

EMERGENCY RESPONSE TASK FORCE

REPORT OF RECOMMENDATIONS TO THE PRESIDENT

NOVEMBER 30, 2007



Missouri State
U N I V E R S I T Y

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EXECUTIVE SUMMARY

The tragic events at Virginia Tech have led to a nationwide conversation in higher education as to how to better protect students, faculty, staff, and guests of universities and colleges. Because of this unprecedented occurrence, the open environment and academic freedoms historically enjoyed on campuses must be now considered in an entirely different context.

It is worthy of note that Missouri State University currently has in place a comprehensive Emergency Response Plan. As directed in the President's charge to the Emergency Response Task Force (Task Force), the Emergency Response Plan served as a starting point for discussions and recommendations to augment this existing plan. A basic principle which guided the Task Force throughout its deliberations is the safety and security of the student population and the larger campus community. The Task Force urges that, in considering its recommendations, a priority be placed on those locations where students gather.

Phase I of the Task Force report dealt with issues regarding an armed shooter-type emergency, and discussed Communication Systems & Response Plans, Building & Door Access, Faculty, Staff & Student Awareness/Proactive Intervention Strategies, and Relationships with Law Enforcement and First Responders & Training for Campus Public Safety Officers.

This final report contains the findings of the second phase and takes into consideration specific topic areas which the Task Force concluded will enhance the University's existing emergency response document.

Specifically the topics discussed, by sub-committee, are:

Emergency Operations Center Specifications/Civil Disorders/Demonstrations/Disability Access

After assessing the various requirements of an Emergency Operations Center (EOC) facility, the sub-committee recommends that JQH Arena serve as the University's primary EOC location, and Meyer Alumni Center be the alternate EOC location. The sub-committee has also determined the following will be required to meet operational needs: each facility would need to have an adequately-sized generator; appropriate locations for UPS power will need to be determined; redundant communication paths need to be created so voice and data communications will remain in operation in at least one of the EOC locations; backup internet connections to each EOC provided; the current phone system and networking equipment should be upgraded; the physical design and space layout of each EOC must be determined; organization and staffing requirements should be specified; communication equipment needs must be identified; Emergency Operations Center Guidelines established; and EOC training, exercises and drills should be provided.

The sub-committee reviewed the existing Civil Disorders/Demonstrations chapter in the Emergency Response Plan and did not feel modifications are needed to the existing policy.

The sub-committee decided that, because the field of emergency and disability evacuation is fairly new, growing rapidly, and very specialized, experts regarding disability and emergency evacuation should be participants in the development of the Emergency Response Plan. The recommendations of the Disability Services Advisory Committee are included as Appendix A.

This sub-committee's full report can be found starting on page 5.

Bomb Threat/Fire/Explosion

The sub-committee recommends hand-held radios be available for each Building Coordinator to facilitate instant communication. The sub-committee also suggests additional development of training for faculty and staff on the potential emergencies on campus, such as fire, severe weather, bomb threats, medical emergency, and individuals with guns. The sub-committee suggests additional emphasis on a campus-wide initiative to eventually sprinkle all University facilities. Also, an evacuation notification route for each identifiable room on campus should be available. Assessment should be conducted to determine the quantity and type of staffing required to plan, implement, train, and sustain on-going emergency preparedness for the entire University community. The sub-committee's full report begins on page 7.

Hazardous Waste/Hazardous Waste Contingency Plan/Pandemic Influenza.

The sub-committee recommends a review of policy content and a determination of who needs access to the policies. The Emergency Notification List should be expanded to include calls for primary staff, faculty, and emergency support. The Emergency Notification List should be reviewed at least semi-annually to insure that it remains accurate. There should be mandatory annual training for all Custodial, Residence Life and Services staff, and for all Teaching Assistants. Consistent language should be adopted and used in describing departments in policies as to avoid confusion. The sub-committee recommends scheduling regular lab inspections to ensure that the equipment identified in the Emergency Response Plan is actually present in the labs. Tabletop exercises should be conducted annually to insure that the campus community is prepared to respond to emergencies. The full sub-committee report can be found starting on page 8.

Earthquake and Building Collapse/Severe Weather/Tornadoes

The sub-committee recommends that the Emergency Response Plan be updated where necessary to reflect current state and federal planning in the areas. Three things should be emphasized: 1) awareness of existing procedures and policies; 2) exercises in emergency response (drills); and 3) signage. Also with both severe weather (tornadoes) and earthquakes (building collapse), buildings on campus should be evaluated to determine which ones are structurally sound and resistant to natural forces. The sub-committee also recommends that First Responders be designated for key locations who would serve as point of contacts when implementing the Emergency Response Plan for a crisis. Each location should have a primary and alternate First Responder. There should also be a requirement that First Responders participate in a scheduled training program annually and maintain any required certifications. It is also suggested that the campus be divided into zones for managing crisis responses to maximize level of control, communication, and response to emergencies. This sub-committee's full report can be found starting on page 10.

Please direct questions regarding this report to Mr. Ken McClure, Chair, Emergency Response Task Force, at 836-8505.

INTRODUCTION

On May 4, 2007, Missouri State University President Michael T. Nietzel appointed the "President's Emergency Response Task Force" (Task Force). The Task Force was named as a direct result of the tragedy at Virginia Tech University, which occurred on April 16, 2007. President Nietzel charged the Task Force with "reviewing existing campus emergency response policies and procedures, identifying areas of potential improvement, and developing a recommended implementation plan, including a timeline and budget." Specifically, the Task Force was asked to address how to prevent, mitigate, and respond to incidents of campus violence and threats, both internal and external. This phase of the Task Force's work was completed on August 1, 2007.

As a second phase, President Nietzel asked the Task Force to conduct a "broader review of campus emergency policies and procedures to include: tornadoes and severe weather; fire; bomb threats; and earthquakes." This emphasis is to expand and build upon the work done during the initial phase. The report and recommendations which follow fulfill the Task Force's second charge.

Members of the Task Force are:

Mr. Odie Blakely, Student
Dr. Tommy Burnett, Faculty
Mr. Andrew Garton, Student
Major Ron Hartman, Springfield Police Department
Mr. Mike Jungers, Student Affairs
Mr. Tim Kilpatrick, Telecommunications
Dr. Bernie McCarthy, Center for Community and Social Issues and Homeland Security
Mr. Ken McClure, Administrative Services, Chair
Mr. Manny Salas-Abarca, Student
Mr. Gary Snavelly, Safety and Transportation
Mr. Gary Stewart, Residential Life
Dr. Lorene Stone, Dean, College of Humanities and Public Affairs
Ms. Paula Wilhelm, Human Resources

Mrs. Teresa Steele, Executive Assistant to the Associate Vice President for Administrative Services, provided staff support to the Task Force.

Mr. Dale Moore, University Facilities Analyst, provided assistance to the Task Force and also served on a sub-committee.

The Task Force opted to form into sub-committees in order to do much of its work. This allowed for a more detailed review and analysis of all issues. Individuals with expertise and/or professional insight into areas reviewed were also invited to be a part of these sub-committees.

