



UPDATED
Public Works and Safety Committee
Standing Committee Meeting Agenda
Monday, July 25, 2022
5:00 PM

Location:HYBRID

We invite you to view the meeting in person in the 5th-floor conference room, Suite 512, Municipal Office Building, 701 N. 7th Street, Kansas City, Kansas, or virtually via Zoom webinar.

You are invited to a Zoom webinar.

When: Jul 25, 2022, 05:00 PM Central Time (US and Canada)

Topic: Standing Committee

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/87123807504?pwd=NDM1MU0zeHNlb2QxSlldOS9hMEE5UT09>

Passcode: 404143

Or One tap mobile:

US: +12532158782,87123807504# or +13462487799,87123807504#

Or Telephone:

Dial (for higher quality, dial a number based on your current location):

US: +1 253 215 8782 or +1 346 248 7799 or +1 669 444 9171 or +1 669 900 9128 or +1 301 715 8592 or +1 312 626 6799 or +1 646 558 8656 or +1 646 931 3860 or 877 853 5257 (Toll Free) or 888 475 4499 (Toll Free)

Webinar ID: 871 2380 7504

International numbers available: <https://us02web.zoom.us/j/87123807504?pwd=NDM1MU0zeHNlb2QxSlldOS9hMEE5UT09>

<u>Name</u>	<u>Absent</u>
Commissioner Melissa Bynum, Chair	☐
Commissioner Christian Ramirez	☐
Commissioner Harold Johnson	☐
Commissioner Angela Markley	☐
Commissioner Mike Kane	☐
Tom Groneman, BPU Board Member	☐

I. Call to Order/Roll Call

II. Revisions to July 25, 2022 Agenda

Item No. 1 - BLUE SHEET- ADDING REVISED DOCUMENTS

REVISED ITEM

ITEM NO. 1 – 211743... ORDINANCE/RESOLUTION: AMENDING CODE PROVISIONS FOR OPEN BURN

Synopsis: An Ordinance/Resolution amending the code provisions 3-3 Definitions and 3-17(h)(1)(a) related to Open Burning, submitted by Jon Khalil, Assistant Counsel, Legal Department.

This item was previously before the Standing Committee on March 28, 2022

Revised Documents:

- **Ordinance/Resolution**
- **Opening Burning Amendments presentation**

ITEM NO. 5 – 211816... RESOLUTION: INFRASTRUCTURE SUBCOMMITTEE OUTCOMES AND STRATEGIES DOCUMENT

Synopsis: A Resolution adopting the Infrastructure Subcommittee Outcomes & Strategies document, submitted by Jeff Fisher, Executive Director of Public Works.

New Document:

- **Infrastructure Outcomes & Strategies**

III. Approval of standing committee minutes from February 28, 2022.

IV. Committee Agenda

Item No. 1 - ORDINANCE/RESOLUTION: AMENDING CODE PROVISIONS FOR OPEN BURN (REVISED PER BLUE SHEET)

Synopsis: An Ordinance/Resolution amending the code provisions 3-3 Definitions and 3-17(h)(1)(a) related to Open Burning, submitted by Jon Khalil, Assistant Counsel, Legal Department.

This item was previously before the Standing Committee on March 28, 2022.

Tracking #: 211743

Item No. 2 - RESOLUTION/APPROVAL: ADOPTING A FAMILY REUNIFICATION PLAN

Synopsis: Adopting a Family Reunification Plan as an amendment to the existing Wyandotte County Emergency Operations Plan (EOP), submitted by Matt May, Director of Emergency Management, and Susan McMahan, Deputy Director of Emergency Management.

Plan files are located at:

<https://xfer.wycokck.org/file/d/Vendors/Emergency%20Management/>

Tracking #: 211821

Item No. 3 - GRANT: FY22 EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT (JAG) PROGRAM – FEDERAL

Synopsis: The Police Department is seeking approval to apply for and accept the FY22 Edward Byrne Memorial Justice Assistance Grant in the amount of \$99,209. There is no match required for this grant, submitted by Laura Cromwell, Fiscal Analyst - KCPD.

Tracking #: 211817

Item No. 4 - GRANT: FY23 EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT (JAG) PROGRAM – STATE

Synopsis: The Police Department and Sheriff's Office are requesting approval to apply for funding through the FY23 Federal Edward Byrne Memorial Justice Assistance Grant (JAG) program overseen by the Kansas Governor's Grants Program and the Kansas Criminal Justice Coordinating Council. There is no match required for this grant, submitted by Laura Cromwell, Fiscal Analyst - KCPD.

Tracking #: 211819

Item No. 5 - RESOLUTION: INFRASTRUCTURE SUBCOMMITTEE OUTCOMES AND STRATEGIES DOCUMENT (REVISED PER BLUE SHEET)

Synopsis: Resolution adopting the Infrastructure Subcommittees and the Outcomes & Strategies document, submitted by Jeff Fisher, Executive Director of Public Works.

Tracking #: 211816

Item No. 6 - APPROVAL: TRANSFER OF REAL PROPERTY TO THE CITY OF EDWARDSVILLE

Synopsis: Approval to transfer properties from UG ownership to the City of Edwardsville, submitted by Jeff Fisher, Executive Director of Public Works, and Troy Shaw, County Engineer.

Tracking #: 211815

Item No. 7 - APPROVAL: HONORARY STREET SIGNS

Synopsis: Request to approve honorary street signs: Faith City Christian Center, to commemorate Mr. Walza R. Starr II: St. Andrew Missionary Baptist Church, to commemorate Rev. Dr. Seth Harris, submitted by Jeff Fisher, Executive Director of Public Works.

Tracking #: 211810

Item No. 8 - PRESENTATION: SIDEWALK & CURB REPLACEMENT INCENTIVE PROGRAM

Synopsis: Review of the existing policy and whether non-residential/501(c)(3) properties should be eligible to utilize this program, submitted by Jeff Fisher, Executive Director of Public Works, and Troy Shaw, County Engineer.

For information only

Tracking #: 211814

V. Public Agenda

VI. Adjourn

**AGENDA UPDATE
PUBLIC WORKS & SAFETY
STANDING COMMITTEE MEETING
MONDAY, JULY 25, 2022**

IV. COMMITTEE AGENDA

REVISED ITEMS

ITEM NO. 1 – 211743... ORDINANCE/RESOLUTION: AMENDING CODE PROVISIONS FOR OPEN BURN

Synopsis: An Ordinance/Resolution amending the code provisions 3-3 Definitions and 3-17(h)(1)(a) related to Open Burning, submitted by Jon Khalil, Assistant Counsel, Legal Department.

This item was previously before the Standing Committee on March 28, 2022

Revised Documents:

- Ordinance/Resolution
- Opening Burning Amendments presentation

ITEM NO. 5 – 211816... RESOLUTION: INFRASTRUCTURE SUBCOMMITTEE OUTCOMES AND STRATEGIES DOCUMENT

Synopsis: A Resolution adopting the Infrastructure Subcommittee Outcomes & Strategies document, submitted by Jeff Fisher, Executive Director of Public Works.

New Document:

- Infrastructure Outcomes & Strategies

(Published _____)

ORDINANCE NO. _____

RESOLUTION NO. _____

AN ORDINANCE and RESOLUTION regarding burn permits for various wastes, adding a definition of “extraordinary yard waste”, amending the definition of “Director” and clarifying and adding to the administrative exceptions to the fall and spring burn seasons; amending **Sections 3-3, and 3-17** of Chapter 3 of the 2008 Code of Ordinances and Resolutions of the Unified Government of Wyandotte County/Kansas City, Kansas.

**BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED
GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS:**

Section 1. Section 3-3 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Sec. 3-3 Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Air pollution means the presence in the outdoor atmosphere of one or more air contaminants in such quantities and duration as is or tends significantly to be injurious to human health or welfare, animal or plant life, or property, or would unreasonably interfere with the enjoyment of life or property.

Alter means to make or effect any physical change in, or change in the method of operation of, any machine, equipment, device, or other article, or combination thereof which constitutes a source of pollutant emissions subject to the provisions of this chapter, and which increases the amount of such emissions.

Approvable air curtain open pit destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high-temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 feet per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, eight feet or less across in the direction of airflow perpendicular to the manifold plenum chamber, 12 feet or deeper (consistent with local soil conditions) and have all four sides vertical. New pits conforming to these requirements shall be

excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer has the required four smooth vertical walls and/or is no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.

Contaminant means dust, fumes, smoke or other particulate, vapor, gas, odorous substance or any combination thereof, but not including uncombined water vapor or steam condensate.

Control device means any equipment, device or other article designed and/or installed for the purpose of reducing or preventing the discharge of contaminant emissions to the air.

Direct heating equipment means any device where fuel is burned in direct contact with, and for purpose of heating, air that comes in direct contact with the material being processed.

Director means the Manager of the Environmental Health division of the Wyandotte County/ Kansas City, Kansas Public Health Department or their designees.

Emission source means any machine, equipment, device or other article or operation that directly or indirectly releases contaminants into the outdoor atmosphere.

Existing means equipment, machines, devices, articles, contrivances or installations which are in being at a stated time, except that any such existing equipment, machine, device, article, contrivance or installation which is altered shall be reclassified as "new," as defined in this section. Any existing equipment, machines, devices, articles or installations that are moved to a new physical location shall also be classified as "new," as defined in this section.

Extraordinary Organic Yard Waste means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10ft x 10ft areas as determined by the chief of the fire prevention division or their designee.

Incinerator means any device or structure used for the destruction or volume reduction of garbage, rubbish, or other liquid or solid waste materials by combustion pursuant to disposal or salvaging operations.

Indirect heating equipment means any device where fuel is burned to produce usable heat by transfer through a heat conducting materials barrier or by a heat storage medium to a material to be heated so that the material being heated is not contacted by, and adds no substance to, the products of combustion.

Malfunction means any sudden and unavoidable failure of air pollution control equipment or process equipment or of a process to operate in a normal or usual manner. Failures that are caused entirely or in part by poor maintenance, careless operation, or any other preventable upset condition or preventable equipment breakdown shall not be considered malfunctions.

Multiple-chamber incinerator means any article, machine, equipment, contrivance, structure or part of a structure used to dispose of combustible refuse by burning, consisting of three or more refractory lined combustion furnaces in series, physically separated by refractory walls, interconnected by gas passage ports or ducts and employing adequate design parameters necessary for maximum combustion of the material to be burned. The refractories shall have a pyrometric cone equivalent of 31, tested according to the method described in the American Society for Testing Materials, Method C-24, or any superseding method.

New means equipment, machines, devices, articles, contrivances or installations built or installed or altered or moved to a new physical location outside the original premises on or after a stated time.

Nonresidential waste means solid, liquid, or gaseous material or a combination thereof resulting from the construction or the prosecution of any business, industry, trade or agricultural operation, from the conduct of a salvage operation, refuse collection and/or refuse disposal operation, or from any demolition operation. The term "nonresidential waste" includes, but is not limited to, plastics, wood, cartons, rubber, grease, oils, asphaltic materials, chemicals, land clearing debris, weeds, trees, grass, brush, logs, limbs, other vegetation, tires, and cinders. The term "nonresidential waste" includes all refuse and waste excepting exclusively household waste generated and disposed of at the residential site were generated during the normal habitation of exclusively residential premises containing five or fewer dwelling units. Waste generated from residential premises containing more than five dwelling units shall be classified as nonresidential waste. Waste generated from residential premises and disposed of at a location other than at the site where generated shall also be classified as nonresidential waste.

Official observer means a designated representative of the director who has been certified by the director as qualified on the basis of actual testing to determine the degree of opacity of visible plumes by direct visual observation. The director shall develop and make public necessary requirements for official observers based upon actual testing of the ability of the official observer to accurately determine the opacity of visible plumes. Official observers shall be required to be retested at least once every six months in order to maintain their certification.

Opacity means the degree to which an observer's view of transmitted light is obscured by passing through a contaminant emission, with zero percent opacity being equivalent to perfect transparency and 100 percent opacity being perfectly opaque.

Open burning means the burning of any materials wherein contaminants resulting from such combustion are emitted directly into the ambient air without passing through a stack or chimney from an enclosed chamber. For the purposes of this definition, a chamber shall be considered enclosed when, during the combustion process, only such apertures, ducts, stacks, flues or chimneys as are required to supply combustion air to permit the escape of exhaust gases are open. Burning in a barrel, drum or similar container shall be considered open burning.

Particulate matter means any material, except uncombined water, which exists in a finely divided form as a liquid or solid at standard conditions.

Potential contaminant emission factor means an average value of the amount of contaminants that have been found to be associated with a specific type of processing or burning operation as compared to a given quantity of material processed or some other meaningful parameter. Such factors shall be those that have been recognized by the director on the basis of information published by the Federal Environmental Protection Agency or otherwise recognized by official air pollution control agencies.

Potential contaminant emission rate means the total weight of a contaminant that is or, in the absence of control equipment, would be emitted from an air contaminant source when that source is operating at its maximum capacity. The potential contaminant emission rate shall be determined by:

- (1) Sampling in a flue or duct prior to the inlet of any control device serving the flue or duct;
- (2) Estimating such emissions by performing a "material balance" calculation that indicates the difference between processing input weight and output weight of materials;
- (3) Using potential contaminant emission factors as recognized by the department; or
- (4) Using any other estimating technique mutually agreeable to the department and the person responsible for operation of the source.

Premises means any parcel of land under one ownership including any structures or equipment thereon.

Process weight means the total weight of all materials introduced into a source operation, including solid fuels but excluding liquids and gases used solely as fuels, and excluding air introduced for purposes of combustion.

Processing means any operation related to the handling, storage, treatment and/or conversion of input materials to produce a salable or usable end product.

Refuse means any combustible solid or liquid waste material resulting from industrial, residential, commercial and/or agricultural operations or processes.

Residential waste or refuse means household waste generated and disposed of at the residential site during the normal habitation of residential premises containing five or fewer dwelling units and including wastes generated from the land surrounding such units.

Salvage operation means any business, trade, industry or other activity conducted in whole or in part for the purpose of salvaging or reclaiming any product or material such as metals or chemicals.

Smoke means small gas-borne particles resulting from combustion, consisting of carbon, ash, and other material.

Source operation means the last operation preceding the emission of an air contaminant which:

(1) Results in the separation of the air contaminant from the process materials or in the conversion of the process materials into air contaminants, as in the case of combustion fuel; and

(2) Is not an air pollution abatement operation.

Standard conditions means a gas temperature of 25 degrees centigrade and a gas pressure of 760 millimeters of mercury absolute.

Vehicle means any self-propelled, nonstationary device moving over public or private property on wheels, tracks, rollers, rails or air, whether or not licensed as a motor vehicle. Motorized construction equipment and railroad engines are specifically included within this definition.

SECTION 2. Section 3-17 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Section 3-17 Open Burning Prohibition

- (a) Except as provided herein, no person shall dispose of residential waste or refuse by open burning or cause, or permit open burning of residential waste or refuse
- (b) No person shall conduct, cause or permit the conducting of a salvage operation by open burning.
- (c) No person shall cause or permit the disposal of nonresidential wastes or refuse by open burning.
- (d) Except as provided herein, no person shall otherwise cause, allow or permit open burning upon any property.
- (e) No person shall cause or allow to be initiated or maintained any open burning which creates a private or public nuisance or hazard to public safety.
- (f) It shall be prima facie evidence that the person who owns or controls property on which open burning occurs has caused or permitted such open burning.
- (g) Exceptions to open burning prohibition are as follows:
 - 1. Fires used for the preparation of food such as barbecuing.
 - 2. Recreational or ceremonial bonfires and other recreational fires exclusive of those included in subsection (g)(1) of this section, provided prior written approval is obtained from the director and from the fire prevention division.
 - 3. Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and from the Chief of the Fire Prevention Division.
 - 4. The use of safety flares for disposal of flammable gases for which there is no other practical means of disposal.
 - 5. Fires set for demonstration purposes related to the training of governmental or industrial personnel in firefighting procedures, provided prior written approval is obtained from the director and from the chief of the fire prevention division.
- (h) *Opening Burning Shall be permitted as follows:*

(1) Open burning permits may be granted for the following types of waste:

a. *Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.

(i) if an air curtain pit destructor is required by the Director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

(ii) An additional permit shall be obtained from the director prior to use of an air curtain open pit destructor. A fee in the amount established by the county administrator or their designee shall be paid for such permit.

b) *Organic Yard Waste*

1. Fires set for the disposal of organic yard waste generated on property for which the permit is sought may be permitted during the month of April and from October 16 through November 15 between the hours of 7:00 a.m. and 6:00 p.m. or as extended pursuant to subsection 2(i) below.

2. Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds. Organic yard waste also includes trees felled by storm damage on properties zoned either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper, cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

3. Only one permit (for a maximum of three days) per property per burn month will be issued, unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days.

(2) Application and issuance of permits shall be as follows:

- a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division. The application shall state the following:

1. The name, address, and telephone number of the person submitting the application.

2. The date(s) and times of the burning operations

3. The type, quantity, and composition of the waste to be burned.

4. The exact location where open burning will be used to dispose of such waste.

5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

6. Management plan for igniting, controlling, and extinguishing the open burn.

7. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:

i. The type of business or activity involved.

ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.

iii. Reasons why no method other than burning can be used for disposal of such waste.

iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.

8. Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.

i. All open burning must be constantly attended until extinguished.

ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.

iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.

b. Any person wishing to burn organic yard waste under this section during the month of April or during the period from October 16 through November 15, or as extended pursuant to paragraph i below, shall file an application at any fire station, or at the fire department website (kckfd.org) within 15 days and at least 24 hours before burning.

c. The application shall state the following:

1. The name, address, and telephone number of the person submitted the application.
2. The schedule of burning operations.
3. The type, quantity, and composition of waste to be burned.
4. The exact location where open burning will be used to dispose of such waste.
5. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:

- i. The type of business or activity involved.
- ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
- iii. Reasons why no method other than burning can be used for disposal of such waste.
- iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.

(d) Upon approval of the application by the director and the chief of the fire prevention division in the case of nonresidential waste, and by the chief of the fire prevention division, in the case of residential waste, the person may proceed with the operation without being in violation of this section; provided that the person conducting the burning fully complies with all conditions and operating restriction imposed as a part of such permit.

(e) The director or the chief of the fire prevention division may revoke such permit at any time for cause.

(f) The director or the chief of the fire prevention division may revoke any permit at any time or may ban all open burning if one or both of them determine burning would constitute a danger to public health or safety.

(g) Each such application shall be considered individually upon merits and the director, or the chief of the fire prevention division may decide that other factors require that such permit application be denied.

(h) The director or the chief of the fire prevention division or both may establish such conditions for burning or operational requirements in permitted the open burning authorized under subsection (h)(2)f. of this section as are necessary, in the judgment of the director or the chief of the fire prevention division, to minimize the air pollution emitted by such burning or to protect the health and safety of the public.

(i) The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during those established periods or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.

(1) Additionally, if at any time during the year a severe weather event occurs as determined by the Director of the Air Quality Division, the owners of properties zoned for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather event. The burn permit shall be approved only if the Director of the Air Quality Division determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.

(2) The duration of each burn permit would be determined on a case by case basis by the Director of the Air Quality Division or there staff.

(3) Under no circumstances shall open burning occur within 15 feet of any building or within 15 feet of the property line.

(4) All open burning must be constantly attended until extinguished.

(5) All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply or a fire extinguisher.

(6) It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.

i) The director, the director's designee, or the chief of the fire prevention division or his or her designee, shall have the ability to enforce any provision of this section.

j) After denial of a burn permit under this section an applicant may appeal their decision to a panel consisting of the Director, the chief of the fire prevention division, and the County Administrator or their designee by filing a written notice of appeal with the Unified

Government's Clerk's Office within thirty (30) days of such decision. The panel shall conduct a hearing on the appeal within thirty (30) days of receipt of such appeal

**PASSED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED GOVERNMENT
OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS THIS _____ DAY OF
_____, 2022**

Mayor/CEO

Attest:

Unified Government Clerk

Approved as to Form:

Chief Counsel



Opening Burning Amendments



Proposed Amendment #1

- ◇ Amend Section 3-3 to include the following definition:
 - ◇ “Extraordinary Organic Yard Waste”- means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10 ft x 10 ft area as determined by the chief of the fire prevention division of their designee
- ◇ Amend the 3-3 Definition of Director to:
 - ◇ The manager of the Environmental Health Division of Wyandotte County/Kansas City, Kansas Public Health Department or their designees

Proposed Amendment #1 (Cont.)

- ◇ Amend the 3-3 Definition of Approvable air curtain open pit destructor to:
 - ◇ Approvable Air Curtain Open Pit Destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, 12 feet or deeper (consistent with local solid conditions) and have all four sides vertical. New pits conforming to these requirements shall be excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer had the required four smooth vertical walls and/or no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.



Proposed Amendment #2

◇ Section 3-17(f)

- ◇ ~~(f) It shall be prima facie evidence that the person who owns or controls property on which open burning occurs has caused or permitted such open burning.~~



Proposed Amendment #3

- ❖ Amend Section 3-17(g)(3) *Open Burning Prohibition Exceptions to read:*
 - ❖ Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and the Chief of the Fire Prevention Division.
 - ❖ This amendment would but our language in alignment with the current state regulations on open burning.

Proposed Amendment #4

◇ Amend Section 3-17(h)(1)(a) to read:

◇ (1) Open burning permits may be granted for the following types of waste:

- ◇ *a. Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.
- ◇ (i) if an air curtain pit destructor is required by the director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

Proposed Amendment #5

❖ Amend Section 3-17(h)(1)(b)(2) to read:

- ❖ Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds.
Organic yard waste also includes trees felled by storm damage on properties zone either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

Proposed Amendment #6

- ❖ Amend Section 3-17(2)(a) to include the language below:
- ❖ a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division the application shall state the following:
 - ❖ 1. The name, address, and telephone number of the person submitting the application.
 - ❖ 2. The date(s) and times of the burning operations
 - ❖ 3. The type, quantity, and composition of the waste to be burned.
 - ❖ 4. The exact location where open burning will be used to dispose of such waste.
 - ❖ 5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

Proposed Amendment #6 Cont.

- ◇ 6) Management plan for igniting, controlling, and extinguishing the open burn.
- ◇ 7) For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:
 - ◇ i. The type of business or activity involved
 - ◇ ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
 - ◇ iii. Reasons why no method other than burning can be used for disposal of such waste.
 - ◇ iv. Evidence that the proposed open burning has been approved by any fire department or the director of the Health Department that may have jurisdiction.
- ◇ 8) Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.
 - ◇ i. all open burning must be constantly attended until extinguished
 - ◇ ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.
 - ◇ iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.



Proposed Amendment #7

- ◇ Amend section 3-17(h)(2)(c)(5) to read:
 - ◇ For nonresidential waste, extraordinary resident waste, or extraordinary organic yard waste, in addition to the information required by this subsection

Proposed Amendment #8

◇ Amend Section 3-17(h)(2)(i) to read:

◇ The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during these established periods *or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.*

◇ (1) *Additionally, if at any time during the year a severe weather even occurs as determined by the Director, the owners of properties zones for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather. The burn permit shall be approved only if the Director approved only if the Director determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.*

◇ (2) *The duration of each burn permit would be determined on a case-by-case basis by the Director or their staff.*



Proposed Amendment #9

◇ Amend section 3-17(j) to read:

◇ *After denial of a burn permit under this section an applicant may appeal their decision to the Wyandotte County District Court within 30 days.*



Spring and Fall Burning Season

- ◇ During the month of April and from October 16 through November 15 fires set for the disposal of organic yard waste generated on property may be permitted between the hours of 7:00am and 6:00pm
 - ◇ Organic yard waste includes leaves, brush, dead wood, tree cuttings and weeds that can fit within a 10 by 10 ft pile and can be burned completely in three days between the hours of 7:00am and 6:00pm.
 - ◇ During these periods only one permit (for a maximum of three days) per property per burn month will be issued unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days



Additional Open Burn Periods

- ❖ At times, the County Administrator may determine that open burning is necessary in between the spring and fall periods especially when a large increase in downed trees, limbs, branches, and other difficult to dispose of yard waste
 - ❖ During these time periods the County Administrator may require permits be obtained to conduct burning and that open burning comply with all current county ordinances
 - ❖ Under Wyandotte County Municipal Code Section 3-17(h) there are three main types of waste for which permits may be sought: Nonresidential Waste, Extraordinary Organic Yard Waste, and Organic Yard Waste



Nonresidential Waste and Extraordinary Organic Yard Waste

❖ Under Wyandotte County Ordinance 3-17(h)(a) Fires set for the disposal of nonresidential waste, or extraordinary organic yard waste may be permitted when it can be shown such open burning is:

- (1) absolutely necessary;
- (2) in the public interest; and
- (3) no other method can be used.

The burning of land clearing debris, including trees, brush and vegetation is normally considered as being necessary and in the public interest. Provided that an applicable air curtain open pit destructor of suitable design and capacity is used to accomplish the burning. An additional permit is required to be obtained from the Director prior to the use of an air curtain destroyer.

Nonresidential Waste and Extraordinary Organic Yard Waste



- ❖ Under the current code open burning of nonresidential waste and extraordinary organic yard waste is an option of last resort.
- ❖ And to mitigate against the environment effects of such, burning an air curtain open pit destructor is required for nonresidential waste and may be required for the burning of extraordinary organic yard waste at the discretion of the health director and chief of the fire prevention division.
 - ❖ Whether or not an air curtain destructor is required for extraordinary organic yard waste depends on several factors including the amount of material and nature of material to be burned, and the location of the property.



Kansas Department of Health and Environment Policy

- ❖ KDHE allows for open burnings, but encourages and may require emission controls in sensitive areas or near population centers
- ❖ KDHE prefers to allow open burning only in a manner that guarantees the least number of people will be adversely affected by the burn



Potential Changes to Improve the Ordinance

- ❖ Staff is proposing the following changes to provide greater clarity to both the public and our staff as to what options are available the next time we have a large storm that effects the area
- ❖ We are here to get feedback from the Commission and make any additional changes that may be requested

Infrastructure Outcomes & Strategies

Prepared for the Board of County
Infrastructure Subcommittees



Vision

A sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure.

Executive Summary

May 19, 2022

Kansas City, Kansas, is at an infrastructure crossroads. Like many cities across the United States, once robust infrastructure systems are reaching the end of their useful life across multiple interdependent asset categories like streets, bridges, facilities, recreation, and stormwater. Physical infrastructure is the foundation of modern life, and now that this infrastructure has served generations over the past 50 to 100 years, it must be rebuilt or replaced.

The cost of performing this work is as monumental as the challenge itself, but with a disciplined, systematic, and strategic commitment, achieving the outcomes residents, businesses, and visitors desire is possible.

To identify these outcomes and the strategies needed to make them possible, the Unified Government's (UG) Governing Body established three infrastructure subcommittees, each chaired and membered by Commissioners:

(1) Streets, Bridges & Streetlights, (2) Parks, Recreation & Facilities, and (3) Stormwater & Wastewater. Between June 24, 2021, and April 3, 2022, the subcommittees met 26 times, and members participated in three opportunities for a city-wide infrastructure tour to see and discuss the challenges Kansas City, Kansas, faces.

This document is the culmination of the Commissioners' work. It contains the outcomes and strategies needed to overcome the city's challenge and make Kansas City, Kansas, a sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure. The outcomes and primary strategies identified are:

1. Increase the 2018 average pavement condition index rating of 56 to an average of 65 for the entire road network by 2045. The primary strategy for this outcome is increasing the budget for street preservation from \$5.7-million annually (2022) by an additional \$20 plus million annually by 2025.
2. Increase the bridge sufficiency index rating (SI) according to the following by 2040: At least 40% of structures are within the SI range of 75-100 (Good), at least 20% of structures are within the SI range of 50-74 (Fair), less than 20% of structures are within the SI range of 25-49 (Poor), less than 5% of structures are within the SI range of 0-24 (Replace). The primary strategy for this outcome is increasing the budget for bridge maintenance from \$476,000 annually (2022) to at least \$14-million annually by 2025, excluding the capital replacement of major bridges.
3. The UG has developed actionable plans for replacing or retiring major bridges when their sufficiency index rating (SI) reaches 60. The primary strategy for this is to establish a major bridge preventative maintenance and repair line in the budget.
4. The streetlight system will be fully modernized, provide adequate lighting, and include energy reduction/performance controls throughout Kansas City, Kansas, by 2030. The primary strategy for this is for the Unified Government to assume the costs, management, and oversight of the streetlight system.
5. Increase average condition rating for existing sidewalks to an acceptable level by 2030. The primary strategy for this outcome is to develop a rating system that is simple and easily updated so staff and the public understand it and can track needs and progress by 2023.
6. Increase community interest and participation by tailoring recreation and programs to the surrounding community's needs. The primary strategy for this outcome is to poll residents surrounding community centers about the recreation and programs they would like to see.
7. Create an ownership culture and introduce long-term cost savings by establishing a Buildings & Logistics Internal Services Fund. The primary strategy for this outcome is to identify and track all annual costs associated with internal services.
8. Increase the quality, usefulness, and sustainability of UG facilities and parks. The primary strategy for this outcome is to collect and use data to understand both the short and long-term maintenance requirements of existing assets.
9. Increase the quality and usefulness of UG parks. The primary strategy for this outcome is to benchmark similar cities and how their parks systems are structured to serve their communities.

The remainder of this document covers the complexity of infrastructure challenges, the rationale for choosing these outcomes, and the existing community expectations that support their completion. It is the Commission's belief that this document should be considered a "living document" and that it should be reviewed regularly and

Vision

A sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure.

Purpose

Infrastructure is the foundation of civilization, and to secure the health, wealth, safety, and diversity of Kansas City, Kansas' future requires committed and sustained support.

This document memorializes the Board of County Commissioners' commitment to securing Kansas City's infrastructure future by clearly stating high-priority infrastructure outcomes, their rationales, community expectations, and the strategies needed to overcome the city's infrastructure challenges and produce measurable, positive change.

The Unified Government (UG) is committed to protecting, improving, and preserving Kansas City, Kansas' infrastructure through strategic, thoughtful, systematic, and sustained financial support in a manner consistent with the Board of County Commissioners' Strategic Plan goals and values.

Background

Following several years of data gathering and analysis, the UG's Public Works Department identified severe deficiencies in Kansas City, Kansas' infrastructure across multiple asset classes – specifically streets, bridges, stormwater, parks, recreation, and facilities. These concerns were first presented to the Governing Body in a public forum in late 2020.

To more fully understand the city's infrastructure challenges and develop strategies for overcoming them, the Governing Body created an Infrastructure Committee with three subcommittees: (1) Streets, Bridges & Streetlights; (2) Parks, Recreation & Facilities; and (3) Stormwater & Wastewater. Each subcommittee was tasked with identifying the outcomes and strategies needed to overcome the greatest challenges in their respective areas. This document captures the highest-priority outcomes and the strategies needed to achieve them for each subcommittee. Between June 24, 2021, and April 3, 2022, the subcommittees met a total of 26 times, and members participated in three city-wide infrastructure tours to see the challenges the city faces in-field.

This document memorializes each subcommittee's top outcomes, the rationale for seeking these outcomes, and the strategies necessary to achieve them.

Streets

A healthy transportation network is required for economic vitality. Without quality streets, police and firefighters cannot reach their destinations, residents cannot get to work, and businesses cannot receive customers. Streets are an essential part of modern society, and they are among a community's most expensive assets.

Kansas City, Kansas, has more than 2,400 lane miles of streets to maintain, which is more than neighboring cities like Overland Park's 1,900, Olathe's 1,100, Lenexa's 638, and Topeka's 1,600. To understand the condition of local streets, the UG collects pavement condition data for all streets every five years. The resulting data is converted into something called the Pavement Condition Index (PCI) and ranked on a scale of 0 to 100, where 100 is brand new, and anything 40 or below is considered poor or failed.

In 2018, Kansas City's average PCI was 56 out of a possible 100 and declining.

A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

To prevent roads from failing, to meet resident expectations, and to improve the overall quality of streets, an additional \$20+million in funding is needed every year.

Bridges

A healthy transportation network requires a functioning and safe bridge system. Without bridges, many streets are useless, stormwater would flood streets, police and firefighters could not reach their destinations, residents could not get to work, and businesses could not receive customers.

Kansas City, Kansas, has more than 270 bridges; 212 of these bridges are tucked away under local streets and span less than 20-feet in length. These are the bridges that move water under the road and vehicles to their destinations. Sixty-five of these medium-size bridges are more visible parts of the street spanning 21 to 199 feet. Like their smaller counterparts, these bridges play an equally important role in moving water away from roads and allowing vehicles to reach their destinations.

There are 17 major bridges spanning more than 200 feet. These are structures that cross large bodies of water, like rivers, railroad tracks, or other roads.

In Kansas City, Kansas, bridge maintenance has roughly \$476,000 in annual funding (2022), but needs more than \$14-million annually to keep up with the city's large inventory. These structures have a finite lifespan and require investment over long periods of time.

Streetlights

Kansas City, Kansas, has more than 20,000 streetlights that require annual maintenance and renewal. The existing system of lights is an aged collection of different configurations, wattages, and fixture styles. The system's aged design means its maintenance needs increase every year, and the UG only budgets \$100,000 annually (2022) for maintenance, replacement, and installation activities.

Updating the existing system with LED lighting would reduce long-term costs, bring added controls to the system, and allow the UG to create more lighting consistency throughout the system.

The current system needs around \$50-million for complete renewal. An LED Pilot program could be implemented for approximately \$10-million and produce cost savings that fund additional system improvements.

Facilities

The UG is responsible for the maintenance and upkeep of more than 200 publicly owned buildings like police stations, fire stations, Memorial Hall, and City Hall.

To better understand the needs and condition of facilities, the Unified Government contracted AMERESCO in 2018 to study 87 structures totaling roughly 2-million square feet.

Data collected during the assessment phase is converted into something called the Facility Condition Index (FCI) and ranked on a scale of 0 to 100, where 0 is brand new and anything 50 or higher is considered failed.

In 2018, public buildings within the AMERESCO study had an FCI of 19 and declining. The study also identified a known backlog of deferred, or postponed, maintenance needs of more than

\$90-million for all public facilities. The budget for facilities operation and maintenance is \$9.7-million (2022) and includes things like payroll.

Without change, the condition of facilities in the AMERESCO study will decline to 33% by 2031. Excellent asset and lifespan management activities will not address the city's existing deferred maintenance needs. A full-scale buildings review is needed and would help the UG understand the total system need and inform the development of strategies that reduce liabilities and create a sustainable facilities plan.

Parks & Recreation

The UG's Parks & Recreation Department is responsible for more than 2,500 acres of park land spanning more than 50 parks and more than 60 facilities, including community centers, soccer fields, skate parks, spray sparks, an amphitheater, and a golf course. The department is also responsible for nearly 100 additional spaces like playgrounds and shelters.

When compared to other communities in the United States, Parks & Recreation has 15.73 acres of parkland for every 10,000 residents, while the median amount for others is 8.5 acres per 1,000 residents. However, median spending per residents is comparable to other communities. The UG spends \$72.61 per resident, while others spend \$74.64.

Parks maintenance is performed with a staff of 80 full-time team members, which is less than the median 114 full-time employees at other agencies in the United States.

When considered together, the UG spends a reasonable amount of money per residents, but has a much larger inventory of parks, shelters, playgrounds, and other recreation assets to operate and maintain.

Without change, the condition of parks will continue to decline, community centers are not and will not meet the expectations of residents, and youth/adult program quality and availability

will remain limited. A full-scale Parks & Recreation review is needed and would help the UG understand how to better this service for residents and subsequently improve quality of life.

Stormwater

The UG's Stormwater Management Program is an enterprise fund that supports its operation, maintenance, and capital renewal/improvement through the collection of user fees similar to water, electricity, and wastewater. Enterprise funds are not funded by state or local taxes of any type – only users of the system are charged for their use of it.

The program's purpose is to protect private property, commerce, roads, and the environment.

This is accomplished through the maintenance, renewal, and improvement of stormwater infrastructure like pipes, inlets, ditches, swales, ponds, creeks, curbs, and pump stations.

structures, and more than 120 miles of open channel drainage. The city also has more than 600 miles of ditches. The current user fee does not generate the revenue needed to accomplish or complete regular maintenance, asset renewal, or capital improvements. Without an update, the stormwater enterprise will become insolvent by 2024 and a majority of the stormwater system will be in a poor to failed state by 2031.

Kansas City's stormwater needs in 8 of its 56 basins is at least \$158-million. The needs for the remaining basins is not known and funding is needed to perform a full-scale study.

If the Stormwater User Fee is not updated to meet the system's needs, a majority of the stormwater system in Kansas City, Kansas, will be in a poor to failed state by 2031. Adequate maintenance activities will not occur, deferred maintenance backlogs will continue to increase, and the cost of improving and maintaining local streets will increase.

In addition to protecting private property, commerce, and the environment, the stormwater system also protect streets and bridges. Moisture is the natural enemy of pavement, and the stormwater system is designed to move water away from roads and safely under bridges.

Without this complementary and supportive system, the street network, which requires substantial levels of additional funding, will degrade more quickly and result in higher repair and replacement costs over the long-term.

Wastewater

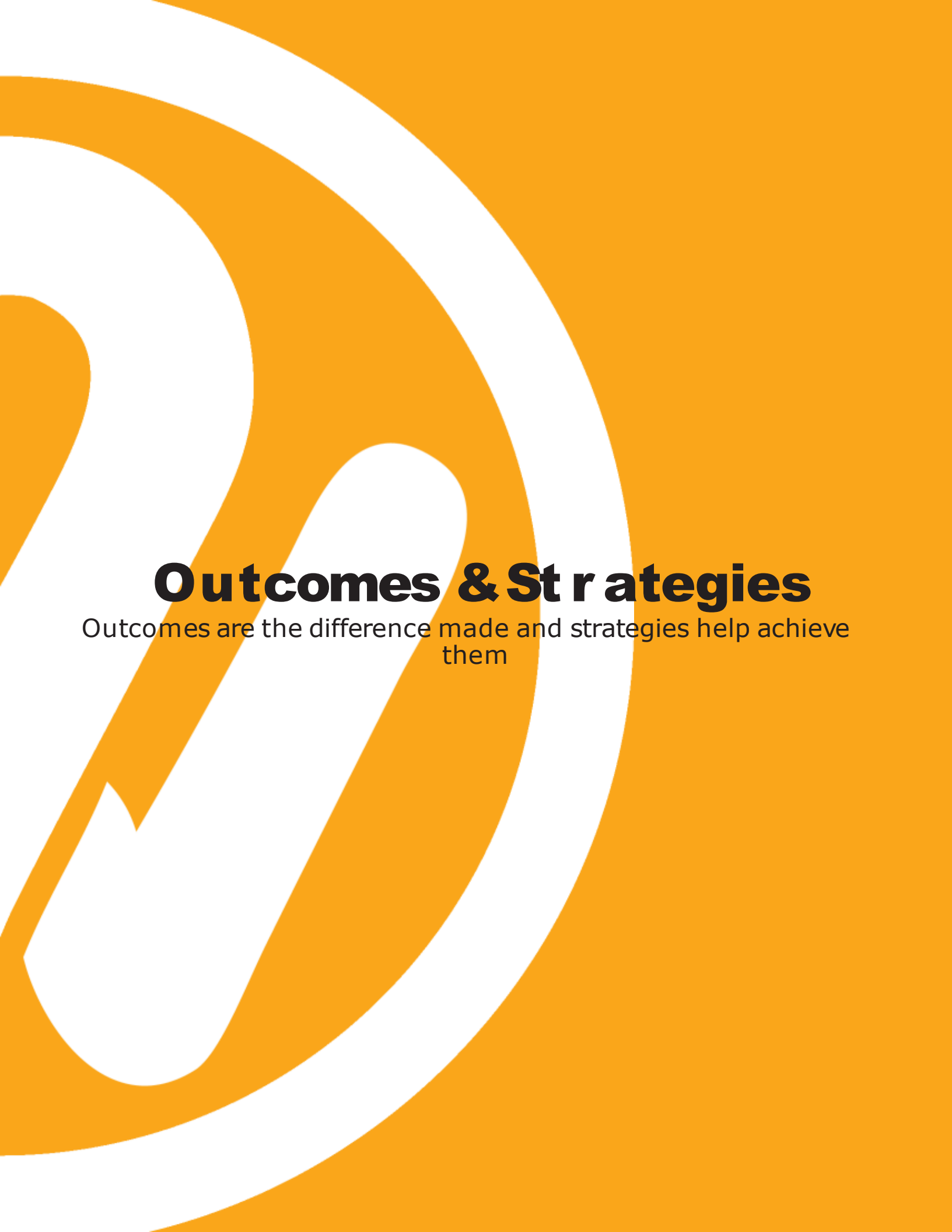
The UG's Wastewater Program is an enterprise fund that supports its operations, maintenance, and capital improvement/renewal through the collection of user fees similar to water, electricity, and stormwater. Enterprise funds are not supported by state or local taxes of any type – only users of the system are charged for their use of it.

The Wastewater Program's purpose is to move dirty water away from homes and businesses and to treatment plants where it is cleaned and returned safely to the environment. Dirty water is any water that enters the system through toilets, sinks, showers, bathtubs, and in some cases combined storm/sewer drain pipes on local roads. Residents with septic systems do not pay wastewater fees because they do not use the wastewater system. The wastewater enterprise fund has more than 45,000 customers in Kansas City, Kansas, and it is operating as intended and is financially stable.

The system's needs are driven by data and by consent decree requirements. Since 2013, the UG has partnered with the Environmental Protection Agency (EPA) and the Department of Justice (DOJ) to develop a 25-year sewer investment plan that will further support ongoing efforts to address sewer overflows and basement backups in our community. After seven years of dedicated effort, the UG adopted the investment plan as part of a recent consent decree agreement between with the EPA and DOJ.

Unlike most agreements that have been approved in communities with combined sewer overflows across the country, a key part of the UG's agreement is the flexibility it provides to modify the consent decree to address future cost concerns.

The plan also establishes consistent and manageable sewer rates over the next 25 years, which will provide predictable funding for future investments through steady marginal rate increases that are projected to be at or below five percent each year. For comparison, annual sewer rate increases in the Unified Government have averaged six percent over the last 20 years, peaking at 15 percent in 2011 and 2012.



Outcomes & Strategies

Outcomes are the difference made and strategies help achieve them



1. Streets Outcomes & Strategies

Outcome: Increase the 2018 average Pavement Condition Index rating (PCI) of 56 to an average of 65 for the entire road network by 2045.

Rationale: A healthy transportation network requires a functional and safe street, bridge, and stormwater system. Street conditions in Kansas City, Kansas, will be safer and smoother, and will promote economic vitality and community welfare.

Expectation: A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- o To prevent PCI from declining further, increase the budget for street preservation from \$5.7-million (2022) per year by an additional \$20 plus million per year by 2025.
- o Implement a plan review and inspection development fee to fund the internal inspection program.
- o Eliminate the third-party inspection program and train/equip the internal inspection team over two years.
- o Support the stormwater enterprise to provide regular annual maintenance and improvements that protect streets from moisture accumulation.
- o Use pavement condition data and the alignment of other work and needs to drive the yearly street maintenance program.
- o Use all standard methods of street preservation to maximize the life of the asset at the lowest possible cost.
- o Adopt an ordinance in 2022 that protects new streets and newly treated streets from cuts for some reasonable period. When necessary, cuts are performed at a higher cost and with specific requirements to protect the integrity of the street.
- o Explore opportunities to reduce lane miles and/or treat fewer lane- miles by prioritizing the highest travel lanes or routes.
- o Evaluate all infrastructure bill opportunities.



2. Bridges Outcomes & Strategies

Outcome:

Increase the bridge Sufficiency Index Rating (SI) according to the following by 2040:

- At least 40% of structures are within the SI range of 75-100 (Good)
- At least 20% of structures are within the SI range of 50-74 (Fair)
- Less than 20% of structures are within the SI range of 25-49 (Poor)
- Less than 5% of structures are within the SI range of 0-24 (Replaces)

Rationale:

A healthy transportation network requires a functional and safe street, bridge, and stormwater system. Street conditions in Kansas City, Kansas, will be safer and smoother, and will promote economic vitality and community welfare.

Expectation:

A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- o Increase budget for bridge maintenance from \$476,000 (2022) to at least \$14-million yearly by 2025, excluding the capital replacement of major bridges (I-70 crossing, rail crossings, etc...)
- o Create minor structure preventative maintenance and repair line items in the budget.
- o Complete major bridge lifespan analysis and cost estimates by May 2022.
- o Complete major bridge detour analysis by May 2022.
- o Central Avenue – update study to account for growth projections and consider infrastructure grant for pedestrian crossing.
- o Develop a system that categorizes these assets in a way that allows the UG to determine most appropriate maintenance programs and capital investments.
- o Considering many of these types of structures are integral to the stormwater system, increase stormwater funding to augment other revenues to maintain, repair, and replace.
- o Evaluate all infrastructure bill opportunities for bridges.



3. Bridges Outcomes & Strategies

Outcome: UG has developed actionable plans for the replacement or retirement of major bridges when their sufficiency index rating (SI) reaches 60.

Rationale: A healthy street network requires a functional and safe bridge network. Bridge conditions in Kansas City, Kansas, will be safer and smoother, and will support the street network while promoting economic vitality and community welfare. "Major bridges" require such a significant investment or impact to the community, and possibly the region, when they reach their useful life, the committee believes it important to separate them from the discussion above. There is currently no dedicated funding in this area.

Expectation: A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- o Create a major bridge preventative maintenance and repair line item in the budget.
- o Develop long-term outlook plans for major bridges.
- o Evaluate all infrastructure bill opportunities for bridges.



4. Streetlights Outcomes & Strategies

Outcome: The streetlight system will be fully modernized, provide adequate lighting, and include energy reduction/performance controls throughout Kansas City, Kansas, by 2030.

Rationale: Pedestrian, motorist, and neighborhood safety perceptions will increase, illegal dumping will decrease, and community pride will increase in Kansas City, Kansas.

Expectation: Only 24% of Community Survey respondents are very satisfied or satisfied with the overall feeling of safety in Wyandotte County (ETC 2022, pg. 15).

Strategies:

- o UG assumes the costs, management, and oversight for the streetlight system.
- o Utilize LED streetlights for cost savings.
- o Leverage assumed cost savings to provide justification for the investment.
- o Form a stakeholder task force to evaluate viable approaches.
- o Establish clear goals and requirements for the project.
- o Establish clear, thoughtful, and uniform design criteria.
- o Evaluate all infrastructure bill opportunities.
- o Evaluate all grant opportunities.



5. Sidewalks Outcomes & Strategies

- Outcome:** Increase average condition rating for existing sidewalks to an acceptable level by 2030.
- Rationale:** Pedestrian and motorist safety will increase, and community health will improve.
- Expectation:** Only 18% of Community Survey respondents are very satisfied or satisfied with the maintenance of sidewalks in their neighborhood (ETC 2022, pg. 7).
- Strategies:**
- o Develop a rating system that is simple and easily updated so staff and the public understand it and can track needs and progress by 2023.
 - o Estimate the needs of existing sidewalk replacement across the city, including trip hazards.
 - o Increase the annual cost-share budget from \$125,000 to \$500,000 by 2024.
 - o Adopt an operational policy that recognizes missing sidewalks and installs new sidewalks as a component of the annual pavement program.
 - o Develop a Standard Operating Policy for the concrete grinder equipment and staff to utilize daily to mitigate trip hazards and develop an operational policy for the same crew to work from with a measurable, annual goal by 2023.
 - o Benchmark comparable cities and develop a resident-focused approach for property owners to rehabilitate and maintain sidewalks that provides reasonable time to access the city's cost-share program.
 - o Evaluate all infrastructure bill opportunities.



6. Parks/Recreation Outcomes & Strategies

Outcome:	Increase community interest and participation by tailoring recreation and programs to the surrounding community's needs.
Rationale:	Current recreation and program offerings do not meet the modern needs of a diverse community.
Expectation:	The 2017 Parks Master Plan recommends improving facility conditions, improving accessibility to parks, increasing marketing and awareness, partnering for space, and implementing sustainable fee structures.
Strategies:	- o Hire a consultant with a specialization in gathering information about community center utilization. - o Poll community surrounding centers about the recreation and programs they would like to see. - o Evaluate the potential feasibility of mobile services to augment traditional services. - o Evaluate the ownership priorities of recreation facilities. - o Evaluate all infrastructure bill opportunities.



7. Facilities Outcomes & Strategies

- Outcome:** Create an ownership culture and introduce long-term cost savings by establishing a Buildings & Logistics Internal Services Fund (ISF).
- Rationale:** The true cost of providing services across all asset categories is not known.
- Expectation:** Only 33% Community Survey respondents report being satisfied with the maintenance of city buildings (ETC 2020, pg. 7).
- Strategies:**
- o Identify and track all annual costs associated with providing Buildings & Logistics' internal services.
 - o Inventory all buildings and property to establish which department owns them.
 - o Obtain buy-in from departments using Buildings & Logistics' services.
 - o Consider third-party assistance to help establish budget.
 - o Create policy concerning routine maintenance and capital improvement.
 - o Create an ADA Coordinator position with a dedicated annual budget of \$300,000.
 - o Evaluate all infrastructure bill opportunities that support data collection.



8. Parks Facilities Outcomes & Strategies

Outcome:

Increase the quality, usefulness, and sustainability of UG facilities and Community Centers.

Rationale:

The UG's current facility and community center inventory creates long-term liabilities that limit cost savings and do not provide residents, visitors, or employees with high-quality public spaces or streamlined customer service experiences.

Expectation:

Only 33% of Community Survey respondents report being satisfied with the maintenance of city buildings (ETC 2020, pg. 7).

Strategies:

- o Create a "Partner for Space" program that generates revenue and incubates small businesses.
- o Create sustainability by right-sizing and charging for-profit, non-profit, not-for-profit, and UG departments to use facilities and spaces.
- o Use data to understand both short and long-term maintenance requirements of existing assets.
- o Seek public-private partnerships to maximize the use of assets like Memorial Hall, Amphitheater, Snacklebox, Argentine Recreation, Sunflower Hills Golf Course, Holiday Light Show, and Ren Fest.
- o Develop a strategic plan with criteria for removing liabilities from inventory.
- o Distinguish revenue-generating and revenue-neutral spaces.
- o Study the location of facilities/parks around the city and county.
- o Consolidate like services into shared spaces.
- o Do fewer things at a higher level.
- o Include environment/sustainability/carbon footprint reduction and improvements in plans.
- o Review dedicated revenue sources.
- o Evaluate all infrastructure bill opportunities.



9. Parks Outcomes & Strategies

Outcome:	Increase the quality and usefulness of UG parks.
Rationale:	The UG's current park inventory does not meet community expectations, creates long-term liabilities, limits cost savings, and reduces the opportunity for reinvestment.
Expectation:	The 2017 Parks Master Plan recommends improving facility conditions, improving accessibility to parks, increasing marketing and awareness, partnering for space, and sustainable fee structures.
Strategies:	- o Benchmark similar cities and how their parks systems are structured to serve their communities. - o Gather data to quantify the deferred and future maintenance needs of existing parks. - o Gather data about park utilization. - o Benchmark the park policies from surrounding jurisdictions and comparable jurisdictions. - o Understand the location of parks around the city and county. - o Explore possible dedicated revenue sources for supporting parks. - o Evaluate the role of the parks board and leverage to fit current needs. - o Evaluate all infrastructure bill opportunities.

Concluding Remarks About Strategies & Outcomes

The outcomes and strategies identified in this document are consistent with community expectations expressed in various forms over many years. While a disciplined commitment to achieving outcomes is critical to overcoming the challenges, the strategies listed here may not be enough by themselves.

There is some degree of consensus among committee members and staff that structural changes within the Unified Government could create opportunities to reduce the financial burden on citizens, residents, and businesses. In addition to this, the committees believe consideration should be given to the possibility of new revenue streams where appropriate. For example, alternative funding mechanisms like Vehicle Miles Traveled could mitigate challenges with the motor fuel tax that is not keeping up with costs due to introducing more fuel-efficient and electric vehicles. Focusing resources across specific asset classes and within highly focused areas such as the eastern third of Kansas City, Kansas, could also contribute to catalytic change over shorter periods.

It is also important to recognize that the infrastructure challenges Kansas City, Kansas, has are not uncommon, and they are not the result of recent decisions. Like many cities across the United States, once robust infrastructure systems are reaching the end of their useful life.

Physical infrastructure has a finite life, and now that this infrastructure has served generations over the past 50 to 100 years, it must be rebuilt or replaced. What is uncommon is that KCK owns and manages a large portfolio of assets and liabilities, and in recognizing this, the committees discussed the philosophical idea that it would be best to do fewer things great, as opposed to doing so many things at a lower level.

