiction, has overall responsibility for all recovery activities.
- B. In a limited disaster or emergency situation, the EOC may not be activated.
- C. Springfield-Greene County OEM is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

## **VII. CONTINUITY OF OPERATIONS**

Due to the number of different public, private, governmental and non-governmental agencies and organizations that have a role within COAD, these plans are not available at OEM.

## VIII. DEVELOPMENT AND MAINTENANCE

The Recovery Plan will be reviewed annually with changes and updates being implemented at the discretion of the Greene County COAD and Springfield-Greene County OEM.

## IX. AUTHORITY AND REFERENCES

- A. Federal Public Law 93-288, Robert T. Stafford Disaster Relief Act
- B. Federal Public Law 99-499, SARA, Title III
- C. National Incident Management System (NIMS-March 2004, Updated August 2007)
- D. Revised Statutes of Missouri, Chapter 44
- E. Springfield City Code Chapter 34

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APPENDIX 1



## Disaster Declarations

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5207 (the Stafford Act) §401 states in part that: "All requests for a declaration by the President that a major disaster exists shall be made by the governor of the affected state." A state also includes the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands. The Marshall Islands and the Federated States of Micronesia are also eligible to request a declaration and receive assistance.

### Preliminary Disaster Assessment

The governor's request is made through the applicable FEMA Regional Office. State and federal officials conduct a joint federal, state, and local Preliminary Damage Assessment (PDA) to determine the extent of the disaster and its impact on individuals and public facilities. This information is included in the governor's request to show that the disaster is of such severity and magnitude that effective response is beyond the capabilities of the state and the local governments and that supplemental federal assistance is necessary. Normally, the PDA is completed prior to the submission of the governor's request. However, when an obviously severe or catastrophic event occurs, the governor's request may be submitted prior to the PDA.

In addition, the governor must certify that, for the current disaster, state and local government obligations and expenditures (of which state commitments must be a significant proportion) will comply with all applicable cost-sharing requirements.

### Declaration Types

There are two types of disaster declarations provided for in the Stafford Act: Emergency Declarations and Major Disaster Declarations. Both declaration types authorize the President to provide supplemental federal disaster assistance. However, the event related to the disaster declaration and type and amount of assistance differ.

### State Resources Overwhelmed

As part of the request, the Governor must take appropriate action under State law and direct execution of the State's emergency plan. The Governor shall furnish information on the nature and amount of state and local resources that have been or will be committed to alleviating the results of the disaster, provide an estimate of the amount and severity of damage and the impact on the private and public sectors, and provide an estimate of the type and amount of assistance needed under the Stafford Act.

- Emergency Declarations:** An Emergency Declaration can be declared for any occasion or instance when the President determines federal assistance is needed. Emergency Declarations supplement State and local efforts in providing emergency services, such as the protection of lives, property, public health, and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. The total amount of assistance provided for a single emergency may not exceed \$5 million. If this amount is exceeded, the President shall report to Congress.



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## Fact Sheet

### Disaster Declarations



- **Major Declaration:** The President can declare a Major Disaster Declaration for any natural event, including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought, or, regardless of cause, fire, flood, or explosion, that the President believes has caused damage of such severity that it is beyond the combined capabilities of state and local governments to respond. A major disaster declaration provides a wide range of federal assistance programs for individuals and public infrastructure, including funds for both emergency and permanent work.

#### Assistance Available for Major Declarations

Not all programs, however, are activated for every disaster. The determination of which programs are authorized is based the types of assistance specified in the governor’s request and on the needs identified during joint PDA and any subsequent PDAs

#### FEMA Disaster Assistance Programs

- **Individual Assistance**  
Assistance to individuals and households
- **Public Assistance**  
Assistance to state and local governments and certain private nonprofit organizations for emergency work and the repair or replacement of disaster-damaged facilities
- **Hazard Mitigation Assistance**  
Assistance to state and local governments and certain private nonprofit organizations for actions taken to prevent or reduce long term risk to life and property from natural hazards.



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## APPENDIX 2



FEMA

## Fact Sheet

## PUBLIC ASSISTANCE

The Public Assistance Program provides grants to state and local governments and certain non-profit entities to assist them with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, emergency protective measures, and permanent restoration of infrastructure.

**Eligible Applicants:** Eligible applicants include state governments, local governments and any other political subdivision of the state, Native American tribes and Alaska Native Villages. Certain private non-profit (PNP) organizations may also receive assistance. Eligible PNPs include educational, utility, emergency, medical, temporary or permanent custodial care facilities (including those for the aged and disabled), irrigation, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation, shelter workshops and health and safety services and other PNP facilities that provide essential services of a governmental nature to the general public. PNPs that provide "critical services" (power, water - including water provided by an irrigation organization or facility, sewer, wastewater treatment, communications and emergency medical care) may apply directly to FEMA for a disaster grant. All other PNPs must first apply to the Small Business Administration (SBA) for a disaster loan. If the PNP is declined for a SBA loan or the loan does not cover all eligible damages, the applicant may reapply for FEMA assistance.

**Public Assistance Process:** As soon as practicable after the declaration, the state, assisted by FEMA, conducts the Applicant Briefings for state, local and PNP officials to inform them of the assistance available and how to apply for it. A Request for Public Assistance must be filed with the state within 30 days after the area is designated eligible for assistance. Following the Applicant's Briefing, a Kickoff Meeting is conducted where damages will be discussed, needs assessed, and a plan of action put in place. A combined federal/state/local team proceeds with Project Formulation, which is the process of documenting the eligible facility, the eligible work, and the eligible cost for fixing the damages to every public or PNP facility identified by State or local representatives. The team prepares a Project Worksheet (PW) for each project.

**Public Assistance Projects Categories:**

- Category A: Debris removal
- Category B: Emergency protective measures
- Category D: Water control facilities
- Category E: Public buildings and contents
- Category F: Public utilities
- Category G: Parks, recreational, and other

## APPENDIX 2 (cont)

### Federal Emergency Management Agency

**Small Projects:** Projects falling below a certain threshold are considered "small." The threshold is adjusted annually for inflation. For fiscal year 2011, that threshold is \$63,900. For small projects, payment of the federal share of the estimate is made upon approval of the project and notification is required upon completion of the project.

**Large Projects:** For large projects, payment is made on the basis of actual costs determined after the project is completed; although interim payments may be made as necessary. Once FEMA obligates funds to the state, further management of the assistance, including disbursement to sub-grantees is the responsibility of the state. FEMA will continue to monitor the recovery progress to ensure the timely delivery of eligible assistance and compliance with the law and regulations.

The federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the state) determines how the non-federal share (up to 25%) is split with the sub-grantees (eligible applicants).

###

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*May 2011*

APPENDIX 3



## Assistance to Individuals and Households

The Individuals and Households Program (IHP) provides financial help or direct services to those who have necessary expenses and serious needs if they are unable to meet the needs through other means. Up to the IHP maximum is available in financial help (adjusted each year), although some forms of IHP assistance have limits. Flood insurance may be required as indicated below. These forms of help are available: Housing Assistance (including Temporary Housing, Repair, Replacement, and Semi-Permanent or Permanent Housing Construction) and Other Needs Assistance (including personal property and other items).

### Temporary Housing

Money to rent a different place to live or a temporary housing unit (when rental properties are not available).

### Repair

Money for homeowners to repair damage from the disaster that is not covered by insurance. The goal is to repair the home to a safe and sanitary living or functioning condition. FEMA may provide up to the IHP maximum for home repair; then the homeowner may apply for a Small Business Administration disaster loan for additional repair assistance. FEMA will not pay to return a home to its condition before the disaster. Flood insurance may be required if the home is in a Special Flood Hazard Area.

### Replacement

Money to replace a disaster-damaged home, under rare conditions, if this can be done with limited funds. FEMA may provide up to the IHP maximum for home replacement. If the home is located in a Special Flood Hazard Area, the homeowner must comply with flood insurance purchase requirements and local flood codes and requirements.

### Semi-Permanent or Permanent Housing Construction

Direct assistance or money for the construction of a home. This type of assistance occurs only in very unusual situations, in locations specified by FEMA, where no other type of housing assistance is possible. Construction shall follow current minimal local building codes and standards where they exist, or minimal acceptable construction industry standards in the area. Construction will aim toward average quality, size, and capacity, taking into consideration the needs of the occupant. If the home is located in a Special Flood Hazard Area, the homeowner must comply with flood insurance purchase requirements and local flood codes and requirements.

#### Repair and replacement items include

- Structural parts of a home (foundation, outside walls, roof)
- Windows, doors, floors, walls, ceilings, cabinetry
- Septic or sewage system
- Well or other water system
- Heating, ventilating, and air conditioning system
- Utilities (electrical, plumbing, and gas systems)
- Entrance and exit ways from the home, including privately owned access roads
- Blocking, leveling and anchoring of a mobile home and reconnecting or resetting its sewer, water, electrical and fuel lines and tanks



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APPENDIX 3 (cont)

**Fact Sheet**

**Assistance to Individuals and Households**



**Other Needs Assistance**

Other Needs Assistance provision of the Individuals and Households Program provides grants for uninsured, disaster-related necessary expenses and serious needs. Flood insurance may be required on insurable items (personal property) if they are to be located in a Special Flood Hazard Area. Assistance includes:

Medical and dental expenses

Funeral and burial costs

Repair, cleaning, or replacement of:

- Clothing
- Household items (room furnishings, appliances)
- Specialized tools or protective clothing and equipment required for your job
- Necessary educational materials (computers, school books, supplies)

Clean-up items (wet/dry vacuum, air purifier, dehumidifier)

Fuel for primary heat source (heating oil, gas)

Repairing or replacing vehicles damaged by the disaster, or providing for public transportation or other transportation costs

Moving and storage expenses related to the disaster (including storage or the return of property to a pre-disaster home)

Other necessary expenses or serious needs (for example, towing, or setup or connecting essential utilities for a housing unit not provided by FEMA)

The cost of a National Flood Insurance Program group flood insurance policy to meet the flood insurance requirements.

**Conditions and Limitations of IHP Assistance**

**Non-discrimination:** All forms of FEMA disaster housing assistance are available to any affected household that meets the conditions of eligibility. No federal entity or official (or their agent) may discriminate against any individual on the basis of race, color, religion, sex, age, national origin, disability, or economic status.

**Residency status in the United States and its territories:** To be considered for disaster housing assistance, applicants, or a household member, must provide proof of identity and sign a declaration stating that they are a United States citizen, a non-citizen national, or a qualified alien.

**Supplemental Assistance:** Disaster housing assistance is not intended to substitute for private recovery efforts, but to complement those efforts when needed. FEMA expects minor housing damage or the need for short-term shelter to be addressed by homeowners or tenants. Furthermore, the Disaster Housing Program is not a loss indemnification program and does not ensure that applicants are returned to their pre-disaster living conditions.



“FEMA’s mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”

**A CONSUMER'S GUIDE TO  
RECOVERING FROM DISASTERS**



**CHRIS KOSTER**  
**Attorney General of Missouri**

**Consumer Fraud Hotline**  
**1-800-392-8222**

**web address: [ago.mo.gov](http://ago.mo.gov)**

APPENDIX 4 (cont)

**A MESSAGE FROM  
MISSOURI ATTORNEY GENERAL CHRIS KOSTER**

The destruction and loss of life in Joplin and the surrounding area is heartbreaking.

Sadly, as in any disaster of this nature, there are certain people who will seek to take advantage of others in their time of loss and sorrow. I want to make sure you have the knowledge and tools you need to protect yourself from these scam artists and to make good, long-term decisions during this difficult time.

That is why we have put together this packet that provides consumer tips following a disaster. In the packet, you will find information to arm yourself against those who would seek to take advantage of your situation by attempting to steal your identity, your money, and your trust.

My office stands ready to serve you during this time. If you have a question, concern, or complaint, contact my office at 1-800-392-8222 or online at [ago.mo.gov](http://ago.mo.gov). And please know that the thoughts of all of us at the Attorney General's Office are with you.

## APPENDIX 4 (cont)

### **WATCH OUT FOR PRICE GOUGING!!!**

After damaging storms and natural disasters, con artists can take advantage of consumers who are in desperate need of help.

Price gouging refers to artificially inflated prices on necessities after a disaster, natural or otherwise, so consumers should be aware of products that have suddenly seen large increases in price. Price gouging is illegal in Missouri.

Missouri law prohibits individuals and businesses from substantially raising their prices for the necessities of life during such an emergency. Missouri has seen price gouging after the onset of ice storms, hurricanes, floods, and other natural disasters. The types of goods and services covered by the price-gouging law include: food, water, gasoline, hotel rooms, kerosene, gas-powered generators, and other basic necessities. Those who violate the price-gouging provisions can face penalties of up to \$1,000 per violation. The Attorney General's office is vigilant in enforcing Missouri's law against this type of activity.

Missourians who suspect price gouging or other fraud can file a complaint with the Attorney General's Office at [ago.mo.gov](http://ago.mo.gov), or by calling the Consumer Protection Hotline at 1-800-392-8222.

## APPENDIX 4 (cont)

### **IDENTITY THEFT**

The power of tornados can transport items over many miles, and the personal documents of people impacted by the tornado likely have been scattered. The Attorney General's Office offers the following suggestions for people whose personal financial information was lost:

- Contact your credit card companies and let them know of your situation. Ask if the company can put a pass code on your accounts to protect their use.
- Contact your bank to request similar assistance.
- Ask your credit card company and bank also to monitor your accounts for any suspicious activity.
- Consider running a credit report periodically with all three credit bureaus to make sure no one has used your identity.
- Sadly, you may discover mail belonging to other people. In that situation, the United States Postal Inspector's Office encourages you to either (a) give it to your letter carrier and tell him/her that it is found mail or (b) put the mail in a bag with a note stating that it was found mail and take it to a post office window or drop it into a mail deposit box.
- Don't give out your Social Security or account numbers unless you initiate the contact.
- Stop your mail service during the time you are unable to return to your residence, or have your mail forwarded to another address.
- Sadly, you may discover mail belonging to other people. In that situation, the United States Postal Inspector's Office encourages you to either (a) give it to your letter carrier and tell him/her that it is found mail or (b) put the mail in a bag with a note stating that it was found mail and take it to a post office window or drop it into a mail deposit box.

## APPENDIX 4 (cont)

### **CHARITY FRAUD**

Many charitable organizations are stepping up to help those in need. At the same time, there will be people who use this disaster to steal from you rather than raise funds to help others. Here are some tips for making sure your charitable donation goes to help your neighbors:

- Don't judge a charity by its name. False charities may use names that closely resemble legitimate charities.
- Don't let callers play on your sympathy by identifying their organization with the tornado. This can be a tactic to get your money.
- Don't be pressured. Give only when you are comfortable with the charity.
- Don't commit over the phone unless you have fully checked out the organization.
- Avoid cash donations and make checks payable to the organization, not to an individual.
- Be careful about letting solicitors into your home.

## APPENDIX 4 (cont)

### **CONTRACTOR SCAMS**

Be on the alert for “storm chasers” – companies that follow severe weather and try to contract with homeowners who have suffered storm or tornado damage to provide roofing and other repair services. Company representatives will typically go door to door in storm-damaged areas posing as recovery experts or contractors specializing in home repairs.

These storm chasers will ask homeowners to sign a contract allowing their company to negotiate with the homeowner’s insurance company. The companies generally use high-pressure sales tactics; ask for cash up front; may have out-of-state drivers licenses or plates; be unable to produce local references; and have no proof of workers’ compensation insurance. Often, they perform shoddy work, then leave the area, leaving the homeowner with little or no recourse.

Storm chasers strike at a time when people are at their most vulnerable, trying to capitalize on the misfortunes of storm victims. The elderly and disabled are particularly at risk because they may be unable to assess the damage to their homes themselves.

Use the following tips to avoid being scammed by the storm chasers:

- Get at least two estimates on work in writing before choosing a contractor to repair your home or remove debris.
- Never enter into or sign a contract while reviewing it quickly – review the contract and check with the Attorney General’s Office and the Better Business Bureau for complaints and information regarding the company and or individuals representing the company.
- Ask how long the company has been in business and their physical location.
- Know where you are getting your supplies and get invoices for all purchases.
- Make sure your insurance company is working with you to provide the proper estimate and coverage allotted by your policy.
- Ask for insurance and licensing information, and make sure the company has the proper work permits before work begins.
- Never pay cash up front before the job is completed. Paying by check is the best method.
- Watch for price gouging on materials and work to be provided.

## APPENDIX 4 (cont)

- Don't pay full price for services you have yet to receive. Make full payment only when the terms of your agreement have been met.
- Always get a phone number and address for the company represented, and then check it out.
- Ask for local references and check with them about the work provided.
- If you notice out-of-state plates, logos on vehicles, etc., make note of the information.

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**I. PURPOSE**

The Springfield-Greene County Recovery Plan is designed to provide assistance to its citizens during the rebuilding of the community following a disaster event. This plan establishes policies and procedures that will allow the respective local governments of and within Greene County to maximize their recovery capabilities. Its purpose is to assign responsibilities, develop procedures, and identify resources that will give local officials throughout the community the best comprehensive options available. The Recovery Plan is coordinated throughout all levels of government and throughout all community resources with an interest in rebuilding of the community.

This plan and its supporting documents will be managed and implemented by the Greene County Community Organizations Active in Disasters (COAD). The COAD consists of various members throughout the community committed to providing disaster recovery resources. Its membership reaches out beyond Springfield and Greene County government, encompassing private, public, and non-governmental organizations throughout the area.

**II. SCOPE**

The Disaster Recovery Function 1, COAD, serves as the overall management guide and structure for effective implementation of all Disaster Recovery Functions identified within this Recovery Plan (see Appendix 1, Organization Structure). Area of responsibility includes Greene County and local jurisdictions within the County.

**III. SITUATION AND ASSUMPTIONS**

**A. Situation**

1. There are many potential hazards in Greene County that could cause significant damage to require the use of a community recovery plan. The hazard potentials are well defined, but can vary in scope and magnitude. This plan has been specifically designed to address hazards outlined in the Hazard Identification and Risk Assessment plan and are sufficiently robust to conduct response and recovery operations in the face of any of the following hazards identified by Springfield-Greene County:

Natural	Technological	Human-Caused
<p>Weather:</p> <ul style="list-style-type: none"> <li>• Damaging Wind</li> <li>• Drought</li> <li>• Extreme Cold</li> <li>• Extreme Heat</li> <li>• Flood</li> <li>• Hail</li> <li>• Ice and Snow</li> <li>• Lightning</li> <li>• Tornado</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>• Animal Disease</li> <li>• Communicable Disease</li> <li>• Earthquake</li> <li>• Land Subsidence (Sinkholes)</li> <li>• Wildfire</li> </ul>	<ul style="list-style-type: none"> <li>• Airplane Crash</li> <li>• Cave/Mine Collapse</li> <li>• Dam Failure</li> <li>• Hazardous Materials</li> <li>• Power Failure</li> <li>• Train Derailment</li> <li>• Urban Fire</li> </ul>	<ul style="list-style-type: none"> <li>• Biological</li> <li>• Chemical</li> <li>• Civil Unrest</li> <li>• Cyber</li> <li>• Explosives</li> <li>• Nuclear</li> <li>• Radiological</li> <li>• Sabotage</li> <li>• Targeted Violence</li> <li>• Waste</li> </ul>

2. Members for the COAD include representatives from local governments of and within Greene County, state agencies, faith-based organizations, local charity organizations, local chambers of commerce, private organizations, and hospitals.

**B. Assumptions**

1. Depending upon the severity and magnitude of the situation, local resources may not be adequate to deal with every occurrence. It may be necessary to request outside assistance through volunteer organizations, the private sector, mutual aid agreements, or state and federal agencies/sources.
2. Monetary and non-monetary donations committed with specific purposes, including but not limited to, a disaster event in the community will come from regional, national, and international donors.

**IV. CONCEPT OF OPERATIONS**

**A. General**

**1. Short term Recovery**

Short term recovery process will focus primarily on returning infrastructure and services to a functioning level, as well as begin with the process of healing the community as a whole by providing necessary services.

**2. Long term Recovery**

The long term recovery process will focus on efforts to return the community to some sense of normalcy. Long term community recovery will emphasize community engagement, sustainable growth, and address the needs of the community as they arise.

**B. Long Term Recovery Committee**

**1. Overview**

- a. The Greene County Long Term Recovery Committee (LTRC) will be activated in response to a disaster event requiring community recovery needs and will remain active until determined that the coordinated services are not needed.
- b. Members of the Greene County LTRC will include, but not be limited to, a COAD Officer and assigned designees from the COAD organization.
- c. For events impacting multiple jurisdictions, the COAD officer will be recommended to lead the LTRC activated for the event. For disaster events that cause a lot of damage primarily within one jurisdiction, the leadership of that local jurisdiction will have leadership roles for the LTRC organized for that same event.

**2. Operations**

- a. It is the goal of the COAD to be organized and prepared to the extent that the LTRC is able to meet within 72 hours following a community disaster.
- b. The LTRC will compile the best available damage assessment information to begin determining, to the extent possible, unmet needs in the community and the extent of those needs. Focus will be on individual needs, business, and the needs of the community, as a whole.
- c. The LTRC will begin analyzing the secured and potential resources available and the deficiencies that may exist.
- d. The LTRC will likely need to prioritize needs of individuals and businesses, helping the neediest in the beginning.
- e. The LTRC will immediately begin focusing on fundraising issues to address the deficiencies identified.

- f. The LTRC will coordinate with DRF 7-Resource Management (Volunteer & Donation Management) in identifying donated resources that can be utilized for identified needs in the community. The LTRC will also closely coordinate with DRF 3-Public Information, to encourage the proper type of donations to be made for the disaster recovery efforts, with monetary donations having the greatest flexibility to be applied for what is specifically needed at the time.
- g. The LTRC will coordinate with DRF 7 (Volunteer Management), utilizing and documenting the volunteers with mission assignments identified from the needs gap built during the original and on-going assessment.
- h. The LTRC is responsible for monitoring the recovery progress, identifying that needs may be easily solved while others take months or years.
- i. The LTRC is responsible for overseeing all case management processes conducted for the COAD, monitoring the progress for an individual's needs and making sure resources are being properly utilized to meet the long term recovery goal.
- j. The LTRC is responsible for providing to the COAD progress reports, outlining the status of projects and goals.

**C. Financial Management**

**1. Overview**

- a. The disaster specific LTRC, organized by the chair of the COAD, oversees disaster specific financial contributions and distributions on behalf of the COAD.
- b. All disaster-related philanthropic funding managed by the LTRC will be financially coordinated through the Community Foundation of the Ozarks (CFO).
- c. Financial contributions primarily are received by the COAD for 1) distribution to non-profit organizations actively working the disaster recovery efforts and/or 2) specific case management needs identified by case managers working on behalf of the LTRC.
- d. Contributions for either of the above identified purposes can be received from various philanthropic sector donors locally, regional, national, and internationally. A primary coordinating committee for local donations will be the Funders Forum (see below).

**2. Non-Profit Support**

- a. Financial donations contributed to the community, for the distribution to non-profit organizations actively working the disaster recovery efforts, will be managed by the CFO, in coordination with the LTRC.
- b. The CFO, in coordination with the LTRC, will establish the application and distribution mechanisms necessary to allocate donated funds, respecting any specific donor intent, for the non-profit organizations working in response and recovery for the designated disaster. Through this grant making process framework established in advance, recovery grants will be made to eligible 501(c)3 or similar government or faith non-profit status agencies providing assistance to the community, individuals and families.

**3. Case Management**

- a. The LTRC is responsible for managing the funds received for individual case management of those impacted by the incident.
- b. The goal of the case managers working for the LTRC is to assist individuals impacted by disasters to find adequate resources for recovery from the event.
- c. The goal for use of philanthropic funds is to assist with needs that are not covered by traditional disaster funding, i.e. local, state or national government, private insurance, etc., or to fill gaps or supplement other funding sources. A coordinated resource for such resources is the Funders Forum.

**4. Funders Forum**

- a. The local Funders Forum, coordinated by the CFO, will serve as the lead committee of the COAD in coordinating the philanthropic response between financial donors and agencies that are helping survivors and families of victims of disasters.
- b. The primary purpose of the Funders Forum is to serve as a platform that enables participating funders to understand the sequence of disaster assistance and maximize the use of financial donations.
- c. The CFO Funders Forum meets quarterly for non-disaster reasons. Coordination and education regarding common disaster recovery processes and practices is provided to members of the forum on a periodic basis at these meetings.

- d. The focus for the Forum post-disaster will be not only on unmet needs of individuals, but on the community as a whole. The Forum will identify regional or national philanthropic grant possibilities, determine whether the local circumstances fit criteria and identify lead agencies to pursue application and grant administration.
- e. The CFO will serve as the primary liaison between the LTRC established for the disaster event and the Funders Forum. Key components of operations include:
  - Within four days of a large-scale disaster, the CFO will call an emergency forum for the members to meet and review the known statistics of the incident.
  - Updates about the disaster will be provided to the Forum from members of the LTRC organized for that event.
  - The CFO will coordinate with members of the Forum regarding general disaster-related philanthropic financial donations and/or case management support required as the needs are identified.

**V. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES**

The disaster recovery process will involve federal, state, and local government agencies as well as private businesses and non-governmental agencies and organizations.

Due to the number of organizations which may be involved in disaster recovery, this list is not exhaustive. The exclusion of any given organization is not intended to downplay its role in the recovery process. More information regarding the specific roles of these and additional organizations is in the development process.

**A. Organization**

The Springfield-Greene County Recovery Plan is outlined in nine Disaster Recovery Functions (DRFs). Each DRF is led by a primary agency and support by other community agencies. The nine DRFs include:

**1. DRF-1 COAD**

- a. DRF 1 lays the foundation for the design and implementation of the entire recovery plan.
- b. The primary agencies responsible for the successful implementation of DRF 1 are the chair and vice-chair of the Greene County COAD.

**2. DRF-2 Multi-Agency Resource Center**

- a. DRF 2 defines how the community will bring together all possible recovery resources into one physical location. This location is designed to serve as a one stop location for local citizens impacted by the disaster in finding available resources for short term and long term recovery.
- b. The primary agency responsible for the successful implementation of DRF 2 is the American Red Cross.

**3. DRF-3 Public Information**

- a. DRF 3 defines how the public will be kept informed of the recovery efforts being coordinated by the local government officials and the available resources to assist in the recovery process.
- b. The primary agency responsible for the successful implementation of DRF 3 is the United Way of the Ozarks.

**4. DRF-4 Debris Management**

- a. DRF 4 defines how various types of debris will be cleaned up and removed from the community in an orderly and expedited manner.
- b. The primary agency responsible for the successful implementation of DRF 4 is the Springfield-Greene County Office of Emergency Management.

**5. DRF-5 Long-term Mental and Spiritual Health**

- a. DRF 5 coordinates public and private resources in the support of crisis debriefing and other long-term mental health needs for residents and public safety officials impacted by a disaster.
- b. The primary agency responsible for the successful implementation of DRF 5 is Burrell Behavioral Health.

**6. DRF-6 Community Health and FNSS**

- a. DRF 6 addresses long-term health needs that arise from disasters and support the recovery efforts of citizens living with functional and access needs.
- b. The primary agencies responsible for the successful implementation of DRF 6 are the Springfield-Greene County Health Department and the Southwest Center for Independent Living.

**7. DRF-7 Long-term Resource Management**

- a. DRF 7 addresses how the community can turn two primary challenges following disasters, which are volunteer management and donations management, into a benefit for the community.
- b. The primary agency responsible for the successful implementation of DRF 7 is the United Way of the Ozarks.

**8. DRF-8 Community Planning**

- a. DRF 8 outlines the potential processes and tools to guide the rebuilding of the community, turning disaster devastation into a rebirth opportunity.
- b. The primary agencies responsible for the successful implementation of DRF 8 are the Springfield Planning Department and the Greene County Planning Department.

**9. DRF-9 Economic Planning**

- a. DRF 9 addresses the business side of disaster recovery, identifying potential tools available to promote the quick reopening of local businesses.
- b. The primary agency responsible for the successful implementation of DRF 9 is the Springfield Area Chamber of Commerce.

**B. Local Government Officials**

- 1. Provide support to the enhancement of the COAD organization.
- 2. Identify key representatives to serve on the Long Term Recovery Committee when activated for a disaster recovery effort.
- 3. Identify key resources, agencies, or personnel in the community that may positively contribute to a community disaster recovery project.

**C. Local COAD Members**

- 1. Provide support to the enhancement of the COAD organization.
- 2. Identify key resources, agencies, or personnel in the community that may positively contribute to a community disaster recovery project.
- 3. Actively participate in the sustainment and enhancement of Disaster Recovery Functions.

**D. State Support Agencies**

State Emergency Management Agency (SEMA)

Provide support to local government and act as an intermediary between local and federal assistance programs.

**E. Federal Support Agencies**

Federal Emergency Management Agency (FEMA)

Coordinate the successful implementation of Emergency Support Function #14, Long-Term Community Recovery, when federal assets are deployed to assist in community recovery efforts. Identify and facilitate the availability and use of sources of recovery funding, and provide technical assistance for community recovery and recovery planning support.

**VI. DIRECTION AND CONTROL**

- A.** The chief elected officials for each jurisdiction has overall responsibility for recovery activities. The goal for this COAD planning effort is to have a coordinated management system among all affected jurisdictions.
- B.** Springfield-Greene County OEM is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

**VII. DEVELOPMENT AND MAINTENANCE**

The Community Planning Function for Long Term Recovery will be reviewed annually with changes and updates being implemented at the discretion of the Greene County COAD and Springfield-Greene County OEM.

**VIII. AUTHORITIES AND REFERENCES**

- A.** Federal Public Law 93-288, Robert T. Stafford Disaster Relief Act
- B.** Revised Statutes of Missouri, Chapter 44
- C.** Springfield City Code Chapter 34
- D.** Federal Public Law 99-299, SARA, Title III

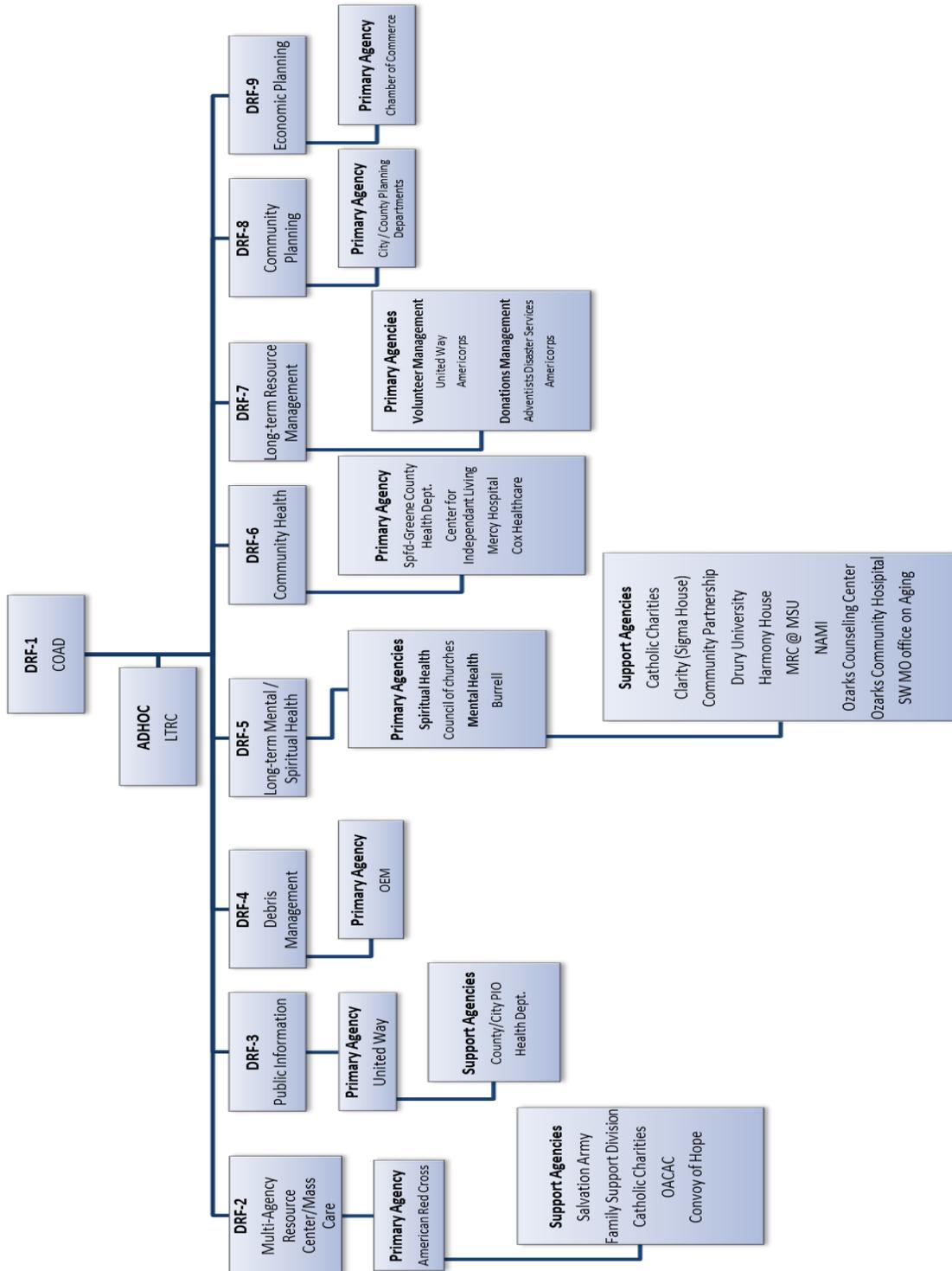
**APPENDICIES**

APPENDIX 1: Organizational Structure

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Appendix 1

Organizational Structure



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**PRIMARY AGENCIES:**                      **The American Red Cross**

**SUPPORT AGENCIES:**                      **Partnering Agencies**

## **I.        PURPOSE**

A Multi-Agency Resource Center (MARC) is a location where all disaster relief agencies (private and public) come together under one roof during the response phase to provide assistance until the transfer to the long term recovery committee to those affected by disaster. Some of the functions that the MARC will provide are:

1. To provide a framework within which agencies active in disaster relief can collaborate by making a formal and sustained commitment to work together on a common mission.
2. To provide an outline of procedures to follow when the American Red Cross partners with external organizations to operate a Multi-Agency Resource Center (MARC).
3. To delineate the roles and services provided by voluntary agencies during disaster.
4. To promote close collaboration and information sharing during disaster relief operation.

## **II.       SITUATION AND ASSUMPTIONS**

### **A.       Situation**

1. Benefits to the Individual
  - a. Provides one place to go for all disaster assistance programs. This saves time, money, and emotional duress for those affected.
  - b. Those affected can sign up on the Red Cross “Safe and Well” website to let family members know their condition and location.
  - c. Prevents confusion of available services and duplication of benefits.
  - d. Disaster clients receive help to complete the casework process and receive information that helps them understand how assistance can be obtained.
  - e. Clients are provided with referrals/directions for additional off-site services, i.e. donations warehouse, feeding site, etc.
  - f. The names and services of all organizations in the MARC with phone number and addresses are given to each person receiving service for additional service and information if needed a list of additional resources for ongoing assistance is given to each person receiving assistance for later use, i.e. Food Stamps, HUD, etc.
  - g. Serves as a meeting place for family members and friends in the community for information, debriefing, emotional and spiritual care.
  - h. If site has space to accommodate, warm meals could be provided to create a more stress free environment.

2. Benefits to the Community
  - a. Emergency assistance given to clients also helps rebuild the affected community because they usually purchase locally.
  - b. Because of this local community support, tax revenue in the affected community is not diminished.
  - c. Families are able to quickly locate temporary housing near the affected area, keeping communities intact.
  - d. Families receive health and mental health services immediately after the disaster which hastens community recovery.
  - e. Agencies work together to identify and fund long-term recovery needs.
  - f. The MARC assists initiation of long term recovery committee formation to address long term needs.

## **B. Assumptions**

1. Neither voluntary agencies nor the government can help families fully recover from disasters by working alone.
2. Agencies are willing to share information, resources and responsibilities in the interest of a common goal.
3. Agencies have respect for each other's mission and diversity.
4. Agencies have commitment to community.
5. The Multi-Agency Resource Center (MARC) plays a critical role in the coordinated recovery of those affected by a disaster.
6. Appropriate chain of command is crucial to the successful operation of the MARC.
7. Advanced planning with needs assessment and data gathering must be completed before the MARC should be opened.
8. The agencies in the MARC are subject to the MARC Code of Conduct (**See Appendix 2**) and their staff and volunteers may be subject to a background screening (not including credit check).
9. A verification system is established to identify those who have been affected by the disaster.
10. The MARC is configured in such a way that clients receive assistance while maintaining confidentiality and dignity.
11. There is a chain of authority clearly established that provides for liability protection and consistent treatment of all those who come for help.
12. Plans should be made for client travel to and from MARC as needed.

### III. CONCEPT OF OPERATIONS

#### A. General

1. The Lead Agency will call a planning meeting (which can be traditional and/or virtual) with all core participating agencies, to discuss:
  - a. The partner agencies that should be invited to participate.
  - b. The services each agency will provide.
  - c. The joint press release announcing the MARC and the agency that will release it.
  - d. The best site for the MARC – consider facility and parking (see site selection below).
  - e. The best date and time to open the MARC (to prevent premature openings).
  - f. Available resources, where to obtain them and who is responsible for each. (Make a list)
  - g. The demographics of the affected population and service barriers.
    - Feeding – ethnic, medical, and religious needs
    - Language – consider interpreters and literature in various languages
2. The MARC Lead Agency will coordinate:
  - a. Gathering office supplies
  - b. Providing needed forms. (Templates should be kept on a disc or flash drive for easy updating).
  - c. Starting a point-of-contact phone list of each agency's contact person, daytime phone number, cell phone number, and email address.
    - Create and/or update an email distribution list to communicate daily with all partners, internal and external.
    - Include at a minimum in this email distribution list: MARC Agencies, local emergency management directors, the FEMA and SEMA VAL; relevant COAD/LTRC members, Region SEMA representative, State Partnership Chair, DHSS, FSD, Mental Health, 211.
    - Update phone and email daily or as needed.
    - See Appendix B for a sample MARC Opening checklist
3. A Partner Recruitment for Disaster Relief Operation assignment form may be filled out to assign partners to a job. This option can only be approved by The Red Cross job director. **(See Appendix 4).**

**B. Site Selection**

1. Overview of Planning and Traffic Flow
  - a. Selecting a site for the MARC may be the first major challenge. In many cases, possibilities are limited by square footage, site availability or proximity to dangerous areas. Consider the various pros and cons of different options available with the participating partners.
  - b. Assigning space to the various service areas of the MARC site will depend primarily on the selected facility and the space available.
  - c. All floor-plans must take into consideration: traffic flow, potential safety issues, ease of access, and square footage requirements of each agency.
  - d. As a general guide, most sites will require the following space:
    - Large open area (for MARC services)
    - Kitchen location including dining area
    - Worker support area (like a break room)
    - Offices and meeting rooms
    - Area for bulk supplies
    - Site for dumpsters for trash
    - Parking area for both clients, staff and volunteers.
    - Client waiting area with seating and play area for children
2. Site Selection
  - a. The site should be close to the disaster area. The driving time for those needing assistance should be as short as possible.
  - b. The MARC should be adequate sized for the number of expected clients that will be arriving.
  - c. Consider the following questions:
    - What utilities are required and are they functioning?
    - Is refrigeration and freezer space available?
    - Is the plumbing system adequate for the size of the operation?
    - Is hot water available?
    - Will the sewer system handle the expected increase in use?
    - Can the facility be opened without extensive modification, such as re-stringing power lines, repairs to plumbing or sewers, or building repairs?
    - Will fork lifts and/or pallet jacks be needed?
    - Are loading docks and ramps available if trailers are being used?
    - Is there sufficient office space or other available areas for necessary administrative functions?
    - Are dumpsters available and will extra pick-ups need to be scheduled?