The sub-committees and their participants are:

Emergency Operations Center Specifications/Civil Disorders/Demonstrations/Disability Access

Mr. Gary Snavelly, Co-Chair
Mr. Tim Kilpatrick, Co-Chair
Dr. Chris Craig, Associate Provost, Faculty Relations
Mr. Bob Eckels, Director, Facilities Management
Mr. Odie Blakely

Bomb Threat/Fire/Explosion

Dr. Lorene Stone, Co-Chair
Mr. Gary Stewart, Co-Chair
Mr. David Hall, Springfield Fire Department
Mr. Ben Basham, Springfield Fire Department
Sgt. Carl Schwartz, Springfield Police Department
Ms. Susie Wecker, Assistant Director, Safety and Transportation
Mr. Manny Salas-Abarca

Hazardous Waste/Hazardous Waste Contingency Plan/Pandemic Influenza

Dr. Tommy Burnett, Co-Chair
Mr. Mike Jungers, Co-Chair
Dr. Katie Hope, Department Head, Nursing
Ms. Molly Holtman, Greene County Health Department
Ms. Carmen Parker, Graduate Student, Public Health
Ms. Tracey Poston, Associate Director, Sponsored Research
Mr. Mike Simpson, Graduate Assistant, Judicial Programs
Mr. J.D. Slaughter, Greene County Health Department
Mr. David Vaughan, Director, Environmental Management

Earthquake and Building Collapse/Severe Weather/Tornadoes

Ms. Paula Wilhelm, Co-Chair
Dr. Bernie McCarthy, Co-Chair
Mr. Dale Moore
Mr. Andrew Garton

The Task Force expresses its sincere appreciation to all who participated in sub-committee deliberations.

FINDINGS AND RECOMMENDATIONS

Emergency Operations Center Specifications/Civil Disorders/Demonstrations/Disability Access

Emergency Operations Center Specifications

Overview

Planning to manage emergency events involves mitigation, preparedness, response, and recovery planning. A critical part of this planning process involves preparing to operate an emergency command or operations center. Good response and recovery management requires a robust approach to information management. Emergency Operations Centers, supported by sound information management systems, hold the key to successfully managing potential problems associated with any disaster.

The Emergency Operations Center (EOC) has three vital tasks:

- **Communication and Intelligence.** The EOC must be able to effectively communicate and receive information. It is important to undertake intelligence gathering to manage an incident and to provide notification to crisis managers, faculty, staff, students, governments, and the public.
- **Command and Control.** The EOC must provide the command and control functions necessary to put multiple response and recovery plans into action – triggering them as needed, providing the triage structure required to allocate resources and personnel, and assuring effective direction of the response operations.
- **Coordination and Documentation.** The EOC must create a mechanism to coordinate all of the steps taken to respond to an event and create a record of those actions to protect employees and infrastructure, as well as demonstrate adherence to “best practices” by documenting all information received and steps taken.

The EOC is ultimately a center for information management and decision making. Its primary function is to gather and process all of the information required to plan for and respond quickly and effectively to emergency incidents. Managing response and recovery operations involves a tremendous amount of information. The information may look like the following:

- Incident occurs
- Notification sent to staff
- Status evaluated by EOC managers
- EOC activated, incident log opened
- Standard Operating Procedures implemented using checklists
- Tasks assigned according to plan
- Resource allocation (tracked in log)
- Task performance (tracked in log)
- Status briefings and updates

In order to manage all of the response and recovery management processes, Missouri State University will need a strong information management system that can provide two-way communication, track multiple incidents and responses, and generate automated responses and recovery checklists. It must

be robust and flexible enough to perform numerous critical functions yet easy enough to use during a crisis. The information management system should perform the following functions:

- Operate an Alert Network
- Event Alert Evaluation and Triage
- Incident Logging
- Team Tasking
- Resource Deployment and Monitoring
- Status Boards
- Executive Briefings
- Documentation

In addition to the information management system, the following requirements must be taken into consideration in choosing an EOC location.

- Space
 - Secured entry
 - Vehicle access
 - Functionality
 - ADA compliant
- Survivability
 - Emergency generator
 - Conditioned UPS power
- Communications capability
 - Internal communications
 - External communications
 - Public communications
- Supplies and Equipment
- Training

Recommendations

1. After assessing the various requirements of an EOC facility, the sub-committee recommends the JQH Arena as the primary EOC location and the Meyer Alumni Center as the alternate EOC location.
2. Make sure each facility has an appropriately sized emergency generator and determine appropriate locations for conditioned UPS power.
3. Provide redundant communication paths so voice and data communications will remain operative in at least one of the EOCs in an emergency.
4. Upgrade telephone system and networking equipment to accommodate redundancy to both EOC locations.
5. Provide backup Internet connections to each EOC in the event the University's primary Internet feed is out of service.
6. Determine the physical design and space layout of each EOC.
7. Determine the organization and staffing requirements.
8. Determine communication equipment needs such as telephones, data, fax machines, radios, cable TV, etc.
9. Determine needs for furnishings, furniture, and supplies.
10. Establish an EOC organization chart.

11. Establish EOC Standard Operating Procedures (SOPs)
12. Establish Emergency Operations Center Guidelines.
13. Establish EOC training, exercises, and drills.

Because of a grant received through the Federal Emergency Management Administration (FEMA), the JQH Arena will have sufficient generator capacity. As noted in the Task Force's Phase I report, \$100,000 will be required to acquire an appropriately-sized generator for the Meyer Alumni Center. Also, \$100,000 in one-time expenses and \$20,000 in ongoing costs will be needed to provide redundant communication paths, to upgrade the telephone system and networking equipment in the EOC locations, as well as to provide backup Internet connections to each EOC. These latter amounts will be funded from the Telecommunications budget.

Civil Disorders/Demonstrations

The committee reviewed the existing Civil Disorders/Demonstrations chapter in the current Emergency Response Plan and does not feel modifications to the existing policy are necessary at this time.

Disability Access

The committee solicited feedback from the Disability Services Advisory Committee (DSAC) for its recommendations on disability access. The group did a nice job delineating resources and provided possible strategies to be imbedded in the Emergency Response Plan. This report is included in its entirety in Appendix A. The Task Force believes the University may wish to further review and offer guidance concerning the DSAC proposals and that they be considered for implementation as appropriate.

Bomb Threat/Fire/Explosion

The sub-committee is confident that the policies and procedures addressed in the emergency plans on campus are good backgrounds from which to constantly be reviewing, updating and remaining current with trends and protocols for such matters. Since Missouri State University is growing in both student and staff populations as well as footprints in the downtown area of the City, it is important that preparedness be a part of the continued growth.

The committee offers the following recommendations for review:

1. Hand-held radios should be provided to each Building Coordinator, as resources allow, to facilitate instant communication to a central dispatch. (Costs included in Phase I report.)
2. Additional development of training for Faculty and Staff on the most common emergencies on campus, (fire, severe weather, bomb threats, medical emergency, individuals with guns.) This should also be established online where feasible. (Costs included in Phase I report.)
3. Additional emphasis should be placed on a campus wide initiative to sprinkle all University facilities, as resources are available.
4. Provide an evacuation notification route in each building, per type of emergency, similar to the system in place at James Madison University. (The estimated cost is \$7,200.)
5. Assessment should be conducted to determine the quantity and type of staffing required to plan, implement, train, and sustain on-going Emergency Preparedness for the entire University community. (Costs included in Phase I report.)

Hazardous Waste/Hazardous Waste Contingency Plan/Pandemic Influenza

The sub-committee examined published materials that were part of the Safety and Transportation *Emergency Response Plan*. The Sub-committee also reviewed policy documents that are available on the Environmental Management Web Page.