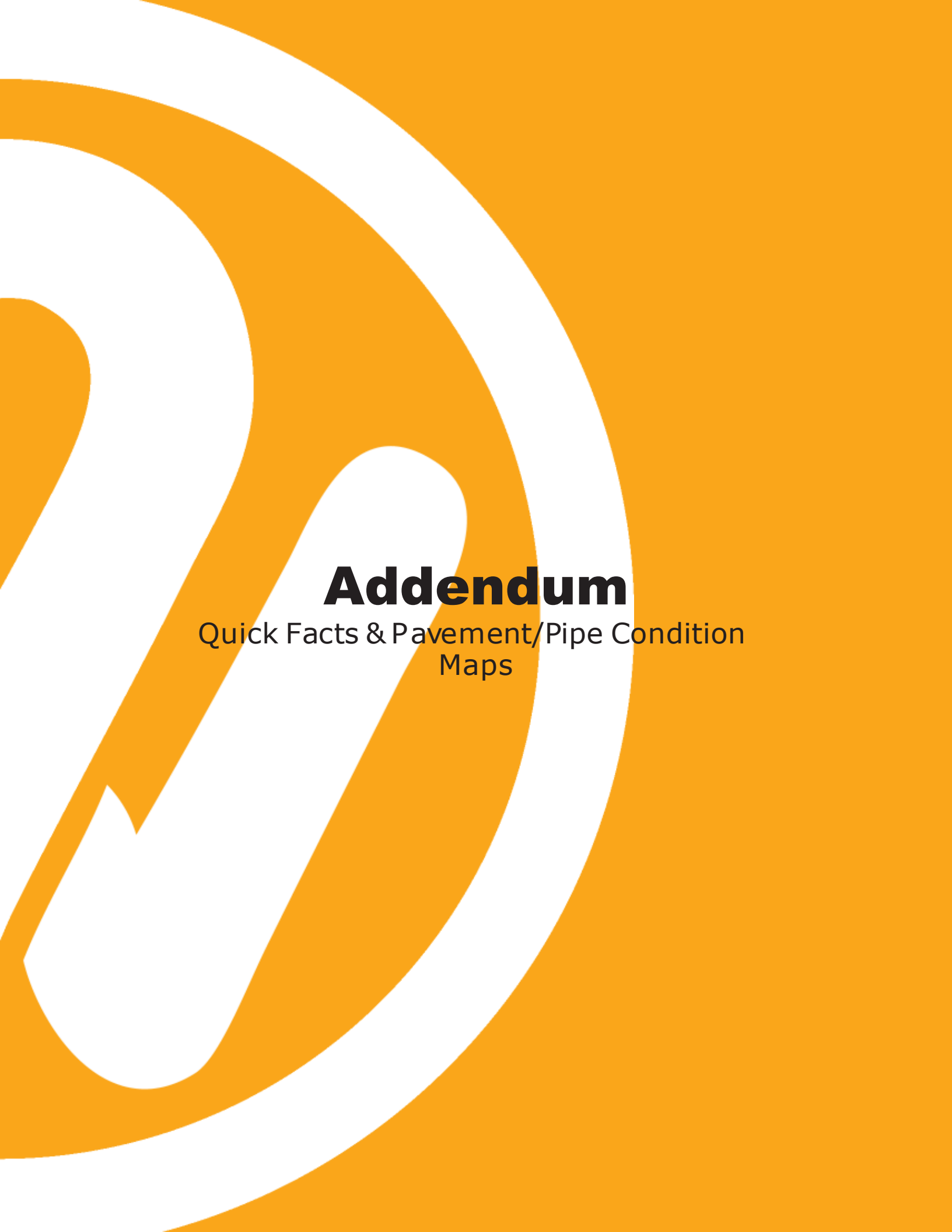
The cost to renew or replace this infrastructure is enormous, but it must be replaced to continue providing citizens, residents, businesses, and visitors with the critical, and in some cases vital, services on which they depend. Preparing for infrastructure replacement is possible, but it requires a continuous and uninterrupted planning process over decades.

Infrastructure systems also often go unnoticed until they fail. The importance of streets to emergency personnel is forgotten until the road is closed and life-saving minutes are lost to detours. Ditches are not noticed until their failure causes a home to flood. Facility conditions are an afterthought until their foundations begin to crumble and the emergency repair fund has already been exhausted, catching up on deferred maintenance.

Infrastructure does not lend itself to engaging communications until it fails, but it becomes the only thing that anyone wants to talk about when it does. Kansas City, Kansas' infrastructure does not have to fail to be renewed, and it does not have to fail to be talked about and appreciated.

Staff will deploy an extensive and persistent one-year marketing campaign that educates the public about the state of infrastructure in Kansas City, Kansas, engenders support for its renewal and reinvestment, and uses the Outcomes & Strategies document as a scorecard to measure success and increase accountability.

An Infrastructure Task Force made up of three Commissioners will be created for additional transparency and accountability. The Task Force will measure progress and work closely with staff to make adjustments as needed to the Outcomes & Strategies document. The Task Force will report to the Full Commission on a regular basis.

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Addendum

Quick Facts & Pavement/Pipe Condition
Maps

Streets, Bridges & Streetlights

Quick Facts

*We Can and We
Must*

- 
- KCK has more than **2,400 lane miles of streets**.
 - Residents say **maintaining streets should be our top priority**.
 - Our average **Pavement Condition Rating is 56 and declining**. When streets hit 40 or below, they are considered in poor or failed condition.
 - The goal is to get our streets to an average PCI of 65, but this takes a lot of hard work and money. Right now, pavement maintenance and renewal efforts **have \$5.7-million annually** (2022) but **need more than \$20-million plus annually**.
 - Without additional funding, **most streets in KCK will fail in 15 to 20 years** without change.

- 
- KCK has more than **270 bridges**.
 - Bridges are an **important part of streets**, and their failure negatively impacts the city.
 - Right now, bridge maintenance **renewal efforts have \$476,000 annually** (2022).
 - Funding **needs are more than \$14-million annually**.
 - Change is needed or **bridges will continue to fail** and **roads will continue to close**.
 - Continued **closures will further strain an already aged and deteriorating transportation system** upon which residents, businesses, and emergency personnel rely.

- 
- KCK has **more than 20,000 streetlights** that require maintenance and renewal.
 - Existing lights are an **aged hodgepodge of configurations**, wattage, and fixture styles.
 - The UG pays BPU **\$100,000 annually to perform streetlight maintenance, renewal, and installation**.
 - Updating to an **LED system would lower costs, improve safety**, and potentially increase tax revenue.
 - The **system needs around \$70-million** (2022) for renewal. An **LED pilot is \$10-million and would produce cost savings** for reinvestment.

Parks and Recreation & Facilities

Quick Facts

We Can and We Must

- 
- Wyandotte County's Parks & Recreation department is responsible for **more than 2,500 acres of park land** spanning **more than 50 parks** and **more than 60 facilities**, including community centers, shelters, soccer fields, skate parks, spray parks, an amphitheater, and a golf course. We are also responsible for **nearly 100 other spaces** like playgrounds and shelters.
 - When compared to other communities in the U.S., **we have 1573 acres of parkland for every 1,000 residents**, while the **median amount for others is 8.5 acres per 1,000 residents**.
 - When it comes to spending, we are comparable to others. In 2020, the **UG spent \$72.61 per resident**, and the **median spend for other communities was \$74.64**.
 - To care for all of our parks, we **employ 80 full-time team members**, which is **less than the median 114 full-time employees** at other agencies in the U.S.
 - When taken together, we spend a reasonable amount of money per resident, but **we have to maintain a larger inventory** of parks, shelters, playgrounds, and other parks & recreation assets than others.

- 
- Public Works' Buildings & Logistics division is **responsible for the maintenance and upkeep of more than 200 publicly owned buildings** including police stations, fire stations, the Public Health Department, and Memorial Hall.
 - The 2018 Ameresco **study reviewed 87 structures totaling roughly 2-million square feet**. Among other items, the study established a **Facilities Condition Index of 19 and declining**, where 0 represents a new building and 100 is bare ground. **Without change, buildings in the study will decline to 33% by 2031.**
 - The known backlog of **deferred maintenance needs more than \$90-million** (2018) for the more than 200 publicly owned structures.
 - Buildings & Logistics' operations and maintenance **budget is roughly \$9.7-million** (2022) annually, and includes things like payroll and Excellent **asset & lifespan management cannot address the deferred maintenance** needs.
 - Funding for a **full-scale buildings review is needed** and would help us understand the total system need and **develop strategies that create sustainable outcomes**.

Stormwater & Wastewater Enterprise

Quick Facts

We Can and We Must

- KCK's **Stormwater Enterprise is funded through user fees** and it **protects property, mitigates flooding, and moves water away from streets.**



The current **flat-rate user fee does not generate the funding needed** to perform maintenance, renew assets, or prevent emergencies.

The system's **immediate needs are \$10.8-million yearly**, but the current structure **only generates \$5.3-million yearly** (2022).

Without an updated structure, the **Stormwater Enterprise will become insolvent in 2024.**

Without an updated structure, a majority of KCK's stormwater infrastructure, like pipes, inlets, swales, ditches, basins, and curbs will be in a **failed state by 2031.**

Failure can be avoided by **adopting a new rate structure.**

- The **new structure would give us a place to begin system maintenance**, and it would treat both residential and non-residential customers more fairly.

- KCK's **Wastewater Enterprise is funded through user fees** and it **protects the community by removing harmful toxins from wastewater** before returning the water to



the environment.

The Wastewater Enterprise has more than **45,000 customers**, is **operating as intended**, and is **financially stable.**

In 2020, the Wastewater Enterprise system **cleaned more than 8-billion gallons of water.**

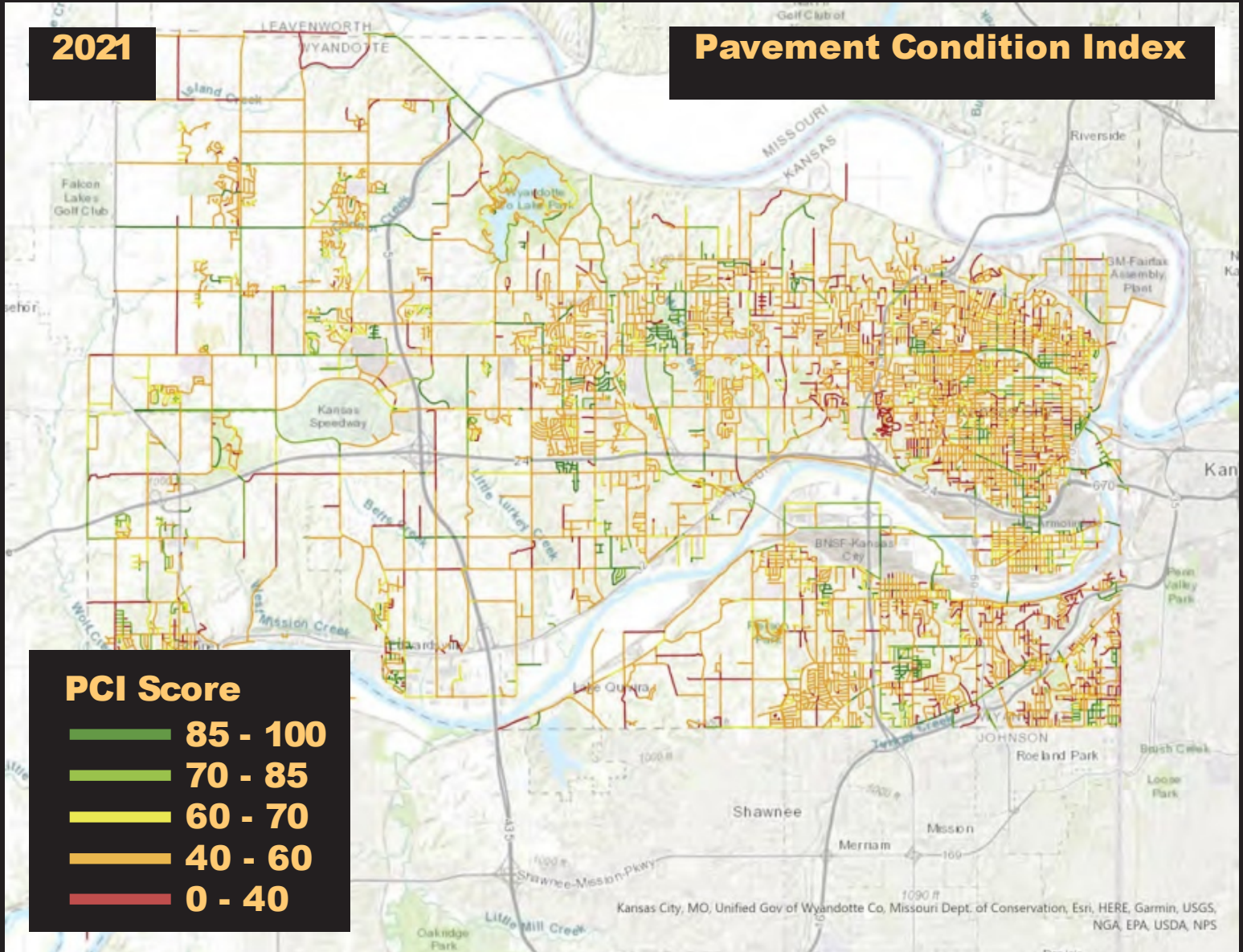
- The system's needs are driven by data and by consent decree requirements. The current (2021) average **yearly funding is \$36-million** and the **current needs are being met** at \$36-million.

Excellent **asset management is the foundation** supporting the successful operation and financial position of this enterprise system.

Consent decree negotiations mean that **this system will have predictable rate increases of 5% or less on average over the next 20-years.** The predictability will help prevent businesses and residents from being caught off-guard.

2021

Pavement Condition Index



Streets

A healthy transportation network requires a functioning and safe street system. Without streets, police and firefighters cannot reach their destinations, residents cannot get to work, and businesses cannot receive customers. **Streets are an essential part of modern society**, and they are among a community's most expensive assets.

Kansas City, Kansas, has more than 2,400 lane miles of street to maintain, which is more than neighboring cities like Overland Park's 1,900, Olathe's 1,100, Lenexa's 638, and Topeka's 1,600. To understand the condition of local streets, the Unified Government collects pavement condition data for all streets every two years. The resulting data is converted into the **Pavement Condition Index (PCI)** and ranked on a scale of 0 to 100, where 100 is brand new, and anything **40 or below is considered poor or failed**.

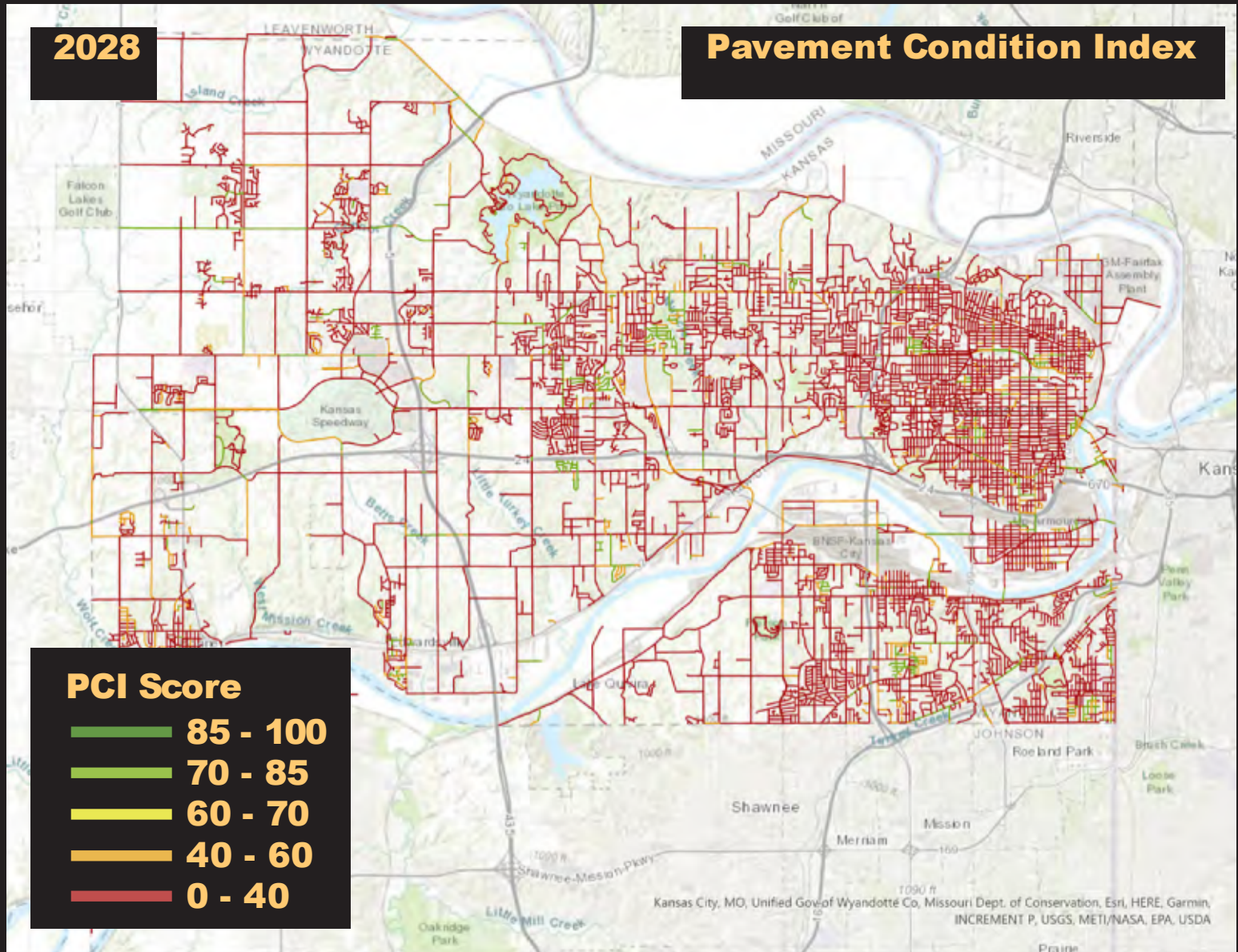
In 2018, Kansas City's average PCI was **56 out of a possible 100** and declining.

To prevent roads from failing, meet resident expectations, and improve the overall quality of streets, an **additional \$20+ million in funding is needed** every year.

Without additional funding, **most streets in KCK will be in a poor or failed state in 15 to 20 years**.

2028

Pavement Condition Index



PCI Score

- 85 - 100
- 70 - 85
- 60 - 70
- 40 - 60
- 0 - 40

Streets

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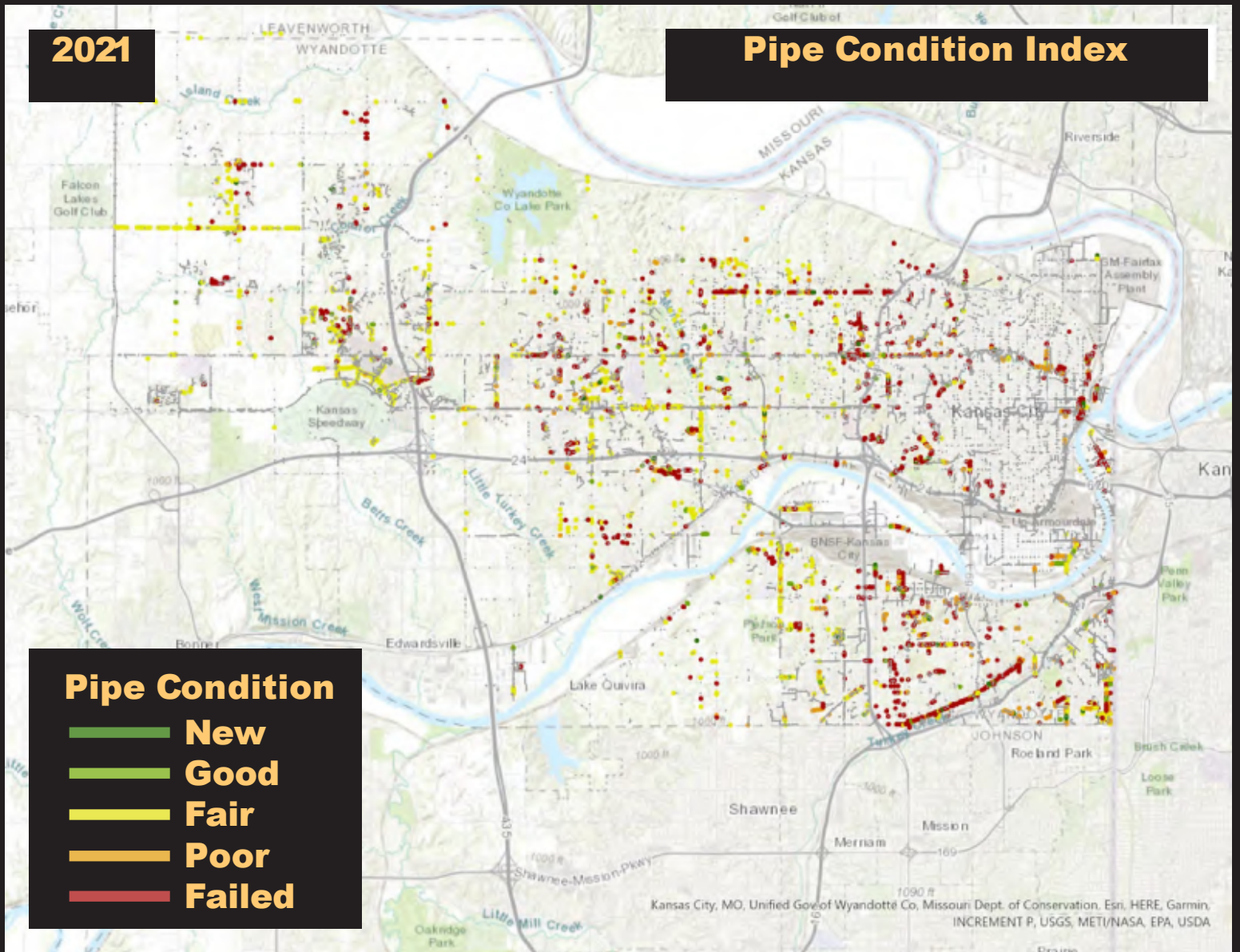
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2021

Pipe Condition Index



Stormwater Management Program

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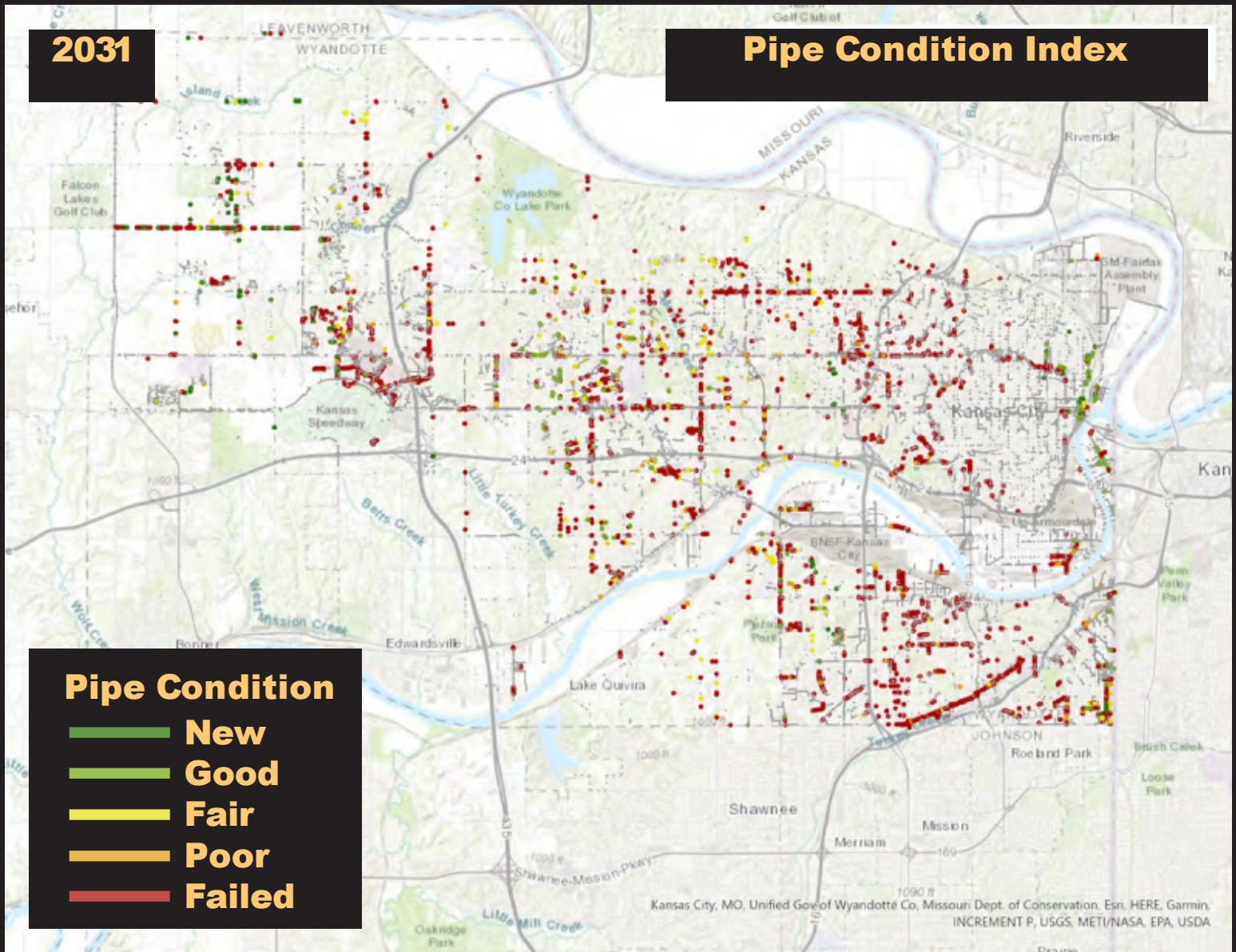
Without an updated structure, a majority of KCK's **stormwater infrastructure**, like pipes, inlets, swales, ditches, basins, and curbs will be in a **failed state within 10 years**.

Failure can be avoided by **adopting a new rate structure**.

The **new structure would give us a place to begin system maintenance**, and it would treat both residential and non-residential customers more fairly.

2031

Pipe Condition Index



Stormwater Management Program

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We Can & We Must

Updated 2022 | Next Review 2023

**PUBLIC WORKS AND SAFETY
STANDING COMMITTEE MINUTES
Monday, February 28, 2022**

The meeting of the Public Works and Safety Standing Committee was held on Monday, February 28, 2022, at 5:00 p.m., remotely via Zoom. The following members were present: Commissioner Bynum, Chairman; Commissioners Ramirez, Johnson, Markley, Kane; and BPU Board Member, Tom Groneman. The following officials were also in attendance: Jonathan Gutierrez, Public Works, Solid Waste Division; Melissa Sieben and Alan Howze, Assistant County Administrators; Susan Alig, Senior Counsel; Jeff Fisher, Executive Director of Public Works; Troy Shaw, County Engineer; Robert Anderson, Asset Manager Public Works; Karl Oakman, Chief of Police; Kathleen VonAchen, Chief Financial Officer; Wesley McKain, Health Department; Misty Brown, Chief Counsel; Jon Khalil and James Bain, Assistant Counsel; Gunnar Hand, Director of Planning & Urban Design; Chief Mark Heath, EMS; LaVert Murray, Economic Development Advisor & Business Liaison; Monica L. Sparks, Deputy UG Clerk; and Terri Kimble, UG Clerk's Office.

Chairman Bynum said before I call the meeting to order, I want to announce that due to COVID-19, some committee members, staff, and the public are attending remotely via Zoom as well as on-site.

All participants joining by phone should mute their phones when they're not speaking to avoid background noise. During the meeting, please make sure you announce yourself by name and title when you speak so the public that is observing knows who is speaking. This is critical given the number of remote participants and it's also current guidance from our Kansas Attorney General.

The public is allowed to participate by Zoom or submit comments by email prior to the meeting, and those comments will be included in the record of the meeting. The public can also indicate their intent to provide remote public comment by contacting our Clerk's Office by 5:00 p.m. on the Thursday prior to the meeting. The public will also have an opportunity to provide brief comments tonight either by telephone or Zoom or from the lobby of the Municipal Office building.

Chairman Bynum called the meeting to order. Roll call was taken, and all members were present as show above.

Chairman Bynum said we have one revision on tonight’s agenda. It’s the addition of Item No. 5, a request for approval to submit MARC grants for the 2025-26 federal fiscal year.

Approval of standing committee minutes from November 15, 2021. **Commissioner Markley made a motion, seconded by Commissioner Johnson, to approve the minutes.** Roll call was taken and there were six “Ayes,” Groneman, Kane, Markley, Johnson, Ramirez, Bynum.

COMMITTEE AGENDA

Item No. 1 – 211349...APPROVAL: NATIONAL OCEANIC & ATMOSPHERIC ADMINISTRATION GRANT APPLICATION

Synopsis: The Public Works Department is seeking approval for the submittal of an application for a National Oceanic & Atmospheric Administration (NOAA) grant for environmental literacy and climate resiliency, submitted by Jeff Fisher, Executive Director of Public Works. No matching funds are required.



Jonathon Gutierrez, Public Works, Solid Waste Division, said tonight, I will be presenting a short presentation on a grant opportunity that our department is looking at. It will be requiring

approval and a vote to move on to full commission later this week. The grant is the 2022 National Oceanic and Atmospheric Administration Environmental Literacy Grant.

GRANT HIGHLIGHTS

- **Title:** Harnessing the Power of Students to Build a Culture of Climate Resilience in an Underserved Community
- **Funding amount:** Up to \$500,000 (*no match requirements*)
- **Preapplication submitted to NOAA approved January 2022**
 - 135 preapplications received, 57 selected to move on, anticipate to fund 7-12 projects
- **Full application due March 17, 2022**
- **All recipients are eligible to reapply in 2024**
- **Partners:**
 - USD 500 (Pilot)
 - EcoRise
 - Burns & McDonnell
 - Climate Action KC

Some of the grant highlights and requirements. The official title for this grant is Harnessing the Power of Students to Build a Culture of Climate Resilience in an Underserved Community. The funding amount is from \$250K to \$500K. We will be requesting the full \$500K. As noted on this PowerPoint presentation, there are no matching requirements for this grant. There was a pre-application requirement that was submitted to NOAA back at the end of 2021. We were approved late January 2022. Of the 135 pre-applications received, of those, 57 were selected to move on. They anticipate to fund 7 to 12 of the projects. So, again, this is a very competitive grant. The full application is due March 17th of 2022. One benefit of this grant is all recipients are eligible to reapply in 2024 for any that receive funding in 2022.

Listed here are some of the current partners that we were looking at for this grant. That is not the full list of all partners, but these are a few. USD 500 would be a school district that we've talked to about the PILOT opportunity to this grant. EcoRise, which I'll talk later, is an entity that actually applied and was approved for this grant in the past. Burns & McDonnell, who have assisted us in putting this grant opportunity together, and Climate Action KC, which is a coalition of elected officials looking at the climate action plan here in the Kansas City metro.

GRANT COMPONENTS

- Funding for UG staff person – two years
 - Grant management
 - Education and outreach utilizing Ecorise curriculum – schools, HOAs, churches, etc.
- Stakeholder Engagement
 - Advisory committee with UG staff, students, school staff, parents
 - School-wide surveys
- Sustainability Plan Development
 - Greenhouse Gas Inventory of existing facilities
 - Goal setting
 - Evaluations of options for implementation to meet goals
- EcoRise
 - Sustainability curriculum, programming, teacher training, mentorship, and student project grant opportunities
 - Pilot through environmental science program

So, the grant components that we will be including in this application would include a component for funding of a UG staff person for the two years. Their main responsibilities would be the management of this grant, but then also the idea of educating and outreach utilizing some of the curriculum that would be purchased through this grant opportunity to schools, HOAs and even potentially churches. There would be a stakeholder engagement component and it would require an advisory committee with UG staff, students, and school district staff and include parents as well. There is a component for school-wide surveys as well for that stakeholder engagement. There will be a sustainable plan development. This component will be through our Burns & McDonnell contractor. There will be an inventory of existing facilities requesting or recommending some goal settings, and then evaluation of some options for implementation to meet those goals. Then finally EcoRise, which I kind of alluded to earlier. They're an entity that actually, again, did apply and was awarded this grant in the past. They've created a sustainable curriculum that provides programming, teacher training, mentorship, and also student project grant opportunities. Again, we're looking at a PILOT program through their Environmental Science Program at some of our local school districts.

DESIRED GRANT OUTCOMES

- Recommendations to design, construct, and operate high-performance educational facilities to reduce energy usage, water usage, pollution and waste
- Encourage and support efforts of students, teachers, and staff to implement environmental stewardship behaviors
- Prepare students for upcoming career opportunities in environmental science and climate resilience
- Empower UG staff to support and create partnerships with local schools, and community groups to enable sustainable consciousness

These are then some of the grant outcomes that we are hoping to get from this grant opportunity, again, through the inventory of some of our potential school districts' facilities. Some recommendations to design, construct, and the operation of those facilities to potentially reduce energy usage, water usage, pollution, and waste. Also, encourage and support efforts of students, teachers, and staff to implement environmental stewardship behaviors. We look at, hopefully, preparing students for upcoming career opportunities, environmental science, and climate resilience. Then, finally, we hope that this will empower our own UG staff to support and create some lasting partnerships with our local schools and community groups to enable a sustainable consciousness.

Questions?

With that, I'll open it up to questions. Once, again, this is one of an action that we are looking for a vote and approval this evening.

Chairman Bynum asked, do any members of our committee have questions or comments to make on this item?

Action: **Commissioner Kane made a motion to approve.**

Melissa Sieben, Assistant County Administrator, said I just had a clarification that I wanted to make. So, we have submitted this once already to NOAA with your approval if I remember correctly. Jonathan, last fall, correct? **Mr. Gutierrez** said correct. So, again, that was a pre-application. That pre-application was basically to submit what we would propose for the grant and then NOAA had to approve any kind of pre-application.

Ms. Sieben said right, so this next phase here, there is no match. I guess what I need clarification from our Legal team that's on tonight is if this should need to be fast-tracked because we do not have it on the agenda for this Thursday and we don't meet again until after the application is due.

Susan Alig, Senior Counsel, said I think that to get a clear answer from the commission this Thursday and that would be best under our policy. So going ahead and fast-tracking would be good.

Ms. Sieben said so with the recommendation, Commissioner Bynum, we need a recommendation to fast-track and have this blue sheeted to Thursday night.

Chairman Bynum said correct. So, Commissioner Kane, would you amend your motion to include a fast-track to March 3rd meeting? **Commissioner Kane** said, yes, I would, but Christian's got his hand up.

Commissioner Ramirez said I just think this is a good, a good grant to do. Many of our sister cities around us are very big in wanting to be environmental and climate action. I think we do a lot here in our community. We don't really talk about it. I think we should continue to talk about it and advertise those wins that we do make in our climate action and environmental. So, I am very much in support of this grant application.

This is more of a comment I believe I have made in the past. I know timelines on grants move fast, but I ask that in the future that when grant applications like this are presented, I know

this was already presented to us before, but if it could be included like FAQ or a printout of the website of the page of what the grant is. Just so, because we don't get this information, the PowerPoints until just an hour or so before our meetings and so just so that when I'm going through our agenda packets I have more information to know what the grant is. We get a lot of grants that go through the committee and through the commission, so it's just being able to, if we can add a little more information just so that I have a more rounded knowledge of what the grant is.

Chairman Bynum asked, is there a second for the motion?

Commissioner Ramirez seconded the motion to approve.

Action: **Commissioner Ramirez seconded the motion to approve.**

Chairman Bynum said I'll ask the Clerk did we have any comments received from the public on the item? **Ms. Kimble** said we have no communications from the public.

Chairman Bynum asked, any hands raised in the public or the lobby? **Ms. Kimble** said I don't see any hands raised.

Chairman Bynum asked, would you take roll, please, on the motion?

Roll call was taken and there were six "Ayes," Groneman, Kane, Markley, Johnson, Ramirez, Bynum.

Item No. 2 – 211350...DISCUSSION: CAPITAL MAINTENANCE IMPROVEMENT PROJECT SYSTEM

Synopsis: The Public Works Department is seeking input from the Standing Committee on the capital criteria weights. Two years ago, the Unified Government Board of Commissioners and the Planning & Zoning Commission set the weights for the Capital Maintenance Improvement Projects (CMIP) scoring system, submitted by Jeff Fisher, Executive Director of Public Works.

Jeff Fisher, Executive Director of Public Works, said we built this system two or three years and we said every couple of years we would revisit it and give the Commission an opportunity to weigh-in on the criteria and the weights to make sure it still applies. Robbie Anderson is the person most responsible for this system and he's going to highlight that for us.

Capital Maintenance & Improvement Program (CMIP)

<http://maps.wycokck.org/CMIP.html>

Capital Criteria Weights

<http://maps.wycokck.org/CMIPweights.html>

Robert Anderson, Asset Manager, Public Works, said I first want to call out that all the information that I present tonight is available via a hyperlink. So, feel free to visit these websites on your own and I'll jump into it.

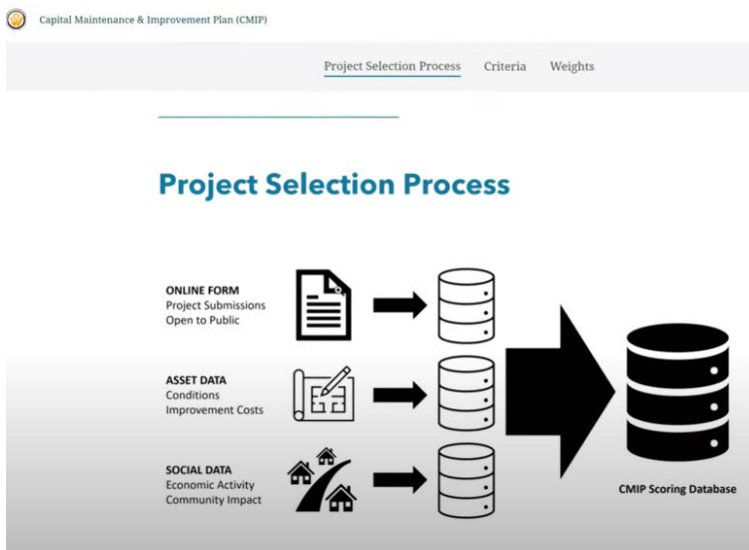


Basically, we want to review the weights as we set them that drive this system. It is a spatially driven system that takes in all the different data that the Unified Government has and computes a rank order score for different capital investment projects. This is intended for capital investment projects that exceed \$200K. So, this isn't carpet for a particular department. This is about road projects, major capital improvements to the community.

[Project Selection Process](#) [Criteria](#) [Weights](#)

"Capital assets and equipment have a major impact on the ability of the Unified Government to deliver services, economic vitality and overall quality of life for Wyandotte County and Kansas City, Kansas stakeholders. The purpose of this policy is to provide guidelines to complete a comprehensive process that allocates limited resources in capital investment and improved management decisions." - [UG's CMIP Policy, 11 Feb 2021](#)

We just want to make sure that the way we have those weights set makes sense to you, and we want to continue on how we set them two years ago.



So, a quick review of the project selection process. It is an open and transparent process. Anyone and everyone is welcome to submit a capital project to Public Works for review. It is then layered on top of asset condition data and social metric data to compute the output, which is a rank order composite score. You are tasked with setting the weights that drive that analysis.

Identify

Projects are identified by asset conditions, stakeholders, and community input. We have an open project submission process. Anyone can submit an infrastructure project here: [SUBMIT A PROJECT REQUEST](#). Public Works receives submissions, estimates the costs, and identifies the assets associated with the project description. Projects that fall within the scope of the CMIP's purpose will be added to the unfunded infrastructure needs database.

Map

Projects descriptions are mapped and stored in an online database. Information about each project can be found on the CMIP web map. This map resource contains historic, future, and unfunded infrastructure projects.

A little bit more about how that works. We identify projects.

Infrastructure Project

Welcome!

The Unified Government of Wyandotte County/Kansas City, Ks Public Works Department is asking for your help identifying infrastructure needs in our community. Please describe the need to the best of your ability. Public Works will evaluate and consider each submission carefully. We thank you for voicing your concerns in the form of a project and appreciate your time filling out this form.

Applications for CMIP projects close on December 31st for scoring and ranking the following year.

Contact Email Required

In order to proceed, please enter a valid email to be notified about your submission status and any follow-up questions from staff.

email@server.com

Project Name Required

Location and improvement descriptions help others identify and understand your project.

Enter a project name here...

Category of Project Required

☐ Streets

☐ Bridges

☐ Traffic

☐ Parks and Recreation

Again, you can go out and click on this link and submit your own projects here.

Map

Projects descriptions are mapped and stored in an online database. Information about each project can be found on the CMIP web map. This map resource contains historic, future, and unfunded infrastructure projects.

We map those projects in Public Works, and we estimate the cost of those projects based on recent projects we've done and inflation. That's part of the driving of the system is how much a project costs, where it is, and how many people are going to be affected by it.

Score

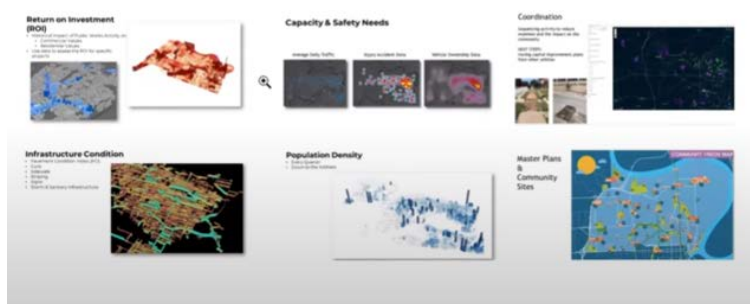
Local data related to the criteria outlined by the commissions is assembled into a map. The map of all projects is layered on the criteria map to compute scores for each project. The relative scores from that scoring process computes a ranked project list.

Assemble

Public Works, Finance, and Budget Offices work to assemble the results of the ranked project list into a schedule that fits the existing funding capacity of the five year CMIP. This project schedule in the budget is presented to the Planning Commission and then UG Board of Commissioners for approval.

So, we map the projects, we score the projects, and then we assemble that into a rank order score.

Criteria



Just a little background on the criteria. So, it's primarily a GIS spatially driven project system. This is the current CMIP policy that is outlined in a financial document that the Commission approved.

"An objective set of criteria will be used to assess and evaluate project proposals. Major road construction, buildings and parks projects will be evaluated using a weighted matrix of the following criteria. The weighting of these criteria will be set with guidance from the UG Board of Commissioners and Planning Commission. Although specific criteria may be updated from time to time, the following concepts are core principles to be considered in the development of such criteria:" - UG's CMIP Policy, 11 Feb 2021

1. **Long-Term Forecasts** - Long-term forecasts should be prepared to better understand resources available for capital spending and to assess operational impacts and eventual maintenance replacement costs.

2. **Revenue Generation or Economic Development Advantages** – Projects should be given priority that demonstrate the potential to have a positive return on investment, either through expected increases in assessed valuation or other economic values that could generate future additional revenues.

3. **Impact on Other Projects** - Projects should not be considered in isolation. One project's impact on others should be recognized and costs shared between projects where appropriate. Project coordination will be properly sequenced both internally and alongside external stakeholders operating in Wyandotte County/Kansas City, Ks.

4. **Allow for Funding of Preliminary Activities** - For some projects it may be wise to fund only preliminary engineering and planning before committing to funding the whole project. However, even these expenditures can be considerable. Therefore, these preliminary engineering/planning should also be evaluated, analyzed and prioritized appropriately.

5. **Full Lifecycle Costing** - Cost analysis of a proposed project should encompass the entire life of the asset, from planning and acquisition to disposal.

6. **Predictable Project Timing and Scope** - Schedule and scope estimates should be practical and achievable within the requested resources, including financial and human.

7. **Population Served** – An estimate of the population that would directly benefit from a project should be considered in the prioritization of project selection.

8. **Capacity Needs** – Using volumetric data, traffic counts, or daily visitors to value the current and future needs of systems to prioritize projects that improve the overall function of network assets.

9. **Community Sites** – The social impact of projects near community locations should be considered in project selection.

10. **Commerce** – Projects that enhance the economic viability of future and existing commercial corridors should be considered during project selection.

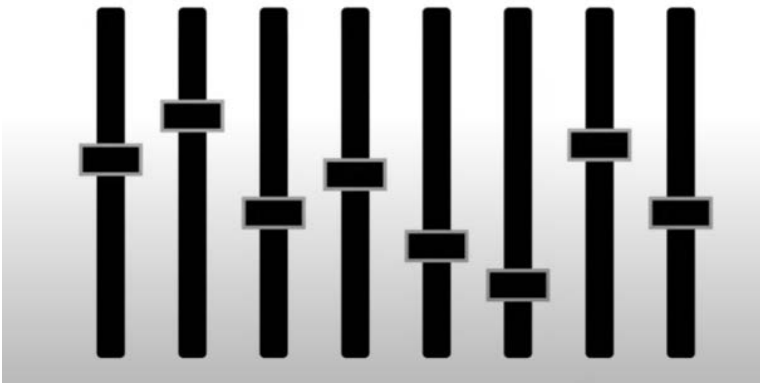
11. **Master Plans** – UG master plans for zoning, transportation, trails, parks, bus routes and bike lanes should be considered in project selection.

12. **Safety** – The safety of the public interacting with UG infrastructure should be considered in project selection.

13. **Infrastructure Condition** – A combination of condition ratings, consequence of failure analysis, and likelihood of failure estimates should be considered in project selection.

So, I'll just kind of breeze through these. Some of it's ROIs, some of it's population served, capacity needs, community sites, commerce, master plan, safety, and the conditions.

Weights



So, kind of think about it like mixing for it and you're saying I want to hear more of this or more of that. You, as commissioners, are sitting at the controls. You drive the system, you set the weights and the weights create the outcome and produce how we rank order the capital criteria needs. We don't have enough money to do all the projects that the community needs and deserves. With a limited budget, we have to be very strategic about where we spend our money. We want to have the largest amount of impact according to the priorities that you set forth in this weighting system.

Current Weights for CMIP Project Scoring

Capital Criteria	Weight %
Costs: Future O&M	14
ROI (Return-on-Investment)	13
Infrastructure Condition*	12
Population Served*	10
Safety*	9
Community Sites*	8
Capacity Needs*	8
Master Plans*	8
Coordination: Internal/External Stakeholders	6
Commerce*	6
Predictable Project Timing and Scope	6

So, right now, this is where the weights are set. I'll pause here for a little minute, but we can come back to this during discussion.

Engagement Process

Weights and Criteria - Initial Design

2019 Public Works Standing Committee

2019 Planning & Zoning Commission

2019 December - Special Session on Capital Criteria

2020 Public Works Standing Committee

2020 Planning and Zoning Commission

Communicating the CMIP Process - Peer Engagement

2021 Esri User Conference

A little bit about our engagement process. In the initial process, we engaged Public Works Standing Committee in 2019. We engaged the Planning and Zoning Commission in 2019. We held a special session with the full commission in 2019 December, and then we continued on in 2020 to this Public Works Standing Committee and Planning Commission.

2021 American Public Works Association PWX Conference

2021 Infrastructure Management Geographic Information Systems Conference

Biennial Update to Weights and Criteria

We also took this on a road show and we informed others outside of our organization to get input and feedback from them on the value they saw in this process. We got some quality feedback and approval from our peers nationally.

2022 Planning and Zoning Commission - Criteria & Weights (14 Feb 2022)

2022 Public Works Standing Committee - Criteria & Weights (28 Feb 2022)

2022 Planning and Zoning Commission - 5 Year CMIP

2022 UG Board of Commissioners - 5 Year CMIP

Right now, we're in the process of this meeting. We recently went to the Planning and Zoning Commission for the same criteria and weights conversation, and we're here tonight to hold that same conversation with the Public Works Standing Committee. We'll be returning back with however we set those weights. If we're okay with them, we'll just continue on and compute the projects that are in this queue. If we change them a little bit, then we'll come back, or we will be coming back regardless of either outcome. But, we'll be going to Planning and Zoning Commission with that CMIP 5-year outlook and then we'll bring it back to the commission here.

Survey Design - 2019-2020

WEIGHING CAPITAL CRITERIA

Capital Criteria is used to help the Unified Government assess and evaluate projects. Major road construction, buildings, and parks projects will be evaluated using the weighted matrix listed below.

With the definition of each criterion in mind, consider the Capital Criteria table below. How would you rate each criterion? Do you believe a particular criterion is more important than another? Are some of the criterion equal? Based on your understanding of the criteria, and their importance to you, assign a numerical value between 0 and 100 to criterion in the table below. Please keep in mind that the total combined weight must be equal to 100%.

Capital Criteria - EXAMPLE	Weight %
Costs: Design, O&M, Full Lifecycle	35
ROI (Return-on-Investment)	20
Infrastructure Condition*	20
Safety*	5
Capacity Needs*	5
Population Served*	30
Coordination: Internal/External Stakeholders	2
Connectivity*	2
Community Impact*	3
Master Plan*	30
Predictable Project Timing and Scope	3
Total (Must = 100%)	

Capital Criteria	Weight %
Costs: Design, O&M, Full Lifecycle	
ROI (Return-on-Investment)	
Infrastructure Condition*	
Safety*	
Capacity Needs*	
Population Served*	
Coordination: Internal/External Stakeholders	
Commerce*	
Community Sites*	
Master Plans*	
Predictable Project Timing and Scope	

So, just a little review of how we computed those criteria to begin with. We sent out a survey to you all, to the Public Works Standing Committee, and you helped design this system with us. You're responsible for setting those weights. So, I'll go back up to the weights and I would be happy to entertain a discussion about them.

Chairman Bynum said right now the work in front of us is to determine are we going to keep this basic weighting scale or is this committee and then further the Planning and Zoning Commission and full commission going to maybe have some different thoughts two years later on the way that we weight our CMIP project scoring. I will say that I still think cost has to sit at the top. I mean, I still like number one and two as one and two, although as our infrastructure continue to age, number three really, really plays a big role. I mean, you already know there are places where we have a road that's closed, for example. It would be really, really nice to get it repaired and reopened.

Commissioner Markley said the only thing that I feel like we have sort of had, and I think we've had this discussion before I think Public Works and I, is how are we incorporating future projects into the rating and does that fall into one of these categories? We specifically, I think, had the discussion about the Douglas Avenue situation because we're putting a fire station there. We know we're putting a fire station there. Does the scoring incorporate the fact that we know there's going to be a future traffic issue even though it's not there yet?

Mr. Anderson said that's a great question. The clearer our capital outlay picture becomes, the easier it is for us to stack projects.



I'll go ahead and jump out to something else that I wanted to share. Inside Public Works, we have the 5-year CMIP mapped out, and we have a little bit greater detail of that. This is really just stuff that's actually outlaid in the budget where we also have unfunded needs based on infrastructure conditions that informs a different process of capital coordination between ourselves, at the Unified Government, and with other actors that operate in the right-of-way such as BPU or any of the utilities.

That's kind of the real goal is to head toward this long-term vision. The closer we get to understanding what other projects are in the pipeline, especially if a major facility like a fire station or a school that's going to increase traffic demand, that's going to change how these projects would score because we would see an increase in average annual daily traffic so that would be how that process could potentially score higher. We could create a modeled scenario that is like a scoring data that's based off this. We anticipate we're going to see an increase of 10,000 cars daily on this road, so how does that change how a project scores?

Or if there's something like we've done this for other projects like bridges being out. What is the anticipated loss in traffic or how does it get diverted? So, it is something that we would

consider saying like the project that we've engaged with you, Troy and myself—Troy Shaw, the Public Works Engineer—we could include that in a B set of data to say this is how this project would score after this change, this delta in the daily traffic.

Commissioner Markley said I know that isn't necessarily a weighting question. I will say I'm fine with the weighting. I don't know that I have any concerns with how the weighting is set up. That's more of a scoring question. But I feel like not just in the Douglas situation, but in other situations that is one thing that we probably need to look at because we're always kind of behind the curve anyway because our conditions are not good to begin with. But, when we know we have a project coming up, it would be great to think about is there a way that makes it cheaper for us to do this all at one, or is there a way that it makes sense for us to do projects in conjunction when we know there's going to be a change in the traffic or a change in the road usage. I know you guys are working toward that. We're a lot closer to that sort of synthesis than we've ever been in the past, which I appreciate.

I appreciate just this entire process. It's a huge improvement over my early days in the Commission when there was not even a spreadsheet of the unfunded projects that we didn't even know what was out there. So, this is a huge improvement and I really appreciate it. I look forward to a time when we can get to a place where we can maybe be ahead of the eight ball on some of those projects where we know there's going to be a change rather than waiting for the traffic to get bad where we could jump in front of it. So, that's, like I said, the only recurring theme I think I see as we're looking at scores is well, what about this big thing that's coming.

Commissioner Ramirez said my comments kind of connect with Commissioner Markley's, but more so pertaining to our master plans. I'm of the opinion that master plans should be a little higher in the list. Not saying to the top because I agree with Commissioner Bynum that cost ROI and infrastructure conditions should be right where they are, but my comment goes in hand with Commissioner Markley's. We have our master plans and those take time to develop and to be creative. But then, once it's done, it also takes time to get those master plans in action and projects and stuff like that happen over years. When we create something out that's from the master plan, we need to have in mind the infrastructure and going forward from that the O&M of that certain infrastructure.

