



Kansas City Regional
Community Organizations
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

KCRCOAD Emergency/Incident Operations Guide (EIOG)

Version 4 April 2026

Changes in purple underline from version 10 March 2065

A guide for the KCRCOAD Committees, KCRCOAD membership organizations and Emergency Management to organize KCRCOAD efforts in support of Regional, County and Local Emergency Management RESPONSE and RECOVERY operations during incidents, emergencies and man-made or natural disasters

Contact Information

The Kansas City Regional Community Organizations Active in Disaster (KCRCOAD) Emergency/Incident Operations Guide (EIOG) contact information has personal (**in red bold**) cell phone numbers and personal (**in red bold**) emails of our volunteers for use by our Emergency Management for immediate life safety, Emergency/Incident Response. If you are a City or County Emergency Management Director and have a Request For Assistance (RFA) please contact the following KCRCOAD Executive Committee (EC) members so we can assemble the KCRCOAD team for Response and Recovery support to your Emergency/Incident. Please be considerate and judicious when sharing the **red bold** contact information.:

Dr. Jennifer L'Heureux	KCRCOAD Chair	Jennifer.LHeureux@dmh.mo.gov (816) 598-5047 (personal cell)
Sue Johnson	KCRCOAD Vice Chair	sue.johnson@ymail.com (214)354-0529 (cell)
Aly Breeze	KCRCOAD Treasury Chair	Alyb@raytown.mo.us (816) 737-6069 (office) (816) 820-9068 (cell)
Cheryl Gates	KCRCOAD Membership Chair	kchomebirth@gmail.com
John Ezell	Mass Care Committee Co-Chair-KS	John.Ezell@uhkc.org 8164046539
Emma Boyd	Mass Care Committee Co-Chair-MO	Emma.boyd@redcross.org 8165005644
VACANT	KCRCOAD Secretary	Email (cell)
Dan Reece Aly Breeze	KCRCOAD Planning, Training, Exercise, Operations Committee (PTEOC) Co-Chair	Danntab1@msn.com (719) 200-8779 (personal cell) Alyb@raytown.mo.us (816) 737-6069 (office) (816) 820-9068 (cell)

For general and public information please contact United Way of Greater Kansas City (816) 474-5112 or <https://unitedwayGKC.org> and refer to the KCRCOAD website KansasCityRegionalCOAD.org

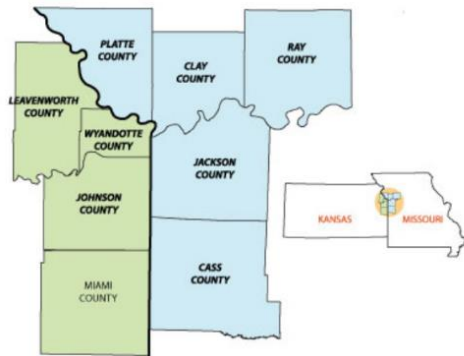
When the KCRCOAD is active in Volunteer and/or Financial/Materials Management operations visit the KCRCOAD website at <https://www.kansascityregionalcoad.org/>

For questions or comments regarding improvements to the EIOG, please email the KCRCOAD PTEOC Co-Chairs at Danntab1@msn.com and also Alyb@raytown.mo.us

Introduction

The Kansas City Regional Community Organizations Active in Disaster (KCRCOAD) Emergency/Incident Operations Guide (EIOG) is designed as a guide for our City and County Emergency Management (EM) teammates and our internal KCRCOAD Committees and Membership organizations to align efforts along the NIMS/ICS structure. That being said, there will be numerous NIMS/ICS EM terms used throughout this guide. If you have questions on the terms and structure in this guide, please contact the KCRCOAD Planning, Training, Exercise, Operations Committee (PTEOC) Chair to answer your questions and to point you to the helpful free FEMA EMI Independent Study (IS) online training and FEMA parent documents. <https://training.fema.gov/is/> Did we mention the training is free? Let's get started.

The KCRCOAD's operating region is the same as the nine-county Metropolitan Emergency Managers Committee (MEMC) which includes Cass, Clay, Jackson, Platte and Ray counties in Missouri and Johnson, Leavenworth, Miami and Wyandotte counties in Kansas. We, the KCRCOAD, respect that our membership and partners can get fatigued with constant and/or daily requests that are not considered a "Disaster" so to prevent that fatigue we remind our teammates that the trigger to assembling the KCRCOAD for full activation is a Requests For Assistance (RFA) from a City or County Emergency Managing Director (EMD) in the MEMC region. To be clear the EMD can and should immediately contact any and every organization to provide support to save lives and reduce suffering of our neighbors and residents. The KCRCOAD is another organization with unique relationships, skill sets, experience and focus that offers support at zero cost to the requesting EMD. This is important because there are emergencies/incidents that fall below the threshold of State or Federal disaster financial support. Activation and deployment of KCRCOAD member capability outside of the MEMC region is more by exception than by the norm but it is perfectly ok to ask. We encourage all counties and regions outside of the nine MEMC counties to develop their local/regional COAD to ensure a rapid response. **We also encourage local and county Emergency Managers to develop their Local and County COADs!** The KCRCOAD is willing to share our expertise to help others build their COADs tailored to their region.



The KCRCOAD is always looking for partners to become members to support our EMDs in their efforts to save lives and reduce suffering. City, County, Region, State and Federal Emergency Management communities have recognized the value of a Whole of Community (WC) approach and [that this WC approach is](#) much more effective in saving lives and reducing suffering which is why so many Emergency Managers are KCRCOAD committee members. We are always listening to and reviewing capability [gaps \(primarily in ESF #6\) in](#) our regional (KS and MO MEMC region) response in disasters. We then approach our community partners to join the KCRCOAD who are willing and able to provide free capability to our Emergency Managers during a disaster. If you know of an organization that is in our MEMC region who

is willing to [offer their team's capabilities for free and want](#) join the team to help save lives and reduce suffering, please [have them](#) contact our KCRCOAD Membership Committee.