Documents reviewed:

From the Environmental Management web site:

1. Cleaning up body fluids spills as directed
2. Release of Blood
3. Mercury Spill Response
4. Sewage Spills/Overflows
5. Petroleum spills
6. Pesticide Spills
7. Emergency Equipment
8. Site Control & Responsibilities
9. Cleanup & Disposal
10. Fires & Explosions
11. Incident Termination
12. Decontamination
13. After-Action Review
14. Plan Amendments
15. Training
16. Arrangements with Local Emergency Agencies
17. Notification Procedures

Emergency Response Plans of Safety and Transportation

1. Hazardous Chemical Release
2. Hazardous Materials/Waste Contingency Plan
3. Pandemic Influenza

General Recommendations

1. Content of policies should be reviewed, but part of the process should be a determination of who needs access to the policies. Is a policy password protected so that it is only accessed by those with a need to know, or is the purpose of the policy to inform the University community and general public?
2. The Emergency Notification List is accurate, but the list needs to be expanded to include calls for primary staff, faculty, and emergency support.
3. The Emergency Notification List should be reviewed at least semi-annually to insure that it remains accurate.
4. Annual training is provided for all Custodial staff and all Residence Life and Services staff. Annual training, offered for all Teaching Assistants that work in academic labs, should be required.
5. The terms "Public Safety" and "Safety and Transportation" are both used in documents. A consistent language should be adopted and used in describing the department.
6. Environmental Management web pages should be reorganized and combined to maximize logical groupings and flow.
7. Schedule regular lab inspections to ensure that the equipment identified in the Emergency Response Plan is actually present in the labs.
8. Consistently use the term "Environmental Management" and drop the term "Environmental Health and Safety" in order to eliminate confusion.

9. Tabletop exercises should be conducted at least annually to insure that the campus community is prepared to respond to emergencies.

Recommendations for Environmental Management Web Pages

1. "Environmental Policy": No revisions necessary.
2. "For Trained Responders Only": Eliminate the page, since it is not intended for First Responders as a reference point.
3. "Spills": No revisions are necessary.
4. "Biological Labs and Agents": This page should be password protected, not available for the general public. Check all links for proper focus, accuracy, and relevancy.
5. Under the web page heading of "National Incident Management System (NIMS)", combine in order the following web pages:
 - a) Training
 - b) Site Control and Responsibilities
 - c) Arrangements with Local Emergency Agencies (Add the Office of Emergency Management and the Greene County Health Dept, 869-6040, to the contact list)
 - d) Notification Procedures
 - e) Decontamination
 - f) Cleanup and Disposal
 - g) Incident Termination
 - h) After Action Review (AAR)
 - i) Plan Amendments
6. Remove the "Emergency Equipment" page because it is too specific and could change.
7. Remove the "Fire and Explosions" page because it is common sense and unnecessary.
8. Make "Chemical Spills" the heading for a web page, and directly under this title have the phrase "Remember, report all spills to Safety and Transportation". Follow this with "Notification Procedures", "Mercury Spill Response", "Pesticide Spills", "Petroleum Spills", and "Sewage Spills/Overflows", which have been separate web pages. In the "Mercury Spill Response" section, delete from the last line "in the chemistry stock room at Temple Hall". In the "Pesticide Spills" section, move "Remember; report all spills to Safety and Transportation." to above "Upon containment of the spill". At the end of #2, add "or Department of Health and Senior Services (DHSS)" and the phone number. In the "Petroleum Spills" section, delete the last paragraph.
9. Combine "Release of Blood" and "Cleaning Up Body Fluid Spills as Directed by the Center for Disease Control (CDC)", placing the text of "Release of Blood" as the first paragraph of "Cleaning Up Body...". Delete the second paragraph that begins with the words "if the area of the spill is greater than 36-inch diameter..."

Recommendations for "Hazardous Chemical Release", Safety and Transportation Emergency Response Plan:

1. Page 80, #4. Change to read "Contact Springfield Police, Fire, EMS, and Greene County Health Dept.
2. Page 81, #8.e. Change to read "... (the red, blue, yellow) and if none of the above means can be used to identify the substance, call..."

Recommendations for "Hazardous Materials/Waste Contingency Plan", Safety and Transportation Emergency Response Plan:

1. Spill kit locations on campus need to be verified and it might be better to not list the exact locations in the Plan, such as room numbers, which may change.
2. Page 85, under Emergency Equipment, third paragraph, first sentence. Change to read "Absorbent material and spill equipment are located in the Central Warehouse and can be obtained from Environmental Management."

Recommendations for “Pandemic Influenza Plan”, Safety and Transportation Emergency Response Plan:

1. Page 110, under Pre-Emergency Actions, #1, first bullet, add at end “or latest edition”. Under #2, first bullet, add at end “or latest edition”. Under #2, add a second bullet that reads “New Department of Health and Human Services (DHHS) 2006 guidelines, or latest edition”
2. Page 111, C.1., insert after “cleaning workstations”: “and hand contact surfaces (door knobs, elevator buttons, etc.),”.
3. Page 111, D.1, insert after “hand-hygiene products”: “effective for virus eradication,”
4. Page 111, A., insert after “predetermined calling lists”: “and email lists”.
5. Page 113, D.1.b., add new sentence at end of current text: “The current recommendation is that infected individuals not be quarantined together.”
6. Page 113, D.2, delete “(SPD will take the lead)” and replace with “(Greene County Health Department will take the lead on quarantine orders).”
7. Page 114, 6., delete all text after “Risk groups for severe and fatal infection cannot be predicted.”
8. Page 115, delete #11 and renumber #12.
9. Page 123, Level 1, second bullet, first sentence should read “Identify potential rooms to be used for quarantined students (only one student per room).”

Earthquake and Building Collapse/Severe Weather/Tornadoes

This sub-committee reviewed the Missouri State University Emergency Response Plan sections on Earthquakes and Building Collapse and the unit on Severe Weather and Tornadoes (see Appendix B). The sub-committee reviewed these sections of the plan to ascertain whether the plan was consistent with basic principles of crisis/emergency preparedness and reflected the most current thinking in this area. For comparison purposes the policies and procedures set forth by the Springfield/Greene County Office of Emergency Management, the Southwest Missouri Emergency Support Organization (SMESO), the state of Missouri Emergency Management Agency (including the Missouri SEMA Earthquake Program), The Central States Earthquake consortium and the FEMA site were also examined. Please see Appendix C for a copy of the Missouri Catastrophic Event Plan. A map of the quake prone areas in the state is also included.

The Emergency Response Plan’s policies and procedures in these areas appear to be sound but the sub-committee recommends that the plan be updated where necessary to reflect current state and federal planning in the areas. At the state and regional levels considerable planning has been undertaken for an anticipated major earthquake in the new Madrid fault area in the southeastern section of Missouri (Appendix C).

The sub-committee found that:

1. A critical need existed for members of the campus community to be aware of the plan and know what to do in the event of the types of emergencies reviewed by the sub-committee.
2. Three things need to be emphasized:
 - a. awareness of existing procedures and policies;
 - b. exercises in emergency response (drills);
 - c. signage in areas that the sub-committee recommended further effort be placed.
3. Also with both severe weather (tornadoes) and earthquakes (building collapse) the sub-committee suggests that buildings on campus be evaluated to determine which ones are structurally sound and resistant to natural forces. Software tools are available from FEMA. These tools include the Seismic Rehabilitation Cost Estimator (SRCE) that is an online program that provides a mechanism for calculating cost estimates for seismic rehabilitation of buildings <http://www.fema.gov/srce/index.jsp>. See also the attachment on HAZUS-MH. (Appendix D)

Additional recommendations include:

1. Differentiate between the roles of Building Coordinators versus University First Responders. The skill set needed to help manage building maintenance issues is different than responding to a human crisis situation. Currently, some individuals serving in the role as Building Coordinators may not possess the skills needed for a First Responder serving as a key point of contact during a crisis.
2. Establish and identify First Responders for key locations who serve as key point of contacts when implementing the Emergency Response Plan for a crisis. Each location should have a primary and alternate First Responder.
3. Require First Responders to participate in a scheduled training program annually and maintain any required certifications. They would also participate in practice and tabletop exercises.
4. Divide the campus into zones for managing crisis responses to maximize level of control, communication, and response to emergencies.
5. Establish a website/webpage with resources and information on the University's Emergency Response Plan. Utilize this site to communicate to our University community, First Responders, and local community.
6. Consistent signage should be produced for classrooms/offices and printed publications for distribution to campus employees on appropriate responses to emergency situations.