I'm trying to think of Armourdale, we just did the Armourdale Master Plan and they want to change the zoning here and create more here. Well, what effect is that going to have on our infrastructure in that area? It's just my opinion that I think master plans should be a little bit higher because it will have an effect in the future on our O&M. Other than that, I'm okay with the current weighting. I think it's good. It's worked so far. Our Public Works Department has to do a huge job with so little. So, I thank you for all that you do and everything that you try your hardest to do. I think the master plans, to me, is the only one that I'd like to see a little bit higher, but other than that, everything looks great.

Mr. Anderson said I appreciate the comment on master plans. I'll make a note of my favorite ops, well, it's not a favorite observation. The lowest average life expectancy census tract in our community is less than 60. At the rate that we currently fund Public Works projects, the average citizen in that district will see a project once in a lifetime.

Troy Shaw, County Engineer, said, Commissioner Ramirez, I just wanted to note thank you for bringing up that with the master plan and you'll see a little bit later and I'll reference what Robbie did here when I talk about the MARC Green application. The master plans are one factor and we worked with Gunnar Hand, Planning Director, to make sure that those are noted when we start looking at projects and for you guys to see when selecting what projects we want to submit for grant. So I appreciate that comment, thank you.

Mr. Fisher said I just wanted to suggest that if there's other commissioners that share that interest with Commissioner Ramirez in adjusting master plans up, then we can certainly do that.

Chairman Bynum said well, I was looking one, two, three, four, five. It's sitting tied, if you will, in sixth place. I do agree with its importance. I'm not sure what I would bump to move it upward. Moving it upward moves something else downward, so I don't know.

Commissioner Markley said, Commissioner Bynum, your head was right where mine was as I was looking at it and thought at first, I was like oh, I might flip it with community sites, but then I realized they have the same value. So, unless we're going to downgrade something above it, which

I don't necessarily think that I would be in favor of, I don't know where. I don't know what that change would look like. My only other thought was there's nothing that's a seven so, do we create a seven category? Do we create a seven weight and put two things at the seven and master plan at the eight so like capacity needs and community sites could become sevens or capacity needs could stay at eight too? It could be a master plan and capacity needs at eight and community site at seven and we'd create a different score there. Does that make sense? Am I making any sense?

Chairman Bynum said well, it makes sense to me but what I'm wondering is the scoring weight percentages, I think, were based on the surveying that was done in 2019 and 2020, if I'm not mistaken. I need staff to tell us that. **Mr. Anderson** said that's correct.

Chairman Bynum said but, I guess we can reiterate that we agree that the master plans certainly hold importance. I mean, we absolutely don't want to neglect them.

Commissioner Markley said I was going to say I don't know how hard it is to alter the system and then alter it back, but, I mean, one point of curiosity might be to try that and then see what difference it makes. You know what I'm saying? I don't know; just a thought.

Chairman Bynum said I have two questions. One question and one comment, I guess. My question is, for example, with Commissioner Markley's Douglas Avenue example and the new fire station. Do we, in Public Works, have the—and probably combined with maybe urban planning, I'm not sure—have the ability to measure what an impact on traffic or busyness of the road or impact of the road would be once the new fire station is in place? In other words, is it just a foregone conclusion that a new fire station brings more traffic, or do you all have a way to know that?

Mr. Anderson said we do have access to some vendors that produce traffic counts based on cell phone data and that information can be used to model scenarios. We might be able to take existing fire stations and ask the question, what's it like when one goes away? What is it like when a new one comes on? Troy might be able to speak more specifically to some of that.

Chairman Bynum said I'm assuming we know that a big heavy fire truck is going to drive on it maybe more often than it used to.

Mr. Shaw said one thing we do with every development, including fire stations, is they all go through the planning process. With any development, we require a traffic study. Some of those, if they're very simple or as much as a letter saying it doesn't impact traffic, but when you get the bigger ones, there's a multi-phase traffic study that has to be done. We'll get information from that saying what the increase of traffic will be and if it's for, let's say, a facility like Amazon or something, we're going to ask how many trucks that's going to generate and different things like that. So, with the developments, we do know. Part of the reason for that is to require the development to make improvements to our system to handle their development so we don't get stuck with it later in a position where we have to go and do something for a private development. So, short answer to your question is, yes, we do get that information and we could take that and add that data we get from that traffic study to our current data for an individual site. It would be—Robbie can correct me—but I'm guessing it would be a large workload to take that and do that for everything that comes across our desk traffic related just because you would have to rescore every single project every time something changed. But, for an individual question or project, yes, we could do that.

Chairman Bynum said we could get to it at least. Thank you very much. So, my second question/comment is I'm not sure how much it pertains to your specific topic now, but I'm going to put it in front of you. Again, for example, the CMIP map that Rob has created that anyone can look at on the website, there is a ton of data available to us and the public regarding Public Works and infrastructure. As the Commission moves toward our budgeting process and the CMIP and the 5-year document, is there currently now, and if not, is there a way to integrate the grant funding that's being either applied to a project or pursued? For example, we have these MARC grants coming up later in the agenda. So, as we weight a project, it seems to me that if we've got multi-millions of dollars of possible federal funding being applied, as it is on the Leavenworth Road reconstruction, that it would be helpful for us to access that information as well. So, whoever wants to speak to that.

Mr. Anderson said I was just going to say that Jeff Fisher was kind enough to incorporate this process. Troy, myself, and others have been working diligently to include some of these grant projects into the scoring system, and Troy will be speaking to it again later this evening. With all requested projects, regardless of their origin, they get mapped and they get put here. This is a transparent location. It is a catch-all for all requested projects. I invite anyone and everyone to submit their own project on the same website.

Mr. Shaw said I'll add to that, Robbie, and actually that—what Robbie's talking about there, the request a project, that's how I get projects into this system too. So, if I'm talking to someone, public, and someone asks about it and I'm like I say yeah, we can get that into our system. I'll come in and just enter it on the computer. So, this is the same thing that anybody from the public can use

And, to your point, yes, the projects we're trying to get them in here. It's a work in progress. It's the first time we've used this system for this so there'll be a learning curve. So, that's the hope. However, one thing you won't see is the federal dollars available I don't think on here because when these projects are scored, we don't know what federal dollars are available when we originally run the scoring. What you'll see we did for the MARC Project coming up is Robbie scored them, all again, with the UG's matching portion of whatever the MARC Grant would be, which is how we get our deal out. Sorry to steal Robbie's thunder and interrupt what I'm going to talk about later, but they really work together a lot so what we can look at that in a little bit too.

Commissioner Ramirez said I just have one quick question. I was just curious. How much, if any, community members actually request a project? I'm just curious about the number if there's any. **Mr. Anderson** said there have been some, but part of the reason I'm promoting it is because I'd love to see more.

Commissioner Ramirez said I think that's great because I know we, as commissioners, we get a lot of people wanting different things done to the infrastructure around the community. I think having a centralized place where you can go here, request it, staff will look into it, weight it, score it as best as we can, and then we'll see what can be done. I will definitely broadcast this and market and tell constituents who have issues. If there's a project you want, please go here and our

Public Works staff will take care of it. They'll not take care of it, they will look into it and see what can be done and, however. So, I think this is a great tool and I'm definitely going to let people know that it's there.

Chairman Bynum said I appreciate that, Commissioner Ramirez. At a minimum, we know that if a project is submitted, it gets put through the criteria and added. So, I think that's very fair. I like that process.

Mr. Fisher, do you believe you have the feedback you're looking for tonight, and will you be back to us or will you go next to the full commission?

Mr. Fisher said I believe we do have the feedback we need. It's been excellent feedback. This is exactly what we were hoping for. Robbie, we come back before the full commission later in the CMIP process.

Chairman Bynum said that's what I thought I saw.

Mr. Anderson said March 14th we will be presenting again once we get the weights set. We'll take that giant list of unfunded projects and we'll compute their rank order scores and present them to the Planning and Zoning Commission along with Gunnar Hand.

Chairman Bynum said excellent! Thank you all so very much. I know you're sticking around because we've got more items. This particular item was for information only. Before I move on, Madam Clerk, did we receive any comments from the public or do you see any desire from the public attending to speak?

Ms. Kimble said we have received no inquiries from the public and there is no one in the lobby.

Action: **For information only.**

Item No. 3 – 211351...RESOLUTION: PURCHASE OF ZOLL X SERIES MANUAL MONITOR/DEFIBRILLATORS

Synopsis: This is a resolution for the approval of the purchase of twenty-one (21) defibrillators, twenty-one (21) reusable sensors, and thirty-three (33) case review subscriptions over four years for a total of \$651,289.44, submitted by Jon Khalil, Assistant Counsel.

Chief Mark Heath, EMS, said we've spoken to you before on this. What we're looking to do is to replace 21 monitors, which are our main defibrillator monitors on both fire trucks and ambulances. The ones we're replacing are eight years old. We're actually about a year out from when they should have been done; trying to stretch our budget. We do half of these every four to five years. So, these 21 will replace 21 now. We'll have an additional group in another four years. So, try to gap things out. Mr. Khalil can get you the legal side of this, but it's a lease purchase. They're actually not charging us any interest on this. It just allows us to plan capital budget out, so we're not loaded out with all one year making a solid purchase.

Jon Khalil, Assistant Counsel, said like Chief Heath said this is a lease purchase agreement, which means that the statute requires there be Commission action on the lease purchase. The total price of the equipment is \$651,289.44 and that's spread out over five payments over the next four years.

Chairman Bynum said my only remaining question, is Chief Heath, are these on our rigs or where are they located?

Chief Heath said the cycle right now, most of them will end up on ambulances. One or two will end up in training and then a few will go into the fire trucks. Like I said, we own 41 total. This will get half of them replaced. The oldest one out there is actually from 2013, and we need to get that one off. The rest are from 2015, and we'll get all those traded out, so half of the fleet.

Chairman Bynum asked, any questions from the committee?

Action: **Commissioner Kane made a motion, seconded by Commissioner Markley, to approve.**

Chairman Bynum asked, Clerk, any comments from the public? **Ms. Kimble** said no comments from the public.

Chairman Bynum said we do have a motion and a second on this very important safety item. Roll call please.

Ms. Sparks said, Commission Bynum, we do have a hand raised online.

LaVert Murray, Economic Development Advisor & Business Liaison, said I had my hand up on the last agenda item, not this one.

Chairman Bynum said well, I'm so sorry. How about you let us vote and then we'll circle around to you before we move to the next item. I would like to hear from you.

Roll call was taken and there were six "Ayes," Groneman, Kane, Markley, Johnson, Ramirez, Bynum.

Chairman Bynum said I would like to, as a point of executive privilege as the Chair of the committee, circle back and hear from Mr. LaVert Murray on our CMIP item, because I think that it's important to hear what you might have to say, sir.

Mr. Murray said forgive me. I may have missed it. I did not see the Central Avenue Bridge as a project listed, number one, nor did I see—and I know that we were told as it relates to some federal funding coming down the pike that the Jack Reardon Convention Center wouldn't qualify for a particular pool, but there could be other federal funding that it may qualify for. If not, we need to review other funding sources to improve the Reardon Convention Center. So, those two items, the Reardon and the Central Avenue Bridge. And, of course, as you know, we've been talking with federal officials about obtaining funding to repair or replace the Central Avenue Bridge, and we're feeling fairly positive about it.

Chairman Bynum said thank you, sir. I will say that I believe what we learned in the last week or so was that its ARPA money that isn't going to be usable for Reardon. Jeff Fisher has his hand up probably to speak on the Central Avenue Bridge.

Jeff Fisher, Executive Director of Public Works, said if I'm hearing you right, Mr. Murray, we were speaking to the last presentation that Robbie Anderson made about the CMIP scoring process that didn't have a list of projects in there. It was just a discussion about the system that the UG is using to identify capital investments.

Mr. Murray said I thought I saw a listing of projects and that's why I developed a concern.

Chairman Bynum said I think you are a little ahead because there is a list and it's a big one. Then there's a list that we're going to see on the blue sheet item with the MARC grants and there is a lengthy list there. When I looked at it earlier, I didn't see Central Avenue there either. Just hang with us and we'll come back around to that.

Mr. Murray said, great, thank you.

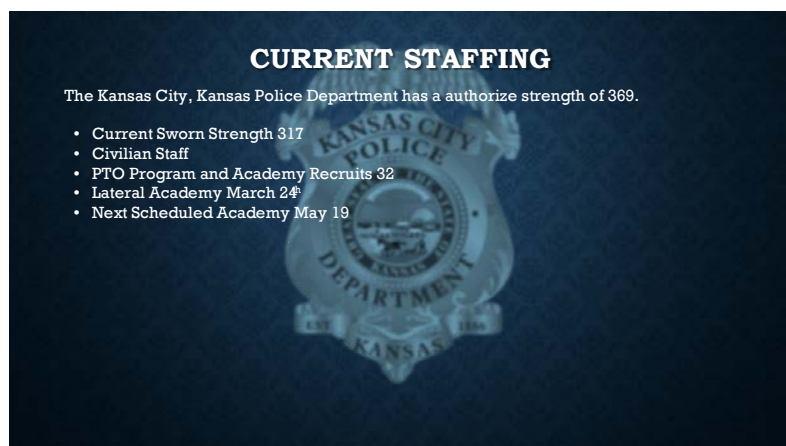
Chairman Bynum said okay, that takes us to Item 4.

Item No. 4 – 211360...UPDATE: POLICE DEPARTMENT

Synopsis: Departmental update on Police Department, submitted by Karl Oakman, Chief of Police.



Karl Oakman, Police Chief, said what I'm going to do is go through kind of the Police Department, a quick overview and then talk about a few initiatives I put in place and then what we're doing in 2022.

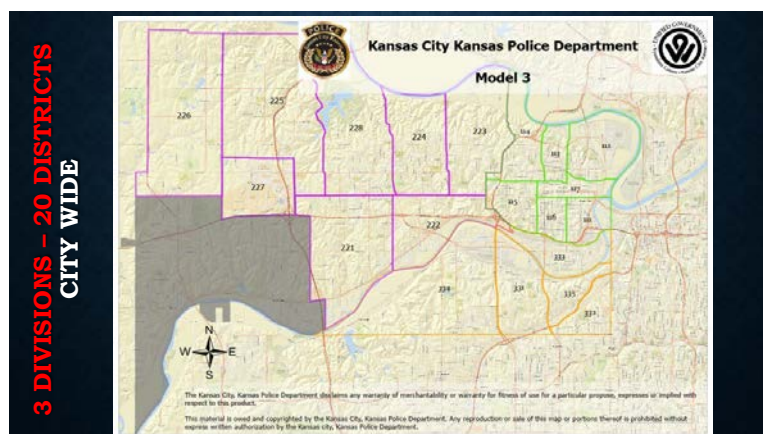


So, starting off on our current staffing. We have a strength of 369. Currently, our sworn strength is 317. Obviously, you can see that we're down several positions. Our civilian staff, we have 98, and then there is some good news on that. If you look, the PTO Program and Academy Recruits, the PTOs are those officers who had graduated the academy and are now in the field training process. We have 8 of those and then the other 24 is in the academy. So, we got help on the way which is good news. Then we're doing a lateral academy March 24th. We're looking at hiring three lateral officers there. The next scheduled academy is for May 19th. Hopefully, we can get our numbers where we need to be.

Back on staffing, real quick. One thing that we have to always pay attention to is the events that are going around the world with the Russian and Ukraine conflict, because we do have a significant number of members who are in the reserves, whether it's National Guard, Army, Air Force, Marines or Navy. We have 19 officers. So, we have to always plan for that in the unfortunate case that those 19 officers get called up.



This is an overview of the new organizational chart. As you can see under operations, we have our three patrol divisions: East Patrol and then West Patrol and South Patrol, so that change has been made as well as on Investigations. We've moved our Narcotics Unit, our TFOs, which are Task Force Officers who worked with several different federal agencies, over into Investigations which is where they should have been aligned because they work hand-in-hand with Investigations.



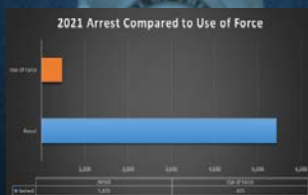
This is the new map with the three divisions. As you can see, we went from 19 individual patrol districts to 20, adding a patrol district in West Patrol because of the population growth and the demand on calls for service.



Calls for service. There was a total of 148,400 calls Kansas City, Kansas, handled in 2021. This is significant. And 3.7% of those calls resulted in arrests totaling 5,433 arrests. You can see that—I mean, this is something that I really want to stress to the public. The majority of our interactions do not result in arrests.

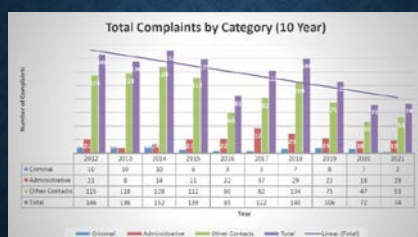
2021 ARREST COMPARED TO USE OF FORCE

- Of the 5,433 arrests, 473 required Use of Force. That is 0.32% of calls for service ending in a Use of Force
- 91.3 % of our department arrests did not require a Use of Force in 2021



This goes hand-in-hand with our use of force. Of the 5,433 arrests, 473 required use of force. That's 0.32% of calls for service resulted in a use of force, and 91.3% of our department arrests did not require any use of force in 2021.

TOTAL COMPLAINTS BY CATEGORY (10YEAR)



In 2021 there were 148,400 incidents (calls for service) involving KCKPD Personnel. Using that figure comparing it to the total number of complaints, there was (1) complaint made for every 2,005 incidents.

Total complaints by category. As you can see, and this is something that I'm working on changing because our other contact category is mainly your citizen compliant where either through contacting Internal Affairs or contacting the division stations or coming into headquarters and making a complaint based on their interaction with an officer. So, we're going to kind of clean that up to where you can understand because the other contacts are usually citizen complaints, but citizen complaints can go into a criminal complaint or administrative complaint just depending on the situation. So, administrative is more internal complaints. If an officer reported another officer who was involved in misconduct, that would be an administrative complaint. Depending on the nature of the conduct, it could rise to be a criminal investigation. We had two criminal investigations in 2021.

OTHER CONTACT DISPOSITIONS 2021

Disposition	Count	% of Total
Inactive/Open	2	4%
Exonerated	22	42%
Not Sustained	12	23%
Sustained	5	10%
Unfounded	11	21%

This is a breakdown of those complaints. Inactive are open inactive. We have two exonerated and sometimes the public gets confused between exonerated and not sustained. Exonerated means basically it didn't happen or it was within policy or within the law and the public just didn't understand that there wasn't a violation. And then not sustained doesn't necessarily mean they were exonerated; it was just hard to determine if, in fact, it happened.

One thing that I want to say to the public that oftentimes when you make a complaint, please tell the truth because so many times you may have a legitimate complaint and then add more to it and not tell the truth, which then taints the complaint as a whole. What I always say is just tell the truth what happened so that we can thoroughly investigate that complaint and there won't be issues around credibility with the surface. So just make sure you be honest and tell the truth exactly what happened. Oftentimes that kind of muddies the water with complaints.

Then sustained is, in fact, there was a violation of policy based on that interaction. And then unfounded oftentimes they may just not want to follow up or what we've found a lot of times is that on a lot of the unfounded complaints, they make the complaint and then we have them come down and watch the body cam and then you see it didn't happen on the body cam. So, it's either they didn't follow-up or our body cam showed something totally different.

Commissioner Markley asked, can I just confirm? When you say they didn't follow-up, you mean the person who made the complaint didn't follow up? Just to be clear.

Chief Oakman said yes. We would actually constantly try to contact them to get information and they just decided either they didn't want to follow through with it or they just refused to answer our calls. We get that quite often.



Violent crime. As you can see, the orange is 2020 and the blue is 2021. We are trending in the right direction. As you can see, we were down seven homicides from last year. This year, we had some uncharacteristic-type homicides that were quite unique. We had several where there were more than one victim, but, like I said, it looks like we're trending in the right direction, and I'll talk about later some things that we've done. This is what's important when you look at ag battery and shooting into dwellings and autos. As you could see they were down and that's when individuals are shooting, doing drive-bys on houses or vehicles.

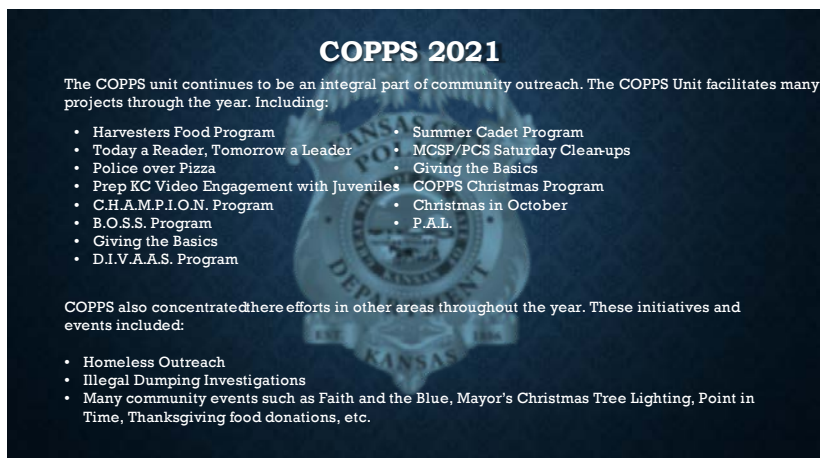
Now one of the changes with the ag assault, as you see, we had an increase, but we changed the way we reported in 2021 along the domestic violence. In the past, such as choking, would be considered—it wouldn't be considered an aggravated assault, but that has changed. So, most of the increases are due to the change in reporting, DV-related assaults. You can see our burglaries and thefts are down also.

2020 - 2021 Annual Comparison			2021 Compared to 2020	
Offense	2020	2021	(+/-)	% Diff
Homicide	58	51	-7	-12%
Rape	94	106	12	13%
Agg Battery	366	491	125	34%
Non-Fatal Shootings	122	99	-23	-19%
Agg Assault	572	689	117	20%
Shooting Into Dwelling/Auto	342	265	-77	-23%
Robbery	191	188	-3	-2%
TOTAL VIOLENT	1,623	1,790	167	10%
Burglary	1,910	1,959	49	3%
Theft	5,065	5,248	183	4%
TOTAL PROPERTY	6,975	7,207	232	3%
TOTAL TARGET CRIMES	8,598	8,997	399	5%
TOTAL OTHER PERSONS	2,925	3,229	304	10%
TOTAL OTHER PROPERTY	3,861	3,981	120	3%
TOTAL SOCIETY	1,119	1,221	102	9%
TOTAL NON TARGET CRIMES	9,503	10,123	620	7%
TOTAL CRIMES	18,101	19,120	1,019	6%

In 2021 we saw a decrease in Homicide, Non-Fatal Shooting, Shootings in Dwelling and Auto and Robberies.

Part of why our Agg Assault and Agg Battery increased in 2021, is due to changes in how we report our numbers.

Here's a comparison. As I mentioned about the ag battery and ag assaults, that's around the reporting in DV. As you can see, robberies are slightly down as well, as I mentioned, shooting in dwellings and homicides.



These are the programs that COPPS were involved in in 2021. Some not as much due to COVID, but we're starting to see a change and more engagement in those avenues and those different programs. COPPS, on average, attended about 10 community meetings a week on average in 2021. Then there's some other efforts that we concentrate on, that COPPS: homeless outreach, illegal dumping and then the big Faith and the Blue we had this year as well as the Mayor's Christmas tree lighting and Thanksgiving food donations. We also spent a day with secret Santa handing out gifts to members of our community. We went through the entire KCK and that was one of the best times of the year. We helped a lot of families that were really in need and were not expecting help.



This is just some of the events that I've mentioned with the trunk or treat, the illegal dumping, which I'll talk about it on the next slide.

ILLEGAL DUMPING

- The Kansas City Kansas Police Department was part of the 2021 SOAR Initiative regarding Illegal Dumping.
- In 2021 Community there have been fifty (50) arrests, thirty four (34) convictions in municipal court and twenty two (22) bench warrants issued. There are also sixty (60) active investigations.




As you can see with the illegal dumping, some of the results of their efforts where we had 50 arrests and 34 convictions in Municipal Court, 22 bench warrants. They're still active investigations. We're down five in Community Policing and, hopefully, as we get our numbers up, we can fill those spots so they can continue to help work on the blight and improve the quality of life in the community.

HOMELESS OUTREACH/CITY ID

- The homeless outreach team has identified 669 unhoused individuals residing in Wyandotte County.
- Officers will assist with finding housing and continue to partner with resources within the community to provide support.
- The City ID was created which assists individuals by providing a city identification card. Officers verify the identity of the applicant and issue the City ID. Once the City ID has been issued this then allows the person to obtain a State Kansas ID, open a bank account, receive medical services and other resources.
- 185 has received the City ID and 26 have been able to obtain their Kansas State ID.

Homeless outreach, which this is just more about the ID program that once I got here, I approved and implemented. This is separate from the Safe and Welcoming. This is a Kansas City, Kansas Police Department program that allows individuals to be on track to get a state ID. It's allowed them to, as it says, open up bank accounts, receive medical services, and other resources. So far, we've issued 185 and 26 of those have been able to get their Kansas state ID.

SWORN IN AS CHIEF ON JUNE 14, 2022

- Violent Crime
- Community mistrust based on historical perceptions
- Limited internal creativity and innovation based on an autocratic leadership culture.
- Need for improved facilities and technology infrastructure
- Community visibility of police command
- Internal employee value and community transparency

So, as you know, I was sworn in as Chief on June 14, 2021. From talking to community members of the department at every level, these were some of the things that I had to address kind of immediately. One was violent crime, as you know. Community mistrust based on historical perceptions, and we all know what that's about. Then this is one that I really got from every level of the department, the limited internal creativity and innovation based on an autocratic leadership culture. What I took from that is that there were a lot of employees that had great ideas, but for some reason, they didn't feel comfortable that they could speak up and be able to share those ideas. So, I established the culture that they can speak up. Their input was welcomed, and it just created that internal employee value which results in community transparency. So constantly we get great ideas, and these are coming from the men and women that are out there in patrol and they're just able to be more creative and more innovative. In the future, we're going to see the results of that with even more programs on the Police Department.

Then some of the challenges was the need for improved facilities and technology infrastructure, which we're working through that. Another was community visibility of police command and I'll say this real quick. One thing when I look at promoting captains and above, well it would be majors and above, is one, your performance, two: how do you engage with the community, how do you engage internally and then attitude. So those are the four criteria that I think are important when you talk about command and leadership.

INITIATIVES SINCE JUNE 2021

Increased moral by creating a positive work environment by allowing employee input and suggestions.

- Created a Hispanic Community Liaison Officer.
- Approved and Implemented the KCKPD ID project.
- Collaborated with PAL to start a driver's education program.
- Implemented a Homicide Cold Case Squad.
- New community slogan.
- New patrol vehicle decals
- Violent Crime Review Process (Shoot Review).
- Assigned a detective to the DEA Tactical Diversion Squad targeting Fentanyl pills.
- Trained Community Policing and Gang Unit in Risk for Retaliation.
- Increased the use of NIBIN working on dedicated technician for KCKPD.
- Restructured patrol districts based calls for service data to increase patrol visibility and efficiency.

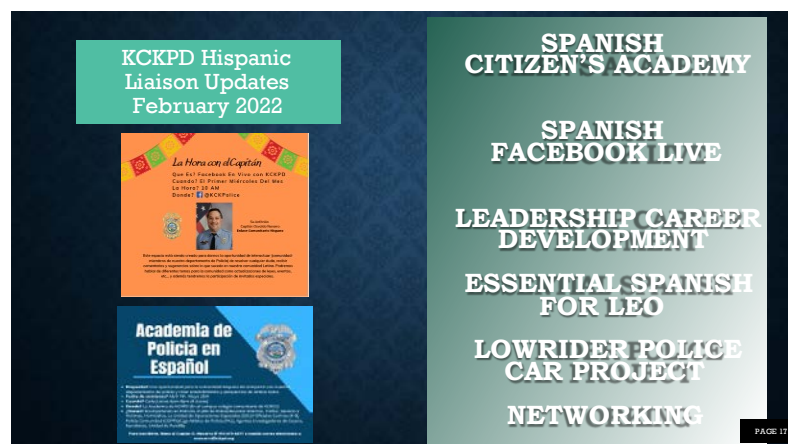
I'll run through these pretty quick. Increase morale by creating a positive work environment. As I mentioned, by allowing employee input and suggestions. Other things that we've put in place: create the Hispanic Community Liaison; approved and implemented the ID project; collaborated with PAL to start a driver's education program; implemented the Homicide Cold Case Squad that was implemented in January; new community slogan, which I'll talk about real quick on the next slide; new patrol vehicle decals, violent crime review process, which this is a really good program (shoot review) where we get all of the police departments in the metro together as well as our federal partners, prosecutors probation, and parole to help us address violent crime as well as making sure that our investigations are thoroughly vetted and that we're putting the right person in jail.

The other is assigned detective to the DEA Tactical Division Squad targeting fentanyl pills. This is important because we've seen a huge increase in overdoses and deaths. In 2020, we had 47 overdoses and 10 deaths. In 2021, we had 110 overdoses and 17 deaths. So the DEA is doing an overall global approach to addressing that.

Then trained community policing and gang unit at risk for retaliation. That's where we identify victims and witnesses and family members and friends that may be planning to retaliate against an individual who shot or injured their friend or family member. So, we try to intervene, so we don't continue the cycle of violence.

Increase the use of NIBIN, and we're working on getting a dedicated technician for KCKPD. I'm going to explain this real quick. What NIBIN is, is how we compare shell casings. So, if a gun was used in another crime, we could link the shell casings to other crimes around the metro. KCK recovers more shell casings than any other department in Kansas, other than Wichita. So, it was mind-boggling to me why we didn't have our own NIBIN machine and dedicated

technician. That's something I'm working on and hopefully this year we'll be able to get that technician and NIBIN machine through the ATF. Restructured patrol districts based on calls for service, data to increase patrol visibility and efficiency.



This is just some of the things that the Hispanic Liaison has been up to. Spanish Citizens Academy will have those dates. I'll give those to you here in a few minutes. Spanish Facebook Live, leadership career development and then official Spanish for LEO's. We're looking at training all of our officers in essential Spanish here starting in April. Networking. Actually we've used a Hispanic Liaison on several homicides to bridge that cultural gap. He's bilingual and he's been able to actually get information as well as help the family through the process.



This is the new community slogan. It's KCKPD Building Community T.I.E.S. That's Transparency, Integrity, Engagement, and Safety. As you notice, we've changed our logos with help from Jeff Miles' shop. The one on the right is the new logo and we're moving away from the

black and white. There are several reasons for that, including the number one reason which is cost, but also I think the community wants to see a fresh image of KCKPD. This is another example where we have four options and we let the men and women of the department choose the option that they would want to see on the patrol cars.

This is Midtown which is now East Patrol. We changed the signage because as I constantly drove on I-635 at night and I looked over, I couldn't tell what that was. Often times we have people on that highway that may be in need of police services, road rage situations, anything they need to know where they can find the police station. If any of you have been on I-635, now you can actually see that sign saying KCKPD.



Let me speed up here. This is just going through why we did the three patrol divisions. The big thing is span of control, more supervision, more captains, and because one of the things when we've talked about George Floyd and that situation, one of the things that most people don't realize is there wasn't a supervisor at the scene. So, we want to make sure that we have a great span of control where supervisors are readily available, monitoring, and just participating and making sure that unfortunate incidents don't happen because of lack of supervision.

ADVANTAGES OF THREE PATROL DIVISIONS

- **Number of districts increases by 1 City Wide.**
- Increased supervision and resources for the Officers.
 - Each division / station has a Major assigned.
 - 24 hour Captain coverage in the City.
 - 1 additional Sergeant on each day and afternoon shift.
 - Overall better Officer to Supervisor ratio.
- Relief coverage is better situated within each station.
- Impact of community engagement
- Increases efficiency in dispatch with the need for only 3 ahrs instead of 4. Will also reduce the need to combine ahrs, which causes confusion, delays training, and impacts officer safety.
- Working conditions in Communications and field operations will improve and will boost officer and dispatcher morale.

Then, as I mentioned, an increase by one, an overall supervisor ratio.

2022 INITIATIVES

- Spanish and English Citizens Academy- **The Spanish Language citizens academy is scheduled for April 7- May 26**
- Summer Youth Police Academies in each Patrol Division 12 to 15. **The academies will focus on anger management, conflict resolution and community engagement scheduled for June, July and August.**
- Youth Police Initiative with USD 500, **first round table scheduled for March**
- Monthly Facebook Live show entitled "Just the Facts with Chief Oakman" to engage with the community - **The first show aired on January 11, 2022.**
- Real-time Crime Center - **The RTCC objective is to generate leads and solve cases by providing real time analytic support to patrol and investigative personnel. Implementing phase 1, in April**
- Community Patrol Station Open Houses.

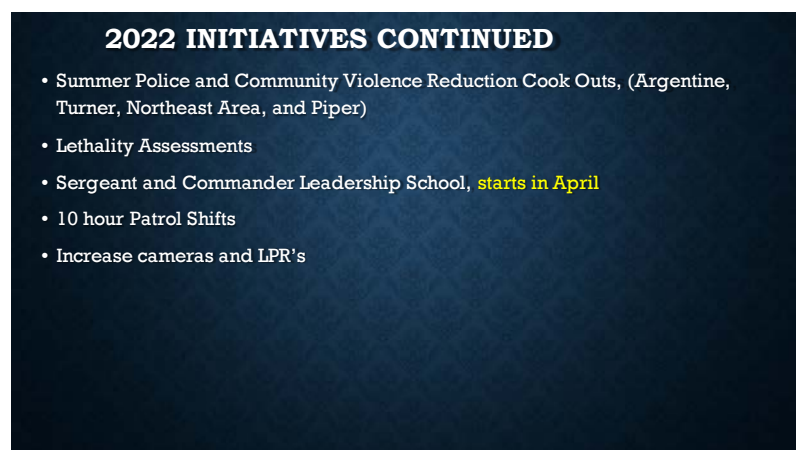
These are some of the 2022 initiatives. The Spanish and English Citizens Academy is scheduled for April 7th through May 26th. We will be getting that advertised as well as summer youth academies in each patrol division, age 12 to 15. These academies are going to focus on anger management, conflict resolution, and community engagement. They'll be scheduled for June, July, and August. Then the youth police initiative with USD 500. Our first-round table is scheduled for March. It was last week, but we had to change it due to the weather. YPI is an early intervention and prevention approach to building trust in law while reducing stereotypes that exist between teenagers and police. The police and teenagers get together in a situation where they tell stories of each and how they feel about each other. It allows the police to see the teenagers as real people and the teenagers see the police as real people—very position program. I oversaw it in KCMO. We're pretty excited about working with District 500 on that.

I do monthly Facebook live shows the second Tuesday of every month called 'Just the Facts with Chief Oakman'. This is an opportunity where we have different hot topics, and the

community can then interact with us and ask questions and we respond. The first show aired on January 11th.

The real time crime center. The object of the real time crime center is to generate leads and solve cases by providing real time analytic support to patrol and investigation personnel. We're implementing Phase 1 in April. To give you a quick example is if an officer is dispatched on a shooting call, we'll have staff that has access to all the cameras in that area, all the license plate readers in that area, and be able to give that responding officer real time data, real time analytics, and real time information on what's going on based on what they're able to see. So, Phase 1 will be implemented in April.

This summer, also, we'll be having the community patrol station open houses. That's an opportunity for the community to come into their patrol station and meet the division commander while also engaging with different officers and getting crime prevention tips, so we'll kick that off also this summer.



This is the last slide. So, also, summer, police and community violence reduction cookouts. We're going to start these. We're going to kick it off at the end of March, and we'll have those dates with a community walk in the northeast down on 5th Street to kick this off. What we're going to do is through the summer, once a month, we'll have Argentine, then we'll have an event in Turner, we'll have an event in the Northeast area, and then finish it out with an event in Piper just to engage and let the community see the police and community working together to prevent violence.

Legality assessments. We have a DV grant. What this is, is when officers respond on domestic violence calls, there's a checklist. If the victim scores a certain score, then the officer's encouraged to try to get them into shelter immediately to reduce the chances of them being

seriously injured or possibly even killed. This is significant because of our homicides close to 30% were domestic violence related. So, hopefully, that could help reduce the violence associated with domestic violence.

The sergeant and commander leadership school starts in April. One thing I feel strongly about that if you become a sergeant or a captain, you should receive training, a week-long school to understand how to supervise, look at the pitfalls as well as just developing leadership through resources and other things before we put you out there to supervise. So that's really important. That's something we're starting in April.

Then we're looking at, as we negotiate with FOP 4, is implementing 10-hour patrol shifts. The advantage of that is overlapping officers so we could have more officers on the shift and then always increasing our cameras and our license plate readers. Those are some of the things that we're looking at and that we will be implementing in 2022 and what we've done in 2021. So, I will take questions and I believe that's the last slide.

Chairman Bynum said, Chief, thank you so much. What an excellent, excellent in-depth presentation. It's robust and I'm so happy to see all of that. I know that our Police Department and you are working for us every day.

Commissioner Ramirez said thank you, Chief, for the update and all the information. All I can say right now is wow. You've only been our Chief since last year and you have done so much and you already have a lot in the works. Then for the future for the department, I can't thank you for all that you've done and you're continuing to do. You know unfortunately our Police Department gets a lot of bad publicity in the news for what may have happened, what happens and all the crime that happens, but seeing all that you're doing, our community needs to know. I'm happy that you've brought this and you're giving this update so the community can know that the Police Department is trying their best to work for you and to keep this community safe. It's the motto of the Police Department to serve and protect. Your PowerPoint demonstrates that.

I'm particularly very excited as I go through your PowerPoint and looking for it, the youth police academies during the summer. That's amazing and it's the police youth initiative as well. We all know during the summer when kids are out of school, they like to get into trouble sometimes and they want stuff to do during the summer. I think this is an amazing opportunity for that and

especially at those ages, high school ages, teaching them those conflict resolution and anger management is essential for them to be able to thrive and be able to yes, you'll have disagreements amongst each other, but learning how to handle that so that it doesn't escalate to crime and violence and that's really important. I'm very excited about that. I have heard from several of my constituents of how visible the police is now. That they're more out there, they're more attentive to the community needs. So, again, I thank you and I thank all the members of your department. All of our sworn officers who are out there serving and protecting our community, I cannot thank you enough. Chief, I look forward to everything you're doing and I look forward to even more, so, thank you.

Chief Oakman said thank you. It's made by job easy because the men and women wanted to do this stuff. They were excited to do this stuff. They're constantly coming up with ideas. Hey, Chief, we want to do this; we want to do that. I think that the spirit of the men and women here is—and something I tell them is Kansas City, Kansas Police Department is the second largest police department in the metro and the second in the state and I tell them we're going to act like it. They've just welcomed me with open arms and they're excited. I'll tell anyone, we're going to make mistakes, but when we do make those mistakes, we're going to be honest.

Commissioner Johnson said first of all, I don't think you were sworn in in June of 2022, I think you—**Chief Oakman** said I probably didn't. I was so caught up in this year.

Commissioner Johnson said I know. I just had to voice. That's the only negative I have. I wanted to be critical. But I tell you, just the different line of vision that you have brought to the department, I'm going to be really interested to see how 2022 statistics compare to 2021 just because of the tweaks that you made they may not, they may cause these comparison, may not be—they just might not be fair comparison based on the way that you have tweaked them in terms of how you categorize things. So, I'm really interested to see how 2022 compares to 2021.

I know that Mike Kane and I have been talking about for years about getting into the schools at an early age, so to see that initiative out there highlighted is something that I'm very excited about and to see how well that turns out. I also like the Spanish and English Citizen Academy and also the Essential Spanish for LEO. I think that's vitally important within the

changing demographics as we see them right now happening before our very eyes. The way that you are addressing that particular demographic is, I feel, very proactive.

So, I just wanted to, again, encourage you and thank you for the leadership role that you've taken. Continue to go along the lines that you're going. I wish you much success.

Commissioner Kane said well, Harold beat me to it. I think that in order to get our kids in the high schools, the junior highs, and let them shadow people and show them what they're doing. I was just asked about the summer academy earlier this week or last week by police officers. So, I appreciate what you're doing. Everybody said pretty much what I said. I'm just glad you're here.

Chief Oakman said, Commissioner Kane, on that summer cadet program, we are looking at hiring 18 kids for that. **Commissioner Kane** asked, 18 kids from Wyandotte County, right?

Chief Oakman said oh yeah, they have to come from Wyandotte County.

Chairman Bynum said thank you very much, Chief Oakman, again. Please come see us again soon and I do appreciate the report.

Action: For information only.

New Item No. 5 – 211366...APPROVAL: MARC GRANTS

Synopsis: Approval to submit MARC Grants for the 2025-2026 federal fiscal year, submitted by Jeff Fisher, Executive Director of Public Works. The deadline for participation through the pre-application submittal is April 1, 2022. It is requested that this item be fast-tracked to the March 3, 2022, full commission meeting.

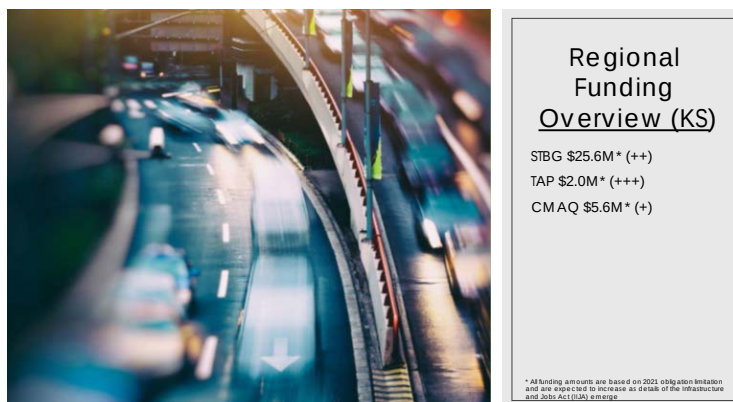
Jeff Fisher, Executive Director of Public Works, said Troy Shaw will do the majority of this. I'll introduce him. You may know MARC runs these opportunities every two years and so it's that time of year. Troy's going to show you a presentation and a list of projects that have been scored and ranked, and then we hope to get some direction from the standing committee on how to move forward what projects to go with it.



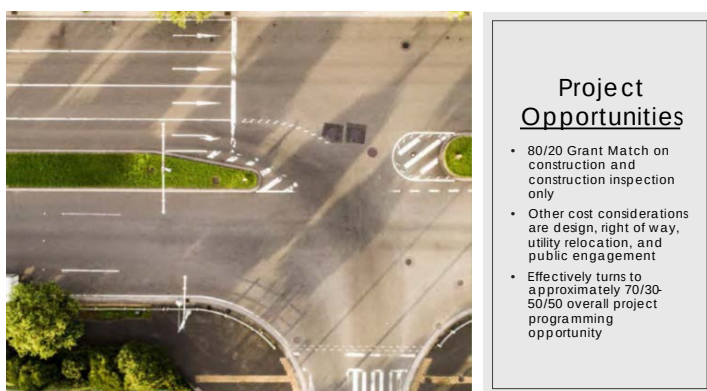
Troy Shaw, County Engineer, said I'm going to give you a quick background on MARC for any commissioners or anybody of the public that's not familiar with MARC. I'll gloss over that pretty quickly to get to the meat of the conversation. Feel free to ask any questions about it as we're moving through or at the end. I'd be glad to go back.



MARC is the Mid-America Regional Council. It is our transportation planning group for the KC metro area. Every two years, as Jeff noted, they put out grants. Basically, the federal government gives us state money. Since we have a metropolitan planning commission in our area, those funds are distributed through MARC and then distributed out to the cities in the area and we are one of those cities. As Jeff noted, we're kind of at that time of the year, or every other year, where we do the pre-application phase due April 1st for the projects that we want to submit. Then MARC will review those, and we'll follow that up with another submittal in the summer for the technical side of the application, and then they make their final decisions that winter or this winter, I guess. Then we find out what we get.



Just a quick background. In 2021, this is roughly the amount of funding that was given out by MARC. I kind of put that out there just to show that it's not a huge amount if you're looking at all the cities in the area. Also, there's a note on there with those pluses. We don't know, there's been talk that with the Infrastructure and Jobs Act, there may be additional funding added to this too for projects. But we don't know that at this point, so just wanted to note that these were the numbers from 2021. There could be more. That could change.



Typically, MARC advertises projects as a 80/20 match; 80% federal, 20% local match. However, on top of that, there are other costs to consider: design, right-of-way utility relocation, public engagement. The MARC fees really cover the construction and construction inspection, so a lot of times these projects turn into more of a 70/30 to 50/50 match. As we are looking at it, and you'll see when we look at the projects we scored, we scored those with an estimated 40% match when we scored those to make sure that we fund a project adequately.



Programming Process

Phase I Preapplication

- March 3 - April 1*
- May - MARC Review
- June - Committee Review
- June 21, 2022 TIPC

Phase II Technical Application

- June 23 - July 29
- August-September MARC Review
- Oct-Dec Programming Recommendations
- January 2023 Approvals

* Highway, Goods Movement, Bicycle Pedestrian Advisory Committee, Regional Transit Coordinating Council, Air Quality Forum, Sustainable Places Policy Committee, Destination Safe Coalition

As we noted, this is getting ready to be Phase 1. April 1st is the deadline to submit. Then Phase 2, this summer, if the initial applications make it through the screening process and through the committee and score well enough, they'll move on to the second phase.



MARC Scoring Considerations

- Connected KC 2050 Plan
- Congestion Management
- Climate Action Plan
- Complete Streets
- Local Master Plans
- Safety components
- Pedestrian trail connectivity
- Lane reduction
- Stormwater components
- Green infrastructure components
- Educational components
- Financial (local funding approved in current budget)
- Collaboration with private development

* Local participation in these plans as well as local area and UIC regional masterplans are critical in policy approaches

A couple of things to consider when looking at the projects. We just kind of noted some things that MARC looks at historically when they look at these projects, and that's kind of how we selected the list to give us a scoring basis to look at from the overall list.

Unfunded ROW CIP Project List	
55th St. State to Parallel Pkwy	110th St. and I 70 to Speedway Blvd and Village West Pkwy Intersection Improvements
Hollingsworth Rd, 115th St to 122nd St	Davis Hall Renovations
11th St./McDowell Ln. Intersection Safety Improvements	Chrysler Road- Full Concrete Replacement Option
118th Street Lighting Improvements	Chrysler Road- Mill and Overlay Option
W. 38th Ave Maintenance Improvements, Rainbow Blvd. to State Line Rd.	Fairfax Trafficway Repair
18th St / 21st St. - Metropolitan Ave. to Merriam Ln.	South Mill Street: Resurface to Federal
34th St. Woodland Ave. Metropolitan Ave. to Merriam Ln.	Struggler's Hill Reconstruct New
67th St. - Parallel Parkway to Leavenworth Rd	Struggler's Hill Maintenance
72nd St. - Parallel Parkway to Leavenworth Rd	Summer Area: Green Corridor Engineering Design
At-Grade Intersection at 65th St. and Turner Diagonal	18th St. and Metropolitan Ave. Reconstruction
Donahoo Road - Hutton Rd. to 115th St	Hollingsworth Road Improvements, K-7 to 123rd Street
Douglas Ave- Key Ln to 55th St.	72nd St Leavenworth to Parallel Improvements
Hollingsworth Road Improvements, 115th St. to 123rd St.	Heathwood Spray Park Sidewalk
Kansas Ave - 72nd Street to K-32	Shawnee Dr/East Turner Sidewalk
Key Lane- Douglas Ave. to Gibbs Rd.	Armourdale Flood Mitigation (ARMO-3)
Leavenworth Road - 78th St. to 92nd St.	KCK Riverfront and Development
86th Street Improvements - State Ave. to Parallel Pkwy	Indian Springs Corridor
11th Street Bridge over Jersey Creek	State Ave and Village West Parkway
29th & Ohio Storm Sewer	Leavenworth Rd. 1435 to 123rd
83rd & Ella Capacity Enhancements	Quindaro: Front Street to I 635
White Hills Capacity 82nd & Haskell	55th St, Douglas Ave to Inland Drive
Central Ave. and Grandview Blvd. Intersection Improvements	6th Street Improvements: Central Ave to Minnesota AND Armstrong 6th to 4th
SRTS Leavenworth Rd 115th to 123rd	Strawberry Hill Complete Streets Project
Central Ave. and Grandview Blvd. Intersection Improvements	

As we noted, this is an overall list; however, I will note, thanks to Mr. Murray, Central Avenue Bridge is not on here. That kind of leads to the point of the major bridge structures that are not on this list because they are not possible to fund with the funding that MARC puts out right now for this grant. Now, those are being looked at for other grants. The Central Avenue Project, for example, has been mapped and scored. It's just not on this list because this was the first filter of looking at all the projects on the list that may qualify for the grant. For example, the Central Avenue Bridge got filtered out to start with on this one.

Project Name	UG CMIP Score (Local Match)	Total Project Cost	Local Match Needed (40% of Total Cost)	Local Area Master Plan (Y/N)	Projected MARC Grant Rating (High/ Med/ Low)	Scalable (Y/N)
6th Street Improvements: Central Ave to Minnesota AND Armstrong 6th to 4th	4.87	\$ 5,000,000.00	\$ -	Y	High	Y
Leavenworth Rd 1435 to 128th, Complete Streets Reconstruction	4.38	\$ 17,500,000.00	\$ -	Y	High	Y
Strawberry Hill Complete Streets Project	4.28	\$ 1,500,000.00	\$ 600,000	Y	High	N
55th St, Douglas Ave to Inland Drive, Complete Streets Reconstruction	4.05	\$ 7,000,000.00	\$ 2,800,000	Y	High	Y
Quindary Front Street to I-635, Complete Streets Reconstruction	4.04	\$ 23,000,000.00	\$ 9,200,000	Y	High	Y
Shawnee Dr East, Turner Sidewalk Improvements	3.98	\$ 1,000,000.00	\$ 400,000	Y	Medium	Y
SR151 southbound Rd 119th to 124rd	4.80	\$ 850,000.00	\$ 340,000	Y	High	N
14th Street Improvements: State Ave. to Parallel Hwy	4.64	\$ 5,000,000.00	\$ 2,000,000	Y	Low	N
State Ave and Village West Parkway	4.50	\$ 25,000,000.00	\$ 10,000,000	Y	Medium	N
Indian Springs Corridor Roadway Improvements	4.44	\$ 15,000,000.00	\$ 6,000,000	N	High	Y
South Mill Street	4.47	\$ 2,000,000.00	\$ 800,000	N	Low	N
KCC Riverfront and Development	4.37	\$ 15,000,000.00	\$ 6,000,000	Y	Medium	Y
18th St / 71st St - Metropolitan Ave. to Meridian Ln	4.26	\$ 10,000,000.00	\$ 4,000,000	Y	High	Y
Hollingsworth Road Improvements, K-7 to 123rd Street	3.21	\$ 10,000,000.00	\$ 4,000,000	Y	Low	Y
Douglas Ave- Kewy Ln to 55th St	3.11	\$ 8,000,000.00	\$ 3,200,000	N	Medium	Y
(CMAQ) Bike Share Expansion	N/A	\$ 150,000.00	\$ 60,000	Y	High	Y
Future - Planning Sustainable Placem Grants (PSP)						
Future - Intersection Safety Improvements (ISIT)						

*Projects selected for submission should be submitted to the County Engineer by 5:00 on Friday March 18, 2022, in order for grant applications completed and submitted by April 1, 2022.

Here's the meat of what we're going to talk about. So, these are the projects that came out of that list that qualified based on the criteria that I noted a few slides ago that MARC typically looks at that would fit the best in. This will kind of get—Robbie can jump in and help me if I say something wrong about the scoring system. What we did is each project has a total project cost in that field and then we took a 40% local match for the scoring system. So that's the funds that Robbie used to score the projects off of is what we need from a local match. We're assuming that if you get this grant, you'll have to cover 40% of that total cost. That's how the scoring system works.

You'll also notice on a couple of these that are at the top, local match is zero. That's not necessarily true. However, both of these two projects already have funding currently funded in the UG's budget. What we said here is if we can take existing projects that we already have and expand on the scope of those projects, make them better, longer, bigger projects and utilize the funding that's already in the budget, we wouldn't be increasing the funds needed to fund projects in the future. We could get more funding to do these projects, make them bigger, and do more. If you have questions about how that works and how our mindset worked to come up with that, that's

just how those ended up there. They're projects that were there and we already had projects in the area, so it made sense to put them there.

Another thing you'll look at on this is, are these projects scalable? MARC likes to ask that question which basically means, let's take this Leavenworth Road one, for example, \$17.5M. Let's say they don't want to give us \$17.5M minus our match. Let's say they only have \$5M they can give us for that, but we already have some money in the budget plus that \$5M. This project's scalable from what it shows here. We can cut blocks off and still do the project. It just won't be as big as it was. When we put these out, we noted the full project cost because that's where we started with. So that's kind of where that goes.

This is to the question earlier about local master plans Commissioner Ramirez was asking. We are looking at that. If they're funded, that's one of the criteria that MARC will ask for along with if it's in their 2050 plan. That helps get points with the project too if it's already in one of our local master plans. So MARC does consider that and we look at that, and Gunnar Hand, our Planning Director, helps us fill that category out.

This is the scoring system. These are in the order they scored, and I will say they score relative to each other. If you want more information on that one, Robbie's going to have to explain it because he's a lot smarter than I am. Basically, what that means is if we took a whole another set of projects and put this one project with those, it may not be 4.01% as the score. It may have a whole different number because it's scored relative to the project that it's with, which is why we wanted to reduce the projects to ones that seem to be eligible for MARC funding to score against each other and not score against every project in the whole city.