Whole Community (WC)



Kansas City Regional
Community Organizations
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

GOAL: Whole Community
Resiliency

Prevent, Protect, Mitigate, Prepare, **Respond** and **Recover**
from Natural and Man-Made Disasters

PB/CP

Private
Businesses &
Community
Partners

POW

Places of
Worship

NGO/A

Non Gov't
Organizations
& Academia

GO

Government
Organizations

SYNCH

Synchronizers

OUR COMMUNITY PARTNERS

Phases (Mission Areas) of Emergency Management

The five phases (Mission Areas) of Emergency Management are PREVENTION, PROTECTION, MITIGATION, RESPONSE, and RECOVERY. The KCRCOAD predominantly focuses on RESPONSE and RECOVERY (hence the name **Community Organizations Active in Disasters**) which is why it is imperative to have a working relationship with our City and County Emergency Management (EM) teammates prior to and during an Emergency/Incident so we can properly and effectively provide support during both RESPONSE and RECOVERY phases. Our primary focus is on ESF#6 Mass Care. Below is the overview of the DHS Federal five phases.

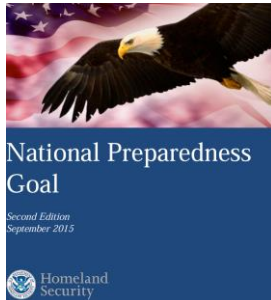


Table 1: Core Capabilities by Mission Area⁶

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazards Identification	Infrastructure Systems	
Interdiction and Disruption			Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Public Health, Healthcare, and Emergency Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Natural and Cultural Resources
Screening, Search, and Detection				
Forensics and Attribution	Access Control and Identity Verification Cybersecurity Physical Protective Measures Risk Management for Protection Programs and Activities Supply Chain Integrity and Security			

⁶ Planning, Public Information and Warning, and Operational Coordination are common to all mission areas.

https://www.fema.gov/sites/default/files/2020-06/national_preparedness_goal_2nd_edition.pdf (page3)

The Incident Commander (IC) is the person who is selected by (and most often is) the Emergency Management Director (EMD or just EM). The IC has **Overall Priorities** that he/she is working on so as we provide support, we, KCRCOAD, also need to understand their priorities as we engage to support them.

From the EMI slide deck on IS 200

“Overall Priorities Throughout the incident, objectives are established based on the following priorities:

- First Priority: Life Safety
- Second Priority: Incident Stabilization
- Third Priority: Property Preservation

Overall priorities for an incident define what is most important. These are not a set of steps, you do not complete all life safety actions before you start any efforts to stabilize the incident. Often these priorities will be performed simultaneously.”

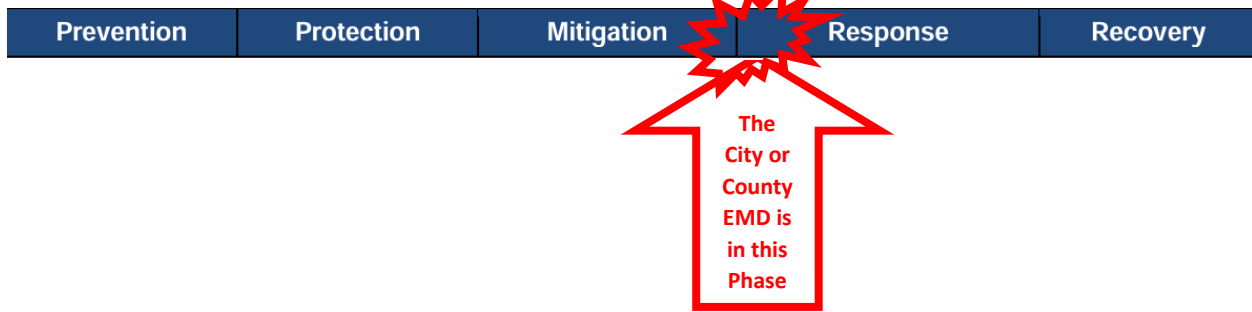
https://emilms.fema.gov/is_0200c/groups/75.html#:~:text=Throughout%20the%20incident%2C%20objectives%20are%20established%20based%20on,Priority%3A%20Incident%20Stabilization%203%20Third%20Priority%3A%20Property%20Preservation

Remember to keep in mind our AFN community and all communities when planning across all phases and when executing all operations.

“Access and Functional Needs: Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are older adults; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.”

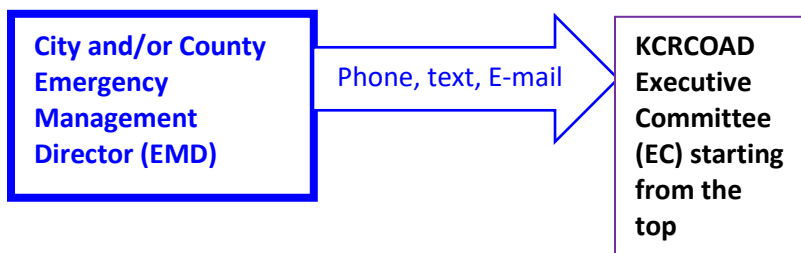
https://www.fema.gov/sites/default/files/2020-06/national_preparedness_goal_2nd_edition.pdf (page A-1)