APPENDICES

APPENDIX A

Disability Services Advisory Committee

Recommendations for Emergency Response Plan

Per the charge from the Associate Provost, this document of recommendations was developed and approved by the Disability Services Advisory Committee (DSAC). DSAC members reviewed the current campus Emergency Response Plan and the Association on Higher Education and Disability's (AHEAD) Adapting Emergency Procedures on Campus for Individuals with Disabilities.

Emergency response pertaining to disability issues is a fairly new, rapidly growing field. With the aftermaths of 9/11, Katrina, and the tragedy at Virginia Tech University, many universities are in the process of reviewing their procedures, keeping disability in mind. The ADA does not specifically address emergency response and evacuation for people with disabilities, but the Department of Justice and other special interest groups do provide guidelines and best practices. Our DSAC membership continues to strive for Universal Design principles to be utilized in all that we do on our campus. Our membership wants to do more than the required minimum and to proactively plan and think about disability issues. We all agreed that when thinking about emergency situations that we must abide by federal mandates and that we must follow best practices that are laid out by the Department of Justice and other special interest groups. It was agreed that emergency response is not an area to merely provide "the minimum requirements".

DSAC membership has agreed the following bullet points need to be reviewed and acted upon by the Emergency Task Force. Staff from the DBTAC-Great Plains ADA Center have reviewed this document and provided input on the following recommendations. The DBTAC-Great Plains ADA Center is authorized by the National Institute on Disability & Rehabilitation Research (NIDRR) to provide technical assistance, training and materials dissemination related to the Americans with Disabilities Act to the Great Plains Region.

Recommendations:

- Because the field of emergency evacuation and disability is fairly new, growing rapidly, and very specialized, experts regarding disability and emergency evacuation should be participants in the development of the Emergency Response Plan or at least review the finished plan, such as: Mr. Gary Maddox from the Southwest Center on Independent Living (886-1188), Great Plains-ADA Center (1-800-949-4232), or someone recommended by the Association on Higher Education and Disability (AHEAD). Recommended by AHEAD were Emily Singer at Catholic University of America singere@cua.edu and Vinson Ballard at Jackson State University, Mississippi vinson.ballard@jsums.edu. Either of them would be happy to talk about how they have implemented emergency preparation on their campuses. It is felt by the DSAC membership that the plan should be reviewed every couple of years to consider updated procedures and new best practices.
- The DSAC membership feel that it is imperative that our ADA Compliance Officer reviews and approves the final Emergency Response Plan. The ADA Compliance Officer should also review any products purchased to make certain that they are accessible or at least the most accessible product available. The ADA Compliance Officer should utilize assistance from the above noted resources in the first bullet point in review and approval of the plan and any products purchased.
- The Emergency Task Force and other interested parties should participate in the audio conference, produced by AHEAD, Be Prepared: Emergency Planning for All Hazards, All People, All Stages, being held on November 15, 2007. Staff from the Department of Justice will be presenting and questions may be submitted to the speaker prior to and following the audio conference.
- Steps taken regarding the Emergency Response Plan and disability should be well documented so that an objective reviewer of the plan would not have grounds to question whether a good faith effort to comply was made. We need to demonstrate that the implemented plan was developed by means of a deliberate process and a systematic evaluation of competing alternatives.

- Review the Access Board's Emergency Evacuation Plan and the how they created their plan. You may contact the staff noted on the document for consultation, <http://www.access-board.gov/evacplan.htm>.
- Review ADA Best Practices Tool Kit for State and Local Governments regarding emergency evacuation, <http://www.ada.gov/pcatoolkit/chap7emergencymgmt.htm>.
- State and local government entities may follow ADAAG (Americans with Disabilities Act Accessibility Guidelines) or UFAS (Uniform Federal Access Standards). Which set of guidelines to follow or any compliance issue should be addressed by the Office of Equity and Diversity.
- We must have accessible signage. Egress routes and the areas of refuge should be properly marked, in compliance with Section 4.30 of the ADA Accessibility Guidelines for Buildings and Facilities.
- When communicating information regarding a current emergency situation to the campus community, different types of communication methods need to be utilized in order to inform everyone with differing abilities. Troy Balthazor with the Great Plains-ADA Center suggested the following:
 1. Providing a centralized number to call to obtain information.
 2. Posting information on an accessible web page.
 3. Phone call and text message.
 4. E-mail.
 5. Balthazor thought that Kansas State University was in the process of reviewing options on how to use multiple means of communication when an emergency occurs. He suggested contacting Kansas State to see what they are doing.
- Emergency response documents should use diagrams with instructions that note floor plans indicating areas of rescue and exit paths.
- Emergency response documents should include visuals, diagrams and photographs of buildings and areas of rescue.
- Areas of rescue and their configurations should be approved by local fire officials.
- People with disabilities should take responsibility themselves both before and during an emergency. In individual preparation, the person with a disability should have two plans 1) a plan to include nondisabled individuals assisting them; and, 2) a plan if they are alone in an emergency situation. The book, Adapting Emergency Procedures on Campus for Individuals with Disabilities, suggests ways in which Disability Services professionals can train students with disabilities to prepare themselves for emergencies.
- Two-way communication devices should be available in all areas of rescue and not just dependent on voice command alone.
- All "safety zones" and areas of rescue should be approved by local fire officials.
- The Emergency Response Plan and all information provided regarding the plan should be available in an accessible format for everyone and/or have alternative formats available. Having an accessible web page regarding this information is recommended.
- Faculty should include an emergency evacuation statement within their syllabi. Two examples are noted: "Students who require assistance during emergency evacuation are encouraged to discuss their needs with their professors and Disability Services. For procedures and information go to the following web site: <http://www.ehs.sunysb.edu> and search Fire safety and Evacuation and Disabilities." Or, from Virginia Tech.: "If you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location and hours are..."
- Include disability related information in safety officers' manuals.
- Send a safety office mailing (email would be most accessible) to the university community.
- Safe areas or safe rooms must be accessible and large enough to accommodate a large wheelchair, service animals, etc.
- Do not forget others who may need accommodations; it is not just about disability. There are people with temporary issues such as pregnancy, having a broken leg, recovering from knee surgery, etc. They may need assistance as well. These are people who are not used to experiencing barriers and have not thought through what to do in an emergency situation.