- d. A forklift and a pallet jack must be secured for bulk distribution.
- e. An adequately paved area that meets recommendations for heavy equipment or vehicles is preferred to a gravel or dirt lot because of working with pallet jacks and forklifts to move bulk items.
- f. The MARC site should be easily visible to the public.
- g. The selected site should have access to connections for city utilities (water, sewer, telephone, and power), and, if possible, wireless internet access.
- h. There should be sufficient space for bulk supplies. Partner agencies should be consulted for their particular needs.
- i. There should be plenty of parking.
- j. Ensure adequate security is provided to protect people, property, and equipment.
- k. Arrange for extra security of computers, phones, fax machines, etc. This is especially vital in lulls and after hours.
- l. Check for any possible scheduling conflicts with the organization that owns the facility.
- m. Complete a Facility Use Agreement (**See Appendix 5**)

### 3. Set-up and Preparation of the MARC

The following items and actions will be necessary, however, service delivery will vary depending on type of disaster, services needed, agencies present, and resources available.

- a. The Lead Agency will sign a Facility Use Agreement by which they take legal liability for the facility, MARC staff and volunteers. The lead agency is responsible for completing a walk-through and signing an agreement with the building owner. By doing so, the Lead Agency accepts all financial responsibilities. This written agreement outlines responsibilities which will facilitate the closing process.
- b. An area will be assigned (partitioned, if available) to each agency and to the following activities (**see MARC Layout Appendix 6**)
  - Registration – Intake and MARC Registration/Referral sheet drop-off area
  - Red Cross Interview Area- Casework (separate room preferred)
  - Waiting Area
  - Eating area for clients and staff
  - Children Play Area and Child Care services
  - Administrative offices
  - Counseling areas (separate room preferred)
  - Media room
  - Information Table
  - Kitchen area if applicable
  - Phone and Computer bank for clients (when possible)
- c. Lead agency will arrange a meeting with all participating agencies to discuss ground rules and mutual expectations. Agencies will also meet every morning to discuss changes, problems, etc.

- d. Each agency will bring everything they need to provide services: computers, cell phones, paper, pens etc... (Tables, chairs and other furniture will be arranged by the MARC)
- e. Lead agency will coordinate the set up of the MARC. They will also be responsible or arranging for a shared fax, copier, etc. Every effort will be made to have a site with wireless access.
- f. Appropriate signage, in a highly visible location outside building, will be maintained.
- g. Each agency representative will sign a MARC Code of Conduct (**see Appendix 2**) this ensures that all services provided are fair and consistent and that client confidentiality will be maintained.
- h. Some additional items necessary for MARC site operations include the following:
  - Anti-bacterial soap (for each agency)
  - Heavy garbage bags
  - Toilet paper and paper towels
  - Bleach and other cleaning supplies
  - Area street maps
  - Bus routes and schedules
  - Referral list
  - Calling cards

### C. Personnel

1. MARC Staff Roster and Schedule
  - a. It is vital that all partner Agencies have at least one representative in the MARC during operation hours.
  - b. The MARC Site Manager will keep an agency staff roster to ensure coverage throughout duration of operation.
  - c. Occasionally, an agency may not be able to have full coverage due to an operation. Each agency will have a backup plan for this contingency. If an agency representative will not be present for a certain time, decides to leave the MARC, is unable to attend morning meeting, etc. they should notify the MARC Manager.
  - d. If an Agency decides to leave the MARC they may leave their information on the information table.
  - e. When working with other agencies in the MARC, it is important to remember that we are partners.
  - f. Partners will use their logo and have their own reporting structure.
  - g. All partner agencies and their staff must respect the rules and guidelines agreed upon.
  - h. Ask permission before doing something that hasn't been discussed and agreed upon.

**D. Supervisory Personnel**

The following section discusses supervisory personnel at a MARC site. A brief description of each position and its responsibilities is listed below.

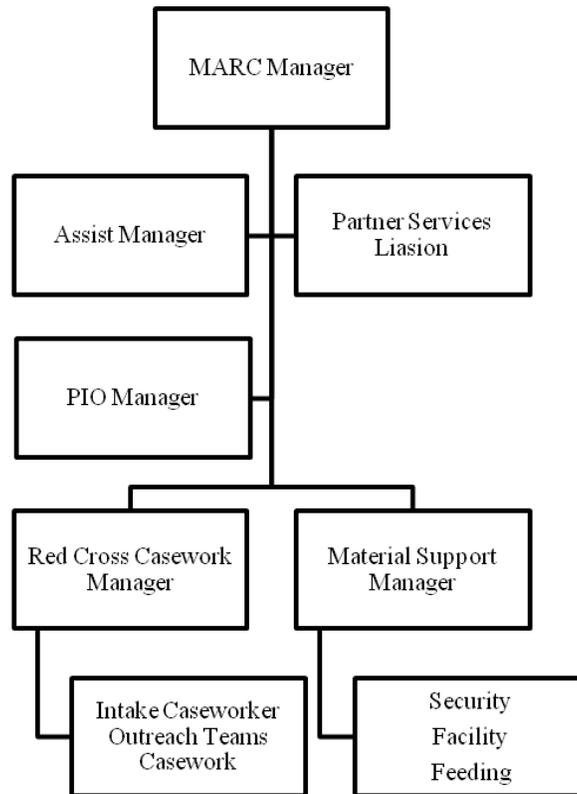
1. MARC Site Manager
  - a. The Site Manager is the general manager of the site, and has overall responsibility for its effective operation.
  - b. Site Manager works in direct collaboration with the agencies present at the MARC.
  - c. Coordination, placement, and arrangement of the MARC facility including interview area, waiting area, admin offices, parking, etc. should be performed as a collaborative effort with all agencies on site with manager as final decision maker.
  - d. The Site Manager may also designate an Assistant Site Manager. The Assistant Site Manager will report directly to Site Manager.
  - e. Suggested/typical duties for the MARC Site Manager
    - Maintain communications with the relief operation headquarters, site supervisory personnel, partner staff, and others, as needed.
    - Mediate disputes between partner agencies when facilitation is needed and/or requested.
    - Hold daily meetings with supervisors and with the partner staff.
    - Meet with supervisory staff and review their duties.
    - Follow up on all requests forwarded from relief operation headquarters and EOC.
    - Provide discussion and solutions to operational challenges.
    - Determine levels of personnel and materials needed to maintain the site operation.
2. MARC Assistant Manager
  - a. Under the guidance of the MARC Manager, the assistant manager will help supervise daily operations of the MARC.
  - b. Assist in all of the duties listed above.
  - c. If for some reason the MARC Manager is unavailable the Assistant is the next senior official in line.
3. Casework Manager
  - a. Oversees all client casework which includes the supervisors assigned to the job.
  - b. Provide daily reports to the MARC Manager for planning purposes.
4. Casework Supervisor
  - a. Assists the caseworkers with any guidance they may need.
  - b. Ready to serve in the caseworker role as needed.
  - c. Report directly to the casework manager.

5. Caseworker
  - a. Provides services directly or indirectly to disaster clients by providing emergency assistance at the MARC, through home visits, or through outreach.
  - b. Responsible for identifying those who will potentially need follow-up with additional assistance casework.
  - c. Complete initial interview: verify identity, ownership, and insurance.
  - d. Use appropriate resources and referrals to all other agencies within the MARC and outside agencies, such as a donations warehouse, etc.
  - e. Maintain effective working relationships with other caseworkers as well as partner staff.
  - f. Operate within appropriate, established fiscal controls, consulting with a supervisor when appropriate.
  - g. Use the appropriate forms and reports for the MARC.
  
6. Intake registrar
  - a. The Registrar is responsible for ensuring that all clients entering or leaving the MARC go through the registration process.
  - b. Responsible for:
    - Creating and maintaining a registration area, allowing enough space for a waiting area.
    - Tracking and ensuring that all clients are serviced in a timely manner.
    - Use proper forms to record information about clients entering the MARC, including noting the damage from the Damage Assessment book on the registration form.
    - Maintain log for those clients entering and leaving the MARC.
    - Recruiting volunteers to assist with registration if needed.
    - Interacting with clients to determine needs and refer appropriately.
    - Seeking guidance from supervisor as necessary and appropriate.
    - Maintaining a professional appearance and attitude.
    - Following and implementing requests and direction received from supervisor.
    - Striving to encourage an environment that minimizes the stress level as much as possible under the disaster conditions.

7. Public Information Officer (Identified by Lead Agency)
  - a. Is the official point of contact for all media inquiries at MARC.
  - b. Develops and implements a communications plan to increase visibility and awareness of the MARC and its services.
  - c. Responsible for:
    - Developing and maintaining relationships with various media sources throughout the MARC Service Delivery area.
    - Preparing Multi-Agency press releases that have appropriate approval.
    - Placing public service announcements.
    - Arranging suitable spokespersons for interviews.
    - Arranging for a suitable replacement when absent.
8. Other Groups within the MARC
  - a. Several other groups may have a role in the successful operation of a MARC site. These will include Red Cross Material Support, Communication and Staff Services groups.
  - b. These groups are key members in the functionality of the MARC site, and it is essential that constant collaboration and communication are maintained for success.

#### **E. Daily Operations**

1. Goals and Objectives
  - a. The goal is to provide fast and efficient service to those affected by disaster.
  - b. The objective of the MARC is to provide the information and assistance to the client's in one visit.
  - c. Discuss the flow of the MARC frequently with the agencies.
  - d. Daily Meetings will be held. A sample daily meeting checklist is in Appendix 7.
2. Daily Operations Issues
  - a. All problems or issues that arise should be reported to the MARC site manager.
  - b. As needed, these will be discussed each day in the morning meeting.
  - c. Agency partners should be ready to discuss client, facility and operational issues at daily meeting(s).
  - d. Communications should flow continually so immediate needs can be addressed before they become critical.
3. Chain of Command
  - a. Chain of Command is vital and key for rumor control.
  - b. Rumors can be detrimental to an operation.
  - c. Communications to all agencies and media should be coordinated through the Chain of Command. A sample structure is demonstrated below:



## F. Logistics and Resources

1. Registration/Intake (see also Personnel – Intake Registrar)
  - a. Verify damage with Red Cross
    - If damage assessment cannot be verified – Red Cross damage assessment teams will be dispatched as soon as possible to verify the damage.
    - Client can wait or come back later for services.
  - b. Client ID verified by assigned intake personnel.
  - c. Check for duplication of MARC agency assistance will be completed.
  - d. MARC Registration Form (**See Appendix 8**) will indicate if Service Only (SO box checked).
  - e. Damage will be noted toward the bottom of the registration sheet.
  - f. Client will take registration sheet to each partner agency. Each Agency will sign the sheet and indicate services provided. The completed sheet will be collected as clients leave, so they can be entered into Clients Assistance System (CAS) / Client Assistance Network (CAN).
  - g. The registration sheet will be kept in alpha order at the intake desk

- h. A second sheet with Agencies and their contact information, services, locations, and hours of operation, will be provided to each client as they leave.
    - i. RETURNING CLIENTS must also go to the intake desk for active file to be pulled.
    - j. Caseworkers must emphasize that completed registration sheets be turned in as the client leaves the MARC.
  2. Red Cross Casework Services - Red Cross Interview Area
    - a. Two areas for casework –
      - One for major and destroyed
      - One for minor and affected – these will be Service Only “SO” (referral) cases.
    - b. Release of Confidentiality signed – CAN Release (**see Appendix 9**).
    - c. The registration sheet will be used as a referral sheet for agencies within the MARC. Additional referrals will be issued for off-site services such as a Donations Warehouse.
    - d. Red Cross opens case (even if SO) and provides client with the following as indicated:
      - Financial assistance, where warranted
      - Referrals, may be a SO case
      - Recovery Information
    - e. Additional literature available at information table
3. Partner Agency Visits – May be visited in any order
  - a. Drop off completed Registration Sheet at the Intake Desk
4. Feeding Options for the MARC
  - a. Considerations:
    - The MARC may require feeding for clients, staff and volunteers.
    - When possible, provisions will be made to feed, first responders, repairmen, chain saw crews and others at the MARC.
    - It is important to get special needs menus and numbers of people to be fed to the Red Cross or State EOC Mass Care lead as quickly as you can.

- b. Types of feeding options:
- Meals to the MARC may be provided by one of these existing kitchens. All kitchens are subject to the approval from the Springfield Greene County Health Department.
  - Red Cross Operated Kitchen
    - It may be necessary to lease or utilize the existing kitchen in the MARC and staff it with Red Cross personnel.
    - All kitchens are subject to approval from the local health department.
  - Red Cross or Partner Agency Mobile Feeding
    - This option means there will be no kitchen at the MARC.
    - Meals will be brought in on a daily basis.
  - Southern Baptist Convention (SBC) Kitchen
    - Common feeding option on larger operations.
    - The MARC could be supported by one of these.
  - Kitchen from another Agency
    - There are several agencies that provide feeding services, including the Associated Churches of Christ, 7th Day Adventists, and Salvation Army.
    - These agencies are often already responding to the disaster.

5. Signage

- a. Whenever partner agencies work together, proper acknowledgement of the combined effort must occur.
- b. There are signs in the Red Cross Disaster Relief ID Kits (ARC4213 and ARC 4213S) for this purpose.
- c. Every agency will get proper recognition for MARC participation and should be prepared to supply their own signage for their area in the MARC.
- d. Every effort will be made to have a MARC sign with logos from all participating agencies.
- e. A data file with logos will be maintained by the lead agency, but it is the responsibility of the participating agency to supply a logo if one is not presently in the database.

6. Children's Play Area with child care services

- a. A children's play area serves two purposes. First it is a safe area where a parent and/or guardian can take their children to play. It also serves as an area where parents, while receiving services in the MARC, can safely leave their children with credentialed providers.
- b. It should be noted children may NEVER be left at the MARC without their parent and/or guardian present in the building.
- c. When leaving children in the child care area parents/guardians and child will be co-identified with bracelets.

- d. Each MARC will identify space and a credentialed agency or group to provide child care. Some suggestions for this would be:
    - Local Day Care Centers
    - Churches
    - Businesses
    - Volunteers with experience in Day Care
  - e. The agency identified to run the child care area will need to have the proper credentials for that state.
  - f. The child care agency should provide the MARC Manager with staffing availability.
  - g. Play items should be coordinated by the Lead Agency and keep in mind that there are organizations that will provide these items. The area should be equipped with:
    - Books, crayons and coloring books,
    - Children's DVDs and a television,
    - Small tables, chairs, games, etc
    - Group activities may be planned
  - h. Often people and/or groups will drop off children's play items. These items must be approved by the agency providing child care to be used in the play area.
7. Media
- a. It is important to the disaster operation to maintain positive media relations.
  - b. The media is an important partner in providing information to the public and requesting needed resources (human and material) for MARC partners.
  - c. The Public Information Officer/ Manager will emphasize that as providers of services during disasters, the MARC agencies, must balance our responsibility to our client's confidentiality and the media's need to inform the public news.
  - d. Procedures:
    - Media should publicize the opening of the MARC at least 24 hours in advance. The same is true for closing. Sample press releases (**see APPENDIX 10**).
    - MARC flyers should be available for distribution to the affected area. Some avenues of distribution are:
      - Those doing health and wellness checks
      - Outreach Teams
      - DA teams
      - Mobile Feeding crews
  - e. The media is allowed to enter the MARC within guidelines.
  - f. Media may request interviews or photographs. They must receive permission from both the Public Information Officer/ Manager who will arrange for media to be accompanied in the MARC and from individual clients. The Public Information Officer/ Manager will approach clients to request interviews as indicated.

- g. Media coverage is vital for fundraising efforts and for strengthening partnerships within the community.
  - h. The Public Information Officer/ Manager, appointed by the MARC Manager, is assigned to handle all media requests.
  - i. Until a Public Information Officer/ Manager is assigned all media questions and requests should be directed to the MARC Manager.
  - j. The Public Information Officer/ Manager will work with all agencies to ensure coordinated and accurate reporting.
  - k. Client confidentiality will be maintained at all times.
  - l. It often helps to have two members of the MARC handle both the media and the clients.
    - One member can meet and greet the media representatives and be the MARC spokesperson. Additionally, this individual should request that the media do no zoom shots while in the MARC.
    - The other member can be the liaison to all clients in the MARC and let them know the media will cover the MARC.
  - m. Additionally, it should be made clear that if anyone in the MARC does not want to be on camera, **THEY WILL NOT BE ON CAMERA**. The media will be made aware of those individuals.
  - n. MARC clients should be asked if they might be willing to do an interview. An Information Release form will be signed prior to all interviews. **(see Appendix 9)**.
7. Safety and Security
- a. The Lead agency will ensure that there is a safe and secure operating environment for everyone in the MARC. This includes overseeing crowd control and traffic flow. The MARC Manager will assign a Safety and Security Manager to oversee the safety and security of the building. Costs for safety and security are assumed by the lead agency.
  - b. The Safety and Security Managers function is to recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Additional duties include:
    - Participate in MARC meetings.
    - Identify hazardous situations associated within the MARC Facility and report to Lead Agency
    - Exercise emergency authority to stop and prevent unsafe acts and inform MARC Manager of accidents that have occurred at the MARC.
    - Requests assistants as needed.

- c. Ensure for the safety and security of workers, clients and visitors in the MARC  
Identify any security issues that may arise:
  - Property theft
  - Disgruntled clients
  - Long lines
  - Parking
  - General unrest
- d. Ensure physical security for the MARC facility and equipment, some options to consider:
  - Contract security
  - Local police or security companies (whichever is available and/or cost efficient).
  - Work with the MARC Manager to ensure a proper plan is in place for an emergency evacuation of the MARC
- e. Provide safety and awareness information to all of those that are part of the MARC.
  - Unsafe areas
  - Weather alerts
  - Closed roads

#### IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

##### A. Primary Agency

The American Red Cross

Within the MARC, The Red Cross will provide leadership and guidance to support agencies that participate in the recovery efforts with the clients affected by the incident.

##### B. Support Agencies

Partner Agency is one that provides relief or services to those affected by disaster.

1. Partner Agency Criteria
  - a. Partnership criteria are based on the standing and reputation of an organization within the community, as well as its capacity to assist shared constituents, and its willingness to serve in a MARC.
  - b. Partner Agency must be established in the community and agree to abide by the MARC Code of Conduct.
  - c. Partner Agencies may be governmental or non-governmental.
  - d. Partner Agencies in the MARC may not charge for services.
  - e. No advertising for for-profit agencies will be permitted in the MARC.
  - f. Community partners will adhere to the agreement on code of conduct and ethical considerations (**see Appendix 2**).

- g. The basic principles that are at the foundation of partner relationships include the following:
- Provide disaster relief regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind.
  - Prioritize relief on the basis of need alone.
  - Relief will not be used to further a particular political or religious standpoint.
  - Respect the culture and customs of the persons receiving relief.
  - Include partner agencies in the management of relief activities.
  - Strive to provide relief that meets basic needs and reduces future vulnerabilities to disasters.
  - Hold ourselves accountable both to those being assisted and to those from whom resources are received.
  - Respect the dignity and humanity of all of those affected by disaster in all of our activities, including information, publicity and advertising activities.
- h. Partner Agencies should be an organization that recognizes that together we can achieve better disaster response results by sharing and/or complimenting each other's strengths by:
- Developing or strengthening service delivery capacity or capability.
  - Contributing personnel or expertise.
  - Jointly promoting fundraising or other efforts.
  - Contributing to information exchange, planning and/or research.

## V. DEVELOPMENT AND MAINTENANCE

It is the responsibility of The American Red Cross and the Office of Emergency Management to support the maintenance of this plan and will be done on an annual basis.

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## Appendix 1

## MARC FORMS

## A. Daily Reports

1. All reports should be faxed or emailed to appropriate parties before the established deadline.
2. A hard copy of all reports must be saved.
3. Reporting is an essential measure of service delivery and whether or not we are meeting our commitment to our clients.
4. Necessary reports include:
  - Daily reports of total clients receiving financial assistance.
  - Feeding numbers at MARC
  - Daily rosters of personnel
  - Daily reports of Service Only clients
  - Potential donation information for In-Kind Donations
  - Make copies of all internal communications in the MARC, such as: memo's from the MARC manager.

## B. MARC Site Forms

Many forms have been developed for use as tools at a MARC. The following are some of the most common forms:

- **Agency Contact List** – contact names and numbers, at least two deep.
- **Registration Form** – In-Take tool for the MARC – Appendix G
- **MARC Agencies schedule**
- **MARC Code of Conduct** – Appendix A
- **MARC communication Form**

## C. MARC Site Close Down

1. It is very important to make a daily evaluation of the number of clients coming in to be able to predict future needs.
2. At some point, service delivery will diminish and it is no longer practical to continue the MARC operation.
3. Before closing, 72 hours advance notice should be given to all parties, including lead agency, clients, partners and media.
4. In some disasters, the need will disappear so quickly that a 24 or 48 hour notice is sufficient.

5. With the approval of the MARC Site Manager, when this decision is made, the steps below should be taken: (A sample closing checklist is provided in Appendix J.)
  - Advise all parties involved of the projected date of MARC shut down.
  - Coordinate the inventory of all unused supplies and arrange for their return to whichever partner provided them.
  - All unused food/supplies should be palletized and shrink-wrapped for shipment.
  - Coordinate the tear down of all tables, chairs etc...
  - Clean and sanitize bathrooms, common areas etc...
  - Coordinate the inventory, packing and loading of any equipment (Cambros, ice chest, etc.).
  - Clean the site and return it to its original condition utilizing all personnel and on-site staff.
  - Schedule all communication equipment, fax machine, telephone systems etc...be returned
  - Release all staff when the site is closed.
  - Report the site "ready for release" to Lead Agency for final walk through and facility release back to its owner.
  - Complete all final reports.

**D. After MARC is closed**

1. Scaling Down Plan

- Just as with opening a MARC site, all agencies should be consulted before its close.
- In the discussion with the agencies, create a scaling down plan for any clients that may still need services.
- An example would include but not be limited to handing over casework to a Long Term Recovery committee or a COAD.

2. Chronology

A chronology of the MARC may also be a helpful tool. It is a brief description of events listed by the date and time they occurred. Descriptions should be very short, not more than one line. See the following example:

Date:

- \_\_\_\_\_ Planning meeting held at \_\_\_\_\_. Attended by.....
- \_\_\_\_\_ Press Release issued regarding MARC (see job Book)
- \_\_\_\_\_ MARC Opened with \_\_\_\_\_ Agencies present.
- \_\_\_\_\_ Note important happenings – example: MARC visited by Governor....
- \_\_\_\_\_ Notice of MARC closing released
- \_\_\_\_\_ MARC closed.

3. Summary - Provide a summary of the MARC and schedule a debriefing for all agencies.

## APPENDIX 2

MARC PARTNER AGREEMENT AND CODE OF ETHICS AND CONDUCT

All agencies are required to sign the Code of Ethics and Conduct form certifying that, in delivering services, they shall meet the following standards of conduct.

I AGREE to adhere to the highest ethical performance standards stated below:

1. Give assistance without discrimination and ensure respect for the individual.
2. Provide assistance impartially:
  - a. No discrimination as to nationality, race, religious beliefs, class or political opinions.
  - b. Provide assistance based on need.
3. Maintain neutrality:
  - a. I will not engage in conversations of a political, racial, religious or ideological nature.
  - b. I will not attempt to convert, proselytize, or in any other way influence another's religious, political, or ideological beliefs (or lack of belief).
4. I understand all agencies have equal status in the MARC and must all abide by the Chain of Command. Our commitment to serve brings these agencies together with a common purpose and inspires us to excel and to behave in ways that inspire the trust of those seeking help after being affected by disaster.
5. Compliance Requirements. All employees and volunteers will comply with applicable federal, state and local laws and regulations.
6. Drugs and Alcohol: No person shall work while under the influence of illegal drugs and/or alcohol. (If I observe someone who appears to be under the influence, I understand I have an obligation to report it to the MARC Manager.)
7. Personal or family relationships: If any member of my immediate family or anyone else with whom I have a close relationship applies for assistance, I will recuse myself and assign them to another caseworker.
8. I will not supervise or be in a position to influence the work assignments or assessment of someone in my family or with whom I have a close personal relationship.

9. I will not engage in the following actions:
- a. **Personal Use.** Authorize the use of or use for the benefit or advantage of any person or organization, the name, emblem, endorsement, services or property of the MARC.
  - b. **Financial Advantage.** Accept or seek on behalf of any other person, any financial advantage or gain as a result of affiliation with the MARC.
  - c. **Affiliation.** Publicly use any MARC affiliation in connection with the promotion of partisan politics, religious matters or positions on any issue.
  - d. **Confidentiality.** Disclose any confidential information that is obtained solely as a result of participating in the MARC to any person not authorized to receive such information.
  - e. **Retaliation.** Retaliate against any member who seeks advice from, raises a concern with or makes a complaint to a Manager or other member of the MARC, or any whistleblower program, about fraud, waste, abuse, policy violations, discrimination, illegal conduct, unethical conduct, unsafe conduct or any other misconduct.
  - f. **Operate or act in any manner that is contrary to the best interest of the MARC partner agencies or those seeking assistance.**

**CERTIFICATION OF COMMITMENT TO THE  
CODE OF ETHICS AND CONDUCT**

I certify that I have read and understand the Code of Ethics and Conduct for Partner Agencies and agree to comply with it, as well as applicable laws, at all times. I affirm that I have no personal, business or financial interest that conflicts, or appears to conflict, with the best interests of the MARC partner agencies and those seeking assistance. I further affirm that the information registering the agency below to participate in the MARC is correct.

At any time during the term of my affiliation with the MARC, should an actual or potential conflict of interest arise between my organization and/ or my personal, business or financial interests and the interests of the MARC, I agree to: (1) disclose promptly the actual or potential conflict to the MARC Manager; and (2) abide by the decision of the Marc Manager regarding continued participation in the MARC.

AFTER READING THESE POLICIES, PLEASE COMPLETE THE INFORMATION BELOW, SIGN AND RETURN THIS FORM TO THE MARC MANAGER.

ORGANIZATION: \_\_\_\_\_

PHONE: \_\_\_\_\_

CONTACT PERSON: \_\_\_\_\_

PHONE: \_\_\_\_\_ CELL: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

PRINT NAME: \_\_\_\_\_

## APPENDIX 3

## MARC OPENING CHECKLIST

## Things to do:

- Arrange for the walkthrough and agreement to be signed
- Obtain ID materials for the site, blue painter's tape, masking tape, magic markers
- Get maps of the area of jurisdiction
- Arrange for delivery of supplies
- Arrange for communications equipment (cell phones, land lines, pagers, etc...)
- Arrange for set up of MARC
- Arrange for computer equipment
- Arrange for availability of badges and vests for proper attire at the site
- Arrange for meeting with all those participating in MARC
- Arrange for Security
- Ensure food will be served for all involved (clients and staff)

## Info to gather:

- Impact of Disaster
  - Disaster Assessment, including degree of damage and demographics of those we are serving
  - Anticipated caseload and the Disaster Relief Operation's and who is providing what services.
- Overview of the Overall Response to Date from all Agencies
  - Procedures for coordinating with Red Cross, Media, Agencies involved, EOC(s)
  - Local Resource List (names and numbers)
  - The boundaries of the jurisdictions involved
  - Communication channels and logistics

## APPENDIX 4

**Partner Recruitment for Disaster Relief Operation Assignments**

This information is to be completed by the Red Cross partner contact and submitted to the Staff Deployment Center/ONCOV in the event of assigning groups of non-DSHR members to **all** disaster relief operations. For the purposes of this information, partners include the following examples (**note this list is illustrative and not all inclusive**):

- Partner non-DSHR members from another agency or organization,
- Vendor/company/donor employees where an ARC unit has an established relationship and agreement to support sending their employees to a disaster relief operation assignment,
- Volunteers and employees from an organization / agency with which ARC has an Memorandum of Understanding, Statement of Understanding, or letter of intent which includes sending their members on disaster relief operation assignments when members are not DSHR members,
- Groups of employees with special skills needed to support non-affected chapter operations or disaster relief operations during a national disaster event,

This information does NOT pertain to contractors, as the actual contract should address travel arrangements and travel responsibilities, which must be followed.

The Staff Deployment Center/ONCOV must receive the following information for each individual member of the group being assigned in the above categories before traveling: *DRO Member Assignment Form*, *Red Cross Code of Conduct*, the *Confidential Information and Intellectual Property Agreement*, and the *DRO Member Pre-Assignment Health Questionnaire*. All are found on CrossNet. Additionally, if a partner's background check criteria does not meet or exceed Red Cross background check requirements, each individual member of the group must successfully complete a Red Cross web-based background check. All six areas on the *Partner Information for Disaster Relief Operations Assignment* must be checked and examined every seven years.

Partners should also be provided the *Expectations for Disaster Relief Operation Members Assigned to Red Cross Disaster Relief Operations* so they can provide the information to the members being assigned.

The *Partner Information Form* must be completed and submitted to the Red Cross contact for the Partner with the individual members' required information. The Red Cross contact must then ensure the Staff Deployment Center/ONCOV receives all information, and that all individuals have successfully completed the Red Cross background check, if required, at least 48 hours prior to travel to the DRO.

Red Cross Contact for Partner: \_\_\_\_\_

ARC Dept/Chapter: \_\_\_\_\_

Work Phone: \_\_\_\_\_

Work Email: \_\_\_\_\_

Relationship with Partner: \_\_\_\_\_

Purpose of Partner's assignment: \_\_\_\_\_

**Due to additional Red Cross commitments, partners must be deployed. Fit Partner participation in with disaster relief operation open staff requests. Partner has been provided the following:**

- DRO Member Assignment Form
- Red Cross Code of Conduct* DRO Member Expectations
- DRO Member Pre-Assignment Health Questionnaire
- Partner/Agency/Company/Organization/DRO Member Team Guidance for Red Cross background check
- Confidential Information and Intellectual Property Agreement

**Red Cross Partner contact has received the following forms for all individual group members being assigned:**

- DRO Member Assignment
- Red Cross Code of Conduct
- DRO Member Pre-Assignment Health Questionnaire
- DRO Member Expectations
- Confidential Information and Intellectual Property Agreement
- Group contact has confirmed that all individual group members have successfully completed a Red Cross background check, if required. If not, describe arrangements to receive information. Individual group member information provided to:
  - Staff Deployment Center or  OCNCOV: Date: \_\_\_\_\_

**Staff Deployment Center/ONCOV Use Only:**

Date individual member information received: \_\_\_\_\_

Date Group Information Received: \_\_\_\_\_

Approval to process: \_\_\_\_\_

Date: \_\_\_\_\_ Entered DROMIS \_\_\_\_\_

Partner Recruitment for DRO Assignments (Rev. 06/07)

APPENDIX 5

American Red Cross

DR #: \_\_\_\_\_ Facility Name: \_\_\_\_\_

Parties and Premises

Owner:

Legal name: \_\_\_\_\_

24-Hour Point of Contact:

Name and title: \_\_\_\_\_

Work phone: \_\_\_\_\_ Cell phone/pager: \_\_\_\_\_

Address for Legal Notices:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Red Cross:

Legal name: **The American National Red Cross**, a corporation under the laws of the United States

24-Hour Point of Contact:

Name and title: \_\_\_\_\_

Work phone: \_\_\_\_\_ Cell phone/pager: \_\_\_\_\_

Address for Legal Notices:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*with copies to:*

The American National Red Cross, Office of the General Counsel,  
2025 E Street, NW, Washington DC 20006

and

The American National Red Cross, Disaster Operations,  
2025 E Street NW, Washington, DC 20006.

Building Address:  
\_\_\_\_\_

Description of Premises:  
\_\_\_\_\_

**Terms and Conditions**

1. Use of Premises. Owner agrees to allow the Red Cross to use and occupy, on a temporary basis, the Premises described above (the “Premises”) in the Building identified above (the “Building”) to conduct emergency, disaster-related activities. The Premises may be used for any of the following purposes (both parties must initial all that apply):

	Owner initials	Red Cross initials
Operations center	_____	_____
Client service center	_____	_____
Volunteer intake center	_____	_____
Storage of supplies	_____	_____
Parking of vehicles	_____	_____

No sheltering or lodging of clients or disaster victims is permitted, except as the parties may agree in a separate written agreement.

2. Term. The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

3. Fee. Both parties must initial the applicable statement below:

- a. Owner agrees not to charge any fee in recognition of the services provided by the Red Cross to the community. Owner initials: \_\_\_\_\_ Red Cross initials: \_\_\_\_\_
- b. Red Cross agrees to pay \$\_\_\_\_\_ per day/week/month (circle one) for the right to use and occupy the Premises. Owner initials: \_\_\_\_\_ Red Cross initials: \_\_\_\_\_

4. Conduct of the Red Cross. Red Cross agrees to keep the Premises in good condition and promptly repair all damage to the Premises or the Building resulting from the operations of the Red Cross or reimburse Owner for the costs of repairing such damage in accordance with paragraph 6 below. The Red Cross agrees not to disrupt, adversely affect or interfere with other occupants of the Building.

5. Condition of Premises and Building. Owner makes no warranty or representation about the Premises or the Building. The Red Cross accepts the same “AS IS.” Owner is under no obligation to prepare or repair the Premises or the Building for the Red Cross. The parties will jointly conduct a pre-occupancy survey of the Premises before it is turned over to the Red Cross. They will use the *Facility/ Shelter Opening/ Closing Form*, to record any existing damage or conditions. The Red Cross will exercise reasonable care while using the Premises and will make no modifications to the Premises without the Owner’s express written approval.

6. Reimbursement: The Red Cross will reimburse the Owner for the following:
- a. *Damage to the Premises or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the Red Cross. Reimbursement for damage will be based on replacement at actual cash value. The Red Cross will select from among bids from at least three reputable contractors. The Red Cross is not responsible for storm damage or other damage caused by the disaster.
  - b. *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for the Red Cross’s use of the Premises (both parties must initial all utilities to be reimbursed by the Red Cross):

	Owner initials	Red Cross initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the Red Cross within 60 days after the occupancy of the Red Cross ends. Any request for reimbursement must be accompanied by supporting invoices.

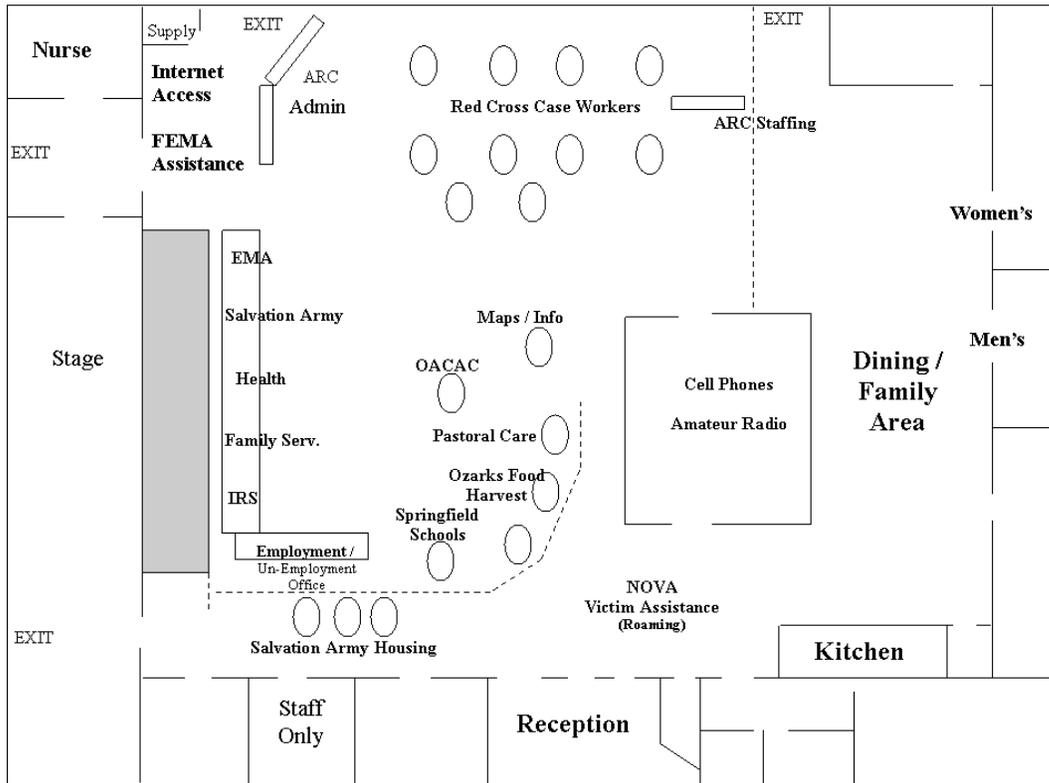
- 7. Insurance. The Red Cross shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The Red Cross shall also carry Workers’ Compensation coverage with statutory limits for the jurisdiction in which the premises are located and \$1,000,000 in Employers’ Liability.
- 8. Indemnification. Red Cross shall defend, hold harmless, and indemnify Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the Red Cross during the use of the Premises.
- 9. Owner’s Right to Revoke for Cause. Upon reasonable prior written notice to the Red Cross, Owner may revoke the permission represented by this Agreement if Red Cross (a) fails to pay any fee or payment required hereunder or (b) breaches any other obligation hereunder and such breach continues after written notice from Owner describing same. If the permission license is so revoked, Red Cross shall vacate the Premises in a neat and orderly manner. Owner shall have all rights and remedies available to it under applicable law.
- 10. Casualty or Condemnation Affecting Premises. Notwithstanding anything in this Agreement to the contrary, in the event that damage or casualty to all or a part of the Premises, this Agreement shall terminate and Red Cross shall have no right to restoration of the Premises or to receive any compensation whatsoever.
- 11. Legal Notice. Notice shall be deemed to have been duly given three (3) business days after having been mailed by certified or registered mail, return receipt requested, to the party’s address for Legal Notice set forth at the beginning of the Agreement, or upon receipt if delivered by hand or recognized overnight delivery service. Either party may change its address for the purpose of Legal Notice hereunder by providing the other party with notice of the new address.

12. Governing Law and Binding Effect. This Agreement shall be governed by and construed under the laws of the state in which the Building is located. This Agreement shall be binding on the parties and their respective, successors, transferees and assigns.

_____	<u>THE AMERICAN NATIONAL RED CROSS</u>
Owner (legal name)	(legal name)
_____	_____
By (signature)	By (signature)
_____	_____
Name (printed)	Name (printed)
_____	_____
Title	Title
_____	_____
Date	Date

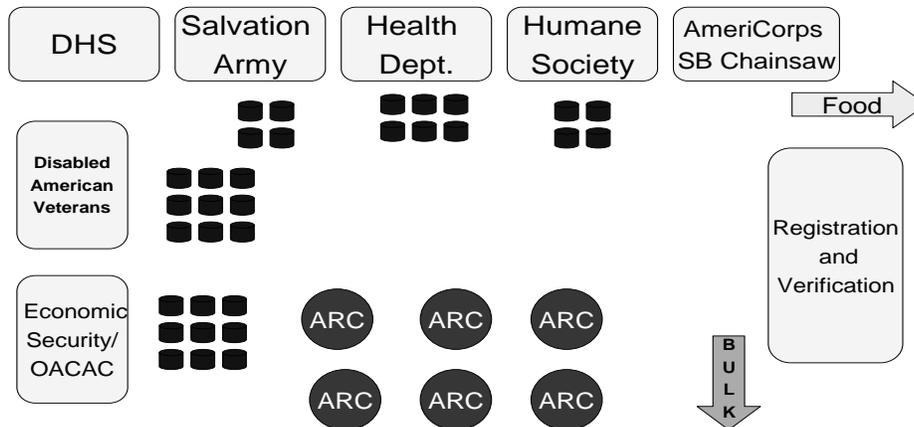
APPENDIX 6

Sample MARC Layouts



M.A.R.C.