An Emergency or an Incident has just occurred in the MEMC region:



An EMERGENCY/INCIDENT just occurred in the KCRCOAD MEMC Region. The First and Emergency Responders are responding with Life Safety, Incident Stabilization, Property Preservation efforts under the direction of the Incident Commander (IC). The Emergency Management Director (EMD) is working with the IC (and often they are the IC) assessing the situation for the community’s needs and are considering activating their Emergency Operation Center (EOC) and determining which Emergency Support Function (ESF) they will use to organize their efforts in this RESPONSE Phase. Once the EMD(s) organize their EOCs by ESF they will simultaneously reach out to their local and regional community for support. If the local community does not have that capability available, the EM will reach out to neighboring jurisdictions and the State for capability. At the same time the EMD(s) can and should contact the KCRCOAD since there are unique capabilities that the KCRCOAD has on the ready (Mission Ready Packages- MRPs) or can find that capability, for free, through our Regional KCRCOAD Membership. Below is the communication flow chart for our EMD’s in the beginning of the RESPONSE phase. Note that any EMD may contact the KCRCOAD to let us know a situation is developing even though there are may not be any known or anticipated Request For Assistance (RFAs).

The Emergency Managing Director (EMD) decides to contact the KCRCOAD to set up a time to meet with their Situational Brief and anticipated Request For Assistance (RFA(s)):



KCRCOAD EXECUTIVE COMMITTEE (EC)
KCRCOAD Chair
KCRCOAD Vice Chair
KCRCOAD Treasury Chair
KCRCOAD Membership Chair
KCRCOAD Secretary
KCRCOAD Mass Care Chair
KCRCOAD Planning, Training, Exercise, Operations Committee Chair (PTEOC)

The Chair, if unavailable then the Vice Chair, will contact the EC members (via text, phone call, Email, etc.) and the PTEOC Chair to synchronize a time to virtually meet with the Emergency Manager. Certain

KCRCOAD Committee Chair and Vice Chairs may be needed for this initial [situational brief and](#) meeting based on the Chair's initial assessment. **Please remember to not propagate initial information from the Emergency Manager(s) outside of the KCRCOAD as Public Information [dissemination](#) is the EM's function NOT the KCRCOAD unless requested- we need their frank, initial and even incomplete assessment of their situation and needs.**

During the initial virtual [situational brief and](#) meeting:

The KCRCOAD Chair [or the designated KCRCOAD EOC Director](#) will chair the virtual [situational brief and](#) meeting in this order:

1. Reminder to not propagate preliminary, incomplete and draft information unless specifically requested [for](#) distribution by the [impacted City/County](#) Emergency Manager/Incident Commander/Emergency Operation Center [Director](#)
2. Introduction of the virtual meeting participants
3. The impacted Emergency Management Director/Incident Commander/Emergency Operation Center Chief will [provide a situational](#) brief:
 - a. The "activation level" of their EOC (Each EOC may use KS, MO, FEMA or their own levels)
 - b. The situation with the information that they currently have:
 - 1) Approximate location and area impacted
 - 2) Estimated number of dead/injured
 - 3) Impact to Community Lifelines (Critical Infrastructure/Key Resources) and change from green status
 - 4) Community RESPONSE needs (and, if time permits, future RECOVERY needs)
 - 5) Any specific Request For Assistance (RFA) and rapid/immediate request for Mission Ready Packages (MRPs) notification/activation/deployment
 - c. The EM's Point of Contact for [each of](#) their RFAs
 - d. Synchronization with KCRCOAD's Finance/Administration Coordination Section Chief/[Treasurer](#) for tracking of KCRCOAD's membership and support volunteer hours, material donations, dollar equivalent use of equipment, etc. (see **Tracking of KCRCOAD's membership and support** paragraph for the rationale and value of time in the effort) and updated metrics.
 - e. Schedule for follow on [EM/KCRCOAD](#) meetings
4. The follow discussion of mission analysis and the mission sets will be directed by the [KCRCOAD EOC Director](#). Discussions outside scope will be "parked" for off line discussion based on the [KCRCOAD EOC Director's](#) assessment. Mission analysis is where [we](#) begin discussion of [possible](#) solutions to meet the EM's community needs. [These solutions will be reviewed with KCRCOAD Membership capabilities as mission sets. The next step is to complete the RFA with detailed information so the mission could be effectively and safely provided to the EM team.](#)
5. The [KCRCOAD EOC Director](#) will determine activation level of the KCRCOAD "ICS like" EOC and which KCRCOAD Committees' will be "activated" ([by "activated" see each committee's written RESPONSE/RECOVERY section of their Committee descriptions](#)). [Each committee's lead will update their specific PowerPoint slide \(Current Operations; Future Operations; and Issues \(if any\) and report out in each KCRCOAD EOC meeting. If no changes then "Nothing Significant To Report" \(NSTR\). In additions to the committees the KCRCOAD EOC Director will assign:](#)
 - a. [The KCRCOAD EOC Director will identify which KCRCOAD teammate\(s\) will lead synchronization with an assigned Liaison Officer \(LNO\) as the single point of contact to the impacted incident](#)

EOC/EM/MAC. For multiple incidents we may need multiple LNOs. To prevent confusion please coordinate communications with the LNO when speaking on behalf of the KCRCOAD Emergency Operations Center or positions. If you are representing your member's organization, please begin the message with your organization and do not include the KCRCOAD as your function. This applies to emails, texts and virtual calls- to summate identify what "hat you are wearing" before you speak.