That's really all I have. I'm open for questions. Like I said, we just put the list together and we're looking for your input as to what you think we should submit for. I'll note that if you come out of this and say I want to do one project out of this and then it goes to Commission, that one project's approved, but we want to talk about other ones, we could start working on that one project. But, by Friday, March 18th, I put at the bottom I would like to have whatever the final answer is so we have time to prepare the applications and make sure we get good applications in. That's all I have and I'll open up for any questions.

Chairman Bynum said thank you, Troy,

LaVert Murray, Economic Development Advisor & Business Liaison, said, Troy, you indicated that the Central Avenue Bridge would not qualify for these funds. What causes it not to qualify, if I might ask? **Mr. Shaw** said just to start with, it would be that's a \$60M replacement and the maximum funds that we have, I noted earlier previously, were nowhere near that. So, that's the main reason that we would start with. Then, if you also look at the criteria that MARC looks at, it doesn't fit a lot of the criteria that they focus on for this grant, specifically. That's where we got to that answer.

Mr. Fisher said if I might jump in. LaVert, we have the Central Avenue Bridge and then we have Cesar Chavez Bridge, two major structures. Those are typically going to be an INFRA grant or a BUILD grant. They're just the size of those projects. As Troy indicated, with the limited dollars in this program, you'll typically see these types of projects that are on the screen now, so we would recommend that if the Commission wants to pursue federal dollars for Central Avenue Bridge replacement, then we would want to look at BUILD or INFRA grants.

Mr. Murray said and, of course as I indicated, we were talking with the feds about a number of grant sources but didn't want to advance this project only to find that we've not listed it as a priority concern and because of that, it's turned down. So, that's why I continue to bring it up.

Mr. Fisher said sure, understood.

Chairman Bynum said thank you, LaVert. I would agree that in some way, shape, or form on some list we do need to see actually both those bridges, Jeff. We can cuss and discuss, but I think the Commission believes the bridges are important.

Commissioner Ramirez said correct me if I'm wrong, staff and Jeff. I think this is the first time I've gone through this, correct? **Mr. Fisher** said yes, it is.

Commissioner Ramirez said Troy, if you could go to the, I believe it's the second slide that talks about the overall funding overview. Could you, since this is my first time going through this, can you describe what those funding sources are and what those grants are and what they do?

Mr. Shaw said I will do my best. The STBG, they've changed the name recently. It used to be the STP so it's Surface Transportation Block Grant, I believe, is what it is now. This is probably the one, I'll give you examples like Leavenworth Road. Right now, that's under construction. I believe these funds came from the previous version of this account so that's the type of project we're looking for here. Transportation alternative, those could be, as it states, alternative types of transportation not necessarily vehicular transportation, so usually a little smaller. Sometimes you can get like safe routes to school projects out of that one. Then the CMAQ is Congestion Mitigation—Gunnar would know what that one is. It's also you could do like the bike share projects could come out of that one, other projects similar to that. So, I don't know if that helps, but that's a quick overview of kind of what those pots of money are.

Commissioner Ramirez said okay. That does help a lot because I know former Commissioner Philbrook, she always made sure to ask to have a breakdown and break apart the acronym so that people would understand. So, especially since this was my first time going through this, I definitely wanted to make sure what did what, so that does answer my question.

Chairman Bynum asked, Troy, on that screen, those dollar amounts, is that the total funding pool or the amount that we might be able to receive? **Mr. Shaw** said that was the total from 2021. We don't know if they're going to add more, but those were the numbers from 2021.

Chairman Bynum said so we may win. For example, when we acquired the Leavenworth Road reconstruction money, we won the grant, correct? **Mr. Shaw** said correct.

Commissioner Johnson said, Troy, can you take me back to the scoring page. I just want to get a point of clarity here. I heard you say that we scored those relative to each other as opposed to the entire list. Did I understand that correctly? **Mr. Shaw** said yes, that is correct. If you want more, I'm pretty sure Robbie's still on this call and he could explain that a lot better than me since he developed the system as to how that works. I just know if you add another project in there, it changes the scoring because they're all scored next to each other.

Commissioner Johnson said right because they're all scored next to each other. I guess the question that I had is then if I understand that process, but then it sounds like we have to well, you all determine which projects of the eligible projects best make sense based on the criteria that

Mid-America Regional Council has put out there. Then, once that is done, then we score it next to each other. Is that correct?

Mr. Shaw said correct. The reason we do that is because we can put—and I'm sure Robbie has this—a score for every project. But what the general score is, is the score with these numbers only. So if we're scoring it with these numbers, it's going to be different than scoring it with these. When we get a grant opportunity, we have to rescore it with what would be the city's responsibility for cost if we were to get the grant, which turns it to these numbers instead. That's why we have to do it for every grant. We have to rescore it.

Commissioner Johnson said to bring my thought hopefully full circle, there could be projects out on the list that could potentially score higher than the ones that are reflected on this particular list. I might begin to, and I don't like getting too far down into the weeds because I get stuck.

Mr. Anderson said if I could speak to that, Commissioner. We're interested in scoring these based off of the delta in the cost of the project if we won the grant. Since only a certain number of the projects are eligible for this, it really only modifies that input factor for that list of projects. It also makes it easier for us to present a slide because, theoretically, in Public Works' opinion, every road is a project. We have to present a reasonable list that is actually applicable to the grant and show the delta in the cost because that delta in the cost is what's used to compute the return on investment score and the cost analysis score that we've discussed earlier in a different presentation.

Commissioner Johnson said and I believe that this process that we are going through, that we're presenting tonight, has been a fairly successful process in terms of our ability to secure those grants. Is that a correct assessment?

Mr. Shaw said I think, and, Robbie, you can correct me if I'm wrong. I'm not sure when it was built, but I'm pretty sure this is actually the first full implementation of the whole scoring system for the grant application process. We roughly used it when we first—because it was two years ago for the MARC grants, so it was, I think, it was generally used as a hey, here's what we got and here's kind of how they score, but it wasn't as refined as this at that point.

Commissioner Johnson said okay, but it worked, though.

Commissioner Markley said I'm excited to see some projects on this list that have long been discussed by this Commission. So, my question is I know with some other grants—well, we were just talking about that last set that went through full commission and whether we should apply for one or two or five or what, how many we were allowed to apply for. Is there a limit on how many we can apply for and should we be narrowing this down or can we apply for the whole slate? Are there advantages and disadvantages to handling the length of our list?

Mr. Shaw said technically, you can apply for as many as you wanted. I don't know that that's probably the best thought because once you start doing it, you spread yourself thin. Sometimes they're hey, well we can do that. We'll give you a \$100K here and \$100K here and \$100K here, which doesn't give you any projects actually or it takes the focus of—and this is all just from having conversations and sitting through the meetings. Sometimes, if someone applies for too many projects, it just goes over everybody's head and they go to the next person, right? Well, they're just trying to get everything and we don't pay attention. That's all just who knows how someone's going to take it. I would think picking a few that are your strongest candidates and the ones you most want to focus on. If for some reason, they give us \$100M, that means we have to come up with funding to match it. So know then if this act goes through and they get \$100M to give and we submit a bunch of projects, that if we got them all, have no way of funding that it doesn't look good for us to have to give all that money back.

Commissioner Markley said I would be interested to see—I'm trying to sort it in my head, but I'm maybe not capable of doing that that quickly. I'd be interested to see the chart that you have up right now sorted to show us the high and then sorted by local match so what are the highest ones? What I want to know is what are the highest-ranking ones in the projected MARC ranking with the lowest amount of match required. That's the information I'm after.

Mr. Shaw said I agree. I can't sort it that way because this is a .pdf you're looking at. But, just from looking at it, obviously the first two have zero local matching quotes because they're already budgeted and funded in our budget. So there is a local match, but we're already spending it. Then you've got \$600K. So, there's a couple of these that are interesting too when you look at it. Quindaro is a long project. This is a big project if you look at its \$23M estimate for a total project cost. That being said, it's also scalable. So, if it was submitted, it could be scaled back to a mile as opposed to four miles. Basically the way this is set up is these local costs are 40% of the

total project cost. If you're looking at one that's scalable, you could scale it down to whatever limit it could be and we could only build a certain amount, and then our cost would be 40% of whatever that is.

Commissioner Markley said so you said you think we should apply for a few. Can you put a few into numbers like we need to narrow this down to three and we've got what nine that are ranked high. You're giving us too much to work with here.

Mr. Shaw said so I'll say historically, I'm trying to think. We've gotten three-ish projects a year roughly in and out of this. Some of them are really like small ones. We could, for example, Safe Routes to Schools in here. That's a different funding pot than some of the other ones so it might be good to apply for that one. That being said, the location of this because that's where the school we had been working with just so happened to overlap with the location of this so that could be good or bad. Maybe you get them both. It's two pots of money so you can reduce the funding from one which could add money to another project somewhere else. There's a lot of games that MARC plays when they start looking at how they put funding different cities, so there's opportunities left and right. I think we typically get around three to four, sometimes two to four. Melissa, you're shaking your head. I think that seems about right, doesn't it?

Melissa Sieben, Assistant County Administrator, said that's kind of what we've seen for the last number of years on these at the Unified Government. I would say that staff has done historically very well though, we haven't engaged the Commission in this path before. So, with something new, given all the work that you've done on ranking and rating systems with us over the last number of years, but typically we'd like to come to you with three or four that we think will score well and know that they meet all of our internal metrics and measures. I apologize, Commissioner Markley. It is a bit overwhelming and I think we're just trying to see how you guys want us to move through these going forward.

Commissioner Markley said well, it's great information. I actually like the way you have it sorted here where you're showing us our internal score like what did our internal scoring system say was most important? With what you just said in mind, I mean, maybe we look at applying for the first one, two, three, four, five, six and then the seventh would be that Safe Routes to School one that,

like you said, comes out of a different pot. I don't know. I'm just thinking out loud here about what you walk away from this meeting with.

Mr. Shaw said I'll also note, we've got these few down at the bottom here, the CMAQ, the bike share expansion, so we put bike shares out. I think Gunnar's actually getting ready to do that right now, pretty soon. So it's a continuation of that. It's the CMAQ pot of money which that fits really well. So, part of it would be to look at that and see if we want to do that as well. It's kind of one of those that if there's interest, we'd like to know especially for some of these smaller ones that may end up in a different pot of money where we're not submitting anything for it so we might as well if there's something like that. A lot of that stuff I'm not going to know necessarily until we start the application process to know exactly what fits into what category because they change it up a little bit every year. March, I think the end of this week, they'll open up the application process so I'll be able to see what it's actually supposed to be.

Ms. Sieben said, Troy, these are the ones that we have people go and vote on from the governing body too as well because we take those support opportunities to kind of beef up our interest from the body that is reviewing these.

Gunnar Hand, Director of Planning and Urban Design, said, Commissioner Markley, if I may. We mentioned strategy a little bit here and I think, as Ms. Sieben noted, historically we've sort of said point us in the right direction. You've asked for more detail, which you see here. Again, you have to remember this is three different categories. It's one thing to think about in the background that staff takes into consideration that you really can't score here. For instance, CMAQ funding is typically the congestion, mitigation, air quality. It's typically under performed. Not many people actually compete for that money regionally because, as a region, we think about transportation is getting bigger as opposed to reducing demand, if you will.

So, for instance, if the 6th Street Project were to happen, that would connect us for the first time to the Riverfront Heritage Trail, to the Central Avenue Bike Share Program, to the 10th Street bike lane that goes north/south to our community, as well as then linking up to all the levee trails. That is a critical gap in the system that would look very good to MARC if we also came in with CMAQ money asking for bike share expansion because then we could deploy bike share along that now fully completed system. Those things are hard to score. Those things are the kind of

direction that we're looking for when you want us to pick a lane, if you will, and really focus in on it. So, there's some complications there and that's why it requires deeper conversation.

Commissioner Markley said I definitely think we should apply for the CMAQ funding because you're right, it tends to be underutilized, so we have a greater chance of getting that funding. I think it's hard for us to envision all of the lanes from the one list, but I get what you're saying.

BPU Board Member Groneman, said I'm wondering if you had shared this list of projects with the Board of Public Utilities, and if there are any of these projects, that would impact the BPU budget. I know that previously on the Leavenworth Road project, we kind of got in on that after the fact and scrambled to try to get funds budgeted for the infrastructure and things that we needed to do. So, I'm just wondering if these projects have been shared with the BPU and make sure that we'll have adequate time to get it in our budget.

Mr. Fisher asked, Troy is this '25 and '26? **Mr. Shaw** said correct. This is federal fiscal year '25 and '26 which starts, I think, November 24th somewhere around fall/winter of '24 from KDOT side. So that means we could bid a project as early as roughly November 24th or as late as October of 26th, that's how that works.

Mr. Fisher said, Mr. Groneman, so that alone gives us time, but we can certainly—whatever the final list is, we'll send it over to Mr. Johnson and his team. **BPU Board Member Groneman** said appreciate that. Thank you.

Chairman Bynum said thank you, Mr. Groneman. Really, really good point. I just wanted to say that I like your number one and number two projects. I also am enamored with the Quindaro Project for \$23M because that's mirroring the Leavenworth Road project. I also really like, frankly, the Safe Routes to School, so if there's a way to package that, as you say, such that it could combine into that Leavenworth Road project. I'm telling you those are my four.

Commissioner Kane asked, how much money do we have set aside for the Leavenworth Road project already? **Mr. Shaw** said currently there's \$7M.

Commissioner Kane said there's \$7M and then that's just in that intersection is where all that money is going to be spent, right? **Mr. Shaw** said correct.

Commissioner Kane said but if we take this money, it'll go all the way out to 128th Street, which would also provide a sidewalk for the kids to get to school, because we don't have any sidewalks that I know of to any of the schools except out of my neighborhood. Most the kids have to walk on the side of the streets. So two would be the top there on the list. We need to figure out a way somewhere to do something with Quindaro because that is something that we need to highlight. We need to figure out a way not just with asking for money from them, but maybe asking for some money from other places to help fund that.

Mr. Fisher said if I might jump in. I do believe that top seven is a good portfolio to go to MARC with, and just be prepared that with Quindaro, we might have to scale it like Troy suggested.

Chairman Bynum said right, well, I like that a lot.

Commissioner Johnson said I agree. Just because of what's happened in recent years, I think you all are—I'm glad we're refining the process, but we have done such a good job in the past that once these projects get to Mid-America Regional Council, they also tend to score well with them as well. What happens is that competing cities and jurisdictions get a little snarky because we have done so well in recent years of ranking these things. I do believe that the more finite that we can be, the better. I don't know if I want to do seven, but certainly I know when we've gone in the past, and these might be for different dollars in the past, but we've had two or three of them and two of them were one, two in terms of what the grade was across the entire metropolitan area. So, just know that once we duke it out here, I think Commissioner Bynum said cuss and fuss here, then it goes on to a more regional debate as well, because of the fact that I think we've kind of figured it out here in Wyandotte County.

Commissioner Ramirez said I just wanted to share my support for doing the top seven. I think that's a good step forward and a good place to start.

Chairman Bynum said now this is a voting item, Jeff. It's a request for approval to submit MARC grants and we've got a level of consensus around the top seven, most certainly the top four to five.

Action: Commissioner Kane made a motion, seconded by Commissioner Markley, to approve the top seven.

Chairman Bynum asked, Madam Clerk, were there any comments from the public on the item? **Ms. Kimble** said there were no comments from the public.

Roll call was taken and there were six "Ayes," Groneman, Kane, Markley, Johnson, Ramirez, Bynum.

Chairman Bynum said thank you all for that excellent conversation. This does conclude the Public Works and Safety Standing Committee. I really appreciate everyone being here. Mr. Groneman, thank you very much. We are adjourned. I will turn it over to Commission Markley for the Administration and Human Services.

Adjourn

Chairman Bynum adjourned the meeting at 6:58 p.m.

Brett A. Deichler, PMP/CPM
Unified Government Clerk

am



Staff Request for Commission Action

Tracking No. 211743

Full Commission Meeting Date:

Committee: Public Works & Safety

Date of Standing Committee Action: 6/27/2022
(If none, please explain):

Publication Required: No

<u>Date:</u> 07/13/2022	<u>Contact Name:</u> Jon Khalil	<u>Contact Phone:</u> x5085	<u>Contact Email:</u> mjkhilil@wycokck.org	<u>Department/Division:</u> Legal
<u>Item Description:</u> A Resolution and Ordinance Amending Code Provisions related to Open Burning. This is a draft ordinance amending the code provisions 3-3 Definitions and 3-17(h)(1)(a) related to Open Burning, to reflect the potential changes to the Unified Government of Wyandotte County/Kansas City Code of Ordinance.				
<u>Action Requested:</u>				
<u>Budget Impact: (if applicable)</u> Amount: Source: Included In Budget: Other (explain):				
<u>Attachments List:</u> 22 06 14 Open Burn Admendments Final, Open Burning Amendments presentation, 22 07 22 Open Burn Admendments_revisions, 22 07 21 Open Burning Amendments (002) revisions				

(Published _____)

ORDINANCE NO. _____

RESOLUTION NO. _____

AN ORDINANCE and RESOLUTION regarding burn permits for various wastes, adding a definition of “extraordinary yard waste”, amending the definition of “Director” and clarifying and adding to the administrative exceptions to the fall and spring burn seasons; amending **Sections 3-3, and 3-17** of Chapter 3 of the 2008 Code of Ordinances and Resolutions of the Unified Government of Wyandotte County/Kansas City, Kansas.

**BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED
GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS:**

Section 1. Section 3-3 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Sec. 3-3 Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Air pollution means the presence in the outdoor atmosphere of one or more air contaminants in such quantities and duration as is or tends significantly to be injurious to human health or welfare, animal or plant life, or property, or would unreasonably interfere with the enjoyment of life or property.

Alter means to make or effect any physical change in, or change in the method of operation of, any machine, equipment, device, or other article, or combination thereof which constitutes a source of pollutant emissions subject to the provisions of this chapter, and which increases the amount of such emissions.

Approvable air curtain open pit destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high-temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 feet per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, eight feet or less across in the direction of airflow perpendicular to the manifold plenum chamber, 12 feet or deeper (consistent with local soil conditions) and have all four sides vertical. New pits conforming to these requirements shall be

excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer has the required four smooth vertical walls and/or is no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.

Contaminant means dust, fumes, smoke or other particulate, vapor, gas, odorous substance or any combination thereof, but not including uncombined water vapor or steam condensate.

Control device means any equipment, device or other article designed and/or installed for the purpose of reducing or preventing the discharge of contaminant emissions to the air.

Direct heating equipment means any device where fuel is burned in direct contact with, and for purpose of heating, air that comes in direct contact with the material being processed.

Director means the Manager of the Environmental Health division of the Wyandotte County/ Kansas City, Kansas Public Health Department or their designees.

Emission source means any machine, equipment, device or other article or operation that directly or indirectly releases contaminants into the outdoor atmosphere.

Existing means equipment, machines, devices, articles, contrivances or installations which are in being at a stated time, except that any such existing equipment, machine, device, article, contrivance or installation which is altered shall be reclassified as "new," as defined in this section. Any existing equipment, machines, devices, articles or installations that are moved to a new physical location shall also be classified as "new," as defined in this section.

Extraordinary Organic Yard Waste means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10ft x 10ft areas as determined by the chief of the fire prevention division or their designee.

Incinerator means any device or structure used for the destruction or volume reduction of garbage, rubbish, or other liquid or solid waste materials by combustion pursuant to disposal or salvaging operations.

Indirect heating equipment means any device where fuel is burned to produce usable heat by transfer through a heat conducting materials barrier or by a heat storage medium to a material to be heated so that the material being heated is not contacted by, and adds no substance to, the products of combustion.

Malfunction means any sudden and unavoidable failure of air pollution control equipment or process equipment or of a process to operate in a normal or usual manner. Failures that are caused entirely or in part by poor maintenance, careless operation, or any other preventable upset condition or preventable equipment breakdown shall not be considered malfunctions.

Multiple-chamber incinerator means any article, machine, equipment, contrivance, structure or part of a structure used to dispose of combustible refuse by burning, consisting of three or more refractory lined combustion furnaces in series, physically separated by refractory walls, interconnected by gas passage ports or ducts and employing adequate design parameters necessary for maximum combustion of the material to be burned. The refractories shall have a pyrometric cone equivalent of 31, tested according to the method described in the American Society for Testing Materials, Method C-24, or any superseding method.

New means equipment, machines, devices, articles, contrivances or installations built or installed or altered or moved to a new physical location outside the original premises on or after a stated time.

Nonresidential waste means solid, liquid, or gaseous material or a combination thereof resulting from the construction or the prosecution of any business, industry, trade or agricultural operation, from the conduct of a salvage operation, refuse collection and/or refuse disposal operation, or from any demolition operation. The term "nonresidential waste" includes, but is not limited to, plastics, wood, cartons, rubber, grease, oils, asphaltic materials, chemicals, land clearing debris, weeds, trees, grass, brush, logs, limbs, other vegetation, tires, and cinders. The term "nonresidential waste" includes all refuse and waste excepting exclusively household waste generated and disposed of at the residential site were generated during the normal habitation of exclusively residential premises containing five or fewer dwelling units. Waste generated from residential premises containing more than five dwelling units shall be classified as nonresidential waste. Waste generated from residential premises and disposed of at a location other than at the site where generated shall also be classified as nonresidential waste.

Official observer means a designated representative of the director who has been certified by the director as qualified on the basis of actual testing to determine the degree of opacity of visible plumes by direct visual observation. The director shall develop and make public necessary requirements for official observers based upon actual testing of the ability of the official observer to accurately determine the opacity of visible plumes. Official observers shall be required to be retested at least once every six months in order to maintain their certification.

Opacity means the degree to which an observer's view of transmitted light is obscured by passing through a contaminant emission, with zero percent opacity being equivalent to perfect transparency and 100 percent opacity being perfectly opaque.

Open burning means the burning of any materials wherein contaminants resulting from such combustion are emitted directly into the ambient air without passing through a stack or chimney from an enclosed chamber. For the purposes of this definition, a chamber shall be considered enclosed when, during the combustion process, only such apertures, ducts, stacks, flues or chimneys as are required to supply combustion air to permit the escape of exhaust gases are open. Burning in a barrel, drum or similar container shall be considered open burning.

Particulate matter means any material, except uncombined water, which exists in a finely divided form as a liquid or solid at standard conditions.

Potential contaminant emission factor means an average value of the amount of contaminants that have been found to be associated with a specific type of processing or burning operation as compared to a given quantity of material processed or some other meaningful parameter. Such factors shall be those that have been recognized by the director on the basis of information published by the Federal Environmental Protection Agency or otherwise recognized by official air pollution control agencies.

Potential contaminant emission rate means the total weight of a contaminant that is or, in the absence of control equipment, would be emitted from an air contaminant source when that source is operating at its maximum capacity. The potential contaminant emission rate shall be determined by:

- (1) Sampling in a flue or duct prior to the inlet of any control device serving the flue or duct;
- (2) Estimating such emissions by performing a "material balance" calculation that indicates the difference between processing input weight and output weight of materials;
- (3) Using potential contaminant emission factors as recognized by the department; or
- (4) Using any other estimating technique mutually agreeable to the department and the person responsible for operation of the source.

Premises means any parcel of land under one ownership including any structures or equipment thereon.

Process weight means the total weight of all materials introduced into a source operation, including solid fuels but excluding liquids and gases used solely as fuels, and excluding air introduced for purposes of combustion.

Processing means any operation related to the handling, storage, treatment and/or conversion of input materials to produce a salable or usable end product.

Refuse means any combustible solid or liquid waste material resulting from industrial, residential, commercial and/or agricultural operations or processes.

Residential waste or refuse means household waste generated and disposed of at the residential site during the normal habitation of residential premises containing five or fewer dwelling units and including wastes generated from the land surrounding such units.

Salvage operation means any business, trade, industry or other activity conducted in whole or in part for the purpose of salvaging or reclaiming any product or material such as metals or chemicals.

Smoke means small gas-borne particles resulting from combustion, consisting of carbon, ash, and other material.

Source operation means the last operation preceding the emission of an air contaminant which:

(1) Results in the separation of the air contaminant from the process materials or in the conversion of the process materials into air contaminants, as in the case of combustion fuel; and

(2) Is not an air pollution abatement operation.

Standard conditions means a gas temperature of 25 degrees centigrade and a gas pressure of 760 millimeters of mercury absolute.

Vehicle means any self-propelled, nonstationary device moving over public or private property on wheels, tracks, rollers, rails or air, whether or not licensed as a motor vehicle. Motorized construction equipment and railroad engines are specifically included within this definition.

SECTION 2. Section 3-17 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Section 3-17 Open Burning Prohibition

- (a) Except as provided herein, no person shall dispose of residential waste or refuse by open burning or cause, or permit open burning of residential waste or refuse
- (b) No person shall conduct, cause or permit the conducting of a salvage operation by open burning.
- (c) No person shall cause or permit the disposal of nonresidential wastes or refuse by open burning.
- (d) Except as provided herein, no person shall otherwise cause, allow or permit open burning upon any property.
- (e) No person shall cause or allow to be initiated or maintained any open burning which creates a private or public nuisance or hazard to public safety.
- (f) It shall be prima facie evidence that the person who owns or controls property on which open burning occurs has caused or permitted such open burning.
- (g) Exceptions to open burning prohibition are as follows:
 - 1. Fires used for the preparation of food such as barbecuing.
 - 2. Recreational or ceremonial bonfires and other recreational fires exclusive of those included in subsection (g)(1) of this section, provided prior written approval is obtained from the director and from the fire prevention division.
 - 3. Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and from the Chief of the Fire Prevention Division.
 - 4. The use of safety flares for disposal of flammable gases for which there is no other practical means of disposal.
 - 5. Fires set for demonstration purposes related to the training of governmental or industrial personnel in firefighting procedures, provided prior written approval is obtained from the director and from the chief of the fire prevention division.
- (h) *Opening Burning Shall be permitted as follows:*

(1) Open burning permits may be granted for the following types of waste:

a. *Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.

(i) if an air curtain pit destructor is required by the Director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

(ii) An additional permit shall be obtained from the director prior to use of an air curtain open pit destructor. A fee in the amount established by the county administrator or their designee shall be paid for such permit.

b) *Organic Yard Waste*

1. Fires set for the disposal of organic yard waste generated on property for which the permit is sought may be permitted during the month of April and from October 16 through November 15 between the hours of 7:00 a.m. and 6:00 p.m. or as extended pursuant to subsection 2(i) below.

2. Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds. Organic yard waste also includes trees felled by storm damage on properties zoned either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper, cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

3. Only one permit (for a maximum of three days) per property per burn month will be issued, unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days.

(2) Application and issuance of permits shall be as follows:

- a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division. The application shall state the following:

1. The name, address, and telephone number of the person submitting the application.

2. The date(s) and times of the burning operations

3. The type, quantity, and composition of the waste to be burned.

4. The exact location where open burning will be used to dispose of such waste.

5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

6. Management plan for igniting, controlling, and extinguishing the open burn.

7. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:

i. The type of business or activity involved.

ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.

iii. Reasons why no method other than burning can be used for disposal of such waste.

iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.

8. Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.

i. All open burning must be constantly attended until extinguished.

ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.

iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.

b. Any person wishing to burn organic yard waste under this section during the month of April or during the period from October 16 through November 15, or as extended pursuant to paragraph i below, shall file an application at any fire station, or at the fire department website (kckfd.org) within 15 days and at least 24 hours before burning.

c. The application shall state the following:

1. The name, address, and telephone number of the person submitted the application.
2. The schedule of burning operations.
3. The type, quantity, and composition of waste to be burned.
4. The exact location where open burning will be used to dispose of such waste.
5. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:
 - i. The type of business or activity involved.
 - ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
 - iii. Reasons why no method other than burning can be used for disposal of such waste.
 - iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.

(d) Upon approval of the application by the director and the chief of the fire prevention division in the case of nonresidential waste, and by the chief of the fire prevention division, in the case of residential waste, the person may proceed with the operation without being in violation of this section; provided that the person conducting the burning fully complies with all conditions and operating restriction imposed as a part of such permit.

(e) The director or the chief of the fire prevention division may revoke such permit at any time for cause.

(f) The director or the chief of the fire prevention division may revoke any permit at any time or may ban all open burning if one or both of them determine burning would constitute a danger to public health or safety.

(g) Each such application shall be considered individually upon merits and the director, or the chief of the fire prevention division may decide that other factors require that such permit application be denied.

(h) The director or the chief of the fire prevention division or both may establish such conditions for burning or operational requirements in permitted the open burning authorized under subsection (h)(2)f. of this section as are necessary, in the judgment of the director or the chief of the fire prevention division, to minimize the air pollution emitted by such burning or to protect the health and safety of the public.

(i) The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during those established periods or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.

(1) Additionally, if at any time during the year a severe weather event occurs as determined by the Director of the Air Quality Division, the owners of properties zoned for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather event. The burn permit shall be approved only if the Director of the Air Quality Division determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.

(2) The duration of each burn permit would be determined on a case by case basis by the Director of the Air Quality Division or there staff.

(3) Under no circumstances shall open burning occur within 15 feet of any building or within 15 feet of the property line.

(4) All open burning must be constantly attended until extinguished.

(5) All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply or a fire extinguisher.

(6) It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.

i) The director, the director's designee, or the chief of the fire prevention division or his or her designee, shall have the ability to enforce any provision of this section.

j) After denial of a burn permit under this section an applicant may appeal their decision to a panel consisting of the Director, the chief of the fire prevention division, and the County Administrator or their designee by filing a written notice of appeal with the Unified

Government's Clerk's Office within thirty (30) days of such decision. The panel shall conduct a hearing on the appeal within thirty (30) days of receipt of such appeal

**PASSED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED GOVERNMENT
OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS THIS _____ DAY OF
_____, 2022**

Mayor/CEO

Attest:

Unified Government Clerk

Approved as to Form:

Chief Counsel



Opening Burning Amendments



Proposed Amendment #1

- ◇ Amend Section 3-3 to include the following definition:
 - ◇ “Extraordinary Organic Yard Waste”- means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10 ft x 10 ft area as determined by the chief of the fire prevention division of their designee
- ◇ Amend the 3-3 Definition of Director to:
 - ◇ The manager of the Environmental Health Division of Wyandotte County/Kansas City, Kansas Public Health Department or their designees

Proposed Amendment #1 (Cont.)

- ◇ Amend the 3-3 Definition of Approvable air curtain open pit destructor to:
 - ◇ Approvable Air Curtain Open Pit Destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, 12 feet or deeper (consistent with local solid conditions) and have all four sides vertical. New pits conforming to these requirements shall be excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer had the required four smooth vertical walls and/or no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.



Proposed Amendment #2

- ❖ Amend Section 3-17(g)(3) *Open Burning Prohibition Exceptions to read:*
 - ❖ Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and the Chief of the Fire Prevention Division.
 - ❖ This amendment would put our language in alignment with the current state regulations on open burning.

Proposed Amendment #3

◇ Amend Section 3-17(h)(1)(a) to read:

◇ (1) Open burning permits may be granted for the following types of waste:

◇ *a. Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.

◇ (i) if an air curtain pit destructor is required by the director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

◇ (ii) An additional permit shall be obtained from the director prior to use of an air curtain open pit destructor. A fee in the amount established by the county administrator or their designee shall be paid for such permit.

Proposed Amendment #4

◇ Amend Section 3-17(h)(1)(b)(2) to read:

- ◇ Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds.
Organic yard waste also includes trees felled by storm damage on properties zone either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

Proposed Amendment #5

- ❖ Amend Section 3-17(2)(a) to include the language below:
- ❖ a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division the application shall state the following:
 - ❖ 1. The name, address, and telephone number of the person submitting the application.
 - ❖ 2. The date(s) and times of the burning operations
 - ❖ 3. The type, quantity, and composition of the waste to be burned.
 - ❖ 4. The exact location where open burning will be used to dispose of such waste.
 - ❖ 5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

Proposed Amendment #5 Cont.

- ◇ 6) Management plan for igniting, controlling, and extinguishing the open burn.
- ◇ 7) For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:
 - ◇ i. The type of business or activity involved
 - ◇ ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
 - ◇ iii. Reasons why no method other than burning can be used for disposal of such waste.
 - ◇ iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.
- ◇ 8) Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.
 - ◇ i. all open burning must be constantly attended until extinguished
 - ◇ ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.
 - ◇ iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.



Proposed Amendment #6

❖ Amend section 3-17(h)(2)(c)(5) to read:

❖ For nonresidential waste, extraordinary resident waste, or extraordinary organic yard waste, in addition to the information required by this subsection

Proposed Amendment #7

◇ Amend Section 3-17(h)(2)(i) to read:

◇ The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during these established periods *or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.*

◇ (1) *Additionally, if at any time during the year a severe weather even occurs as determined by the Director, the owners of properties zones for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather. The burn permit shall be approved only if the Director approved only if the Director determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.*

◇ (2) *The duration of each burn permit would be determined on a case-by-case basis by the Director or their staff.*



Proposed Amendment #8

◇ Amend section 3-17(j) to read:

◇ *After denial of a burn permit under this section an applicant may appeal their decision to a panel consisting of the Director, the Chief of the Fire Prevention Division , and the County Administrator or their designee by filing a written notice of such appeal with the Unified Government's Clerks office within thirty (30) days of such decision. The panel shall conduct a hearing on the appeal within thirty (30) days of receipt of such appeal.*



Spring and Fall Burning Season

- ◇ During the month of April and from October 16 through November 15 fires set for the disposal of organic yard waste generated on property may be permitted between the hours of 7:00am and 6:00pm
 - ◇ Organic yard waste includes leaves, brush, dead wood, tree cuttings and weeds that can fit within a 10 by 10 ft pile and can be burned completely in three days between the hours of 7:00am and 6:00pm.
 - ◇ During these periods only one permit (for a maximum of three days) per property per burn month will be issued unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days



Additional Open Burn Periods

- ◇ At times, the County Administrator may determine that open burning is necessary in between the spring and fall periods especially when a large increase in downed trees, limbs, branches, and other difficult to dispose of yard waste
 - ◇ During these time periods the County Administrator may require permits be obtained to conduct burning and that open burning comply with all current county ordinances
 - ◇ Under Wyandotte County Municipal Code Section 3-17(h) there are three main types of waste for which permits may be sought: Nonresidential Waste, Extraordinary Organic Yard Waste, and Organic Yard Waste



Nonresidential Waste and Extraordinary Organic Yard Waste

❖ Under Wyandotte County Ordinance 3-17(h)(a) Fires set for the disposal of nonresidential waste, or extraordinary organic yard waste may be permitted when it can be shown such open burning is:

- (1) absolutely necessary;
- (2) in the public interest; and
- (3) no other method can be used.

The burning of land clearing debris, including trees, brush and vegetation is normally considered as being necessary and in the public interest. Provided that an applicable air curtain open pit destructor of suitable design and capacity is used to accomplish the burning. An additional permit is required to be obtained from the Director prior to the use of an air curtain destroyer.

Nonresidential Waste and Extraordinary Organic Yard Waste



- ❖ Under the current code open burning of nonresidential waste and extraordinary organic yard waste is an option of last resort.
- ❖ And to mitigate against the environment effects of such, burning an air curtain open pit destructor is required for nonresidential waste and may be required for the burning of extraordinary organic yard waste at the discretion of the health director and chief of the fire prevention division.
 - ❖ Whether or not an air curtain destructor is required for extraordinary organic yard waste depends on several factors including the amount of material and nature of material to be burned, and the location of the property.



Kansas Department of Health and Environment Policy

- ❖ KDHE allows for open burnings, but encourages and may require emission controls in sensitive areas or near population centers
- ❖ KDHE prefers to allow open burning only in a manner that guarantees the least number of people will be adversely affected by the burn



Potential Changes to Improve the Ordinance

- ❖ Staff is proposing the following changes to provide greater clarity to both the public and our staff as to what options are available the next time we have a large storm that effects the area
- ❖ We are here to get feedback from the Commission and make any additional changes that may be requested

(Published _____)

ORDINANCE NO. _____

RESOLUTION NO. _____

AN ORDINANCE and RESOLUTION regarding burn permits for various wastes, adding a definition of “extraordinary yard waste”, amending the definition of “Director” and clarifying and adding to the administrative exceptions to the fall and spring burn seasons; amending **Sections 3-3, and 3-17** of Chapter 3 of the 2008 Code of Ordinances and Resolutions of the Unified Government of Wyandotte County/Kansas City, Kansas.

**BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED
GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS:**

Section 1. Section 3-3 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Sec. 3-3 Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Air pollution means the presence in the outdoor atmosphere of one or more air contaminants in such quantities and duration as is or tends significantly to be injurious to human health or welfare, animal or plant life, or property, or would unreasonably interfere with the enjoyment of life or property.

Alter means to make or effect any physical change in, or change in the method of operation of, any machine, equipment, device, or other article, or combination thereof which constitutes a source of pollutant emissions subject to the provisions of this chapter, and which increases the amount of such emissions.

Approvable air curtain open pit destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high-temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 feet per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, eight feet or less across in the direction of airflow perpendicular to the manifold plenum chamber, 12 feet or deeper (consistent with local soil conditions) and have all four sides vertical. New pits conforming to these requirements shall be

excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer has the required four smooth vertical walls and/or is no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.

Contaminant means dust, fumes, smoke or other particulate, vapor, gas, odorous substance or any combination thereof, but not including uncombined water vapor or steam condensate.

Control device means any equipment, device or other article designed and/or installed for the purpose of reducing or preventing the discharge of contaminant emissions to the air.

Direct heating equipment means any device where fuel is burned in direct contact with, and for purpose of heating, air that comes in direct contact with the material being processed.

Director means the Manager of the Environmental Health division of the Wyandotte County/ Kansas City, Kansas Public Health Department or their designees.

Emission source means any machine, equipment, device or other article or operation that directly or indirectly releases contaminants into the outdoor atmosphere.

Existing means equipment, machines, devices, articles, contrivances or installations which are in being at a stated time, except that any such existing equipment, machine, device, article, contrivance or installation which is altered shall be reclassified as "new," as defined in this section. Any existing equipment, machines, devices, articles or installations that are moved to a new physical location shall also be classified as "new," as defined in this section.

Extraordinary Organic Yard Waste means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10ft x 10ft areas as determined by the chief of the fire prevention division or their designee.

Incinerator means any device or structure used for the destruction or volume reduction of garbage, rubbish, or other liquid or solid waste materials by combustion pursuant to disposal or salvaging operations.

Indirect heating equipment means any device where fuel is burned to produce usable heat by transfer through a heat conducting materials barrier or by a heat storage medium to a material to be heated so that the material being heated is not contacted by, and adds no substance to, the products of combustion.

Malfunction means any sudden and unavoidable failure of air pollution control equipment or process equipment or of a process to operate in a normal or usual manner. Failures that are caused entirely or in part by poor maintenance, careless operation, or any other preventable upset condition or preventable equipment breakdown shall not be considered malfunctions.

Multiple-chamber incinerator means any article, machine, equipment, contrivance, structure or part of a structure used to dispose of combustible refuse by burning, consisting of three or more refractory lined combustion furnaces in series, physically separated by refractory walls, interconnected by gas passage ports or ducts and employing adequate design parameters necessary for maximum combustion of the material to be burned. The refractories shall have a pyrometric cone equivalent of 31, tested according to the method described in the American Society for Testing Materials, Method C-24, or any superseding method.

New means equipment, machines, devices, articles, contrivances or installations built or installed or altered or moved to a new physical location outside the original premises on or after a stated time.

Nonresidential waste means solid, liquid, or gaseous material or a combination thereof resulting from the construction or the prosecution of any business, industry, trade or agricultural operation, from the conduct of a salvage operation, refuse collection and/or refuse disposal operation, or from any demolition operation. The term "nonresidential waste" includes, but is not limited to, plastics, wood, cartons, rubber, grease, oils, asphaltic materials, chemicals, land clearing debris, weeds, trees, grass, brush, logs, limbs, other vegetation, tires, and cinders. The term "nonresidential waste" includes all refuse and waste excepting exclusively household waste generated and disposed of at the residential site were generated during the normal habitation of exclusively residential premises containing five or fewer dwelling units. Waste generated from residential premises containing more than five dwelling units shall be classified as nonresidential waste. Waste generated from residential premises and disposed of at a location other than at the site where generated shall also be classified as nonresidential waste.

Official observer means a designated representative of the director who has been certified by the director as qualified on the basis of actual testing to determine the degree of opacity of visible plumes by direct visual observation. The director shall develop and make public necessary requirements for official observers based upon actual testing of the ability of the official observer to accurately determine the opacity of visible plumes. Official observers shall be required to be retested at least once every six months in order to maintain their certification.

Opacity means the degree to which an observer's view of transmitted light is obscured by passing through a contaminant emission, with zero percent opacity being equivalent to perfect transparency and 100 percent opacity being perfectly opaque.

Open burning means the burning of any materials wherein contaminants resulting from such combustion are emitted directly into the ambient air without passing through a stack or chimney from an enclosed chamber. For the purposes of this definition, a chamber shall be considered enclosed when, during the combustion process, only such apertures, ducts, stacks, flues or chimneys as are required to supply combustion air to permit the escape of exhaust gases are open. Burning in a barrel, drum or similar container shall be considered open burning.

Particulate matter means any material, except uncombined water, which exists in a finely divided form as a liquid or solid at standard conditions.

Potential contaminant emission factor means an average value of the amount of contaminants that have been found to be associated with a specific type of processing or burning operation as compared to a given quantity of material processed or some other meaningful parameter. Such factors shall be those that have been recognized by the director on the basis of information published by the Federal Environmental Protection Agency or otherwise recognized by official air pollution control agencies.

Potential contaminant emission rate means the total weight of a contaminant that is or, in the absence of control equipment, would be emitted from an air contaminant source when that source is operating at its maximum capacity. The potential contaminant emission rate shall be determined by:

- (1) Sampling in a flue or duct prior to the inlet of any control device serving the flue or duct;
- (2) Estimating such emissions by performing a "material balance" calculation that indicates the difference between processing input weight and output weight of materials;
- (3) Using potential contaminant emission factors as recognized by the department; or
- (4) Using any other estimating technique mutually agreeable to the department and the person responsible for operation of the source.

Premises means any parcel of land under one ownership including any structures or equipment thereon.

Process weight means the total weight of all materials introduced into a source operation, including solid fuels but excluding liquids and gases used solely as fuels, and excluding air introduced for purposes of combustion.

Processing means any operation related to the handling, storage, treatment and/or conversion of input materials to produce a salable or usable end product.

Refuse means any combustible solid or liquid waste material resulting from industrial, residential, commercial and/or agricultural operations or processes.

Residential waste or refuse means household waste generated and disposed of at the residential site during the normal habitation of residential premises containing five or fewer dwelling units and including wastes generated from the land surrounding such units.

Salvage operation means any business, trade, industry or other activity conducted in whole or in part for the purpose of salvaging or reclaiming any product or material such as metals or chemicals.

Smoke means small gas-borne particles resulting from combustion, consisting of carbon, ash, and other material.

Source operation means the last operation preceding the emission of an air contaminant which:

(1) Results in the separation of the air contaminant from the process materials or in the conversion of the process materials into air contaminants, as in the case of combustion fuel; and

(2) Is not an air pollution abatement operation.

Standard conditions means a gas temperature of 25 degrees centigrade and a gas pressure of 760 millimeters of mercury absolute.

Vehicle means any self-propelled, nonstationary device moving over public or private property on wheels, tracks, rollers, rails or air, whether or not licensed as a motor vehicle. Motorized construction equipment and railroad engines are specifically included within this definition.

SECTION 2. Section 3-17 of the 2008 Code of Ordinances, City of Kansas City, Kansas is amended to read as follows:

Section 3-17 Open Burning Prohibition

- (a) Except as provided herein, no person shall dispose of residential waste or refuse by open burning or cause, or permit open burning of residential waste or refuse
- (b) No person shall conduct, cause or permit the conducting of a salvage operation by open burning.
- (c) No person shall cause or permit the disposal of nonresidential wastes or refuse by open burning.
- (d) Except as provided herein, no person shall otherwise cause, allow or permit open burning upon any property.
- (e) No person shall cause or allow to be initiated or maintained any open burning which creates a private or public nuisance or hazard to public safety.
- (f) ~~It shall be prima facie evidence that the person who owns or controls property on which open burning occurs has caused or permitted such open burning.~~
- (g) Exceptions to open burning prohibition are as follows:
 - 1. Fires used for the preparation of food such as barbecuing.
 - 2. Recreational or ceremonial bonfires and other recreational fires exclusive of those included in subsection (g)(1) of this section, provided prior written approval is obtained from the director and from the fire prevention division.
 - 3. Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and from the Chief of the Fire Prevention Division.
 - 4. The use of safety flares for disposal of flammable gases for which there is no other practical means of disposal.
 - 5. Fires set for demonstration purposes related to the training of governmental or industrial personnel in firefighting procedures, provided prior written approval is obtained from the director and from the chief of the fire prevention division.
- (h) *Opening Burning Shall be permitted as follows:*

(1) Open burning permits may be granted for the following types of waste:

a. *Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.

(i) if an air curtain pit destructor is required by the Director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

(ii) An additional permit shall be obtained from the director prior to the use of an air curtain open pit destructor. A fee in the amount established by the county administrator or their designee shall be paid for such permit.

b) *Organic Yard Waste*

1. Fires set for the disposal of organic yard waste generated on property for which the permit is sought may be permitted during the month of April and from October 16 through November 15 between the hours of 7:00 a.m. and 6:00 p.m. or as extended pursuant to subsection 2(i) below.

2. Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds. Organic yard waste also includes trees felled by storm damage on properties zoned either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper, cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

3. Only one permit (for a maximum of three days) per property per burn month will be issued, unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days.

(2) Application and issuance of permits shall be as follows:

- a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division. The application shall state the following:

1. The name, address, and telephone number of the person submitting the application.

2. The date(s) and times of the burning operations

3. The type, quantity, and composition of the waste to be burned.

4. The exact location where open burning will be used to dispose of such waste.

5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

6. Management plan for igniting, controlling, and extinguishing the open burn.

7. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:

- i. The type of business or activity involved.

- ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.

- iii. Reasons why no method other than burning can be used for disposal of such waste.

- iv. Evidence that the proposed open burning has been approved by any fire department that may have jurisdiction.

8. Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.

- i. All open burning must be constantly attended until extinguished.

- ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.

- iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by

the director or the chief of the fire prevention division.

b. Any person wishing to burn organic yard waste under this section during the month of April or during the period from October 16 through November 15, or as extended pursuant to paragraph i below, shall file an application at any fire station, or at the fire department website (kckfd.org) within 15 days and at least 24 hours before burning.

c. The application shall state the following:

1. The name, address, and telephone number of the person submitted the application.
2. The schedule of burning operations.
3. The type, quantity, and composition of waste to be burned.
4. The exact location where open burning will be used to dispose of such waste.
5. For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:
 - i. The type of business or activity involved.
 - ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
 - iii. Reasons why no method other than burning can be used for disposal of such waste.
 - iv. Evidence that the proposed open burning has been approved by any fire department or the director of the health department that may have jurisdiction.

(d) Upon approval of the application by the director and the chief of the fire prevention division in the case of nonresidential waste, and by the chief of the fire prevention division, in the case of residential waste, the person may proceed with the operation without being in violation of this section; provided that the person conducting the burning fully complies with all conditions and operating restriction imposed as a part of such permit.

(e) The director or the chief of the fire prevention division may revoke such permit at any time for cause.

(f) The director or the chief of the fire prevention division may revoke any permit at any time or may ban all open burning if one or both of them determine burning would constitute a danger to public health or safety.

(g) Each such application shall be considered individually upon merits and the director, or the chief of the fire prevention division may decide that other factors require that such permit application be denied.

(h) The director or the chief of the fire prevention division or both may establish such conditions for burning or operational requirements in permitted the open burning authorized under subsection (h)(2)f. of this section as are necessary, in the judgment of the director or the chief of the fire prevention division, to minimize the air pollution emitted by such burning or to protect the health and safety of the public.

(i) The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during those established periods or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.

(1) Additionally, if at any time during the year a severe weather event occurs as determined by the Director of the Air Quality Division, the owners of properties zoned for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather event. The burn permit shall be approved only if the Director of the Air Quality Division determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.

(2) The duration of each burn permit would be determined on a case by case basis by the Director of the Air Quality Division or there staff.

(3) Under no circumstances shall open burning occur within 15 feet of any building or within 15 feet of the property line.

(4) All open burning must be constantly attended until extinguished.

(5) All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply or a fire extinguisher.

(6) It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.

i) The director, the director's designee, or the chief of the fire prevention division or his or her designee, shall have the ability to enforce any provision of this section.

j) After denial of a burn permit under this section an applicant may appeal their decision to a panel consisting of the Director, the chief of the fire prevention division, and the County Administrator or their designee by filing a written notice of appeal with the Unified Government's Clerk's Office within thirty (30) days of such decision. The panel shall conduct a hearing on the appeal within thirty (30) days of receipt of such appeal the Wyandotte County District Court within thirty (30) days.

**PASSED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED GOVERNMENT
OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS THIS _____ DAY OF
_____, 2022**

Mayor/CEO

Attest:

Unified Government Clerk

Approved as to Form:

Chief Counsel



Opening Burning Amendments



Proposed Amendment #1

- ❖ Amend Section 3-3 to include the following definition:
 - ❖ “Extraordinary Organic Yard Waste”- means organic yard waste that cannot be burned within the hours of 7:00am and 6:00pm over three consecutive days while being contained to a 10 ft x 10 ft area as determined by the chief of the fire prevention division of their designee
- ❖ Amend the 3-3 Definition of Director to:
 - ❖ The manager of the Environmental Health Division of Wyandotte County/Kansas City, Kansas Public Health Department or their designees

Proposed Amendment #1 (Cont.)

◇ Amend the 3-3 Definition of Approvable air curtain open pit destructor to:

◇ Approvable Air Curtain Open Pit Destructor means a device specifically approved by the director as being consistent with engineering and design requirements established by the director and used to accomplish the controlled high temperature, minimum-emission burning of land clearing debris (trees, brush and vegetation only) or other nonresidential waste or extraordinary organic yard waste. Such device shall consist of a large blower or fan designed to deliver at least 800 standard cubic feet per minute of air for each foot of length of the pit in which the burning is accomplished and a nozzle-equipped plenum chamber designed to deliver air at a minimum air velocity of 150 per second in a flat sheet or curtain of air blowing diagonally downward across the pit. The pit used to accomplish the burning with the air curtain destructor must be the exact length of the manifold plenum chamber, 12 feet or deeper (consistent with local solid conditions) and have all four sides vertical. New pits conforming to these requirements shall be excavated as necessary to replace pits in which the high temperature operation has resulted in crumbling or erosion of the burning pit such that the pit no longer had the required four smooth vertical walls and/or no longer consistent with the dimension requirements provided herein. The director may also require any additional design and/or operating conditions for the air curtain open pit destructor as are necessary to accomplish minimum-emission, smoke-free burning of the land clearing debris or other nonresidential waste or extraordinary organic yard waste.



Proposed Amendment #2

◇ Section 3-17(f)

- ◇ ~~(f) It shall be prima facie evidence that the person who owns or controls property on which open burning occurs has caused or permitted such open burning.~~



Proposed Amendment #3

- ❖ Amend Section 3-17(g)(3) *Open Burning Prohibition Exceptions to read:*
 - ❖ Open burning of vegetation such as grass, woody species, crop residue and other dry plant growth for the purpose of crop, range, pasture, wildlife or watershed management. Provided that prior written approval is obtained from the Director and the Chief of the Fire Prevention Division.
 - ❖ This amendment would put our language in alignment with the current state regulations on open burning.

Proposed Amendment #4

◇ Amend Section 3-17(h)(1)(a) to read:

◇ (1) Open burning permits may be granted for the following types of waste:

- ◇ *a. Nonresidential waste, and extraordinary organic yard waste.* Fire set for the disposal of nonresidential waste or extraordinary yard waste may be permitted only when it can be shown by a person that such open burning is absolutely necessary and in the public interest. The Director may determine whether the burning of nonresidential waste or extraordinary organic yard waste such as trees that are felled by severe storm damage is considered necessary and in the public interest. On a case-by-case basis the Director, or their designee, may determine what, if any, precautions are needed to ensure air quality standards are maintained. The burning of land clearing debris, including trees, brush, and vegetation only, as well as trees and limbs felled by severe weather, shall normally be considered as being necessary and in the public interest.
- ◇ (i) if an air curtain pit destructor is required by the director, it shall be of suitable design and capacity to be used to accomplish the burning and such device shall also be installed maintained and operated at maximum efficiency at all time. (Change to include “at the discretion of the director language”)

Proposed Amendment #5

❖ Amend Section 3-17(h)(1)(b)(2) to read:

- ❖ Organic yard waste includes leaves, brush, dead wood, tree cuttings, and weeds. Organic yard waste also includes trees felled by storm damage on properties zone either residential or agricultural. Burning of wire insulation, tires, and other rubber products, automobile parts, paper cardboard, treated, painted, or finished wood, plastics, garbage, trash, petroleum products, asphalt materials, building materials, demolition debris, paints, agricultural chemicals, household chemicals, or any other material which normally emits dense smoke, noxious odors, or hazardous air contaminants is prohibited.