Multi-Agency Resource Center



**APPENDIX 7****CHECKLIST FOR THE DAILY PARTNERS MEETING STAFF**

- Inform them of daily meeting
- Update of current disaster
- Obtain a schedule and contact list from all parties
- Authorities and Responsibilities
- Overview of MARC operations (interviewing, feeding etc...)
- Ensure all agencies are represented
  - Who is giving out what?
  - Reporting channels for the site manager and all staff
  - Reporting requirements and expectations
  - Methods of reporting
  - Health and mental health services available
  - Welfare information strategies being utilized (Safe and Well)
  - Availability of computers and computer support
  - Record keeping if needed
  - Safety and security
  - Contact information for the site owner, if already selected
- Service Delivery Plan for the operation



Insurance Co: \_\_\_\_\_ Agent: \_\_\_\_\_

Phone # \_\_\_\_\_ Status of Claim: \_\_\_\_\_

Agency Sign-up on Reverse

**Case Name – Head of Household:** \_\_\_\_\_

Multi-Agency Resource Center (MARC) Registration Form Page 2

Participating Organizations and Agencies:

INI	Name:	Services:	Services Provided:
	American Red Cross	Verification/Casework	
	AmeriCorps*	Debris Removal	
	Southern Baptist Disaster Relief	Debris Removal	
	Mennonite Disaster Services	Debris Removal/Fencing	
	Community Action Partnership	Housing/Traditional Services	
	Disabled American Veterans	Financial Assistance to Veterans	
	Family Support Division	Food Stamps/Medicaid	
	Federal Emergency Management Agency (FEMA)	Disaster Relief	
	Health Department	Tetanus Shots/Well Testing Kits	
	Mental Health	Counseling	
	NOVA	Emotional/Spiritual Care Comfort and Support	
	Salvation Army	Gas/Food Vouchers	
	Tzuchi Foundation	Financial Assistance	
	Victim Relief	Pastoral/Spiritual Care	
	Ozarks Food Harvest	Commodities	
	Lions Club	Glasses	
	Catholic Charities	Financial Assistance	

Appendix 9



CONSENT TO THE RELEASE OF CONFIDENTIAL INFORMATION

NAME OF ORGANIZATION COLLECTING INFORMATION INSTRUCTIONS

Signing and returning this form authorizes \_\_\_\_\_ to share certain personal information collected about you or your family with other disaster relief and voluntary organizations participating in the Coordinated Assistance Network.

\_\_\_\_\_ needs to share this information in order to coordinate available disaster relief services and assistance, and to reduce the paperwork and applications necessary in order for you or your family to receive disaster relief assistance and services from multiple relief organizations. All disaster relief organizations participating in the Coordinated Assistance Network are committed to respecting your privacy and using the information solely for the purpose of coordinating and providing disaster relief assistance.

With the exception of certain limited circumstances, it is the policy of \_\_\_\_\_ not to release information about individual or family disaster relief assistance, or other personal information obtained through the provision of disaster relief services, without the written consent of the individual or family. Therefore, we need your written consent to share this information to and assist you or your family with obtaining the disaster relief services in the most expeditious and least cumbersome manner.

CONSENT AND RELEASE

I, \_\_\_\_\_, hereby authorize the \_\_\_\_\_ to share any of my information in its possession, including \_\_\_\_\_, such as but not limited to my name, address, other personal information and the type of assistance I am receiving as a result of the following disaster:

\_\_\_\_\_, with other disaster relief and voluntary organizations participating in the Coordinated Assistance Network in order to coordinate available disaster relief services and assistance.

If you wish to limit this release to specific information, please specify the information that may be released.

I understand that I may revoke this consent at anytime by contacting \_\_\_\_\_ except when action has already been taken to obtain and/or release such information to organizations participating in the Coordinated Assistance Network

My signature on this release indicates that I have read the above, or had it read to me, and that I understand the terms and conditions. I have also had the opportunity to ask any questions. I am also signing this release on behalf of my children that are under the age of eighteen (18).

Signature Head of Household

Signature Spouse

Identification

Date

Identification

Date



## APPENDIX 10

## PRESS RELEASE!!!!

(for immediate delivery)

MM/DD/YYYY

Since the disastrous type of disaster struck this area on date, the primary focus has been in providing emergency sheltering, feeding, and first aid to disaster victims. Agencies are now providing assistance to individuals and families with disaster-caused needs to enable them to resume normal family living patterns.

**A Multi - Agency Resource Center will open at Name of Facility,**

**City, MO** –The Multi - Agency Resource Center will be open Dates and Times They will be **closed** on **Sunday**, but will **resume** their operation on **Monday** morning at **time**. The following is the location for the MARC:

**Facility Name**  
**Street Address**  
**City, State ZIP**

At the MARC, each individual or family will have an opportunity to meet one-on-one with a trained interviewer to help determine needs and will be provided urgently needed assistance. Assistance may include providing the means to pay for what is needed most -- groceries, new clothing, rent, emergency home repairs, transportation, household items, medicines, and tools. Workers can also provide counseling and may make referrals to other resources that can help in recovery.

There will also be agencies that can help those who need long-term recovery assistance. If your family is not eligible for government assistance or if that assistance is inadequate to meet your needs, we may be able to provide further assistance or referrals to other agencies that can assist with your needs.

Individuals or families who apply for this assistance must bring with them some form of identification showing their address, as proof that they lived in the area affected by the disaster.

There is absolutely no charge for any disaster assistance. All disaster assistance is free -- a gift from the American people. No repayment is required or expected.

**PRESS RELEASE!!!!**  
**(for immediate delivery)**

**MM/DD/YYYY**

Since the disastrous **Type of Disaster** struck this area on **Date**, Several Agencies have provided assistance to individuals and families with disaster-caused needs to enable them to resume normal family living patterns. To date there have been a total of # families receive assistance at the Multi-Agency Resource Center. At this time the families coming to the MARC have dropped significantly.

**The Multi Agency Resource Center will close at Name of Facility,  
City, MO – Date and Time.**

**Name of Facility  
Street Address  
City, State ZIP**

Individuals and families who were unable to apply at the MARC or who need further assistance should go to the local Red Cross chapter **Name And Address** between the hours of **Hours and Days of Week**, or call **Chapter Phone #**. A Red Cross worker will meet with you to discuss your needs and determine how Red Cross and other agencies can assist you.

Remember - there is absolutely no charge for any disaster assistance. All disaster assistance is free -- a gift from the American people. No repayment is required

## APPENDIX 11

## MARC CLOSING CHECKLIST

- **Step 1: Developing a Plan for Closing the Facility**
  - Inform all parties involved of the closing date.
  - Determine and communicate internal target dates for shutdown.
    - What date will emergency assistance be completed?
    - When will all records be read and closed?
    - When will supplies be returned?
  - If consolidation is planned, coordinate planning with other MARC Site under the guidance of MARC Manager.
- **Step 2: Giving Notification of Closing or Consolidation**
  - Confirm who will be providing casework follow-up and guidance.
  - Notify clients. (48 hours)
  - Post notice in the center.
  - Tell clients on home visits.
  - Arrange media notification.
  - Notify all other agencies.
  - Notify local government agencies.
  - Notify local voluntary agencies.
  - Notify media representatives.
- **Step 3: Handling Expendable Supplies and Equipment**
  - Determine and follow any procedures established by headquarters.
  - Direct staff to begin to consolidate supplies in one place, where appropriate.
  - Determine which supplies will be returned and to whom
  - Verify your authority to dispose of expendable supplies.
  - Dispose of or return supplies according to plan.
  - Obtain final invoices for any purchased supplies.
  - Obtain names for recognition or thank you notes for donated supplies.
- **Step 4: Handling Nonexpendable Supplies and Equipment**
  - Review records of rented, borrowed, and purchased equipment.
  - Verify authority for disposition of purchased equipment.
  - Arrange for disconnection and removal of telephone service.
  - Inspect equipment to determine damage or abuse and document any found.
  - If possible, consolidate return to each supplier; obtain a receipt showing return of equipment.
  - Obtain final invoices for all rented or purchased equipment.
  - Pack equipment to be returned (if applicable). Arrange for pick-up of large items.
  - Verify names for recognition or thank you notes for donated equipment.

- **Step 5: Returning the Facility to the Owner**
  - Inspect the facility to determine damage or abuse.
  - Compare the final inspection with the opening inspection information and document problems.
  - Discuss building and/or equipment repairs.
  - Replace any supplies used from the facility.
  - Arrange for cleaning of the facility and removal of trash and trash pickup, if necessary.
  - Conduct a joint inspection with the owner; resolve any problems and document unresolved issues.
  - Arrange for final billing for utilities and disconnection, if required.
  - Obtain any final rental or utility invoices.
  - Remove identification materials from building and any directional signs from the community.
  - Post final notice telling clients where further assistance is available.
  - Arrange with the owner or local chapter to remove the final notice.
  - Return the key to the owner.
  - Arrange for recognition, if facility was donated.
- **Step 6: Transferring Records**
  - Identify where all casework records will go.
  - Identify Long Term recovery Committee to take over.
  - Determine the exact persons to whom the records will be sent.
  - Pack records securely and label clearly with the person's name and location.
  - Ensure delivery of records to appropriate office or individual.

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VIII.	AUTHORITIES AND REFERENCES	5

**PRIMARY AGENCIES:**            **Office of Emergency Management  
United Way of the Ozarks**

**SUPPORT AGENCIES:**        **City of Springfield Public Information Office  
American Red Cross  
Springfield Area Chamber of Commerce  
Springfield Health Department**

**I.        PURPOSE**

This plan will provide for the timely release of accurate information to the residents and media of Springfield-Greene County during recovery from an emergency or disaster. This plan will address issues arising from both immediate circumstances and the resulting consequences of the recovery process for as long as the health and welfare of the community is imperiled.

**II.       SITUATIONS AND ASSUMPTIONS**

**A.       Situations**

1.       Any area of Greene County could be affected by several types of disasters that would require dissemination of information and instruction to the general public during the recovery process.
2.       Segments of the population following disaster may not be intimately familiar with the Springfield-Greene County area or its public/private infrastructure.
3.       According to the 2010 U.S. Census, 4.8 percent of Springfield-Greene County residents either speak English poorly or not at all. The predominant languages of these residents are Vietnamese, Spanish, French and German. Assistance with translation of emergency information may be needed.

4.       The following agencies have Telephone Device for the Deaf (TDD) capability:

Emergency Communications Department	-	-	-	911
Springfield-Greene County OEM	-	-	-	869-6040
City of Springfield-City Hall	-	-	-	864-1555
Greene County Court House	-	-	-	862-6725
Greene County Sheriff’s Department, Records	-	-	-	863-6360
Mercy Paramedics	-	-	-	820-3636
Cox Health Systems	-	-	-	269-8116
Cox Health Systems, Walnut Lawn -	-	-	-	269-1779
Ozarks Community Hospital	-	-	-	837-4111
Lakeland Hospital	-	-	-	865-5223

5.       Several government and public agencies utilize social media avenues, including Twitter and Facebook, for release of normal operational information. Such avenues may be used for disaster response and recovery information.

6. When more than one jurisdiction or non-local government department PIO is involved during recovery operations, coordination or public information through a Joint Information System may be required.

**B. Assumptions**

1. Due to built in redundancies, the existing public information and warning systems in Springfield-Greene County and its municipalities should survive and remain functional during and following a disaster or emergency event.
2. The media serving Greene County will cooperate with local officials in dissemination of information to the public.
3. Widespread or major emergencies or disasters may result in state and national media coverage extending into the recovery process.
4. Media personnel from state and national levels may not be familiar with Springfield-Greene County news release procedures.
5. Media personnel may attempt to obtain information from other than official sources.
6. Federal and state officials may be on-site and called upon for information. Federal and state agencies will provide PIO support to Springfield-Greene County. The lead local PIO will have jurisdictional control concerning local PIO activities.
7. Following an emergency or disaster, the public will expect local government to provide specific information relating to the overall recovery process, community rebuilding and economic stabilization.
8. An effective public information program will promote concepts of safety, reduce economic hardship, enhance community rebuilding efforts, minimize rumors and educate the public.
9. Members of the Community Organizations Active in Disaster (COAD) are familiar with this plan and their responsibilities herein contained.

**III. CONCEPT OF OPERATIONS**

**A. Recovery**

1. Continue to distribute information as necessary.
2. Continue rumor control and news briefings.
3. Supply information concerning status of disaster affected individuals or families through the American Red Cross.
4. Coordinate public information releases with higher levels of government.

5. Participate in after-action reports and critiques to assess effectiveness of information.
6. Establish and maintain a report listing a chronological record of events and news releases.
7. Maintain plan operations until situation returns to normal.

**B. Dynamic Message Boards**

During EOC activation, the Missouri Department of Transportation (MoDOT) has authorized the use of Dynamic Message Boards, to provide preloaded mass communication messages as might be directed by the EOC during response and recovery phases. Preloaded messages available are:

<b>Disaster Hotline</b> 829-6200	<b>To Report Storm Damage</b> 829-6200	<b>Disaster Info On Twitter</b> @GCOEM
---	---	---

Custom messages can be created and could include staging area information, donation locations, and volunteer info. Signs in the metro area can accommodate 14 characters per line, up to 3 lines of information. Signs on I-44, US 60 and US-65 can accommodate 18 characters per line, up to 3 lines of information.

**IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

**A. Primary Agency:**

**Springfield-Greene County Office of Emergency Management  
United Way of the Ozarks**

1. The Greene County Office of Emergency Management PIO, OEM Director, United Way of the Ozarks, or designees, are responsible for the preparation and release of public information for the County. He or she may release all public information if review and approval is not feasible within a reasonable amount of time.
2. The lead PIO will assemble the Joint Information System (JIS) when appropriate.
3. The lead PIO is responsible for the overall coordination of public information to be released. The lead PIO will coordinate official clearance and release of information.
4. Maintain records of the cost of supplies, resources and man-hours spent on recovery planning and implementation.

**B. Support Agencies**

**American Red Cross  
City of Springfield Public Information Office  
Springfield Area Chamber of Commerce  
Springfield Health Department**

1. Each support agency will designate a PIO as required or necessary. Agency PIOs will provide information to the lead PIO and coordinate the release of public information.

**V. DIRECTION AND CONTROL**

- A. Release of information will be under the control of the lead PIO with approval from the Long Term Recovery Committee.

**VI. CONTINUATION OF OPERATIONS****A. General**

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption and restoration of Department/Agency services.

COOP Plans for Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

**VII. ADMINISTRATION AND LOGISTICS****A. Administration**

1. A chronological file of all news releases during a disaster will be maintained.
2. A chronological file of all recovery-related events will also be maintained for future reference.

**B. Logistics**

1. If active, the logistics section within the Greene County Emergency Operations Center will provide for the supply of materials necessary for the continuation of DRF 3 activities.
2. If the EOC is not active, the Springfield-Greene County Office of Emergency Management will provide for the supply of materials necessary for the continuation of DRF 3 activities.

**VIII. DRF DEVELOPMENT AND MAINTENANCE**

The Greene County Office of Emergency Management will maintain this DRF and its supporting documents. This DRF and the procedures contained therein will be reviewed, tested periodically and revised on an annual basis.

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**PRIMARY AGENCIES:** Springfield Public Works  
Greene County Highway Department

**SUPPORT AGENCIES:** Public Information Office City Utilities  
Spfd-Greene County Parks Mercy EMS  
Springfield Fire Department Cox EMS  
Fire Protection Districts Health Dept.  
Springfield Police Department Sheriff's Office  
Office of Emergency Management Support Personnel

**I. PURPOSE**

This Debris Plan overview has been developed to provide the framework for the City/County government and other entities to clear and remove debris generated during a public emergency within the jurisdictional limits of Springfield and unincorporated Greene County. This Plan unifies the efforts of public and private organizations for a comprehensive and effective approach to:

- A. Provide organizational structure, guidance, and standardized guidelines for the clearance, removal, and disposal of debris caused by a major debris-generating event.
- B. Establish the most efficient and cost effective methods to resolve disaster debris removal and disposal issues.
- C. Initiate and coordinate private sector debris removal and disposal contracts to maximize cleanup efficiencies when deemed appropriate by Springfield and/or Greene County elected officials.
- D. Expedite debris removal and disposal efforts that provide visible signs or recovery designed to mitigate the threat to the health, safety, and welfare of residents.
- E. Coordinate partnering relationships through communications and pre-planning with local, State, and Federal agencies that have debris management responsibilities.

**II. SCOPE**

Springfield and Greene County presents opportunities for a number of potential natural and technological disasters or emergencies. The Springfield and Greene County Office of Emergency Management is responsible for planning for and implementing emergency preparedness, response and recovery, and mitigation activities.

Springfield and Greene County subscribes to the guidance in the Emergency Operations Plan (EOP) developed through coordinated efforts of all responsible agencies. The EOP establishes responsibilities for each City/County government agency departments and sets forth lines of authority and organizational relationships that are essential for the protection of the public. The EOP also establishes the concepts and policies under which all elements of the City/County government will operate during disasters and emergencies by providing for the integration of those resources.

This Plan is based on guidance provided by Springfield and Greene County department heads and procedures outlined in the EOP. This plan focuses on the types of activities that are likely to be required during a disruption or emergency, without regard to the type or cause of that disruption or emergency.

**III. SITUATION AND ASSUMPTIONS**

**A. Situation**

1. Springfield and Greene County is vulnerable to numerous natural and technological hazards, including severe weather and hazardous materials spills. Ice storms, tornadoes, severe lightning, wind storms, hail and floods pose the highest natural threats to the City/County. Critical government and private facilities are potential targets for terrorist attack. The City/County can manage many disaster situations with internal resources. Listed below are potential debris-generating events that may overwhelm the available assets and capabilities:

Natural	Technological	Human-Caused
Weather: <ul style="list-style-type: none"> <li>• Damaging Wind</li> <li>• Drought</li> <li>• Extreme Cold</li> <li>• Extreme Heat</li> <li>• Flood</li> <li>• Hail</li> <li>• Ice and Snow</li> <li>• Lightning</li> <li>• Tornado</li> </ul> Other: <ul style="list-style-type: none"> <li>• Animal Disease</li> <li>• Communicable Disease</li> <li>• Earthquake</li> <li>• Land Subsidence (Sinkholes)</li> <li>• Wildfire</li> </ul>	<ul style="list-style-type: none"> <li>• Airplane Crash</li> <li>• Cave/Mine Collapse</li> <li>• Dam Failure</li> <li>• Hazardous Materials</li> <li>• Power Failure</li> <li>• Train Derailment</li> <li>• Urban Fire</li> </ul>	<ul style="list-style-type: none"> <li>• Biological</li> <li>• Chemical</li> <li>• Civil Unrest</li> <li>• Cyber</li> <li>• Explosives</li> <li>• Nuclear</li> <li>• Radiological</li> <li>• Sabotage</li> <li>• Targeted Violence</li> <li>• Waste</li> </ul>

2. This Plan establishes the framework within which the City/County will respond and coordinate the removal and disposal of debris generated by potential manmade and natural disasters. This Plan will also address the potential role that State and Federal agencies and other groups will take in a debris operation.

3. This Plan takes an all-hazards approach to identifying and responding to the following hazards that may pose a threat to Springfield and Greene County:
  - a. Natural Hazards-severe weather, ice storms, tornadoes, flooding, hail, or earthquakes;
  - b. Human-caused Events and Hazards- urban fires, special events, civil disorder, or transportation accidents; and
  - c. Terrorist Incidents- bomb threats or attacks, sabotage, hijacking, armed insurrection, or Weapons of Mass Destruction (WMD) incidents.
3. This Plan defines the roles and responsibilities of local emergency managers with respect to debris planning prior to an event and actions following a major debris-generating event.

## B. Assumptions

1. Natural disasters such as ice storms, tornadoes, and flooding precipitate a variety of debris that includes, but is not limited to, trees and other vegetative organic matter, construction materials, appliances, personal property, mud, and sediment. Human caused disasters such as terrorist attacks may result in a large number of casualties and heavy damage to buildings and basic infrastructure. Crime scene constraints may hinder normal debris operation, and contaminated debris may require special handling. These factors will necessitate close coordination with local, State and Federal law enforcement, health, and environmental officials.
3. The quality and type of debris generated, its location, and the size of the area over which it is dispersed will have a direct impact on the type of removal and disposal methods utilized the associated costs, and the speed with which the problem can be addressed. Further, the quantity and type of debris generated from any particular disaster will be a function of the location and kind of event experienced, as well as its magnitude, duration and intensity.

**For planning purposes and for pre-positioning response assets, this plan assumes that the magnitude of the event may exceed the capabilities of Springfield and Greene County.**

4. The fact that this Plan is based on an event that may exceed Springfield and Greene County's capabilities in no way diminishes the value of the Plan for use in response to other types and categories of events. This Plan establishes a general framework that can, with minor modifications, be used in any debris-generating event.
5. This Plan addresses the clearing, removal, and disposal of debris generated by the above hazards based on the following assumptions:
  - a. A major natural or human caused disaster that requires the removal of debris from public lands and waters could occur at any time;
  - b. The amount of debris resulting from a major natural disaster will exceed Springfield and Greene County's in-house removal and disposal capabilities;
  - c. Springfield and Greene County will contract for additional resources to assist in the debris removal, reduction, and disposal processes;

- d. Federal assistance will be requested to supplement debris removal capabilities in coordination with the Joint Debris Management Team.
6. For the purpose of preparedness, Springfield and Greene County has pre-qualified independent contractors who are able to meet collection removal needs for a large debris generating event. Job functions would include the monitoring process and debris collection and removal. These contractors were selected through the standard Springfield and Greene County contracting/procurement procedures and in accordance with the FEMA Debris Removal Applicant's Contracting Checklist (see **Appendix 15**).

#### **IV. CONCEPT OF OPERATIONS**

##### **General**

The Joint Debris Management Team will be the point of contact to coordinate and control all personnel and equipment responding to a major debris-generating event. The Plan provides guidance for the efficient and effective control and coordination of initial debris assessments through debris clearance, removal, and disposal operations.

#### **V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

One of the primary functions of this Plan is to clearly delineate a basic organization and assign specific responsibilities. During the conduct of debris operations, many issues will arise that are not specifically mentioned in this plan. However, responsibilities are sufficiently defined so that unexpected issues can be assigned and resolved efficiently.

##### **A. Debris Management Personnel**

###### **1. Damage Assessment Teams**

The Joint Debris Management Team is responsible for coordinating impact assessment for all City/County public structures, equipment, and debris clearance immediately following a large-scale disaster. Impact assessments are performed by Damage Assessment Teams and used to prioritize impacted areas and resource needs. The teams will be composed of personnel from Springfield Public Works and Greene County Highway Department.

The DMC Debris Coordinators will have the primary mission of coordinating the efforts of department personnel to identify debris impacts on critical roads and make initial estimates of debris quantities. Based on this prioritization, The Joint Debris Management Team will issue urgent assignments to clear debris from at least one lane on all evacuation routes and identified primary and secondary roads to expedite the movement of emergency service vehicles such as fire, police and medical responders.

Damage Assessment Teams will conduct initial zone-by-zone windshield surveys to identify the type of debris and to estimate amounts of debris on the roadways and on private and public property. The results of the windshield surveys will be provided to the Joint Debris Management Team and to the DMC Liaison Officer located at the EOC.

The Debris Manager will establish initial priority for debris clearance based upon the following as provided by the Damage Assessment Teams:

- a. Extrication of people.
- b. Major flood drainage ways.
- c. Egress for fire, police, and Emergency Operations Center.
- d. Ingress to hospitals, jail and special care unit.
- e. Major traffic routes.
- f. Supply distribution points and mutual aid assembly areas.
- g. Government facilities.
- h. Public Safety communications towers.
- i. American Red Cross shelters.
- j. Secondary roads to neighborhood collection points.
- k. Access for utility restoration.
- l. Neighborhood streets.
- m. Private property adversely affecting public welfare.

During the debris clearance and removal process, the DMC staff will be responsible for coordinating with the Debris Coordinator and other utility companies as appropriate to ensure that power lines do not pose a hazard to emergency work crews.

## **B. Primary Agencies**

### **1. Springfield Public Works Department**

The Springfield Public Works Department's responsibilities include, but are not limited to the following with respect to any and all debris management issues:

- a. Designate a Debris Manager to oversee debris clearance and removal operations in the City and to be part of the Joint Debris Management Team.
- b. Provide a City Debris Coordinator to the Debris Management Center (DMC) staff to coordinate all city debris assignments.
- c. Provide personnel and equipment to assist in clearing city roadways.
- d. Provide personnel and equipment to operate and staff the Debris Contractor Oversight Team (DCOT) element of the DMC, including communications equipment, transportation, etc.
- e. Provide personnel and equipment to remove and dispose of debris
- f. Ensure that the DMC is provided all needed administrative staff and equipment support, including administrative support personnel, computers, desks, chairs, etc.
- g. Shall have pre contract bids on hand to submit for bid process immediately following a disaster.

## **2. Greene County Highway Department**

Greene County Highway Department's responsibilities include, but are not limited to, the following with respect to any and all debris management activities:

- a. Designate a Debris Manager to oversee debris clearance and removal operations in the County and to be part of the Joint Debris Management Team.
- b. Provide a County Debris Coordinator to the DMC staff to coordinate all county personnel and equipment debris assignments.
- c. Provide personnel and equipment to initiate the clearing of emergency evacuation routes and access to critical facilities throughout the County (Phase I) as directed by the Joint Debris Management Team in coordination with the County Debris Coordinator located at the DMC.
- d. Ensure that the County Debris Coordinator at the DMC is provided all needed logistics and support, including cell phone, transportation, etc.
- e. Ensure that the County Debris Coordinator keeps the Joint Debris Management Team informed of the clearing process and any problems encountered or expected.

## **C. Support Agencies**

### **1. Office of Emergency Management**

The Emergency Management Director is responsible for daily operational control and overall management of the Emergency Operations Center and its' staff. The Emergency Management Director will receive current information on the severity of the disaster from many sources.

Briefing will be conducted to the Emergency Management Director on the status of the debris clearing, removal and disposal operations.

- a. Assure that Springfield-Greene County is represented at all meetings with other government and private agencies involved with the debris cleanup operation.
- b. Coordinate with affected municipalities within Springfield and Greene County on all debris clearance, removal and disposal issues through conference calls or other means.
- c. Convene emergency debris coordinating meetings at the EOC or other location as appropriate.
- d. Ensure the debris management effort is provided with all available administrative staff and field support personnel.
- e. During EOC activation, the Debris Manager will coordinate debris management issues from the EOC. The Debris Manager will be responsible for coordinating all debris clearance and cleanup actions with the EOC. Actions will focus on keeping track of field site assignments and progress of the initial debris clearance from public roadways and critical facilities.
- f. The Debris Manager will inform the Emergency Management Director of cleanup progress and any problems encountered or expected.
- g. The Debris Manager will coordinate debris issues with municipalities, other government and private agencies involved with the debris cleanup operation.

- h. The Debris Manager will coordinate the dissemination of public information with the EOC Public Information Officer (PIO) and the Emergency Management Director.

## 2. Public Information Officer

The City/County Public Information Officers (PIOs) will develop a proactive information management plan. Emphasis will be placed on actions that the public can perform to expedite the clean-up process. Flyers, newspapers, radio, and TV public service announcements will be used to encourage public cooperation for such activities as:

- a. Separating burnable and non-burnable debris;
- b. Segregating Household Hazardous Waste (HHW);
- c. Placing Disaster debris at the curbside;
- d. Keeping Debris piles away from fire hydrants and valves;
- e. Reporting locations of illegal dump sites or incidents of illegal dumping;
- f. Segregating recyclable materials; and white goods
- g. Disseminate pickup schedules through the local news media

See Debris Removal Chart (**Appendix 16**).

## 3. Springfield and Greene County Park Board

The Springfield and Greene County Park Board's responsibilities include, but are not limited to, the following with respect to any and all debris management activities:

- a. Provide a Parks Debris Coordinator to the DMC staff to coordinate all park debris assignments.
- b. Provide personnel and equipment to assist in clearing major evacuation routes and access to critical facilities (Phase I).
- c. Provide personnel and equipment to assist in the removal and disposal of debris (Phase II) as directed by the Joint Debris Management Team through the Parks Debris Coordinator.
- d. Provide specialized equipment and trained operators to assist in the clearing and removal of woody vegetation from along critical rights-of-way.
- e. Ensure that debris removal from parks and recreational facilities is coordinated through and approved by the Joint Debris Management Team through the Parks Debris Coordinator.
- f. Ensure that the Parks Debris Coordinator is provided all needed logistical support, including cell phones, transportation, etc.
- g. Ensure that the Parks Debris Coordinator keeps the Joint Debris Management Team informed of cleanup progress and any problems encountered or expected.
- h. Assist in debris management site investigations.
- i. Provide digital map files of all identified parks and property greater than 10 acres.
- j. Coordinate with the Joint Debris Management Team for the removal, storage, burning, and disposal of debris at debris collection/management sites.

**4. Fire and Emergency Medical Services**

- a. Respond to fire and other emergencies at debris management sites.
- b. Respond to request to investigate and handle hazardous materials incidents.
- c. Approve debris management burn sites in accordance with appropriate local requirements to ensure safe burning.
- d. Issue bans on open burning based upon assessment of local conditions and ensure dissemination of information to the public.
- e. Supervise burn sites in accordance with all appropriate local requirements to ensure safe burning, subject to amendments by the Health Department and/or Fire Marshall.

**5. Police / Sheriff's Department**

- a. Assists in handling illegal dumping activities by general public.
- b. Assists in monitoring debris management sites to ensure compliance with local traffic regulations.

**6. Springfield - Greene County Health Department**

- a. Assist in monitoring debris management site operations and closeout activities.
- b. Assist as necessary on all environmental and health issues.
  - Air quality protection measures
  - Water quality protection measures
  - Soil quality protection and measures
- c. Regulate the burning at debris management sites in regulation to air quality concerns.

**7. City Utilities**

- a. Provide a City Utilities Debris Coordinator to the DMC
- b. Coordinate with the Joint Debris Management Team with regards to debris removal along electrical easements and rights-of-way to ensure that all lines are de-energized.

**D. Support Personnel****1. Debris Response and Recovery Teams**

This section of the Plan provides a listing or primary debris-related responsibilities for directors and managers, as well as debris-specific assignments for tasks and issues that normally arise during debris operations.

## 2. Debris Managers / Joint Debris Management Team

A designee from Springfield Public Works will assume the role of the City Debris Manager and a designee from Greene County Highway Department will assume the role of the County Debris Manager. These two individuals will make up the Joint Debris Management Team. Their responsibilities include, but are not limited to, the following with respect to any and all debris management issues:

- a. Overall control of the DMC
- b. Receive regular updates from the City/County/Parks Debris Coordinators regarding cleanup progress and any problems encountered or expected.
- c. Identify agency staff members for debris management monitoring duties (Roving, Load Site, and Disposal Site Monitors).
- d. Communicate timely information to the City Manager and County Administrator and the City/County EOC staff regarding the status of the debris clearing, removal, and disposal operations.
- e. Assure that the City/County is represented at all meetings with other government and private agencies involved with the debris cleanup operation.
- f. Coordinate with appropriate City, County, State, and Federal agencies, including FEMA, USACE, and others as appropriate.
- g. The Joint Debris Management Team will activate the DMC and fully implement the debris plan upon notification by the City/County Emergency Manager. This will likely occur during Level II and Level I emergencies.
- h. Implement the following notification system to rapidly notify appropriate staff as to where and when to report for duty. This system must be kept up-to-date to ensure key staff can readily be reached. The notification system should be maintained in such a manner that notification can be made at any time.

**Level IV-** Involves an event likely to be within the capabilities of local government and results in only limited (does not require involvement beyond the duty officer and several assistants) need for State assistance. Typical daily activities continue while the event is monitored. Notification is limited to those State agencies that have normal day-to-day emergency responsibilities or regulatory requirements. If the event occurs during non-duty hours, the duty officer may be required to report to the EOC to monitor the situation and respond to requests for State assistance.

**Level III-** Involves any event that has the potential to develop into an emergency or disaster and will likely require the assistance of at least two or three City/County agencies. A limited staff will be in place in the EOC staffed with City/County EMA personnel and those agencies essential to the response. Twenty-four hour staffing may be required. Daily activities are altered to accommodate the situation. All applicable State agencies are alerted.

**Level II-** Involves an event which has become, or is becoming, an emergency or disaster and requires significant City/County and State response and possible Federal response and recovery assistance (local government capabilities clearly exceeded). The direction and control, primary resources, mass care, and environmental and natural resources groups are at least partially staffed on a 24-hour basis in the EOC. Support agencies are alerted and most City/County EMA personnel are assigned to emergency/disaster functions. The governor will declare a State of Emergency. The Springfield and Greene County EOP is implemented. FEMA Emergency Response Team A (ERT-A) and State Liaison may be requested.

**Level I-** Involves a declared disaster, which requires an extensive City/County and State response where the State and local governments are clearly overwhelmed. The Springfield and Greene County EOC is fully staffed for 24-hour operations by all of the primary agencies. The State requests implementation of the Federal Response Plan and the presence of the FEMA Region VII State Liaison and the ERT-A, if not previously requested.

### 3. Debris Coordinators

The Joint Debris Management Team will be supported by debris coordinators made up of personnel from Springfield Public Works, Greene County Highway Department and Springfield and Greene County Parks Board personal. These coordinators will constitute the daily operating element of the DMC.

- a. The Debris Coordinators are responsible for daily operational control of the DMC staff. They will receive current information on the severity of the disaster from the EOC. Requests for debris removal or disposal from the emergency response staff will go through the EOC to the Debris Coordinators. Requests for debris removal from public facilities and roadways will be reviewed and approved by the Joint Debris Management Team, before being carried out.
- b. The Debris Coordinators will keep the Joint Debris Management Team and DMC staff informed on all ongoing debris management operations through, at a minimum, daily meetings and/or reports.
- c. The Debris Coordinators will maintain a daily journal and file on all debris related documents and issues.
- d. The Debris Coordinators will obtain all necessary regulatory permits for debris collection, reduction, temporary storage, and final disposal.

#### 4. Debris Management Center Staff

The DMC is organized to provide a central location for the coordination and control of all debris management requirements.

Specific DMC staff actions will include the following:

- a. Making recommendations for Springfield and Greene County force account and Contractor work assignments and priorities based on the City/County Debris Control Zones.
- b. Appendix B contains a map showing the boundaries of the various Debris Control Zones.
- c. Reporting on Debris removal and disposal progress, and preparing status briefings.
- d. Providing input to the EOC PIO on debris removal and disposal activities.
- e. Coordinating with the State on debris issues affecting adjacent counties.
- f. Coordinating City/County debris removal and disposal operations with environmental regulators from the City, County, and State.
- g. Coordinating with State and Federal agencies are required in the event of a major natural or human caused debris generating disaster that exceeds the City/County's capabilities.

#### 5. Debris Contractor Oversight Team (DCOT)

The City Debris Manager (DM) and Debris Management Center (DMC) staff will coordinate debris removal and disposal operations for all portions of the City. Phase II operations involve the removal and disposal of curbside debris by City force account and private contractors. While City agencies will provide oversight of their own removal operations, contractor operations will be overseen by the Debris Contractor Oversight Team (DCOT).

The DCOT is responsible for the coordination, oversight, and monitoring of all debris removal and disposal operations performed by private Contractors. Mixed debris will be collected and hauled from assigned Debris Control Zones to designated TDSR sites or to designated landfill locations. Clean woody debris will be hauled to the nearest designated vegetative TDSR site for eventual grinding.

Load tickets will be used to track all debris that is loaded, hauled, and disposed of. Load tickets are to be used by both in-house and contracted haulers and will serve as supporting documentation for contractor payment as well as for requests for Federal assistance or reimbursement.

Franchise garbage contractors will continue to pick up refuse in accordance with current procedures, routes, and removal schedules. They will haul debris only as requested by the contracting authority.

The DCOT team supervisor will be located at the DMC and will provide overall three roving monitors, load site monitors, and disposal site monitors described below. Specific responsibilities include the following:

- a. Planning and conducting debris management site inspections, quality control, and other Contractor oversight functions.
- b. Receiving and reviewing all debris load tickets that have been verified by a Disposal Site Monitor (see description below)
- c. Making recommendations to the Debris Manager regarding distribution of force account and Contractor work assignments and priorities.
- d. Reporting on progress and preparation of status briefings.
- e. Providing input to the DMC PIO on debris cleanup activities and pickup schedules.

The DCOT Supervisor will oversee the activities of three types of monitors. The functions and responsibilities of the field monitors are described below. (See Appendix G, Debris Removal and Disposal Monitoring Plan).

## 6. Roving Monitors

Two-person teams of Roving Monitors will be assigned to specific Debris Control Zones or to a specific Contractor depending upon the distribution of work assignments. The Roving Monitors' mission is to act as the "eyes and ears" for the Debris Manager and DCOT Supervisor to ensure that all contract requirements, including safety, are properly implemented and enforced.

Staff to fulfill the Roving Monitor positions will be provided by local personnel. Roving Monitors will have the authority to monitor Contractor operations and to report any problems back to the DCOT Supervisor. Roving Monitors may request contract compliance, but do not have the authority to otherwise direct Contractor operations or to modify the contract scope of work.

The following actions will be initiated immediately after a debris-generating disaster:

- a. The Debris Manager will establish two-person roving monitor teams with their own transportation and communications.
- b. Roving Monitor teams will be assigned to each contractor's debris removal and disposal zone.

Roving Monitors will monitor debris operations on a full-time basis and make unannounced visits to all loading and disposal sites within their assigned debris management zone(s). In addition, Roving Monitors shall do the following:

- a. Assist in the measuring of all Contractor trucks and trailer with the Contractors representative. Take photographs of all trucks and trailers.
- b. Obtain and become familiar with all debris removal and disposal contracts for which they are providing oversight.
- c. Observe all phases of debris management operation, to include loading sites, debris management sites, and final landfill sites.

- d. Complete a Debris Loading Site Monitoring Checklist (Attachment 1) for every site visited.
- e. Complete a Debris Disposal Site Monitoring Checklist (Attachment 2) for every TDSR Site visited. Ensure that operations are being followed as specified in the applicable Debris Removal and Disposal Contract with respect to local, state, and federal regulations.
- f. Complete the stockpiled Debris Field Survey Form (Attachment 3) at least weekly at all temporary TDSR Sites to determine estimated quantities of debris stockpiled.
- g. Periodically measure curbside debris using the estimating formulas shown in (Attachment 4).
- h. Prepare a daily written report of all Contractor activities observed to include photographs.
- i. Periodically monitor each debris management site to ensure that operations are being followed as specified in the applicable Debris Removal and Disposal Contract with respect to local and Federal regulations and the Debris Removal and Disposal Monitoring Plan (**Appendix G**).