- It is important to provide training for faculty and staff regarding policy, procedures, and evacuation issues. This needs to be routine to keep policy and procedures fresh in mind and because of staff turnover. It should also be discussed in the new employee orientation.
- Policy, procedures, and trainings need to be written in people first language (You may refer to p. 83, Appendix A, Adapting Emergency Procedures on Campus for Individuals with Disabilities). Do not use the term “handicapped”.
- Utilize free resources developed by the Department of Justice regarding disability and law enforcement issues to include free video for staff trainings, <http://www.usdoj.gov/crt/ada/policeinfo.htm>.
- Within the current Emergency Response Plan, change, “Evacuation Concerns Regarding the Physically Impaired” to “Evacuation Concerns for People with Physical Limitations” (this is people first language and covers more than just those with disabilities). In addition, this current section in the plan needs to be written to cover system wide issues. For example, it seems to be written currently for students with disabilities. We currently have students, faculty, staff and guests who have physical limitations. Please add to this section the specific guidelines for all specific disability types out of the book, Adapting Emergency Procedures on Campus for Individuals with Disabilities).
- A person with a disability could be a student, professor, teaching assistant, etc., and the person with a disability could be the only victim or the only rescue person in a situation. We need to make certain that we do not assume that the individual with a disability is the one who needs help. Research has shown that many times, it is the person with a disability who is the individual in charge and instructing others as to what to do. We need to make certain that our procedures reflect this and that our procedures are accessible and usable for all roles that are played out in an emergency situation.
- Review best practices, as they are developed, regarding disability and emergency evacuation every couple of years and make any necessary changes.
- If the media are involved, be certain that they utilize People First Language. Do not use the term “handicapped”.
- In the current drafted plan, when identifying areas for demonstrations, all areas provided for demonstrations need to be accessible. Can the Bear Paw eventually be ramped?
- If elevators cannot be utilized during a tornado, then a safe area needs to be identified on every floor.
- Within the current plan where it discusses safety officers communicating with others, add key points from this document created by the Department of Justice regarding people who are deaf or hard of hearing, <http://www.usdoj.gov/crt/ada/lawenfcomm.htm>.
- Resources on Emergency Evacuation and Disaster Preparedness, www.access-board.gov/evac.htm, addresses the following: ADA design requirements for accessible egress, areas of rescue, evacuation elevators, alarms, signage, assistive products, etc.
- Recommend for review, FEMA Civil Preparedness Guide, for the following reasons:
 1. It includes civil rights compliance and enforcement provisions.
 2. It addresses how to adapt emergency warnings and emergency public information materials for people with disabilities.
 3. It includes how to adapt emergency evacuation procedures for individuals with disabilities.
- Local fire departments should be consulted for staff training.
- Local fire departments should assist in a pre-fire plan, building by building.
- Recommend for review the video, Fire: Countdown to Disaster, produced by the National Fire Protection Association.
- Recommend for review the booklet, Wheeling to Fire Safety, by Eastern Paralyzed Veterans Association.
- Within the general guidelines for disabilities, also include people with learning and psychological disabilities noted in Adapting Emergency Procedures on Campus for Individuals with Disabilities, published by AHEAD.

Further Questions and Considerations:

- Need to explore the options of elevator usage in emergency situations for people with disabilities and consider when elevators may be utilized, if at all? Using elevators for persons with disabilities could be the best and safest way for evacuation for everyone involved. This is addressed within the proposed ADAAG, 207, 409.
- Is it appropriate to use elevators during a bomb threat or not? The Great Plains-ADA Center staff suggested elevator usage in this situation.
- Should emergency evacuation be addressed during new student orientation (SOAR) and information mailed to students again at a later date?
- Do the minutes of the Emergency Task Force meetings or the Emergency Response Plan need to be reviewed by legal counsel? The Great Plains-ADA Center staff suggested that they should be.
- Do we need to check with the University's insurance carrier to determine compliance with all provisions regarding evacuation?
- Is this a system-wide plan for all our campuses? Can this document be applied as a system-wide plan?
- Do we want to include laboratory emergencies in the Emergency Response Plan? Adapting Emergency Procedures on Campus for Individuals with Disabilities, published by AHEAD, includes an entire chapter on this.
- Do we want to purchase equipment such as evacuation chairs or rely on emergency personnel to evacuate people from the buildings? The Great Plains-ADA Center staff is willing to assist us in identifying appropriate equipment options to purchase.

APPENDIX B

Local Emergency Operations Plan Planning Documents

NIMS Documents

- Foreword (MS Word format)
- Promulgation Statement (MS Word format)
- Definitions (MS Word format)
- Direction and Control Appendix (MS Word format)

Annex/Appendix Templates

- Agro-Terrorism Annex/Appendix (MS Word format)
- Special Needs Annex/Appendix (MS Word format)
 - Centers for Disease Control Workbook (.pdf format)
- Catastrophic Event (Earthquake) Annex (MS Word format)
 - Overview of SEOP, Annex Y, Catastrophic Event (Earthquake) (MS Word format)
 - Non-Disclosure Agreement (SEOP, Annex Y) (MS Word format)

Updated Annexes

- Annex N, Terrorism (includes HSRT Map and HSRT Appendix) (MS Word format)
- Annex L, Reception and Care (addresses Household Pets and Service Animals) (MS Word format)

Planning Information

- Pets Evacuation and Transportation Standards Act of 2006 (.pdf format)

APPENDIX C

SEMA Annex O

Catastrophic Event (Earthquake)

I. PURPOSE

The purpose of this annex is to provide operational concepts unique to catastrophic event planning and response, and assign responsibilities to (Enter jurisdiction name here) to meet needs of local jurisdictions following a catastrophic event. It serves as a supplement to the (Enter jurisdiction name here) Emergency Operations Plan (EOP) and is intended to expand the response and recovery organization for a catastrophic event and most likely an earthquake. Many of the operational concepts could be easily adapted to a large scale man-made or natural hazard.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. A catastrophic incident, as defined by the NRP, is 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. A catastrophic incident could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are Incidents of National Significance. These factors drive the urgency for coordinated national planning to ensure accelerated Federal/national assistance.
2. A major earthquake centered in the New Madrid seismic zone is one of the most catastrophic natural hazards facing the State of Missouri. Based on current information, earthquake experts have identified 47 Missouri Counties and the City of St. Louis as those jurisdictions most likely to be impacted by a Richter magnitude 7.6 or greater earthquake on the Modified Mercalli Scale. Additional information on Missouri's earthquake threat is provided in the (Enter jurisdiction name here) Hazard Analysis and the State of Missouri Hazard Analysis.
3. The earthquake-planning scenario used to develop this annex is based on the Federal Emergency Management Agency (FEMA) Hazards United States (HAZUS) model-MH Earthquake Event Report, Southeast MO and was used to develop the loss estimation (damage estimates). The primary purpose of HAZUS is to provide a methodology and software application to develop loss estimations. Although no loss estimation will prove completely accurate, it can provide potential damage patterns and conclusions which provide guidelines for emergency response planning.

B. Assumptions

1. (Enter jurisdiction name here) has the primary responsibility to prepare for and respond to incidents and disasters. As such, (Enter jurisdiction name here) must be prepared to manage initial emergency response and recovery activities for at least the first 96 hours through internal capabilities and/or

mutual aid agreements, regardless of the size and scope of the incident. State and federal government will make every effort to provide additional life safety support as quickly as possible; however, state and federal resources may not be available in the early stages of an emergency.

2. Damage to transportation (roads, bridges, rail, air, etc.), communication (phone, cell, emergency 911, public warning sirens, etc.), utility distribution systems (electric, gas, and water, etc.), pipelines, chemical and fuel storage and other infrastructure systems will isolate communities creating virtual islands within the disaster areas. Damaged transportation routes may not be functional for many weeks or months. For at least 96 hours after an earthquake, (Enter jurisdiction name here) must be prepared to meet their own emergency needs.
3. A number of people will self evacuate the damaged area, if possible, while many others will stay for a variety of reasons including protecting property or caring for farm/companion animals. Evacuation, if necessary, shall be conducted in accordance with Annex J, Evacuation, of the (Enter jurisdiction name here) EOP.
4. Shelters identified for use during other natural disasters may not be available in the impacted area. Temporary sheltering in campers and tents may be determined to be the safest option until buildings and residences are inspected. Prudent and safe actions must be taken into consideration when determining whether to remain in their residence or utilize temporary shelters. Sheltering may take place outside the impacted area.
5. The Governor may suspend some governmental operations in the affected tier and response tier of the state (as required) to direct maximum utilization of available resources in the initial response.
6. (Enter jurisdiction name here) will use all available local resources and implement established mutual aid agreements as needed.