- b. Public Information Officer will be the focal point of communication with other PIOs, the media, and communication with AFN, ELL and our diverse communities.
 - c. Planning Coordination Section Chief will synch with the incident EOC/EM/MAC Planning team in coordination with the LNO on future activities/missions.
 - d. Finance/Administration Coordination Section Chief/Treasurer will track the RFAs with the RFA Tracker and will keep a running total of volunteer: hours; dollar value of materials donated; and other metrics deemed relevant by the PIO and EM team. If donations management becomes a viable mission, then close coordination with the Donations Management Committee Lead will occur.
6. The KCRCOAD EOC Director will assign a KCRCOAD representative to synchronize, develop and distribute a timeline and schedule for future meetings to allow for the KCRCOAD to support with our Whole Community (WC) effort.

LET'S SAVE LIVES AND REDUCE SUFFERING!

Request For Assistance (RFA)

While we are not tied to a specific format for the Request For Assistance (RFA), we have found that during incidents it helps to track RFAs so we can continue or call complete each RFA. We prefer to use the KCRCOAD RFA Form version 27Mar26.

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KCRCOAD Request For Assistance (RFA) Form [version 27Mar26](#)

The KCRCOAD RFA form may be modified and adapted according to local procedures/situation. What is important is that we have your, Emergency Management Director's, request with contact information and details to effectively provide support. Many KCRCOAD Member's charter/Board of Directors require a formal RFA as part of their charter/mandate to activate personnel and expend resources, etc.

Request For Assistance (RFA)

Incident Name [City-Area of operation]: e.g. **Granite, MO-South**

[City-Area of operation], [Name/Type of Assistance -Multi-Agency Resource Center -MARC], RFA Number [RFA #1,2,3]: e.g. **Granite South MARC RFA #1**

Requesting Party Name [Emergency Management or Gov't official]: **Chief Eric Marsh**

Point of Contact Name: **Jesse Steed**

Cell Phone: **555-555-5555**

E-mail: **J.Steed@GraniteMountainFire.org**

1. General description of the event (If possible cut/paste/attach latest local Situation Report.)

Tornado impact. XX families (xxx people) affected; xxx living units (homes/apts, etc) without electrical power until xx May

2. If known- which Emergency Support Function (ESF) or response area where assistance is needed (The KCRCOAD focus ESFs are: ESF#3 Light Debris removal/mucking out; ESF #6 Mass Care; ESF #8 Emergency Medical/Behavioral Health; ESF #9/11 Pet SAR/shelter support) and the particular type of assistance needed. **(If possible, cut/paste/attach additional documentation/information with details)**
ESF #6 Mass Care- Multi-Agency Resource Center (MARC)

3. Following a “mission analysis” with the KCRCOAD EOC and the EM team/Point of Contact of the mission, we can initially discuss the location, date, a reasonable estimate of the length of the mission, amount and type of personnel, equipment, and supplies needed. **(If possible, cut/paste/attach additional documentation/information with details)**

Based on preliminary information from the rapid needs assessment performed by the First and Emergency Responders we see the need for a MARC on or about xx May from 10:00am-8:00pm. We have identified a location, Granite Mountain Community Center at 123 Main Street, Granite, MO 64068. Amanda Marsh cell 555-1212, email A.Marsh@GraniteCCenter.org is our secondary Point of Contact after Jesse Steed. We can meet on xxMay at xxxx to discuss details. We will need support for 40 families (90 people):

1. Language support for Korean, and Swahili ELLs
2. AFN support
3. Disaster Behavioral Health/Trauma Screening
4. Daycare support for children at the MARC
5. Case Work support
6. ?

Authorized Requesting Emergency Management Government Official:

Title: Chief
Signature: *Eric Marsh*
Date: 30 April 2026

After completion of this RFA, sign, scan and email this form to the COAD email listed so our KCRCOAD Membership can forward to their leadership so they can activate personnel, expend resources, etc. Thank you. Let’s go save lives and reduce suffering!

<https://www.kansascityregionalcoad.org/>

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Request For Assistance (RFA) tracking tool

Below is an example of a RFA tracking tool. Note the second tab has fields for Incident POC and KCRCOAD POC so the teams can synchronize efforts such as logistics, additional information and other pertinent information. It is import to use version control to ensure the information is properly updated. Notice the **(as of date ..)** in blue bold in the header and the purple underlined as the change from a previous version also change the name of the file wherever it is saved.

	A	B	C	D	E	F	G	H	K	L
1	KCRCOAD EOC Request For Assistance (RFA) Tracker (as of 26June25 @1000hrs)									
2	RFA #	IC Location city/county	KCRCOAD ESF#	Date received	Capability requested	# people	Equipment needed	#Equip	% closed	Notes
3	1	Bravo City	6	6/26	Water POD support	60	Reflective vests/gloves	60/60		
4	2	Bravo City	6	6/26	Shelter Support	50				day and night
5	3	Bravo City	9	6/26	Wide area Pet SAR	40	Reflective vests/Radios	40/20		flat area, approx. 20 pets missing
6	4	Charlie City	3	6/26	Debris removal	150	Reflective vests/gloves	150/150		non chainsaw work, only lifting and moving debris, 3 sites (estimated 5 days of effort)
7	5	Charlie City	6	6/26	Shelter Support	40				day and night
8	6	Bravo City	8	6/26	On site trauma Screening	4				need qualified trauma screeners for both First Responders and residents
9	7	Bravo City	8	futue	Onsite Behavioral Health (BH) resident counseling	?	power for laptop			need qualified BH counselors for both First Responders and residents
10	8	Charlie City	8	6/26	On site trauma Screening	4				need qualified trauma screeners for both First Responders and residents
11	9	Charlie City	8	future	Onsite Behavioral Health (BH) resident counseling	?	power for laptop			need qualified BH counselors for both First Responders and residents
12	10	Bravo City	8	6/26	On site first aid support	5	basic first aid equip/ radios	1/2		Water POD site daytime only
13	11	Charlie City	8	6/26	On site (3 sites) first aid support	15	basic first aid equip/radio	3/3		3 mobile sites supporting the 3 debris removal mission daytime only
14	12	Charlie City	RSF-Econ	future	Financial Donations Management support	8?	wifi, power for laptop			
15	13	Charlie City	RSF-Econ	future	Material Donations Management support	6	wifi, power for laptop			intially infant, child, youth clothing and supplies
					Multi Agency Coord Center (MARC) set up and support	?				unknown date, unkown number