Roving Monitors will also submit daily written reports to the DCOT supervisor outlining their observations with respect to the following:

- j. Is the Contractor using the site properly with respect to layout and environmental considerations?
- k. Has the Contractor established lined temporary storage areas for ash, household hazardous wastes, and other materials that can contaminate soil and groundwater?
- l. Has the Contractor established environmental controls in equipment staging areas, fueling, and equipment repair areas to prevent and mitigate spills of petroleum products and hydraulic fluids?
- m. Are plastic liners in place under stationary equipment such as generators and mobile lighting plants?
- n. Has the Contractor established appropriate rodent control measures?
- o. Are burn sites constructed and operating in accordance with the plans and requirements in (Appendix H)?
- p. Has the Contractor established procedures to mitigate smoke, dust, noise, and traffic flow?

Roving Monitors' reports will also include written observations at loading sites, disposal sites, and the locations of any illegal dumping sites. If the monitor sees a problem they are to notify the DMC immediately and take photographs of the site.

## 7. Load Site Monitors

Load Site Monitors will be stationed at designated Contractor debris loading sites. The Load Site Monitors' primary function is to verify the debris being picked up is eligible under the terms of the contract.

Load Site Monitor positions will be staffed from Springfield Public Works and Greene County Highway Department as well as from other City/County departments as required and designated by City/County elected officials depending on the magnitude of the debris-generating event. Load Site Monitors will be assigned to each Contractor's debris loading site within designated Debris Control Zones, and will initiate and sign load tickets as verification that the debris being picked up is eligible.

The primary tracking mechanism for all debris loaded, hauled, and disposed of will be the Load Ticket. Load tickets will be initiated at pickup and closed-out upon drop-off of each load, and are to be used by both city and contracted haulers.

## **8. Disposal Site Monitors**

Disposal Site Monitors will be located at both debris management sites and landfill sites as identified by the DMC throughout the recovery process. The Disposal Site Monitors' primary function is to ensure that accurate load quantities are being properly recorded on pre-printed load tickets (see Figure 2).

At each debris management site and landfill disposal site, the contractor will be required to construct and maintain a monitoring station tower for use by the Disposal Site Monitor. The Contractor will construct the monitoring station towers of pressure treated wood with a floor elevation that affords the Disposal Site Monitor a complete view of the load bed of each piece of equipment being utilized to haul debris. The Contractor will also provide watch site with chairs, table, and portable sanitary facilities.

The Disposal Site Monitor will estimate the quantity (in cubic yards) of debris in each truck/trailer entering the Contractor's selected temporary debris management site or landfill disposal site and will record the estimated quantity on pre-numbered debris load tickets (see Figure 2 on page 6 for a sample load ticket).

Disposal Site Monitors will be staffed by City/County personnel depending on the magnitude of the debris-generating event. The Disposal Site Monitors will be stationed at all debris management sites and landfill disposal sites for the purpose of verifying the quantity of material being hauled by the Contractor. The Disposal Site Monitor will be responsible for closing out and signing each load ticket and returning a copy to the DCOT Supervisor at the end of each day.

At each TDSR site and landfill disposal site, the Contractor will be required to construct and maintain a monitoring station tower for use by the Disposal Site Monitor. The Contractor will construct the monitoring station towers of pressure treated wood with a floor elevation that affords the Disposal Site Monitor a complete view of the load bed of each piece of equipment being utilized to haul debris. The Contractor will also provide each site with chairs, table, and portable sanitary facilities.

## **9. Franchise Garbage Contractors**

Franchise garbage Contractors will continue to pick up refuse in accordance with current procedures, routes, and removal schedules. They will not haul disaster debris unless expressly authorized by the Debris Manager.

**E. State Support Agency (SEMA)**

While the local government has the primary responsibility for daily monitoring operations, the State ensures that the local government follows PA Grant guidance. The State ensures that the local government is following PA grant requirements.

The State should ensure that the applicant is performing all required responsibilities of adequate monitoring, including:

- a. Safety
  - The contractor is complying with public and employee safety standards
  - Safety requirements are being met during the conduct of debris operations on State highways and roads (including load limits and truck covers, where required)
- b. Compliance
  - All work complies with local ordinances and State and Federal regulations
  - Environmental compliance is occurring on all debris management sites (DMSs)
  - Appropriate preservation measures are taken for places and buildings pertaining to the State's historic and archaeological treasures
- c. Debris Operations
  - Trucks are measured, certified, and operate properly
  - Trucks are loaded properly and loads are accurately evaluated
  - Load tickets are properly completed and controlled by the applicant
- d. Management and Oversight
  - Debris sites are properly mobilized and administered
  - Accurate records and appropriate documentation are kept
  - Contractor activities are conducted as mandated in contractor scope of work

**F. Federal Support Agency (FEMA)**

Local governments may request Public Assistance (PA) grant funding from the Federal Emergency Management Agency (FEMA) to offset expenses incurred from debris removal. Effective coordination is required between the PA applicant, the State, and FEMA to ensure that debris removal operations are efficient, effective, and eligible for FEMA PA grant funding.

Eligible PA applicants are encouraged to monitor their debris removal operations and document eligible quantities and reasonable expenses to ensure that the work is eligible for PA grant funding. Monitoring debris removal operations requires the PA applicant's comprehensive observation and documentation of debris removal work performed from the point of debris collection to final disposal.

Monitoring debris removal work involves constant observation of crews to ensure that workers are performing eligible work in accordance with PA guidelines and all applicable Federal, State, and local regulations.

## **G. Actions taken by Operational Time Period**

### **1. Phase I-Initial Response**

For ease of control and coordination, debris management operations are divided into two phases.

Phase I will be implemented immediately after a debris-generating event to open emergency evacuation routes and roadways to critical facilities and affected neighborhoods. The major emphasis during the phase is to simply push debris from the traveled way to the right-of-way or curb. This activity is commonly referred to as Debris Clearance. Little or no effort is made to remove debris from the right-of-way.

Debris managers may use force account labor on Phases 1 and 2, depending on the scope and size of the incidents. Availability of personnel and time may determine the use of force account labor.

Springfield Public Works Department and Greene County Highway Department will be responsible for implementing all Phase I activities with support as required from EOC.

#### **Phase I activities include:**

- a. Implementation of the Debris Management Plan.
- b. Determination of incident –specific debris management responsibilities.
- c. Establishment of priorities based on evacuation needs and prediction models.
- d. Identification and procurement of debris management sites.
- e. Activation of pre-authorized contracts, if necessary to support Phase I clearance operations.
- f. Implementation of Public Information Plan.
- g. Coordination and tracking of resources.
- h. Formal documentation of costs.
- i. Identify task force organization of debris clearance teams.

### **2. Phase II-Recovery**

Phase II may be implemented as early as two to five days following a major debris-generating event, and will encompass the processes of debris removal and disposal. This delay is normal and allows time for affected citizens to return to their homes and begin the cleanup process. Debris must be brought to the rights-of-way or curb to be eligible for removal at public expense.

The Joint Debris Management Team will be responsible for implementing all Phase II activities with assistance as required from all supporting agencies. All debris removal and disposal operations will be coordinated by the Joint Debris Management Team located at the DMC. Phase II may be quite lengthy as disaster recovery continues until pre-disaster conditions are restored.

**Phase II activities include:**

- a. Activation of pre-approved contracts to support Phase II operations.
- b. Notification to citizens of debris removal procedures.
- c. Activation of debris management sites.
- d. Removal of debris from right-of-way and critical public facilities.
- e. Movement of debris from debris management sites to permanent landfills.
- f. Final documentation of costs for reimbursement, as applicable.
- g. Identify task force organization of debris clearance teams.

**3. Phase II Debris Removal and Disposal Overview**

The general concept of debris removal operations includes multiple, scheduled passes by each critical site, location, or right-of-way. This manner of scheduling debris removal allows residents to return to their properties and bring debris to the edge of the right-of-way as property restoration proceeds.

The City/County has been divided into Debris Control Zones to control and expedite debris removal and disposal operations (please refer to Appendix 2 for zone Delineation).

**4. Phase II Debris Removal and Disposal Operations**

The Joint Debris Management Team and staff will coordinate debris removal and disposal operations for all portions of Springfield and Greene County. Phase II operations involve the removal and disposal of curbside debris by City/County personal and/or Contractor crews.

Under this plan mixed debris will be collected and hauled from assigned Debris Control Zones to City/County designated debris management sites or to designated landfill locations. Clean woody debris will be hauled to the nearest designated vegetative debris management site for eventual burning or grinding. A listing of debris management sites can be found in **(Appendix 3)**.

Primary tracking mechanism for all debris loaded, hauled, and disposed of under this plan will be the Load Ticket, which is shown in **(See Figure 2)**. Load tickets will be initiated at pickup sites and closed-out upon drop-off of each load at a debris management site or permanent landfill, and are to be used to document both City/County force account and Contracted haulers. Load Tickets will serve as supporting documentation for Contractor payment as well as for requests for reimbursement from federal grant programs (FEMA) and mutual aid recipients.

### Load Ticket Disposition

The Load Ticket will be a 5-part pre-printed form. (See Figure 2).

At initiation of each load, the Load Site Manager will fill out all items in Section 1 of the Load Ticket and will retain Part 1 (White Copy). The remaining copies will be given to the driver and carried with the load to the disposal site.

Upon arrival at the disposal site, the driver will give all four copies to the Disposal Site Monitor. The Disposal Site Monitor will complete Section 2 of the Load Ticket and retain Part 2 (Green). Parts 3, 4, and 5 will be given either to the Contractor's on-site representatives or to the truck driver for subsequent distribution.

All trucks will be measured by the Contractor and DMC staff before the operation begins and periodically rechecked throughout the operation.

The Contractor will be paid based on the number of cubic yards of eligible debris hauled per truckload. Payment for hauling debris will only be approved upon presentation of Part 4 (Pink) of the Load Ticket with the Contractor's invoice.

Load Tickets will also be completed and retained for City/County force account vehicles as a primary mechanism for tracking debris quantities deposited at Debris Management Sites.

Figure 2-Sample Load Ticket

<b>Springfield-Greene County LOAD TICKET</b>		<b>Ticket No.</b> 000001
<b>Section 1</b>		
<b>Prime Contractor:</b>	<b>Date:</b>	
<b>Subcontractor (Hauler):</b>	<b>Departure Time:</b>	
<b>Driver:</b>	<b>Truck Plate No.:</b>	
<b>Measured Bed Capacity (cu. yds.):</b>		
<b>Debris Pickup Site Location:</b> (must be a street address)		
<b>Debris Type:</b>	<input type="checkbox"/> <b>Vegetation</b> <input type="checkbox"/> <b>Construction &amp; Demolition</b> <input type="checkbox"/> <b>Mixed</b> <input type="checkbox"/> <b>Other:</b> _____	
<b>Loading Site Monitor:</b>	<b>Print Name:</b> _____	
	<b>Signature:</b>	
<b>Remarks:</b>		
<b>Section 2</b>		
<b>Debris Disposal Site Location:</b>		
<b>Estimate Debris Quantity (cu. yds.):</b>	<b>Arrival Time:</b>	
<b>Disposal Site Monitor:</b>	<b>Print Name:</b> _____	
	<b>Signature:</b>	
<b>Remarks:</b>		
Copies:    White – Load Site Monitor                      Green – Disposal Site Monitor Canary, Pink, Gold – Onsite Contractor's Representative or Driver		

For tracking of all debris moved in response to a given event, the following is the disposition of each ticket part:

- Part 1 (White) Load Site Monitor (Turned in daily to the DMC)
- Part 2 (Green) Disposal Site Monitor (Turned in daily to the DMC)
- Part 3 (Canary) Driver or Contractor's on-site representative (Contractor Copy)
- Part 4 (Pink) Driver or Contractor's on-site representative (Contractor Copy)
- Part 5 (Gold) Driver or Contractor's on-site representative (Driver/Subcontractor Copy)

### **Annual Training Workshop**

The City DM will be responsible for coordinating an annual training workshop for all assigned DCOT personnel. The purpose of the workshop is to review the Debris Management Plan procedures and to ensure that the DCOT operation works smoothly. Items of discussion will include:

- a. Contractor responsibility
- b. Mobilization sites
- c. Logistical support
- d. Pre-storm mobilization
- e. Procedures for call- up of Contractor personnel and equipment
- f. Haul routing
- g. Contractor vehicle identification and registration
- h. Debris hauling load ticket administration
- i. Mobilization and operation of the TDSR sites
- j. Contractor payment request submission, review, and verification
- k. Special procedures for Household Hazardous Waste
- l. TDSR site closure requirements

The DCOT team supervisor will be detailed from Springfield Public Works and Greene County Highway Department as well as from other City/County departments as required and designated by City/County elected officials. The DCOT team may also be supplemented with contracted inspectors and other personal as needed.

### **Household Hazardous Waste and White Goods**

The Joint Debris Management Team will identify one or more Household Hazardous Waste (HHW) drop-off locations within the City and County. Contractors will be encouraged to separate HHW at the curb and not haul it to a Debris Management Site. Residents will be encouraged to separate and transport HHW to pre-identified drop-off points. The Joint Debris Management Team will coordinate with the Missouri Department of Natural Resources officials for the collection of eligible industrial or commercial hazardous waste resulting from the disaster.

White goods are defined as discarded household appliances including, refrigerators, freezers, air conditioners, heat pumps, ovens, ranges, washing machines, clothes dryers, water heaters, etc. Refrigerants and other machine fluids are regulated and will only be reclaimed by certified technicians and disposed of at a permitted facility. To avoid the releases of refrigerants or oils, the collection of white goods will be accomplished carefully by manually placing the appliance on trucks or by using lifting equipment that will not damage the elements that contain refrigerants or regulated oils. Residents will be required to segregate these materials from other types of debris.

### Contractor Debris Removal and Disposal Operations

Springfield and Greene County recognizes that disasters may generate debris of types and quantities that exceed the City/County's capabilities. Thus, Springfield and Greene County will implement a pre-positioned contracting process to have Contractors on stand-by to respond within a pre-determined period to assist in requested aspects of the debris operation.

The Joint Debris Management Team or authorized City/County personnel will contact the firm(s) holding pre-positioned debris removal and disposal contract(s) and advise them of impending conditions. The scope of the pre-positioned contract provides for the removal and lawful disposal of all natural disaster-generated debris, excepting household, industrial, or commercial hazardous waste. Debris removal will be limited to City/County-maintained streets, roads, and other public rights-of-way based on the extent of the disaster. Debris removal will be limited to disaster related material placed at or immediately adjacent to the edge of the rights-of-way by residents within designated Debris Control Zones.

Each Contractor, upon receipt of notice to proceed, will mobilize such personnel and equipment as necessary to conduct the debris removal and disposal operations detailed in the Contractor's General Operations Plan (required by the Debris Removal and Disposal Contract). All Contractor operations will be subject to review by the Joint Debris Management Team.

The Contractor will make multiple, scheduled passes of each site, location, or area impacted by the disaster according to assigned Debris Control Zones and as directed by the Joint Debris Management Team. Schedules will provide to the DMC PIO for publication and notification by the news media.

The load ticket, coupled with inspections by Roving, Load Site, and Disposal Site Monitors, will be the primary mechanism for monitoring Contractor performance and tracking quantities for pay purposes.

Federal support will be requested if the incident is beyond the City/County's capability and its Contractors. The USACE may be tasked by FEMA through the mission assignment process to provide the necessary support to the City/County.

If tasked by FEMA, USACE will respond by providing trained and experienced Debris Planning Response Teams that are responsible for managing the debris mission from removal to final disposal. These tasks are accomplished utilizing pre-awarded contracts to private industry Contractors experienced in debris removal operations. The USACE also has Debris Subject Matter Experts available to provide advice and support to the Contractor and the DMC staff.

**Contractor Procurement Procedures**

Procurement of all debris related services shall comply with current City and County procurement procedures and State procurement ordinances.

Any emergency procurement shall be pre-approved by the respective City or County Procurement Officer.

In addition, procurement procedures shall be consistent with the FEMA procurement checklist found in Appendix 16.

Springfield and Greene County has pre-approved contractors for debris removal that have been obtained through standard City/County procurement procedures.

**Temporary Debris Management and Landfill Sites**

The City/County recognizes the economic benefits of debris volume reduction, and will realize this benefit through the use of local debris management sites for processing of clean woody debris. Springfield and Greene County has identified pre-designed vegetative debris management sites for the sole purpose of temporarily storing and reducing clean woody debris through either burning or grinding. A listing of debris management sites is located in (Appendix E).

Contractors will operate the debris management sites made available by the City/County. Each Contractor will be responsible for all site setup, site operations, rodent control, closeout, and remediation costs at each of its sites. The Contractor is also responsible for the lawful disposal of all by-products of debris reduction that may be generated.

The Contractor will restore the debris management sites as close to the original condition as is practical so that it does not impair future land uses. All sites are to be restored to the satisfaction of the Debris Manager with the intent of maintaining the utility of each site.

Contractors are also expected to haul and manage construction and demolition (C&D) waste. C&D materials will be hauled to debris management sites for temporary sorting and storage until final disposal arrangements are made.

It is important to note that all material deposited at debris management sites will eventually be taken to a properly permitted landfill for final disposal. Under certain circumstances, the Joint Debris Management Team may direct Contractors to bypass C&D debris management sites and approve the hauling of mixed C&D debris directly to a properly permitted landfill for disposal.

While residents will be encouraged to segregate HHW at curbside, small amounts of HHW may be mixed in with material deposited at the debris management sites. Therefore, the Contractor must be prepared to place any HHW in a separate enclosed and lined area for temporary storage, and must report any accumulation of

HHW at the debris management sites to the DCOT staff. The DCOT staff will notify the Debris Coordinators, who will coordinate for removal and disposal.

### **Temporary Debris Management Site Setup and Closeout Procedures**

The Contractor will be responsible for preparing and closing out a temporary Debris Management Site in accordance with the specification in the Debris Removal and Disposal Contract and guidance contained in (Appendix H).

### **Private Property Debris Disposal**

Dangerous structures are the responsibility of the owner to demolish in order to protect the health and safety of adjacent residents. However, experience has shown that unsafe structures will often remain in place due to lack of insurance or absentee landlords. Care must be exercised to ensure that the City/County properly identifies structures listed for demolition.

The Joint Debris Management Team will coordinate with the City, County, State and FEMA Public Assistance Officers regarding:

- a. Demolition of private structures.
- b. Removing Debris from private property.
- c. Local law and/or code enforcement requirement.
- d. Historic and archeological sites restrictions.
- e. Qualified environmental Contractors to remove hazardous materials such as asbestos and lead-based paint.
- f. Execution of Right-of-Entry/Hold Harmless agreements with landowners. A sample Right-of-Entry/Hold Harmless agreement is shown in (Appendix H).

### **Recycling Storm Debris**

The intent is to recycle as much of the storm generated debris as feasible.

**Vegetative Debris**-volume reduced, processed yard trash/vegetative storm debris will be transported to agricultural fields for use as a soil amendment in accordance with DEP policies for use of such materials and/or to cogeneration power plants for use as boiler fuel.

**Non-Vegetative, Non Hazardous Debris**- These materials commonly referred to as C/D (construction demolition debris) will attempt to be recycled if financially feasible and if volumes do not exceed the handling capacity of the Debris Management System of Temporary Debris Storage and Reduction (TDSR) sites.

### **Permitting**

All environmental and land-use variances permits necessary to establish temporary Debris Management Sites shall be obtained. Debris operations will comply with all Federal, State, and local regulations. Several agencies may be involved in issuing permits.

The following is a list of potential permits that may be required in debris operations.

- a. Waste processing and recycling operations permit
- b. Temporary land-use variances or permits
- c. Traffic or entrance permits
- d. Air quality permits
- e. Water quality permits
- f. Household Hazardous Waste permits
- g. Fire department permits
- h. Freon removal from white goods
- i. Erosion and sediment control

### **Environmental Requirements**

Following a disaster event, compliance with environmental protection laws and regulations is required. Federal and State Environmental Protection Agencies including but not limited to State Department of Environmental Quality and local Health Departments should be consulted for applicable regulatory requirements.

All Debris related activities shall be coordinated with Federal, State, and local agencies to ensure compliance with environmental and historic preservation laws/regulations/policies and determining environmental monitoring and reporting requirements for TDSR's, (**See Appendix 7**)

### **Health and Safety**

The contractor will be required to provide Springfield and Greene County with a comprehensive Health and Safety Plan.

The Health and Safety plan enables the agency and their contractors to avoid accidents during debris recovery operations and to protect workers from exposure to hazardous materials. The health and safety strategy establishes minimum safety standards for the agency and contractor personnel to follow.

The agency and contractor will disseminate safety information and how the agency will monitor compliance with the minimum safety standard to all emergency workers. The plan also includes specific corrective actions to be taken if workers do not comply with the minimum safety standards.

Debris operations involve the use of heavy equipment to move and process various types of debris. Many of these actions can pose safety hazards to emergency response and recovery personnel and the public. In addition to those safety hazards, exposure to certain types of debris, such as building materials that contain asbestos and mixed debris that contain hazardous materials, can pose potential health risks to emergency workers.

The health and safety plan provides emergency workers with information on how to identify hazardous conditions and specific guidelines on the appropriate and proper use of personal protective equipment.

**Utility Company Property**

Springfield City Utilities and other local utility crews will remove and dispose of all utility related debris such as power transformers, utility poles, cable, and other utility company material.

**Weapons of mass Destruction/Terrorism Event**

The handling and disposal of debris generated from a Weapons of Mass Destruction (WMD) or terrorism event will exceed the capabilities of the City/County and will require immediate Federal assistance.

Normally, a WMD or terrorism event will, by its very nature, requires all available assets and involve many more Federal and adjacent State and County departments and agencies. The nature of the waste stream as well as whether or not the debris is contaminated will dictate the necessary cleanup and disposal actions. Debris handling considerations that are unique to this type of event include:

- a. Much of the affected area will likely be a crime scene. Therefore, debris may be directed to a controlled debris management site by State and/or Federal law enforcement officials for further analysis.
- b. The debris may be contaminated by chemical, biological, or radiological contaminants. If so, the debris will have to be stabilized, neutralized, containerized, etc. before disposal. In such an occurrence, the operations may be under the supervision and direction of a federal agency and one or more specialty contractors retained by that agency. The presence of contamination will influence the need for pretreatment (decontamination), packaging and transportation.
- c. The type of contaminant will dictate the required capabilities of the personnel working with the debris. Certain contaminants may preclude deployment or resources that are not properly trained or equipped.

The Debris Manager will continue to be the single point of contact for all debris removal and disposal issues within the City/County. Coordination will be exercised through the USACE ESF #3 Branch located at the designated FEMA Disaster Field Office.

**VI. DIRECTION AND CONTROL**

All City/County departments and agencies will maintain records of personnel, equipment, load tickets, and material resources used to comply with this Plan. Such documentation will then be used to support reimbursement from any Federal assistance that may be requested or required.

**VII. CONTINUITY OF OPERATIONS**

City/County departments and agencies supporting debris operations will ensure 24-hour staffing capability during implementation of this plan, if the emergency or disaster requires or as directed by the Debris Manager.

**VIII. AUTHORITY**

This plan is developed, promulgated, and maintained under the following State and Federal statutes and regulations:

- a. Public Law 93-288 as amended by Public Law 100-107, the Stafford Disaster Relief and Emergency Assistance Act and in this plan as “the Stafford Act.”
- b. Public Law 81-920, Federal Civil Defense Act of 1950, as amended.
- c. CFR, Title 44, Part 200 et seq.
- d. Springfield and Greene County Emergency Operations Plan

**IX. DEVELOPMENT AND MAINTENANCE**

All City/County departments are responsible for the review of this Plan every five years in conjunction with the annual update to the City/County/EOP. It will be the responsibility of each tasked department and agency to update its respective portion of the Plan and ensure any limitations and shortfalls are identified and documented, and work-around procedures developed, if necessary.

The review will consider such items as:

- a. Changes in mission
- b. Changes in concept of operations
- c. Changes in organization
- d. Changes in responsibility
- e. Changes in desired contracts
- f. Changes in pre-approved contracts
- g. Changes in priorities

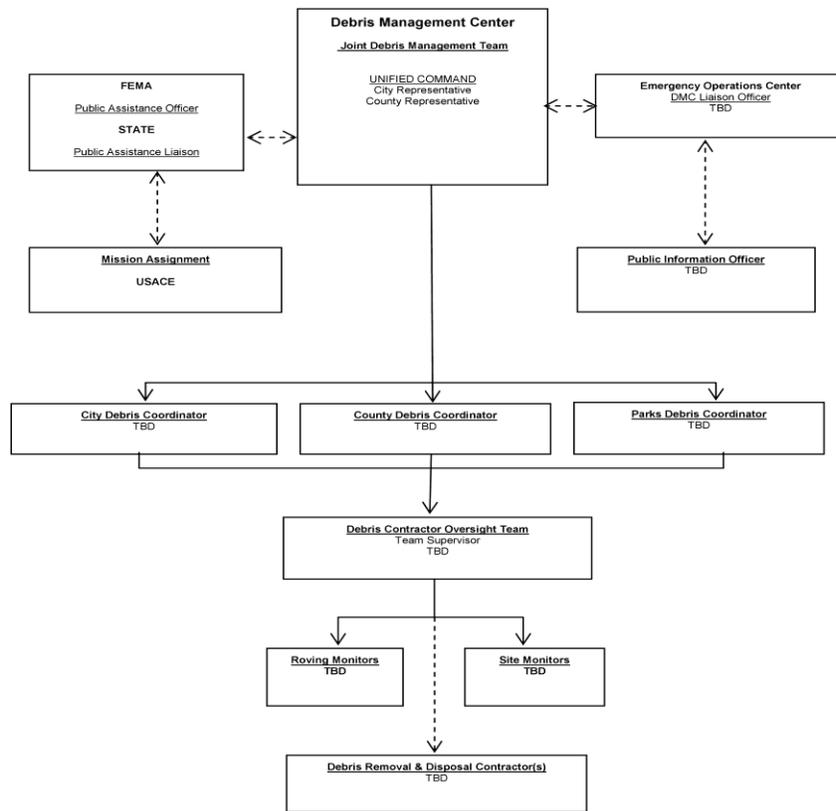
This Plan also may be updated as necessary to ensure a coordinated response as other Debris Management Plans are developed. Surrounding cities may also develop Debris Management plans that should be coordinated with the City/County’s Plan and other plans. This coordination is especially important with respect to allocation of resources such as temporary staging areas and disposal facilities.

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APPENDIX 1

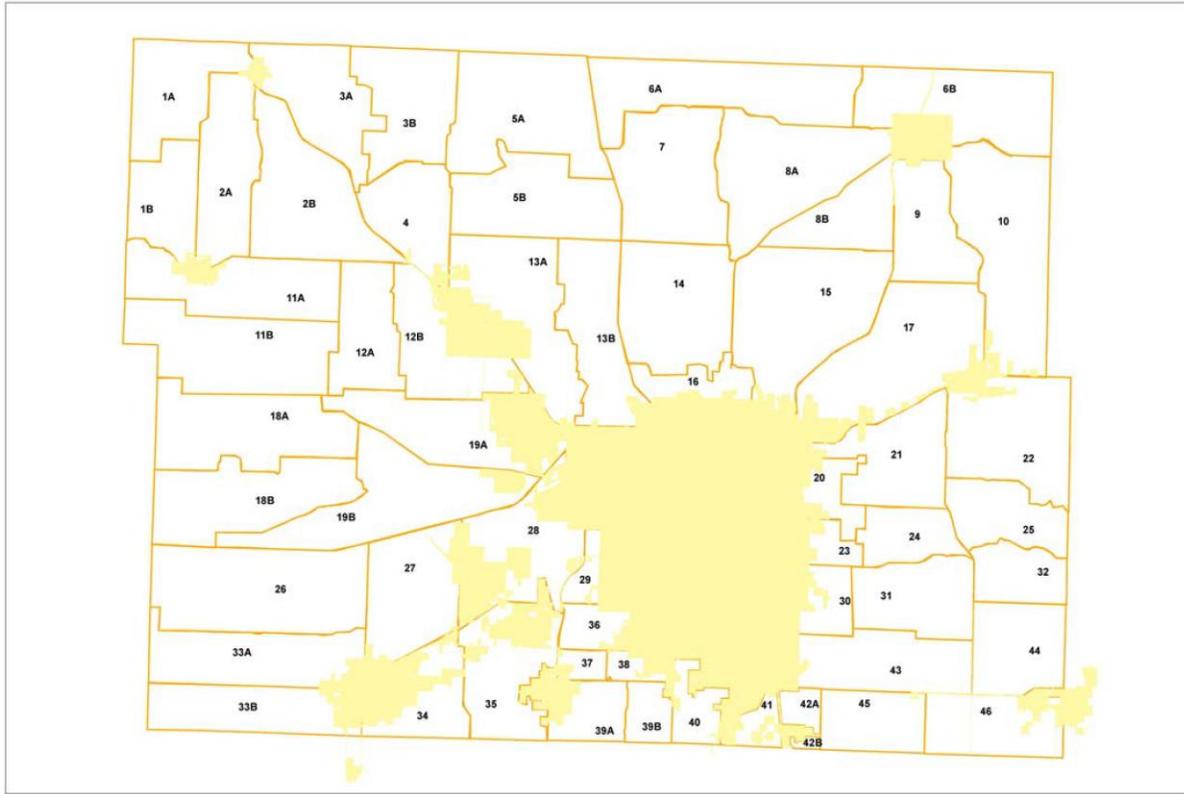
DEBRIS MANAGEMENT CENTER FLOW CHART



APPENDIX 2

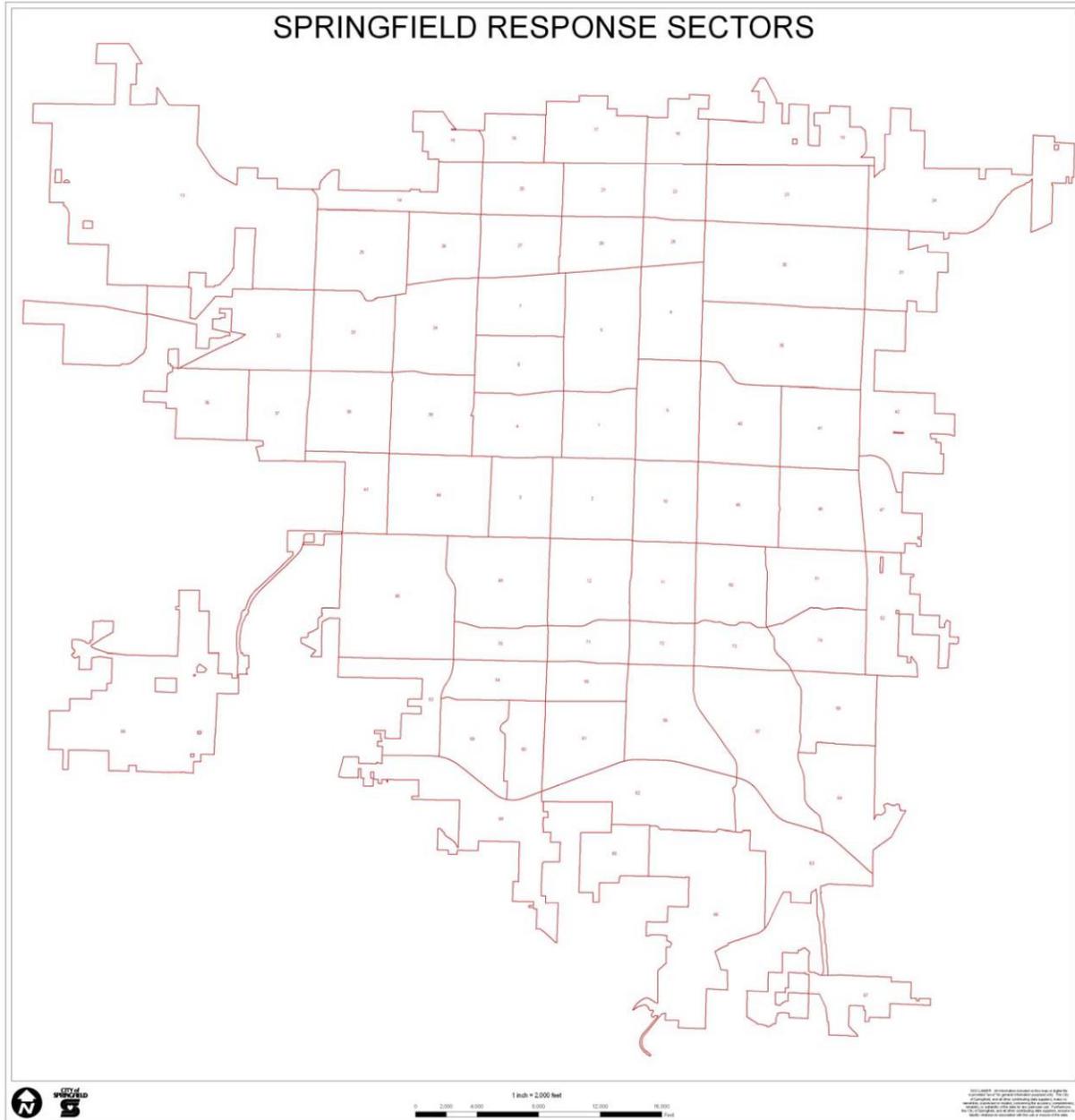
DEBRIS CONTROL ZONE MAP

GREENE COUNTY DEBRIS CONTROL ZONES



APPENDIX 2 (CONT)

CITY OF SPRINGFIELD DEBRIS CONTROL ZONES



## APPENDIX 3

## POTENTIAL TEMPORARY DEBRIS STORAGE AND REDUCTION SITES

**I. Temporary Debris Staging and Reduction Sites**

Temporary Debris Staging and Reduction Sites are typically temporary in nature and used for debris segregation, stockpiling or reduction. The following Temporary Debris Staging and Reduction Sites are available for debris:

<u>Name:</u>	<u>Address:</u>
1. Meador Park	2500 S Freemont St., Springfield
2. Watkins Park	2100 W High St., Springfield
3. Cooper Park	2300 E Pythian St., Springfield
4. Wise Park	3100 W Nichols St., Springfield

**II. Landfills**

(See Appendix 14 for a complete listing)

APPENDIX 4

Monitoring Checklist, Survey Forms, Tracking Logs

Debris Loading Site Monitoring Checklist

Date: \_\_\_\_\_
Arrival Time: \_\_\_\_\_ Departure Time: \_\_\_\_\_ Weather Conditions: \_\_\_\_\_
Loading Site Location: \_\_\_\_\_
(Street address or nearest intersection)
GPS Location: N \_\_\_\_\_; W \_\_\_\_\_
Loading Site Monitor's Name \_\_\_\_\_
(Print Name)
Roving Monitor's Name: \_\_\_\_\_
(Print Name)
\_\_\_\_\_
(Signature)

Loading Site

- 1. Is the Site Monitor filling out the Load Ticket properly? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
2. Is the Contractor loading eligible debris from the designated right-of way (approximately 15' from curb)? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
3. Is the Contractor loading trucks to capacity? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
4. Identify Contractor's truck numbers observed while on site:
\_\_\_\_\_
\_\_\_\_\_
5. Were photographs taken at the loading site? YES [ ] NO [ ]
If YES, list photo log numbers: \_\_\_\_\_; \_\_\_\_\_; \_\_\_\_\_; \_\_\_\_\_;

General Notes and Comments: (Include observations within the general area as to overall cleanup activities)
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (Use reverse side if necessary)

APPENDIX 4 (cont)

Debris Disposal Site Monitoring Checklist

Date: \_\_\_\_\_
Arrival Time: \_\_\_\_\_ Departure Time: \_\_\_\_\_ Weather Conditions: \_\_\_\_\_
Disposal Site Location: \_\_\_\_\_
(Street address or nearest intersection)
GPS Location: N \_\_\_\_\_ ; W \_\_\_\_\_
Disposal Site Monitor's Name \_\_\_\_\_
(Print Name)
Roving Monitor's Name: \_\_\_\_\_
(Print Name)
\_\_\_\_\_
(Signature)

Disposal Site

- 1. Is the Disposal Monitor filling out the Load Ticket properly? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
2. Is the Disposal Monitor attaching a copy of the Weight Ticket to the Load Ticket? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
3. Are the Contractor's trucks loaded to capacity? YES [ ] NO [ ]
If NO, explain actions taken: \_\_\_\_\_
4. Identify Contractor's truck numbers observed while on site:
\_\_\_\_\_
\_\_\_\_\_
5. Were photographs taken at the loading site? YES [ ] NO [ ]
If YES, list photo log numbers: \_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_ ; \_\_\_\_\_

General Notes and Comments: (Include observations of operations at the landfill)
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (Use reverse side if necessary)

APPENDIX 4 (cont)

Stockpiled Debris Field Survey Form

**Stockpiled Debris Field Survey Form**

Type of Material:  
 Clean Vegetative\_\_\_ Mixed\_\_\_ C&D\_\_\_ Mulch\_\_\_ Other\_\_\_\_\_

Stockpile Location: \_\_\_\_\_ Date: \_\_\_\_\_

Average Length of Stockpile: \_\_\_\_\_ Feet

Average Width of Stockpile: \_\_\_\_\_ Feet

Average Height of Stockpile: \_\_\_\_\_ Feet

Total Cubic Feet : \_\_\_\_\_ Cubic Feet

Total Cubic Yards:(Cubic Feet divided by 27) \_\_\_\_\_ Cubic Yards

Contractor's Representative: \_\_\_\_\_ Date \_\_\_\_\_

Government's Representative: \_\_\_\_\_ Date \_\_\_\_\_

Remarks: \_\_\_\_\_

See Sketch of Site on Reverse Side

**Stockpiled Debris Field Survey Form**

Stockpile Location: \_\_\_\_\_

Width \_\_\_\_\_ Feet

Length \_\_\_\_\_ Feet

$\frac{L' \times W' \times H'}{27} = CY$

Height \_\_\_\_ Feet

Height \_\_\_\_ Feet

Height \_\_\_\_ Feet

Length \_\_\_\_\_ Feet

Remarks: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

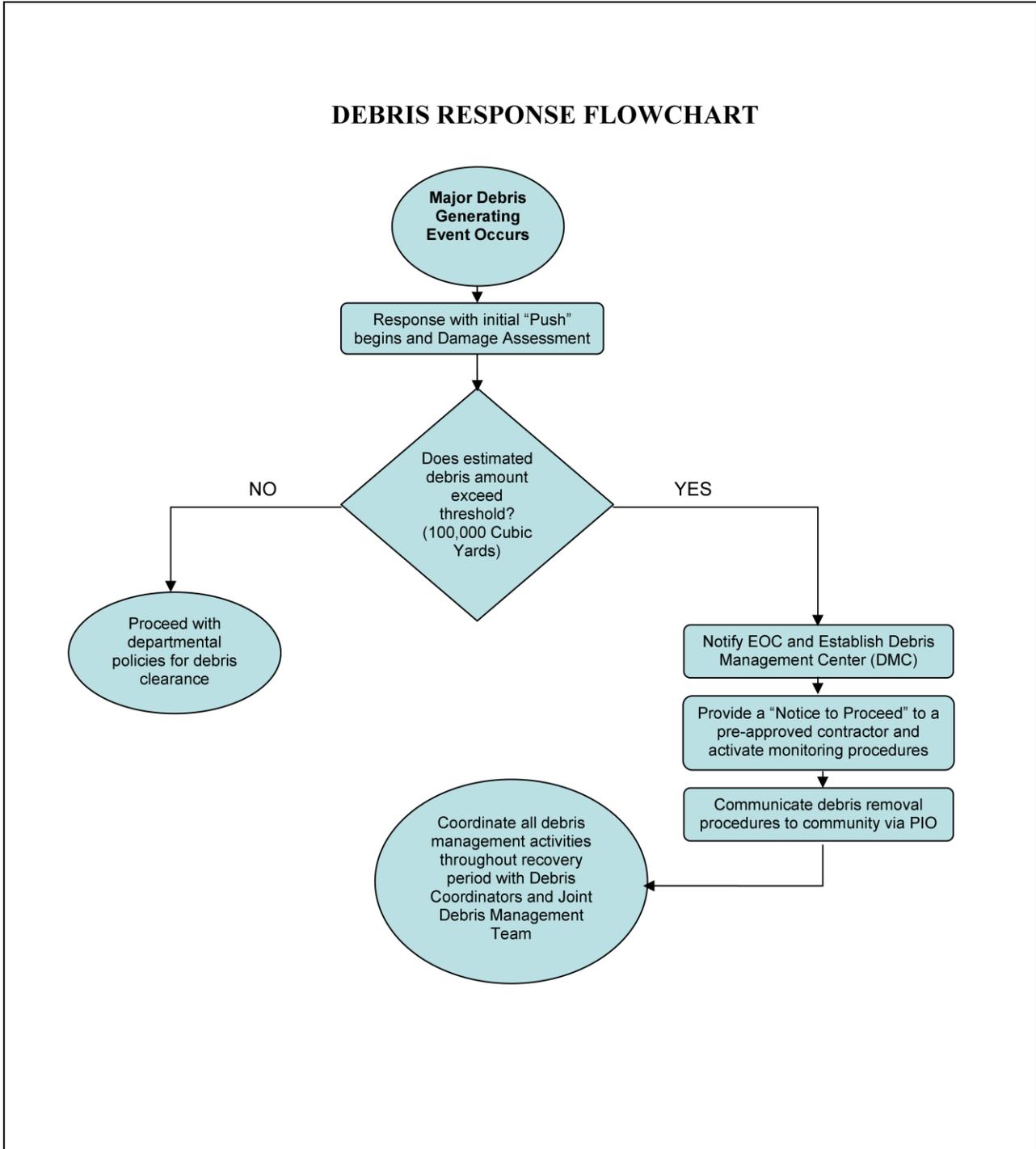
\_\_\_\_\_

Width \_\_\_\_\_ Feet



APPENDIX 5

DEBRIS RESPONSE FLOWCHART



APPENDIX 6

Right of Entry / Household Harmless Agreement

AGREEMENT FOR  
TEMPORARY ACCESS AND RIGHT OF ENTRY  
FOR STORM DEBRIS ASSESSMENT AND/OR REMOVAL

**THIS AGREEMENT**, made and entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_\_, by and between **GREENE COUNTY, MISSOURI** ("County") and \_\_\_\_\_, Owner(s) of the Property located at \_\_\_\_\_, \_\_\_\_\_, Missouri ("Owner").