III. CONCEPT OF OPERATIONS

A. General

1. Response Concept:
 - a) State of Missouri's actions in the event of a catastrophic event is based on the concept of automatic response. At a 6.5 magnitude or greater earthquake all state departments/agencies will activate their plans and take appropriate actions for an earthquake response (i.e. assessment of bridges and roads, communication infrastructure, building damage).
 - b) (Enter jurisdiction here) will activate their plans and take appropriate actions for a catastrophic event (earthquake) response to include assessment of bridges and roads, communication infrastructure, building damage, immediate assessment of injuries and medical system status. Initial injury and damage assessments will be forwarded to the State Emergency Operations Center.
2. Tiered Response: In order to implement a coordinated response, the state may be divided into three tiers: Affected Tier, Initial Response Tier, and Support Tier. These tiers were established to facilitate

the planning process based on a New Madrid earthquake event, but can be applied to any catastrophic event. Tier assignment may change depending upon the event. Refer to Appendix 2 for response tier map.

- a) The Affected Tier consists of jurisdictions that have been identified as the most likely to be impacted by a catastrophic event. For a New Madrid earthquake with a magnitude 6.5 or greater, regions C and E have been identified as the affected tier.
- b) The Initial Response Tier consists of jurisdictions that have been identified as potential sources of immediate response assets into impacted areas. For a New Madrid earthquake with a magnitude 6.5 or greater, regions B, F, I and G have been identified as the initial response tier.
- c) The Support Tier consists of jurisdictions that have been identified as potential sources of support and replenishment of assets (i.e. sheltering, medical surge, and staging areas.) For a New Madrid earthquake with a magnitude 6.5 or greater, regions H, A and D have been identified as the support tier.

3. Direction and Control:

a) State Unified Command

- 1) The Missouri State Emergency Operations Center (SEOC) serves as the State's Unified Command.
- 2) This is the state level command where direction and control will be exercised for the statewide response.

b) State Area Coordination Center

- 1) Area Coordination Centers will be established at state run facilities in regions C and E in order to facilitate the state's response and recovery efforts to region unique situations.
- 2) Once established these area coordination centers will coordinate response in their respective regions between local emergency operation centers and the state unified command.
- 3) Incident Support Teams (IST) will be deployed by the state to assist state area coordination operations. An IST is an overhead management team to facilitate the ICS organization.
- 4) Additional area coordination centers will be established as the situation warrants.

c) Local Emergency Operations Centers (Local Unified Command)

- 1) Local Unified Command is the NIMS terminology used for the Direction and Control function within the local emergency operations center.
- 2) (Enter jurisdiction name here) must be prepared to manage initial emergency response and recovery activities for at least the first 96 hours through internal capabilities and/or mutual aid agreements.
- 3) (Enter jurisdiction name here) will report initial damage assessments, casualty figures, and condition of critical infrastructure to the State Unified Command at the State Emergency Operations Center.
- 4) (Enter jurisdiction name here) will coordinate with the State Unified Command/SEOC until otherwise directed.

4. Damage Assessment

- a) Damage assessment of (Enter jurisdiction name here) will be conducted as outlined in Annex D, Damage Assessment, of the (Enter jurisdiction name here) emergency operations plan.
- b) (Enter jurisdiction name here) will report damage assessment information to the State Emergency Operations Center as soon as possible. Information should be passed using any available means (web based, faxed, phone, radio, etc.).
- c) One of the first priorities of damage assessment for (Enter jurisdiction name here) will be inspection of local roads and bridges. (Technical assistance may be available from MODOT).

5. Communications

- a) The Missouri State Highway Patrol is the lead state agency for providing initial emergency communications to and from the affected areas.
- b) Due to anticipated communications limitations, all communications should be limited to critical life safety messages.
- c) Communications assets and locations have been identified and are listed in Annex A, Direction and Control, and B, Communications & Warning, of the (Enter jurisdiction name here) emergency operations plan.
- d) A NIMS compliant communications plan is attached as shown in Appendix 7, Communications Plan, to this Annex.

6. Points of Distribution (PODs)

- a) PODs are temporary locations at which commodities are distributed directly to disaster victims. These may be different locations than where the commodities arrive in the jurisdictions Points of Arrival (POA).
- b) It is the responsibility of (Enter jurisdiction name here) to identify locations and to operate the PODs in their jurisdiction. POD locations are listed in Appendix 4, Points of Distribution, to this Annex.

7. Transportation

- a) (Enter jurisdiction name here) must identify available transportation resources for the movement of personnel and/or equipment.
- b) Identify vehicles that can be used for transportation of special needs population.
- c) These resources are listed in Annex G, Resource and Supply, to the (enter jurisdiction name here) local emergency operations plan.
- d) Local transportation routes are identified in Annex J, Evacuation.

8. Evacuation

- a) An Evacuation Management Team (EMT) will be established as part of the State Unified Command. The EMT is responsible for coordinating all evacuations throughout the state.
- b) (Enter jurisdiction name here) will coordinate all of their evacuation operations through the Evacuation Management Team located at the SEOC.

9. Mass Care and Special Needs Population

- a) Refer to Annex L, Reception and Care, of (enter jurisdiction name here) emergency operations plan.
- b) Note: This section of the local plan should address the specific needs of the local jurisdictions associated with mass care, shelters, special needs population, and pets.

B. Phases of Emergency Management

Refer to the general responsibilities in Appendix 2, Attachment B of the (Enter jurisdiction name here) Basic Plan for agency-specific actions.

1. Mitigation (Prevention)

It is recognized that you cannot prevent a catastrophic event from happening; however, there are measures that can be taken to lessen their effect. Such measures could include:

- a. Adopt seismic resistant design standards, some of which are currently being followed (i.e. bridges built since 1990).
- b. Comply with floodplain management guidelines.
- c. Adopt seismic non-structural design standards such as FEMA guides: “Avoiding Earthquake Damage: A Checklist for Homeowners”; “FEMA 74-Reducing the Risks of Non-Structural Earthquake Damage: A Practical Guide”; “FEMA 232-Homebuilders’ Guide to Earthquake-Resistant Design and Construction”, etc.

2. Preparedness

The preparedness phase occurs prior to and in anticipation of a catastrophic event (earthquake). This phase focuses on promotion of increased public awareness of the potential emergency, preparation of necessary materials and equipment or response to the emergency, and training for emergency response personnel. Typical functions of the preparedness phase include conducting public information programs, maintaining emergency resources inventory lists and conducting exercise and training programs.

- a. Provide training and information to mitigate the effects of a catastrophic event (earthquake).
- b. Train and equip response personnel.
- c. Identify local staging areas and fuel sources.
- d. Identify transportation resources and facilities, to include injured and special needs populations.
- e. Identify large, adequately equipped shelter facilities and transportation resources.
- f. Identify adequate locations that could serve as Points of Distribution (PODS).
- g. Promote personal preparedness i.e. Community Emergency Response Team (CERT).

3. Response

The response phase occurs from the onset of a catastrophic event (earthquake) and lasts until lifeline systems are at least partially restored. During this phase, functions that are critical to saving lives, to protecting people, and meeting basic human needs are performed.