< > RFA details RFA POC +

KCRCOAD's "ICS-like" EOC Structure

The KCRCOAD EOC will start with the Federal Level NIMS "ICS-like" EOC Structure (found in NIMS Tab 1 page 118) with certain KCRCOAD committees aligning/replacing the Operations Coordination Section. Others like Donations Management may be aligned to the Finance/Administration Coordination Section, etc.

https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

(Tab 1 page 118)

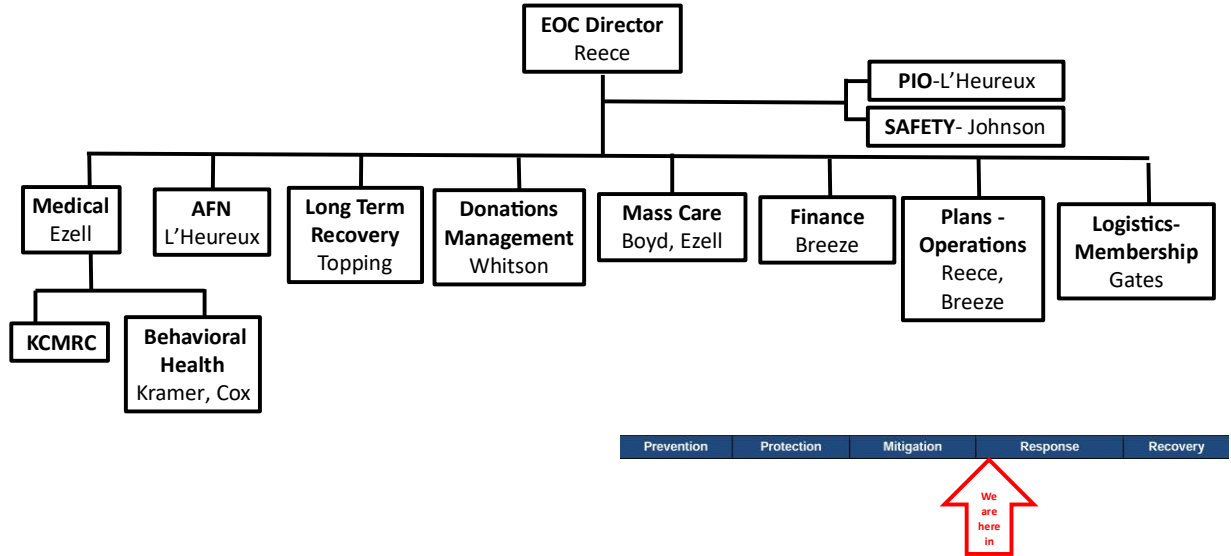
"Tab 1—Incident Command System (ICS) or ICS-like EOC Structure"

"Many jurisdictions/organizations opt to use an ICS or ICS-like structure in their EOCs. This is typically because people are familiar with the structure, and it aligns with what is used in the field. Additionally, it is a useful functional breakdown, particularly for EOCs that might take on operational missions."

Below is an example of KCRCOAD "EOC like" structure with the Operations Coordination Section replaced by KCRCOAD Committees. We will likely initially use this "ICS-like EOC" structure:

KCRCOAD EOC as of 0900hrs 30Apr26

The KCRCOAD Emergency Operations Center (EOC) is Fully activated Level 1



We based our KCRCOAD's EOC on the following NIMS structure.

National Incident Management System

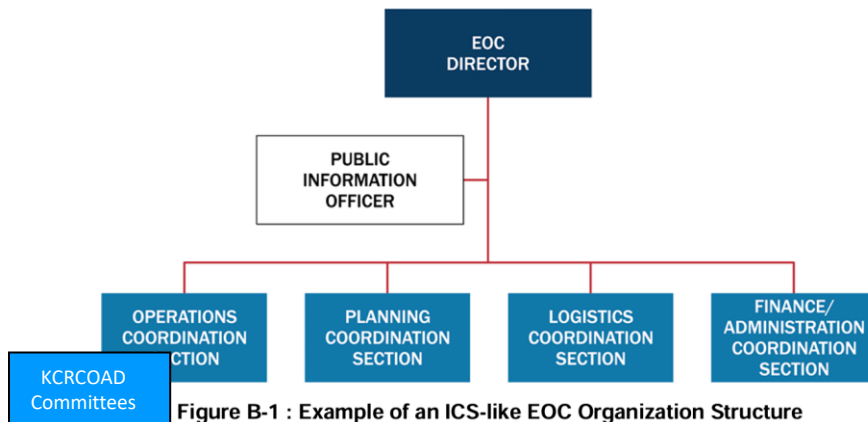


Figure B-1 : Example of an ICS-like EOC Organization Structure

“EOC Command Staff

The EOC Command Staff (often called EOC Management Staff to clarify that they do not command on-scene operations) includes an EOC director who guides and oversees EOC staff and activities. The EOC Command Staff typically includes a PIO and may include others such as a Legal Advisor and a Safety Officer. The EOC director, possibly with the support of Command Staff, sets EOC objectives and tasks, integrates stakeholders, works with senior officials to facilitate the development of policy direction for incident support, and ensures the dissemination of timely, accurate, and accessible information to the public.