**WITNESSETH:**

**WHEREAS**, Owner is the Owner in fee of a certain parcel of real estate located at \_\_\_\_\_, \_\_\_\_\_, Greene County, Missouri (the "Property");

**WHEREAS**, a recent severe weather event has resulted in significant quantities of storm-generated debris to be deposited on the Property of Owner; and

**WHEREAS**, the continued existence of storm-generated debris threatens to damage public utilities, infrastructure, and pose a danger to public health and safety; and

**WHEREAS**, Owner consents to County investigating and possibly removing any and all storm-generated debris of whatsoever nature from the above-described property (the "Project"); and

**WHEREAS**, County is in need of a temporary access, right of entry, and a license to enter and have access to the Owner's Property to commence the assessment of storm-generated debris and conduct any clean up and removal activities it deems necessary.

**NOW, THEREFORE**, for the consideration set forth herein, it is hereby agreed:

1. Owner hereby grants County temporary access and right of entry to the Property for storm debris assessment and/or removal, which temporary access shall expire upon the completion or abandonment of the Project.

2. Owner will mark any storm damaged sewer lines, water lines, gas lines, electric lines or other utility lines located on the property.

3. In the event the County elects to conduct exploratory activities to investigate the extent of storm generated debris on the Owner's Property to determine the possible options to remove said debris, County shall supply all labor and materials, at no cost to the Owner. If the County does not believe commencement or completion of the Project would be appropriate or cost effective, the County may decline or abandon the Project and remove all equipment from the property and have no further obligation under this agreement to conduct any additional storm debris assessment or removal referenced herein.

4. The County believes and asserts that it has no affirmative duty to commence this project as the storm-generated debris was the result of an act of nature that occurred on the private property of Owner. Owner and County acknowledge that the work and services being provided by County are in no way obligating the County with respect to removing storm-generated debris from the property or to conduct any future work or repairs that may be needed relating to said storm debris that currently exist or may develop on the property in the future.

5. Owner will be responsible for repair of any damage to Owner's real or personal property arising out of the work performed by County in connection with the County's activities associated with the assessment and/or removal of storm-generated debris.

6. Owner agrees to release, discharge and waive any action, either legal or equitable, that it may have against County, its elected officials, officers, agents, employees, contractors or subcontractors that might arise out of any of their activities on the above-described property. Owner further agrees to indemnify, defend and hold harmless Greene County, Missouri, its elected officials, officers, agents, employees, contractors and subcontractors, from any and all claims, liabilities, awards of judgment, costs and expenses (including, but not limited to, reasonable attorneys' fees), and damages of any nature whatsoever either to the Owner's Property or any person and/or their property situated thereon, resulting from or arising out of any act or omission of Owner which occurs while County is conducting storm generated debris assessment or removal activities on the Property.

7. Owner represents and warrants that I/we ( have /  have not) ( will /  will not) receive(d) any compensation for debris removal from any other source, including the Small Business Association (SBA) Agricultural Stabilization and Conservation Service (ASCS), private insurance, individual and family grant program or any other public assistance program. Owner will report to County any insurance

settlements pertaining to the Property for storm debris removal that has been performed at government expense.

**SO AGREED ON THE DATE AND YEAR FIRST ABOVE WRITTEN.**

**OWNER(s):**

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone: \_\_\_\_\_

**GREENE COUNTY COMMISSION**

\_\_\_\_\_

Presiding Commissioner

\_\_\_\_\_

Commissioner 1<sup>st</sup> District

\_\_\_\_\_

Commissioner 2<sup>nd</sup> District

ATTEST:

---

County Clerk

**SPRINGFIELD AND GREENE COUNTY  
OFFICE OF EMERGENCY MANAGEMENT**

---

OEM Director

## APPENDIX 7

**Temporary Debris Storage and Reduction (TDSR)  
Site Setup and Closeout****Guidelines****TDSR Site Setup**

The topography and soil/substrate conditions should be evaluated to determine best site layout. When planning site preparation, think of ways to make restoration easier. For example, if the local soils are very thin, the topsoil can be scraped to bedrock and stockpiled in perimeter berms. Upon site closeout, the uncontaminated soil can be spread to preserve the integrity of the tillable soils.

The following site baseline data checklist should be used to evaluate a site before a contractor begins operations and used during and after to ensure that site conditions are properly documented.

**TDSR Site Baseline Data Checklist****A. Before Activities Begin**

- Take ground or aerial photographs and/or video.
- Note important features, such as structures, fences, culverts, and landscaping.
- Take random soil samples.
- Take random groundwater samples.
- Take water samples from existing wells.
- Check the site for volatile organic compounds.

**B. After Activities Begin**

- Establish groundwater-monitoring wells.
- Take groundwater samples.
- Take spot soil samples at household hazardous waste, ash, and fuel storage areas.

**C. Progressive Updates**

- Update videos/photographs
- Update maps/sketches of site layout.
- Update quality assurance reports, fuel spill reports, etc.

**TDSR Site Operations**

Lined Temporary storage areas should be established for ash, household hazardous waste, fuels, and other materials that may contaminate soils and groundwater. Plastic liners should be placed under stationary equipment such as generator and mobile lighting plants. These actions should be included as a requirement in the contract scope of work. If the site is also an equipment storage area, fueling and equipment repair should be monitored to prevent and mitigate spills of petroleum products and hydraulic fluids. Be aware of and lessen the effects of operations that might irritate occupants of neighboring areas. Establishment of buffer zone can abate concerns over smoke, dust, noise, and traffic.

Consider on-site traffic patterns and segregate materials based on planned volume reduction methods. Operations that modify the landscape, such as substrate compaction and over excavation of soils when loading debris for final disposal, will adversely affect landscape restoration.

Debris removal/disposal should be viewed as a multi-staged operation with continuous volume reduction. There should be no significant accumulation of debris at temporary storage sites. Instead, debris should be constantly flowing to burners and grinders, or recycled with the residue and mixed construction and demolition materials going to a landfill.

### **TDSR Site Closeout**

Each TDSR site will eventually be emptied of all material and be restored to its previous condition and use. The Contractor is required to remove and dispose of all mixed debris, construction and demolition debris, and debris residue to approved landfills. Appropriate Springfield and Greene County inspectors will monitor all closeout activities to ensure that the Contractor complies with the Debris Removal and Disposal Contract. Additional measures may be necessary to meet local, State and Federal environmental requirements because of the nature of the TDSR site operation(s).

#### **A. TDSR Site Closeout Planning**

The Contractor must assure the Debris Manager that all TDSR sites are properly remediated. There will be significant costs associated with this operation as well as close scrutiny by the local press and environmental groups. Site remediation will go smoothly if baseline data collection and site operation procedures are followed. Closeout or re-approval of a TDSR site should be accomplished within 30 days of receiving the last load of debris.

#### **B. TDSR Site Closeout Steps**

- a. Contractor is responsible for removing all debris from the site.
- b. Contractor conducts an environmental assessment with the Debris Manager and landowner.
- c. Contractor develops a remediation plan.
- d. Remediation plan reviewed by the Debris Manager, landowner, and appropriate environmental agency.
- e. Remediation plan approved by the appropriate environmental agency.
- f. Contractor executes the plan.
- g. Contractor obtains acceptance from the Debris Manager, appropriate environmental agency, and the landowner

**C. TDSR Site Closeout Coordination**

The Contractor will coordinate the following closeout requirements through the DCOT staff:

- a. Coordinate with local and State officials responsible for construction, real estate, contracting, project management, and legal counsel regarding requirements and support for implementation of a site remediation plan.
- b. Establish an independent testing and monitoring program. The Contractor is responsible for environmental restoration of both public and leased sites. The Contractor will also remove all debris from sites for final disposal at landfills prior to closure.
- c. Refer to appropriate and applicable environmental regulations.
- d. Prioritize site closures.
- e. Schedule closeout activities.
- f. Determine separate protocols for ash, soil, and water testing.
- g. Develop decision criteria for certifying satisfactory closure based on limited baseline information.
- h. Develop administrative procedures and contractual arrangements for closure phase.
- i. Inform local and State environmental agencies regarding acceptability of program and established requirements.
- j. Designate approving authority to review and evaluate Contractor closure activities and progress.
- k. Retain staff during closure phase to develop site-specific remediation for sites, as needed, based on information obtained from the closure checklist shown below.

**D. Material Removal**

- a. All processed and unprocessed vegetative material shall be removed to a properly approved solid waste management site.
- b. Tires must be disposed of at a scrap tire collection/processing facility; white goods and other scrap metal should be separated for recycling.
- c. Burn residues shall be removed to a properly approved solid waste management site or land applied in accordance with these guidelines.
- d. All other materials, unrecoverable metals, insulation, wallboard, plastics, roofing material, painted wood, and other material from demolished buildings that is not inert debris (see #1 above) as well as inter debris that is mixed with such materials shall be removed to a properly permitted C&D recycling facility, C&D landfill, or municipal solid waste landfill.

### E. TDSR Site Remediation

During the debris removal process and after the material has been removed from each of the TDSR sites, environmental monitoring will be needed to close each of the sites. This is to ensure that no long-term environmental contamination is left on the site. The monitoring should be done on three different media: ash, soil, and groundwater.

**Ash:** The monitoring of the ash should consist of chemical testing to determine the suitability of the material for either agricultural use or as a landfill cover material.

**Soil:** Monitoring of the soils should be by portable inspection methods to determine if any of the soils are contaminated by volatile hydrocarbons. The Contractors may do this if it is determined that hazardous material, such as oil or diesel fuel was spilled on the site. This phase of the monitoring should be done after the stockpiles are removed from the site.

**Groundwater:** The monitoring of the groundwater should be done to determine the probable effects of rainfall leaching through either the ash areas or the stockpile areas.

### F. TDSR Site Closure Checklist

- Site number and location
- Date closure complete
- Household hazardous waste removed
- Contractor equipment and temporary structures removed
- Contractor petroleum spills remediated
- Ash piles removed
- Comparison of baseline information to conditions after the Contractor has vacated the temporary site.

### G. Site Re-approval

Sites that were approved as TDSR sites will require re-approval for long-term storage, continuing reduction processing, and permanent disposal if site is not closed out in accordance with guidelines stated here. Sites shall be managed and monitored in accordance with the Health Department requirements and to prevent threats to the environment or public health.

## APPENDIX 8

## Temporary Construction and Demolition Staging/Transfer Site Guidelines

**General**

The following guidelines should be considered when establishing staging/transfer sites for Construction & Demolition (C&D) and C&D recycling treatment and processing facilities.

These guidelines apply only to sites for staging/transferring C&D storm debris (roof shingles/roofing materials, carpet, insulation, wallboard, treated and painted lumber, etc.). Arrangements should be made to screen out unsuitable materials, such as household garbage, white goods, asbestos containing materials (ACM's), and household hazardous waste.

**Selecting Temporary Staging/Transferring Sites**

Locating sites for staging/transferring C&D waste can be accomplished by evaluating potential sites and by revisiting sites used in the past to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site. The following guidelines are presented in locating a site for "staging/transferring" and are considered "minimum standards" for selecting a site for use:

- a. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your City to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
- b. Unloading areas for incoming C&D debris material should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
- c. Storage areas for incoming C&D debris shall be at least 100 feet from the site property boundaries, on-site buildings, structures, and septic tanks with leach fields or at least 250 feet from off-site residential dwellings, commercial or public structures, and potable water supply wells, whichever is greater.
- d. Materials separated from incoming C&D debris (white goods, scrap metal, etc.) shall be at least 50 feet from site property lines. Other non-transferable C&D wastes (household garbage, larger containers of liquid, household hazardous waste shall be placed in containers and transported to the appropriate facilities as soon as possible.
- e. Sites that have identified wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site, verification by the local Corps of Engineers office will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged and a 100-foot buffer shall be maintained for all activities on-going at the site.
- f. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks/trailers used to haul debris and underground utilities need to be identified due to the potential for site disturbance by truck/equipment traffic and possible site grading.
- g. Sites shall have an attendant(s) during operating hours to minimize the acceptance of unapproved materials and to provide directions to haulers and private citizens bringing in debris.
- h. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, is a site is to be used longer than two weeks.

- i. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation, and who to contact in case of after-hours emergency.
- j. Final written approval is required to consider any TDSR site to be closed. Closeout of processing/recycling sites shall be within one (1) year of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site by the State may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closeout of sites shall be in accordance with the closeout and restoration of TDSR sites guidelines.

### **C&D Treatment & Processing/Recycling Sites**

Management of C&D debris and source separated materials to be recycled shall be in accordance with the following additional conditions:

- a. Contact the city Health Department for information on managing asbestos containing materials (ACM's) or materials that are considered regulated asbestos containing materials.
- b. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your City to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
- c. Storage areas for incoming debris should be at a minimum 100 feet from all surface waters of the state. "Waters of the state" includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
- d. Storage areas for incoming debris shall be located at least 100 feet from property boundaries and on-site buildings/structures.
- e. Sites that have identifiable wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site verification by the local Corps of engineers office or will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged and a 100-foot buffer shall be maintained for all activities on-going at the site.
- f. Storage areas for incoming C&D debris shall be at least 100 feet from the site property boundaries, on-site buildings, structures, and septic tanks with leach fields or at least 250 feet from off-site residential dwellings, commercial or public structures, and potable water supply wells, whichever is greater.
- g. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks/trailers used to haul debris and the intense heat generated by the air curtain burner (ACB) device. Underground utilities need to be identified prior to digging pits for using the ACB device.
- h. Provisions should be made to prevent unauthorized access to facilities when not open for use. As a temporary measure, access can be secured by blocking drives or entrances with trucks or other equipment when the facilities are closed. Gates, cables, or other more standard types of access control should be installed as soon as possible.
- i. When possible, post signs with operating hours and information about what types of clean up waste may be accepted. Also include information as to whether only commercial haulers or the general public may deposit waste.
- j. Final written approval is required to consider any TDSR site to be closed. Closeout of processing/recycling sites shall be within six months of recycling waste. If site operations will be necessary beyond this time frame, permitting of the site by the State may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed.

**APPENDIX 9****Temporary Vegetative TDSR Site Guidelines****General**

When preparing temporary facilities for handling debris resulting from the clean-up efforts due to hurricane damage, the following guidelines should be considered when establishing Temporary TDSR sites.

These guidelines apply only to sites for staging or burning vegetative storm debris (yard waste, trees, limbs, stumps, branches, and untreated or unpainted wood). Arrangements should be made to screen out unsuitable materials.

The two method(s) of managing vegetative and land clearing storm debris is “chipping/grinding” for use in landscape mulch, compost preparation, and industrial boiler fuel or using an “air curtain burner (ACB)”, with the resulting ash being land applied as a liming agent or incorporated into a finished compost product as needed,

**Chipping and Grinding Sites**

Locating sites for chipping/grinding of vegetative and land clearing debris will require a detailed evaluation of potential sites and possible revisits at future dates to see if site conditions have changed or if the surrounding areas have changed significantly to alter the use of the site.

The following guidelines are presented in locating a site for “chipping/grinding” and are considered “minimum standards” for selecting a site for use:

- a. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your City to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected.
- b. Storage areas for incoming debris and processed material should be at a minimum 100 feet from all surface waters of the state. “Waters of the state” includes but is not limited to small creeks, streams, watercourses, ditches that maintain seasonal groundwater levels, ponds, wetlands, etc.
- c. Storage areas for incoming debris and processed material shall be at least 100 feet from the site property boundaries and on-site buildings/structures. Management of processed material shall be in accordance with the guidelines for reducing the potential for spontaneous combustion in compost/mulch piles.
- d. Storage areas for incoming debris shall be located at least 100 feet from residential dwellings, commercial or public structures, potable water supply wells, and septic tanks with leach fields.
- e. Sites that have identifiable wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site, verification by the local Corps of Engineers office will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged and a 100-foot buffer shall be maintained for all activities on-going at the site.
- f. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks/trailers used to haul debris, and underground utilities need to be identified due to the potential for site disturbance by truck/equipment traffic and possible site grading.
- g. Sites shall have an attendant(s) during operating hours to minimize the acceptance of unproved materials and to provide directions to haulers and private citizens bringing in debris.

- h. Sites should be secure after operating hours to prevent unauthorized access to the site. Temporary measures to limit access to the site could be the use of trucks or equipment to block entry. Gates, cables, or swing pipes should be installed as soon as possible for permanent access control, if a site is to be used longer than two weeks. Sites should have primary and/or secondary roads to the site.
- i. When possible, signs should be installed to inform haulers and the general public on types of waste accepted, hours of operation, and who to contact in case of an after-hours emergency.
- j. Grinding of clean wood waste such as pallets and segregated non-painted/non-treated dimensional lumber is allowed.
- k. Final written approval is required to consider any TDSR site to be closed. Closeout of staging and processing sites shall be within six months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed. Closeout of sites shall be in accordance with the closeout and restoration guidelines for TDSR sites.

## APPENDIX 10

**Air Curtain Burner Site Location and Operations**

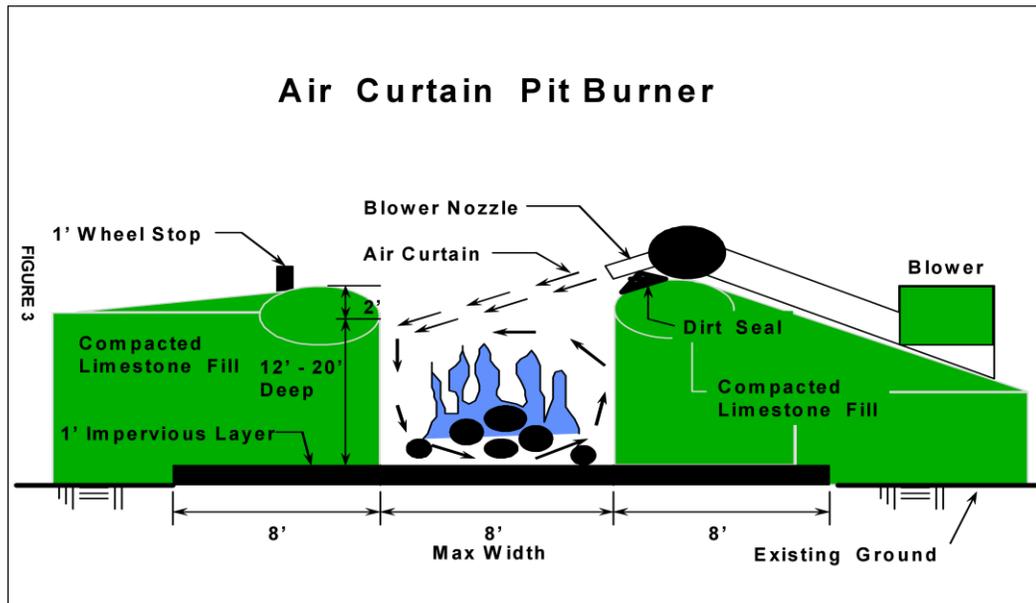
Locating sites that are intended for air curtain burning (ACB) operations is a coordinated effort between Springfield and Greene County and the State of Missouri for evaluating the surrounding areas and to reevaluate potential sites used in the past.

The following guidelines are presented for selecting an ACB site and operational requirements once a site is in use:

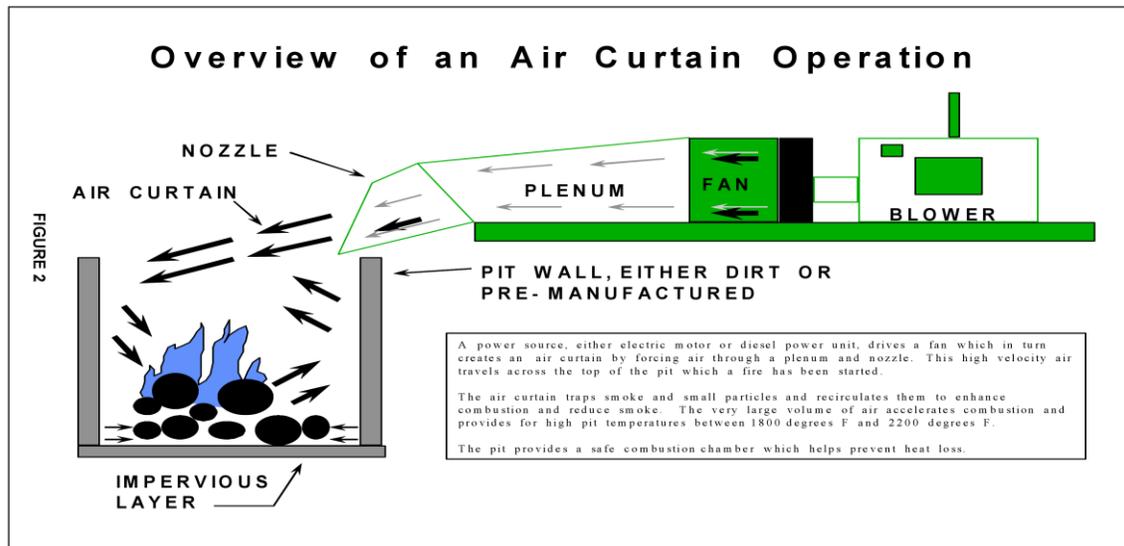
- a. Contact the local fire marshal or fire department for input into site selection in order to minimize the potential for fire hazards, other potential problems related to firefighting that could be presented by the location of the site, and to ensure that adequate fire protection resources are available in the event of an emergency.
- b. The requirements for ACB device(s), in accordance with Air Quality rules require the following buffers: a minimum of 500 feet from the SCB device to homes, dwellings and other structures and 250 feet from roadways. Contact the Missouri Department of Natural Resources for updates or changes to their requirements.
- c. Sites should be located outside of identifiable or known floodplain and flood prone areas; consult the Flood Insurance Rate Map for the location in your City to verify these areas. Due to heavy rains associated with hurricanes and saturated conditions that result, flooding may occur more frequently than normally expected. If ACB pit devices are utilized, a minimum two-foot separation to the seasonal high water table is recommended. A large buffer to the seasonal high water table may be necessary due to on-site soil conditions and topography.
- d. Storage areas for incoming debris should be at a minimum 100 feet from property boundaries and on-site buildings/structures.
- e. Air Curtain Burners in use should be located at least 200 feet from on-site storage areas for incoming debris, on-site dwellings and other structures, potable water supply wells, and septic tanks and leaching fields.
- f. Wood ash stored on-site shall be located at least 200 feet from storage areas for incoming debris, processed mulch or tub grinders (if a grinding site and ACB site is located on the same property). Wood ash shall be wetted prior to removal from the ACB device or earth pit and placed in storage. If the wood ash is to be stored prior to removal from the site, then rewetting may be necessary to minimize airborne emissions.
- g. Wood ash to be land applied on site or off site shall be managed in accordance with the guidelines for the land application of wood ash from storm debris burn sites. The ash shall be incorporated into the soil by the end of the operational day or sooner if the wood ash becomes dry and airborne.
- h. Sites that have identifiable wetlands should be avoided, if possible. If wetlands exist or wetland features appear at a potential site, verification by the local Corps of Engineers office will be necessary to delineate areas of concern. Once areas are delineated, the areas shall be flagged, and a 100-foot buffer shall be maintained for all activities on-going at the site.
- i. Sites bisected by overhead power transmission lines need careful consideration due to large dump body trucks/trailers used to haul debris and the intense heat generated by the ACB device. Underground utilities need to be identifiable prior to digging pits for using the ACB device.
- j. Provisions should be made to prevent unauthorized access to facilities when not open for use. As a temporary measure, access can be secured by blocking drives or entrances with trucks or other equipment when the facilities are closed. Gates, cables, or other more standard types of access control should be installed as soon as possible.

- k. When possible, post signs with operating hours and information about what types of clean up waste may be accepted. Also, include information as to whether only commercial haulers or the general public may use deposit waste.

Closeout of air curtain burner sites shall be within six (6) months of receiving waste. If site operations will be necessary beyond this time frame, permitting of the site may be required. If conditions at the site become injurious to public health and the environment, then the site shall be closed until conditions are corrected or permanently closed.



Based on FEMA 325, *Debris Management Guide*, Appendix H, Figure 3, 1999.



Based on FEMA 325, *Debris Management Guide*, Appendix H, Figure 2, 1999.

## APPENDIX 11

## Environmental Checklist for Air Curtain Pit Burners

Incineration site inspections will also include an assessment of the environmental controls being used by the Contractor. Environmental controls are essential for all incineration methods, and the following will be monitored.

- A setback of at least 1,000 feet should be maintained between the debris piles and the incineration area. Keep at least 1,000 feet between the incineration area and the nearest building. Contractor should use fencing and warning signs to keep the public away from the incineration area.
- The fire should be extinguished approximately two hours before anticipated removal of the ash mound. The ash mound should be removed when it reaches 2 feet below the lip of the incineration pit.
- The incineration area should be placed in an above ground or below ground pit that is no wider than 8 feet and between 9 and 14 feet deep.
- Above ground incineration pits should be constructed with limestone and reinforced with earth anchors or wire mesh to support the weight of the loaders. There should be a 1-foot impervious layer of clay or limestone on the bottom of the pit to seal the ash from the aquifer.
- The ends of the pits should be sealed with dirt or ash to a height of 4 feet.
- A 12-inch dirt seal should be placed on the lip of the incineration pit area to seal the blower nozzle. The nozzle should overlap the pit edge by 3 to 6 inches.
- There should be a 1-foot high, unburnable warning stops along the edge of the pit's length to prevent the loader from damaging the lip of the incineration pit.
- Hazardous or contaminated ignitable material should not be placed in the pit. This is to prevent contained explosions.
- The airflow should hit the wall of the pit about 2 feet below the top edge of the pit, and the debris should not break the path of the airflow except during dumping.
- The pit should be no longer than the length of the blower system and the pit should be loaded uniformly along its length.

**APPENDIX 12****Land Application of Wood Ash from Storm Debris Burn Sites Guidelines**

- a. Whenever possible, soil test data and waste analysis of the ash should be available to determine appropriate application rate.
- b. In the absence of test data to indicate agronomic rates, application should be limited to 2 to 40 tons per acre/one-time event. If additional applications are necessary, due to the volume of ash generated and time frame in which the ash is generated, then an ash management plan will be needed.
- c. Ash should be land applied in a similar manner as agricultural limestone.
- d. Ash should not be land applied during periods of high wind to avoid the ash blowing off the application sites.
- e. Ash should not be land applied within 25 feet of surface waters or within 5 feet of drainage ways or ditches on sites that are stabilized with vegetation. These distances should be doubled on sites that are not vegetated and the ash should be promptly incorporated into the soil.
- f. Records should be maintained to indicate where ash is applied and the approximate quantities of ash applied.
- g. As an option to land application, ash may be managed at a permitted municipal solid waste landfill after cooling to prevent possible fire.
- h. Assistance in obtaining soil test data and waste analysis should be available through Missouri Department of Natural Resources.

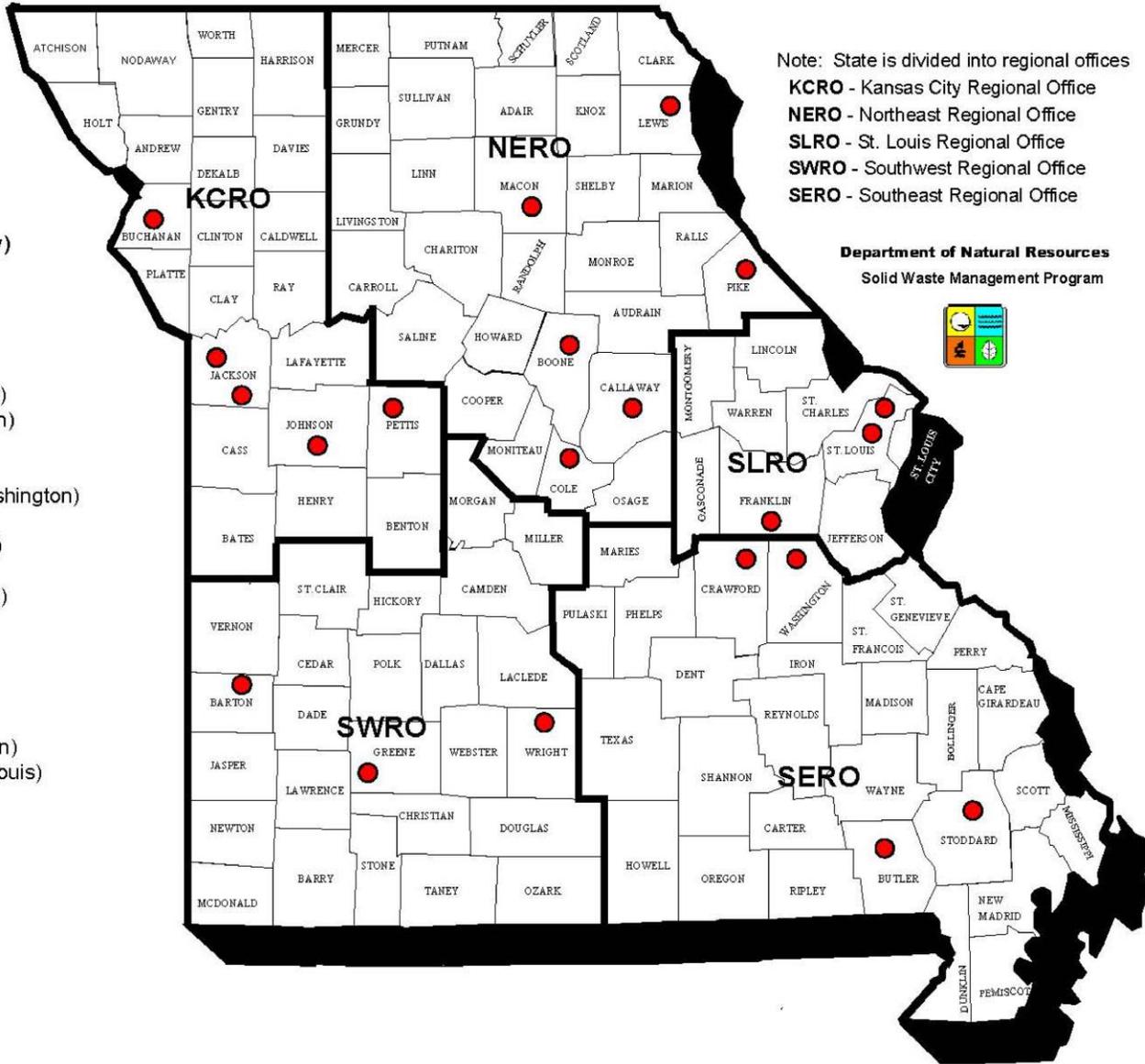
**APPENDIX 13****Reducing the Potential for Spontaneous Combustion in Compost of Mulch Piles Guidelines**

- a. When ground organic debris is put into piles, microorganisms can very quickly begin to decompose the organic materials. The microorganisms generate heat and volatile gases as a result of the decomposition process. Temperatures in these piles can easily rise to more than 160 degrees Fahrenheit. Spontaneous combustion can occur in these situations.
- b. Spontaneous combustion is more likely to occur in larger piles of debris because of a greater possibility of volatile gases building up in the piles and being ignited by the high temperatures. If wind rows can be maintained 5 feet to 6 feet high and 8 feet to 10 feet wide, volatile gases have a better chance of escaping the piles; and the possibility of spontaneous combustion will be reduced.
- c. Turning piles when temperatures reach 160 degrees can also reduce the potential for spontaneous combustion. Pile turning provides an opportunity for gases to escape and for the contents of the pile to cool. Adding moisture during turning will increase cooling. Controlling the amount of nitrogen-bearing (green) wastes in piles will also help to reduce the risk of fire. The less nitrogen in the piles the slower the decomposition process and consequently the less heat generated and gases released.
- d. Large piles should be kept away from wooded areas and structures and should be accessible to firefighting equipment, in case a fire were to occur. Efforts should be made to avoid driving or operating heavy equipment on large piles because the compaction will increase the amount of heat build-up, which could increase the possibility of spontaneous combustion.

APPENDIX 14

AREA LANDFILL LISTINGS

Missouri Sanitary Landfills



Note: State is divided into regional offices  
**KCRO** - Kansas City Regional Office  
**NERO** - Northeast Regional Office  
**SLRO** - St. Louis Regional Office  
**SWRO** - Southwest Regional Office  
**SERO** - Southeast Regional Office

Department of Natural Resources  
 Solid Waste Management Program



● Sanitary Landfills (County)

1. Backridge (Lewis)
2. Black Oak (Wright)
3. Butler SLF (Butler)
4. Eagle Ridge (Pike)
5. Central Missouri (Pettis)
6. City of Columbia (Boone)
7. Courtney Ridge (Jackson)
8. Fred Weber (St. Louis)
9. Fulton (Callaway)
10. IESI Timber Ridge (Washington)
11. Jefferson City (Cole)
12. Lee's Summit (Jackson)
13. Lemons (Stoddard)
14. Prairie Valley (Crawford)
15. Prairie View (Barton)
16. Show-Me (Johnson)
17. Springfield (Greene)
18. St. Joseph (Buchanan)
19. Struckhoff (Franklin)
20. Veolia Maple Hill (Macon)
21. Veolia Oak Ridge (St. Louis)

## APPENDIX 15

## FEMA FACT SHEETS

	<b>FEMA</b>	<b>RECOVERY DIVISION</b>
		<b>FACT SHEET</b>
		<b>RP9580.201</b>
<b>DEBRIS REMOVAL APPLICANT'S CONTRACTING CHECKLIST</b>		
<b>Overview</b>		
<p>To be eligible for reimbursement under the Public Assistance Program, contracts for debris removal must meet rules for Federal grants, as provided for in 44 CFR Part 13.36 <i>Procurement</i> (<a href="http://www.access.gpo.gov/nara/cfr/waisidx_04/44cfr13_04.html">http://www.access.gpo.gov/nara/cfr/waisidx_04/44cfr13_04.html</a>). Public Assistance applicants should comply with their own procurement procedures in accordance with applicable State and local laws and regulations, provided that they conform to applicable Federal laws and standards identified in Part 13. The following guidance is provided to assist Public Assistance applicants in the procurement process.</p>		
<b>Contracting Process Checklist</b>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Use competitive bidding procedures. Complete and document a cost analysis to demonstrate price reasonableness on any contract or contract modification where adequate price competition is lacking, as detailed in 44 CFR 13.36(f).</li> <li><input type="checkbox"/> Provide a clear and definitive scope of work and monitoring requirements in the request for proposals/bids. Use acceptable emergency contracting procedures that include an expedited competitive bid process only if time does not allow for more stringent procedures.</li> <li><input type="checkbox"/> Require bidders to provide copies of references, licenses, financial records, and proof of insurance and bonding.</li> <li><input type="checkbox"/> Obtain review from your legal representative of your procurement process and any contract to be awarded to ensure they are in compliance with all Federal, State, and local requirements.</li> <li><input type="checkbox"/> Document procedures used to obtain/award contracts (procurement information, bid requests and tabulations, etc).</li> <li><input type="checkbox"/> Use load ticket requirement to record with specificity (e.g., street address) where debris is picked up and the amount picked up, hauled, reduced and disposed of.</li> </ul>		
<p><i>FEMA will, when requested by applicants, assist in the review of debris removal contracts. However, such a review does not constitute approval.</i></p>		
Prepared By: Public Assistance Branch - Date Prepared: August 30, 2006 - Page 1 of 4		



FEMA

RECOVERY DIVISION

FACT SHEET

RP9580.201

## DEBRIS REMOVAL APPLICANT'S CONTRACTING CHECKLIST

### Contract Provisions Checklist

**All contracts must contain/reflect the following provisions:**

- All payment provisions must be based on unit prices.
- No payments may be based on time and material costs unless limited to work performed during the first 70 hours of actual work following a disaster event.
- That payment will be made only for debris that FEMA determines eligible, referencing FEMA regulations and Public Assistance guides and fact sheets. (This is an optional provision to protect the applicant, and is used only following a major disaster declaration.)
- An invoice provision requiring contractors to submit invoices regularly and for no more than 30-day periods.
- A "Termination for Convenience" clause allowing contract termination at any time for any reason.
- A reasonable limit on the period of performance for the work to be done.
- A subcontract plan including a clear description of the percentage of the work the contractor may subcontract out and limiting use of subcontractors to only those you approve.
- The preference that the contractor use mechanical equipment to load and reasonably compact debris into the trucks and trailers.
- The requirement that the contractor provide a safe working environment, including properly constructed monitoring towers.
- Option of a unit price for extracting from ground and removing FEMA-eligible stumps (only for stumps with diameters larger than 24 inches, measured 24 inches above the ground, and with 50% or more of the root ball exposed), or including all stumps in the unit price.