In the event of an earthquake with a 6.5 magnitude or greater all departments/agencies identified in this plan will activate their plans. For other catastrophic events this plan will be activated as determined by the senior elected official.

See Appendix 3 to this Annex for the actions for each Tier Level.

4. Recovery

The recovery phase usually overlaps the response phase. It begins a few days after the catastrophic event (earthquake) and can last for years. During the recovery phase, the federal government provides disaster relief upon Presidential Declaration. Functions during this phase include federal relief under P.L. 93.288, as amended, for public and individual assistance, establishment of Disaster Recovery Centers, establishment of temporary housing facilities, and federal disaster loans and grants. Long-term recovery includes restoration of affected areas to their normal or to a substantially improved state.

- a. Establish liaisons and hold at a minimum, annual meetings of state and local agencies, non-governmental organizations, and volunteer groups that would play significant roles in returning communities to livable conditions.
- b. Focus should key on returning social services, schools, environmental issues and public utilities to normal as quickly as possible.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

The organization for a catastrophic event (earthquake) will be based on the (Enter jurisdiction name here) LEOP Basic Plan. All operations will be conducted under the National Incident Management System (NIMS). See Appendix 1 to this Annex.

B. Assignment of Responsibilities

The LEOP Basic Plan includes the Primary and Support Responsibilities Chart that shows agency assignments. Agencies and organizations with primary and/or support assignments are responsible to develop and maintain SOGs, checklists, and other supporting documents that detail how to perform their assigned tasks.

1. In accordance with RSMo, Chapter 44, the chief elected official of the (Enter jurisdiction name here) is ultimately responsible for the coordination of response to a catastrophic event (earthquake).
2. Responsibilities include but are not limited to:
 - a. Activate the EOC. (Once activated, the EOC is the coordinating point for all local response and recovery activities.)
 - b. Serve as the collection point for damage assessment information.
 - c. Coordinate the provision of services, equipment, and supplies to support expedient operations associated with an earthquake disaster; for the approval and acquisition of equipment and supplies not available through normal purchasing channels and ordering time frames following an earthquake.

d. Identify sites for Points of Distribution (PODS).

e. Identify sites for Emergency Rest Area Stops.

V. DIRECTION AND CONTROL

Direction and control will be consistent with guidance found in Annex A, Direction and Control and Section III-3 of this Annex.

VI. CONTINUITY OF GOVERNMENT

Continuity of government will be consistent with guidance found in (Enter jurisdiction name here) Local Emergency Operations Plan (LEOP).

VII. ADMINISTRATION AND LOGISTICS

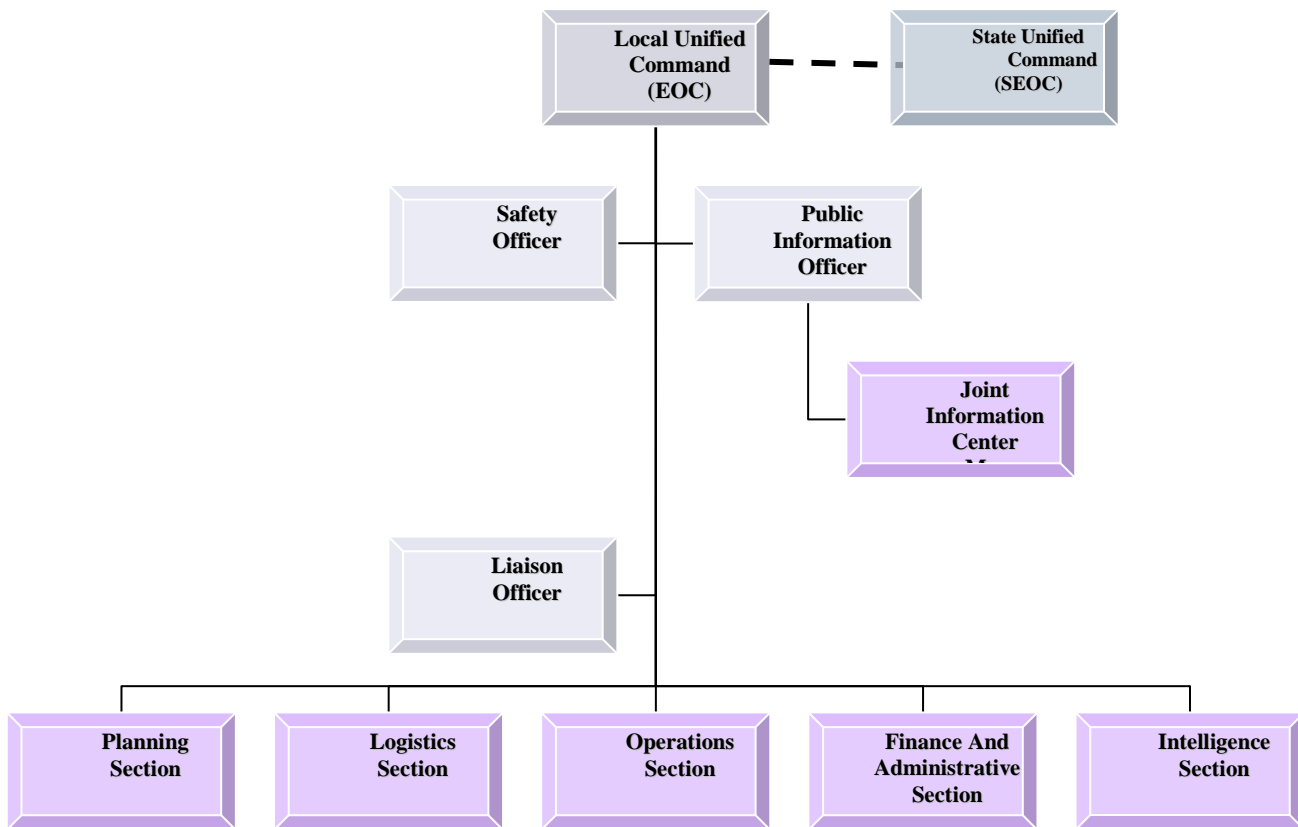
Administration and Logistics will be consistent with guidance found in (Enter jurisdiction name here) Local Emergency Operations Plan (LEOP).