Operations Coordination Section

Operations Coordination Section staff help ensure that on-scene incident personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities. The staff in this section are often organized functionally—by Emergency Support Function (ESF) or Recovery Support Function (RSF), for example—and are the primary points of contact for on-scene response personnel within their respective functions. They coordinate closely with incident personnel to identify and address unmet resource needs. When necessary for geographically widespread or complex incidents or when establishing a local ICP is not possible, staff in the section can also support operational activity directly from the EOC.

Planning Coordination Section

The Planning Coordination Section has two primary functions: managing situational awareness efforts and developing activation-related plans. Staff in this section work closely with personnel in the ICS Planning Section to collect, analyze, and disseminate incident and incident-related information, including integrating geospatial and technical information and developing reports, briefings, and presentation products for a variety of stakeholders, including leadership, EOC personnel, and other internal and external stakeholders. Planning Coordination Section personnel also facilitate a standard planning process to achieve the EOC objectives and provide a range of current and future planning services to address current needs and anticipate and devise the means to deal with future needs. (page 118)

Logistics Coordination Section

Logistics Coordination Section staff provide advanced resource support to the incident. They work closely with Operations Coordination Section staff to source and procure resources by implementing contracts or mutual aid agreements or by requesting other government assistance (e.g., local or tribal to state, state or tribal to Federal). Staff in this section also provide resources and services to support the EOC staff. This includes information technology (IT) support, resource tracking and acquisition, and arranging for food, lodging, and other support services as needed.

Finance/Administration Coordination Section

Finance/Administration Coordination Section staff manage the activation's financial, administrative, and cost analysis aspects. Finance/Administration Coordination Section staff track all expenditures associated with the activation, including monitoring funds from multiple sources. Reporting on costs as they accrue enables EOC leadership to estimate needs accurately and request additional funds if needed. Finance/Administration Coordination Section staff may provide administrative support to other EOC sections. In some cases, the EOC Finance/Administration Coordination Section staff assume responsibilities of their ICS counterparts and perform functions on their behalf." (page 119)

Levels of EOC Activations- Kansas, Missouri, Federal

The KS, MO State EOC and FEMA Federal EOC have differing levels of activation and each city and county are unique and also may have differing EOC structures and EOC activation levels so remain flexible.

Kansas KDEM EOC Activation Levels

Normal Operations / Steady State (Level 4): Routine monitoring of jurisdictional situation (no event or incident anticipated). The EOC is not staffed.

Enhanced Steady-State (Level 3): A situation or threat has developed and requires monitoring and coordination between jurisdictions and agencies resulting in a partially staffed center. The EOC is staffed with a few personnel focused on situational awareness.

Partial (Level 2): A response where a situation or threat has developed requiring coordination beyond the normal workday and that requires 24/7 monitoring. The EOC is partially staffed to include limited or partial liaison support based on the needs of the incident.

Full (Level 1): An incident of such magnitude that it requires or may require extensive response and recovery efforts and very significant resources, or a situation/threat has developed, requiring 24/7 coordination, monitoring, and support. The EOC has staffed all general positions including applicable liaison positions and operations are being conducted on a 24-hour basis.

<https://www.kansastag.gov/DocumentCenter/View/1262/2022-Kansas-Response-Plan-PDF?bidId=>

(page 38)

Missouri SEMA EOC Activation Levels

https://sema.dps.mo.gov/maps_and_disasters/sema-activation-levels.php

Activating State Emergency Operations

The State Emergency Operations Center (SEOC) has four activation levels:



Level 4: Enhanced Monitoring –

Lowest SEOC activation. Requires SEMA staff in support functions only, with specified partner agencies providing additional support from their headquarters.



Level 3: Partial Activation –

Moderate SEOC activation. Requires state command staff and basic support functions, such as planning and logistics, and specified state agencies, depending on the threat.



Level 2: Full Activation –

Full SEOC activation. Requires state command staff, full emergency support function staffing, state agencies and state-level partners, and necessary additional technical expertise. Does not include FEMA staffing.



Level 1: Full State/Federal Response –

Maximum SEOC activation. Requires state command staff, full staffing of all emergency support functions, state agencies, and state-level partners, plus integration of FEMA personnel to coordinate federal resources and support.

FEMA Federal EOC Activation Levels

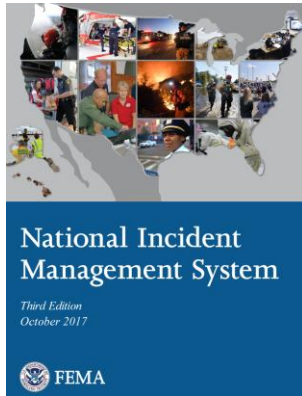


Table 2: EOC Activation Levels

Activation Level	Description
3 Normal Operations/ Steady State	<ul style="list-style-type: none"> Activities that are normal for the EOC when no incident or specific risk or hazard has been identified Routine watch and warning activities if the EOC normally houses this function
2 Enhanced Steady-State/ Partial Activation	<ul style="list-style-type: none"> Certain EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident
1 Full Activation	<ul style="list-style-type: none"> EOC team is activated, including personnel from all assisting agencies, to support the response to a major incident or credible threat

https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

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Community/Component Lifelines

City County EOC(s) may or may not use the FEMA Federal recommended Life Lines as an assessment tool for their situational awareness slides but be aware of this system as many EMs use this method of situational awareness.