Proposed Amendment #6

- ❖ Amend Section 3-17(2)(a) to include the language below:
- ❖ a. Any person intending to engage in open burning of nonresidential wastes or extraordinary organic yard waste under this section shall file a request to do so with the director and the chief of the fire prevention division the application shall state the following:
 - ❖ 1. The name, address, and telephone number of the person submitting the application.
 - ❖ 2. The date(s) and times of the burning operations
 - ❖ 3. The type, quantity, and composition of the waste to be burned.
 - ❖ 4. The exact location where open burning will be used to dispose of such waste.
 - ❖ 5. Map indicating nearest hydrants, structures, roads, water sources, power lines, property lines and burn location within 1500 feet of the burn location.

Proposed Amendment #6 Cont.

- ◇ 6) Management plan for igniting, controlling, and extinguishing the open burn.
- ◇ 7) For nonresidential waste, extraordinary residential waste, or extraordinary organic yard waste, in addition to the information required by this subsection:
 - ◇ i. The type of business or activity involved
 - ◇ ii. A description of the proposed equipment and operating practices, and the expected composition and amount of air contaminants to be released to the atmosphere.
 - ◇ iii. Reasons why no method other than burning can be used for disposal of such waste.
 - ◇ iv. Evidence that the proposed open burning has been approved by any fire department or the director of the Health Department that may have jurisdiction.
- ◇ 8) Under no circumstances shall open burning occur within 50 feet of any building, combustible material, road or within 50 feet of the property line.
 - ◇ i. all open burning must be constantly attended until extinguished
 - ◇ ii. All persons conducting open burning shall have available the means for controlling or extinguishing the fire, such as water supply and/or heavy equipment.
 - ◇ iii. It shall be unlawful for any person to conduct open burning other than in accordance with the requirements set out in this section or in violation of any conditions or operating restrictions imposed by the director or the chief of the fire prevention division.



Proposed Amendment #7

- ◇ Amend section 3-17(h)(2)(c)(5) to read:
 - ◇ For nonresidential waste, extraordinary resident waste, or extraordinary organic yard waste, in addition to the information required by this subsection

Proposed Amendment #8

◇ Amend Section 3-17(h)(2)(i) to read:

◇ The county administrator is hereby granted the discretion, after consultation with the director and chief of the fire prevention division, to extend the April or the October 16 to November 15 burn periods as deemed necessary due to inclement weather or other conditions which prohibit or prevent burning during these established periods *or when severe weather causes a substantial number of felled trees and limbs during periods outside of the April or October 16 to November 15 burn periods.*

◇ (1) *Additionally, if at any time during the year a severe weather even occurs as determined by the Director, the owners of properties zones for agricultural uses may apply for burn permits for trees and limbs felled by the severe weather. The burn permit shall be approved only if the Director approved only if the Director determines that air quality conditions and wind conditions are acceptable, and that the application meets all other requirements and conditions as set forth in this Section.*

◇ (2) *The duration of each burn permit would be determined on a case-by-case basis by the Director or their staff.*



Proposed Amendment #9

◇ Amend section 3-17(j) to read:

◇ *After denial of a burn permit under this section an applicant may appeal their decision to the Wyandotte County District Court within 30 days.*



Spring and Fall Burning Season

- ◇ During the month of April and from October 16 through November 15 fires set for the disposal of organic yard waste generated on property may be permitted between the hours of 7:00am and 6:00pm
 - ◇ Organic yard waste includes leaves, brush, dead wood, tree cuttings and weeds that can fit within a 10 by 10 ft pile and can be burned completely in three days between the hours of 7:00am and 6:00pm.
 - ◇ During these periods only one permit (for a maximum of three days) per property per burn month will be issued unless the chief of the fire prevention division determines that it is in the interest of public health or safety to issue more than one permit or to extend it beyond three days



Additional Open Burn Periods

- ❖ At times, the County Administrator may determine that open burning is necessary in between the spring and fall periods especially when a large increase in downed trees, limbs, branches, and other difficult to dispose of yard waste
 - ❖ During these time periods the County Administrator may require permits be obtained to conduct burning and that open burning comply with all current county ordinances
 - ❖ Under Wyandotte County Municipal Code Section 3-17(h) there are three main types of waste for which permits may be sought: Nonresidential Waste, Extraordinary Organic Yard Waste, and Organic Yard Waste



Nonresidential Waste and Extraordinary Organic Yard Waste

❖ Under Wyandotte County Ordinance 3-17(h)(a) Fires set for the disposal of nonresidential waste, or extraordinary organic yard waste may be permitted when it can be shown such open burning is:

- (1) absolutely necessary;
- (2) in the public interest; and
- (3) no other method can be used.

The burning of land clearing debris, including trees, brush and vegetation is normally considered as being necessary and in the public interest. Provided that an applicable air curtain open pit destructor of suitable design and capacity is used to accomplish the burning. An additional permit is required to be obtained from the Director prior to the use of an air curtain destroyer.

Nonresidential Waste and Extraordinary Organic Yard Waste



- ❖ Under the current code open burning of nonresidential waste and extraordinary organic yard waste is an option of last resort.
- ❖ And to mitigate against the environment effects of such, burning an air curtain open pit destructor is required for nonresidential waste and may be required for the burning of extraordinary organic yard waste at the discretion of the health director and chief of the fire prevention division.
 - ❖ Whether or not an air curtain destructor is required for extraordinary organic yard waste depends on several factors including the amount of material and nature of material to be burned, and the location of the property.



Kansas Department of Health and Environment Policy

- ❖ KDHE allows for open burnings, but encourages and may require emission controls in sensitive areas or near population centers
- ❖ KDHE prefers to allow open burning only in a manner that guarantees the least number of people will be adversely affected by the burn



Potential Changes to Improve the Ordinance

- ❖ Staff is proposing the following changes to provide greater clarity to both the public and our staff as to what options are available the next time we have a large storm that effects the area
- ❖ We are here to get feedback from the Commission and make any additional changes that may be requested



Staff Request for Commission Action

Tracking No. 211821

Full Commission Meeting Date:

Committee: Public Works & Safety

Date of Standing Committee Action: 7/25/22
(If none, please explain):

Publication Required: No

Date:	Contact Name:	Contact Phone:	Contact Email:	Department/Division:
07/13/2022	Matt May	x6337	mmay@wycokck.org	Emergency Management

Item Description:

Adopting a Family Reunification Plan as an amendment to the existing Wyandotte County Emergency Operations Plan (EOP). This plan will specifically address how to handle unaccompanied minors resulting from a natural or man-made disaster. This plan requires cooperation and coordination with multiple partners both within the UG and outside of the UG, submitted by Matt May, Director of Emergency Management, and Susan McMahan, Deputy Director of Emergency Management.

This plan will provide guidance on how to address unaccompanied minors resultant to a natural or man-made disaster. Plan files are located at: <https://xfer.wycokck.org/file/d/Vendors/Emergency%20Management/>

Action Requested:

Recommended Action: Move forward for consideration by the Commission and to adopt the resolution.

Budget Impact: (if applicable)

Amount:

Source:

Included In Budget:

Other (explain):

Attachments List:

Family Reunification Plan Resolution 2022, Family Reunification Base Plan 2021 FINAL 4, Appendix A Family Reunification Plan 071122, Appendix B Estimating Reunification Requirement 07112022, Appendix C Family Reunification team and contact information 071122, Appendix D Code of Conduct 071122, Appendix E Site Plans 071122, Appendix E2 Site Selection Checklist 071122, Appendix F 1 Forms Intro 2022, Appendix F 2 Family Reunification Handout 062422, Appendix F 3 Family Reunification Card 2022 Printable 062422, Appendix F 4 Child Information Sheet 2022 062422, appendix F 5 Child Information Sheet cont 2022, Appendix F 6 Child Information Sheet cont 2022, Appendix F 7 Child Accountability Roster 2022, Appendix F 8 Daily Phone Contact Log 2022, appendix F 9 Expense Tracking Form 2022, Appendix F 10 Children Family Medical Incident Form 2022, Appendix G 1 Job Action Sheets 2022, Appendix G Family Reunification Process 2022, Appendix G Reunification Admin Finance Chief Job Aid Checklist 2022, Appendix G Reunification Checker Job Aid Checklist 2022, Appendix G Reunification Child Care Job Aid Checklist 2022, Appendix G Reunification Child Support Director Job Aid Checklist 2022, Appendix G Reunification Communications Job Aid Checklist 2022, Appendix G Reunification Entertainment Job Aid Checklist 2022, Appendix G Reunification Escort Job Aid Checklist 2022, Appendix G Reunification Facilities Job Aid Checklist 2022, Appendix G Reunification First Aid Job Aid Checklist 2022, Appendix G Reunification FRC Director Incident Command Job Aid Checklist 2022, Appendix G Reunification Greeter Job Aid Checklist 2022, Appendix G Reunification Hospital Liaison Job Aid Checklist 2022, Appendix G Reunification Information Sharing Job Aid Checklist 2022, Appendix G Reunification Interpreter Job Aid Checklist 2022, Appendix G Reunification Liaison Officer Job Aid Checklist 2022, Appendix G Reunification Logistics Chief Job Aid Checklist 2022, Appendix G Reunification Medical Director Job Aid Checklist 2022, Appendix G Reunification Mental Health Job Aid Checklist 2022, Appendix G Reunification Operations Chief Job Aid Checklist 2022, Appendix G Reunification Parent Guardian Check-in Director Job Aid Checklist 2022, Appendix G Reunification Planning Chief Job Aid Checklist 2022, Appendix G Reunification Public Information Officer (PIO) Job Aid Checklist 2022, Appendix G Reunification Purchasing Acquisition's Job Aid Checklist 071122, Appendix G Reunification Runner Job Aid Checklist 2022, Appendix G Reunification Safety Office Job Aid Checklist 2022, Appendix G Reunification Security Job Aid Checklist 2022, Appendix G Reunification Situational Assessment Job Aid Checklist 2022, Appendix G Reunification Social Media Job Aid Checklist 2022, Appendix G Reunification Staffing Job Aid Checklist 2022, Appendix H - RCG ESF-15-Emergency-Public-Info-(2013), Appendix H RCG ESF 15 081721, Appendix I WyCoEM Rapid Tag Set up and User Guide Ver. DRAFT.1 (003) 012022

RESOLUTION NO. _____

**A RESOLUTION AMENDING THE WYANDOTTE COUNTY EMERGENCY
OPERATIONS PLAN, AND ADOPTING A FAMILY REUNIFICATION PLAN
AS AN AMENDMENT THERETO**

WHEREAS, K.S.A. 48-929 requires cities and counties to develop and promulgate an emergency operations plan to help save lives and protect property in the event of a major emergency or disaster; and

WHEREAS, this planning includes: mitigation to reduce the probability of occurrences and minimize the effects of unavoidable incidents; preparedness to respond to emergency or disaster situations; response actions during an emergency or disaster; and recovery operations that will ensure the orderly return to normal and improved level following an emergency or disaster;

WHEREAS, the Wyandotte County Emergency Operations Plan (EOP) has been developed to establish the policies, guidance and procedures that will provide the elected and appointed officials, administration personnel, various governmental departments, and private and volunteer agencies with information required to function in a coordinated and integrated fashion and to ensure a timely and organized management of consequences arising from an emergency or disaster;

WHEREAS, Resolution No. R-8-18 was adopted on February 8, 2018, by the Board of Commissioners of the Unified Government of Wyandotte County/Kansas City, Kansas, which resolution ratified the EOP that was presented to and approved by the Board of Commissioners on December 7, 2017;

WHEREAS, the Emergency Management Department of the Unified Government annually reviews the EOP and proposes any necessary substantive revisions to the Unified Government Board of Commissioners;

WHEREAS, Resolution No. R-15-22 was adopted on February 10, 2022, by the Board of Commissioners of the Unified Government of Wyandotte County/Kansas City, Kansas, which resolution ratified the revisions to the existing EOP, a copy of which is available online and available for inspection at the Unified Government Clerk's office;

WHEREAS, the version of the EOP adopted on February 10, 2022, by Resolution No. R-15-22 supercedes and replaces the version of the EOP adopted on February 8, 2018, by Resolution No. R-8-18;

WHEREAS, the Emergency Management Department of the Unified Government has proposed a Family Reunification Plan as an addition to the existing Wyandotte County Emergency Operations Plan, as amended;

WHEREAS, the stated goal of the Family Reunification Plan is to reunify members of families or groups in a timely manner, for the safety, security, and mental well-being of their members, following an emergency or disaster in Wyandotte County;

WHEREAS, during times of emergency or disaster, first responders and other affected agencies are often faced with multiple competing demands and resources may be limited or strained; and

WHEREAS, a coordinated plan for family reunification is necessary due to the multiple jurisdictions that may be involved, as well as the other agencies and partners that are depended upon as resources during an emergency or disaster.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS:

Section 1. The Board of Commissioners of the Unified Government of Wyandotte County/Kansas City, Kansas hereby adopts and endorses the Family Reunification Plan as a part of the Wyandotte County Emergency Operations Plan, as amended.

Section 2. This Resolution shall take effect and be in full force immediately after its adoption by the Governing Body.

Section 3. The County Administrator and Unified Government employees are directed to take any required action necessary to employ the Wyandotte County Emergency Operations Plan.

ADOPTED BY THE BOARD OF COMMISSIONERS OF THE UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS THIS _____ DAY OF _____, 20__.

Tyrone Garner, Mayor/CEO

Attest:

Unified Government Clerk

Family Reunification Plan

July 2022



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Family Reunification Plan Activation Checklist

This Family Reunification Plan Checklist highlights the immediate steps necessary to activate a Family Reunification Plan during an emergency. Responsible parties are identified for each step and approximate time frame to complete the tasks.

The checklist is designed to be used in tandem with the Family Reunification Plan Appendices.

FAMILY REUNIFICATION PLAN ACTIVATION PROCESS		
☐ Authorize and Initiate Activation of Family Reunification Center (FRC)	Responsible Party	Section/ Page
☐ Review activation triggers to ensure activation criteria has been met.	FRC Director/Incident Commander (IC)	Pg. 10
☐ Take immediate action to keep the public safe. • Gather individuals in safe/secure area and do an initial accountability assessment. • Establish command and control. • Request Mobile Command Vehicle and Communication's Trailer. • Establish Incident Command Post. • Establish security and maintain safety. • Issue initial press briefing. • Start process for reunifying unaccompanied children	FRC Director/IC Safety Officer Logistics Chief Public Information Officer (PIO) Communications Unit	Pg. 10
☐ Follow ICS procedures	FRC Director/IC All staff & volunteers	Pg. 11
☐ Notify community partners (Emergency Management, Law Enforcement, Fire Service, EMS, Mental Health providers, Hospitals, COADS, etc.). • Coordinate with a Joint Information System (JIS), if relevant, especially regarding public messaging.	Liaison Officer PIO	Pg. 11
☐ Mobilize Staff		
☐ Review the FRC's ICS organizational chart based on the organization's unique character.	FRC Director/IC	Pg. 13
☐ Determine staffing needs, based on number of individuals that need to be reunited with family, the nature of the incident, the facility's proximity to the incident.	FRC Director/IC Logistics Chief Operations Chief	Pg. 13
☐ Make sure that you have adequate copies of the Job Action Sheets (JAS) for all FRC positions. • <i>NOTE: One person may be assigned to several positions/JAS</i>	Operations Chief	Pg. 13

☐ Review site plans for the pre-determined location(s) for the establishment of an Unaccompanied Minors Safe Area and mobilize staff to provide childcare and resources.	Operations Chief Child Support Unit Leader	Appendix E
☐ Review site plans for security issues and establish traffic flow pattern in conjunction with Law Enforcement.	Logistics Chief Operations Chief FRC Director/IC	Appendix E
☐ Implement pre-determined mechanisms for issuing notifications and document the strategy for issuing alerts.	Planning Chief Operations Chief Communications Unit	Pg. 14
☐ Set Up FRC/Coordinate Supplies and Equipment— (within 3 hours)		
☐ Review interior and exterior site plans and execute a set-up strategy for each area, beginning with these key locations: • Children's Safe Area • Parent/Guardian Check-in-Area (out of line of sight of the Children's Safe Area) • Counseling Area • Accessible Medical/First Aid Area with resources for children and parents with special or medical needs. (Ideally near outside access door).	Operations Chief Logistics Chief Facilities Staff	Appendix E and Pg. 13
☐ Once key areas are equipped and staffed, set up following areas: • Incident Command Post • Reunification Area • Law Enforcement Area • Media Area • Overflow Waiting Area • Private out of the main flow area if family member is known to be deceased	Operations Chief Logistics Chief Facilities PIO	Pg. 13
☐ Prepare for FRC Activation and Operations-- (within 4 hours)		
☐ Conduct staff registration: • Register/credential staff • Issue ID badges/identify clothing	FRC Director/IC Safety Officer	Pg. 14
☐ Conduct Just-In-Time training for all staff: • Assure documentation process is being followed. • Basic ICS protocols (who they report to and who reports to them) • Job Action Sheets • Code of Conduct • Organizational Chart • FRC Fact Sheet • FRC Layout/Interior and Exterior Site Plans • Documents and forms	Logistics Chief Operations Chief	Pg. 14

□ Establish ongoing public messaging procedures: • Prepare emergency notifications/press releases. • Train staff on communications procedures and sample notification. • Coordinate with other PIO's in Joint Information System (JIS) if needed.	PIO Communication Unit	Pg. 14
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1.0 INTRODUCTION

During the response to disasters, families often get separated for a variety of reasons. This will have impacts on the response phase as phone calls start to come from local jurisdictions from concerned family, friends, and colleagues to locate individuals within the disaster-impacted area. The ability to reunite family members is key to response and recovery process particularly because it needs to happen in the first few hours of an event. A comprehensive reunification plan can help mitigate the burden of responding to the high volume of requests to locate evacuees.

These displaced persons can be scattered to numerous locations (i.e., injured in hospitals, fatalities, or unaccompanied minors who are overwhelmed by the event) making reunification of groups or families difficult. Family/Group reunification process can make normalcy out of chaos. This process has multiple elements within it, including common meeting locations, information sharing resources, and coordination/communication with the response leadership.

One of the most important elements of reunification is to proactively push messages about survivor status from inside the impacted area to outside alleviates some of the call volume issues while minimizing the concern of those seeking individuals. The success of reunification operations is dependent upon (a) survivor access to communications to include telephone, cellular phones, and/or internet to connect with email, social media, and reunification systems; (b) seamless coordination and the ability to share information among agencies and organizations with reunification responsibilities for evacuees, children, displaced adults, missing persons, emergency welfare inquiries, medical patients (to include those in facilities and those evacuated), and fatalities; and (c) timely and consistent public messaging to survivors and the public outside the disaster area on available reunification mechanisms.

This plan describes the County's response to the need for disaster reunification services when local resources are overwhelmed. Reunification services are defined as the process of assisting displaced disaster survivors to voluntarily re-establish contact with family, friends, and colleagues after a period of separation and providing facilitated assistance to children separated from their parent(s)/legal guardian(s) or responsible parties. This plan provides guidance and procedures to manage and/or support multi-agency activities and resources within a coordinated structure that supports reunification services in advance of, during, and after a disaster in the impacted areas of the jurisdiction.

Reunification Services is a mass care activity under the Emergency Support Function (ESF) #6 (or equivalent) and is one of many support functions established by the County Emergency Operations Plan (CEOP). ESF #6 provides coordination, collaboration, and resource identification for mass care/emergency assistance actions to support the local jurisdiction's capabilities to minimize the humanitarian impact of disasters and other emergencies. The Unified Government of Wyandotte County and Kansas City Kansas Emergency Management (UG WYCO EM), is responsible for supporting the reunification process in coordination with the ESF 6 coordinating agency.

Reunification partners that traditionally deliver reunification services in a disaster will respond with available resources in accordance with the requirements of their internal policies and in cooperation with emergency management officials. These agencies will respond as soon as a need is identified and often prior to the declaration, under their own authorities. These agencies and partners come from a variety of backgrounds and profit statuses. We will be referring to them as Non-Governmental Organizations (NGO) throughout the remainder of this document.

Under a Presidential declaration of major or emergency disaster and when conditions warrant, the State may request additional Federal support through the Federal Emergency Management Agency (FEMA) Region. This support may include technical assistance, activation of Federal resources and contracts, and

coordination of national tools and resources when State and voluntary resources are insufficient to meet demand in disaster impacted areas.

Relevant authorities, statutes and regulations that may apply include the following:

- [Americans with Disabilities Act | U.S. Department of Labor \(dol.gov\)](#)
- [Children's Privacy Act | Federal Trade Commission \(ftc.gov\)](#)
- [Electronic Code of Federal Regulations \(eCFR\)](#), Title 44, Chapter 1
- [Executive Order 13166: Improving Access to Services for Persons with Limited English Proficiency](#), Dec. 9, 2020
- [Family Educational Rights and Privacy Act \(FERPA\)](#)
- [Health Insurance Portability and Accountability Act \(HIPAA\)](#)
- [Pets Evacuation and Transportation Standards Act of 2006, Public Law 109-308](#)
- [Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295](#)
- [Presidential Policy Directive 8, National Preparedness](#), August 14, 2018
- [Privacy Act of 1974](#)
- [Rehabilitation Act of 1973](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities \(fema.gov\)](#), FEMA P-592, May 2019, Sec. 774
- [Title VI Of The Civil Rights Act Of 1964 42 U.S.C. § 2000d Et Seq. \(justice.gov\)](#)

State and Local Laws:

- [Kansas Response Plan 2017, Pgs. 133 – 134](#)
- [K.S.A. 48 Chapter 9](#)
- [K.S.A. 38-2202 Kansas Code for Care of Children](#)
- [K.S.A. 38-2231 Child under 18](#)
- [K.S.A. 38-2232 Child under 18 taken into custody](#)
- [K.S.A. 75-7023 Juvenile Intake and Assessment System](#)

1.1 Purpose

This multi-agency reunification services plan has been developed as an integrated strategy and process for implementing coordinated reunification operations at the jurisdictional level. The multi-agency reunification services plan will help to limit duplication of efforts and maximize use of available local, State, Tribal, and Federal governments; the private sector; and non-governmental resources. The goal is to reunify members of families/groups in a timely manner, for the safety, security, and mental well-being of their members.

1.2 Scope

This plan describes the coordination steps and implementation procedures necessary to meet the reunification requirements within ESF 6 to respond to the needs of the population affected by a disaster.

This plan also describes:

- A holistic approach to reunification utilizing a multi-agency task force, which provides collaboration and coordination between participating agencies of the plan during a disaster.
- Response capabilities and strategy of the multi-agency reunification services plan participants to implement reunification services and meet the needs of affected jurisdictions.
- Roles and responsibilities of the organizations/agencies participating in reunification operations for missing adults, separated families, and unaccompanied minors; disaster welfare inquiries; patients; foreign residents and visitors; household pets; and fatality management.
- Legal responsibilities, roles, and tasks of the various organizations/agencies participating in reunification operations.
- Methods for scaling up operations and integration of State and national agencies/organizations into the response.
- State and national tools and resources available to support reunification and a process to integrate them into operations.
- A breakdown of specific populations and related challenges and resources to consider in reunification plans.
- Methods for implementing reasonable accommodations that will allow individuals with disabilities, individuals with limited English proficiency, and those who do not speak English to access reunification services.
- The provision of support and crisis counseling for mental health, bereavement, grief, and other needs of disaster survivors suffering long-term separation or loss of loved ones.

1.3 Assumptions

- Prior to a disaster, State and local emergency management will have coordinated with the local/State/Federal agencies, voluntary organizations, and the private sector to understand and define respective reunification roles, responsibilities, capabilities, and capacity of their jurisdictions.
- Reunification services will be needed in some capacity on disaster incident's where there is the potential of dealing with displaced person(s). In small incidents, reunification needs may be easily met by the deployment of personnel from local NGOs, such as the American Red Cross.
- In larger disasters or catastrophic incidents, reunification needs may exceed the resources and capability of any one agency or organization, requiring a combination of resources provided by Federal and State government, NGOs, and the private sector.
- Planning efforts have identified adequate accommodations and services required for the timely provision of reunification services, including people with disabilities and others with access and functional needs. These efforts also include agencies that provide services for children, older adults, household pets and service animals.
- Agencies and organizations responsible for the temporary care of children including educational, childcare, medical, foster care, juvenile justice, and recreational facilities, and those who have guardianship of children separated from parents or legal guardians because of disaster, including those overseeing reunification efforts, have clearly identified roles and responsibilities.
- Schools, childcare providers, and residential facilities have established relationships and share emergency preparedness plans with first responders and/or local emergency managers to better coordinate overall reunification efforts in the event of a large disasters or catastrophic incident.
- Individual privacy rights will be respected, and information will be safeguarded as required by applicable Federal and State laws.
- Protocols to share information among agencies/organizations providing reunification services have been developed through MOUs and/or routine use agreements; these will reduce duplicative efforts and contribute to a more accurate common operating picture.
- A streamlined process for survivor access to reunification systems, as well as coordinated public messaging about availability and accessibility of reunification services to survivors and their families, will lessen public confusion and result in more effective reunification outcomes.
- Reunification activities are dependent upon adequate communication and technology infrastructure.
- Every effort will be made to make public messages supporting reunification thorough, timely, accurate, accessible, and compliant with all legal requirements for individuals with disabilities, individuals with limited English proficiency, those who do not speak English and others with access and functional needs.
- Mass casualty incidents will require enhanced coordination among reunification operations, health care facilities, and fatality management services.
- Many ad hoc reunification systems may be created during large events by private sector entities and some individuals. These databases, social media sites, and message boards may not be interoperable and may result in duplicative efforts often leading to frustration for survivors.
- Throughout this document the term "people with disabilities and others with access and functional needs" is used for consistency and clarity; use of the term is intended to align the guidance in this planning document with national doctrine as stated in the National Response Framework (NRF).
 - *The fourth edition of the NRF describes how the whole community contributes to and benefits from national preparedness and integrated incident response. This includes children; 10 older adults; individuals with disabilities and others with access and functional needs; 11 those from religious, racial, and ethnically diverse backgrounds;*

people with limited English proficiency; and owners of animals, including household pets and service and assistance animals. Their individual contributions and needs must be incorporated into response planning and delivery of the core capabilities (National Response Framework, October 2019, page 5).

- Additionally, the NRF addresses the importance of incorporating support for animals into planning and response operations. However, as a support plan to the jurisdiction's ESF #6 plan, this document addresses only the support provided to household pets and service/assistance animals as identified in the ESF #6 Annex to the NRF.
 - *"Staff must also consider those who own or have responsibility for animals both as members of the community who may be affected by incidents and as a potential means of supporting response efforts. This includes those with household pets, service, and assistance animals..." (National Response Framework, October 2019, page 5).*
- Every effort will be made to provide support and crisis counseling for behavioral health, bereavement, grief, and other needs will be available for disaster survivors suffering long-term separation or loss of loved ones and for workers providing reunification services to survivors and their families.

1.4 Situation

A major incident has occurred which requires reunification support to disaster survivors and their families. It will be either a notice or no-notice event and can be the result of a natural, man-made, or technological incident. The incident will disrupt communications and cause populations to disperse; incidents that occur during the work and/or school day and that may result in evacuations will separate families. Calls from many people outside the area seeking information on the status of loved ones will overwhelm local government, non-governmental organizations, and emergency dispatch centers.

Social media applications that survivors utilize to post status updates or obtain family contact information can be a reunification asset if they are accessible. Many groups may volunteer to assist by creating databases, websites, and message boards, which can result in duplicative efforts. When survivors do not have access to communications, cell phones, and other electronic equipment, especially in a catastrophic disaster, it may not be possible to use social media or these types of reunification tools. Lack of interoperability among systems used for reunification will contribute to the complexity of tasks such as validating, reconciling, cross-referencing, and sharing data and will affect the type and scope of reunification services required to support operations.

Emergency responders will be affected by the incident as well, and will seek information about their families, in some cases before reporting for duty. The effects of separation, particularly for children, and the lack of information about family members will likely cause some level of psychological distress among many populations.

This event may be located within one jurisdiction, may span multiple jurisdictions, or may encompass a very large (even national) geographic area if many survivors evacuate outside of the disaster area. Initial tracking data will likely be collected in silos by entities such as emergency medical services, law enforcement personnel, county and State emergency management, public health officials, hospitals and other healthcare facilities, the medical examiner's/coroner's office, animal control, non-profit disaster relief organizations, and private sector organizations such as Google.

The bullets below provide an outline that a jurisdiction may use as a guide for developing a situation summary and checklist for either a notice or a no-notice event.

Define the scope and scale of the disaster (see Table 1 Estimating Disaster Intensity for use in forecasting mass care resources in Appendix B).

- Determine which reunification intensity factors are applicable (see Table 2 Reunification Intensity Factors in Appendix B) and estimate the level of service needed.
- Determine the applicable reunification methods to meet the need (see Table 3 Intensity Factors and Reunification Methods in Appendix B).
- Determine resources required to implement the chosen reunification methods.
- Determine resources available from NGOs, the State, or the private sector.
- Identify any shortfalls.

1.5 Concepts of Operations

A. General

The success of reunification operations is dependent upon (a) survivor access to communications resources; (b) seamless coordination and the ability to share information among agencies and organizations with reunification responsibilities; and (c) timely and consistent public messaging to evacuees and the public outside the disaster area of the reunification process.

All emergencies and disasters begin and end locally, and initial response actions will be conducted by local jurisdictions and NGOs. The Unified Government of Wyandotte County and Kansas City Kansas Emergency Management agency will identify an Emergency Support Function #6 lead agency in the County Emergency Operations Plan who will have the primary responsibility for reunification, supported by the lead agency coordinating reunification support. That agency will ensure that adequate resources are available to meet the disaster reunification requirements. When the combined resources of the NGOs and impacted jurisdictions are insufficient to meet the actual or projected demand for reunification, then ESF #6 will take action to secure the necessary resources from the State and, if required, the Federal government. A Multi-Agency Reunification Task Force (MARTF) made up of members of law enforcement, schools districts, representatives from large event venues and other interested parties in the community.

Locating missing children and reuniting unaccompanied minors with their parent/legal guardian is a priority of reunification operations. The most effective method to reunite children is to provide an efficient and coordinated family reunification process with a goal to deliver reunification services and support to all evacuees and their families, friends, and colleagues. Accounting for all missing persons, whether alive, injured, or deceased, will require effective communication and coordination among multiple agencies and organizations, each of which may have responsibility for a different component of reunification.

The American Red Cross and other NGOs that traditionally provide family reunification services during a disaster response in accordance with the requirements of their charters will coordinate and work with emergency management officials. NGOs, such as the National Center for Missing & Exploited Children (NCMEC), may provide services at the request of the local/state government. Local government officials provide guidance on the plan within their jurisdiction to these organizations.

A concerted effort is made to incorporate all agencies and organizations providing reunification services into the reunification plan and to identify ad hoc groups that may organize during a disaster to provide reunification services or tools and encourage them to participate in coordinated reunification operations.

All agencies with a reunification responsibility are expected to participate in a collaborative manner.

Resource Considerations

Medium or high intensity level incidents (as estimated in Appendix B Table 2 Reunification Intensity Factors) will trigger deployment of increased levels of reunification staff and equipment resources. Examples of resources that may be needed are listed below:

- The Multi-Agency Reunification Task Force may be activated.
- A designated reunification system of record may be activated.
- Large incidents, especially those that result in an overwhelming volume of calls to emergency dispatch centers from people unable to contact family and friends impacted by the disaster, and those where the population is dispersed across wide geographic areas, may require a dedicated call center and/or a family assistance center.
- Wide-spread communication outages may result in requests for private sector and voluntary resources such as telephones and mobile telephone banks, cell phones and wireless access (i.e., Cells on Wheels), charging stations, and/or computers with internet access for evacuee's communications at shelters, service and community sites, and evacuation sites.
- During evacuations, reunification staff may be deployed and integrated into the evacuation operation to ensure accountability and safety of unaccompanied minors.
- Reunification support teams may be assembled to assess reunification needs and to support multi-agency coordination, information sharing and reunification activities.
- Significant numbers of missing children and/or unaccompanied minors may trigger a request for activation of the NCMEC's National Emergency Child Locator Center (NECLC) and/or Team Adam as well as utilization of the Unaccompanied Minors Registry (UMR).
- Provision of behavioral health resources for evacuees separated from family members and for reunification workers providing services and support to these individuals under stressful and emotional circumstances may be needed.

All organizations participating in this plan retain operational control of their assets and resources.

The Multi-Agency Reunification Task Force (MARTF) may be used to coordinate the reunification support operation. The task force is activated in accordance with the requirements set forth in this plan.

Coordinating Reunification Systems

Operational decisions on the employment of family reunification systems are the responsibility and concern of the Unified Government of Wyandotte County and Kansas City Kansas. If State and/or Federal family reunification assets are employed, they are deployed in coordination and cooperation (at the State EOC) with the principal NGOs operating in the area.

In incidents where evacuees are evacuated to other jurisdictions, coordination with those jurisdictions and/or Host States should include provision of communications equipment at evacuation sites for evacuee use. Additionally, evacuee information collected through evacuation tracking systems and other mechanisms can be utilized by emergency management to aid reunification operations.

Information shared between multiple reunification and evacuation tracking systems will be subject to applicable local, State, and Federal privacy laws and data sharing agreements in place among participating agencies, organizations, and jurisdictions.

Planned Events

Special events, such as large community or athletic events, marathons, and political gatherings, may require a plan for reunification. Reunification services for such events may include a standby plan or a designated group taking an active presence to collect field inquiries. These events also may serve as a test for unplanned disasters, with the advantages of pre-planning and additional resources. This includes pre-staged resources, the advance availability of participant and emergency contact information for those participants, and early notification of and/or coordination with medical providers. The lead agency or the event organizer may have specific plans for reuniting unaccompanied minors with parents/legal guardians.

B. Operational Phases

The chart below outlines the operational phases as described in the [Response Federal Interagency Operational Plan, August, 2016](#). The phases of a *notice* event include actions prior to the incident that increase readiness and available resources in preparation for the event. *No-notice* events will not include phases 1b and 1c.

The reunification phases are embedded in the three Operational Phases:

Phase 1 Pre-incident	Phase 2 Response	Phase 3 Recovery
Phase 1a: Normal Operations • Prevention • Mitigation • Plans • Exercises • Public information	Phase 2a: Immediate Response • Activation, Mobilization • Protective actions • Assessment • Determine staging areas • Develop support plan	Phase 3a: Short Term Recovery • Restoration
		Phase 3b: Intermediate Recovery • Transition
		Phase 3c: Long Term Recovery • Rebuilding
Phase 1b: Elevated Threat • Increased readiness • Coordinate threat information	Phase 2b: Deployment • Deployment • Movement to staging areas	
Phase 1c: Credible Threat • Pre-position resources	Phase 2c: Sustained Response • Employment	

Source: Multi-Agency Reunification Services Plan Template.
Prepared by FEMA and the Red Cross; May 1, 2015, p.10.

Phase 1a: Normal Operations (Notice/No-Notice Events)

Reunification Phase: Planning, Public Awareness

Jurisdiction identifies a lead agency for reunification and completes/updates reunification plans.

Agreements, which will be essential to the success of Phase 2 operations, are developed between agencies and organizations detailing how and what information will be shared in relation to missing persons, children, fatalities, and patients. Public messaging promotes the development of Family Communication Plans in advance of a disaster.

Phase 1b-1c: Elevated Threat, Credible Threat (Notice Events Only)

Reunification Phase: Coordination, Public Messaging

Once there is an elevated or credible threat, agencies with reunification responsibilities review plans and initiate contact with supporting organizations. Public messaging encourages those within the affected disaster area to communicate their location and well-being to loved ones using traditional communications, social media, or disaster reunification technology. This phase is typically handled through local emergency management, NGOs, and the media leading up to an incident and typically continues until an incident subsides or occurs.

Phase 2a – 2b: Immediate Response, Deployment (Notice/No-Notice Events)

Reunification Phase: Short Term

Public messaging continues and the intensity of the incident and the corresponding resources required are determined. Resources are deployed to assist the affected population with re-establishing communication with loved ones and registering in reunification systems. This phase may be supported with State resources and capabilities. Additional resources during this phase may include systems like Facebook's Safety Check-in, requests for and deployment of NCMEC resources, FEMA's National Emergency Family Registry and Locator System (NEFRLS), Reunification Support Teams, and others.

Phase 2c: Sustained Response (Notice/No-Notice Events)

Reunification Phase: Employment of resources

Ongoing assessments and information are validated as the situation becomes better understood.

Operations continue and often require continued or additional State and Federal support. Every effort is made to coordinate with all relevant agencies.

Phase 3a-3c: Short-term Recovery, Intermediate Recovery, Long Term Recovery

Reunification Phase: Long Term (Notice/No-Notice Events)

Ongoing reunification process might be required to address; affected population displaced across vast geography, unaccompanied minors, missing children, and unclaimed fatalities. Individual unresolved cases are transitioned to local agencies when the situation becomes stable, and communications are restored.

C. Reunification Descriptions

It is important to understand the different methods of reunification service and support that may be needed during an incident. Identifying limiting factors associated with these methods can inform which of these types of services are provided/utilized. Typically, more than one of these types of support will be used.

2.0 PLAN ACTIVATION

The Family Reunification Plan should be activated as soon as possible following notification of an incident that impacts Wyandotte County and leads to the need for family reunification services. Initiating reunification can be a result of any abnormal occurrence at an organization's facility or in the surrounding area, including power or phone outages, weather events, hazmat incidents, bomb threats, criminal activity in the area, or active violence on the scene.

2.1 Authorize and Initiate Activation

During the planning process, the primary Family Reunification Center Director(s)/Incident Commander(s) who are authorized to activate the Family Reunification Center (FRC) in response to a crisis and identify the critical first steps to keep children in your organization's custody safe.

Considerations:

☒ ***Review Activation Triggers***

The FRC Director/Incident Commander assesses the situation and reviews a list of "triggers" for activating the FRC. The list of types of incidents that might trigger the need for family reunification services are extensive since we are planning for All Hazards. This list can be found in the Family Reunification Plan Activation Checklist page iii.

☒ ***Take Immediate Action to Keep Children Safe***

When the FRC Director/Incident Commander determines that the situation warrants the activation of an FRC, key staff in charge of safety and security and public messaging and information sharing should be notified and the following actions should be taken immediately to secure the safety of the children in their custody.

Children's Safe Area: Immediately gather the children in a safe, secure, restricted space with restroom access. The fixed facility should be located close in proximity to the incident but far enough away to ensure safety. Probably a facility that is owned by UG or readily accessible (i.e., schools and community centers) ideally with controlled ingress/egress and limited access points that can be manned by security forces.

Command and Control: Establish command and control, communications, and information sharing with response partners and incident command.

Security/Evacuation: Establish security and/or evacuate to a separate safe area located out of line of sight of the incident or at another pre-identified location.

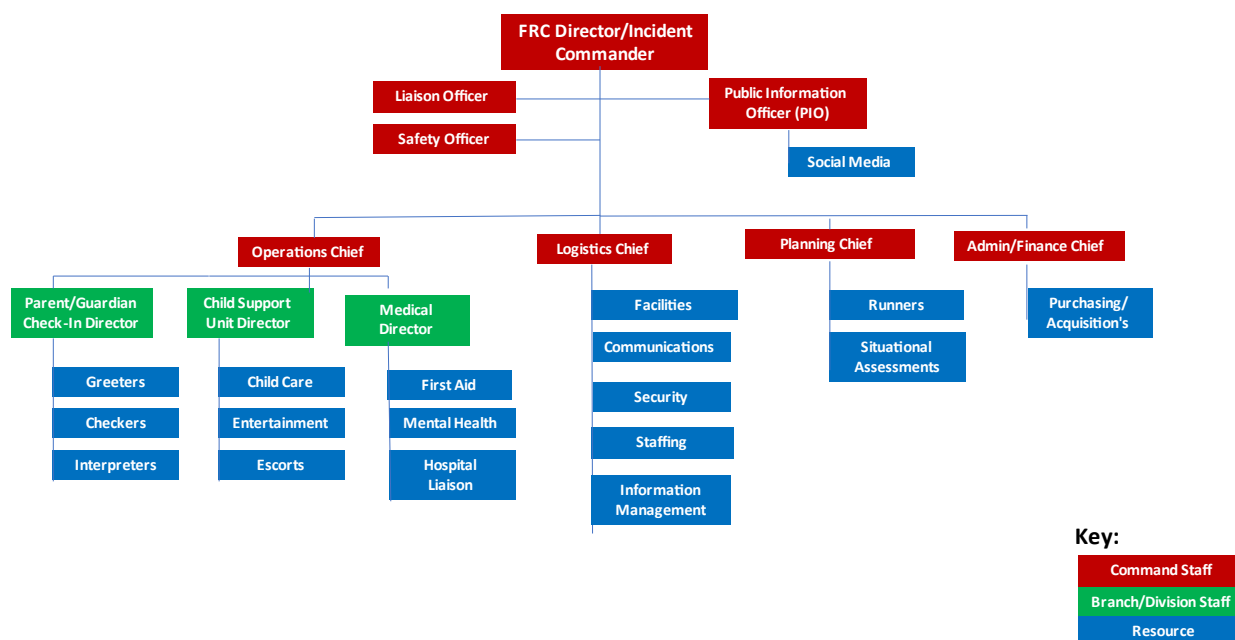
Public Information: As soon as possible initial media messages assuring the public that the people's safety is your organization's primary concern. If known, outline the protocols for parents/legal guardians to be re-united with their children and/or other family member's. Details should be included on when, how, and where further instructions will be provided or webpages where they can go for more information. Families, the media, and interested members of the public should be encouraged to wait for further details to be released and avoid overwhelming the 311 Call Center.

Parent/Legal Guardian Notifications: Orderly parent/legal guardian notifications should begin as soon as possible. Children with cell phones should be given explicit instructions on what to say or text to their parent/legal guardians.

☒ **Follow ICS Procedures**

Plan activation and escalation are assumed to be conducted in compliance with ICS procedures. Positions titles listed in the following chart reflect an ICS-compliant activation. The Incident Commander serves/FRC Director unless the scale and scope of the incident warrants a broader disaster response and expanded ICS positions. As an incident evolves, first responders typically establish their own Incident Command and agency officials will become part of the “Unified Command.” While the responding Law Enforcement department or agency will likely assume primary Incident Command, custodial organizations remain responsible for reunifying family’s and unaccompanied children with their parents/guardians.

Figure 2: Typical Incident Command (ICS) Chart for a Family Reunification Center



☒ **Notify Community Partners**

Notifying community partners of the planned activation, particularly public safety officials and partner agencies, is a key component of managing an efficient reunification effort, often in a chaotic crisis. Ideally, these partners were involved in the development of the Family Reunification Plan and participated in regular training and exercises.

Table 1: Key Partners Contact Information

Provider/Organization	Services Provided	Primary Contact Name	24/7 Access Phone Number
Emergency Management Director	Coordinator	Duty Officer	816-395-0120 p 913-573-6300 v
Law Enforcement	Security	Dispatch	913-573-3030
Juvenile Intake Center	Child Welfare	Dispatch	913-573-3030
Fire Department	Safety	Dispatch	913-573-3081
EMS	Safety	Dispatch	913-573-3081
Health Department	Safety	On call personnel	913-573-8855
University of Kansas Health System	Hospital Liaison	Dispatch	913-588-1227
Providence Medical Center	Hospital Liaison	Dispatch	913-596-4000
Mental Health Service Provider	Mental Health Liaison	Wyandot Center	913-788-4200
Medical Reserve Corp Unit	Additional Resources	On call personnel	972-955-1927
American Red Cross	Additional Resources	On call personnel	816-591-5136

In a broader incident involving multiple parties and the establishment of an Emergency Operations Center, the Family Reunification Center (FRC) Public Information Officer (PIO) should contact the Incident PIO and initiate coordination with the Joint Information System (JIS) being established for the overall emergency.

The Wyandotte County Sheriff's Office, Juvenile Intake and Assessment Center will be notified immediately of the activation of this plan. The JIAC will play a vital role when unaccompanied children are not immediately able to be reunited with parent/legal guardian. Their protocols will be followed during these extremely situations.

Juvenile Intake and Assessment Center

Juvenile Intake Assessment Center operates twenty-four hours a day, seven-day week. This program provides assessment services, coupled with advocacy efforts that focus on keeping children safe, families strong, and communities involved. JIAC assists Wyandotte County law enforcement agencies by providing a place to bring children, ages 0-17, and offer recommendations for processing, allowing officers to return to patrol while intake staff assess the youth's needs.

The purpose of Juvenile Intake and Assessment, as provided by K.S.A. 75-7023, is to assist juveniles and their families in obtaining appropriate services and to provide them access to appropriate resources with the goal of preventing further involvement in the juvenile justice system.

Assessments are conducted on both children in need of care (CINC) and juvenile offenders, who are taken in the custody of law enforcement agencies.

These assessments help provide early identification of at-risk behaviors and determines what community-based services may be appropriate for the youth and family. It is also determined if the youth can be returned home or if Police Protective Custody and emergency placement is appropriate pending an investigation by Department of Children and Families.

2.2 Mobilize Staff

Initial activation should include minimum staffing for reunification functions and provide for escalation of staffing as required. The FRC Director/IC and the FRC Operations Chief should review the FRC's ICS organizational chart in Figure 2 above and adjust it as necessary to reflect the unique characteristics and the emergency circumstances dictating which trusted staff and volunteers may be available to staff the FRC.

The FRC Director/IC, FRC Operations Chief, and FRC Planning Chief should determine staffing needs for full operations of the FRC, based on the number of children that would need to be reunited, the nature of the incident, the facility's proximity to the incident, the expected length of the emergency, etc. Based on anticipated staffing needs, sufficient copies of the Job Section Sheets should be prepared (in both digital and hard copy formats) for distribution to the staff when they register for service in the Family Reunification Center. The FRC Director/IC and the FRC Operations Chief should review site plans for the pre-determined location(s) for the establishment of a Children's Safe Area and delegate a responsible staff person to organize childcare staff and resources immediately upon activation.

Staff for the Family Reunification Team may come from one of the three sources, or a combination of sources, all of whom should have had background checks (Child Abuse Registry and Criminal history) completed in advance.

- Existing paid staff.
- Pre-credentialed Volunteer staff.
- Staff from a trusted source.

Depending on the nature of the incident and available resources, individual staff persons may be assigned to fulfill more than one role in the reunification process. Due to the sensitivity of family reunification operations, it is recommended that staff be from these trusted sources only. No "spontaneous" volunteers should be permitted in the Family Reunification Center.

The FRC Director/IC and FRC Operations Chief should work with FRC Planning and the FRC Communications staff to implement pre-determined mechanisms for notifying staff of the FRC mobilization and for issuing alerts to staff as the incident unfolds over time.

2.3 Set Up the FRC—Coordinate Supplies and Equipment

Upon activation of the FRC, the FRC Director/IC should immediately coordinate with the FRC Operations and FRC Logistics Chiefs to ensure that the setup of the FRC occurs in an efficient and timely manner. They should establish an Incident Command Post and initiate a review of interior and exterior site plans that identify the area within the facility (including alternates) to be used for the various activities associated with the FRC and work with the FRC Logistics Chief and FRC Facilities staff to execute a set-up strategy for each area. FRC Logistics should set up supplies first in the following key areas to facilitate an efficient activation of Family Reunification Services:

- Children's Safe Area (with secure restroom access)
- Parent/Legal Guardian Check-in Area (Out of the line of sight where the children will be located)
- Counseling Area (with restroom access separate from the children) and
- Accessible Medical/First Aid Area with resources for children and parents/legal guardians with special or medical needs, ideally near a door with outside access.

Once these key areas are equipped and staffed, supplies and equipment can then be set up in the areas designated for reunification, law enforcement interviews, media staging, etc. FRC Logistics should work with FRC Safety/Security Officers to set up signage and traffic control positions both outside and inside the FRC to maintain physical separation between the public, parents/legal guardians, and children.

2.4 Prepare for FRC Activation and Operations

☒ **Conduct Staff Registration**

The FRC Director/IC and FRC Safety/Security Officer should establish the standard procedures for staff registration/credentialing and ensure that these protocols are consistently followed. All volunteers or non-agency staff should also be issued badges or other identification authorizing entry into the FRC consistent with facility policies. Unique apparel such as hats or vests would assist facility staff and family members in identifying family reunification staff and pre-credentialed volunteers.

☒ **Conduct Just-In-Time (JIT) Training**

JIT Training should be conducted by the FRC Operations and/or FRC Logistics Chiefs for all staff at the beginning of each shift and/or when any one staff member is assigned. This is important not only for staff unfamiliar with FRC operations but also for previously trained staff who may need refresher training. JIT Training should address the overall mission and objectives of the Family Reunification Center. JIT Training for specific positions should address:

- Need to document everything
- Basic ICS protocols: who they report to and who reports to them
- Job Action Sheet(s)
- Code of Conduct
- Organization chart with names, positions, and missions, to include who reports to whom
- Fact Sheet regarding Family Reunification Center operation
- Family Reunification Center Layout (interior and exterior site plans)
- Documents and forms that will be utilized by the position

☒ **Establish Ongoing Public Messaging Procedures**

The FRC Director/IC must approve all public messages before release. The FRC Public Information Officer (PIO) should establish outgoing messaging procedures, supervise the set-up of a Media Area separate from the children and families, and prepare emergency notifications/press releases for use throughout the incident. Public messaging procedures and pre-established notifications should be shared with all staff at the initial training and updated over the course of the emergency event. All staff should be reminded that all media inquiries should be referred to the PIO and sensitive information should not be broadcast over emergency radios and should be shared only on an as-needed basis using phones or escorts to protect the privacy of the children and families involved.

If the Emergency Operation Center (EOC) is not yet activated, the FRC PIO should coordinate with the incident PIO to assure deconfliction. In a broader incident, involving multiple parties, and the establishment of an EOC, the FRC PIO should coordinate with the Incident PIO and participant in a Joint Information System (JIS). The JIS should include all the active PIOs for the event (e.g., from local law enforcement, local schools, municipal officials, MEMA, MSP, etc.)

Another separate overflow waiting area may be needed for other concerned family members and interested parties, located out of the sight of the FRC, if large numbers of people are expected to respond to the crisis. Only parents or legal guardians with appropriate identification should be allowed into the FRC. However, many other family members may be concerned for the welfare of the children in question, and they will naturally flock to the organization's facility when an incident is occurring. Estimates of the numbers of concerned relatives expected to show up in a crisis range from 9 to 18 per child, suggesting a potential need for crowd control when large numbers of interested individuals show up at the FRC.

3.0 OPERATIONS

3.1 Family Notification

In the event of a reunification operation, parent/legal guardian notification is one of the first priorities. The primary tool to notify the community will be through mass media (i.e., television, wireless emergency alerting, radio and social media). It is imperative that accurate information be delivered, starting with the crucial first message. While it may seem comforting to tell parents/legal guardians that everyone is okay, or to minimize the number of injuries, this first message not only begins the recovery process, but it may also be evidentiary for purposes of liability. Rather than saying “All children are safe,” it is probably more accurate to report that, “We are in the process of establishing the safety status of all children and staff.” Notifications to parents/legal guardians should include a reminder to bring photo identification with them to the reunification site and have it out and ready to show reunification staff at the Check-in Area.

With the number of cell phones available to ever-younger populations parents/legal guardians will likely be the first to arrive at the impacted facility. Prepare for the fact that this may occur prior to the transmission of any official notification by the organization. Children will call or text their parents/legal guardians immediately during a crisis, despite policies prohibiting mobile phone use. Additionally, some organizations may not have accurate contact information for all parents/legal guardians. It may be possible during a crisis to leverage this to the organization’s advantage by writing out reunification information for children to text to their parents/legal guardians. Children are also asked not to send multiple text messages either in or out of the facility or reunification area to keep the cellular network open during reunification operations.

Pre-prepared notification messages are vital. While anything written in advance may not exactly fit the circumstances of any given crisis, it will save time in the initial phase of crisis. These statements can be vetted in advance with the UG Public Information Officer and Legal counsel as part of the planning process.

3.2 Family Registration

For parents/legal guardians there are a couple of steps in the reunification process. If a parent/legal guardian is driving to the FRC, greater awareness of traffic and emergency vehicles is advised. The preferred traffic pattern should be publicized as part of the work of the FRC PIO. Parents/legal guardians should park where indicated and not abandon vehicles. Parents/legal guardians are asked to go to the Reunification Parent/Guardian Check-In Area and form lines based on the first letter of their child’s last name. While in line, parents/legal guardians are asked to fill out a Reunification Card. Some of the same information is repeated on both the top and separated bottom of the card. Parent/legal guardians are asked to complete all parts of the card (see Appendix F, Forms, for a copy of the Reunification Card).

If a parent or legal guardian is notified that reunification is needed, there are some expectations to parents or legal guardians should be aware of. First, they should be notified to bring identification as that will streamline things during reunification. Second, be patient and do not pick up your child without checking in. Reunification is a process that protects both the safety of the child and provides for an accountable change of custody from the organization to a recognized parent/legal guardian.