**FEMA****RECOVERY DIVISION  
FACT SHEET  
RP9580.201****DEBRIS REMOVAL  
APPLICANT'S CONTRACTING CHECKLIST****Contract Provisions Checklist - Continued**

**All contracts must contain/reflect the following provisions:**

- Requirement that all contract amendments and modifications be in writing.
- Requirement that contractor obtain adequate payment and performance bonds and insurance coverage.

**Pre-Disaster and Stand-By Contracts Checklist**

- It is recommended that you pre-qualify contractors prior to an event and solicit bid prices from this list of contractors once an event has occurred.
- The solicitation for pre-qualifying contractors must adequately define in the proposed scope of work all the potential types of debris, typical haul distances, and size of events for which a contract may be activated.
- To ensure reasonable debris removal costs, award debris removal contracts based on unit prices (volume or weight).
- If the contract is awarded on a time and material basis, it should be limited to no more than 70 hours of actual clearance and removal operations.
- After the initial 70-hour period, payment should be on a unit price basis (volume or weight).

	<b>FEMA</b>	<b>RECOVERY DIVISION FACT SHEET RP9580.201</b>
<b>DEBRIS REMOVAL APPLICANT'S CONTRACTING CHECKLIST</b>		
<b>Avoidance Checklist</b>		
<ul style="list-style-type: none"><li><input type="checkbox"/> <b>DO NOT:</b> Award a debris removal contract on a sole-source basis.</li><li><input type="checkbox"/> <b>DO NOT:</b> Sign a contract (including one provided by a contractor) until it has been thoroughly reviewed by your legal representative.</li><li><input type="checkbox"/> <b>DO NOT:</b> Allow any contractor to make eligibility determinations, since only FEMA has that authority.</li><li><input type="checkbox"/> <b>DO NOT:</b> Accept any contractor's claim that it is "FEMA certified." FEMA does not certify, credential, or recommend debris contractors.</li><li><input type="checkbox"/> <b>DO NOT:</b> Award a contract to develop and manage debris processing sites unless you know it is necessary, and have contacted the State for technical assistance concerning the need for such operations. Temporary debris storage and reduction sites are not always necessary.</li><li><input type="checkbox"/> <b>DO NOT:</b> Allow separate line item payment for stumps 24 inches and smaller in diameter; these should be treated as normal debris.</li><li><input type="checkbox"/> <b>DO NOT:</b> "Piggyback" or utilize a contract awarded by another entity. Piggybacking may be legal under applicable state law; however, the use of such a contract may jeopardize FEMA funding.</li><li><input type="checkbox"/> <b>DO NOT:</b> Award pre-disaster/stand-by contracts with mobilization costs or unit costs that are significantly higher than what they would be if the contract were awarded post-disaster. Such contracts should have variable mobilization costs depending upon the size of the debris work that may be encountered.</li></ul>		
Prepared By: Public Assistance Branch - Date Prepared: August 30, 2006 - Page 4 of 4		

APPENDIX 15

FEMA Debris Removal Guidelines

**Debris removal guidelines**  
In efforts to expedite the debris removal process, please follow these rules

Placing debris **near or on trees, poles or other structures** makes removal difficult. This includes fire hydrants and meters.

**Debris separation**  
Please separate debris into the **six categories**, shown below.

**Electronics**  
Television, computer, stereo, phone, DVD player

**Large Appliances**  
Refrigerator, washer/dryer, air conditioner, stove, water heater, dishwasher

**Hazardous waste**  
Oil, battery, pesticide, paint, cleaning supplies, compressed gas

**Vegetative debris**  
Tree branches, leaves, logs, plants

**Construction debris**  
Building materials, drywall, lumber, carpet, furniture, plumbing

**Household garbage**  
Bagged garbage, discarded food, paper, packaging.

Do not leave doors **unsealed or unsecured**

Debris should be placed curbside

Debris should not **block roadway**

10 feet

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www.fema.gov

**Alabama EMA**  
Emergency Management Agency  
www.ema.alabama.gov

**US Army Corps of Engineers®**  
www.usace.army.mil

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**PRIMARY AGENCIES:**      **Burrell Behavioral Health**      **Cox Hospital**  
   **Mercy Hospital**     **Lakeland Behavioral Health**  
   **Ozarks Counseling Center**     **Lost and Found Grief and Loss Center**

**SUPPORT AGENCIES:**      **Show Me Response**  
   **Dept of Mental Health**

## **I.      PURPOSE**

The Greene County Mental Health and Spiritual Care Committee, working under the Greene County Office of Emergency Management and the Community Organizations Active in Disaster, has developed a plan that includes specific information and resources for providing the citizens of our community who are impacted by disaster a framework for recovery of their emotional and spiritual well-being.

Disaster mental health and spiritual care services following a disaster are directed toward providing for the immediate and short-term needs for those who have experienced and directly impacted by a disaster. These services include but are not limited to outreach, psychological triage, brief interventions, short and long-term counseling, psycho-educational activities, and referral services. Mental Health efforts are focused more toward normalizing rather than pathologizing, and providing for immediate needs. Considerations and references are made with respect to the process and continuum of disaster management and the Mental Health and Spiritual Care services needed in the Preparedness, Response, and Recovery phases of disaster, with particular emphasis on the Long-Term Recovery.

## **II.     PRE-INCIDENT**

Incident periods for the Incident Management Continuum will be defined in the following terms:

1.      Pre-Incident Period: Preparedness, Prevention and Protection
2.      Incident Period: Response
3.      Post-Incident: Recovery
4.      Post-Incident: Evaluation and Mitigation

Statement of Purpose: To provide for the mental health and spiritual care needs of the citizens of our community when a disaster occurs.

## **III.    SITUATION AND ASSUMPTIONS**

### **A.      Situation and Assumptions**

- a.      For our purposes, Disasters are defined as any event or circumstance that overwhelms the system or person's ability to manage and respond effectively.
- b.      Types of Disasters vary: Natural (Weather—Tornadoes, Earthquakes, Hurricanes, Storms, Fires, and Floods) and Human-Made (acts of violence or terrorism or CBRNE—Chemical, Biological, Radiological, Nuclear, and Explosives). [Appendix 1].
- c.      Disasters are unique and have a life of their own; a beginning, middle, and an end.
- d.      Each survivor is unique; must be treated with dignity and respect.

- e. Disaster Mental Health is only one part of a larger Disaster Response and Recovery.
- f. Disaster Mental Health response and recovery efforts, including interventions, should be tailored to the event, the needs of the individual and the community, and the resources that are available.
- g. Efforts should be collaborative, coordinated with, and communicated to others who are also responding to the disaster.

**B. Steps in Handling Situation**

- a. First, DO NO HARM.
- b. Second, BE FLEXIBLE. Disaster response/recovery rarely goes according to plan.
- c. Provide the highest level of respect and dignity to those who have been impacted.
- d. People who witness or experience disaster are impacted in one way or another.
- e. People are generally resilient and will most likely respond well to and recover from disaster without formal mental health interventions.
- f. NORMALIZE, NOT PATHOLOGIZE. Stress and grief reactions are common, normal, and to be expected.
- g. Early, brief, and focused interventions can help reduce emotional and mental health symptoms.
- h. Although therapeutic skills provide a basis of disaster mental health interventions, mental health workers will not be doing “therapy” in the wake of a disaster.
- i. Those people who have preexisting conditions and limited access to resources may need more practical assistance than psychological intervention.
- j. The use of individual support system and natural methods of coping is encouraged.
- k. Provide referrals to appropriate community resources for follow-up and on-going mental health services if risk factors are identified.
- l. Disaster Mental Health responders should not refer clients to themselves or their agencies, although they may be included as a resource for follow-up services.

**IV. CONCEPT OF OPERATIONS**

**A. General**

- a. Incident Command System (ICS)
  - The Mental Health function falls under Public Health/Medical Branch and Operations Section of the ICS Structure.
  - Reference current Local ICS Structure [Form: ICS 207, Incident Org. Chart]

**B. Credentialing**

- a. Volunteers and responders who are providing mental health services following a disaster must be currently licensed and adhere to and comply with state and federal laws and the authorities of their professional regulations under which they are licensed.
- b. As mandated reporters, any suspected abuse of Children, Elders and Vulnerable adults must be reported to Child Protective Services or appropriate authority.
- c. Liability is generally provided by the activating agency (i.e. the American Red Cross, the Medical Reserve Corps—Show-Me Response, or as a Partner) only when formally requested and activated.

- d. Spontaneous volunteers and those who self-deploy or who have not completed recommended training and education may not have liability coverage for their activities if not sanctioned by their respective licensure.

**C. Activation**

- a. Mental Health volunteers are not to self-deploy, but should be prepared to respond if called by the American Red Cross or COAD Committee.
- b. Licensed Mental Health volunteers should present their current professional licenses and training certificates to the supervisor/team lead before being assigned and deployed.
- c. Orientation to the operation should be completed prior to service.
- d. Mental Health volunteers will not be deployed to areas that are considered unsafe, should not deploy alone, and should be teamed or paired-up.
- e. Documentation and tracking of activities and persons served may be requested and should be kept by the Mental Health Volunteers and their Team Lead/Supervisor.  
[Form: ICS 204 Assignment List]
- f. The information collected is used to identify needs and assess if additional volunteers or follow-up is necessary.

**D. Supervision**

- a. Adequate supervision of Mental Health responders protects the recipients of the services as well as the responders.
- b. Assignments and tasks may be changed and modified, depending on the needs and coordinated efforts of the Incident Command. Assess assignments, rotation.
- c. Maintain highest level of Ethical Standards and Practices (HIPAA) in the delivery of direct services and take action when these are not being met.
- d. Provide support, guidance, and direction in a coordinated and collaborative manner with responders, community agencies, and treatment providers.
- e. Assess and correct rumors, public perceptions, and feedback from responders.
- f. Report to Incident Command, Medical Care Branch Director.

**E. Demobilization**

- a. Mental Health and Spiritual Care volunteers should check-in with the Team Lead/Supervisor prior to leaving the assignment.
- b. Defusing/Debriefings or some other form of post-event processing of the experience should be provided for responders volunteers following their service.

**F. Training and Education**

- a. Training, Education and Exercises provide opportunities for Mental Health Professionals, public officials, emergency response personnel and the public to be operationally ready. Training and Education courses and Exercises should address the core competencies that are essential for providing services to those who have been impacted by disaster in an appropriate, competent, and ethical manner. Educational programs should meet the recommended standard and criteria, share a common language, philosophy and best-practices for mental health personnel who respond to disaster. Recommended trainings include:

**V. ROLES AND RESPONSIBILITIES**

**Primary & Support Agencies**

<b>The Burrell Center</b>	<b>Ozarks Counseling Center</b>
<b>Cox Hospital</b>	<b>Lost and Found Grief and Loss Center</b>
<b>Mercy Hospitals</b>	<b>Lakeland Regional</b>

Provide immediate emotional support, Psychological First Aid, Critical Incident Stress Debriefings, Triage and Referral for additional mental health services during the recovery process.

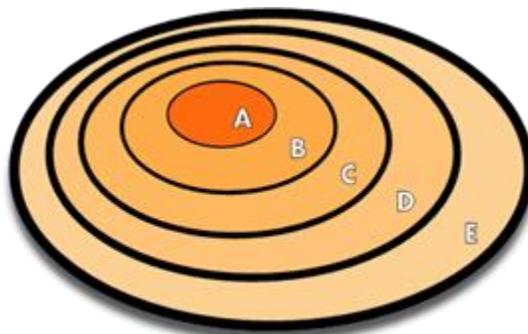
**State Support Agencies**

**Show Me Response**  
**Dept of Mental Health**

Provide immediate emotional support, Psychological First Aid, Critical Incident Stress Debriefings, Triage and Referral for additional mental health services during the recovery process.

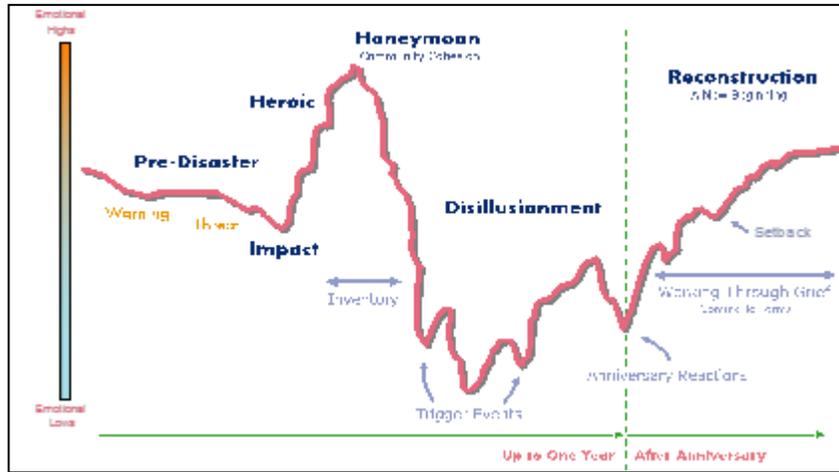
**VI. INCIDENT PERIOD: RESPONSE**

Response efforts will largely be based on the type of disaster (human-made, natural), damages (buildings, property and infrastructure), and the number of persons impacted (fatalities, injuries, displaced, evacuated, homes damaged or destroyed, family member missing, injured or killed). Primary function is providing Psychological Triage, Assessment and Referral.



- A. Injured survivors, bereaved family members
- B. Survivors with high exposure to disaster trauma, or evacuated from disaster zones
- C. Bereaved extended family and friends, first responders
- D. People who lost homes, jobs, and possessions; people with pre-existing trauma and dysfunction; at-risk groups; other disaster responders
- E. Affected people from the larger community

Adapted from DeWolfe, 2002



Common Psychological/Emotional Phases Following Disaster, Zunin and Meyers.

**A. Immediate Tasks (First 24 Hours)**

**1. American Red Cross**

- a. Psychological Triage (Protect, Connect, Direct)
- b. Coordination of Services with Community, State, and Regional Resources
- c. Information Dissemination (Tips for Self-Care and Stress Management) [Appendix 2].
- d. Refer for immediate treatment if Survivor has following symptoms (PsySTART)
  - Expressing suicidal or homicidal ideations, threats
  - Actively psychotic symptoms (audio, visual hallucinations)
  - Witnessed deaths of family members, friends
  - Felt own life was threatened
  - Extreme panic, anxiety, or anger; inappropriate affect
  - Significant disturbance of normal level of functioning

**2. COAD Disaster Mental Health and Spiritual Care Team [Appendix 3]**

- a. Direct Services
  - Assessment of functioning and inquiry of needs
  - Connecting impacted with existing support system, family, friends and neighbors
  - Referral for follow-up and treatment services
  - Outreach, Death Notifications
  - Defusings, Debriefings

- b. Indirect Services
  - Needs Assessment [Appendix 4].
  - Consultations
  - Interviews with media
  - Public Town-Hall and Government Agency Meetings

**B. Intermediate (Day 2 – Transition to Recovery Phase)**

Continue to care for immediate needs while setting up the Long Term Recovery Committee (LRC) through the oversight of the COAD. Through the LTRC, case management will be organized. Referrals for ongoing cases for Mental Health Services may be recommended from the volunteer responders and case managers of these agencies.

- a. American Red Cross
- b. Burrell Behavioral Health (Administrative Agent for MO Dept of Mental Health)
- c. Healthcare Facilities—Cox Health, Mercy, Ozarks Community Hospital, Lakeland Behavioral Health
- d. Educational Programs—Drury, Evangel, Forest Institute, Missouri State University, SPS
- e. Partner Organizations: Catholic Charities of Southern Missouri, Clarity Recovery and Wellness, Lost and Found, Ozarks Counseling Center, Show-Me Response (MRC).

**C. At-Risk Populations may include the following:**

- a. Suicidal or homicidal ideations
- b. Psychotic symptoms (Delusional, visual or auditory hallucinations)
- c. Homeless (including those who are temporarily displaced due to damage)
- d. Traumatized—experienced life-threatening event, witnessed threats or loss of life
- e. Prior or Recent Significant Loss

**D. Vulnerable Populations may include the following:**

- a. Elderly—Nursing Homes, Assisted and Senior Living, Rehabilitation Facilities
- b. Young Children—Schools, Preschools, Homes
- c. Pre-existing Physical Health Conditions
- d. Pre-existing Mental Health or Substance Abuse Conditions
- e. Access and Functional Needs
- f. Financial constraints
- g. Mobility constraints (no transportation or access to mass transit)
- h. Limited Familial or Social Support System
- i. Unemployed, Loss of Business
- j. Visitors, Tourists, International, and newly located
- k. Language Barriers
- l. Helpers and Responders
- m. Locations for Deployment of Mental Health and Spiritual Care Responders
- n. Homes – Outreach, Surveillance

**E. Possible Locations for Deployment**

1. Independent Living Homes, Assisted Living Facilities
2. Mass Care Sites, Shelters, Family Assistance Centers
3. Volunteer (Personnel) Processing Points, Volunteer Reception Center
4. Multi-Agency Resource Centers, Disaster Recovery Centers
5. Emergency Operations Center
6. Meal, Food and Bulk-Distribution Sites
7. Schools, Preschool and Daycare Facilities,
8. Churches, Worksites
9. Hospitals, Dept of Public Health, First Aid Stations
10. Morgues, Mortuary
11. Re-entry Checkpoints, Staging Areas
12. Community Centers, Senior Centers
13. Shopping Malls

**VII. POST-INCIDENT PERIOD: RECOVERY (3 WEEKS TO 2 YEARS OR MORE)**

Restoring sense of safety, provision of immediate physiological needs—food, shelter, clothing, and returning to a sense of normalcy—normal level of functioning prior to event.

1. Coordination and collaboration with available referral resources and services through the LTRC.
2. Identified mental health service providers and agency resources in the community [Appendix 3].
  - a. Recommended or Evidence Based Trauma Treatment Approaches
  - b. Trauma-Focused Cognitive Behavioral Therapy
    - Specialized Trauma Treatment
    - Specialized Grief and Loss Therapy
    - SITCAP (Structured Sensory Interventions of Traumatized Children, Adolescents and Parents)
    - EMDR (Eye-Movement Desensitization and Reprocessing)
    - Substance Abuse Prevention and Treatment
    - Client Casework Services for Chronic Mentally Ill
    - Psychopharmacology

3. Funding the Response and Recovery Efforts. Volunteer responders should understand that their service is as a volunteer and no remuneration or compensation may be available for their time. There are incidents that grants may be awarded or other donations collected for the long-term recovery and may include some compensation for therapy and other treatment services; however, this should not be presumed.
  - a. FEMA Crisis Counseling Program Grant (must be Presidential Declared Disaster)
  - b. SAMHSA Emergency Response Grants
  - c. Missouri Department of Mental Health
  - d. MOVOAD (Missouri Volunteer Organizations Active in Disaster)
  - e. Long-Term Recovery Committee, Community Organizations Active in Disaster
  - f. Community Foundation of the Ozarks
  - g. Community Partnership of the Ozarks
  - h. United Way

**VIII. POST-INCIDENT PERIOD: EVALUATION AND MITIGATION**

- a. Conduct after-action reviews
- b. Hot-wash activities – what worked...didn't work?
- c. Lessons learned, what could be done better next time?
- d. Identify gaps in services, allocation of resources
- e. Make necessary revisions and remedies and prepare for next event.

**IX. AUTHORITY AND REFERENCES**

**A. Disaster Mental Health and Spiritual Care Committee**

- a. Local, State, and Federal Resources (American Red Cross, Greene County Office of Emergency Management, Medical Reserve Corps—Show-Me Response, Missouri (MO) Department of Mental Health, MO Department of Health and Senior Services)
- b. Public/Private Mental Health Providers and Agencies (Burrell Behavioral Health, Catholic Charities of Southern Missouri, Clarity Recovery and Wellness, Harmony House, Lost and Found, Ozarks Counseling Center)
- c. Chaplains, Pastors, Church and Faith-based Organizations (Council of Churches)
- d. Employee Assistance Programs
- e. Schools, Universities (Drury University, Evangel University, Forest Institute, Missouri State University, Springfield Public Schools)
- f. Hospitals and Health Care Agencies (Cox Health, Greene County Public Health Department, Lakeland Behavioral Health, Mercy, Ozarks Community Hospital)
- g. Community Agencies, Volunteers, Community Emergency Response Teams (Community Partnership of the Ozarks, National Alliance on Mental Illness)

**B. Resources**

- a. American Red Cross <http://www.redcross.org/take-a-class>
- b. Behavioral Health Emergency Plan Template for Health Care Agencies. Missouri Department of Mental Health.  
<http://dmh.mo.gov/docs/diroffice/disaster/BHHealthCareTemplateFinal.pdf>
- c. DeWolfe, D., PhD, 2000. Training Manual for Mental Health and Human Service Workers in Major Disasters, 2nd Edition. Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services.  
[http://www.samhsa.gov/dtac/FederalResource/Response/4Training\\_Manual\\_MH\\_Workers.pdf](http://www.samhsa.gov/dtac/FederalResource/Response/4Training_Manual_MH_Workers.pdf)
- d. Disaster Mental Health Services: A Guidebook for Clinicians and Administrators. The National Center for Post-Traumatic Stress Disorder.  
<http://www.hsdl.org/?view&did=441325>
- e. Federal Emergency Management Agency, National Incident Management System  
<http://www.fema.gov/national-incident-management-system>  
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<http://www.jocoem.org/files/docs/ESF-8MentalHealthFinal.pdf>
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<http://www.nctsn.org/content/psychological-first-aid>
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[http://www.cdmhc.org/CA\\_Disaster\\_Mental\\_Behavioral\\_Disaster\\_Response\\_Plan.pdf](http://www.cdmhc.org/CA_Disaster_Mental_Behavioral_Disaster_Response_Plan.pdf)
- m. State of New Jersey. Understanding the FEMA Crisis Counseling Program. 2012.  
<http://www.state.nj.us/humanservices/dmhs/disaster/resources/fema/>
- n. Substance Abuse and Mental Health Services Administration. Crisis Counseling Assistance and Training Program.  
<http://www.samhsa.gov/dtac/proguide.asp>

- o. U.S. Department of Health and Human Services. Mental Health All-Hazards Disaster Planning Guidance. Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, 2003.  
**<http://store.samhsa.gov/shin/content/SMA03-3829/SMA03-3829.pdf>**
- p. U.S. Department of Health and Human Services. Mental Health Response to Mass Violence and Terrorism: A Training Manual. Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, 2004.
- q. **<http://store.samhsa.gov/shin/content/SMA04-3959/SMA04-3959.pdf>**

**C. Recommended Training Resources**

- a. Psychological First Aid
  - American Red Cross (PFA and Fundamentals of Disaster Mental Health)  
**<http://www.redcross.org/take-a-class>**
  - Missouri Department of Mental Health  
**<http://dmh.mo.gov/disaster/training.htm>**
  - The National Child Traumatic Stress Network  
**<http://learn.nctsn.org/course/category.php?id=11>**
- b. National Center for Critical Incident Stress Management  
**<http://www.ptsd.va.gov/professional/manuals/psych-first-aid.asp>**
  - Critical Incident Stress Management
  - International Critical Incident Stress Foundation  
**<http://www.icisf.org/>**
- c. National Organization for Victim Assistance
- d. National Crisis Responder Credentialing Program  
**<http://www.trynova.org/help-crisis-victims/crisis-training/>**
- e. National Incident Management System (NIMS)  
**<http://www.fema.gov/NIMS>**
  - Incident Command System  
**<http://www.fema.gov/incident-command-system>**  
**<http://training.fema.gov/EMIWeb/is/ICSResource/index.htm>**
  - National Disaster Response Framework  
**<http://www.fema.gov/national-disaster-recovery-framework>**
- f. Other Trauma, Grief, or Disaster Mental Health-Related Training
  - Trauma Informed Care and Trauma Services  
**<http://www.samhsa.gov/nctic/trauma.asp>**

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**TABLE 1**  
**Comparison of Disasters and Response and Recovery Needs**

Type of Disaster Event	Impact	Services
<b>Fire</b> <b>Single-family Home</b> <b>Multi-family Apartments</b> <b>School, Workplace</b> <b>(without warning)</b>	Threat to safety, loss of life; loss of property and possessions; loss of sense of safety; separation from children, family and pets.	Shelter, food, water, clothing; Housing; Debris removal, Clean- up kits; Triage and Referral.
<b>Aircraft Crash</b> <b>Multi-vehicle Collisions</b> <b>Railroad Accident</b> <b>CBRNE</b> <b>(without warning)</b>	Threat to safety, loss of life; unfamiliar with local resources; uncertain time frame; exposure to or contaminated by hazardous materials.	Shelter, food, water; Family Assistance Center; Triage and Referral.
<b>Mass Casualty Incident</b> <b>Shootings, Bombings</b> <b>Riots, Acts of Terrorism</b> <b>(without warning)</b>	Threat to safety, loss of life; separation from family; world view and spiritual beliefs may be shaken; increased sense of vulnerability.	Shelter; Family Assistance Center; Triage and Referral.
<b>Tornado</b> <b>(very brief warning)</b>	Threat to safety, loss of life; loss of property and possessions; disrupted daily functioning – school and work; limited access to resources, home.	Shelter, food, water, clothing; Housing; Debris removal, Clean- up kits; Disaster Assistance Center; Triage and Referral.
<b>Flood</b> <b>(predictable, some warning)</b>	Threat to safety, loss of life; property damage; evacuated, displaced from home; indefinite time frame; exposure to hazardous environment.	Shelter, food, water, clothing; Housing; Debris removal, Clean- up kits; Disaster Assistance Center; Triage and Referral.
<b>Earthquake, Sinkhole</b> <b>(without warning)</b>	Threat to safety, loss of life; property damage; uncertain time frame; evacuated or displaced from home; disruption of routine – school and work.	Shelter, food, water, clothing; Housing; Debris removal, Clean- up kits; Disaster Assistance Center; Triage and Referral.
<b>Wildfire</b> <b>(some warning, time to</b> <b>prepare and evacuate)</b>	Threat to safety, loss of life; property damage; evacuated and displaced from home; exposure to hazardous environment; disruption of routine – school and work.	Shelter, food, water, clothing; Housing; Debris removal, Clean- up kits; Disaster Assistance Center; Triage and Referral.

**TABLE 2**  
**Coping and Self-Care Tips**

<p><b>Common Stress Reactions</b></p>	<p>Disturbing thoughts and images, flashbacks                  Confusion, disorientation                  Difficulty making decisions, not knowing what to do                  Low motivation, disinterest                  Feeling compelled to do more, increased energy                  Physical complaints – headaches, body and stomach aches, muscle tension                  Excessive tiredness, low energy, fatigue, sleep disturbance                  Numbness, disbelief, shock, blunted or flat emotions                  Hyper-vigilant – on the lookout, expecting something bad to happen                  Sadness, crying easily, fear, worry                  Anger, irritability                  Feeling guilty, self-blame, overly-responsible                  Regressing, going back to old behaviors – especially for children</p>
<p><b>What Helps</b></p>	<p>Connecting with family members, friends                  Engaging in positive activities, including the recovery efforts                  Moderate exercise, walking                  Getting adequate sleep, rest, personal time                  Maintaining routines, normal schedule                  Getting back to work, school                  Good nutrition, eating healthy foods, staying hydrated                  Taking time for yourself, take breaks from activities                  Talking with others, listening to others                  Using relaxation methods (breathing, meditation, prayer, soothing music)                  Journaling, writing or drawing                  Seeking, asking for help from others                  Using natural methods of coping, personal resilience</p>
<p><b>What Doesn't Help</b></p>	<p>Isolating, staying away from family members and friends                  Avoiding others or withdrawing from activities                  Using excessive alcohol or other drugs to cope                  Overeating or not eating                  Not participating in pleasant activities                  Working too much                  Excessive TV or computer games                  Risky behaviors (recklessness, spending too much money)                  Blaming others, anger outbursts, conflict with others                  Making excuses for careless behavior</p>

**TABLE 3**  
**Community Mental Health Resources**

Treatment Program/Agency	Services Offered
<b>Burrell Behavioral Health</b> 417-761-5555 <a href="http://www.burrellcenter.com/">http://www.burrellcenter.com/</a>	24/7 Crisis Line, Outpatient Counseling, Psychological and Psychiatric Services, Client Casework, Emergency Residential, Disaster Response Team
<b>Catholic Charities of Southern Missouri</b> 417-866-0841 <a href="http://www.ccsomo.org/">http://www.ccsomo.org/</a>	Disaster Relief, Counseling Services, Casework
<b>Clarity Recovery and Wellness</b> 800-520-7758 <a href="http://clarityrecovery.org/">http://clarityrecovery.org/</a>	Substance Abuse Intervention, Outpatient Counseling, Residential Treatment
<b>Cox Health</b> 417-269-6891 <a href="http://www.coxhealth.com/">http://www.coxhealth.com/</a>	CISM, Inpatient and Outpatient Addictions Counseling, Inpatient Psychiatric, Outpatient Psychological and Counseling Services
<b>Forest Institute</b> 417-865-8943 <a href="http://www.forest.edu/">http://www.forest.edu/</a>	Outpatient Psychological and Counseling Services
<b>Harmony House</b> 417-837-7700 <a href="http://www.myharmonyhouse.org/">http://www.myharmonyhouse.org/</a>	Emergency Shelter, Counseling
<b>Lakeland Behavioral Health</b> 800-432-1210 <a href="http://www.lakelandbehavioralhealth.com/">http://www.lakelandbehavioralhealth.com/</a>	24/7 Crisis Line, Acute Psychiatric Inpatient and Residential Treatment
<b>Lost and Found</b> 417-865-9998 <a href="http://www.lostandfoundozarks.com/">http://www.lostandfoundozarks.com/</a>	Grief and Trauma Treatment for Children and Families
<b>Mercy</b> 417-820-2000 <a href="http://www.mercy.net/springfieldmo">http://www.mercy.net/springfieldmo</a>	Inpatient Psychiatric, Outpatient Psychological and Counseling
<b>Ozarks Community Hospital</b> 417-837-4000 <a href="http://ochonline.com/">http://ochonline.com/</a>	Inpatient Psychiatric, Outpatient Psychological and Counseling
<b>Ozarks Counseling Center</b> 417-869-9011 <a href="http://ozarkscounselingcenter.org/">http://ozarkscounselingcenter.org/</a>	Outpatient Psychological and Counseling

TABLE 4

<p><b>Needs Assessment Formula.</b> Using the CMHS Needs Assessment Formula, estimate the number of persons to be served in each designated area. Attach a CMHS Needs Assessment sheet for each designated area.</p>				
<p><b>CMHS Needs Assessment Formula for Estimating Disaster Mental Health Needs</b></p> <p>This is an estimate for the following disaster area: _____</p> <p>Date of report: _____ Completed By: _____</p>				
Loss Categories	Number of Persons	ANH* Average Number of Persons per Household	Range Estimated	Total
Type of Loss	Number	Multiply by ANH	At-Risk Multiplier (Percent)	Number of Persons Targeted
Fatalities/Dead			100	
Hospitalized			35	
Non-hospitalized Injured			15	
Homes Destroyed			100	
Homes with major damage			35	
Homes with minor damage			15	
Disaster Unemployed			15	
Other loss –specify			10	
Other loss –specify			10	
<b>Total estimated persons in need of Crisis Counseling Services</b>				

From the Mental Health All-Hazards Disaster Planning Guidance, 2003. US Dept of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Mental Health Services.

<http://store.samhsa.gov/shin/content/SMA03-3829/SMA03-3829.pdf>

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- b. Facilities remaining in operation may be overwhelmed by the deluge of patients with minor to severe injuries, as well as, worried well patients. Patient's will self report to the facility as well as be brought in by ambulance.
  - c. Because of the increased demands on the medical/health system, shortages of medical supplies (pharmaceutical, expendable, etc.) and equipment will occur.
  - d. Disruptions in local communications and transportation systems could prevent a timely re-supply of needed items.
4. Disasters such as tornadoes, floods, hazmat, earthquakes, etc., may require evacuation/relocation of large populations. The relocation site will require potable water, wastewater control, vector control, hygiene and other public health measures.
  5. Chronically ill individuals may have difficulty obtaining medications, medical supplies and/or equipment due to disruption of normal supply channels.
  6. People with functional needs will require evacuation facilities to be equipped to provide the required level of service. Coordination with hospice, home health, nursing homes and adult living facilities is a critical component of public health and medical response for either the short or long term recovery process. Functional needs populations should be accommodated to the extent possible in general Mass Care facilities as capabilities allow.
  7. As a result of power outages, many commercial cold storage and freezer facilities within the affected area(s) will be inoperable.

### III. CONCEPT OF OPERATIONS

#### A. General

1. Emergency medical care will be provided by the local emergency medical services.
2. Requests for outside medical assistance should be reported to the EOC as quickly as possible once needs have been identified.
3. Local hospitals will coordinate all actions with the Emergency Operations Center (EOC) or through the DRF 6 Community Health designee.
4. The Community Crisis Team of the Ozarks will provide crisis interventions to the victims and survivors of a catastrophic incident or disaster.
5. Medical system notification will be initiated by the respective EMS dispatch centers using the EMS system. This system may be used through the recovery process.

**B. Mission Area****1. Recovery**

- a. Conduct patient follow-up care as necessary.
- b. Continue to survey community for public health problems and provide medical and sanitation support to any mass care sheltered population.
- c. Maintain records of the affected populations (injured, deceased, functional needs in shelters, etc.) and report their status to the EOC or DRF 6 designee.
- d. Continue to monitor the Springfield-Greene County Health Department Emergency Response Plan, Annex H (Mass Prophylaxis) in response to an epidemic or other biological event.
- e. Coordinate with the agencies that are distributing food and water and in setting up emergency sanitation facilities.
- f. Continue to monitor public health measures at mass care centers.
- g. Report to the EOC or DRF 6 designee, regularly on the medical situation.
- h. Provide public health and medical information to the Joint Information Center (JIC) or the DRF 6 designee.
- i. Continue to assist in estimating the total population exposed to the disaster.
- j. Continue to track individuals of those exposed to radiation following a radioactive incident.
- k. Implement demobilization procedures as the event draws down.
- l. Continue to monitor water contamination in disaster affected areas and estimate needs and quantities.

**IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES****A. Primary Agency:****Springfield-Greene County Health Department**

1. The Springfield-Greene County Health Department Director is responsible for the overall coordination of the Public Health.
2. Coordination of all public health and medical activities will be conducted through the Emergency Operations Center or designated location agreed upon by the COAD.
3. Continue to provide Health Department staff at the EOC or designated location as requested.
4. Coordinate with State and Federal governments to obtain additional resources, as required to sustain recovery operations.
5. Continue to monitor the need of resources of health/medical personnel, supplies and equipment.
6. Continue to ensure that epidemiological surveillance systems are monitoring the community.
7. Continue to coordinate with agencies in prioritizing and directing health and medical activities.
8. Continue to monitor staffing needs at each mass care site.

9. Coordinate with **DRF 7 Resource Management:** Donations and Volunteer Management for generators and fuel.
10. Coordinate with **DRF 7 Resource Management:** Donations and Volunteer Management for supply information pertaining to potential volunteer groups, contract vendors, and other entities that may be able to supplement local resources.
11. Continue to coordinate with Public Works and Engineering (**EOP-ESF-3**) for staging and disposal of debris and other solid waste that may pose threat to public health.
12. Coordinate with State Health Department for issues involving radiological material.
13. Continue to analyze water sources and identify potable source of public and private water supplies.
15. Coordinate with **DRF 3 Public Information** to provide public health information to the public.
16. Continue to evaluate the safety of food being provided for use by disaster victims and the general public.
17. Provide administrative staff to shelters.
18. Continue to maintain records of the cost of supplies, resources and man-hours needed to in the recovery efforts with the disaster event.
19. Work with local hospitals to determine need for activation of alternate care sites.

**B. Support Agencies:**

**Office of Emergency Management**

1. Coordinate with all support agencies to ensure agencies have all appropriate and needed resources.
2. Continue to provide support to DRF 6 during the recovery phase of the disaster.

**Hospitals**

1. Patient care will be the responsibility of the local/regional hospitals.
2. Medical supplies for the hospitals will be the responsibility of the hospitals' purchasing agent.
3. Assist in maintaining the integrity of the EMS system.

**Greene County Medical Examiner**

1. Coordinate with the Springfield-Greene County Office of Emergency Management regarding Disaster Mortuary procedures.

**Springfield Metropolitan Health Care Coalition**

Provide effective coordination, communication, acquisition and management of resources and situational awareness to the network of healthcare members and supporting agencies.

**C. State Support Agencies:****Missouri Department of Health and Senior Services**

Provides coordinated State assistance to supplement local resources to public health and medical care needs following a major disaster or emergency, or during a developing potential medical situation.

**Missouri Division of Mental Health**

1. Assist and coordinate with Springfield-Greene County Public Health and Medical Coordinator in providing mental health services to disaster victims.
2. Assist and coordinate with all ESFs to ensure worker health and safety.
3. Continue to assist and coordinate with Mass Care (**ESF-6**) in providing mental health services to shelter residents and staff.
4. Continue to assist in providing Community Outreach Services to disaster victims, as requested.
5. Provide staff to the EOC or to designated location provided by COAD to continue recovery operations.

**D. Federal Support Agencies****Department of Health and Human Services**

Provides coordinated Federal assistance to supplement State and local resources in response to public health and medical care needs following a major disaster or emergency, or during a developing potential medical situation.

**V. DIRECTION AND CONTROL**

- A.** The Springfield-Greene County Public Health Director or designee will become part of the Long-Term Recovery Committee (LTRC) and will coordinate his/her activities through the EOC or designated location when the EOC is not activated.

**VI. CONTINUITY OF OPERATIONS**

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

**VII. ADMINISTRATION AND LOGISTICS****A. Administration**

1. Statistics of various types will become very important during emergency periods. All facilities will keep detailed records of their activities so that statistics may be compiled later. Examples of information that should be kept and reported to the COAD Long Term Recovery Committee (LTRC) include the following:
  - a. Deaths
  - b. Injuries
  - c. Inoculations given
  - d. Blood supply
  - e. Incidence of disease
  - f. Hospital census
  - g. Radiation exposure
2. Records of hours worked (by employees, supplemental staffs from other facilities and volunteers). Materials used must also be reported to the LTRC for use in determining the ongoing costs of the recovery.

**B. Logistics**

1. Supply requisitions will be made through normal channels when possible. Otherwise, requisitions should be made through the LTRC.

**VIII. DRF DEVELOPMENT AND MAINTENANCE**

- A. The DRF 6 Community Health in coordination with the Office of Emergency Management and the agencies listed as support agencies are responsible for the annual review and update of this DRF.

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**PRIMARY AGENCY:** Office of Emergency Management  
7<sup>th</sup> Day Adventist

**SUPPORT AGENCIES:** Convoy of Hope  
Salvation Army  
American Red Cross  
United Way of the Ozarks

## **I. PURPOSE**

This DRF was designed to give the local officials the ability to accept, manage, and distribute donations from concerned groups or citizens during the Recovery Phase after a Natural or Human Caused Disaster for the Springfield-Greene County area. Resources may include such things as goods and materials, services, personnel, financial resources, facilities and other resources. These resources may come from a variety of sources, both solicited and unsolicited.