<https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit/lifelines-icons>

Colors Indicate Lifeline or Component Condition

Unknown: Grey

- Indicates the extent of disruption and impacts to lifeline services is unknown.

Significant Impact: Red

- Indicates there are severe challenges and obstacles hindering the essential services and resources associated with the lifeline. Immediate attention and resources are required to address the situation and restore functionality.

Moderate Impact: Yellow

- Indicates that there are disruptions or limitations to the delivery of normal, pre-incident services and resources. The situation requires attention and proactive measures to prevent further deterioration and ensure community needs are met.
 - Restoration of this lifeline is still in progress and the community has not returned to pre-incident levels of service. This includes instances in which lifeline restoration is being addressed through temporary means.

Minimal Impact: Green

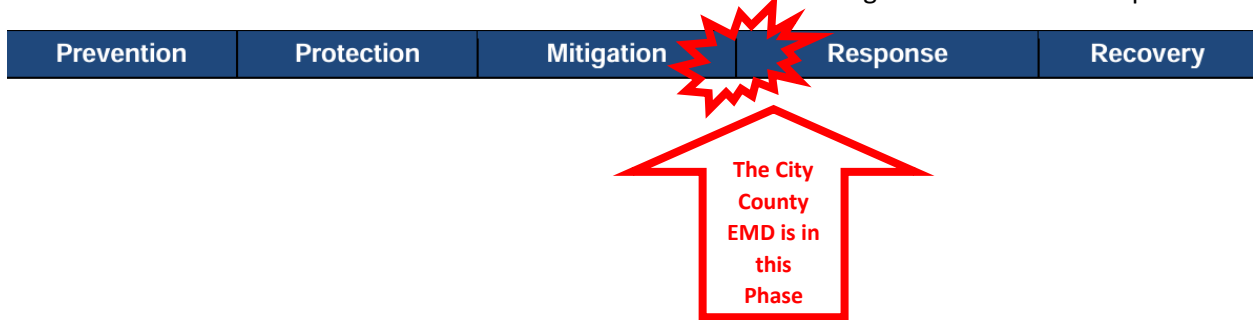
- Indicates that the lifeline is functioning at pre-incident levels, with only minor disruptions or limitations.

Administrative: Blue

- Does not indicate an operational status or condition; used for administrative purposes such as presentations and briefings.

KCROAD Operational Phases of RESPONSE and RECOVERY

The KCRCOAD will align our operational phases with the impacted EM's phase whenever possible. There may be a situation where there are multiple impacted areas in different jurisdictions. This could lead the KCRCOAD to operate across both the RESPONSE and RECOVERY phases. It is possible for an EM jurisdiction to cease RESPONSE and not continue in the RECOVERY phase. It is important to communicate with the EMD to determine their intentions and need for KCRCOAD support. IF this situation occurs the KCROCAD may continue RECOVERY support to the impacted community until the KCRCOAD Executive Committee determines the situation is stable enough to end RECOVERY operations.



Mission Ready Packages (MRP)

This Mission Ready Package is a one-page format aligned with an ESF with rapid contact information and brief descriptions of what the capability does and does not do to support the EM in Response and Recovery. The MRPs have information such as logistic support needs, limitations, certifications and which organizations/missions they can support. Here is a fictitious example:

1 ESF#7 Commodity Point of Distribution (C-POD) KC Chess Club (13 Main St. KCMO 65431) as of 5Nov24	
a. Task & Purpose: Type III (minus) 1000 vehicular POD and Type II (minus) 3000 pedestrian POD. Can operate with our team and can manage affiliated volunteers (up to 30) fixed POD for commodities such as water bottles and/or sorted dry goods in presorted containers/boxes. Day time from 0800-1900 hours for 5 days. Can extend hours and days with additional volunteers.	b. Mission: <ul style="list-style-type: none"> Can organize vehicle traffic flow and pedestrian traffic flow for the selected distribution site Will load vehicles with commodities (water bottles and sorted dry goods, etc.) Will build and post traffic flow signs
c. Emergency Support Functions supported: ESF-6 Mass care/Emergency Human Services	d. Limitations: <ul style="list-style-type: none"> We do not provide vehicular traffic control on the public street to the POD, only traffic control once on the POD area. We do not operate in the dark (unless supported by adequate lighting and additional volunteers) or in forecasted severe weather to include lightning within 40 miles
e. Personnel/Training/Certifications: 30 people, FEMA EMI IS-0026: Guide to Points of Distribution https://emilms.fema.gov/is_0026/ ; DISASTER LOGISTICS Point of Distribution Manual February 2014 Bay Area POD Manual February 2014.pdf ; FEMA Distribution Management Plan Guide 2.0 January 2022 https://www.fema.gov/sites/default/files/documents/fema_distribution-management-plan-guide-2.0.pdf	f. Equipment: <ul style="list-style-type: none"> 30 reflective safety vests; 30 pair leather gloves 40 radios, 4 charging stations, 3 bullhorns 20 plastic signs with arrow directions for use in soil; 10 plastic arrow signs for use on pavement; 10 plastic blank signs that can be marked up 3 tables; 15 chairs; 4 20x20 tents; 2 portable white boards, 30 traffic cones
g. Required Support: <ul style="list-style-type: none"> Law Enforcement support from the public road to the POD Water and bathrooms/Porta John Lodging if extended hours are needed Electrical power to charge radios, cell phones Radios for additional volunteers Heaters if in cold weather 	h. Works with: <ul style="list-style-type: none"> The Salvation Army, VOAD, COAD, Emergency Management, Places of Worship, and Logistic supply teams Can be co-located with a shelter to ease in logistic flow
i. N (Notification)- Hour Sequence: N-2 Hour Notification (P) Bobby Fisher 8165551212, (S) Gary Kasparov 8164441212; (T) Deep Blue 8163331212 N+5 notification to identify available volunteer teammates N+14 teammates assembled, equipped and ready for movement to the incident site OR be available for transportation support.	k. Special Instructions: <ul style="list-style-type: none"> It is preferred to have another team sort and box the goods. We do not have Material Handling Equipment (MHE) (forklifts, plastic wrapping, etc.)