There are several strategies for identifying custodial privilege during a reunification. Utilizing the information provided by the children fill out the Family Reunification Card the information provided by the child should match the information provided by parent/legal guardian attempting to retrieve their child. Legal photo IDs should be used to verify the parent/legal guardian's name and address.

In some cases, parents/legal guardians may not have photo identification. They can be verified by the child with the assistance of staff. Another option is to solicit little known information about the children. The Standard Reunification Card has a space for the child's birthday. The area for this is on the Escort's part of the card which can be verified against the demographic/enrollment card during a Whitelist custody verification. Or it can be confirmed by the child when the Escort retrieves them from the Children's Safe Area.

3.3 Reunification

According to the Standard Reunification Method (SRM), the following is a description of the operations of the Family Reunification Center in a nutshell:

- Establish a Parent/Guardian Check-In Location
- Deliver the children to the Safe Area, beyond the field of vision of parents/legal guardians. "Greeters" direct parents/legal guardians to the Parent Check-In location and help them understand the process.
- Instruct parents/legal guardians on how to complete Reunification Cards.
- Establish procedure for parents/legal guardians to self-sort during check in, streamlining the process. Escorts bring children from the Safe Area.
- Control lines of sight to allow for communication and other issues to be handled with diminished drama or anxiety.
- Anticipate the need for medical or investigative contingency.
- All interactions should be documented on the appropriate forms in Appendix F.

Most organization use a demographic card to retain information on each child, which may be kept in binders or files. Ideally, it is beneficial to separate the cards into multiple, thinner binders separated alphabetically to be distributed to staff dealing with families whose children's names begin with letter. During a reunification, an organization may experience dozens or even hundreds of family members arriving at the site, seeking their child or family member. By separating demographic cards into smaller groups, the process tends to move faster, and the goal of reunification is greatly accelerated. The system should be focused on the ease-of-use for stress-filled incoming parents/legal guardians and the FRC staff assisting them.

3.4 Support Services

In addition to facilitating family reunification, the mission of the FRC includes the facilitation of support services to family members. The FRC Health Support Unit coordinates the facilitation of support services to children and their families. The provision of psychological first aid and mental health/behavioral health services provided to children, family members and FRC staff is a key element in organizing the FRC to respond to the short and long-term health consequences of disasters for children, family members, and staff.

3.5 Communication

Communications is a key element of managing an emergency requiring family reunification services. Communications includes information sharing among responders and staff as well as public information and risk communications. Once the initial notifications are sent out to the community and to children's families, there will be an ongoing need to monitor the evolving situation and keep everyone informed of the status of both the emergency incident and the family reunification process as well as control rumors. There are several aspects of this ongoing effort, including public messaging procedures for media and social media, communications with staff, and information sharing with emergency preparedness officials.

▪ *General Communication Procedure*

Once initial notification has been made and the reunification process is underway there will ongoing needs for continued information sharing with all the Unified Government key partners. Because of the extreme sensitivity of information concerning children, HIPAA and Family Educational Rights & Privacy Act policies, and the damage that can occur because of inaccurate or premature release of information, FRC staff should exercise great care in safeguarding information and disseminating appropriately only under the supervision of the Public Information Office.

A few general rules apply to information handling and dissemination:

- Disseminate information only to persons with a "need to know."
- Disseminate information about children only when authorized by proper authority.
- Sensitive information should not be transmitted by unencrypted radio, landline, or cellular telephone if it can be avoided.
- Only transmit sensitive information on the Internet via password-protected systems.
- Conduct verbal communications in a location and manner that ensure that unauthorized individuals do not overhear them.
- Use plain language. Speak clearly and slowly; avoid codes, abbreviations, acronyms and jargon.
- Be concise and be brief.
- Obtain pre-approval from the Incident Commander before releasing any public messaging.
- Assume that all written communications could be made public.

▪ *Communication with Staff*

This Family Reunification Plan outlines a communication policy aimed at keeping FRC staff informed of key decisions and updates. Internal staff communication may include:

- FRC staff meetings. Generally, these will occur at the beginning of each operational period or shift change, or because of an occurrence of an event that must be conveyed to all staff.
- Unit, Team and Group meetings. Called at the discretion of their supervisors.
- One-on-one and informal communications
- When communicating with other staff not in your unit, or in another physical location, verify and document the name, unit, and position title of the person you're communicating with. Document communications with person outside your Group using ICS Form 213 or equivalent (hard copy or electronic).

▪ *Communication with Senior Leadership and Elected Officials*

Local Officials should be notified when the FRC is:

- The FRC has been activated,
- The FRC is ready to receive family members.
- Additional assistance or security is need at the FRC.
- The FRC is being demobilized.
- Any significant event that might rise to the elected official's level.

In addition, during the emergency incident local officials should be kept apprised of the status of the family reunification process and any changes in the situation. If there is law enforcement element to the situation, FRC staff should maintain similar contact with those officials as well so that everyone is operating with the same situational awareness. In the event of a broader crisis, it is probable that an Emergency Operations Center (EOC) will have been activated at the request of an Incident Commander. Communications with the EOC should generally occur at the peer level, i.e., the FRC Manager/ Incident Commander and specialists will coordinate with their counterparts in the EOC or through an appointed Liaison as determined by the Incident Commander or EOC Manager.

▪ *Communications with Public Media*

The FRC Public Information Officer (PIO) should handle all communications with the media. All staff should be cautioned not to provide information to any media representative without specific authorization from the PIO. A Media Center or area for media contacts, interviews, and briefings should be designated away from the reunification activities in the FRC. All communications with the media require pre-approval by the Incident Commander.

▪ *Communications via Social Media*

Communications via social media have become increasingly important in our society. While extremely valuable for communications purposes, communication via social media is virtually impossible to control, and is subject to misunderstanding and dissemination of misinformation. Social media is also a common source of rumors and speculation. FRC staff should adhere to their established social media policy. If no such policy exists, they should seek to minimize the potential harm of dissemination of misinformation via social media by:

- Urging family members to refrain from disseminating information concerning children, FRC conditions, or other sensitive information via social media.
- Directing staff to refrain from disseminating information concerning the FRC, family members, or children via social media.
- Requesting staff and family members to advise the FRC PIO if they discover inappropriate information concerning the FRC, family members, or children via social media.
- Advising staff and family members to be alert to rumors or speculation being disseminated via social media, and to inform the FRC PIO of any occurrence.

The ICS organizational chart includes a Social Media Coordinator (often a Twitter or other social media user), reporting to the Public Information Officer.

4.0 DEMOBILIZATION

4.1 Authorize Demobilization of FRC

During the planning process, the primary Family Reunification Center Director/Incident Commander responsible for reunification management at a reunification site was identified. That person is authorized to activate the plan, carry out reunification operations as described in this Plan, and has primary authority to determine when demobilization is appropriate. (See Appendix C for a list of Family Reunification Team Members and their contact information.)

The FRC Director/Incident Commander should assess the status of the ongoing emergency and review a list of “triggers” for demobilizing the FRC. Examples of triggers for demobilization include:

- fewer than three families remaining in the FRC
- no unaccompanied minors remaining

4.2 Notify Stakeholder’s

As soon as the decision to demobilize the FRC has been made by the FRC Director and Incident Commander at the scene and the demobilization date and time are decided the following notifications should be made to participating agencies, family members at the FRC, local emergency preparedness officials and other key partners.

4.3 Disseminate Final Media Message

The FRC Director/Incident Commander should provide all relevant information to the FRC Public Information Officer to prepare messaging regarding the demobilization. Final messaging should go out on all media platforms that have been operational during the emergency, including public media outlets and social media platforms. FRC staff should particularly ensure that information is provided in formats accessible to people with disabilities or those who have other access and functional need.

4.4 Close Out Operation

Return all equipment and supplies to the appropriate storage area or other locations. Collect and secure all forms, checklists, and other written material utilized in the FRC and give them to the Operations Chief for disposition to the Information Management Unit Leader.

4.5 Conduct After-Action

As soon as possible following demobilization, a debrief should be scheduled to identify and document “lessons learned” and to recommend changes in the plan if indicated. This debrief is often referred to as an “after-action report” (AAR) and is a key element of the ongoing review and maintenance of the Family Reunification Plan, as well as of emergency planning in general. Everyone inside the organization and in the community that participated in the family reunification effort should participate in the AAR. This should include the staff of the FRC, other organization officials, community partners and local emergency preparedness officials, as well as representatives of the parents/legal guardians involved and the children themselves, where possible. The AAR should document significant events and issues, positive and negative concerning FRC operations.

5.0 RESOURCES

[Family Reunification Center, Planning Guide, 2017 \(Coyote Crisis Collaborative\)](#)

[K.S.A. 38-2202 Kansas Code for Care of Children](#)

[K.S.A. 38-2231 Child under 18](#)

[K.S.A. 38-2232 Child under 18 taken into custody](#)

[K.S.A. 75-7023 Juvenile Intake and Assessment System](#)

[Multi-Agency Reunification Services Plan Template, May, 2021](#) (Prepared by FEMA and the Red Cross)

[National Center for Missing and Exploited Children](#), Unaccompanied Minors Registry

[Post-Disaster Reunification of Children: A Nationwide Approach, Nov. 2013](#)

[Reunification Standards and Procedures, July 2017](#) (ARC)

[WRHSAC, Family Reunification Plan Template, Aug. 2017](#)



APPENDIX A: ACRONYMS

AAR	After Action Review
AFN	Access and Functional Needs
ARC	American Red Cross
CDC	Center of Disease Control
COAD	Community Organization Active in Disaster
CORI	Criminal Offenders Record Information
CPG	Comprehensive Preparedness Guide
DCF	Department of Children and Families
DME	Durable Medical Equipment
DMH	Department of Mental Health
DOB	Date of Birth
DOC	Department Operations Center
ED	Emergency Department
EOC	Emergency Operations Center
EMD	Emergency Management Department
EMS	Emergency Medical Services
ESF	Emergency Support Function
FAC	Family Assistance Center
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Act
FIC	Family Information Center
FNSS	Functional Needs Support Services
GPS	Global Positioning System
HICS	Hospital Incident Command System
HIPAA	Health Insurance Portability and Accountability Act
ICS	Incident Command System
IT	Information Technology
JAS	Job Action Sheet
JIAC	Juvenile Intake and Assessment Center
JIT	Just-In-Time (Training)
MAC	Medical Alert Center
MARTF	Multi-Agency Reunification Task Force
MCI	Mass Casualty Incident
NCMEC	National Center for Missing and Exploited Children
NCDMPH	National Center for Disaster Medicine and Public Health
NIMS	National Incident Management System
NGO	Non-Governmental Organization
NOK	Next of Kin
OA	Operational Area
PIO	Public Information Officer
SORI	Sexual Offender Record Information (VSOS-Validated Sex Offender Search)
SRM	Standard Reunification Method
UMR	Unaccompanied Minors Registry



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Appendix B: Situation: Estimating Reunification Requirements

Reunification Services Initial Estimate

The factors that influence the need for reunification services are different from the factors indicating a need for sheltering, feeding, or distribution of emergency supplies. Table 1 (below) identifies these factors and uses metrics to characterize them as Low, Medium, or High impact. This table is a job aid that allows the FRC Director/IC, along with other reunification services stakeholders, to quickly evaluate the degree to which the event has or may impact the demand for reunification resources in affected jurisdictions.

Table 1- Estimating Levels of Impact for use in forecasting reunification resources.

The FRC Director/IC, in coordination with other stakeholders, estimates disaster intensity for reunification not later than 24 hours prior to a notice event or within 12 hours of a no-notice event. The reunification factors below are evaluated, and a check mark is placed in the far-right column next to those factors that best apply. Some reunification factor evaluations may have to be estimated using the best information available. The factors checked for each intensity level are totaled and used to make a subjective High/Medium/Low Intensity estimate for reunification.

Impact Level	Reunification Factors	
High	• Government assisted, interstate or intrastate general and/or medical evacuation planned or in-progress.	
	• Up to 70% of affected population with limited or no access to communications.	
	• International and national media coverage of event.	
	• Primary and secondary schools, colleges, and universities are in session and students are projected to be physically separated from and/or out-of-communication with parents/guardians for period > 24 hours.	
	• Shelter population > 20% of affected population.	
	• Number of fatalities and/or injuries overwhelms the resources of the jurisdiction.	
	• International/national or multiple special events occurring.	
	• Peak period for seasonal population.	
	• More than 25% of the affected population with cultural and language differences from the rest of the community.	
	• More than 25% of the affected population have a disability or are older residents living in their homes with or without caregivers.	
	• No notice incident.	
	• Government assisted, inter-jurisdiction general and/or medical evacuation within the State planned or in progress.	
	• Up to 50% of affected population without access to telecommunications.	
	• Statewide media coverage of event.	



Medium	Primary and secondary schools, colleges, and universities are in session and students are projected to be physically separated from and/or out-of-communication with parents/guardians for period > eight hours.	
	Shelter population >than 10% of affected population.	
	Number of fatalities and/or injuries that stresses the resources of the jurisdiction.	
	State/regional or multiple special events occurring.	
	Transitional period for seasonal population.	
	More than 15% of the affected population with cultural and language differences from the rest of the community.	
	More than 15% of the affected population have a disability or are older residents living in their homes with or without caregivers.	
	No notice or short notice incident.	
Low	No or localized general and/or medical evacuation planned or in progress	
	Up to 20% of affected population without access to telecommunications.	
	Local media coverage of event.	
	Primary and secondary schools, colleges, and universities are in session and students are projected to be physically separated from and/or out-of-communication with parents/guardians for period < 4 hours or not in session	
	Shelter population <than 5% of affected population.	
	No or limited fatalities and/or injuries.	
	No special events occurring.	
	More than 15% of the affected population with cultural and language differences from the rest of the community.	
	More than 15% of the affected population have a disability or are older residents living in their homes with or without caregivers.	
	Incident with notice.	

Determining Reunification Methods

The desired outcomes for a Reunification Services Initial Estimate are (1) the determination that the local demand for reunification resources have been or will be exceeded and (2) the determination of the reunification methods and resources that are required to support and/or provide reunification services. Table 2 below provides suggested reunification methods that may be applied to address medium/high intensity factors.

Table 2- Intensity Factors and Reunification Methods.

This table provides suggested reunification methods that may be applied to address medium/high intensity factors. Note: most factors can be addressed by access to reunification systems, which is a primary objective in successful reunification operations.



Medium to High Impact Levels	Reunification Services and Support
Evacuation Planned or on-going	• Access to Reunification Systems • Physical Reunification • Emergency Welfare Inquiries • Reunification or Missing Persons Call Center • Reunification Multi-Agency Coordination Center (R-MACC)
Loss of communications for the public	• Access to Reunification Systems • Emergency Welfare Inquiries • Reunification or Missing Persons Call Center
Extent of media coverage	• Reunification or Missing Persons Call Center • Emergency Welfare Inquiries
Impact on schools, colleges, and universities	• Access to Reunification Systems • Emergency Welfare Inquiries • Physical Reunification • Reunification or Missing Persons Call Center
Congregate sheltering	• Access to Reunification Systems
Impact of the number of fatalities/injuries on the jurisdictions affected	• Access to Reunification Systems • Support for Reunification of Missing, Injured, or Deceased • Family Assistance Center (FAC) • Emergency Welfare Inquiries
Presence of special events in the jurisdiction	• Access to Reunification Systems • Support for Reunification of Missing, Injured, or Deceased
Peak seasonal population	• Access to Reunification Systems
Percentage of the affected population with cultural and language differences	• Access to Reunification Systems • Emergency Welfare Inquiries
Percentage of the affected population who has a disability or is older.	• Access to Reunification Systems • Emergency Welfare Inquiries



Appendix C: Family Reunification Team and Contact Information

ICS Position*	Responsibilities	Name(s)	Contact Infor (24/7 Phone/E-mail)
FRC Director/ Incident Commander (IC)	Responsible for managing entire incident; overall command		
Public Information Officer (PIO)	Monitor/manage public messaging; brief FRC Director/IC		
Social Media	Establish social media presence for FRC and post PIO messaging on Facebook. Twitter, etc.		
Safety Officer	Ensure staff safety and site security		
Liaison Officer	Connect with other agencies/towns		
Operations Chief	Implement reunification; oversee FRC operations		
<u>Parent/Guardian Check-in Director</u>	Oversee the parent/guardian check-in process		
Greeters	Establish social media presence for FRC and post PIO messaging on Facebook. Twitter, etc.	1.	
		2.	
		3.	
Checkers	Conduct intimal screening and betting of intake forms	1.	
		2.	



		3.	
Interpreters	Ensure that the needs of parents/guardians and children with limited hearing, languages other than English, etc. are met	1.	
		2.	
		3.	
<u>Child Support Unit Director</u>	In charge of child support services		
Child Care	Ensure safe environment for children in the FRC	1	
		2	
		3	
Entertainment	Provide entertainment for children at FRC	1	
		2	
		3	
Escorts	Retrieve children and bring them from Children's Safe Area to Reunification Area	1	
		2	
		3	
<u>Medical Director</u>	Provide medical first aid and mental health services		
First Aid	Low risk, outpatient medical care		
Mental Health	Behavioral health first aid and emergency mental health support		



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Logistics Chief	Ensure facilities and supplies are functional		
Facilities	Manages the facility		
Communications	Maintain communications, including radio, computer, and telephone needs		
Security	Ensures facility security		
Planning Chief	Scribe; track event over time; plan next operational period/resources; identify staffing needs		
Runners	Gather information; deliver messages		
Finance Chief	Documents costs; track data/resources		
* Positions shown in bold type make up the FRC Command Staff.			



Appendix D: Code of Conduct

Staff at the Family Reunification Center (FRC) should make every effort to conduct themselves in a discrete and helpful manner, with the traumatic nature of the event and the family's high level of emotional stress in mind. All staff members, including those who are from the public and private sector, paid employees and volunteer staff, contractors, consultants, and others who may be assigned to perform work or services relating to family reunification, should adhere to the following Code of Conduct.

- ☐ **Protect life before property.** The safety of children, their families, and staff of the organization is always the primary concern. Once personal safety is secured protect the property and other assets entrusted to you by family members and others against loss, theft, or abuse.
- ☐ **Take responsibility.** Be accountable for your entire job requirements as outlined in the Job Action Sheets (JAS) and organizational policies. Assist others in providing care and/or services promptly. (See Appendix G for Job Action Sheets for all the positions/roles to be fulfilled in a reunification process.
- ☐ **Protect privacy.** Do not share any information (including photos of children or other participants) or provide access to the media without specific permission from your supervisor or designated Public Information Officer (PIO) and express consent from children and/or family members. Follow principles outlined in Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Rights and Privacy Act (FERPA) policies.
- ☐ **Treat all with respect.** Maintain positive communication, both inside and outside the reunification facility. Do not criticize decisions in the presence of children or family members. Handle conflict promptly and appropriately by asking for help and offering positive solutions to problem that are identified. Refrain from engaging in loud conversations, laughter, and other social conversations in the Family Reunification Center.
- ☐ **Communicate clearly.** Communicate openly, respectfully, and directly with children, family, and staff. Clearly identify yourself and your position to children, family members and staff and wear your name tag where it is clearly visible.
- ☐ **Equitable treatment of all.** The volunteers and staff of the FRC will maintain a professional attitude and ensure everyone is treated equally and given access to the available resources.



Appendix E: Site Plans



Attachment E – Site Selection

1. Determine Location:

a. Site Accessibility:

- ☐ Approval from facility owner, jurisdiction, or relevant agency;
- ☐ Easy access from major roads, freeways, or public transit;
- ☐ Close proximity to individuals and clients affected by the incident;
- ☐ Proximity to mass transportation resources;
- ☐ Adequate number of parking spaces;
- ☐ Parking lot layout that is amenable to law enforcement access restriction; and
- ☐ Availability on short notice.

b. Usable Space and Resource:

- ☐ Large indoor space to accommodate needs listed;
- ☐ Multiple exterior ingress/egress points (preferably two egress points);
- ☐ Proximity to restrooms, tap water source, telephone and security station;
- ☐ Controlled heating/air conditioning;
- ☐ Flow consideration for FRC required areas to include (Use Equipment and Supply Checklist in Attachment B):
 - ☐ Reception/Check-In;
 - ☐ Credentialing
 - ☐ Reception lobby;
 - ☐ Family interview/notification/counseling (individual rooms);
 - ☐ Child Care Area;
 - ☐ Meal area (as appropriate);
 - ☐ Medical Examiners' area;
 - ☐ Victim coordination area;
 - ☐ Staff briefing area;
 - ☐ Staff work area;
 - ☐ Staff break room; and
 - ☐ Logistics/IT area.
- ☐ Appropriate space for the Office of the Medical Examiners, including the following:
 - ☐ Separated, designated space,
 - ☐ Secured area; and
 - ☐ Enclosed space with no windows.
- ☐ Appropriate space for a child care area, including the following:
 - ☐ Enclosed space with narrow entrance,
 - ☐ Real walls (or solid partitions),
 - ☐ Unencumbered access to two means of ingress/egress, and
 - ☐ Food preparation and/or consumption, including any applicable cultural or religious considerations regarding the types of food permitted on the premises.
- ☐ Ability to support communications and technological infrastructure, including expected power load and data transmission capability;
- ☐ Telephones available in facility;
- ☐ Tables and chairs available on-site; and



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- ☐ Facility conforms with jurisdiction and Federal regulations:
 - ☐ Certificate of Occupancy,
 - ☐ OSHA facility requirements,
 - ☐ ADA compliant or modifiable to be compliant (including all access/egress), and
 - ☐ Affirmative Action Compliance criteria Security.
- c. Safety:
 - ☐ Easily secured perimeter and
 - ☐ Endorsement of local law enforcement.



Appendix F: Forms



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Family Reunification Handout

Family Reunification

Circumstances may occur that require parents/legal guardians to pick up their children in a formalized, controlled release. The process of controlled release is called a family reunification and may be necessary due to weather, a power outage, hazmat or if a crisis occurs at the facility. This organization has adopted a protocol that makes this process more predictable and less chaotic for all involved and best guarantees the safety of your child. Depending on the nature of the event, reunification may occur at a secondary location.

Notification

Parents/legal guardians may be notified in several ways. You may receive a message from a broadcast phone, text message system, social media and/or local TV stations.

Parent/Legal Guardian Expectations

If a parent/legal guardian is notified that a controlled release and reunification is needed, there are some expectations that parents/legal guardians should be aware of. **First, bring identification.** That will streamline things during the reunification process. **Second, do not pick up your child without checking in.** Reunification is a process that both protects the safety of the child and provides for an accountable change of custody from the organization to a recognized parent/legal guardian.

What if a Parent/Legal Guardian Cannot Pick-up Their Child?

When a parent/legal guardian cannot immediately go to the reunification site, parent's will be instructed on how to give consent for pickup through text messaging and other identification apps. Otherwise, the organization will hold children until parents/legal guardians can pick up their child.

What if the Child Drove to the Facility?

There may be instances where an older child may not be allowed to remove a vehicle from the parking lot. In this case, parents/legal guardians are advised to recover the child.

Reunification Cards

For parents/legal guardians, there are a couple of steps. If a parent/legal guardian is driving to the facility, greater awareness of traffic and emergency vehicles is advised. Parents/legal guardians should park where indicated and not abandon vehicles. Parents/legal guardians will be required to fill out a reunification card.

This card is separated into two halves and will be separated during the process. Some of the same information is repeated on both the top and bottom of the card. Parents/legal guardians are asked to complete all parts of the card as directed. In the case of multiple children being reunified, a separate card for each child needs to be completed. When reunification with their child(ren) has been completed, the parent/legal guardian will return their portion of the card(s) for processing by reunification staff.

Bring ID to Check In

During check in, identification and background checks maybe preformed to ensure the correct parent/legal guardian can pick up the child(ren). Then the card is separated, and the bottom half given back to the parent/legal guardian. From the "Check-In Area" parents/legal guardians are directed to the "Reunification Area." There, an escort will take the bottom half of the card and



take it to the “Children’s Safe Area” to recover the child(ren). Parents/legal guardians should be aware that in some cases, especially if they do not have an ID, they may be asked to provide further information before they can be reunified with their child.

Interviews and Counseling

In some cases, parents/legal guardians may be advised that a law enforcement investigation is underway and may be advised that interviews are necessary. In extreme cases, they may be pulled aside for emergency or medical information. At any point, parents/legal guardians in need of counseling should alert reunification staff and they will be taken to the Counseling Area to receive assistance.



Family Reunification Card

Family Process

First, we want to thank you for your patience during this reunification. We share the same goal during this process, getting you and your child back together as quickly as possible. The reason we are going through this is that an event has occurred that mandates we personally reunite you with your child.

Instructions

1. Please complete the information below on this card in the Parent/Guardian boxes shaded in pink.
2. Prepare identification (If you do not have ID with you, please move to the side of the line.)
3. Select the check-in line based on your child's last name.
4. After check-in, staff will split this card and an escort will be sent to recover your child. Please step over to the designated Reunification Area.
5. If there has been injury or other concerns, you may be asked to meet a counselor.
6. Please do not shout at staff. We will get through this as quickly as possible.
7. Please do not disseminate any information on social media.

Parent/Guardian Reunification Information (print on cardstock)

Child's Name _____

Race _____

Child's Cell Phone Number _____

Sex M F Other

Child's Age _____ Child's Birth Date _____

Family Safe Word: _____

Parent/Guardian picking up child:

DOB _____

Signature of Parent/Guardian

Phone number of Parent/Guardian picking up child

Photo identification matches name of person picking up child. **YES** **NO**

Runner request for child:

Time _____ Initials _____ Escort Assigned _____

**Parent/Guardian Sign Off****Date** _____

Print Your Name _____

Signature _____

Print Child's Name Again _____

Child's Age _____ Child's Birthday _____

Reunification Staff Completes Upon Release of Child

Time _____

Initials _____



Child Information Sheet

Child's Information

Date _____

Child's Name _____

Child's Cell Phone Number _____

Child's Age _____

Child's Birthday _____

Race _____

Sex M F Other

Family Safe Word _____

Address _____

Allergies/Special Instructions

Parent/Guardian Information (1):

Name _____ DOB _____

Relationship to Child _____

Address (If different than child's) _____

Home Phone _____

Home email _____

Cell Phone _____

Work email _____

Work Name & Address _____

Work Phone _____

Supervisor's Phone _____

Supervisor Name _____

Parent/Guardian Information (2):

Name _____

Relationship to Child _____

Address (If different than child's) _____

Home Phone _____

Home email _____

Cell Phone _____

Work email _____

Work Name & Address _____

Work Phone _____

Supervisor's Phone _____

Supervisor Name _____



Child Information Sheet

Child's Information (Continued):

Emergency Contact Information (1):

Name _____

Relationship to Child _____

Address (If different than child's) _____

DOB _____

Home Phone _____

Work Phone _____

Cell Phone _____

Emergency Contact Information (2):

Name _____

Relationship to Child _____

Address (If different than child's) _____

DOB _____

Home Phone _____

Work Phone _____

Cell Phone _____



Child Information Sheet

Child's Information (Continued):

People with Permission to Pick Up Child (always request identification)

Name _____

Name _____

Name _____

Doctor Information:

Pediatrician Name: _____

Pediatrician Address _____

Pediatrician Phone _____

Pediatrician email _____

Additional Medical Information _____

Other Instructions, Concerns, Restrictions:



2022 Family Reunification Plan

July 2022

Child Accountability Roster

[illegible]



2022 Family Reunification Plan

July 2022

Daily Phone Contact Log

Time of Call	Caller's Name	Affiliation	Phone/E-mail	Nature of Request	Action Taken	Time Action Completed
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
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☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM
☐ AM ☐ PM						☐ AM ☐ PM



Expense Tracking Form

Date	Time In	Time Out	Person Requesting	Item	Description/ Comments/Priority	Source/ Vendor	Approved By	Est. Cost
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
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	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$
	☐ AM ☐ PM	☐ AM ☐ PM						\$



Children/Family Medical Incident Form

Patient Information: ****Information below is protected and must be kept confidential****

Name: _____

Cell Phone Number: _____

Age: _____

Date of Birth: _____ ☐ Male ☐ Female

Address: _____

E-mail: _____

Allergies/Medical History:

Primary Care Provider: _____

Phone: _____

Health Insurance Co.: _____

Phone: _____

Policy Holder: _____

Ins. ID #: _____

Basic Incident Information:

Date of Incident: _____

Incident Number: _____

Location of Incident: _____

Type of Incident: _____

Time of Incident: _____

Reported to: _____

Time of Report: _____



Incident Details:

Injuries: ☐ Yes ☐ No

Detailed Description:

Significant Factors/Conditions:

Response Actions:

Resolution:

Referral: _____

Contact: _____

Transportation Services: _____

Contact: _____

Other Response(s):

Recommended Follow-up:

Staff Certification:

Printed Name: _____

ID #: _____

Signature: _____

Date: _____



Appendix G: Job Action Sheets

Family Reunification Process

Common Response Themes

Follow Chain of Command and Accountability: Know your supervisor and whom you supervise. Take responsibility for your job requirements as outlined in the relevant Job Action Sheet(s). Staff and volunteers must be signed in and wearing ID badge and always identifying clothing on the site of the Family Reunification Center (FRC).

Provide for Safety First: Always be aware of the physical safety of children, staff, parents/guardians and the public and protect t life before property. If in doubt, notify supervisor and Safety and/or Security Officers of potentially unsafe conditions.

Use Only Trusted Staff/Volunteer Teams: All staff and volunteers should have had CORI/SORI checks conducted in advance. No spontaneous volunteers should be permitted in the FRC. Children should be always supervised by at least two adult staff/volunteers.

Protect Privacy: Do not share information (including photos of children, patents/guardians, staff, or other participants) with the press or post it on social media without prior permission from the Public Information Officer and express consent from affected individuals. Ensure that children and parents/guardians are not in line of sight of each other prior to reunification.

Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Family Reunification Plan and Procedures.
- ☐ Review all available information from on-scene and available sources to establish situational awareness.
- ☐ Establish communications with Command Staff.
- ☐ Attend incident briefing on the situation for Command Staff.
- ☐ Designate and activate staff positions as needed.
- ☐ Staff/volunteers must sign in as they arrive and review Job Action Sheets (JAS).
- ☐ Attend initial staff briefing.
- ☐ Assist with FRC facility walk through with Operations and Logistics Chief, as directed.
- ☐ Confirm completed FRC set-up with Operations Chief.

Assist with FRC **interior** set-up

- Children's Safe Area
- Parent/Guardian Check-in Area
- Medical/Counseling Area
- ☐ • Accessible areas with resources for children and parents with special or medical needs.
- Reunification Area
- Law Enforcement Area
- Media Area
- Overflow Waiting Area, if needed.

Assist with FRC **exterior** set-up.

- ☐ • Set-up signage and traffic controls.
- Establish transportation access for parents/guardians picking up their child.

Attend Shift Change briefings and collect Activity Logs.

- Situational updates
- Collect/Distribute Forms
- ☐ • Emphasize the importance of documenting everything, especially injuries and complaints.
- Sing in/out staff
- Discuss needs or concerns for the next shift.

FRC Admin/Finance Chief Job Checklist

Reports to:	FRC Director/Incident Commander		
Job Description	Keep track of all expenses and required financial paperwork associated with family reunification process.		
Priorities	- Children and staff safety and well-being. - Children's whereabouts and condition. - Starting the recovery process.		
Objectives	- Every child has been accounted for. - Every child still in the FRC is reunified with their parent or guardian.		
Forms	- FRC Organizational Chart - Job Checklist - ID Badge - Organizational Radio Frequency		
<u>Partner Agencies:</u>	Contact Information: Name: _____ Email: _____ 24/7 Phone _____		
Organization's Finance Director			
Municipal Finance Officer			
COAD			
Initial Actions			
☐ Review Job Action Sheet (JAS); check in staff as they arrive and distribute JAS.			
☐ Conduct FRC facility walk-through with FRC Director/IC and Command Staff.			
☐ Attend scheduled incident briefing on the situation for Command Staff.			
☐ Review financial tracking and approval protocols with FRC Director/IC.			
Ongoing Actions			
☐ Ensure that all expenses have been preapproved by FRC Director/IC.			
☐ Oversee the monitoring and documenting of all expenses with the Logistics Officer.			
☐ Collect and monitor all documents and action logs, time sheets, volunteer time.			
☐ Collect, collate, and report on all data/reports generated during the family reunification process.			
FRC Demobilization			
☐ Coordinate with Logistics Chief on clean up and return of supplies and equipment.			
☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff.			

FRC Checkers Job Checklist

Reports to:	Parent/Guardian Check-in Director
Job Description	Conduct initial screening and betting of intake forms.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Parent/Guardian Check-in Director.

Ongoing Actions

- ☐ Review Reunification cards for completeness and log child's name on reunification release log.
- ☐ Verify ID and custody documentation against child's emergency card and confirm by signing card.
- ☐ Tear off bottom of Reunification Card and give to Escort to collect child from Children's Safe Area.
- ☐ Give top of Reunification Card to parent/guardian and direct to reunification area.
- ☐ Identify parents/guardians that need counseling and alert Health Support staff.
- ☐ Report any issues or problems observed (e.g., disruptive behavior, low supplies) to Parent/Guardian Check-in Director.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Child Care Job Checklist

Reports to:	Child Support Unit Director
Job Description	Ensure children are provided with a safe environment while in the FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS).
- ☐ Attend incident briefing with Child Support Unit Director.
- ☐ Assist with set-up of Children's Safe Area.
- ☐ Ensure that Children's Safe Area is free from physical hazards and/or structural barriers.

Ongoing Actions

- ☐ Provide pleasant, age-appropriate resources and activities in a child friendly area.
- ☐ Identify children with special needs (e.g. food allergies, behavioral issues, medications, etc.) and refer to Health Support.
- ☐ Assist with collecting children and escorting them to reunification area.
- ☐ Report issues observed to Child Support Unit Director.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Child Support Unit Director Job Checklist

Reports to:	Operations Chief
Job Description	Direct the overall operations within the Children's Safety Area.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Operations Chief.
- ☐ Ensure adequate staffing and brief team on operations and performance expectations.
- ☐ Direct timely set-up of Children's Safe Area and ensure staff have necessary supplies and materials.

Ongoing Actions

- ☐ Oversee the process of children and staff arriving at Children's Safe Area.
- ☐ Oversee the process of locating children and releasing them to reunification area with a runner.
- ☐ Quickly identify and resolve any problems in the Children's Safe Area and report unresolved issues to FRC Director/IC.
- ☐ Direct requests for additional materials and/or staff to the FRC Director/IC.
- ☐ Ensure staff have breaks and fill in as necessary.
- ☐ Provide regular reports to FRC Director/IC.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Communications Job Checklist

Reports to:	Logistics Chief
Job Description	Maintain communication, including radio, computer, and telephone needs of staff at FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: Name: Email: 24/7 Phone
Emergency Management Director	
Law Enforcement	
Fire Department	
Health Department	
Hospital(s) KUHS Providence	
Mental Health Service Provider	
COAD	
American Red Cross	

Initial Actions

- | | |
|--------------------------|---|
| ☐ | Review Job Action Sheet |
| ☐ | Coordinate with PIO to ensure consistent, coordinated situational awareness and messages. |
| ☐ | Attend scheduled incident briefing on the situation for Command Staff. |
| ☐ | Assess immediate needs for community partners. |
| ☐ | Identify community partners' representatives and establish mechanism for liaison with incident management team. |
| ☐ | Prepare an initial information summary as soon as possible after FRC activation. |
| ☐ | Coordinate with Logistics Chief to arrange for required communications, meeting room and equipment. |

Ongoing Actions

- | | |
|--------------------------|---|
| ☐ | Monitor incident planning and operations to identify inter-organizational problems. |
| ☐ | Maintain continuous situational awareness with partner agencies and organizations. |
| ☐ | Provide regular updates to FRC Director/IC and Command Staff. |

Ongoing Actions (cont.)
☐ Maintain a log of all contacts, agreements, and issues.
FRC Demobilization
☐ Coordinate closing announcement with FRC Director/IC and PIO to notify community partners.
☐ Maintain continuous situational awareness.
☐ Assist with clean up and return supplies and equipment.
☐ Turn in all logs and documentation.

FRC Entertainment Job Checklist

Reports to:	Child Support Unit Director
Job Description	Provide entertainment for children at FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Child Support Unit Director.

Ongoing Actions

- ☐ Develop Children's Entertainment Plan.
- ☐ Coordinate with Logistics Chief to procure needed entertainment resources.
- ☐ Coordinate and communicate needs to supporting staff.
- ☐ Document all unmet needs and report to FRC Director/IC.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Escort Job Checklist

Reports to:	Child Support Unit Director
Job Description	Retrieve children and bring them from Children's Safe Area to Reunification Area.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Child Support Unit Director.

Ongoing Actions

- ☐ Take bottom of Reunification Cards to Child Support Unit Director.
- ☐ Collect children and escort to Reunification Area.
- ☐ Initial and time stamp Reunification Card and hand back to Checkers.
- ☐ Report and issues or problems observed to Child Support Unit Director.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Facilities Job Checklist

Reports to:	Logistics Chief
Job Description	Ensure adequate facilities are provided and maintained in an efficient and effective manner to accomplish family reunification.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS).
- ☐ Attend incident briefing with Logistics Chief.
- ☐ Ensure adequate facilities are provided for reunification.
- ☐ Coordinate with staff for support required at facilities.

Ongoing Actions

- ☐ Identify and coordinate facility communications needs to Communications Unit Supervisor.
- ☐ Oversee the process of locating children and releasing them to reunification area with a runner.
- ☐ Endure that sanitation, health, and custodial needs are met.
- ☐ Coordinate water resources for consumption, sanitation, and firefighting.
- ☐ Maintain back-up power.
- ☐ Maintain up-to-date information on facilities' manager contact info, locations of supplies/equipment/operations.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC First Aid Job Checklist

Reports to:	Medical Director
Job Description	Provide low risk, outpatient medical care to children, parents/guardians and staff.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Medical Director.
- ☐ Help set up secure, separate, quiet Medical Area(s).
- ☐ Assess provisions to ensure FNSS medical needs are met.

Ongoing Actions

- ☐ Identify children, parents/guardians, and staff who are injured and are in need of medical attention.
- ☐ Ensure physical needs are met for food and water, temperature control (blankets, AC), first aid.
- ☐ Triage, refer and transport high risk or at-risk individuals with complex medical needs to standard medical providers.
- ☐ Connect families with support systems and community health resources.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Operations Officer Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Generally, oversee the entirety of the reunification process.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Sign-in to the FRC, then check in with the Operations Section Coordinator to receive a briefing on the current situation and the plan of action.
- ☐ Conduct FRC facility walk-through with FRC Director/Incident Commander and Command Staff.
- ☐ Attend scheduled incident briefing on the situation for Command Staff.
- ☐ Assess immediate needs for notification.
- ☐ Determine safety risks to children, staff, and parents/guardians and advise FRC Director/IC and Command Staff of unsafe conditions and corrective recommendations.
- ☐ Prepare an initial safety summary as soon as possible after FRC activation.
- ☐ Communicate with Logistics Chief to procure and post no-entry signs around unsafe areas.

Ongoing Actions

- ☐ Monitor building or incident hazards and identify vulnerabilities.
- ☐ Ensure that staff identify and report all hazards and unsafe conditions to the Operations Chief.
- ☐ Specify type and level of PPE to be utilized by staff to ensure their protection, depending on the incident.
- ☐ Receive, manage, & track resource requests on F 9 Expense Tracking Form.
- ☐ Provide regular updates to FRC Director/IC and Command Staff and attend regular briefings.
- ☐ Ensure implementation of all safety practices and procedures and address safety issues as they arise.
- ☐ Provide your relief with a briefing at shift change informing them of all ongoing activities, objectives for the previous and next operational period, and any other pertinent information.

FRC Demobilization

- ☐ Monitor FRC demobilization for safety.
- ☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff
- ☐ Assist with clean up and return supplies and equipment especially safety signage and equipment.
- ☐ Turn in all logs and documentation.

FRC Greeter Job Checklist

Reports to:	Parent/Guardian Check-in Director
Job Description	Welcome parents/guardians to the FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Parent/Guardian Check-in Director.

Ongoing Actions

- ☐ Assist parents/guardians with filling out the reunification card.
- ☐ Identify parents/guardians who do not have identification and alert staff to assist.
- ☐ Identify parents/guardians that need crisis counseling.
- ☐ Identify issues or problems in check-in process and alert Parent/Guardian Check-in Director.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Hospital Liaison Job Checklist

Reports to:	Medical Director
Job Description	Provide update information on family members and unaccompanied children taken to the hospitals.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Medical Director.
- ☐ Tracking patients going to area hospitals.

Ongoing Actions

- ☐ Advise when area hospitals are overloaded and where to send patients.
- ☐ Maintain patient tracking and report to Medical Director.
- ☐ Advise when area hospitals are overloaded and when they are rerouting patients.
- ☐ Connect families with support system. s

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Information Management Job Checklist

Reports to:	Logistics Chief
Job Description	Ensure that accurate, and timely information is shared within the FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Attend incident briefing with Logistics Chief.
- ☐ Determine IT needed.

Ongoing Actions

- ☐ Ensure all IT systems are up to date and functioning.
- ☐ Acquire and distribute hardware (laptop, printers, cameras, monitors, etc.)
- ☐ Ensure connectivity to UG network and internet.
- ☐ Ensure supplies for Rapid Tag are in place.
- ☐ Vendor support is available.
- ☐ Be prepared to do just in time training on various systems.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation
- ☐ Assist with clean up and return supplies and equipment.

FRC Interpreter Job Checklist

Reports to:	Parent/Guardian Check-in Director
Job Description	Ensure that the communication needs of parents/guardians and children with limited hearing, other than English, etc.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Parent/Guardian Check-in Director.

Ongoing Actions

- ☐ Act as liaison between FRC Staff and parents/guardians to ensure a smooth check-in process.
- ☐ Assist with interpersonal communications in Child Support and Medical Units as requested.
- ☐ Coordinate with Logistics and Operations Chiefs to identify and procure resource needs for interpreters.
- ☐ Report any issues or problems observed to Parent/Guardian Check-in Director.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Liaison Officer Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Establish and maintain communication with community partners, including local fire, law enforcement and medical officials.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: Name: Email: 24/7 Phone
Emergency Management Director	
Law Enforcement	
Fire Department	
Health Department	
Hospital(s) KUHS Providence	
Mental Health Service Provider	
COAD	
American Red Cross	

Initial Actions

- | | |
|--------------------------|---|
| ☐ | Review Job Action Sheet |
| ☐ | Coordinate with PIO to ensure consistent, coordinated situational awareness and messages. |
| ☐ | Attend scheduled incident briefing on the situation for Command Staff. |
| ☐ | Assess immediate needs for community partners. |
| ☐ | Identify community partners' representatives and establish mechanism for liaison with incident management team. |
| ☐ | Prepare an initial information summary as soon as possible after FRC activation. |
| ☐ | Coordinate with Logistics Chief to arrange for required communications, meeting room and equipment. |

Ongoing Actions

- | | |
|--------------------------|---|
| ☐ | Monitor incident planning and operations to identify inter-organizational problems. |
| ☐ | Maintain continuous situational awareness with partner agencies and organizations. |
| ☐ | Provide regular updates to FRC Director/IC and Command Staff. |

Ongoing Actions (cont.)
☐ Maintain a log of all contacts, agreements, and issues.
FRC Demobilization
☐ Coordinate closing announcement with FRC Director/IC and PIO to notify community partners.
☐ Maintain continuous situational awareness.
☐ Assist with clean up and return supplies and equipment.
☐ Turn in all logs and documentation.

FRC Logistics Chief Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Ensure facilities and supplies are functional and available throughout the reunification process.
Priorities	- Children and staff safety and well-being. - Children's whereabouts and condition. - Starting the recovery process.
Objectives	- Every child has been accounted for. - Every child still in the FRC is reunified with their parent or guardian.
Forms	- FRC Organizational Chart - Job Checklist - ID Badge - Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: Name: Email: 24/7 Phone
Emergency Management Director	
Law Enforcement	
Fire Department	
Health Department	
Hospital(s) KUHS Providence	
Mental Health Service Provider	
COAD	
American Red Cross	
Initial Actions	
☐	Review Job Action Sheet, Interior/Exterior Site Plans, and recommended equipment list.
☐	Conduct FRC facility walk-through with FRC Director/IC and Command Staff.
☐	Attend scheduled incident briefing on the situation for Command Staff.
☐	Provide briefing to all logistics staff on FRP and performance expectations.
Ongoing Actions	
☐	Quickly identify and resolve any bottlenecks or slow-downs in flow of parents/guardians and children through reunification process.
☐	Resolve any issues that arise at the Parent/Guardian Check-in Area or the Children's Safe Area and report unresolved issues to FRC Director/IC.
☐	Direct requests for additional materials and/or staff to FRC Director/IC.
☐	Provide regular updates to FRC Director/IC and Command Staff and attend regular briefings.

FRC Demobilization

- ☐ Conduct de-briefing with Logistics staff.
- ☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff.
- ☐ Collect logs and documentation from Logistics Staff.
- ☐ Participate in the After-Action Review process, including identification of areas that need improvement.

FRC Medical Director Job Checklist

Reports to:	Operations Chief
Job Description	Oversee the medical and psychological wellbeing of children, parent/guardians, and staff in a crisis requiring family reunification.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: • Name: Email: 24/7 Phone
<u>Public Health Dept.</u>	
<u>Hospital</u>	
<u>Mental Health Service Provider</u>	
<u>Supervises:</u>	Contact Information: Name: Email: 24/7 Phone
<u>First Aid Staff</u>	
<u>Mental Health Staff</u>	

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Operations Chief.

Ongoing Actions

- ☐ Identify children, parents/guardians, and staff who are injured and are in need of medical attention.
- ☐ Identify children, parents/guardians, and staff who are injured an are in need of mental health counseling.
- ☐ Ensure physical needs are met for food and water, temperature control (blankets, AC) first aid.
- ☐ Ensure emotional needs of children, parents/guardians, and staff are met.
- ☐ Connect families with support systems and community mental health resources.
- ☐ Provide information about emergency incident and next steps.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Mental Health Job Checklist

Reports to:	Medical Director
Job Description	Provide behavioral health first aid and emergency mental health support to parents/
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS).
- ☐ Attend incident briefing with Medical Director.
- ☐ Help set up secure, separate, quiet Behavioral Health Area.
- ☐ Assess provisions to ensure FNSS behavioral needs are met.

Ongoing Actions

- ☐ Identify children, parents/guardians, and staff who need mental health counseling.
- ☐ Ensure emotional needs of children, families, and staff are met.
- ☐ Triage, refer and transport high risk or at-risk individuals with complex mental health needs to standard mental health providers.
- ☐ Connect families with support systems and community mental health resources.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Operations Chief Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Generally, oversee the entirety of the reunification process.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Sign-in to the FRC, then check in with the Operations Section Coordinator to receive a briefing on the current situation and the plan of action.
- ☐ Conduct FRC facility walk-through with FRC Director/Incident Commander and Command Staff.
- ☐ Attend scheduled incident briefing on the situation for Command Staff.
- ☐ Assess immediate needs for notification.
- ☐ Determine safety risks to children, staff, and parents/guardians and advise FRC Director/IC and Command Staff of unsafe conditions and corrective recommendations.
- ☐ Prepare an initial safety summary as soon as possible after FRC activation.
- ☐ Communicate with Logistics Chief to procure and post no-entry signs around unsafe areas.

Ongoing Actions

- ☐ Monitor building or incident hazards and identify vulnerabilities.
- ☐ Ensure that staff identify and report all hazards and unsafe conditions to the Operations Chief.
- ☐ Specify type and level of PPE to be utilized by staff to ensure their protection, depending on the incident.
- ☐ Receive, manage, & track resource requests on F 9 Expense Tracking Form.
- ☐ Provide regular updates to FRC Director/IC and Command Staff and attend regular briefings.
- ☐ Ensure implementation of all safety practices and procedures and address safety issues as they arise.
- ☐ Provide your relief with a briefing at shift change informing them of all ongoing activities, objectives for the previous and next operational period, and any other pertinent information.

FRC Demobilization

- ☐ Monitor FRC demobilization for safety.
- ☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff
- ☐ Assist with clean up, return supplies and equipment especially safety signage and equipment.
- ☐ Turn in all logs and documentation.

FRC Parent/Guardian Check-in Director Job Checklist

Reports to:	Operations Chief
Job Description	Oversee the parent/guardian check-in process and ensure accountability for custodial parent or legal guardian.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Operations Chief.

Ongoing Actions

- ☐ Stay in communication with Operations Chief and Greeters, Checkers and Runners.
- ☐ Resolve issues as they arise at the Parent/Guardian Check-in Center.
- ☐ Coordinate staff breaks.
- ☐ Provide staff back-up to resolve bottlenecks, as necessary.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Planning Chief Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Prepare and distribute Incident Action Plan, identify staffing needs, and prepare periodic Situation Status Reports.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: Name: _____ Email: _____ 24/7 Phone _____
Emergency Management Director	
Law Enforcement	
Fire Department	
Health Department	
Hospital(s) KUHS Providence	
Mental Health Service Provider	
COAD	

Initial Actions

- ☐ Review Job Action Sheet.
- ☐ Review Family Reunification Plan, Policies and Procedures.
- ☐ Attend scheduled incident briefing on the situation for Command Staff.
- ☐ Conduct FRC facility walk-through with FRC Director/IC and Command Staff.

Ongoing Actions

- ☐ Ensure that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- ☐ Meet with Operations Section Chief and obtain and review any major incident reports.
- ☐ Coordinate with FRC Director/IC on scheduling and managing incident planning.
- ☐ Provide regular updates to FRC Director/IC and Command Staff and attend regular briefings.

FRC Demobilization

- ☐ Coordinate with Logistics Chief on clean up and return of supplies and equipment.
- ☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff.

Public Information Officer (PIO) Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	Manage the dissemination of public information regarding reunification operations with parents/guardians, the media and community partners.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Establish communications with FRC Director/Incident Commander
- ☐ Attend incident briefing on the situation for Command Staff.
- ☐ Activate Social Media position and other staff to assist PIO.
- ☐ Prepare initial media messages assuring public that the children's safety is the organization's primary concern and outlining protocols for parents/guardians to be reunited with their children.
- ☐ Submit initial media messages for approval by FRC Director/Incident Commander
- ☐ Set up Media Staging Area

Ongoing Actions

- ☐ Disseminate reunification information from the Command Team to parents/guardians, media, and community partners.
- ☐ Submit all media messages for approval by FRC Director/Incident Commander.
- ☐ Assign Social Media staff
- ☐ Monitor all media outlets for information, misinformation, gaps, rumors, etc.
- ☐ Contact media to correct erroneous or misleading information being provided to the public.
- ☐ Maintain contact with the Incident PIO or Joint Information System (JIS), if activated.
- ☐ Assess strategies for notifying FNSS populations.
- ☐ Record all interviews and copy all media releases.

FRC Demobilization

- ☐ Coordinate closing announcement with FRC Director/Incident Commander to notify parent/guardians, community partners and media.
- ☐ Continue to monitor all media.
- ☐ Assist with clean up, return supplies/equipment and turn in all logs and documentation.

FRC Purchasing/Acquisition's Job Checklist

Reports to:	Admin/Finance Chief
Job Description	Provide documentation for all costs and expenses associated with the FRC.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency
Initial Actions	
☐	Review Job Action Sheet (JAS).
☐	Attend incident briefing with the Admin/Finance Chief.
☐	Begin maintaining a detailed (time and date) log of all activities and expenditures.
☐	Have awareness of governmental contracts already in place.
Ongoing Actions	
☐	Issue, manage, and track Purchase Orders (PO's) for approved resource requests and ensure payments.
☐	Continue resource management and project additional needs.
☐	Initiate governmental contracts as needed.
☐	Maintain resource tracking system to mobilize, track and demobilize personnel and equipment.
FRC Demobilization	
☐	Debrief with FRC Team and turn in all documentation.
☐	Return supplies and equipment to Logistics.

FRC Runner Job Checklist

Reports to:	Planning Chief
Job Description	Provide ongoing support throughout the reunification process regarding procurement of resources.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Attend incident briefing with Parent/Guardian Check-in Director.

Ongoing Actions

- ☐ Procure, gather, and deploy needed resources to appropriate locations.
- ☐ Maintain continuous communications with Operations Chief to determine potential needs.
- ☐ Coordinate with Logistics Chief to procure resources needed.
- ☐ Report any issues or problems observed to Planning Chief.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation
- ☐ Assist with clean up and return supplies and equipment.

Safety Officer Job Checklist

Reports to:	FRC Director/Incident Commander
Job Description	General site observation for safety concerns.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Establish communications with FRC Director/Incident Commander
- ☐ Attend incident briefing on the situation for Command Staff.
- ☐ Assess immediate needs for notification.
- ☐ Determined safety risks to children, staff, and parents/guardians and advise FRC Director/IC and Command Staff of unsafe conditions and corrective recommendations.
- ☐ Prepare an initial safety summary as soon as possible after FRC activation.
- ☐ Communicate with Logistics Chief to procure and post no-entry signs around unsafe areas.