## **II. SITUATIONS AND ASSUMPTIONS**

### **A. Situations**

1. Disasters have the potential to trigger large amounts of media coverage which can overwhelm the abilities of local agencies to coordinate and control donated goods and services.
2. The management of unsolicited goods and services is crucial to an efficient response and recovery operation.
3. Local government acknowledges the outpouring of donations can overwhelm the ability of local agencies and organizations to be effective responders.
4. Local government has the responsibility in a disaster to respond to offers of unsolicited donated goods or services in order to ensure an efficient response and recovery operation.
5. Private resources are available in the region to assist with food acquisition activities.
6. Outside resources are available to assist should all local resources become committed.

### **B. Assumptions**

1. People as a whole are kind and want to do something to help disaster victims.
2. Unsolicited donations of goods and services potentially could come in from around the State, the Country or the World, should a disaster affect the city/county.
3. In a disaster local government and local agencies and organizations may be adversely affected and may not be able to cope with a sizable flow of donated goods and services.

4. Goods may be donated that are not needed by disaster victims or responders. Receiving and sorting unneeded goods or services or disposing of large quantities of unneeded goods can be a lengthy and costly process.
5. In some cases the amount of donated goods and services may be more affected by the media attention than the magnitude of the disaster.
6. Most personal donations are given with little expectation of return other than the personal satisfaction of giving. However, some donations and services may be unusable, have “strings attached” or not really be donations at all. They may:
  - a. Be given with an expectation of compensation, publicity, or tax write-off.
  - b. Be items that are out-of-date (i.e. expired food stuffs or pharmaceuticals) unusable (broken furniture, dirty or torn clothing) or unsuitable (food that requires refrigeration, winter coats in August, etc.)
  - c. Be provided illegally as a ruse in a fraudulent process to obtain money from disaster victims.
  - d. Be offered at a “discount” to disaster victims, with no real savings.
  - e. Be offered in limited quantity as a deception to simply show an “association” with government or disaster relief as a basis for future advertising claims.
7. Donated goods may arrive in an area day or night without warning. Upon arrival, delivery drivers will want to know where they should off-load their cargo and will most likely expect personnel to be provided for unloading.
8. Donations will frequently arrive unsorted and with minimal packaging and markings. Donations may be packed in boxes, crates, barrels, garbage bags, pallets or bins.
9. Cash donations allow responders flexibility to address the most urgent needs and serves to stimulate the local economy and eliminate the logistical problems associated with in-kind or tangible donations.
10. Donors may want to:
  - a. Know what is needed in the disaster area—cash, goods, and/or services.
  - b. Know how they should transport their donation to the local area, or if there is someone who can transport it for them.
  - c. Start a “drive for donations” to help disaster victims, but have no knowledge of what to do and how to do it.
  - d. Earmark their donation for a specific local group or organization, such as a church, fraternal society, or social service agency, or want to know to whom, specifically, received their donation.
  - e. Have their donation received by a local official and/or receive a letter of appreciation or public recognition.
  - f. Want to be fed and provided with lodging if they are providing volunteers.

11. Disaster victims may:
  - a. Desire immediate access to donations before they are sorted and ready to be disseminated at appropriate distribution points.
  - b. Believe that the donations have not been or are not being distributed fairly if they do not have information on the process of distributing donations.
  - c. Have unmet needs which can be satisfied by additional donations.

### III. CONCEPT OF OPERATIONS

#### A. General

1. Local Government does not intend to supervise the process by which donations are collected. Voluntary agencies are considered the primary recipients, managers, and distributors of donated goods and services. However local government has the ultimate responsibility for managing disaster response and recovery.
2. The Springfield-Greene County will stress to the donor the preference for cash donations; however, if the donor wants to donate an in-kind good, local government will provide a system to connect the donor with the organization needing that particular donation.
3. The ultimate goal for local government in managing donated good is to prevent transportation arteries from becoming clogged, prevent voluntary agencies from being overwhelmed with donations, and to prevent worthwhile materials and goods, donated out of kindness, from being unnecessarily destroyed.
4. The goals in donation management are as follows:
  - a. The Donations Coordinator (DC) will determine, with advice and consultation from support agencies, what the areas and categories of greatest need for donations and services are.
  - b. Determine which phase of activation will be required.
  - c. Work with Public Information (**DRF 3 PIO**) to communicate clearly and effectively to the public that unsolicited goods should not be shipped directly to the disaster site; mass quantities of unneeded items serve to clog transportation arteries that are already seriously stressed.
  - d. With the advice and consultation from support agencies, publicize items that are needed during the disaster and provide a hotline for those seeking to donate.
  - e. Working with support agencies, maintain a complete database to assure: prompt response to donors; prompt allocation of donations; and tracking of donations until it is received by the disaster victim or response agency.

**B. Organizational Strategy: Donations Management**

The Emergency Operations Center (EOC) and the DC will determine the level of staffing needed based upon the level of donations. The DC will advise the EOC with ongoing donation activities, levels, staff, space and other requirements.

**1. Activation of Donations Management Function**

During activation of the EOC, the DC will serve as the liaison to the EOC from the Donations Coordination Team. The DC will:

- a. Represent and speak on behalf of donations policy in all EOC decisions;
- b. Communicate all policy decisions to the team;
- c. Represent the team in all EOC coordination issues;
- d. Work with EOC Management to produce appropriate news releases;
- e. Communicate needs identified in the EOC to the Needs group;
- f. Communicate and coordinate with the SEMA Donations Coordinator, and chair all coordination meetings with VOAD groups.

Donations management will remain flexible to appropriately address different sizes of disasters. Three phases of donations management, each suited to the particular scope of the disaster, allows the necessary flexibility. These phases are as follows.

- a. **Donations Management - Phase I:** This phase will be used in disasters that are small, limited or localized in nature. This would correspond generally with a Level III activation of the Emergency Operation Center (EOC). Donations are few and sporadic. In this phase, the DC or an Emergency Management Official would handle any matters regarding donations or provide donations management guidance to Emergency Management Director if necessary.
- b. **Donations Management - Phase II:** This phase is for disasters that range from small to large. The EOC is activated to a Level II or II. A state declaration and a federal declaration of a disaster are very possible. Based on the activity of donations, one to several people can manage the donations process without activating the entire plan. Some functions and or positions may be combined within this plan to fit the needs of the disaster or personnel on hand. See below for a brief description of Phase III operations.
- c. **Donations Management - Phase III:** This phase is for very large or catastrophic disasters or disasters that generate a great amount of media attention or public interest.

## 2. Acceptance of Donations

### a. Unsolicited or unneeded donations

Springfield-Greene County and the DC will attempt to limit the amount of unsolicited or unneeded donations being accepted. Receiving and sorting unneeded goods or services or disposing of large quantities of unneeded goods can be a lengthy and costly process.

### b. Goods and Materials

- Donated goods may arrive in an area day or night without warning. Upon arrival, delivery drivers will want to know where they should off-load their cargo and will most likely expect personnel to be provided for unloading. Oftentimes it will be impossible to initially identify if the goods and materials arriving are solicited or unsolicited. As a result, it may be very difficult not to receive or accept some unsolicited goods and materials.
- Upon activation of the Donations Management ESF, the DC will establish a facility early for staging and/or warehousing anticipated donated items. The primary facility for Greene County is Convoy of Hope.
- All goods and materials that arrive in Springfield-Greene County, both solicited and unsolicited will be accepted and received by the Donations Coordination Team at Convoy of Hope or other established facility.
- This facility will act as the central location to receive, sort, organize, inventory, repackage if necessary, and temporarily store donated items and other goods.
- An inventory list of donated goods will be created and submitted to the Operations Section of the EOC at minimum daily.

### c. Services

- During a disaster event there is a high likelihood that offers for donated services, both solicited and unsolicited will arrive from across the region and possibly the country.

- **Unsolicited Services**
  - Offers for unsolicited services will be passed to the Operations Section of the EOC.
  - The Operations Section will coordinate with all Springfield-Greene County ESFs to determine if the service is a valid need that should be accepted.
  - If the Operations section determines that the service is not needed, the offer for donated service will not be accepted.
  - The vendor/organization offering the donated service will be tracked in the Finance/Admin Section of the EOC so that they can be contacted if the need arises in the future for this service.
  
- **Solicited Services**
  - Offers for solicited services will be passed to the Operations Section of the EOC which will accept the offer if it is determined that the service adequately meets the need that was requested.  
The Operations Section will coordinate with the organization/vendor offering to donate the services requested and assign them to a lead agency from the corresponding ESF to perform the service.

**d. Personnel**

Volunteer personnel, both solicited and unsolicited, willing to donate their time could potentially come in from around the State, the Country or the World, should a disaster affect Springfield-Greene County. The type of disaster or event will determine the number of volunteers needed for an effective response. In an event where a large number of volunteer personnel are needed, the Springfield-Greene County Office of Emergency Management will activate the Volunteer Coordination Center (VCC).

**e. Financial Resources**

- The Springfield-Greene County emphasizes the preference for financial/cash donations.
- Springfield-Greene County makes no distinction between solicited and unsolicited financial donations and will facilitate acceptance of all financial resources that may be donated.
- Springfield-Greene County will connect the donor with one of the ESF partner non-profit organizations that assist with local response/recovery operations.

f. Facilities

- During a disaster Springfield-Greene County may be presented with offers of donated facilities.
- **Unsolicited Facility Donations**
  - Unsolicited offers for donated facility use will be passed to the Operations Section of the EOC.
  - The Operations Section will coordinate with all Springfield-Greene County ESFs to determine if the facility is suitable to meet an identified need.
  - If the Operations section determines that the facility is not needed, the offer for the donated facility will not be accepted.
  - The vendor/organization offering to donate the facility will be tracked in the Finance/Admin Section of the EOC so that they can be contacted if the need arises in the future for use of this facility
- **Solicited Services**
  - Solicited offers for donated facility use will be passed to the Operations Section of the EOC which will accept the offer if it is determined that the facility adequately meets the need that was requested.
  - The Operations Section will coordinate with the organization/vendor offering to donate the facility requested and connect them to a lead agency from the corresponding ESF that needs the facility.
  - The EOC Finance/Admin Section will coordinate with Springfield and/or Greene County legal services on any contracts that may be required for usage of the donated facility.

3. **Management of Donations**

a. **Goods and Materials**

- All goods and materials that arrive in Springfield-Greene County, both solicited and unsolicited will be accepted and received by the Donations Coordination Team at the established facility.
- This facility will act as the central location to receive, sort, organize, inventory, repackage if necessary, and temporarily store donated items and other goods.
- The Donations Coordination Team will maintain a database for the tracking and inventory of all donated goods and materials.
- An inventory list of donated goods will be created and submitted to the Operations Section of the EOC at minimum daily.
- All requests for distribution of donated goods and services will be routed through the DC and the Donations Coordination Team.
- The Donations Coordination Team will work with support agencies, to maintain a complete database to assure:
  - prompt response to donors;
  - prompt allocation of donations; and
  - tracking of donations until it is received by the disaster victim or response agency.

b. **Services**

- Services that are donated to Springfield-Greene County will be managed by the corresponding ESF to which that service has been assigned.
- ESF agencies utilizing donated services will be required to track and monitor the services performed and submit all applicable documentation associated with that service to the EOC (i.e. duty logs, injury reports, personnel associated with that service, consumables used)

c. **Personnel**

- Personnel donations will be managed by the VCC, which will handle the coordination of professional, traditional, affiliated, and spontaneous volunteer personnel.
- The VCC will be responsible for effectively organizing all types of volunteers identified above, registering them and assigning them to a local participating volunteer agency.

**d. Financial Resources**

- Neither Springfield, nor Greene County will have direct control or management of financial resources that are donated.
- Donations of Financial Resources will be managed by the ESF partner non-profit organizations that assist with local response/recovery operations according to their policies and standard operating procedures.

**f. Facilities**

- Facilities that are donated to Springfield or Greene County will be managed by the corresponding DRF agency to which that facility has been assigned.
- DRF agencies utilizing donated facilities will be required to track and monitor all applicable costs that may be associated with the facility and submit all documentation to the EOC (i.e. utility costs, repairs, renovations).
- The responsible DRF may be required to assign a facility manager to ensure that operations at the donated facility are in compliance with any contracts or regulatory codes that may be in place.

**4. Distribution of Donations****a. Goods and Materials**

- All goods and materials that arrive in Springfield-Greene County, both solicited and unsolicited will be accepted and received by the Donations Coordination Team at the established facility.
- This facility will act as the central location to distribute goods and materials as assigned by the EOC which will be coordinate with ESFs to assess unmet needs.

**b. Bulk Distribution:**

Bulk distribution refers to items that are acquired in bulk or large quantities and given to disaster victims. Examples may include ice, water, canned goods, dry goods, grains, fresh produce, toiletry items, first aid supplies, work gloves, cleaning supplies, clothes, essential household items such as dishes, pots, pans, lanterns, water containers, blankets, cots, linens and tents.

- The system for bulk distribution must be coordinated with donations management because bulk distribution largely relies upon donated goods to sustain itself.
- Distribution sites, and to a lesser degree staging areas, are the prime locations for bulk distribution items. There are various methods for physically handing over bulk items to people in a disaster area.
- The best method for doing so should be determined by the current situation and the agencies assigned to bulk distribution.
- The EOC and the DC will help coordinate bulk distribution and donations management operations.

**c. Services**

- Services that are donated to Springfield or Greene County will be distributed to DRFs through the Long Term recovery Committee.
- Distribution of donated services will be prioritized by need.

**d. Personnel**

Personnel donations will be distributed through the VCC to local non-profit partnering agencies.

**e. Financial Resources**

- Neither Springfield nor Greene County will have direct control or management of financial resources that are donated.
- Donations of Financial Resources will be distributed to and managed by the Long Term Recovery Committee’s partner non-profit organizations that assist with local recovery operations according to their policies and standard operating procedures.

**f. Facilities**

- Facilities that are donated to Springfield or Greene County will be distributed through this DRF.
- Distribution of donated services will be prioritized by need.

5. **Additional Planning Considerations**

a. **Planning Components for Managing Goods**

Other components that must be considered as the Donations Management operation is established are as follows:

- Administration
- Risk management
- Receiving and unloading
- Materials handling
- Storage
- Shipping
- Accountability
- Security

Donations management officials should have expertise in planning and training in these components.

b. **Transportation**

Critical needs items should not be delayed. Other less critical items if designated and belonging to a voluntary agency should be allowed to proceed to their destination. Pending special direction by local government, voluntary agencies expecting relief items they have solicited, purchased, or for which they have coordinated delivery should be allowed to immediately direct their shipments to their own established facilities. These goods should be treated like other shipments of goods being directed to the disaster area with specific and urgent missions.

Drivers should have contact with personnel at their destinations and should be carrying support documentation. Sponsors of designated goods should also be responsible for recruiting labor to unload their shipments. Shipments of designated relief goods should be well marked with the name of the voluntary agency.

State control over traffic traveling to the disaster area will affect vehicles shipping relief goods. Control/check points can be used to regulate trucks entering the disaster area through inspection of the cargo manifest and to check to see if the shipment is needed and expected by a particular voluntary agency. Trucks will be expected to have name and contact information for recipients of the shipment. The State may direct relief good shipments to a particular staging or distribution areas. Escort support may be needed.

**6. Phone Bank**

- a. The EOC, United Way of the Ozarks, American Red Cross, and 211 will coordinate management of donor phone calls through their respective phone banks.
- b. Calls can generally be classed into four types:
  - Donors providing a donation, starting a “drive”, or wanting to know how best to donate.
  - Vendors wanting to provide services or materials at a reduced cost to the disaster victim.
  - Drivers, en route to the disaster area, desiring to know where they should deliver their cargo, and who will off-load it.
  - Persons, including disaster victims, seeking disaster related information.

**7. Unmet Needs**

- a. During the recovery process, after all the disaster relief organizations, state and/or federal government have provided monetary and other assistance to disaster victims, there still may be individuals and families who, for various reasons need additional help in recovering from the disaster.
- b. The Long-Term Recovery Committee a sub-committee under the Greene County COAD is a group of representatives (from community based relief organizations, established disaster relief agencies, clergy, council of churches, local foundations, local business, etc.) who meet together to consider individual cases where the victims’ needs are significantly greater than the assistance already provided.
- c. An “unmet needs request” is submitted to the committee by an “advocate agency” for that particular unmet needs case.

Once the advocate agency has submitted the request, that agency will present the individual case to the committee. The committee will review the case and decide whether his or her agency can provide additional assistance on top of what has already been provided.

**C. Mission Area****1. Recovery**

- a. Start drawing back response operations and initiate the preparations for demobilization.
- b. Continue the hotline and warehouse/distribution operations until needs are met for all disaster victims.
- c. Work with the Long-Term Recovery Committee to assess continuing needs of agencies involved in recovery and work with PIO to communicate those needs.

**2. Demobilization**

- a. Demobilization is an issue of obvious timing. Throughout the disaster the Donations Management operation will be gearing up or winding down. As calls for donations begin to come in less and less, hours will naturally be reduced. As donations drop off, the large reception center can be closed and consolidated with the staging areas or even the distribution centers. It is important, however, not to "dump" unwanted useless items on to the distribution centers.
- b. As demobilization gets well underway survey the inventory and determine where items can be used most quickly and efficiently. If an item is unwanted or unneeded evaluate whether the item is worth storing for the future or if proper disposal is best. Additionally, remember that just because a disaster relief organization cannot use the item, it does not mean the item is unusable.

**IV. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES****A. Primary Agency:****Office of Emergency Management**

1. Review and assess damage information to establish priorities of supplies.
2. Arrange for distribution of goods.
3. Keep an accurate accounting of the flow of goods from donors to recipients.
4. Establish other staging areas as needed.
5. Coordinate with Public Information (**DRF 3**) for the development of public information announcements including providing instructions for private individuals and groups desiring to donate items or services, and location of distribution points for pick-up of donated goods by victims.
6. Review and revise priority area designations as needed.
7. Coordinate with liaison from Convoy of Hope.

**Seventh-Day Adventist**

Provide a comprehensive process that organizes the giving, receiving and distribution of both solicited and unsolicited donated goods.

**B. Support Agencies:**

**Convoy of Hope**

1. Provide support for agencies on solicited and unsolicited goods and volunteers.
2. Provide a liaison between the EOC and donating agencies.
3. Provide EOC with donations status and availability.
4. Coordinate the warehousing and distribution of donated durable and non-durable items, including food.
5. Coordinate with private and public agencies to receive donated items.
6. Assist in transporting food supplies, water and ice into the disaster area(s).

**Salvation Army**

1. Coordinate with warehousing and distribution points for durable and non-durable goods.
2. Establish and maintain liaison with EOC.

**American Red Cross:**

Implement procedures and staff a telephone call in point for information concerning volunteers and donations of goods if requested.

**United Way of the Ozarks**

Implement procedures and staff a telephone call in point for information concerning volunteers and donations of goods if requested.

**C. State Support Agency:**

**State Emergency Management Agency**

Works with the Statewide Volunteer Coordinator to assess the need for donations management and work with the MOVOAD organization to provide assistance.

**D. Federal Support Agency:**

**Federal Emergency Management Agency**

FEMA supports the State Donations Coordinator and voluntary organizations through:

- a. Assisting with the Donations Coordination Team and Donations Coordination Center.
- b. Assisting with technical and managerial support.
- c. A national network of information and contacts to assist donations specialists.
- d. Providing donations management software and communications support.

**V. DIRECTION AND CONTROL**

- A.** The chief elected officials for each jurisdiction has overall responsibility for recovery activities. The goal for this COAD planning effort is to have a coordinated management system among all affected jurisdictions.
- B.** Springfield-Greene County OEM is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

## VI. CONTINUITY OF OPERATIONS

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

## VII. ADMINISTRATION AND LOGISTICS

### A. Record Keeping

1. All requests for assistance, all general messages, and all reports will be handled using the procedures and format set forth in this DRF. The use of reports will vary according to the type of emergency involved.
2. Federal resources will be needed to execute this donations management plan. Donations Coordination Team Requests for Federal Assistance (RFAs) are likely. The costs of RFAs are split among Federal, State and local government. The proportions of cost sharing vary. Typically the Federal share of the cost is 75%. When such RFAs are needed, the Donations Coordination Team will develop an RFA based upon policy, operational needs and available Federal Resources. The Donations Coordination Team Leader will endorse the RFA and forward it on through the SEMA chain of command for processing.
3. Records of purchases, rentals, agreements, loans, etc., will be maintained, organized and monitored by the DCT.
4. Each agency is responsible for maintaining its own records of expenditures for later reimbursement.

### B. Operational Equipment Supplies and Transportation

1. OEM will provide "normal" amounts of office supplies to personnel of other agencies assigned to work in the EOC and the Donations Coordination Center. Unusual or extraordinary amounts must be secured by the individual organization.
2. The EOC has been adequately equipped to meet the needs of the procedures outlined in this DRF. If the equipment or physical capabilities of the EOC are not sufficient for a particular organization to meet its mission, this fact will need to be brought to the attention of the OEM Director.
3. Each organization is responsible for furnishing its own transportation requirements for direction and control activities.

**C. Logistical Support**

Logistical support for the Donations Coordination Center must be coordinated through the Donations Coordination Team Leader.

**VII. DRF DEVELOPMENT AND MAINTENANCE**

- A.** This DRF was developed by the Office of Emergency Management with the supporting documentation developed by participating departments/agencies.
- B.** This DRF will be reviewed and updated annually. The Office of Emergency Management and the Donations Coordinator will instigate this review. Necessary updates will be accomplished by the responsible agencies.

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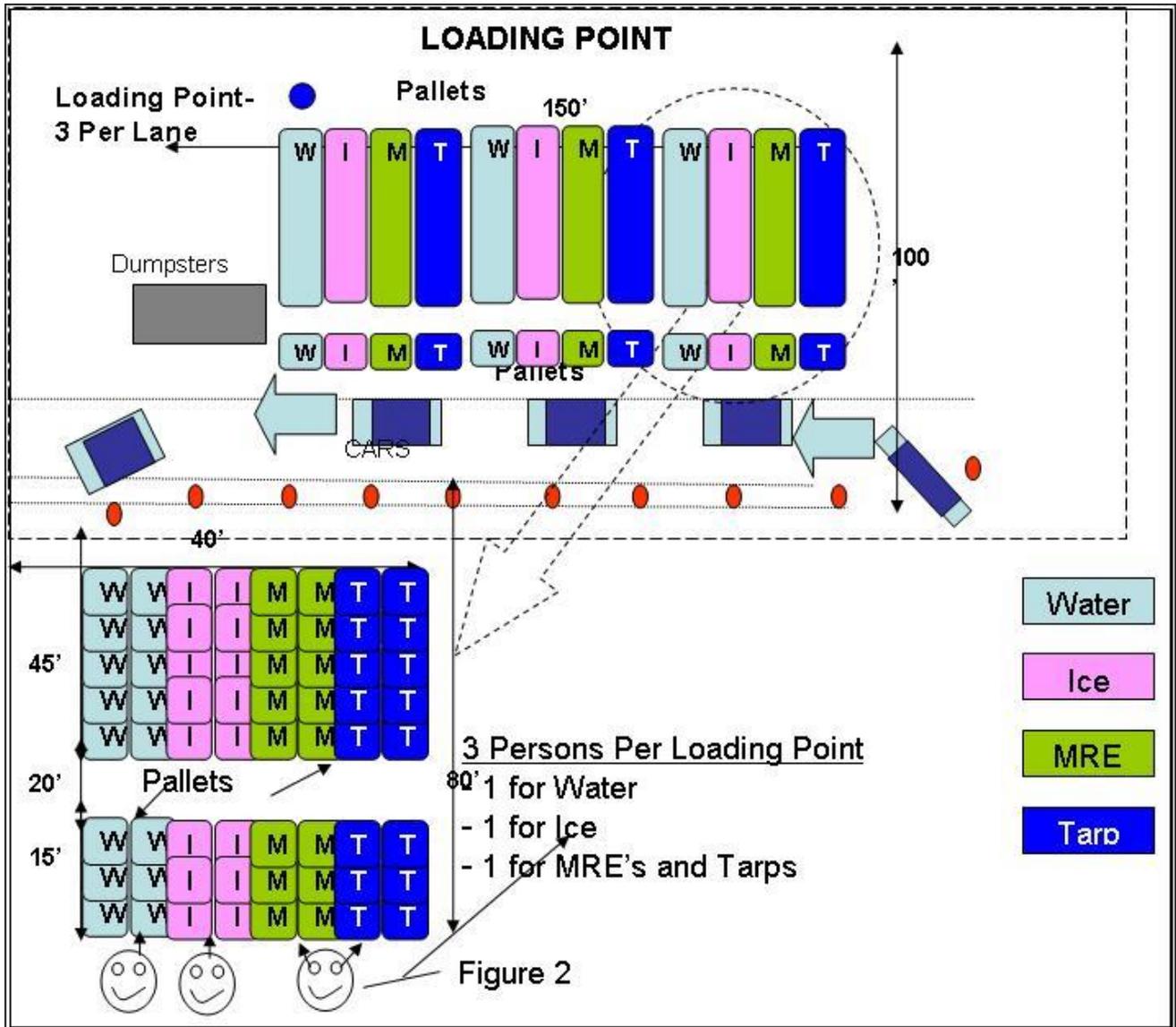
## APPENDIX 1

## POINTS OF DISTRIBUTION (POD)

- The critical planning factor for ordering commodities is “**distribution**” capability, not people without power.
- Distribution planning must be a priority with local governments for the commodities mission to be successful.
- All levels of government must understand the distribution point concept.
- A Type III distribution point (DP) with one supply lane can serve 1,660 cars or 5000 people in one day.
- A Type II Distribution Point has two lanes
- A Type I Distribution Point has four lanes

ATTACHMENT A

POINTS OF DISTRIBUTION (POD) FOOTPRINT



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**PRIMARY AGENCY:** Office of Emergency Management

**SUPPORT AGENCIES:** United Way of the Ozarks  
The American Red Cross  
Health Department

**I. PURPOSE**

To establish and implement a working strategy for efficiently channeling offers of volunteer assistance in the aftermath of natural or human caused disasters or emergency situations occurring in the Springfield-Greene County area.

**II. SITUATIONS AND ASSUMPTIONS**

**A. Situations**

1. Springfield-Greene County is subject to many different types of events that create the potential for a major disaster (see **Hazard Mitigation Plan**).
2. Media coverage of disasters and emergencies can trigger large numbers of people wanting to volunteer their help, which can lead to some volunteer agencies becoming overwhelmed.
3. Local government has the responsibility to utilize volunteer resources during the recovery period (short or long term) when such resources can aid in a more effective and efficient relief and recovery operation.

**B. Assumptions**

1. People as a whole are kind and want to do something to help those affected by the disaster.
2. Volunteer service offers could potentially come in from around the State, the Country or the World, should a catastrophic disaster affect the city/county.
3. In a disaster, local government, local volunteer groups and agencies may be overwhelmed and unable to effectively manage a sizable amount of (unsolicited) volunteer service offers.
4. In some cases, the number of spontaneous volunteers may be directly related to the increased media attention that the emergency situation receives, rather than the magnitude of the disaster.

### III. CONCEPT OF OPERATIONS

#### A. Organizational Strategies: Volunteer Resources

The purpose of this section is to provide guidance to local officials for the coordination and dispensation of local volunteers. This guidance is not meant to be all-inclusive. It only provides an important first step in the efficient management of a much under-utilized resource. To be effective, many of the elements of this plan can be utilized during the recovery process.

##### 1. Definition

Recognizing that volunteer groups are approached and coordinated in different ways, it is necessary to establish categories for these groups. For recovery efforts, four categories of volunteers may be available: Professional, Traditional Affiliated, Spontaneous from Within the Affected Area and Spontaneous from Outside the Affected Area.

##### a. Professional

These volunteers are emergency personnel from either within Greene County or jurisdictions outside of the response area. Professional personnel are certified or licensed, and include physicians, EMTs, nurses, fire fighters, and law enforcement. Often regulatory agencies within the affected area may waive or relax local certification requirements when there is a need for professionally trained volunteers from outside the area.

##### b. Traditional Affiliated

These volunteers are attached to a recognized voluntary agency (e.g. The Red Cross, CERT, and Salvation Army) from either Greene County or jurisdictions outside of the response area. They are pre-trained for disaster response by the agency with which they are associated. This group forms the core cadre for paraprofessional and non-professional volunteers. Faith based groups or volunteers that are affiliated and/or untrained would also play a role in disaster response.

##### c. Spontaneous From Within the Affected Area

Living within the affected area, these volunteers generally feel motivated by a degree of community ownership of the disaster. They have no association with recognized voluntary agencies and may have no formal training.

##### d. Spontaneous From Outside the Affected Area

These volunteers are not from within the impacted area and have no prior affiliation with recognized voluntary agencies. They may or may not have had formal training. A pragmatic approach dictates whether local volunteers or outside-the-area volunteers are used in a given situation.

e. **Minors**

No individual under 18 years of age will serve as a volunteer for the Springfield-Greene County Office of Emergency Management. Partner, volunteer agencies may utilize minors in accordance with their own internal policy.

2. **Description of the Voluntary Agency System**

There are several recognized agencies using volunteers in the recovery process. Each agency has established procedures for managing, recruiting, training, and using volunteers. Common among these agencies are systems that include: written enrollment, background checks, liability arrangements, formal training programs, command and supervision, and planning and organization.

- a. Community Emergency Response Team (CERT)
- b. The American Red Cross (ARC)
- c. AmeriCorps
- d. The Salvation Army
- e. Other volunteer organizations

3. **Volunteer Management Assumptions**

The following is a list of underlying assumptions for the management of volunteers during the recovery process:

- a. There is an established and verified need for volunteers.
- b. Agencies accept and manage their own volunteers.
- c. Affiliated volunteers are preferable and may be required.
- d. Spontaneous volunteers will be assigned to an existing voluntary agency or organized group.
- e. Each volunteer agency is responsible for screening and authorizing their volunteers to become active members and representatives of their agency. The methodology utilized for this process is at the discretion of each agency and in compliance with their internal policies.
- f. Agencies will not discriminate in the employment of volunteers; age, race, gender, physical ability, or religion.
- g. Equal access to volunteers should be exercised among communities in need.
- h. Equal access to volunteers should be exercised among all agencies.
- i. Volunteers come from within the affected area, as well as from regional, state, national, and international origins.
- j. Recruitment of volunteers may be needed, especially where unique skills are needed and can be readily met through volunteer resources.
- k. Volunteers deserve to be treated with dignity and respect, as well as recognizing the competence and spirit they bring to the response and recovery effort.

- l. Voluntary agencies must be collaborative and inter-dependent. One organization depends upon another for resources and referrals. Therefore, a strategic distribution of volunteers is necessary.
- m. Successful recovery efforts in a community impacted by a disaster normally will require the use of volunteers.

4. **Volunteer Coordination Center (VCC)**

The type of disaster/event will determine the number of volunteers needed for the recovery phase. In an event where a large number of volunteers are needed, the Springfield-Greene County Office of Emergency Management (OEM) will activate the Volunteer Coordination Center (VCC).

The establishment of a VCC has proven to be a key element to the successful management of volunteers and requested volunteer services. In the Recovery Process, two needs are inevitably created: 1) volunteer management and 2) volunteer services. Volunteer management includes; effectively organizing all types of volunteers identified above, registering them and assigning them to a participating agency. Volunteer services include efficiently meeting requests submitted by private citizens as it relates to the disaster.

The VCC is designed to bring these two elements together, providing an avenue where willing citizens can effectively and safely help those impacted by a disaster.

- a. The Springfield-Greene County OEM will determine the location of the VCC on an “impacted area” basis. The location of the VCC will be determined by which area of the county is the most affected.
- b. Identified volunteer agencies will be represented at the VCC by their respective liaisons.
- c. Identified needs that can be filled by volunteers will go through the VCC and then disseminated to the appropriate agency.
- d. Spontaneous volunteers will be required to report to the VCC for registration and assignment to a volunteer agency.
- e. Personnel for the VCC may include:

- Volunteer Coordinator
- EOC Liaison
- Volunteer Agency Liaisons
- Damage Assessment Team Liaison
- Phone Bank Supervisor
- Front Desk Greeters
- Registration Personnel
- Volunteer agency representative
- ID Badge Maker Personnel
- Safety Instructors
- Runners
- Phone Bank Operators

- Security Personnel

5. **The VCC will be capable of serving in two capacities: 1) Coordination Center and 2) Mobilization Center.**

a. **Coordination Center**

As a coordination center, the VCC will meet the two needs identified above which are volunteer management and volunteer services. With all identified volunteer agencies from the community represented at the VCC, the center will serve as a hub for all volunteer service requests and join them with all available volunteer resources.

b. **Mobilization Center**

As a mobilization center, the VCC can also serve as a central location for the professional or affiliated volunteers to come together and receive their mission assignments. This is not required if established volunteer agencies have other pre-designated locations for mobilization. The VCC will also accommodate spontaneous volunteers by providing registration and agency assignment.

6. **Volunteer Coordination Team**

The Volunteer Coordination Team will work at the front of the Operations Room at the VCC. This team will work cohesively to coordinate all incoming volunteer requests and appropriately assign the requests to volunteer agencies. Each member of the coordination team will work under the direct supervision of the Volunteer Coordinator. The Volunteer Coordinator may initially fulfill all roles of the coordination team, but depending on the longevity of the recovery process, team responsibilities will be delegated by the Volunteer Coordinator.

- a. Volunteer Coordinator (VC)
  - Oversee the operation of the Volunteer Coordination Center.
  - Designate room locations for different stations.
  - Will activate VCC with prepared supply box; see that the correct stations and corresponding supplies are distributed.
  - Work under the direction of the OEM.
  - Coordinate with a liaison from each volunteer agency represented at the VCC.
  - Coordinate with Donations Coordinator.
  - Brief and assign tasks to staff and volunteers of the VCC.
  - Monitor the operation and makes changes when necessary.
  - Maintain all signed records of safety training provided to volunteers.
  - Track all expenses incurred at the VCC.
  - Maintain all time records of staff working in the VCC.
  - Maintain all time records of VCC volunteers.
  
- b. EOC Liaison
  - Work under the direction of the Volunteer Coordinator.
  - Work at the Springfield-Greene County Emergency Operations Center (EOC).
  - Proficiently maintain communication between the EOC and VCC.
  - Communicate volunteer requests generated from EOC operations to the Volunteer Coordinator.
  - Provide updated reports of volunteer activities and damage assessment teams to the Situation Unit Leader or Planning Section Chief of the EOC Planning Section.
  - Coordinate ongoing volunteer operations with the Operations Section Chief.
  
- c. Volunteer Agency Liaison
  - Coordinate all incoming requests submitted by other volunteer agencies to the coordination team.
  - Make volunteer assignments to affiliated agencies with approval from the Volunteer Coordinator.

- d. Damage Assessment Team Liaison
  - Coordinate all incoming assessment reports from dispatched Damage Assessment teams.
  - Submit all volunteer requests identified by the teams to the Volunteer Coordinator.
  - Coordinate all assignments to the Damage Assessment teams, dispatching them to affected areas with approval from the EOC.
  
- e. VCC Phone Bank Supervisor
  - Manage all phone messages acquired by phone bank operators.
  - Coordinate all volunteer requests from the phone bank with the coordination team.
  - Oversee proper training and staffing of the VCC phone bank.

7. **Other VCC Staff**

- a. Front Desk Greeters
  - Located at the main entrance.
  - Expresses appreciation and thanks to the volunteers for their time.
  - Give each volunteer a Volunteer Instructions Sheet.
  - Find out if they are affiliated with any Volunteer organization.
  - Direct affiliated or unaffiliated volunteers to the next appropriate desk.
  
- b. Registration Personnel
  - Provide any unaffiliated volunteer with a Volunteer Registration Form **(see Appendix 2)**.
  - Review Waiver Form **(see Appendix 2)**.
  - Answer any questions.
  - Directs volunteers through to assigned organization.
  
- c. Volunteer Agency Representative
  - Fulfill identified needs as able.
  - Receive and organize volunteers assigned to agency.
  - Coordinate with the Volunteer Coordinator
  - Fill out “Request for Volunteers” forms and submit to the Volunteer Coordinator **(see Appendix 2)**.

- d. Safety Instructors
  - Review Safety Training information with volunteers.
  - Encourage everyone to attend a debriefing at the end of the shift.
  - Distribute snack bags, water, gloves, etc.
  - Answer any questions.
  - Direct volunteers to exit area.
  
- e. Runners
  - Carry information from one station to another within the VCC.
  - Support each station with necessary supplies.
  - Respond to requests manifested by posted desktop flags.
  
- f. Phone Bank Operators – Is this only for the VCC or could the phone bank duties be just answering disaster related calls in general i.e. disaster hotline?
  - Answer volunteer related calls; direct them to come to the VCC for registration and assignment.
  - Complete a Request for Service form and insure submission to the Volunteer Coordination team.

8. **VCC Flow System for Volunteers**

- a. Greeted at reception desk
- b. Registration & Orientation Station
- c. Agency Coordination
- d. Safety briefing
- e. Exit to affiliated agencies

9. **VCC Flow System for Requests**

All requests for volunteer services will channel through the VCC. Service requests may come in a variety of ways including:

- From the EOC Disaster Hotline
- Through volunteer agencies represented in the VCC
- Through EOC Operational personnel
- Through Damage Assessment teams in the field

Every request will be channeled in the specified manner identified. All requests received at the VCC will be coordinated by the Volunteer Coordination team. The Volunteer Coordination team is responsible for fulfilling the requests through delegation and assignment with the represented volunteer agencies.

**10. Shared Database**

A common data recording form should be used by agencies recording information on volunteer service offers. The information recorded for unaffiliated volunteers will be placed in a common database and maintained at the Office of Emergency Management.

**11. Liability**

- a. Voluntary agencies will assume any liability related to their volunteers, and are responsible for considering appropriate insurance coverage such as a liability clause in their corporate insurance policy.
- b. Personnel volunteering for the Springfield-Greene County OEM will not be provided any Worker’s Compensation coverage. All volunteers will waive their right to make a claim if injured by signing the Springfield- Greene County Volunteer Release and Waiver of Liability Agreement (see Appendix 4).
- c. In the event that AmeriCorp is utilized to manage volunteers in Greene County, the AmeriCorp Volunteer Release and Waiver of Liability Form may be utilized in addition to the Springfield-Greene OEM Volunteer Release and Waiver of Liability Agreement.
- d. Springfield - Greene County OEM will oversee all registered Greene County Community Emergency Response Team (CERT) members.
- e. Applicable Good Samaritan and volunteer liability laws provide limited immunity for medical professional volunteers. Such volunteers must act within their range of competency and training and receive no compensation.
- f. All medical professionals must operate within Missouri's requirements for licensing reciprocity. Other professionals must similarly meet licensing or reciprocity requirements. Each department and credentialing institution sets forth the requirements for professionals under their jurisdiction.

**B. Mission Area****1. Recovery**

- a. Provide continued assistance as needed.
- b. Complete all documentation requirements and turn into appropriate personnel
- c. Assign Damage Assessment Teams
- d. Provide volunteers to assist with Donations Management.
- e. Provide clean-up to the affected area i.e..tree removal.

IV. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES

A. Primary Agency:

**Office of Emergency Management**

1. Determine the optimum location for the VCC, coordinate with the Volunteer Coordinator directly and/or through the established volunteer liaison located in the EOC.
2. Implement procedures and staff a telephone disaster hotline for information concerning volunteers and where the VCCs will be located.
3. Coordinate representation of each volunteer agency at the VCC.
4. Support the Volunteer Coordinator in coordination with the various volunteer agencies.
5. Support the Volunteer Coordinator in structuring volunteer assignments so that they can be managed in a systematic manner.
6. Provide any supplies or resources needed by the Volunteer Coordinator
7. Support the Volunteer Coordinator in the dispatch of volunteers as needed.
8. Coordinate with **DRF 3, PIO** for the development of public information announcements including providing instructions for private individuals and groups desiring to volunteer for the recovery process.
9. Review and revise priority area designations as needed.
10. Review and assess damage information to establish priorities of services.