Here is a “paragraph format version” of the MRP that might be easier to use/fill out:

MISSION READY PACKAGE (PARAGRAPH FORMAT) version 31Aug25

1-ESF#XX Capability; Organization Name; (info-mobile/fixed, Small/Medium/Large, etc.) (local address, city, zip) as of date

1.a. Task & Purpose: What this specific capability/team does and how it supports the Emergency Management Response and Recovery mission e.g. pet carrier supplies or tree/shrub removal or child care up to xx children, etc.

1.b. Mission: Bullet points to better define this capability e.g. for child care “-can provide care for infants through 13 year olds”; “-can provide care for Access and Functional Needs children”; etc.

1.c. Emergency Support Functions (ESFs) supported: ESF-XX, XX, XX, XX see below diagram on the list of KCRCOAD ESFs (note ESF 1 and 15 are clarified and tailored)

1.d. Limitations: Bullet points of limitations on this capability e.g. “-daylight operations only”; “-cannot remove wood/brush debris from the site”; etc.

1.e. Personnel/Training/Certifications: XX people in this capability, type of training certificates, links to their training (so others with a similar capability can get similar training) etc.

1.f. Equipment: Bullet points of equipment and supplies that your capability has right now in the KC region e.g. “-150 diapers sizes from newborn to 9months”; “-15 large,-10 medium

chainsaws”; “-27 large pet (>50pounds) carriers, -90 medium/small pet (<50 pounds) carriers, - bedding for 112 carriers”, etc.

1.g. Required Support: Bullet points of required support e.g. “-need resupply of diaper and wipes”; “-will need fuel resupply after 15 hours of operation”; etc. related to support your capability/mission. Square footage if needed in setting up this capability e.g. “-need 20x30 feet area of level pavement for the mobile shower trailer” ; or other supporting needs e.g. “- need electrical power of xx watts for laundry trailer operations”

1.h. Works with: What other capability does your capability support e.g. “-Shelter operations”; “- Multi Agency Resource Center(s)”; “-Debris removal operations”, “-Case Management support”; etc.

1.i. N (Notification)- Hour Sequence: This gives an idea of how long it will take from a phone call to when your capability can deploy to the incident site. N-Hour is the first phone call from the KCRCOAD to your leadership to authorize action. XX are the hours

N-Hour Notification **(P)primary, (S)econdary, (T)ertiary 24/7 contact information**

N+X notification to identify available volunteer teammates

N+XX xx teammates assembled, equipped and ready for movement to the incident site OR be available for transportation support.

1.k. Special Instructions: Key notes not in other fields, mainly any limitations due to charter constraints, thresholds, etc.

Pictures/Diagrams of the Mission Ready Package equipment, etc.

(RED BOLD info is redacted information and we, KCRCOAD, will not release as an example without your permission)

Tracking of KCRCOAD’s membership and support volunteer hours, material and (if supported and managed by the KCRCOAD) financial donations, dollar equivalent use of equipment, etc.

Tracking volunteer hours served with the KCRCOAD is considered crucial because it demonstrates the impact of those hours and helps us to secure funding that aides in response and recovery. By tracking the hours volunteered, the KCRCOAD can then calculate the monetary value of these hours and use this information to support grant applications. Further tracked volunteer hours can be important when setting disaster recovery budgets and in helping communities to recover costs via FEMA Public Assistance grants. The valuable contribution of volunteer hours helps us to identify where support is most needed and allocate resources more effectively and efficiently. This information is then used to strengthen grant applications that will allow us to expand response and recovery efforts by showcasing the impact volunteers have on communities during disasters. Additionally, the KCRCOAD wants to recognize the value of these volunteer hours to foster continued engagement and retainment of KCRCOAD member organization’s volunteers. We could not accomplish what we do without the extraordinary contribution of our volunteers. The accurate tracking of volunteer hours further ensures compliance with grant requirements and can demonstrate the effectiveness of KCR COAD programs and committees. In addition to volunteer hours, we would also encourage tracking of material and if established/managed by the KCRCOAD financial donations, and dollar equivalent use of equipment, etc. for the same purposes identified above. [If the Finance/Administration Coordination Section Chief/Treasurer is decisively engaged with other mission sets, the KCRCOAD EOC Director will identify](#)

which KCRCOAD teammate will lead synchronization (through the assigned LNO to the EMD/IC) of this effort and will report out in each KCRCOAD EOC meeting.

Conclusion

This KCRCOAD Emergency/Incident Operations Guide (EIOG) is a living document and after each incident and exercise should be improved to speed up the effectiveness of our support to the EMD(s) in the MEMC region to save lives and reduce the suffering of our neighbors and our communities. Please provide your input with references to your source document to the KCRCOAD Planning section @ Danntab1@msn.com and Alyb@raytown.mo.us for possible inclusion in the next revision of our KCRCOAD's EIOG.

Thank you for all that you do to save lives and reduce suffering of our communities,

PTEOC Chair