Ongoing Actions

- ☐ Monitor building or incident hazards and identify vulnerabilities.
- ☐ Ensure that staff identify and report all hazards and unsafe conditions to the Operations Chief.
- ☐ Specify type and level of PPE to be utilized by staff to ensure their protection, depending on incident.
- ☐ Provide regular updates to FRC Director/IC and Command Staff and attend regular briefings.
- ☐ Ensure implementation of all safety issues as they arise.

FRC Demobilization

- ☐ Monitor FRC demobilization for safety.
- ☐ Conduct FRC facility closing walk-through with FRC Director/IC and Command Staff.
- ☐ Assist with clean up, return supplies/equipment and turn in all logs and documentation.
- ☐ Turn in all logs and documentation.

FRC Security Job Checklist

Reports to:	Logistics Chief
Job Description	Maintain safe and secure environment for reunification staff, children, and parents/guardians.
Priorities	- Children and staff safety and well-being. - Children's whereabouts and condition. - Starting the recovery process.
Objectives	- Every child has been accounted for. - Every child still in the FRC is reunified with their parent or guardian.
Forms	- FRC Organizational Chart - Job Checklist - ID Badge - Organizational Radio Frequency
<u>Partner Agencies:</u>	Contact Information: Name: Email: 24/7 Phone
Law Enforcement	
Fire Department	
Sheriff's Office	
Initial Actions	
☐	Review Job Action Sheet
☐	Attend incident briefing with Logistics Chief.
☐	Determine security requirements and arrange for staffing.
☐	Determine needs for special access to facilities.
Ongoing Actions	
☐	Implement security strategy and procedures.
☐	Control personal access to FRC.
☐	Implement traffic controls to prevent unlawful entry to site.
☐	Report all observations and potential security incidents to FRC Director/IC.
FRC Demobilization	
☐	Debrief with FRC Team and turn in all documentation
☐	Assist with clean up and return supplies and equipment.

FRC Situational Assessment Job Checklist

Reports to:	Planning Chief
Job Description	Gain information from the field and advise the Planning Chief and assist in creating the Incident Action Plan.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Attend incident briefing with Planning Chief.
- ☐ Obtain a situational assessment from the field from the Operations Chief.

Ongoing Actions

- ☐ Manage information coming into the FRC from the field.
- ☐ Direct information gathered to the correct section to vet the information and create an operational picture.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation
- ☐ Assist with clean up and return supplies and equipment.

FRC Social Media Job Checklist

Reports to:	Public Information Officer
Job Description	Establish social media presence for FRC and post PIO messaging on Facebook, Twitter, etc
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet (JAS)..
- ☐ Attend incident briefing with Public Information Officer (PIO)

Ongoing Actions

- ☐ Monitor social media outlets for information, misinformation, gaps and rumors, etc.
- ☐ Contact social media outlets to correct erroneous or misleading information being provided to the public.
- ☐ Submit all social all social media products and messages to the FRC Director/IC.
- ☐ Participate in Joint Information Center (JIC), if activated.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation.
- ☐ Return supplies and equipment to Logistics.

FRC Staffing Job Checklist

Reports to:	Logistics Chief
Job Description	Assess the situation and determine staffing needs.
Priorities	• Children and staff safety and well-being. • Children's whereabouts and condition. • Starting the recovery process.
Objectives	• Every child has been accounted for. • Every child still in the FRC is reunified with their parent or guardian.
Forms	• FRC Organizational Chart • Job Checklist • ID Badge • Organizational Radio Frequency

Initial Actions

- ☐ Review Job Action Sheet
- ☐ Attend incident briefing with Logistics Chief.
- ☐ Determine the need for staffing.
- ☐ Determine the immediate needs of staff (feeding, housing, etc.)

Ongoing Actions

- ☐ Provide timesheets and other staffing documentation to the Admin/Finance Chief.
- ☐ Support the needs of the staff.
- ☐ Reassess the need for additional staff.
- ☐ Maintain accountability of staff on scene.

FRC Demobilization

- ☐ Debrief with FRC Team and turn in all documentation
- ☐ Assist with clean up and return supplies and equipment.



KANSAS CITY AREA REGIONAL COORDINATION GUIDE

ESF-15 ANNEX – EMERGENCY PUBLIC INFORMATION

*Date: July 10, 2013
Version 2*



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REGIONAL ACCEPTANCE

The following updated version of the ESF-15 Emergency Public Information Annex of the Regional Coordination Guide was developed with assistance and input from public information officers and emergency managers across the bi-state Kansas City Metro Area. After being reviewed by the Regional Association of Public Information Officers (RAPIO) and the Metropolitan Emergency Managers Committee (MEMC), the Regional Homeland Security Coordinating Council (RHSCC) provided a formal endorsement of the updated ESF-15 Annex to the Regional Coordination Guide (RCG) on July 26, 2013. Participation in the process from stakeholders across the region and acceptance by the committees demonstrates a commitment to Emergency Public Information coordination as outlined in the Annex.

COORDINATING AND COOPERATING AGENCIES

Coordinating Agencies	Lead Public Information Officer(s) from the impacted jurisdiction(s)
Cooperating Agencies	Any Public Information Officer, staff with public information duties, or agency/organization with subject matter expertise or capacity to support public information efforts under the direction of the Coordinating Agency.
State and Federal Agencies	Kansas Division of Emergency Management (KDEM); Missouri State Emergency Management Agency (SEMA); Federal Emergency Management Agency (FEMA) and other Federal Agencies as appropriate for an incident or hazard (e.g., FBI)

Those designated as ***coordinating agencies*** are responsible for implementation of processes detailed in the Annex. Coordinating agencies support the incident management mission by providing the leadership, expertise, and authorities to implement critical and specific aspects of the response.

Cooperating agencies are those entities that have specific expertise and capabilities to assist the coordinating agency in executing incident-related tasks or processes. When the procedures within the ESF-15 Annex are needed to support elements of an incident, the coordinating agency will notify cooperating agencies of the circumstances. Cooperating agencies may include any agency/jurisdiction with subject matter expertise or capacity to support Emergency Public Information efforts under the direction of the coordinating agency (e.g., PIOs from school districts, health departments, etc.).



SECTION 1:

ESF-15 BASE PLAN

INTRODUCTION

Regional coordination is described as a series of formal actions taken by jurisdictions to facilitate the exchange of pertinent information, the release of consistent public information messages, and the sharing of resources and personnel in the Kansas City Metropolitan Area Regional Coordination Guide (RCG),.

This Emergency Support Function (ESF) 15-Emergency Public Information Annex to the RCG provides a general strategy and guidelines for promoting the effective exchange of information and collaboration among the Metro Area jurisdictions.

This ESF-15 Annex is specifically intended to assist participating jurisdictions, agencies, and organizations in coordinating the accurate and timely release of Emergency Public Information and sharing Emergency Public Information resources and experience across the region.

To these ends, regional collaborative efforts are guided by **the Joint Information System (JIS)**, and its overarching concepts of mutual aid and support. A JIS **provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines.**

Emergency Public Information (EPI)

According to FEMA, the EPI function gives the public accurate, timely, and useful information and instructions throughout the emergency period. EPI is initially focused on the dissemination of information and instructions to the people at risk in the community. EPI also deals with the wider public's interest and desire to help or seek information.

A. Purpose of the Regional ESF-15 Annex

The purpose of the Regional ESF-15 Annex is to provide local, state and federal Public Information Officers (PIOs) throughout the region with a system for developing and maintaining the culture and infrastructure needed to support effective Emergency Public Information message creation, coordination, and distribution.

ESF-15 Annex Overview

This Annex contains the following guidelines and tools to support Emergency Public Information coordination:

- **The Base Plan** provides the foundation for the Annex, describing the system, structure, and overarching processes for regional Emergency Public Information coordination and mutual aid. It is based on concepts of the JIS.
- The **Mutual Aid Appendix** outlines informal and formal mechanisms for regional mutual aid. It includes titles, descriptions, and recommended qualifications for staff with PIO-related duties.
- The **Messaging Toolkit Appendix** provides pre-identified messages for likely threats, a system for coordinating the development of new messages, example social media posts, and templates for press releases.
- The **Web-based Coordination Appendix** includes information on WebEOC and other web-based applications and platforms that PIOs can use to support Emergency Public Information, including social media.
- The **Regional Joint Information Center (JIC) Plan Appendix** includes procedures and guidelines that address the initiation of regional JIC coordination, exchange of relevant information within the JIC structure, the identification and sharing of available resources, and development and dissemination of common messages.

Although this Annex focuses primarily on the guidelines and tools needed for Emergency Public Information collaboration during incident response, it addresses ***all phases of emergency management***: protection, prevention, preparedness, mitigation, response and recovery ***for any type of hazard***.

National Standards and Guidelines

This document is an update to the 2009 ESF-15 Annex and is intended to support the activities and tasks associated with the core capabilities set forth in the National Preparedness Goal (NPG); in particular, Emergency Public Information and Warning.

This Annex is also consistent with the standards and guidelines defined in the National Response Framework (NRF), Presidential Policy Directive-8, and the concepts in the National Incident Management System (NIMS) and the Incident Command System (ICS). These documents and systems provide guiding principles that enable incident responders to prepare for and provide a unified response to disasters and emergencies.

The ESF-15 Annex promotes Emergency Public Information coordination for the benefit of the “whole community”. As stated in the NRF:

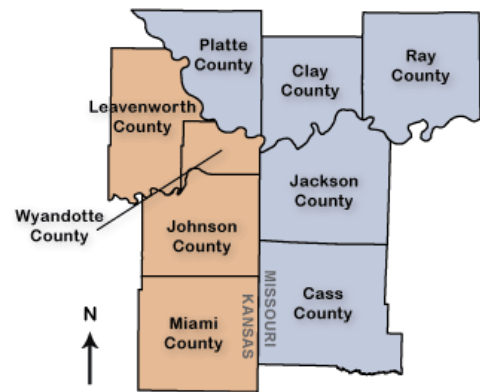
“Whole community includes private sector, nongovernmental organizations (NGOs), general public including individuals with disabilities and access and functional needs, disability services and organizations, and all levels of government. Participation of the Whole Community requires equal access to national preparedness activities and programs without discrimination. [Regional communicators] will strive to provide accurate, coordinated, and timely information through the use of accessible, culturally and linguistically appropriate formats.”

Refer to “Attachment D. Guidance for providing effective emergency public information and warning to individuals with access and function needs” for more information on integrating the Whole Community approach into local Emergency Public Information plans.

B. Scope

This ESF-15 Annex to the RCG is intended to serve as a guide to all public jurisdictions, agencies, and private sector partners involved in the production and distribution of emergency public information for the 9 counties and 119 separate jurisdictions represented in the bi-state Kansas City Metro Area.

This includes all federal, state and local public information, emergency management and/or homeland security agencies, law enforcement agencies, fire departments, emergency medical service providers, city and county administrations, school districts, public health departments and institutions, transportation agencies, environmental management and animal health authorities, non-governmental public safety entities, non-profit disaster relief organizations, and any other relevant public or private sector stakeholders that maintain critical infrastructure, provide public safety or disaster relief services, or have some other official role in the production and distribution of Emergency Public Information in the region.



At the time of this document’s creation, the 9 counties represented in the Mid-America Regional Council (MARC) are:

Cass County, MO	Leavenworth County, KS
Clay County, MO	Platte County, MO
Jackson County, MO	Ray County, MO
Johnson County, KS	Wyandotte County, KS
Miami County, KS	

C. Emergency Public Information Goals, Objectives and Desired Outcomes

Goal for Regional Emergency Public Information

The goal for regional Emergency Public Information in the bi-state Kansas City Metro Area is:

The purpose of Emergency Public Information coordination is to ensure that timely, consistent, accurate, and unified emergency information is effectively communicated to the public to prevent misinformation, increase public trust in local authorities, increase cooperation and compliance with issued guidance and directives, and reduce the loss of life and property and harm to the environment.

Objectives for Emergency Public Information

To meet this goal, jurisdictions support regional Emergency Public Information when they meet the following objectives.

- Objective 1** Alert the public of threatening and impending emergency incidents and ways to prepare and protect themselves.
- Objective 2** Prescribe realistic actions to enable the public to protect their lives, wellbeing, property, quality of life and economic stability.
- Objective 3** Provide details about the type, scope, location and magnitude of an emergency when it benefits the public's well-being.
- Objective 4** Describe the emergency response efforts of public safety authorities when appropriate.
- Objective 5** Ensure that Emergency Public Information is disseminated in accessible formats based on local demographics.
- Objective 6** Collaborate at a regional level on the development and dissemination of consistent messaging.

These objectives were developed in part from the National Preparedness Goal (September 2011) and through consensus among regional stakeholders.

Desired Outcomes for Emergency Public Information

When jurisdictions throughout the region accomplish the above goal and objectives for regional Emergency Public Information, the desired outcomes are:

Desired Outcome for Prevention	Jurisdictions have processes to share prompt and actionable messages on prevention (including National Terrorism Advisory System alerts) with the general public and other stakeholders.
Desired Outcome for Mitigation	Jurisdictions have resources to make public information about threats and hazards and personal preparedness responsibilities available to all citizens in accessible formats.
Desired Outcome for Response	Jurisdictions coordinate with other jurisdictions on developing consistent regional messaging. Jurisdictions have the ability to deliver prompt and reliable information to impacted populations in accessible formats.
Desired Outcome for Recovery	Jurisdictions disseminate recovery-related public information messaging in accessible formats to protect health and safety, help manage expectations, and communicate available assistance and information on roles and responsibilities.

This ESF-15 Annex is one tool jurisdictions can use to achieve these desired outcomes. Desired outcomes are further described in the Regional Threat and Hazard Identification Risk Assessment (THIRA). These desired outcomes correspond to the mission area capabilities and targets defined in the National Preparedness Goal (www.fema.gov/pdf/prepared/npa.pdf).

See Attachment D. for guidance on providing effective emergency public information and warning to individuals with access and functional needs.

D. Situation

The Kansas City region encompasses a bi-state metropolitan area that covers nine counties and 119 cities in Kansas and Missouri; and includes:

- 1.9 million people
- An estimated 386,000 people with access and functional needs including 207,261 individuals with limited English proficiency; 56,596 with hearing considerations; 32,933 with vision considerations and 75,344 with cognitive considerations.
- 3.39 to 3.9 percent of the population in the metropolitan area speak English less than very well. The majority of the non-English speaking persons are believed to speak Spanish (approximately 30,000 of the 54,175 non-English speaking persons). The remaining non-English speaking persons are assumed to speak one of the Indo-European or Asian/Pacific Island languages.
- An estimated nearly 500,000 people are under the age of 18 and nearly 225,000 are over the age of 70.
- 31 hospitals
- 34 EMS agencies
- 81 fire departments/districts
- 76 police/sheriff departments
- 18 public health agencies

A 2012 Regional Association of Public Information Officers (RAPIO) report on the Kansas City Metro Area's Emergency Public Information capabilities identified the following regional characteristics and capabilities:

- While only a few jurisdictions have full-time, dedicated public information staff, the report found that the majority of survey respondents reported that their jurisdictions are able to dedicate at least one staff member to Emergency Public Information activities in an emergency.
- Nearly all jurisdictions in the bi-state Kansas City metro area have participated in some type of Emergency Public Information-related training in the last 5 years, and it is estimated that about 85 percent of public information officers in the area have been trained on Emergency Public Information within the same time period.
- About 75 percent of jurisdictions reported that they have coordinated the delivery of emergency messages with other counties and cities at least once. Most of these jurisdictions indicated that collaboration efforts had met with a high degree of success.
- The majority of jurisdictions reported that they had delivered emergency messages to the public in a disaster, and that the emergency messages always included information on the nature of the disaster and the geographic areas affected. Most messages also include the necessary response and proactive actions for the public to take.
- While press releases are the most commonly relied on form of message distribution, most jurisdictions have also held press conferences or briefings and also engage a number of other distribution strategies to reach their communities including social media, government television, local media, or direct outreach to associations and neighborhood groups.

E. Assumptions

The ESF-15 Annex is predicated upon a realistic approach to the problems likely to be encountered during an incident that impacts one or more jurisdictions in the Kansas City Region. It is based upon the following assumptions:

- **This ESF-15 Annex is designed to be consistent with the Emergency Public Information plans of local jurisdictions in the Kansas City Metro Area. The ESF-15 Annex does not supersede the authority, structure, or system outlined in a jurisdiction's plan.**
- Natural and manmade disasters can occur with or without warning, at any time of the day or night, and can affect multiple public and private sector entities across the Kansas City Metro Area at the same time. The succession of events in an emergency incident is not predictable.
- Effective Emergency Public Information coordination requires pre-planning on the part of governmental agencies, businesses, non-profit agencies, service providers, media, and private citizens. These entities must remain aware of regional threats and be prepared for their role in the response.
- Local PIOs will be responsible for developing good relationships, open communication and active coordination among other PIOs operating within their jurisdiction and around the region.
- Emergency Public Information priorities, strategies, and operations will vary based on the type of the hazard anticipated to impact the region. This ESF-15 Annex and any operational plans can be expected to serve only as guidance.
- When an incident occurs, local Emergency Public Information plans include provisions for regional coordination as outlined in this ESF-15 Annex.
- During an incident, the public will need information regarding protective actions to minimize the loss of lives and property. The media will demand this information and will provide an essential role in

disseminating it to the public. In a large-scale incident, they will likely insist on information and comments from local officials in addition to state and Federal officials.

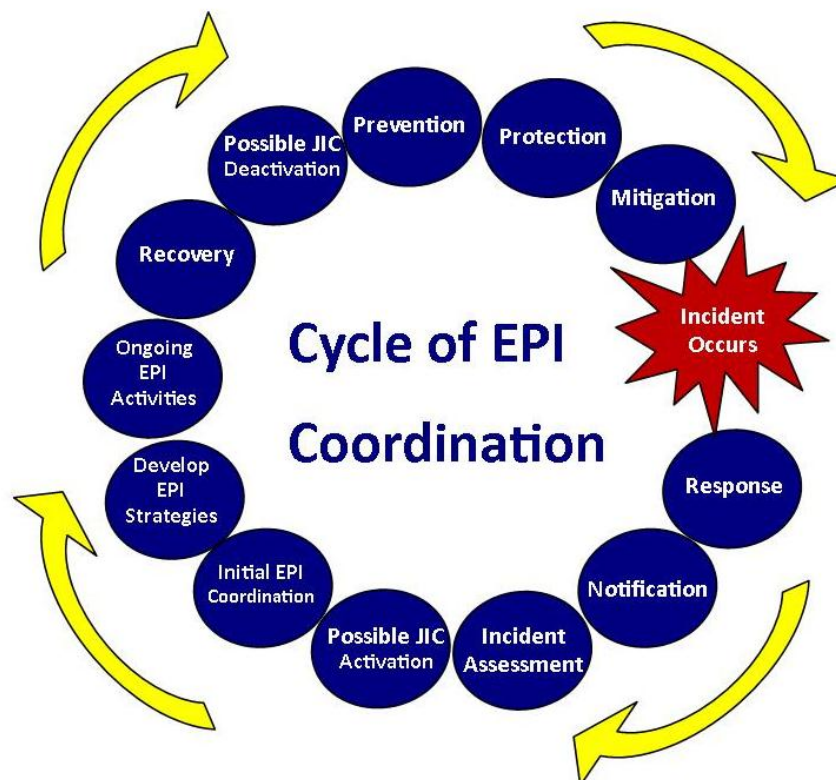
- During an incident of regional significance, coordinating through the regional JIS will reduce the risk of disseminating conflicting information about situation status, protective actions or other incident-related guidance which will ultimately support achieving local Emergency Public Information objectives.
- The needs of the whole community, including people with access and functional needs must be taken into consideration when selecting message outlets.
- Incidents that cross jurisdictional boundaries or exceed the response capacity of any one jurisdiction may simultaneously overwhelm local Emergency Public Information capabilities and require the assistance of a mutual aid network to ensure the effective delivery of Emergency Public Information to the public.
- Due to their location, jurisdictions within the region will likely be able to provide support more quickly and at a lower cost than Emergency Public Information specialists from outside the region. Local jurisdictions are more knowledgeable about the region's geography and other unique characteristics.
- Involved jurisdictions understand that collaboration is not instinctive and requires an intentional level of focus and effort to effect.
- The release of information to the public and media will follow standard NIMS/ICS protocols.

CONCEPT OF OPERATIONS FOR THE REGIONAL JOINT INFORMATION SYSTEM

This section describes the overarching system and processes for regional Emergency Public Information coordination, which are based on the JIS and its concepts of information sharing, collaboration, and mutual aid support.

The following illustration summarizes the cycle for coordination further described in this section.

FIGURE 1. REGIONAL EPI COORDINATION CYCLE



Prevention	Disseminate messages to help prevent, avoid or stop an imminent, threatened or actual act of terrorism.
Protection	Public information used as a tool to protect residents, visitors, and assets against all threats and hazards in a manner that allows their interests, aspirations, and way of life to thrive.
Mitigation	Use public information as a tool to reduce the loss of life and property by lessening the impact of future disasters.

Incident Occurs	Manmade, natural or technological incident occurs that threatens lives, property, the environment and/or the economy.
Response	First responders quickly begin response with the objective of saving lives, protecting property, the environment and the economy, and meeting basic human needs in the aftermath of a catastrophic incident. PIOs in impacted jurisdiction learn of incident.
Notification	PIOs from impacted jurisdiction conduct notification to (1) public with immediate protective actions & (2) other PIOs within the region with situation update.
Incident Assessment	PIOs conduct an incident assessment and determine need for Emergency Public Information.
Decision to recommend JIC activation	PIOs determine whether to operate under JIS or recommend JIC activation (Recommendation to any impacted jurisdiction's Command.)
Initial EPI coordination activities	PIOs determine initial Emergency Public Information coordination activities (briefing schedules, mutual aid requests/availability, ongoing coordination schedule/mechanisms, etc.).
Development of ongoing regional EPI strategies	PIOs develop ongoing regional Emergency Public Information strategies (coordinated messaging, media strategy, social media strategy, information monitoring strategy, etc.).
Ongoing EPI activities	PIOs conduct ongoing Emergency Public Information activities (regional message coordination – updated statements/releases, translations, press conferences/briefings, ongoing media/social media monitoring and rumor control, ongoing resource evaluation/need for JIC, documentation, etc.).
Recovery	Coordinate and disseminate messages to public on recovery actions and services. May include the deactivation of a JIC if applicable.

A. Joint Information System (JIS)

The JIS provides a structure that supports PIOs working together to deliver accurate, coordinated information and to ensure timely, accurate, and consistent messaging across multiple agencies/jurisdictions and/or disciplines. A JIS provides a mechanism for coordinating Emergency Public Information activities and includes the plans, protocols, procedures, and structures used to provide public information.

The JIS described in this ESF-15 Annex is designed to work equally well for large or small incidents. It can expand or contract to meet the needs of the incident. The structure and scope of the JIS is at the discretion of the PIO(s) calling for support and does not typically involve the establishment of a Joint Information Center (JIC), however as or if an incident escalates, a JIC may be established.

If a regional JIS structure is sufficient to manage the coordination of Emergency Public Information activities, PIOs from the potentially affected or impacted jurisdictions collaborate as often as the incident requires. PIOs meet on via conference calls, in person, or via email as needed. Most often the functions of the regional JIS are to share status updates on Emergency Public Information efforts and to coordinate messaging. (See the Messaging Toolkit Appendix for hazard-specific messages and messaging templates).

B. JIS Roles

The following table lists the positions within a regional JIS and describes the roles and responsibilities for each position.

TABLE 1. JIS ROLES AND RESPONSIBILITIES

ENTITY/ POSITION	ROLES AND RESPONSIBILITIES
Impacted Jurisdiction	Impacted jurisdictions are participating in the incident response for an incident that affects their jurisdiction and/or have been affected by an incident. An impacted jurisdiction's Unified Command, Incident Commander, or EOC Director has operational control of the incident as described in the local emergency operations plan(s), unless the incident is a terrorist event, or state or Federal operational support has been requested and has assumed control. An impacted jurisdiction's Unified Command, Incident Commander, or EOC Director is responsible for appointing the PIO, approving mutual aid requests, signing MOUs, approving activation of the JIC, approving deactivation of the JIC, approving Emergency Public Information messages, and completing the Incident Action Plan, as described in the jurisdiction's emergency plans. Under the direction of the entity with operational control of the incident, the impacted jurisdiction's PIO coordinates, advises, and assists in the strategy, development, production, and implementation of Emergency Public Information for the response. In the JIS organization, the PIO may manage assistants with PIO-related duties. If the incident impacts multiple agencies/jurisdictions, the controlling authorities for the impacted jurisdictions may agree on and elect a single PIO, to manage Emergency Public Information activities.

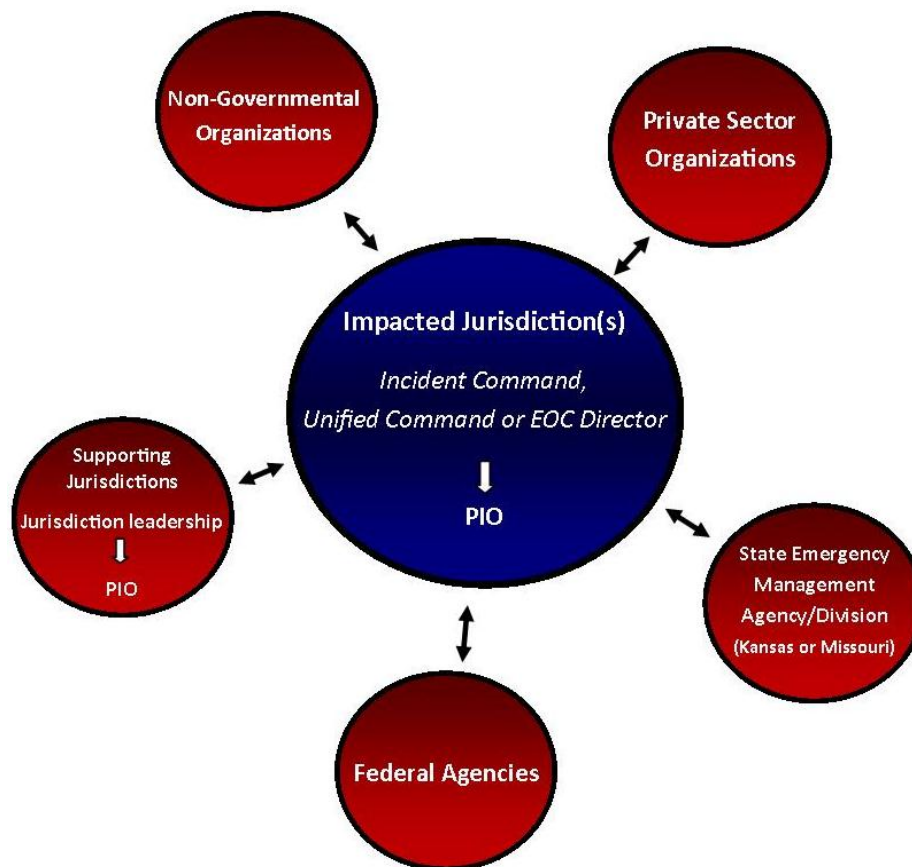
TABLE 1. JIS ROLES AND RESPONSIBILITIES (CONTINUED)

ENTITY/ POSITION	ROLES AND RESPONSIBILITIES
Supporting Jurisdiction	Supporting jurisdictions provide coordination and/or mutual aid support to impacted jurisdictions, and are not directly impacted by the incident. PIOs assisting the affected jurisdictions (may be referred to as Assistant PIOs under ICS) continue to report directly to their leadership under normal operating conditions while coordinating with the impacted jurisdiction's PIO to provide Emergency Public Information support. PIO Assistants provided through mutual aid may be a trained PIO, or may be a staff member with the necessary skills. (See the Mutual Aid Appendix for information on Staff Typing and recommended skills.)
State Emergency Management Agency/ Division	The state emergency management agencies provide support to the impacted jurisdictions in their states, whether assistance with Emergency Public Information coordination and messaging, mutual aid resources from beyond the region, some level of financial assistance, or request for Federal resources. If the incident overwhelms a jurisdiction's resources and capabilities, it may request that its state declare a state-level disaster. If the request is approved, the state may work on response (and Emergency Public Information) in coordination with the impacted jurisdiction.
Non-governmental and Private Sector Organizations	Organizations that provide support as needed, as requested and as defined in local Emergency Public Information plans. Certain organizations identified in local plans have trusted, developed relationships with specific populations (e.g., non-profit service providers and business communities). These relationships may be helpful for message dissemination.
Federal Agencies	Per the National Response Framework, If the incident is a terrorist event, then the Federal Bureau of Investigation (FBI) may assume control of the investigation, including Emergency Public Information, at their discretion. The FBI will coordinate activities, including Emergency Public Information, with state and local public safety. Procedures for release of information and media access may be modified because of an ongoing investigation. If the incident is a Presidentially-declared disaster, then the Federal Emergency Management Agency (FEMA) will manage and coordinate the overall incident response and recovery, including Emergency Public Information. Depending on the nature of the incident, other Federal agencies may lend support or subject matter expertise. When FEMA is participating in the incident response, activation of a regional JIC to coordinate Emergency Public Information and mutual aid is strongly advised. (See the JIC Plan Appendix).

C. JIS Organization

The following figure illustrates the organization of a regional JIS. Under the JIS, the impacted jurisdiction(s) has multiple partners providing Emergency Public Information coordination and assistance. As the demands of an incident increase, supporting jurisdictions in the region and other partners may provide mutual aid support to impacted jurisdictions or engage in regional coordination.

FIGURE 2. THE REGIONAL JOINT INFORMATION SYSTEM ORGANIZATION



D. Incident Assessment for Regional Emergency Public Information

When an incident is anticipated – or when an incident occurs without or with limited notice – the PIO or a group of PIOs from the potentially impacted or impacted jurisdiction(s) may use the Incident Assessment for Emergency Public Information Worksheet (see Attachment A) to assess the situation, the need for Emergency Public Information coordination and/or mutual aid, and to determine whether to recommend activation of a regional JIC.

Notice Incident

A notice incident is a planned or potential emergency or disaster incident that can be anticipated with more than one days' notice.

No Notice/Limited-Notice Incident

A no-notice/limited-notice incident is an emergency or disaster incident that occurs with little or no warning.

If the incident will likely impact multiple jurisdictions, the PIOs from the potentially affected jurisdictions should convene via conference call or in person to complete the Worksheet and discuss Emergency Public Information needs for the incident. (See the Web-based Coordination Appendix for conference call tools.)

If the PIOs determine that regional coordination and mutual aid beyond normal partners are **not needed**, individual jurisdictions manage Emergency Public Information for the incident as appropriate and as described in their local Emergency Public Information plans.

If the PIOs determine that regional coordination and mutual aid **are necessary**, then they either coordinate through the JIS or recommend activation of the JIC for Emergency Public Information coordination and/or mutual aid. All requests for mutual aid must follow appropriate local processes and be approved through incident command.

E. Joint Information Center (JIC)

If a formal mechanism for coordination and/or mutual aid is needed, the PIOs from the potentially affected or impacted jurisdictions may recommend activation of a virtual or physical JIC. (See the Appendix for the JIC Plan for more details on JIC organization, activation and operations.)

A Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS and, as needed, the coordination of PIO resource sharing. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event.

A JIC is most often established virtually, although a physical location may be desired to coordinate complex Emergency Public Information messaging or if mutual aid staff is supporting multiple jurisdictions during a response to a large-scale incident.

A physical JIC can be established by identifying a physical location and necessary infrastructure (power, laptop computers, telephones, etc.) where PIOs from the affected jurisdictions and supporting staff can converge to conduct Emergency Public Information coordination activities.

A virtual JIC can be established by identifying web-based platforms (conference call lines, document collaboration sites, instant message chat rooms, etc.) through which PIOs from the affected jurisdictions and supporting staff can conduct Emergency Public Information coordination activities. (See the JIS/JIC Plan Appendix for more information on JIC activation and operations.)

Prior to the activation of a regional JIC or during the time it takes to establish the JIC, impacted jurisdictions should share and coordinate their initial communication activities with other impacted jurisdictions. Initial activities may include any or all of the following:

- Issuing a press release or statement
- Designating a local spokesperson (e.g., PIO, health officer, agricultural specialist, etc.)
- Holding a press briefing
- Monitoring media reports
- Monitoring social media and engaging in dialogue
- Setting up phone lines for public inquiries
- Setting up phone lines for press inquiries
- Assigning representative/s to JIC, if needed

Whenever beneficial and when possible, jurisdictions should collaborate on these initial activities.

F. Coordination Levels for Regional Public Information

Regional Emergency Public Information (EPI) coordination can be understood to occur in different stages. The table below describes the three levels of coordination.

TABLE 2. COORDINATION LEVELS FOR REGIONAL PUBLIC INFORMATION

Coordination Level	Definition	Example	Regional Coordination Level	Role of the Region
LEVEL 1	1-2 jurisdictions impacted; Incident response likely within the impacted jurisdiction's capabilities; jurisdiction may request mutual aid; <i>Potential</i> need for limited regional assistance, collaboration, and/or resources	Limited HazMat Release Small-scale Cybersecurity Incident	Minimal: Impacted jurisdiction provides situational awareness to regional partners; Mutual aid support, if requested	Monitor situation; Prepare for <i>potential</i> activation of local EOCs to support impacted jurisdiction; Provide resources and additional support, <i>if requested</i> ; Participate in Regional JIS, as needed
LEVEL 2	Incident response will likely exceed a jurisdiction's capabilities and require a moderate level of multiple types of regional resources, <i>if requested</i> ; Mutual aid resources can be found within the region without requiring support from beyond the region.	Localized Flash Flooding Localized Anthrax Incident	Moderate: Impacted jurisdictions provide situational awareness to regional partners; Mutual aid support from regional partners, if requested; Regional EPI Coordination as needed	Provide resources and mutual aid support, <i>if requested</i> ; Coordinate EPI among impacted and supporting jurisdictions; Participate in Regional JIS or JIC, as appropriate and needed
LEVEL 3	Multiple jurisdictions impacted; Response to incident will exceed jurisdiction's capabilities and require a broad range of support beyond the resources of the impacted and supporting jurisdictions in the region; Significant regional resources activated; Regional JIC activation highly likely; May include widespread evacuation; Potential need for state/federal assistance	Multiple IED Detonation Pandemic Flu Outbreak Major Flood	High: Impacted jurisdictions across region share situational awareness; Mutual aid shared across impacted jurisdictions, if requested; High level of regional EPI participation and coordination, as needed	Identify, prioritize, and mobilize mutual aid resources within the region; Coordinate regional response activities; Coordinate EPI and warning among impacted and supporting jurisdictions; Participate in Regional JIC, if activated.

G. Coordinating Messaging

A primary function of the JIS and JIC is to coordinate messaging across the region. Impacted jurisdictions around the region work together to coordinate messages for Emergency Public Information virtually or in person.

The Messaging Toolkit Appendix contains basic pre-identified messages for the hazards and threats most likely to impact the region. The Toolkit also includes a message mapping template for developing new messages.

Message Mapping

Message Mapping helps ensure jurisdictions are prepared to quickly speak with a coordinated voice about an incident. Message maps streamline the coordination process in the early stages of an incident.

Unlike pre-scripted press releases, message maps provide a significantly greater degree of flexibility while retaining a regionally cohesive foundation. This flexibility is critical when navigating the various messaging nuances and approval processes that can be quite distinct across the different jurisdictions throughout the region.

H. Releasing Emergency Public Information to the Public and Media

For most incidents, once messages have been coordinated on a regional level, an individual jurisdiction follows its local Emergency Public Information plan to obtain approval of the message and disseminate Emergency Public Information (including pre-incident Emergency Public Information) to its own respective public. The ESF-15 Annex does not supersede local responsibilities and/or approval processes for releasing information.

During an incident requiring regional coordination, affected jurisdictions may choose to collaborate and release information in a joint manner in order to ensure a coordinated message is communicated to the public through the shared media market in the Kansas City Metro Area. Under the JIS or JIC, PIOs, or JIC Manager may make a recommendation to the Incident Commander(s), EOC Director(s), or Unified Command(s) to:

- Hold a joint press conference with multiple jurisdictions at the regional JIC or other location,
- Develop and disseminate a joint news release with multiple jurisdictions, and/or
- Appoint a regional spokesperson to discuss aspects of the incident with the public and the media.

The participating jurisdictions' or the Incident Commander(s), EOC Director(s), and/or Unified Command(s) determine whether to approve the joint regional activities to disseminate Emergency Public Information. If approved, the JIS or JIC is responsible for executing the activities. (See the Appendix for the JIC Plan for more details).

See "Attachment C. Selected Laws related to Public Information" for summaries of selected laws related to disseminating or sharing information.

I. Mutual Aid for Emergency Public Information

If an impacted jurisdiction does not have the staff or equipment resources needed to conduct Emergency Public Information activities, the PIO may recommend a request for mutual aid support to its Incident Commander, EOC Director, or Unified Command, as described in the local Emergency Public

Information plan. The Incident Commander, EOC Director, or Unified Command may then make a request for mutual aid support either:

- Directly from another jurisdiction in the region via an informal agreement or formal Memorandum of Understanding (MOU) (as described in this ESF-15 Annex);
- From the activated Regional JIC (as described in this ESF-15 Annex); or
- From its county or state (as outlined in local and state Emergency Public Information plans).

The agreements for Emergency Public Information mutual aid described in this Annex (Appendix A) have been developed for jurisdictions in need of immediate mutual aid support from other jurisdictions familiar with the impacted area, experienced in Emergency Public Information, and located nearby. Impacted jurisdictions may use these regional agreements to supplement other types of mutual aid or to bridge the time it takes for mutual aid from outside the region to arrive in the jurisdiction.

When making an official request for Emergency Public Information mutual aid, the requesting jurisdiction identifies the type and kind of staff and/or equipment resources needed. Once a request has been made, the individual jurisdiction (if contacted directly) or the regional JIC identifies available resources for deployment to the impacted jurisdiction(s). (See the Mutual Aid Appendix for more details on this process).

Mutual aid resources for Emergency Public Information requested by a single jurisdiction will most often deploy to and operate out of that jurisdiction's local JIC, depending on the facility's capacity. Jurisdictions providing mutual aid may also remain in their own jurisdiction, but assume a proactive supporting role, depending on the needs of impacted jurisdiction. The impacted jurisdiction may activate a regional JIC to coordinate its Emergency Public Information mutual aid resources.

If Emergency Public Information mutual aid has been requested by multiple jurisdictions, one or more jurisdictions may activate a regional JIC to support the coordination and activities of Emergency Public Information resources shared among jurisdictions.

In the JIS, mutual aid staff from the supporting jurisdiction(s) coordinates directly with the PIO(s) from the impacted jurisdiction(s). Under a JIC, the staff may coordinate through the JIC Manager (see JIC Plan Appendix).

If the jurisdictions have entered into a mutual aid agreement, the PIO from the impacted jurisdiction may have operational control over the assisting staff from the supporting jurisdictions, depending on the terms of the agreement. The supporting jurisdiction retains administrative control over its staff.

EMERGENCY NOTIFICATION AND COMMUNICATIONS

Emergency notification is the one-way dissemination of emergency information with details of an impending or occurring emergency incident. Notification often includes a brief summary of the incident. For public notification, the alert typically contains recommended protective actions. For inter-jurisdictional notification, the message may also request coordination and assistance from neighboring jurisdictions.

Where notification is a one-way means of message dissemination, ongoing emergency communications should allow for means to conduct two-way communication between groups, such as emergency responders, incident command staff, PIOs, or the public. For example, two-way emergency communications allows the public the opportunity to ask about services for victims, provide information related to an investigation, or provide field updates to responders.

It is important to note that each jurisdiction within the region is responsible for providing initial notification and emergency public information about an incident to their own constituents. However, over the course of a regional disaster or emergency situation, information sharing and coordination will be critical to ensuring key messages are consistent, accurate and timely. (Please reference the message maps and other pre-developed messaging tools in Appendix B for further guidance on messaging strategies.)

A. PIO Notification

A PIO may notify PIO(s) in the region as outlined in the jurisdiction's local Emergency Public Information plan; typically for one of the following reasons:

- To share information on the jurisdiction's local Emergency Public Information activities and incident response, and promote a common operating picture;
- To request immediate mutual aid from regional partners; and/or
- To coordinate messaging for an incident that involves multiple jurisdictions.

Whether prior to or immediately after an incident occurs, PIOs can use the following mechanisms to alert other PIOs in the surrounding region:

- E-RAPIO/RAPIO Listserv
- WebEOC Regional Boards
- Homeland Security Information Network
- Motorola Two-way Pagers
- Motorola Two-way Radios

In addition to notification, include PIOs from other impacted and supporting agencies on the distribution lists for any initial press releases or other forms of information shared with your jurisdiction. (See the Regional Resource Annex to the Regional Coordination Guide for contact information for PIOs in the Kansas City Metro Area.)

B. Public Notification

Jurisdictions employ the processes and systems described in their local Emergency Public Information plans to alert the public of an incident and provide ongoing incident notification. Although plans and systems can be different across the region, jurisdictions will most likely use one of the following:

- Community and Agency News Subscription Lists
- Community and Agency Websites
- Community/Government TV Channels/Radio
- Emergency Alert System (EAS)
- Emergency Text/Voice/Email Alert Systems
- Foreign Language in Media (Spanish Language Radio, TV, etc.)
- Foreign Language/Translation Services
- Global Connect
- HAM radio
- Integrated Public Alert and Warning System (IPAWS)
- Message Boards (i.e. KC Scout, MDOT, KDOT)
- NOAA Weather Radio
- Pre-programmed broadcast fax to media
- Press Conferences and Media Briefings
- QR codes that direct smart phones to emergency info Web sites (QR is a type of matrix barcode that is optically machine-readable and links to websites with more information)
- School District Notification Systems (i.e. Parent Connect)
- Social Media (Twitter, Facebook, etc.)
- Telephone Hotlines
- TV, Radio, Print (note: the entire region is served by one media market)
- Warning Sirens

In addition to the systems listed above, or when internet access or other types of technologies are inoperable, local jurisdictions may use one of the following means of public notification, as described in their local Emergency Public Information plans:

- Door-to-Door Canvassing
- Community Bulletin Boards
- Vehicle-mounted Public Address Systems
- Public Meetings

In addition to notification systems, jurisdictions may also reach out to the following local groups for assistance with public notification and Emergency Public Information dissemination, as described in their local Emergency Public Information plans:

- Homeowners/Neighborhood Associations
- Faith-based Organizations
- Home Health Groups
- Senior Centers

Elected officials, local agencies, partner health care organizations, council or board members, local business, non-profit service providers and volunteer organizations, populations with access and functional needs, and other groups and populations should be notified per the impacted jurisdiction's local Emergency Public Information plan.

C. Media Notification

The media can play an important role in helping reach residents with emergency public information in the early stages of a regional emergency incident or disaster, or in advance of a known incident.

PIOs from impacted jurisdictions may use the JIS to coordinate media notification of an incident or threat.

The ESF-15 Annex does not supersede local responsibilities and/or authority for reaching out to media. Jurisdictions follow their local Emergency Public Information plans when contacting media prior to or in the immediate aftermath of an incident. Local plans may have contact information for broadcast TV and radio, print, and online media reporters. Also see the Regional Resource Annex to the Regional Coordination Guide for regional media market contact information.

POST-INCIDENT GUIDELINES

As the impacted jurisdictions' operational command staff stands down their incident response, the PIOs transition from Emergency Public Information coordination to recovery messaging. Recovery includes ongoing messaging and coordination.

If the Joint Information Center (JIC) has been activated and its resources are no longer needed to support coordination, it may be demobilized. If the JIC has been deactivated, then PIOs coordinate under the JIS during the recovery phase. (See the JIC Plan for more information on the JIC processes.)

Once response and recovery efforts have slowed, PIOs (and the JIC Manager, if activated) should work with the incident's Finance and Administration Section Chief(s) to address records retention of costs, incident documents and other critical information, evaluate their response to the incident, and update plans as needed.

A. Records Retention

All critical records generated during an emergency should be collected and filed in an orderly manner so a record of events is preserved for use in determining response costs, settling claims, and updating emergency plans and procedures. This should be conducted in accordance with all applicable federal, Kansas State and Missouri State records retention laws and schedules.

Following a small scale, single jurisdiction emergency incident during which any portion of this ESF-15 Annex is implemented, the PIO from the impacted jurisdiction will be responsible for ensuring the appropriate preservation of all critical records.

During a disaster or emergency incident involving multiple jurisdictions where any part of this ESF -15 Annex is implemented, the affected jurisdictions will be responsible for collecting and preserving all critical records.

As part of the deactivation process, all PIOs involved in an ESF-15 Annex activation should assess every piece of paper; including notes, electronic documents and papers to be discarded; to ensure that it does not include critical information.

Critical records include, but are not limited to:

- Draft, revised, and final news releases and Public Service Announcements (PSAs)
- Approval records (sign-offs) of all products
- Media contact logs
- Newsclips
- Videos of televised interviews and other coverage
- Photographs
- Copies of all products (talking points, backgrounders, briefing booklets, news conference agendas, flyers, etc.)
- Staffing information (contact information, assignments)
- Copies of legal notices
- Meeting handouts/notes, agenda, copies of the Emergency Public Information Plans

- Procurement requests and acquisition records
- Mutual aid and facilities agreements, if applicable Emergency-operating records
- Delegations of authority
- Emergency staffing assignments, including lists of PIO personnel, along with their addresses and telephone numbers (and comparable data for alternates), assigned to the Joint Information Center or other emergency duties or authorized access to sensitive or confidential information, or controlled information sources
- JIC access credentials
- Equipment inventories for all JIC facilities

B. Evaluation

During an incident or exercise involving multiple jurisdictions, RAPIO/E-RAPIO, along with support from MARC, will manage the Emergency Public Information evaluation process; as well as oversee any necessary updates to the ESF-15 Annex.

In order to ensure the ESF-15 Annex remains a relevant and valuable resource for PIOs, it is essential that the ESF-15 Annex be regularly validated in table-top, functional and full scale exercises, and evaluated against response efforts in real-world incidents and emergencies.

The goal of exercise and incident response evaluation is to validate strengths and identify improvement opportunities for regional organization(s) and jurisdictions.

Evaluation will attempt to assess the plans, procedures, and protocols of the Kansas City Metro Area as established in the ESF-15 Annex to the Regional Coordination Guide by answering the following questions:

- Were established plans, procedures, and protocols followed during the exercise?
- Did the agencies do what they said they were going to do?
- Were the plans, procedures, and protocols effective?
- What level of capability do the plans, policies, and procedures establish?

PIOs from affected jurisdictions as well as anyone providing support for Emergency Public Information operations through the JIS, mutual aid agreements, or a JIC should participate in local hot washes.

To further facilitate the evaluation process, the Emergency Public Information Assessment Survey (see Attachment B. Post-Incident Assessment Survey) is available as a resource for soliciting feedback from any jurisdictions or organizations in the region who participated in a relevant exercise or real-world incident response.

During an incident or exercise involving only one jurisdiction, the agency which served as the lead coordinating entity will be responsible, at a minimum, for (1) distributing the Emergency Public Information assessment survey to all appropriate parties identified above and/or hosting a meeting or conference call to solicit feedback about the response, (2) collecting the completed surveys and other input, (3) drafting an after action report to capture the strengths and areas for improvement indicated on the surveys, (4) developing an action plan for enhancing any areas identified for improvement, and (5) communicating the after action report and improvement plan with appropriate intra-jurisdictional entities and with MARC and RAPIO/E-RAPIO leadership.

During an incident or exercise involving multiple jurisdictions, MARC and RAPIO/E-RAPIO will be responsible for coordinating the above listed five steps for ESF-15 Annex evaluation as well as



overseeing any necessary updates to the ESF-15 Annex and identifying the need for any follow-up evaluation.

For further guidance about evaluating the ESF-15 Annex and PIO performance during exercises and real-world incidents, please reference the Homeland Security Exercise Evaluation Plan (HSEEP) Evaluation plan available at <https://hseep.dhs.gov>. Please note that while HSEEP documents are designed to operate in an exercise environment, the principles that guide exercise evaluation may be holistically applied to the evaluation process of a real-world incident response and the objectives and methods are the same.

PREPAREDNESS, MITIGATION, PROTECTION AND PREVENTION

The importance of an ongoing coordinated approach to preparedness, mitigation, protection, and prevention messaging is a key function of the regional Joint Information System (JIS).

A. Hazard Mitigation

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

Encouraging Kansas City Metro Area residents to take action now—before the next disaster— can help reduce human and financial consequences later. Effective mitigation will require residents to (1) have an understanding of local risks, (2) make a decision to act, (3) and invest in long-term community well-being.

A variety of additional federal resources to aid local public safety officials in guiding constituents in mitigation activities are available at <http://www.fema.gov/what-mitigation#1>.

B. Protection and Prevention

Under the National Preparedness Goal, protection includes capabilities to safeguard against acts of terrorism and manmade or natural disasters. It is focused on actions to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to the Kansas City Metro Area in a manner that allows residents' interests, aspirations, and way of life to thrive.

Likewise, prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the United States.

For terrorism protection and prevention, often messages addressing the threat have already been developed by state and federal agencies. Here the objective for Kansas City Metro Area JIS is to:

1. Work with state and federal agencies to develop a coordinated strategy for effectively distributing these messages in their communities.
2. Disseminate prevention and protection messages to their local population.

Protection and prevention messages not only promote public safety and protection, they also build trust with the public and regional media partners.

National Terrorism Advisory System (NTAS)

One of the key resources available to state and local public safety officials is the National Terrorism Advisory System, or NTAS. This system replaces the color-coded Homeland Security Advisory System to more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

These alerts will include a clear statement that there is an imminent threat or elevated threat. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

For more information about the NTAS visit <http://www.dhs.gov/national-terrorism-advisory-system>.

The goal of jurisdictions in the Kansas City Metro Area is to be aware of all relevant alerts issued through the NTAS and to coordinate the timely and effective dissemination of applicable information to area residents.

Terrorism Early Warning Group

The Kansas City Regional Terrorism Early Warning Group brings local, state and federal law enforcement officials together with public and private organizations to detect, deter and respond to terrorist threats in the Greater Kansas City community.

The TEW's Interagency Analysis Center collects information from a variety of sources. This data is evaluated and analyzed in an effort to identify potential trends or patterns of terrorist or criminal operations within the region.

Another protection and prevention messaging resources for state and local jurisdictions is the nationwide "If You See Something, Say Something™" public awareness campaign. This is a simple and effective program to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities.

More information about the Kansas City Regional TEW and the "If You See Something, Say Something" campaign is available at <http://www.kctew.org/tewgroup.htm>.

C. Preparedness

Preparedness is essential for an effective response to an incident and coordinated Emergency Public Information efforts. PIO preparedness includes establishing relationships with other agency PIOs and the media, participating in related training, and maintaining familiarity with developed checklists, contact lists, and public information materials. More information and resources about preparing for emergency incidents are available at <http://www.preparemetrokc.org/>.

Training

PIOs that function within the Kansas City Metro Area JIS should be familiar with and have training on this ESF-15 Annex. At a minimum, PIOs should complete the National Incident Management System (NIMS) IS-702 course on Public Information Systems. This course is available online at <http://www.training.fema.gov>.

The following training opportunities are recommended, though not required. Many are provided at no-cost and are available online.

NIMS training opportunities:

- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-701.a NIMS Multiagency Coordination System (MACS) Course
- IS-800.B National Response Framework, An Introduction
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents
- ICS-420 Command and General Staff

Public Affairs training opportunities:

- IS-42 Social Media in Emergency Management
- IS-250 Emergency Support Function #15
- IS-702.a National Incident Management System (NIMS) Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- E-388 Advanced Public Information Officer
- E-389 Master Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers

Also see the Mutual Aid Appendix in this Annex for positions that may support the Joint Information Center and the recommended (not required) training programs for each role.

Plan Maintenance

Testing and updating the ESF-15 Annex to the Kansas City Metro Area Regional Coordination Guide will keep the plan and its processes current through review and modification:

Updating the ESF-15 Annex

RAPIO/E-RAPIO with support from MARC and the MEMC Plans subcommittee are responsible for overseeing the formulation, development, implementation and evaluation of regional Emergency Public Information coordination; for reviewing, updating and approving the ESF-15 Annex to the Regional Coordination Guide; and, for recommending adoption of any updates or revisions to the Annex.

- RAPIO/E-RAPIO with support from MARC and the MEMC Plans subcommittee are responsible for reviewing the ESF-15 Annex on a regular basis to ensure complete understanding of the process, procedures, roles and responsibilities.
- The ESF-15 Annex will be reviewed following any exercise or incident in which the Annex was implemented, at a minimum annually,
- Proposed administrative and context changes will be forwarded to RAPIO/E-RAPIO for review and approval. Updates will be made as needed with support from MARC and the MEMC Plans subcommittee.

Changes should be made to the ESF-15 Annex when the documents are no longer current. Changes in planning documents may be needed when:

- 1) Hazard consequences or risk areas change;
- 2) The concept of operations for regional coordination changes;
- 3) Departments, agencies, or groups which perform emergency functions are reorganized, can no longer perform emergency tasks laid out in planning documents;
- 4) Warning and communications systems are upgraded;
- 5) Additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available;
- 6) A training exercise or an actual emergency reveals significant deficiencies in existing planning documents; or
- 7) When state or federal planning standards for the documents are revised.