B. Support Agencies:

**United Way of the Ozarks**

1. Establish and coordinate activities within the Volunteer Coordination Center (VCC).
2. Establish and maintain liaison with EOC.
3. Coordinate with American Red Cross and OEM in the warehousing and distribution points for durable and non-durable goods.
4. Work with American Red Cross and OEM to place volunteers in needed areas.

**American Red Cross**

1. Coordinate volunteer activities through the VCC when activated.
2. Communicate all necessary volunteer needs to the Volunteer Coordinator.
3. Coordinate the warehousing and distribution of donated durable and non-durable items, including food.
4. Coordinate with private and public agencies to receive donated items.
5. Keep an accurate accounting of the flow of goods from donors to recipients.
6. Establish other staging areas as needed.

**Springfield-Greene County Health Department**

1. Recruit, train and maintain volunteers according to the Greene County Health Department Volunteer Recruitment and Retention Plan.
2. Assist in the processing of all spontaneous unaffiliated volunteers through the County Volunteer Coordination Center (VCC)

**C. State Support Agency:**

**State Emergency Management Agency**

Works with the Statewide Volunteer Coordinator to assess the need for volunteer management and to provide any assistance needed.

**V. DIRECTION AND CONTROL**

- A.** The recovery process and overall direction and control will be from the Office of Emergency Management however, both affiliated and non-affiliated volunteers will staff this DRF.
- B.** When a classified emergency occurs, normal operating procedures will be altered as necessary to ensure adequate direction and control.

**VI. CONTINUITY OF OPERATIONS**

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

**VII. ADMINISTRATION AND LOGISTICS**

**A. Record Keeping**

1. All requests for assistance, all general messages and all reports will be handled using the procedures and format set forth in this DRF. The use of reports will vary according to the type of emergency/recovery involved.
2. Each agency is responsible for maintaining its own records of expenditures for later reimbursement.

**B. Operational Equipment Supplies and Transportation**

1. OEM will provide "normal" amounts of office supplies to personnel of other agencies assigned to work in the EOC and the Volunteer Coordination Center. Unusual or extraordinary amounts must be secured by the individual organization.
2. The EOC has been adequately equipped to meet the needs of the procedures outlined in this DRF. If the equipment or physical capabilities of the EOC are not sufficient for a particular organization to meet its mission this fact is to be brought to the attention of the COAD Chair.
3. Each organization is responsible for furnishing its own transportation requirements for direction and control activities.

**C. Logistical Support**

Logistical support for the Volunteer Coordination Center must be coordinated through the Volunteer Coordinator.

**VIII. DRF DEVELOPMENT AND MAINTENANCE**

- A.** This DRF was developed by the Office of Emergency Management with the supporting documentation developed with the Community Organizations Active in Disaster COADs participating departments/agencies.
- B.** This DRF will be reviewed and updated annually. The Office of Emergency Management and the Volunteer Coordinator will instigate this review. Necessary updates will be accomplished by the responsible agencies.

**APPENDICIES**

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APPENDIX 2: Volunteer Release and Waiver of Liability Agreement	15

**APPENDIX 1**

**VOLUNTEER COORDINATION CENTER**

(Due to the size of this plan, a copy is on file at the Office of Emergency Management )

**APPENDIX 2****VOLUNTEER RELEASE AND  
WAIVER OF LIABILITY AGREEMENT****SPRINGFIELD-GREENE COUNTY OFFICE OF EMERGENCY MANAGEMENT  
VOLUNTEER PROGRAM**

The undersigned, being at least eighteen years of age, and in consideration for acceptance, approval and participation in the Springfield-Greene County Office of Emergency Management Volunteer Program, does hereby agree to this consent, waiver, and release of liability.

It is my desire to further the work of Springfield-Greene County Office of Emergency Management by performing services as a Volunteer, specifically as a Volunteer in Emergency Disaster Services. I undertake to perform said services as a Volunteer without compensation and that, in performing said services, I acknowledge that I am not acting as an employee of the Springfield-Greene County Office of Emergency Management, Greene County, Missouri or the City of Springfield, Missouri.

**Acknowledgment and Assumption of Risk**

I recognize that the Volunteer Program will involve physical labor and may carry a risk of personal injury. I further recognize that there are natural and manmade hazards, environmental conditions, diseases, and other risks, which in combination with my actions can cause injury to me. I hereby agree to assume all risks which may be associated with or may result from my participation in the Program, including, but not limited to, transportation to and from volunteer sites, extinguishing small fires, providing disaster medical care (e.g. controlling bleeding, treating shock, treating sprains and fractures, opening airways, transporting patients, etc.), performing light search and rescue activities (e.g. cribbing and leveraging, victim extrication, transportation, etc.), and other similar activities.

I recognize that these Volunteer Program activities will involve physical activity and may cause physical and emotional discomfort. I state that I am free from any known heart or other health problems that could prevent me from participating in any of the activities associated with this Program. I further state that I am sufficiently physically fit to participate in the activities of this Program. I accept the responsibility to refuse any work assignment that I feel would jeopardize my health, believe to be illegal, or feel that I am not qualified to perform.

**Insurance**

I also understand that The Springfield-Greene County Office of Emergency Management does not assume any responsibility or obligation to provide financial or other assistance, including, but not limited to medical, health, workers compensation, or disability insurance, in the event of injury, illness, death or property damage.

The Springfield-Greene County Office of Emergency Management does not carry or maintain, and expressly disclaims responsibility for providing any health, medical, workers compensation, or disability insurance coverage for the Volunteer Program. EACH PARTICIPANT IS EXPECTED AND ENCOURAGED TO CARRY PERSONAL LIABILITY OR HEALTH INSURANCE PRIOR TO REGISTERING AS A PARTICIPANT IN THE VOLUNTEER PROGRAM.

- I certify that I have medical insurance to cover the cost of any emergency or other medical care that I may receive for an illness or injury.
- I certify that if I do not have medical insurance, I will be personally responsible for the cost of any emergency or other medical care that I receive while participating in the Program or as a result of it.

**Waiver and Release of Liability**

I agree to release the Springfield-Greene County Office of Emergency Management, Greene County, Missouri, the City of Springfield, their respective agencies, departments, officers, employees, agents, and all sponsors and/or officials and staff of any said entity or person, their representatives, agents, affiliates, directors, servants, volunteers, and employees (hereinafter referred to collectively as “Parties Released”) from the cost of any medical care that I receive while participating in this Program or as a result of it.

I further agree to waive, release, and discharge the Parties Released from any and all liability, claims, demands, actions, and causes of actions whatsoever, for any loss, claim, damage, injury, illness, attorney’s fees or harm of any kind or nature to me or my property arising out of any and all activities associated with participating in this Program or as a result of it.

I further agree to hold harmless, and hereby release the above mentioned Parties Released from all liability, negligence or breach of warranty associated with injuries or damages claimed by me, my family, estate, heirs, or assigns from or in any way connected with participating in this Volunteer Program.

**Consent**

In the event of injury while participating in any and all activities associated with the Program, I consent to receive any emergency medical aid, anesthesia, and/or medical treatment or operation if, in the opinion of the attending physician, such treatment is necessary.

I, the undersigned participant, affirm that I am at least 18 years of age and am freely signing this agreement. I have read this form and fully understand that by signing this form I am giving up legal rights and/or remedies which may otherwise be available to me regarding any losses I may sustain as a result of my participation. I agree that if any portion is held invalid, the remainder will continue in full legal force and effect.

**Photographic Release**

I hereby grant unto Greene County all rights to any and all photographic and video images made during my service to Greene County for internal use or reasons of publicity.

**I HAVE CAREFULLY READ AND UNDERSTAND THE CONTENTS OF THE FOREGOING LANGUAGE AND I SPECIFICALLY INTENT IT TO COVER MY PARTICIPATION IN THE VOLUNTEER PROGRAM SPONSORED BY THE SPRINGFIELD-GREENE COUNTY OFFICE OF EMERGENCY MANAGEMENT.**

Volunteer signature: \_\_\_\_\_ Date: \_\_\_\_\_

Drivers License # \_\_\_\_\_

**Emergency Contact Information**

Contact Person: \_\_\_\_\_

Relationship to volunteer \_\_\_\_\_

Contact phone number \_\_\_\_\_

Collected by: \_\_\_\_\_ on \_\_\_\_/\_\_\_\_/\_\_\_\_ at \_\_\_\_\_ am/pm

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## I. PURPOSE

The Community Planning Function will provide a framework for making decisions to bring the community back to a functioning level. A coordinated approach is needed to link government, education, medical, workplace, transportation and other systems together to provide a united recovery effort. The Community Planning Function's goals are to provide plans for short and long-term community recovery and identify and address unmet or specialized needs.

## II. SCOPE

This plan focuses on how to rebuild the community after a disaster. Community planning takes into consideration community facilities, housing, schools, government operations, agriculture, businesses, and infrastructure, environment, public health and human services.

## III. SITUATION AND ASSUMPTIONS

### A. Situation

1. The identified hazards to the Springfield-Greene County community require plans to rebuild all aspects of the community following a disaster event.
2. A framework for guiding the rebuilding of the community will help expedite an effective process.
3. The core Community Recovery Planning Team leads the design and implementation of the Community Planning effort and will serve as the recommending body to community leadership. Members of the Planning Team includes a representative from City of Springfield Planning, Greene County Planning, City of Springfield Building Regulations, Greene County Code Enforcement, City Utilities, Missouri Department of Transportation, City of Springfield Public Works, Greene Count Highway Department, and private engineering companies
4. The Community Recovery Planning Advisory Group is comprised of all potential planning-related stakeholders throughout the community including, but not limited to, utility districts, school districts, area municipality planners, etc. Purpose of the Advisory Group is to support the Planning Team in identifying planning needs and available options for community planning recovery.

### B. Assumptions

1. The Community Planning Function should keep goals and objectives on a very strict timeframe and work to meet the deadlines to avoid disillusionment with recovery efforts and take advantage of the sense of community following a disaster. Timing is critical for this Function to work properly.
2. Community Planning will work with the recovery and redevelopment decisions to balance competing interests so constituents are treated equitably and long term community benefits are not sacrificed for short term individual gains.

3. Community Recovery will be community driven, and based on public involvement.
4. Communities are more likely to undertake mitigation and resilience-building efforts if the benefits are translated in terms that reflect general economic development and gain, rather than just simply the return on investment in the protection against hazards.
5. The diversity of community partners and participants in the community planning function requires an equally diverse approach for incentivizing and developing buy-in from the participants.

#### IV. CONCEPT OF OPERATIONS

##### A. General

The level of community planning efforts required will depend on the extent of the damage. Damage assessment is a function of multiple phases, beginning immediate following disaster impact and carrying on into the first part of recovery. As the best available information is compiled and organized, the data serves as a guide for the needs of the recovery efforts.

Recovery efforts are generally divided into two main phases that include short term recovery and long term recovery. As the response phase begins to blend into recovery efforts, many short term recovery actions are coordinated within the response phase and vice versa.

It is the intent for actions of short term recovery within Community Planning to begin as soon as possible. Many of the community recovery efforts are dependent on the progress and decisions made within this Disaster Recovery Function. The extent of the community planning effort will depend on the extent of the damage, with severe and extreme impact on the community demanding a targeted or comprehensive planning effort.

##### B. Damage Assessment

1. Categorize planning areas:

The Community Recovery Planning Team members will utilize the standard damage assessment ratings as a guide for the level of community recovery planning that may be required in the impacted areas of the community (see Appendix ??). Community planning services that will be needed depend on 1) extent of damage and 2) quantity of damage. For incidents with a significant number of damaged structures, community planning services that may be needed is as follows:

- a. Minor: Structures are usually habitable within 30 days.
  - Primary focus will likely be on infrastructure restoration.
  - Minimal to no community planning efforts will be needed.
- b. Major: Repair of structures will take more than 30 days.
  - Focus for major damage area will include infrastructure restoration and building management.
  - Possible services to include long term housing and targeted community planning.
- c. Destroyed: Demolition and new construction will be required
  - All possible community services likely to be needed including infrastructure restoration, building management, planning/zoning, long term house, and whole community planning.

### C. Short Term Recovery

Short term recovery process will focus on 1) returning infrastructure and services to a functioning level and 2) looking at long-term planning processes.

Actions for consideration

1. Infrastructure
  - a. Utilities
    - Primary focus during the short term recovery period is utility restoration to areas of limited damage and/or critical infrastructure areas
    - Restoration efforts made may or may not be permanent.
    - Cap damaged sewer lines at homes with significant damage
  - b. Storm sewer damage
    - Temporary repairs to stabilize system and avoid damage from flash flooding during the planning and repair phase
  - c. Transportation
    - Expand one lane roads to two lanes
    - Road identification with temporary street signs and/or markings on street
    - Temporary signals at key intersections
    - Re-routing of school buses for impacted residents temporarily relocated
  - d. Communications
    - Support the repair of cell phone towers and/or placement of temporary towers

## 2. Building Management

- a. Identify and secure from re-entry all structures deemed structurally unsafe
  - A more detailed damage assessment report is collected. The data collected is routed to Office of Emergency Management for community wide compilation and possible submission to state and federal government agencies.
- b. Building Inspectors
  - Additional inspector staffing will need to be coordinated from outside agencies through mutual aid agreements
  - Resources from the SAVE coalition will be requested from the State Emergency Management Agency as needed

## D. Long Term Recovery

The long term recovery process will focus on efforts to return the community to as close to a new normal as possible. Long term community recovery will emphasize community engagement and sustainable growth while addressing the needs of the community.

Actions for consideration

1. Infrastructure
  - a. Utilities
    - Where applicable and financially feasible, accelerate long range plans on placement of utility infrastructure (see Whole Community Planning)
    - Consideration will be given to the application and feasibility of underground electric lines
  - b. Storm sewer damage
    - Consideration for flash flooding mitigation where applicable
  - c. Transportation
    - Enhancement of street infrastructure, coordinating improvements with future planning elements (see Whole Community Planning)
    - Enhancement of signalized intersections or intersections needing signals
    - Consideration for design alterations e.g. roundabouts, etc.
  - d. Communications
    - Support replacement and installation of equipment that may support known technological advancements

2. Building Management
  - a. Building inspections
    - Classify the extent of repair or replacement that will be needed for each damaged structure
    - Coordinate with DRF 4, Debris Management, in the areas of damage that will require complete demolition and removal
  - b. Building codes and ordinances
    - Consideration for changes in current building codes to build structural resiliency for person and property protection
    - Consideration for restoration of historical structures
    - Care for damaged areas abandoned by owners
  - c. Permits
    - Consideration of moratorium on building permits in rebuild area to allow for implementation of planning program
    - Segregate allowance of permits based on level of damage and/or areas outside planning area
    - Purchasing land from damaged areas
3. Planning and Zoning
  - a. Survey disputes
    - Coordination of additional surveyors needed to support resolutions of personal property lines
  - b. Changes in zoning
    - Considerations to be made in zoning changes before rebuilding
    - Coordination with Disaster Recovery Function 9, Economic Development in assisting the rebuilding of commercial property
    - Coordination with school districts for possible re-districting of schools
    - Consider changes that can be made within flood plains
    - Use of damaged areas abandoned by owners
    - Location changes of businesses
4. Long Term Housing
  - a. Locations
    - TBD

## 5. Whole Community Planning

Larger, catastrophic events will likely require community master planning for the rebuilding process. The goal of this whole community planning is to establish a community based, post-disaster vision of what potentially could be developed and built for the impacted areas. Steps to include:

- a. Acquire input from community stakeholders, forums to include but not limited to:
  - Citizen public forums
  - Community organizations
  - Neighborhood associations, specifically any impacted by event
  - Relative local, state, and/or federal agencies
  - Higher education institutions
  - Local school districts
  - Regional partners
- b. In coordination with Disaster Recovery Function 3, Public Information, implement public information campaign that:
  - Gives community members a chance to develop vision for the future of the community
  - Establishes a high COAD profile which may increase funding opportunities
  - Encourages community ownership of the plan
  - Makes it easier to find project champions
  - Garners input in prioritizing identified projects
- c. The Community Recovery Planning Team will take the information gathered and, with the assistance and technical input from the Community Recovery Planning Advisory Group, establish a community vision for the new growth.
- d. From the vision, action recovery projects will be identified.
  - Search out projects that support mitigation opportunities
  - Many recovery projects may be eligible within the Public Assistance (PA) program of FEMA. Key notes of PA projects include:
    - Project worksheet: Used to develop projects for PA funding. Contains description of the facility, scope of eligible work, estimated costs, etc.
    - Improved Project: A PA project that incorporates improvements that go beyond restoring the facility to pre-disaster conditions.
    - Alternate Project: Occurs when the applicant chooses not to restore a damaged facility and requests the use of the PA funds for other public facilities, capital equipment, or hazard mitigation measures.

- 406 Mitigation: PA projects can incorporate cost-effective mitigation measures that would reduce or eliminate the threat of future damage to a facility damaged during the disaster.
- e. Evaluate and Prioritize Projects
  - The Community Recovery Planning Team and Advisory Group will work to identify the recovery value of all possible projects that exist with competing interests and available resources to implement.
  - Recovery value is the designation assigned to a project that indicates its ability to help jump-start a community's recovery.
  - High Recovery Value Projects will:
    - Fill a post-disaster community need
    - Provide leveraging and create linkages for other projects and funding
    - Be related to the physical damage from the disaster
    - Encourage private investment
    - Have strong community support
    - Have access to the resources needed to carry out the project
    - Be realistic in its outcome – is achievable
    - Avert future losses
    - Use resources efficiently
    - Have community-wide impact

## **E. Mission Area**

### **1. Recovery**

- a. Institutionalize the goals of the collaboration of the various organizations to ensure that bonds between them remain strong after the initial response is over.
- b. Provide technical assistance and planning support to aid all levels of government to integrate sustainability practices, such as adaptive reuse of historic properties, mitigation considerations, smart growth principles and sound land use.
- c. Provide forums to allow citizens to voice their concerns regarding the recovery process.
- d. Develop a unified vision for the future of the community and how to utilize resources to best recover from the disaster.
- e. Research and utilize all possible venues for financial support to the recovery process.
- f. Consider what improvements to the pre-disaster conditions can be made.

**V. ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES**

The disaster recovery process will involve federal, state, and local government agencies as well as private businesses and non-governmental agencies and organizations.

Due to the number of organizations which may be involved in disaster recovery, this list is not exhaustive. The exclusion of any given organization is not intended to downplay its role in the recovery process. More information regarding the specific roles of these and additional organizations is in the development process.

**A. Primary Agency****City/County Planning Department**

The City and County Planning departments will lead the Recovery Planning Team. Throughout the post-disaster recovery process the Planning Departments will ensure that the redevelopment of the city and county is efficient and balanced in the interests of all parties involved.

**B. Support Agencies****Greene County Community Organizations Active in Disaster (COAD)**

Greene County COAD consists of public, private, and non-governmental organizations that focus on assuring the most complete recovery for Springfield-Greene County following a disaster. Depending on the extent of damage and nature of the disaster, the COAD may find it necessary to form a Long-Term Recovery Sub-committee specifically for community planning, in accordance with the COAD Guidance Manual.

**Office of Emergency Management (OEM)**

- a. Deploy damage assessment teams
- b. Coordinate recovery and mitigation programs
- c. Disseminate needed information about the disaster and the recovery process
- d. Coordinate with FEMA and SEMA on disaster assistance.

**County/City Departments**

- a. Assist with plan enhancement.
- b. Participate in coordination of plan implementation.
- c. Conduct health and safety inspections of rental properties.
- d. Coordinate with utility companies with the installation or reconnection of service after a disaster.
- e. Inspect buildings and placard them to indicate habitability status.
- f. Begin process of contracting for renovation of damaged buildings or the construction of replacement buildings.
- g. Take steps to return service, sewer, water and electrical utilities.
- h. Take steps in building an economic recovery team to ensure proper funds management.
- i. Aid in public information distribution.
- j. Conduct post-disaster re-zoning as needed.

**Springfield Area Chamber of Commerce**

The Springfield Area Chamber of Commerce will work in the community to determine the needs within the community focusing on business development and returning the region to an economically sound situation. They will assist with plan enhancement as well as determine act as an advocate for businesses on the greater community.

**Community Foundation of the Ozarks**

Community Foundation of the Ozarks, through their Agency Partners Program, works with donors, nonprofit partners, and affiliated community foundations to promote public leadership, create community grants, and develop resources. Depending on the extent of damage, the Community Foundation of the Ozarks may call on any combination of its agency partners as it sees fit to promote the long term growth of the community.

**Home Builders Association**

The Home Builders Association will be instrumental in the decision making process due to its role as the voice of the construction professionals. In a post-disaster situation, the HBA will work with the other organizations to quickly and effectively rebuild the community.

**Neighborhood Representations**

Neighborhood Associations and other forms of representation will allow for the voice of the community to be heard. In many cases these are long standing organizations that understand the needs of their specific neighborhood more thoroughly than any other organization. They will be able to address the concerns of their neighbors and provide valuable feedback on the public perception of the response and recovery efforts.

**Ozarks Transportation Organization Metropolitan Planning Organization**

The Ozarks Transportation Organization is a Metropolitan Planning Organization that serves as a forum for cooperative transportation decision-making by state and local governments. Post-disaster this board will help to plan the restoration of local transportation routes that may have been damaged during the disaster, as well as coordinate transportation routes for aid that may be coming into the community.

**Local School Districts**

Local school districts will provide input as to the appropriate measures that need to be taken in regards to school age children post-disaster, as well information concerning their specific school districts and the damage they suffered due to the disaster.

**C. State Support Agencies**

State Emergency Management Agency (SEMA)

Provide support to local government and act as an intermediary between local and federal assistance programs.

**D. Federal Support Agencies**

Federal Emergency Management Agency (FEMA)

In the event of a Presidential Disaster Declaration FEMA will be called to provide support for the recovery. This may be in the form of financial assistance through various grant programs that FEMA has available for post-disaster recovery. Depending on the extent and nature of the disaster, FEMA may engage in a variety of different activities to support the local community.

**VI. DIRECTION AND CONTROL**

- A.** The chief elected City/County official, depending on the jurisdiction, has overall responsibility for recovery activities.
- B.** Springfield-Greene County OEM is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

**VII. CONTINUITY OF OPERATIONS**

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

Due to the number of public, private, governmental and non-governmental agencies and organizations that have a role within COAD, these plans may or may not be available at OEM..

**VIII. DEVELOPMENT AND MAINTENANCE**

The Community Planning Function for Long Term Recovery will be reviewed annually with changes and updates being implemented at the discretion of the Greene County COAD and Springfield-Greene County OEM.

**IX. AUTHORITIES AND REFERENCES**

- A.** Federal Public Law 93-288, Robert T. Stafford Disaster Relief Act
- B.** Revised Statutes of Missouri, Chapter 44
- C.** Springfield City Code Chapter 34
- D.** Federal Public Law 99-299, SARA, Title III

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**PRIMARY AGENCIES:** Springfield Area Chamber of Commerce

**SUPPORT AGENCIES:** Office of Emergency Management  
Community Organizations Active in Disasters (COAD)  
City/County Departments  
Missouri Department of Economic Development  
Small Business Technology & Development Center

## **I. PURPOSE**

When developed the Economic Planning function for Long Term Recovery will provide a framework for returning the Springfield-Greene County economy to as much as nominal pre-disaster condition. The main purpose of this guide is to aid in effective decision making processes to ensure that resources are expanded efficiently, effectively in a manner that stimulates near-term economic growth and adds long term economic value with sensitivity to environmental impacts where possible. It takes particular note of plans that identify and seize opportunities for economic recovery and sustainable growth that enable the leveraging of resources, expediting infrastructure delivery, support business growth and innovation, develop the Springfield-Greene County workforce, and enhance the environmental quality.

## **II. SCOPE**

This Economic Planning function focuses specifically on the long term economic recovery, and is meant to be utilized in conjunction with the Recovery Plan. The function is grounded in and supports, but does not replace, long term plans for infrastructure, land use, or economic development. The function applies to activities conducted in the immediate aftermath of a disaster, as well as those performed during the extended recovery process, noting that decisions made during the initial response to a disaster will have a lasting impact on the ability for a community to recover in the long term.

## **III. SITUATION AND ASSUMPTIONS**

### **A. Situation**

1. The Springfield Metropolitan Statistical Area (MSA) has a labor force – of approximately 225,000.
2. The City of Springfield has thousands of licensed businesses, many of which are retail merchants, a sector of the economy most likely to have long term damage post-disaster.
3. In the Springfield Metro Area, 95% of businesses have fewer than 50 employees.
4. Blocked roads from debris could prevent personnel and product from either being received or disseminated to various locations throughout the city or county.
5. Various levels of government will initiate restrictions regarding access; this will depend greatly upon the type of disaster.

6. Local supply chain distribution may be easily disrupted creating multiple and cascading disaster events.

#### **B. Assumptions**

1. Economies are often changed drastically by disaster. While disaster recovery is often aimed at returning to pre-disaster state, this is often impossible.
2. Decisions made during the response, such as where temporary housing and businesses are established, often become permanent, and will determine the effectiveness of the recovery effort.
3. Businesses may have their own recovery plans which will guide their decision making in a post-disaster environment.
4. Businesses, both inside and outside the affected area, may experience lost revenue as a result of the disaster.
5. Unlike property damage which may be assessed in a relatively short time after a disaster, lost revenue and business interruption takes place over the relatively longer period of recovery.
6. All businesses are different, and thus the recovery process that they will need to go through is also different. There will be very noticeable differences between the recovery processes of various types of businesses such as non-profit organizations, small businesses, and manufacturing.
7. Factors such as pre-disaster strength, size, and the type of business will all have a profound impact on a business's ability to recover. Small businesses often have a significantly harder time recovering compared to larger businesses.
8. Volunteers, either affiliated or un-affiliated with an organization, will self deploy.
9. Businesses may assume that local, state, and federal governments are responsible for clearing private property of debris. Property owners are responsible for clearing debris on their own property.

### **IV. CONCEPT OF OPERATIONS**

#### **A. General**

Several Critical Functions have been identified as areas of concern: Workforce, Infrastructure, Communications, Security, Supply Chain, Property Restoration, Business Resource Center, and Business Continuity of Operations Plans. Each Critical Function may contain some or all of the four phases of Emergency Management: Mitigation, Preparedness, Response and Recovery.

Individual businesses can mitigate the impact of a disaster on their operations by developing robust emergency operations and disaster preparedness plans. This economic recovery plan is designed to address whole-community economic issues. Resources will be available to individual businesses as part of this economic recovery plan, but it is incumbent on each business to prepare themselves for disaster events.

In the wake of a substantial disaster event, a Business Resource Center will be established to provide assistance to the affected business community. Because disasters affect individuals and businesses, the Business Resource Center will be co-located with those resource centers for individual assistance, such as the American Red Cross or Multi-Agency Resource Centers (MARC). A full list of agencies and programs is provided below. They include items related to federal, state, and local programs, insurance, finance, real estate, and others.

## **B. Critical Functions**

### **1. Business Pre-Disaster Planning**

It is incumbent on all individual businesses to prepare themselves, their facilities, and their employees for disaster events.

#### **Preparedness**

- a. Communicate importance of individual business preparedness plans.
- b. Communicate whole community emergency response and recovery plan to ensure that each business understands the process and the resources that will be available post-disaster.
- c. Home Town Ready program is available to all businesses.
- d. Each business develops and implements internal disaster preparedness plan.

#### **Response**

- a. Businesses enact disaster preparedness plan in the wake of a disaster event.
- b. Businesses begin connecting with community-wide resources as indicated below.

#### **Recovery**

- a. Businesses take necessary steps to return to normal operations.
- b. Whole community economic resources are available to assist businesses returning to normal operations.

### **2. Workforce**

Businesses depend on a skilled and available workforce, during both normal and emergency operations.

**Preparedness**

- a. Communicate importance of preparing individuals and families so that the impact on employees is minimized.
- b. Employees who are prepared for disasters at home are more likely to be available to return to work after a disaster event.
- c. Employers must communicate importance of individual preparedness to employees.
- d. Businesses develop employee contact and call lists that will be enacted in the wake of a disaster to determine employees' status.

**Response**

- a. If businesses' emergency call procedures are unable to contact employees, employers are encouraged to use the American Red Cross hotline system to locate individuals.
- b. Missouri Career Center Rapid Response System may be utilized by employers to fill vacancies and to assist workers whose employers may be displaced or affected by the disaster. This will assist with temporary placement of current employees or hiring of temporary employees.
- c. Establish communications with area hotels and motels to arrange for temporary residency for displaced employees affected by the disaster.

**Recovery**

- a. Long-term economic disruptions may be the result of a severe disaster event.
- b. Workforce development agencies (i.e. Ozarks Technical Community College, Missouri Career Center) will provide training, re-training, and placement assistance to employees and for employers.

**3. Infrastructure**

Businesses depend on adequate infrastructure. Individual businesses must know how their facility connects to public infrastructure to assist utility service restoration after a disaster.

**Preparedness**

- a. Community-wide infrastructure must be properly maintained to encourage resistance to disaster events.
- b. Individual businesses must ensure their facilities are properly maintained and hardened against disasters.
- c. Businesses must know location of utility hookups and shut-offs and communicate this to all employees. This will facilitate restoration and coordination with utility services providers in the wake of a disaster.
- d. Public sector entities and utility service providers must develop detailed service restoration plans.
- e. Utility service providers communicate priority restoration schedule to ensure all businesses know process for restoring service to all customers.

**Response**

- a. Establish temporary power if needed and available.
- b. Report outages to appropriate utility service providers.
- c. Utility service providers restore service according to priority schedule.
- d. Coordinate with debris removal DRF to create alternate routes to and from businesses if roads become impassable.
- e. Businesses must clear debris from private property to allow access to on-site transportation and utility infrastructure.
- f. Identify locations with available generators or other temporary power sources, for businesses that are not on priority restoration schedule.

**Recovery**

- a. Identify ongoing infrastructure needs and communicate with appropriate entity.
- b. Assist individual businesses in connecting to relevant public and private sector entities.
- c. Communicate with utility providers to ensure infrastructure rebuilding supports long-term economic recovery needs.

**4. Communications**

Businesses, the community's visitors, and customers depend on accurate and timely information. Communication between the business community and the Office of Emergency Management is vital to efficient recovery efforts.

**Preparedness**

- a. Businesses should establish internal communications and public relations plans.
- b. Establish robust contact lists for the business community that provide multiple methods of communication including traditional media, social media, email, text message, and phone among others.
- c. Establish a Public Information Officer (PIO) to work with and assist other PIOs in the Emergency Operations Center (EOC) as needed to facilitate the flow of information to, from, and about businesses.

**Response**

- a. PIO coordinates with the EOC JIC to get accurate assessments of damage and business continuity. Information should flow into the EOC and out to the business community.
- b. Provide timely communications to and about business related to the disaster event.
- c. Ensure the Office of Emergency Management is apprised of ongoing business challenges.
- d. Establish information resources for and about businesses affected by disaster.

**Recovery**

- a. Provide timely and accurate information to the business community throughout duration of recovery efforts.
- b. Ensure ongoing challenges and needs of business community are communicated to appropriate entities.
- c. Ensure ongoing support services and resources are communicated to business community.

**5. Security****Preparedness**

- a. Businesses must develop internal security plans, including physical, records, and data security.
- b. Identify businesses that may need heightened security in the case of a disaster, based on the materials, products, or components in their facilities.
- c. Ensure public safety entities are aware of critical or sensitive materials located in private sector facilities.

**Response**

- a. Assist law enforcement officials to secure areas of concern that have been identified, especially related to certain businesses that might need additional security assistance.
- b. Coordinate with law enforcement and other officials on possible curfews within or around the affected area.
- c. Provide information on private security firms for businesses requesting additional assistance.

**Recovery**

- a. Ensure that long-term security needs for businesses are being met by communicating with business community and law enforcement community.

**6. Supply Chain**

Supply chains are the lifeblood of businesses, and keeping them open before, during, and after a disaster are critical to the long-term economic health of the community. Additionally, the private sector will be needed to provide additional goods and supplies to help the community during a disaster event.

**Preparedness**

- a. Businesses must ensure supply chain management is ready to address disaster events.
- b. Develop regional partnerships to access goods/supplies from surrounding communities.
- c. Develop list of contact information for major retail, wholesale, and logistics firms that may need to be called upon during disaster events.

**Response**

- a. Coordinate with appropriate DRF to ensure debris removal efforts include consideration of major supply chain access routes, by coordinating with the relevant DRF.
- b. Identify available fuel sources and fuel distribution sites.
- c. Coordinate with businesses on private sector goods/supplies that may be needed.

**Recovery**

- a. Ensure supply chains have been restored as businesses return to normal operations.

**7. Property Restoration**

Businesses must have adequate facility locations in order to sustain operations after a disaster, including debris removal, access for responders, employees, and customers. After a disaster, businesses may need to quickly find replacement locations, and public entities may need available facilities to position disaster response supplies.

**Preparedness**

- a. Businesses should harden their facility to resist disaster events.
- b. Maintain database of available real estate, including existing buildings that may be needed post-disaster.
- c. Maintain contact information for local contractors, architects, engineers, design firms, and others that may be contacted post-disaster.
- d. Coordinate with emergency management and other public officials on zoning, construction, permitting, and other items related to rebuilding/replacing facilities post-disaster.
- e. Businesses should create debris removal plan.

**Response**

- a. Assist in debris removal efforts by coordinating with local contractors who may be available for business properties.
- b. Assist with "Right of Entry" by law enforcement, utility services, and other related emergency management officials onto local businesses private property by helping to contact property owners.
- c. Provide information on available real estate for warehouses, replacement facilities, and other real property issues.
- d. Establish contact with damage assessment teams.

**Recovery**

- a. Coordinate with public sector development officials to ensure local governments can process large influx of building permits.
- b. Ensure public sector understands business/development issues during rebuilding phase.
- c. Ensure businesses understand any changes to development process that may be enacted post-disaster.
- d. Coordinate with community planning DRF to ensure redevelopment and rebuilding efforts consider business community's needs.

**8. Business Resource Center**

A central location where businesses can access all the available recovery resources will help them return to normal operations more quickly. Additionally, by providing easy access to these resources, businesses will have confidence to reinvest in the community.

**Preparedness**

- a. Establish good relationships with business community and among business resource service providers.
- b. Pre-determine location of Business Resource Center in conjunction with MARC and other individual resource centers.
- c. Communicate with business community about available resources.
- d. Create contact lists of all entities that have presence in the Business Resource Center.
- e. Ensure Business Resource Center has needed equipment to sustain operations during a disaster.
- f. Coordinate with all Business Resource Center entities.

**Response**

- a. Establish Business Resource Center, if needed, by contacting participating entities and beginning operations.
- b. Communicate with public sector officials, emergency management personnel, and business community that the Business Resource Center has been activated.

**Recovery**

- a. Continue operation of Business Resource Center until a centralized location of resources is no longer needed.
- b. Ensure that business community is aware of agencies and programs that are available to assist them over the long-term.

**V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES****A. Primary Agency****Springfield Area Chamber of Commerce**

- a. Assist with plan enhancement.
- b. Encourage the use of business assistance networks to promote pre-disaster innovation.
- c. Assist in stimulating the local economy before, during and after a disaster.
- d. Coordinate with local, state, and federal government agencies and non-profit agencies to provide resource to businesses.

**B. Support Agencies/Associations****Office of Emergency Management**

OEM plays a supporting role in coordinating with COAD in both short term and long term recovery. Actions taken by OEM may include, but are not limited to:

- a. Deploying damage assessment teams.
- b. Identifying and utilizing applicable federal programs.
- c. Coordinating recovery and mitigation grant programs.
- d. Disseminating information on how to apply for local, state, and federal assistance, when available.
- e. Coordinating with FEMA on disaster assistance.

**Greene County Community Organizations Active in Disaster (COAD)**

Greene County COAD consists of public, private, and non-governmental organizations that focus on assuring the most complete recovery for Springfield-Greene County following a disaster.

**City/County Departments**

- a. Assisting with plan enhancement.
- b. Participating in coordination of plan implementation.
- c. Conducting health and safety inspections of rental properties.
- d. Coordinating with utility companies with the installation or reconnection of service after a disaster.
- e. Inspect buildings and placard them to indicate habitability status.
- f. Begin process of contracting for renovation of damaged buildings or the construction of replacement buildings.
- g. Take steps to return service, sewer, water and electrical utilities.
- h. Take steps in building an economic recovery team to ensure proper funds management.

**C. State Support Agency****State Emergency Management Agency (SEMA)**

Provide support to local government and act as an intermediary between local and federal assistance programs.

**Missouri Department of Economic Development (DED)**

Provide economic support to local businesses and act as an intermediary between local and federal assistance programs.

**Small Business Technology & Development Center (SBTDC)**

The Missouri Small Business & Technology Development Centers (MO SBTDC) help businesses from concept to start-up, growth to renewal, maturity to succession.

**D. Federal Support Agencies****Small Business Administration (SBA)**

The SBA makes a number of low-interest disaster loans available to both individuals and businesses which may be used to offset business losses and restore or repair personal property, and fund approved mitigation programs.

The SBA will use their Disaster Declaration Criteria to determine the extent of aid that will be given to the area. The thresholds that must be met before a request for a physical disaster declaration will be forwarded to the SBA include:

1. In any county or other small political subdivision of a state, at least 25 homes or 25 businesses, or a combination of at least 25 homes, businesses or other eligible institutions, have each sustained uninsured losses of 40 percent or more of the estimated fair replacement value or pre-disaster fair market value of the damaged property, whichever is lower; or

2. In any such political subdivision, at least three businesses sustain uninsured losses of 40 percent or more of their estimated fair replacement value or pre-disaster fair market value of the damaged property, whichever is lower, and as a direct result of physical damage, 25 percent or more of the work force in the community would be unemployed for at least 90 days.

When the SBA issues a physical disaster declaration, all three of the loan programs are available to eligible applications. The three loan programs are: homeowner physical disaster home loans (homeowners and renters), physical disaster business loans (businesses and non-profits), and economic injury business loans for small businesses only.

The SBA may also make Economic Injury Disaster Loans (EIDL) available regardless of physical damage to qualifying small businesses. These loans are specifically to provide working capital until normal operations resume after a physical disaster. The SBA does not conduct the damage assessments for economic injury disaster declarations, but rather the Governor must certify to the SBA that at least five small businesses, including small nurseries or agricultural cooperatives, in the disaster area have suffered substantial economic injury, not covered by business interruption insurance, as a result of the disaster and are in need of financial assistance not otherwise available on reasonable terms.

## **VI. DIRECTION AND CONTROL**

- A. The Springfield Area Chamber of Commerce, depending on the jurisdiction, has overall responsibility for economic recovery efforts.
- B. Community Organizations Active in Disaster (COAD) is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

## **VII. CONTINUITY OF OPERATIONS**

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

## **VIII. DEVELOPMENT AND MAINTENANCE**

The Economic Planning function for Long Term Recovery will be reviewed annually with changes and updates being implemented at the discretion of the Greene County COAD, Chamber of Commerce and Springfield-Greene County OEM.

**IX. AUTHORITY AND REFERENCES**

- Springfield Area Chamber of Commerce Emergency Operations Plan
- Missouri Department of Economic Development (DED)