APPENDICES

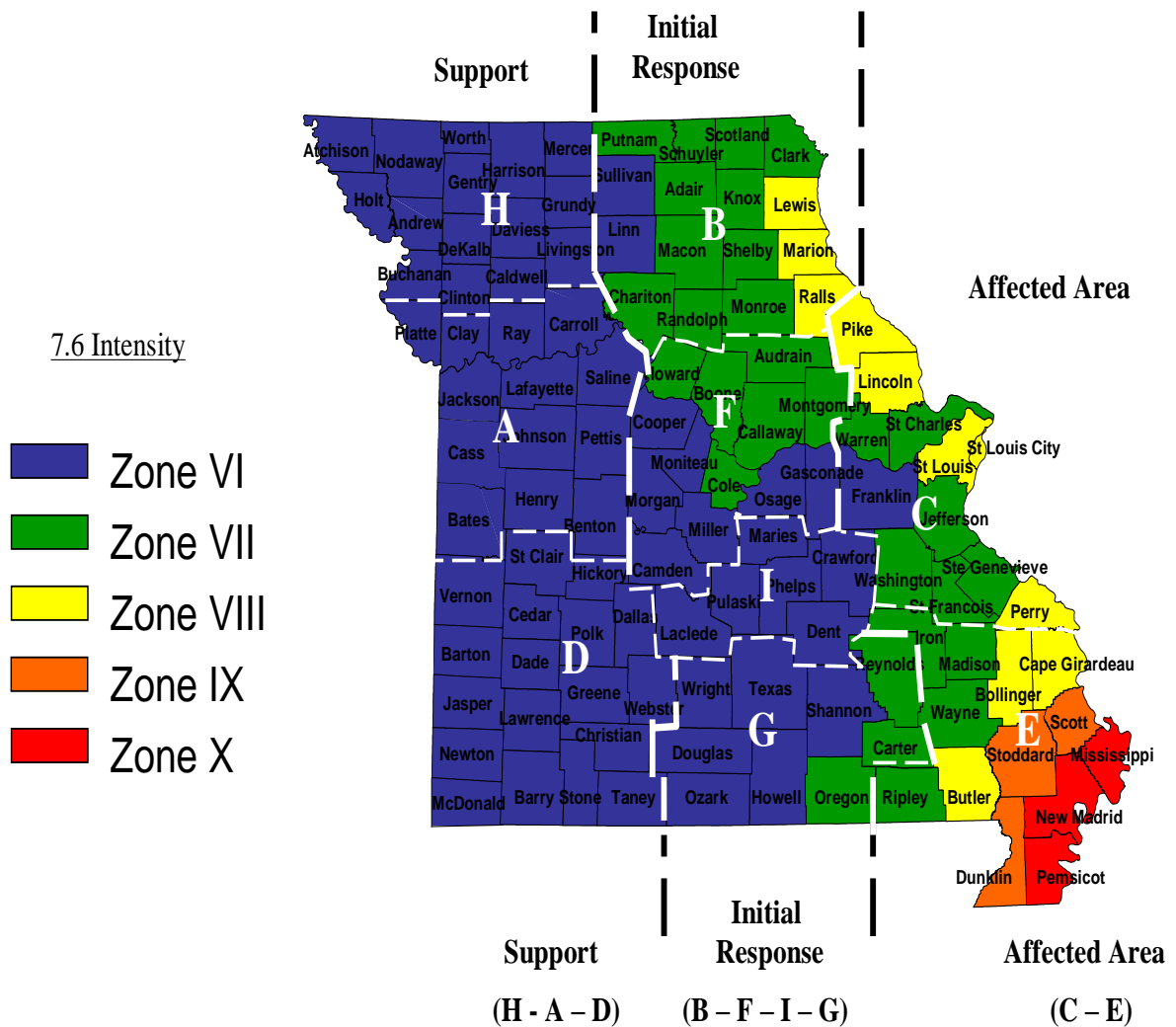
1. ICS Organization
2. Tier Response Map
3. Tier Response Actions
4. Points of Distribution (PODs)
5. Staging Areas
6. Command Structure – Organization Assignment List (Optional use)
7. Communications Plan (Optional use)
8. Resource Assessment
9. Local Resource Request Form
10. Emergency Rest Area Sites

Appendix 1 to Annex O

ICS Organization



Response Tiers



Appendix 3 to Annex O

Tier Response Actions

Actions following a catastrophic event (earthquake) are as follows:

I. Affected Tier

- a. Immediate assessment should be conducted to ascertain injuries and medical system status (i.e. functioning hospitals, clinics, ambulances)
- b. Initial injury and damage assessments will be forwarded to the State Emergency Operations Center.
- c. A coordinated response will be achieved by mobilizing resources through the local emergency operations center.
- d. Points of Distribution Sites (PODS) will be identified by local jurisdictions for the distribution of commodities to the affected population.
- e. See Appendix 5 to this annex for local staging area designations.
- f. A Local Unified Command EOC will be established. See *Appendix 6* to this Annex for organizational structure.
- g. State Area Coordination Centers will be established for Regions C and E. When the Area Coordination Centers become functional the local emergency operations organizations will coordinate response with their respective region's state area command.
- h. Any locally coordinated evacuation will be conducted in coordination with the state's Evacuation Management Team.
- i. The priority of movement is for responders into the affected area and movement of victims with life threatening conditions out of the affected area.
- j. The Local Unified Command will designate a Local Net Control Station (LNCS) to coordinate radio traffic and frequency allocation. This will be coordinated with the Regional Net Control Station (RNCS), located at a State Area Coordination Center. See *Appendix 7* to this Annex for a sample communications plan form.

II. Initial Response Tier

- a. Immediate assessment should be conducted to ascertain available resources that could be deployed to affected regions. This information should be forwarded to the SEOC using the form shown in *Appendix 8* to this Annex.
- b. Assessments should be done to determine medical surge capacity to support critical patient evacuation from the affected tier.
- c. A coordinated response will be achieved by mobilizing resources through the state emergency operations center.
- d. All activated response elements must report to assigned staging areas upon mobilization. All response to affected areas will be deployed from designated staging areas.
- e. Discipline specific staging areas will be established for initial response tier resources. See *Appendix 5* to this Annex.
- f. Responders should report equipped for operation and be self-sufficient for up to 96 hours. Initial responders should be prepared for a deployment period of 14 to 28 days.
- g. The concept of operations for a voluntary evacuation of the affected tier is to move the affected population through the initial response tier to the support tier of the state.

- h. To facilitate evacuation, local jurisdictions will identify, establish, and support emergency rest area sites in coordination with the state's Evacuation Management Team. Emergency rest area sites will be designed to distribute information, emergency medical treatment, fuel, food and water to the evacuating population as they pass through to the support tier of the state. See Appendix 10 to this Annex.
- i. Response from the Initial Response Tier will be coordinated through the State Unified Command.
- j. State Area Coordination Centers will be established for Regions C and E. Responding resources from the Initial Response Tier will be assigned to a State Area Coordination Center.
- k. The State Area Coordination Centers will assign missions to their respective responding resources.
- l. The priority of movement is for responders into the affected tier and movement of victims with life threatening conditions out of the affected tier.

III. Support Tier

- a. Immediate assessment should be conducted to ascertain resources that could be used to support mass care of the evacuated population from the affected tier. This information should be forwarded to the State Emergency Operations Center using the form shown in Appendix 8 of this Annex.
- b. Assessments should be done to determine medical surge capacity to support critical patient evacuation from the affected tier.
- c. Assessments should be conducted to prepare for mass care of the evacuated population and special needs population.
- d. Mass care and support of deployed resources are the primary function for the support tier.
- e. Response enhancement and replenishment will be drawn from the support tier.
- f. Support Tier jurisdictions will activate sites to support mass care of the evacuated population.
- g. Any Response from the Support Tier to the Affected Tier will be coordinated through the State Unified Command.
- h. State Area Coordination Centers will be established for Regions C and E. Responding resources from the Support Tier will be assigned to a State Area Coordination Center.
- i. The State Area Coordination Centers will assign missions to their respective responding resources.
- j. Any evacuation will be conducted in coordination with the state's Evacuation Management Team.

APPENDIX D

FEMA Product

HAZUS-MH is a powerful risk assessment software program for analyzing potential losses from [floods](#), [hurricane winds](#) and [earthquakes](#). In HAZUS-MH, current scientific and engineering knowledge is coupled with the latest geographic information systems (GIS) technology to produce estimates of hazard-related damage before, or after, a disaster occurs.

Potential loss estimates analyzed in HAZUS-MH include:

- **Physical damage** to residential and commercial buildings, schools, critical facilities, and infrastructure;
- **Economic loss**, including lost jobs, business interruptions, repair and reconstruction costs; and
- **Social impacts**, including estimates of shelter requirements, displaced households, and population exposed to scenario floods, earthquakes and hurricanes.

Federal, State and local government agencies and the private sector can [order HAZUS-MH](#) **free-of-charge** from the FEMA Publication Warehouse.