Testing the ESF-15 Annex

Testing the ESF-15 Annex during a drill or exercise is the best way to identify problem areas and evaluate preparedness without the risks associated with a real-world incident. All drills and emergency management exercises should include an after-action review (AAR) to help identify shortfalls in planning. Problems in organization or operational concepts and procedures that do not work well in practice should be addressed and modified. Shortfalls should be addressed in the next iteration of the local planning process.

The ESF-15 Annex will be tested in whole or part once per year through an involving multi-jurisdictional EPI coordination, as permitted by funding. RAPIO/E-RAPIO and MARC leadership will pursue inclusion of EPI as a critical capability in state or regional exercises as often as is appropriate.

The Annex can also be tested during an activation or response to an actual emergency or disaster. PIOs who observe problems attributed to unworkable or incomplete plans and procedures are encouraged to identify those problems as soon as they become evident. A formal post incident review will be conducted after any major emergency or disaster involving multiple jurisdictions in the region to identify lessons learned. These reviews should specifically consider the adequacy of the current Annex. If deficiencies are identified, MARC and RAPIO/E-RAPIO will be responsible for modifying the Annex accordingly.

An AAR shall be completed anytime the ESF-15 Annex is activated in part or in whole. For incidents/exercises that involve multiple jurisdictions, MARC and RAPIO/E-RAPIO will be responsible for overseeing the development of the AAR. This review will occur within 30 days following the conclusion of an exercise or transition to the recovery phase of an incident or exercise. Refer to Section IV. Recovery, B. Evaluation of the Base Plan for more information.

D. Public Outreach and Education

Hazard awareness, preparedness and mitigation guidance is an integral part of Emergency Public Information and warning. The more informed and prepared Kansas City residents are for the various threats and hazards the region is vulnerable to, the better able they will be to respond appropriately in an incident.

Providing timely, accurate and coordinated information about preparing in advance of an incident also helps build trust with the public and regional media market. Working within the Kansas City Metro Area JIS to coordinate the development and dissemination of preparedness information will also promote relationship building and help develop interagency trust critical to the coordination of emergency public information during the high stakes, high pressure environment of an incident.

Prior to public dissemination, all preparedness messaging efforts should be conducted in concert with and approved by local emergency management agencies, in compliance with local Emergency Public Information plans.

The Metropolitan Emergency Managers Committee (MEMC) serves as a forum for local emergency managers to discuss and resolve regional issues, problems, projects and activities related to all-hazards emergency management. MEMC's mission is to foster coordination, communication and cooperation among local emergency management and allied organizations through the development of policies, procedures, educational programs and resource materials related to all-hazards emergency management.

Several prominent public education initiatives include the following:

- MEMC's Citizen Readiness Committee has developed a disaster preparedness website, www.preparemetrokc.org. Kansas City Metro Area residents can access general preparedness information on this site as well as research how best to stay safe and mitigate the effects of threats and hazards specific to the region. The site is available in English. A Spanish version is available as well.
- Project Community Alert is a community-wide effort led by the MEMC to place 100,000 alarm-equipped, programmable emergency weather radios in the eight-county Kansas City metropolitan area. By sounding alarms inside homes, schools and businesses, weather radios can alert people who might not hear outdoor sirens, saving lives and preventing injuries.
- The Citizen Education Subcommittee developed the Pillars of Preparedness program to give public recognition to individuals and organizations that contribute in significant ways to the whole of community preparedness of the Kansas City Region.
- At an organization's request, the Prepare Metro KC team is available to present, staff a booth, and share materials on prevention, protection, mitigation and preparedness throughout the region. Prepare Metro KC is a volunteer organization and does not charge fees, but does ask that the organization donates the space and electrical requirements. See www.preparemetrokc.org for more information.

For more information on these initiatives and other MEMC activities, visit <http://www.marc.org/emergency/memc.htm>.

In addition to the resources and programs provided by the MEMC, Kansas jurisdictions may encourage individuals with access and functional needs to register with the State's Vulnerable Needs Planning System at www.helpmekansas.org. Most jurisdictions in Missouri rely on non-profit service providers and healthcare providers to maintain current registries of individuals with access and functional needs.

E. Media Outreach

The news media acts as liaisons between public safety entities and the general public. In order to effectively reach area residents with Emergency Public Information and instructions, PIOs operating within the regional JIS must develop ties to all media in and around the region.

As all members of the regional JIS share the same media market, it is important to embrace a strategy of coordinated, multi-jurisdictional efforts to promote public preparedness through the press, build media relationships and foster trust in a regionally unified approach to Emergency Public Information.

Relationships usually develop naturally between media and the various public safety entities throughout the region when an agency/jurisdiction has something to say or show and needs the media to relay it, or when media need public safety entities to say or show something to support a story angle.

By leveraging these natural, day-to-day media interactions as opportunities to promote a regionally unified approach to messaging, PIOs can help ensure that a joint, coordinated approach to Emergency Public Information will be more readily accepted and trusted by media during a disaster or emergency incident. PIOs operating within the regional JIS are encouraged to employ the following strategies as often as practicable:

- Issue joint press releases and hold joint media availabilities to promote appropriate preparedness and mitigation messages.
- Engage as many public safety entity partners as appropriate in planning and execution of public disaster/emergency preparedness campaigns.
- When media are seeking input on a topic from multiple public safety entities, PIOs from those agencies/jurisdictions should employ good collaboration and coordination practices to present a unified front.
- Kansas City Metro Area PIOs should also meet regularly to discuss local media relations activities and share lessons learned and best practices.

When media relations are limited to local media, the effective dissemination of Emergency Public Information is usually not a problem. Media relations become a challenge when the demand for news coverage overwhelms an organization's ability to provide timely, accurate, and useful information and instructions to area residents. This can happen when national media, and many "local" media representatives from outside the immediately affected area, converge on the jurisdiction/agency.

As outlined in this Annex, media convergence can be effectively addressed through the regional JIS and the activation of a virtual or physical JIC, implementation of a mutual aid compact, or utilization of other JIS support resources.

If PIOs have an established history of working collaboratively and promoting a unified front with area media, the media will be more likely to view the regional JIS, JIC or other collaboration fronts as a trusted source for information.



ATTACHMENTS TO THE BASE PLAN

Attachments to the Base Plan include the following:

- A. Incident Assessment for Emergency Public Information Worksheet**
- B. Post-Incident Assessment Survey**
- C. Selected Laws related to Public Information**
- D. Guidance for providing effective emergency public information and warning to individuals with access and functional needs**



A. Incident Assessment for Emergency Public Information Worksheet

While not required documentation, this worksheet is intended as a tool that may be voluntarily utilized by jurisdictions involved in an incident response requiring regional collaboration.

Date:	Time:	Convened: ☐ In person (location: _____) ☐ Conference Call ☐ WebEOC ☐ Other: _____
Participating Public Information Officers [Name, Title, Jurisdiction]:		Potentially Impact or Impacted Jurisdiction(s):

1. Share information about the status of the incident.

Brief Incident Description:

2. Determine whether to operate under the regional Joint Information System or recommend activation of the regional Joint Information Center.

Considerations for operating under a regional JIS:

- The incident is primarily impacting one jurisdiction
- The incident is expected to be short-lived (e.g., less than three days)
- There is a need to standardize messaging on a regional level
- Coordination/information sharing can take place using phone and web-based tools
- PIOs are not co-located at a fixed site

Considerations for recommending activation of the Regional JIC:

- The incident is already having or is projected to have a regional impact
- Incident Commanders, EOC Directors, or Unified Command in the region request the level of coordination provided by a JIC
- Media demands are overwhelming (or are anticipated to overwhelm) local Emergency Public Information resources
- The incident is projected to last more than three days.
- A physical JIC is desired to provide a centralized location for *regional Emergency Public Information coordination*
- A physical JIC is desired to provide a centralized location for *Emergency Public Information mutual aid coordination*
- An event of national significance (e.g. a terrorism event or regional evacuation) impacts the region
- Sufficient staff and equipment resources are available to support a physical JIC
- Regional Incident Command or Unified Command has formally appointed a regional PIO
- The incident is a Presidentially-declared disaster and FEMA is responding to support local and state efforts.

If a regional public information response is **not** needed, coordinate Emergency Public Information efforts as needed and according to local Emergency Public Information plans and use the regional JIS as needed.

JIC activation (will/will not) _____ be recommended at this time.

- If a JIC **will not** be activated, the PIOs will continue to participate in the JIS, actively monitor the situation and may review the need for a regional JIC at a later time.
- If a JIC activation **will** be recommended, the following entity(s) will review and approve the activation of the JIC: _____. Will the JIC be activated virtually or at a physical location: _____?

3. Determine who should be notified about regional Emergency Public Information efforts who is not a part of this discussion.



[Consider notifying appropriate PIOs. This may include PIOs from non-affected jurisdictions needed to assist PIOs from impacted jurisdictions.]

4. Determine what coordination mechanisms will be used to coordinate regional Emergency Public Information following this initial discussion.

- ☐ Conference Call [details: _____]
- ☐ RAPIO email distribution list (details: _____)
- ☐ Skype [details: _____]
- ☐ GoogleDocs [details: _____]
- ☐ Dropbox [details: _____]
- ☐ Regional WebEOC Boards for Public Information [details: _____]
- ☐ Other _____

5. Determine initial regional Emergency Public Information objectives.

6. Determine immediate regional messaging needs.

- Review the pre-identified messages in the Messaging Toolkit Appendix.
- Agree on initial messages for the incident.

Summary of initial regional messages:

7. Determine what mutual aid support is needed to respond to the incident.

Jurisdiction:

Staff or Equipment Needed:

Responding Jurisdiction:

Available Staff or Equipment:

Type of Agreement:

Responding Jurisdiction:

Available Staff or Equipment:

Type of Agreement:

8. Determine when the PIOs will convene next.

Date:

Time:

Details:

B. Post-Incident Assessment Survey

- **Name of Incident/exercise:** [supplied by survey distributor]
- **Duration of Incident/exercise:** [supplied by survey distributor]
- **Jurisdictions/agencies involved in the incident response/exercise:** [supplied by survey distributor]

1. What jurisdiction/agency do you represent? _____

2. How many days your jurisdiction participated in the incident response/exercise? _____

Which days did it participate? Circle all appropriate:

- First 24 hours
- First 72 hours
- After first 72 hours
- Middle of the incident/exercise
- Toward the end of the incident/exercise
- Full duration of the incident/exercise

3. How many people from your jurisdiction participated in Emergency Public Information activities as part of the response/exercise? _____

4. According to the ESF-15 Annex to the Regional Coordination Guide classification of PIOs, how many of each type participated from your jurisdiction?

- Type 1 _____
- Type 2 _____
- Type 3 _____
- Unsure _____

5. Did your jurisdiction contribute any other kinds of PIO equipment or resources? If yes, please list:

6. Please rank the level of coordination you experienced among partnering agencies/jurisdictions with 1 being a high degree of coordination and 5 being almost no coordination at all. _____ Please explain your answer:



7. Please rank the unity of messages that were disseminated with 1 meaning almost all messages delivered to the public were consistent with what all other partner jurisdictions/agencies were saying and 5 meaning there were a great number of inconsistencies among what partner jurisdictions/agencies were telling the public. ____ Please explain your answer:

8. On a scale of 1 to 5 was the public provided with timely, relevant and accurate information? (1 represents a strong yes, and 5 represents a strong no.) ____
Please explain your answer:

9. On a scale of 1 to 5 were the methods of message distribution employed by the agencies/jurisdictions involved in the incident/exercise effective? (1 means the methods were highly effective, 5 means messages were not getting to the public, or key groups were overlooked.) ____ Please explain your answer:

10. Please list the top 5 strengths you observed during this incident/exercise as they relate to regional Emergency Public Information coordination.

- a.
- b.
- c.
- d.
- e.

11. Please list the top 5 areas for improvement you observed during this incident/exercise as they relate to regional Emergency Public Information coordination?

- a.
- b.
- c.
- d.
- e.

12. Please add any additional comments you would like to share.

C. Selected Laws related to Public Information

The section below provides an overview of key legal authorities that are important to understand for Emergency Public Information in the Kansas City Metro Area. For a comprehensive list, check with your local and state emergency management agencies.

Principal of Home Rule

Both Missouri and Kansas are governed by the legal principle of “Home Rule.”

According to a 2011 study published by FEMA, home rule is defined as “a delegation of power from the State to its sub-units of governments (including counties, municipalities, towns or townships, or villages.)... Home Rule creates local autonomy and limits the degree of state influence in local affairs.”

Applied in a disaster, the principle of Home Rule means that the lowest incorporated jurisdiction has ultimate authority over and responsibility for disaster preparedness, mitigation, response and recovery operations that affect its own jurisdiction.

Missouri Sunshine Law

The Missouri Sunshine Law records of a public governmental body are to be open and available to the public for inspection and copying, unless otherwise provided by law. The term “public record” includes records created or maintained by private contractors under an agreement with or on behalf of a public governmental body.

The Sunshine Law requires that each request for access to a public record be acted on no later than the end of the third business day following the date the request is received. If access is denied, an explanation must be explained in writing. The law also requires that if a request is made in a particular format, the custodian shall provide the records in that format if it is available.

A public governmental body is permitted, but not required, to close its records when they relate to certain issues. When a public body relies on one of these exceptions to close a record, it should bear in mind that the exceptions are to be read narrowly. Matters that may be closed include:

- Legal actions, causes of action or litigation (except that votes, minutes and settlement agreements must be opened to the public on final disposition, unless ordered closed by a court).
- Leasing, purchase or sale of real estate where public knowledge might adversely affect the amount paid in the transaction.
- Hiring, firing, disciplining or promoting a particular employee.
- Welfare cases of identifiable individuals.
- Software codes for electronic data processing.
- Individually identifiable personnel records.
- Records related to existing or proposed security systems.
- Records that are protected from disclosure by other laws.

If only part of a record may be closed to review, the rest of the record must be made available. For more information contact the Missouri Attorney General's Office or visit <http://ago.mo.gov/sunshinelaw/>.

Freedom of Information Act

The Freedom of Information Act, also known as the FOIA, is a federal statute that provides the public with the right to request access to records in the possession of federal agencies in the Executive Branch. FOIA establishes a presumption that records are accessible to the people, except for those records protected from disclosure by any of the nine exemptions contained in the law or by one of three special law enforcement record exclusions.

In general, the FOIA requires an agency to respond to FOIA requests within 20 business days after the office that maintains the responsive records receives the request.

The FOIA does not grant an absolute right to examine government documents; the FOIA establishes the right to request records and to receive a response to the request. If a record cannot be released, the requestor is entitled to be told the reason for the denial. The requester also has a right to appeal the denial and, if necessary, to challenge it in court.

Contact the Kansas Attorney General's Office or the Missouri Attorney General's for more information.

Title II, Chapter 7, Americans with Disabilities Act (ADA)

Title II, Chapter 7 of the ADA addresses emergency management for people with access and functional needs. Among other areas, the Chapter covers emergency notification and altering the public to an emergency. See Attachment D. for guidance from the ADA Best Practices Toolkit for State and Local Governments and other sources.

Health Insurance Portability and Accountability Act (HIPAA)

Health Insurance Portability and Accountability Act of 1996 (HIPAA)'s medical privacy regulations govern the use and release of a patient's personal health information, also known as "protected health information" by "covered entities." The statute imposes criminal restrictions on dissemination of certain protected health information. In the event state law is more restrictive than the HIPAA privacy regulations, state law will apply.

All health care providers, including hospitals, physicians and emergency medical or ambulance personnel, as well as health plans and health care clearinghouses that transmit protected health information in electronic form are considered covered entities. Business associates of these entities (such as accountants, consultants, lawyers, managers etc.) also are required to keep protected health information confidential.

Police, firefighters and other law enforcement agencies are NOT considered covered entities under HIPAA. HIPAA does not extend, for example, to police incident reports, fire incident reports, court records, records of agencies that do not provide healthcare or insure healthcare, autopsy, or any records that an individual has authorized to be disclosed.

Journalists are not covered entities under HIPAA. A journalist who lawfully obtains or discloses protected health information does not violate HIPAA. However, just because HIPAA does not apply does not mean that journalists who obtain and disclose medical information may not be liable under other causes of action, such as invasion of privacy. Protected health information can be released with the patient's consent. (In certain circumstances it also can be released to law enforcement, public health, and disaster agencies.)

If HIPAA privacy standards are met, information, such as general condition information (information that does not communicate specific information about the individual) may be released. The American Hospital Association recommends, and many hospitals are using, the following terms:

- Undetermined - Patient awaiting physician and assessment.
- Good - Vital signs are stable and within normal limits. Patient is conscious and comfortable. Indicators are excellent.
- Fair - Vital signs are stable and within normal limits. Patient is conscious but may be uncomfortable. Indicators are favorable.
- Serious - Vital signs may be unstable and not within normal limits. Patient is acutely ill. Indicators are questionable.
- Critical - Vital signs are unstable and not within normal limits. Patient may be unconscious. Indicators are unfavorable.
- Treated and Released - Patient received treatment but was not admitted.

With written authorization from the patient, a more detailed statement regarding a patient's condition and injuries or illness can be released. In situations where the opportunity to object to or restrict the use or disclosure of information cannot be provided because of an individual's incapacity, a covered entity may use or disclose protected health information if the use and disclosure is: (1) consistent with a prior expressed preference of the individual, if any, that is known to the covered entity; and (2) in the individual's best interest as determined by the covered entity, in the exercise of professional judgment. Both conditions (1) and (2) must apply for a provider to release patient information under HIPAA if the patient is incapacitated. There is no HIPAA exemption for public figures or public officials.

D. Guidance on providing effective emergency public information and warning to individuals with access and functional needs

Officials must act quickly to alert the public to an impending emergency situation. But many traditional emergency notification methods are not accessible to people with disabilities. People who are deaf will not hear radio, television, sirens, or other audible alerts. Those who are blind or who have low vision may not be aware of visual cues, such as flashing lights. State and local governments should use warning methods that ensure all residents and visitors will have the information necessary to make sound decisions and take appropriate, responsible action.

Under Title II of the Americans with Disabilities Act (ADA), all state and local governments are required to take steps to ensure that their communications with people with access and functional needs are as effective as communications with others.

Who are Individuals with Access & Functional Needs?

- Those who are deaf or hard of hearing may need to make special arrangements to receive emergency warnings.
- Single working parents and those with limited English proficiency may need help planning for disasters and emergencies. Community, faith-based and cultural groups may be able to help keep people informed.
- People without vehicles may need to make arrangements for transportation.
- People with special dietary needs should take precautions to have an adequate emergency food supply.

-- FEMA (www.ready.gov/individuals-access-functional-needs)

Effective planning for emergency warning and public information ensures that the whole community is represented and involved in the planning process. Communities are diverse and comprise a wide variety of people, including those with access and functional needs, those requiring the support of service animals, and those who cannot independently care for themselves, such as children. This also includes diverse racial and ethnic populations and immigrant communities. Failing to base planning on the demographics and requirements of the particular community may lead to false planning assumptions, ineffective courses of action, and inaccurate resource calculations.

Checklist for Incorporating Individuals with Access and Functional Needs into Local Planning Efforts for Emergency Public Information and Warning

- ☐ Does the local planning group include individuals with access and functional needs, as well as relevant advocacy groups, service providers, and subject matter experts?
- ☐ Does the plan include a definition for “individuals with disabilities and others with access and functional needs,” consistent with all applicable laws?
- ☐ Does the plan include demographic data and information on the number of individuals in the community with disabilities and others with access and functional needs (using assessment and current registry data, if available)?
- ☐ Does the plan identify a disability advisor to provide expertise for the emergency planning process and to support the Incident Commander, the Planning Section, and/or the Operations Section during an emergency?

- Does the plan identify ways to promote personal preparedness among individuals with disabilities and others with access and functional needs, as well as their families and service providers?
- Does the plan identify mechanisms for disseminating timely and accessible emergency public information using multiple methods (e.g., television, radio, Internet, sirens) to reach individuals with sensory, intellectual, and cognitive disabilities, as well as individuals with limited English proficiency?

Basic strategies for communicating with individuals with access and functional needs

Often, using a combination of notification methods will be more effective than relying on one method alone. For instance, combining visual and audible alerts will reach a greater audience than either method would alone. Auto-dialed text telephone (TTY) messages to pre-registered individuals who are deaf or hard of hearing, text messaging, emails, and other innovative uses of technology may be incorporated into such procedures. For announcements by government officials on local television stations, providing qualified sign language interpreters and open captioning will ensure that all people tuning in are able to access the information provided. Emergency management plans should identify the steps that will be taken and the resources that will be used to ensure that emergency notifications will be accessible to all.

Basic strategies for communicating with individuals with access and functional needs include:

- Emergency preparedness materials must be available in alternative formats. For print materials, alternative formats likely to be most requested include: audio-formats— recorded text on disks and CDs, mp3 files; and large print—text produced in Arial or other sans serif fonts (e.g., to assist individuals with vision impairment).
- Provide materials in understandable and usable formats, such as Braille, large print, audio, pictures, accessible websites, and other languages in addition to English (e.g., to assist individuals with vision or cognitive impairment)
- Picture cues should accompany written materials, especial safety actions (e.g., to assist individuals with vision or cognitive impairment).
- Provide interpreters at media availabilities, press conferences and public meetings (e.g., to assist people with hearing or limited English proficiency).
- Ensure translators are available to assist individuals with limited and non-English speaking abilities at public and media hotlines (e.g., to assist people with limited English proficiency).
- When Internet sites stream video, spoken information should be captioned and signed (e.g., to assist people with hearing or limited English proficiency).
- When recommending a website for more information give specifics as to where to look and what to look for (e.g., to assist people with cognitive impairment or limited English proficiency).

Additional resources and guidance for providing effective emergency public information and warning to individuals with access and functional needs

- FEMA Office of Disability integration and Coordination: www.fema.gov/office-disability-integration-coordination/office-disability-integration-coordination/office-1-1
 - See specifically Effective Communication Requirements under the ADA at http://www.ada.gov/pcatoolkit/ch3_toolkit.pdf
- ADA Best Practices Toolkit for State and Local Governments: www.ada.gov/pcatoolkit/chap7emergencygmt.htm



Resources to assist Individuals with access and functional needs in preparing for incidents

- Information of individuals with access and functional needs on Ready.gov: www.ready.gov/individuals-access-functional-needs
- FEMA, Office of Disability Integration and Coordination: www.fema.gov/office-disability-integration-coordination/office-disability-integration-coordination/office-1



SECTION 2:

ESF-15 Appendices

APPENDIX A: REGIONAL EMERGENCY PUBLIC INFORMATION MUTUAL AID

PIOs throughout the Kansas City Metro Area share a strong spirit of collaboration and desire for supporting each other through mutual aid. They recognize that during an incident with regional implications, a coordinated approach to Emergency Public Information helps ensure the effective dissemination of timely, relevant and accurate information.

This Regional Emergency Public Information Mutual Aid Appendix builds on the strong relationships and capabilities among jurisdictions, and provides flexible tools and templates that support cooperation and mutual aid during limited duration events that impact only one jurisdiction, as well as those extended events involving multiple jurisdictions. ***The agreements may supplement resources received through state and federal requests for mutual aid, or may be used to bridge the time it takes for state and federal resources to arrive to the region.***

Any PIO, with the approval of his or her leadership, may volunteer assistance to another agency or jurisdiction upon the request of the latter for aid before, during or after an incident. This Appendix serves to express the intent of and, when appropriate, formalize the cooperative spirit of member entities to assist one another in times of emergency to the extent they are capable, without jeopardizing the capabilities of emergency response at their own facility. Jurisdictions understand that mutual aid for Emergency Public Information is not limited to Presidentially-declared disasters. In the event of a major disaster, a Presidential declaration may or may not be declared within the first 72 hours of activation of a mutual aid request.

According to FEMA, “mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.”

The principle reasons for creating Emergency Public Information mutual aid agreements are to:

- Coordinate planning for Emergency Public Information message creation and distribution
- Multiply the response resources available to any one jurisdiction within the region
- Ensure timely arrival of aid—PIOs from neighboring jurisdictions within the region
- Arrange for specialized Emergency Public Information resources
- Minimize post-response administrative conflict and litigation

To these ends, the Mutual Aid Appendix to this document includes a guiding statement on regional Emergency Public Information mutual aid and an example of a more formal Kansas City Metro Area Agreement for public information. The latter Agreement outlines the process for activation and deactivation of mutual aid resources. In the Staff Typing section, the Mutual Aid Appendix also provides a list of job descriptions and qualifications typically required for a large-scale regional response.

A. Guiding Statement on Regional Mutual Aid for Public Information

In a fast-paced emergency situation, demands for information can quickly overwhelm the staffing and equipment resources of any single jurisdiction within the Kansas City Metro Area (KCMA). In the spirit of regional collaboration and coordination, Public Information Officers (PIOs) operating within the regional Joint Information System (JIS) would do their best to support fellow jurisdictions/agencies within the Metro Area when assistance is requested.

Any assistance offered under an informal mutual aid understanding is completely voluntary. Any details regarding shared resources would be dependent on the circumstances surrounding each request, the nature of the incident, and the discussion between the requesting and supporting jurisdictions.

This Statement on Mutual Aid for Emergency Public Information simply serves to formalize the willingness of member jurisdictions to assist one another in times of emergency to the extent that they are capable, without jeopardizing the emergency response readiness at their own jurisdiction. Jurisdictions are expected to respond to a request for assistance from a neighboring entity only after first ensuring that any needs for Emergency Public Information in their own jurisdiction are met.

This Statement on Mutual Aid in no way obligates members of the Kansas City Metro Area JIS to automatically support each other; rather it documents the willingness of Metro Area PIOs to help each other whenever circumstances permit them to do so. The decision to voluntarily support a neighboring jurisdiction is at the discretion of the responding PIO, the Emergency Operations Center, the Incident Commander and/or the Unified Command within the agency/jurisdiction he/she represents.

An informal system of mutual aid would most likely be “activated” under the following circumstances:

- The incident is relatively small and involves only one or two jurisdictions/agencies.
- Incident response efforts are not expected to last longer than 72 hours.
- The burden on the agency of any PIO supporting the incident is not expected to be overly taxing financially or in terms of strain on equipment and staff.
- Supporting agencies/PIOs have no expectation of compensation for time, backfill, cost reimbursement, or any other type of payment.

This informal system of Emergency Public Information mutual aid among the region’s Public Information Officers (PIOs), is a tool to help ensure that accurate, timely and relevant information reaches the people who need it during a crisis.

B. Memorandum of Understanding (MOU) for Emergency Public Information Mutual Aid

The following Agreement and its attachments is a **sample template** for local jurisdictions to adopt for requesting and/or providing public information mutual aid support to another jurisdiction in the region. It outlines shared expectations for mutual aid, a process for requesting and receiving mutual aid, and legal considerations, among other areas. The language in any mutual aid agreement should be reviewed thoroughly by the participating jurisdictions. The participating parties may edit any part of this agreement to better reflect their needs, plans and practices.

Because incidents occur often without notice and incident response is fast moving, it is recommended that jurisdictions review and sign mutual aid agreements for public information prior to a disaster or emergency.

When the actual incident occurs, an impacted jurisdiction may opt to “activate” the mutual aid agreement with a signed Request for Assistance (see the example form following the Incident Agreement). The Assisting Party retains the right to not approve the request, if the resources are unavailable or providing resources would adversely impact its ability to serve the residents within its jurisdiction.

Whether or not the JIC has been activated, mutual aid agreements are signed between the impacted and supporting jurisdictions. At the request of the jurisdiction requesting resources, staff provided through mutual aid agreements may be managed through the JIC under a JIC Manager. (Refer to the JIC Plan Appendix for more information on JIC operations and mutual aid.)

A Note on Reimbursement:

The following sample agreement for public information mutual aid has been reviewed by the FEMA Public Assistance Program Office to ensure consistency with federal programs for reimbursement after a Presidentially-declared disaster although use of this template is not limited to Presidentially-declared disasters. As written, entering into this agreement does not limit a jurisdiction’s ability to apply for or receive reimbursement for a Presidentially-declared disaster.

As a general rule, supporting jurisdictions may require that reimbursement provisions be addressed in the Mutual Aid Agreement. Jurisdictions requesting mutual aid **may not** state that reimbursement is contingent on a Presidential disaster declaration.

For the FEMA policy on mutual aid and reimbursement, refer to Section 9523.6, Mutual Aid Agreements for Public Assistance & Fire Management Assistance (<http://1.usa.gov/11sp3gm>).

Note that the region’s Metropolitan Emergency Managers Committee (MEMC) and its Plans Subcommittee are in the process of reviewing a similar regional MOU for all types of resources (not limited to public information). When a regional mutual aid compact is finalized, it will replace the MOU template in this Appendix.



[EXAMPLE] INCIDENT AGREEMENT FOR PUBLIC INFORMATION MUTUAL AID

This Agreement made entered into this _____ day of _____ 20__ by and between the undersigned and duly organized political subdivisions of the State of [Kansas and Missouri], in order to grant Public Information assistance to one another where such assistance is necessary to protect life and property, or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual political subdivisions; and

WHEREAS, the political subdivisions cooperating under this Agreement are authorized by law to enter into and carry out the provisions provided herein, and

WHEREAS, each of the parties entering into this Agreement has resources unique to the management of public information for disasters/emergencies that would be difficult and time consuming to accumulate during the onset of or the response to a disaster/emergency, and

WHEREAS, the unique public information resources maintained by each political subdivision cooperating under this Agreement would be beneficial to each other should the need arise, and

WHEREAS, the pertinent provisions of Missouri and Kansas State Laws provide for and encourage a written Agreement memorializing such Agreements to provide mutual aid and assistance;

NOW, THEREFORE, it is agreed by and between the parties hereto as follows, to wit:

SECTION 1. DEFINITIONS

A. “AGREEMENT” – this document which sets forth the agreement to facilitate the rendering of assistance to protect life and property; or otherwise cope with such emergencies or disasters beyond the capabilities and resources of individual member political subdivisions.

B. “ACTUAL INCIDENT AGREEMENT” – a contract between two member political subdivisions entered into at the time of emergency or disaster in which the Assisting Party agrees to provide specified resources to the Requesting Party under the terms and conditions specified in this Agreement.

C. “REQUESTING PARTY” – the member political subdivision requesting aid in the event of an emergency or disaster pursuant to the terms and conditions of this Agreement.

D. “ASSISTING PARTY” – the member political subdivision furnishing equipment, services and/or manpower to the Requesting Party pursuant to the terms consistent with those in this Agreement.

E. “AUTHORIZED REPRESENTATIVE” – an officer or employee of a member political subdivision authorized in writing by that entity to request, offer, or provide assistance under the terms of this Agreement.

F. “EMERGENCY” – any occurrence, or threat thereof, whether natural, or caused by man, in war or in peace, which results or may result in substantial injury or harm to the population, substantial damage to or loss of property, or substantial harm to the environment.

G. “DISASTER” – any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration at the Local, State, and/or Federal Level, and is likely to clearly exceed local capabilities and require a broad range of State and Federal assistance.

H. “MEMBER POLITICAL SUBDIVISION” – any political subdivision or authorized officer or agency within the Kansas City Metropolitan Region which maintains its own public information or emergency services organization and has agreed to the terms of this Agreement.

SECTION 2. TERMS OF AGREEMENT

The parties hereto agree and acknowledge that this Agreement shall become effective upon the date of execution by the parties represented here with, and the initial term of this Agreement shall be for one (1) year from the date of execution. Unless a party notifies the other parties of its intention not to renew and continue this Agreement, such term shall be automatically extended for a further period of one (1) year and shall only be terminated as thereafter provided. In the event of such continuation on a year-to-year basis, all of the terms and provisions hereof shall continue in full force and effect during said extensions.

It is further agreed, that in the event any party wishing to withdraw from this Agreement, absent mutual consent, shall be deemed to be relieved of any obligations or benefits hereunder upon written notice by the withdrawing party to the other cooperating parties providing ten (10) days notice of said withdrawal and termination of this Agreement.

SECTION 3. PROCEDURES FOR PROVISION OF MUTUAL AID

When a member political subdivision either becomes affected by, or is under imminent threat of an emergency or disaster and, as a result, has officially declared an emergency, it may request public information-related mutual aid assistance by: (1) submitting a Request for Assistance to an Assisting Party or to the State EOC, or (2) orally communicating a request for mutual aid assistance to an Assisting Party or to the State EOC, followed as soon as feasible by written confirmation of the request. Public information mutual aid shall not be requested by a member political subdivision unless resources available within the stricken area are deemed to be inadequate. All requests for mutual aid must be transmitted by the Authorized Representative of the member political subdivision. **No member political subdivision shall be required to provide mutual aid unless it determines that it has sufficient resources to do so.**

A. REQUIRED INFORMATION: Each Request for Assistance shall provide the following information to the extent known by the Requesting Party:

- Local Disaster Emergency Declaration(s): Identification of all local entities that have formally declared an emergency.
- Stricken Area and Status: A general description summarizing the condition of the community (e.g. whether disaster or emergency is imminent, in progress or has already occurred) and of the damage sustained to date.
- Command: Identification of the Incident Commander(s)/Unified Command and the person(s) to which Assisting Party supervisory personnel will report upon arrival at the designated staging location, if applicable.
- Request for Assistance: Identification of amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed by Requesting Party, including:
 - Services and Infrastructure: Identification of available public services and infrastructure systems in Requesting Party’s geographical limits, if any, as well

as identification of those public services and infrastructure systems made unavailable by the emergency and which Requesting Party is requesting assistance reestablishing.

- Facilities: Identification of the type(s) of sites, structures or buildings outside of Requesting Party's geographical limits being requested to serve as a Joint Information Center; Press Conference or Media Staging facility; a Public Inquiry, Phone Bank or Call Center, or other facility required to provide public information before or during the response.
- Length of Deployment: Unless a shorter or longer duration is identified in the initial Request for Assistance, the normal initial duration of Assisting Party's assistance shall be [72] hours and may be extended, if necessary, in [72] hour increments.

B. REQUESTS DIRECTLY TO ASSISTING PARTY: The Requesting Party may directly contact the Authorized Representative of the Assisting Party. The Requesting Party shall be responsible for keeping the State EOC(s) advised of the status of mutual aid activities.

C. ASSESSMENT OF AVAILABILITY OF RESOURCES AND ABILITY TO RENDER ASSISTANCE: When contacted by a Requesting Party, or by the State EOC on behalf of a Requesting Party, the Authorized Representative of any member political subdivision agrees to assess local resources to determine available personnel, equipment and other assistance. ***If the equipment and personnel of the Assisting Party are unavailable or already engaged in response activities at the time a call for assistance is received, that party shall not be under any obligation to the Requesting Party or to any other person or persons to furnish resources (i.e. personnel and equipment), unless the request is renewed after the party's equipment and personnel again become available to respond.***

D. INCIDENT COMMAND SYSTEM (ICS) & NIMS: The parties agree that the Requesting Party shall coordinate and utilize a standard ICS, to the greatest extent possible, for an emergency requiring public information mutual aid assistance under this Agreement. Requesting Party's ICS shall be consistent with the concepts and principles of the National Incident Command System (NIMS) developed by the U.S. Department of Homeland Security. Utilization of ICS shall not be interpreted as increasing or decreasing the authority, responsibility, and accountability inherent to personnel or resources deployed by Assisting Party under the terms of this Agreement.

E. SUPERVISION AND CONTROL: When providing assistance under the terms of this Agreement, the personnel, equipment, and resources of any Assisting Party will be under the operational direction (the authority to assign tasks, designate objectives, and synchronize and integrate actions) of the Requesting Party, which shall advise supervisory personnel of the Assisting Party of work tasks, for assignment to personnel. Direct supervision and oversight (indicates the on-site, close contact whereby the supervisor is able to respond quickly to the needs of the supervisee) of personnel, equipment and resources shall remain with the designated supervisory personnel of the Assisting Party. The designated supervisory personnel of the Assisting Party shall: be responsible for health and safety of own personnel; inform Requesting Party of any health and safety concerns; maintain daily personnel time records, material records, and a log of equipment hours; be responsible for the operation and maintenance of the equipment and other resources furnished by the Assisting Party; and shall report work progress to the Requesting Party. The Assisting Party's personnel and other resources shall remain subject to recall by the Assisting Party at any time, subject to reasonable notice to the Requesting Party. At least twenty-four hour advance notification of intent to withdraw personnel or resources shall be

provided to the Requesting Party unless such notice is not feasible, in which case such notice as is reasonable shall be provided.

F. FOOD, HOUSING AND SELF-SUFFICIENCY: Unless specifically instructed otherwise, the Requesting Party shall have the responsibility of providing food for the personnel of the Assisting Party from the time of their arrival at the designated location to the time of their departure. In rare instances, housing may also be required. However, Assisting Party personnel and equipment should be, to the greatest extent possible, self-sufficient while working in the emergency or disaster area. The Requesting Party may specify only self-sufficient personnel and resources in its Request for Assistance.

G. COMMUNICATIONS: Unless specifically instructed otherwise, the Requesting Party shall have the responsibility for coordinating communications between the personnel of the Assisting Party and the Requesting Party. Assisting Party personnel should be prepared to furnish communications equipment sufficient to maintain communications among their own respective operating units. If the Assisting Party does not possess the communications equipment needed to fulfill its role in support of the Requesting Party, the Requesting Party may ask for communications equipment as a part of its request for mutual aid.

H. RIGHTS AND PRIVILEGES: Whenever the officials, employees and volunteers of the Assisting Party are rendering aid pursuant to this Agreement, such persons shall have the powers, duties, rights, privileges, and immunities, and shall receive the compensation, incidental to their employment or position.

I. TERM OF DEPLOYMENT: The initial duration of a Request for Assistance is normally [72] hours and may be extended, if necessary, in [72] hour increments. However, the duration may be shorter or longer depending on the event.

J. SUMMARY REPORT: Within ten days of the return of all personnel deployed following an event, the Requesting Party will prepare a Summary Report of the event, and provide copies to each Assisting Party. The Report shall include a chronology of events and description of personnel, equipment and materials provided by one party to the other.

SECTION 4. REIMBURSEMENT

The terms and conditions governing reimbursement for any assistance provided pursuant to this Agreement shall be in accordance with the following provisions, unless otherwise agreed upon by the Requesting and Assisting Parties.

A. PERSONNEL: During the period of assistance, the Assisting Party shall continue to pay its employees according to its then prevailing ordinances, rules, and regulations. The Requesting Party shall reimburse the Assisting Party for all direct and indirect costs, including actual costs paid and fringe benefits, as long as those costs are reasonable and do not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs, unless agreed to otherwise by the parties. Additional expenses incurred such as room and board, travel expenses, and other expenses will be reimbursed if approved by Requesting Party at the time the Actual Incident Agreement is executed.

B. BACKFILL PERSONNEL: In such cases where a permanent employee of the Requesting Party is performing disaster-related work, and it is necessary to provide a person to fill their normal position and duties, a backfill employee or hire may be necessary. Under the provisions of

this Agreement, backfilled employees or hires will not be included or directly addressed in this Agreement, and should be agreed to otherwise between parties outside of this Agreement.

C. EQUIPMENT: The Assisting Party shall be reimbursed by the Requesting Party for the use of its equipment during the period of assistance according to pre-established local or state hourly rates; or by actual replacement, operation, and maintenance expenses incurred, when necessary. For those instances in which some costs may be reimbursed by the Federal Emergency Management Agency, the eligible direct costs shall be determined in accordance with 44 CFR 206.228, or other regulations in effect at the time of the disaster. If the equipment used to perform emergency work is extraordinarily damaged resulting from performance of this emergency work, the Requesting Party shall agree to replace the equipment with the same age, capacity, and condition, less the salvage value, unless damage is caused by willful negligence and misconduct on the part of the Assisting Party's operator or if the damage could have been reasonably avoided.

D. MATERIALS AND SUPPLIES: The Assisting Party shall be reimbursed for all materials and supplies furnished by it and used or damaged during the period of assistance, except for the costs of equipment, fuel, maintenance materials, and labor, which shall be included in the equipment rate established above. The measure of reimbursement shall be determined in accordance with 44 CFR 206.228 or other regulations in effect at the time of the disaster. In the alternative, the parties may agree that the Requesting Party will replace, with like kind and quality as determined by the Assisting Party, the materials and supplies used or damaged. If such an agreement is made, it shall be reduced to writing in the Actual Incident Agreement.

E. RECORD KEEPING: The Assisting Party shall maintain records and submit invoices within 60 days for reimbursement by the Requesting Party in accordance with existing policies and practices. Requesting Party finance personnel shall provide information, directions, and assistance for record keeping to Assisting Party personnel. The Assisting Party shall supply to the Requesting Party copies of any records related the reimbursement of services or equipment provided as a part of the Actual Incident Agreement, if requested.

F. PAYMENT: Unless otherwise mutually agreed, the Assisting Party shall invoice the Requesting Party for all reimbursable expenses with an itemized statement as soon as practicable after the expenses are incurred, as stated above. The Requesting Party shall pay the invoice, or advise of any disputed items, not later than sixty (60) days following receipt of the invoice, unless otherwise agreed upon.

G. FEDERAL OR STATE AID: Requesting Party's duty to reimburse Assisting Party for its assistance is in no way contingent upon the availability of Federal or State aid.

H. WAIVER OF REIMBURSEMENT: The Assisting Party reserves the right to assume or donate, in whole or in part, the costs associated with any loss, damage, expense or use of personnel, equipment and resources provided. Assisting Party shall inform the Requesting Party of the waiver as soon as practical after the expenses are incurred, but not later than sixty (60) days following the period of assistance. The Assisting Party shall send the Requesting Party written documentation that Assisting Party's governing body ratified and/or expressed approval of the decision not to seek reimbursement.

SECTION 5. INSURANCE

Each party shall be responsible for its own actions or omissions and those of its employees.

Unless otherwise agreed upon by Requesting Party and Assisting Party, it is agreed that each party shall be individually responsible for providing insurance coverage in accordance with the following provisions and subject to the terms of the Reimbursement section herein:

A. UNEMPLOYMENT & WORKERS' COMPENSATION COVERAGE: Each member political subdivision shall be responsible for its own actions and those of its employees and is responsible for maintaining its own unemployment insurance and workers' compensation insurance coverage, as required by law, for its employees.

B. AUTOMOBILE LIABILITY COVERAGE: Each member political subdivision shall be responsible for its own actions and is responsible for complying with the [INSERT RULE]_____. Member political subdivisions agree to obtain automobile liability coverage with a limit of at least \$_____ combined single limit and coverage for owned, non-owned, and hired vehicles, or maintain a comparable self-insurance program. It is understood that the member political subdivision may include in the emergency response, volunteer companies that have motor vehicles titled in the name of the volunteer company. It is the responsibility of each member political subdivision to determine if the volunteer company has automobile liability coverage as outlined in this section.

C. GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, AND LAW ENFORCEMENT LIABILITY: To the extent permitted by law and without waiving sovereign immunity, each member political subdivision shall be responsible for any and all claims, demands, suits, actions, damages, and causes for action related to or arising out of or in any way connected with its own actions, and the actions of its personnel in providing mutual aid assistance rendered or performed pursuant to the terms and conditions of this Agreement. Each member political subdivision agrees to obtain general liability, public official's liability and law enforcement liability, if applicable, with minimum single limits of no less than \$_____, or maintain a comparable self-insurance program.

D. GENERAL INSURANCE POLICY REQUIREMENTS: All insurance policies required under this Agreement shall be in effect during the period of assistance. All policies shall be primary and not contributory. During the period of assistance, parties shall pay the premiums on the required policies and shall not allow the policies to be revoked, canceled, amended, or allowed to lapse without thirty (30) days notification to the other party, if possible, or shall otherwise provide such notification immediately upon learning that a policy has been, or will be, revoked, canceled, amended, or allowed to lapse.

SECTION 6. INDEMNIFICATION

Each party to this Agreement shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees and agents at all times. Neither party agrees to insure, defend, or indemnify the other. To the extent a party does not maintain the proper levels of liability and other insurance coverage pursuant to the terms of this Agreement, the party's liability for being uninsured, or underinsured, shall not be construed as a waiver of its governmental or sovereign immunities.

SECTION 7. IMMUNITIES

See State Laws [INSERT]_____.

SECTION 8. APPLICABLE LAW

In the event that the construction, interpretation, and enforcement of this Agreement are subjected to adjudication in a court of law, the construction, interpretation, and enforcement of the terms of the Agreement, and each party's duties and responsibilities there under, shall be governed by the laws of the State of _____. In such event, the Courts of the State of _____ shall have jurisdiction over the Agreement and the parties.

SECTION 9. SEVERABILITY AND THE EFFECT ON OTHER AGREEMENTS

Should any portion, section, or subsection of this Agreement be held to be invalid by a court of competent jurisdiction, that fact shall not affect or invalidate any other portion, section or subsection; and the remaining portions of this Agreement shall remain in full force and effect without regard to the section, portion, or subsection or power invalidated. ***In the event that any parties to this Agreement have entered into other mutual aid agreements, those parties agree that said agreements will remain in effect unless in conflict with this Agreement in which case they are superseded by this Agreement for the purposes of provision of mutual aid.*** In the event that two or more member political subdivisions have not entered into another agreement, and the parties wish to engage in mutual aid, then the terms and conditions of this Agreement shall apply between those parties.

SECTION 10. AMENDMENTS

Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, executed, and signed by all parties to this Agreement with the same approvals, certifications, submissions and other requirements applicable to the original Agreement.



SECTION 11. SIGNATURES

In witness whereof, the parties to this Agreement through their duly authorized officials or representatives, hereby execute this Agreement on the dates set out below, and in doing so certify that each has read, understood, and agreed to the terms and conditions of this Agreement as set forth herein and has the authority to enter into this legally binding contractual Agreement. The effective date of this Agreement is the date of the signature and seal last affixed to this page.

_____ COUNTY/CITY OFFICIALS

Date Signed: _____

_____	_____	_____
Mayor/Commissioner	Attest	Title
_____	_____	_____
Emergency Manager	Public Information Officer	

_____ COUNTY/CITY OFFICIALS

Date Signed: _____

_____	_____	_____
Mayor/Commissioner	Attest	Title
_____	_____	_____
Emergency Manager	Public Information Officer	



"ACTUAL INCIDENT AGREEMENT" PART I

PART I: REQUEST FOR ASSISTANCE

Incident Name: _____ Request Number: _____

Requesting Party Name: _____

Point of Contact Name: _____

Phone: _____

E-mail: _____

Fax: _____

1. General description of the event. *(Attach latest local Situation Report.)*

2. Identification of the emergency services function(s) for which assistance is needed (e.g., public information/communications) and the particular type of assistance needed. *(Please attach additional documentation as needed.)*

3. Identification of the facilities and/or public infrastructure system(s) for which assistance is needed (e.g., Joint Information Center, call center, or press conference locations) and the type of work assistance required. *(Please attach additional documentation as needed.)*

4. Amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed, including approx. place of arrival. *(Please attach additional documentation as needed.)*

5. When Needed (Date & Time) _____

Authorized Requesting Party Official: _____

Title: _____ Signature: _____

Date: _____ Time: _____

After completion of Part I, fax this form to the potential Assisting Party and/or to the State EOC.



"ACTUAL INCIDENT AGREEMENT" PART II

PART II: ASSISTANCE TO BE PROVIDED

Incident Name: _____ Request Number: _____

Assisting Party Name: _____

Assisting Party Point of Contact Name: _____

Phone: _____ E-mail: _____ Fax: _____

The request for assistance from _____ has been received.

Date & Time Received: _____

Assistance Will Be Provided?

- ☐ YES
☐ NO

If no, briefly explain why:

1. **Personnel.** (List or attach point-of-contact/team leader and all personnel)

2. **Equipment, Supplies, Materials & Facilities.** (List or Attach)

3. **Place of Arrival:** _____

4. **Estimated Date and Time of Arrival:** _____

5. **Estimated Date and Time of Departure:** _____

6. Please attach additional information pertinent to this Actual Incident Agreement, such as, but not limited to: information or terms for procedures or provisions of mutual aid, reimbursements (i.e. waiver of reimbursement, payments), insurance, or any other items.

The above and/or attached terms and information have been coordinated with the Requesting Party.

- ☐ YES
☐ NO

Authorized Assisting Party Official: _____

Title: _____ Signature: _____

Date: _____ Time: _____

After completion of Part II, fax this form to the Requesting Party and/or to the State EOC.



“ACTUAL INCIDENT AGREEMENT” PART III

PART III: REQUESTING PARTY’S APPROVAL

Incident Name: _____

Request Number: _____

In accordance with this Actual Incident Agreement and the terms and conditions described in Part II, this agreement is hereby:

☐ ACCEPTED

☐ DECLINED

Authorized Requesting Party Official:

Title: _____ Signature: _____

Date: _____ Time: _____

After completion of Part III, fax this form to the Assisting Party and/or to the State EOC.

C. Regional Social Media Collaboration Group

The Regional Social Media Collaboration Group (SMCG) formed in March 2013, is a network of agencies and organizations within FEMA Region VII (Iowa, Kansas, Missouri and Nebraska), supporting each other via social media before, during and after disasters.

During a crisis, collaboration around social media frees up resources at and provides support to the impacted jurisdiction. A jurisdiction impacted by an incident may request support from the SMCG members to assist with:

- Social media monitoring,
- Situational awareness through social media,
- Critical needs assessments,
- Rumor control,
- Amplification of messaging,
- Strategic coordination of messaging,
- Social media analysis, and
- Validation of trends and public information needs and gaps

Before a disaster occurs, SMCG members share social media practices, tools and support each other with disseminating preparedness messaging. Following the disaster response, members can continue to assist jurisdictions during the recovery phase.

Impacted member jurisdictions can email the SMCG distribution list with a request for assistance. Ongoing discussions take place via Basecamp (www.basecamp.com), an online discussion, file and message management system. When necessary, one supporting member of the SMCG serves as the lead liaison to the impacted jurisdiction, so as to streamline communications and efficiently manage information flow.

Impacted member jurisdictions are encouraged to reference the SMCG GoogleMap to identify the impacted zone and reach out to members in locations most likely to support the incident as efficiently and as effectively as possible. In most crises, depending upon the incident, it is best to request support from those not already responding to the same or another crisis.

Membership includes representatives from government, the private sector (including media/news organizations), and non-governmental organizations from across the FEMA Region VII area. Membership is open to those who manage their organization's social media presence, or if they disseminate disaster-related (either natural or terrorist attack) messaging as one of their duties. Those interested in joining may be invited to join by an existing member or may call the FEMA Region VII News Desk at 816.283.7095 to request membership.

D. Typed Staff Descriptions

This section describes the Emergency Public Information staff positions commonly needed for a large-scale regional incident and activation of the JIC. Smaller scale incidents may require an individual capable of performing tasks under multiple position descriptions.

Each position includes a job description, a list of responsibilities, and recommended training. The training courses are all provided at no-cost and available through MARC, the Kansas or Missouri state emergency management agencies, or FEMA. If individuals in the region are interested in filling one of the Emergency Public Information staff positions during a future incident response, they should contact their local PIO or emergency management office for local availability and requirements.

Jurisdictions should review the positions and determine whether they have enough staff to support a full Emergency Public Information incident response. To prepare to fill the positions, they may opt to cross-train staff with related skill sets from non-emergency management agencies in the jurisdiction.

These staff positions may also be requested through mutual aid. To facilitate mutual aid requests, this section adapts the FEMA typing system for categorizing different levels of experience for each position.

Resource typing is categorizing, by capability, the resources requested, deployed and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources.

At the end of the section is a table with typed positions, categorized by experience in public information, emergency management, incident deployment, and average length of availability for future deployments. Type 1 positions have the most experience in each of these areas. Generally Type 3 positions have spent less time in these areas.

Jurisdictions may use the Staff Typing table to evaluate resources and assist their preparedness efforts. By requesting that supporting jurisdictions “type” staff provided through mutual aid, the impacted jurisdictions may use this section to evaluate potential mutual aid resources, although the

Type # should not be the only consideration. This system should not replace a personal, first-hand understanding of an individual’s skills and strengths. Familiarity with individual PIOs and PIO staff in the region is built on trusted relationships and the best indicator for the ability to fill one of the positions described in this section.

JIC Manager/JIC Management

Job description

If local PIOs in an affected area determine that their ability to effectively manage a JIC is compromised or overwhelmed by the immediate Emergency Public Information needs of their own jurisdictions, local PIOs may request a JIC Manager to assist in the coordination and oversight of JIC activities

The JIC Manager is at all times answerable to the local PIOs in the affected area and under their direction. The JIC Manager should remain in constant contact with the local PIOs and ensure all activities of the JIC are aligned with the directions of the local PIO.

The Joint Information Center (JIC) Manager is the Public Information Officer (PIO) responsible for overall regional JIC operations and advises the Incident Commander(s), Emergency Operations Center (EOC) Director(s) or Unified Command(s). In this capacity, the JIC Manager facilitates discussions and coordination among PIOs in the region, assists in the development of a regional Emergency Public Information plan based on the regional incident action plans (if applicable and if requested by local PIOs in the affected areas), coordinates mutual aid support, and appoints staff to fill the roles in the regional JIC.

The JIC Manager also directs and supports JIC staff and establishes internal procedures. He or she is responsible for providing direction to the JIC staff to ensure that all functions are well organized and operating efficiently to ensure the effective communication of timely, pertinent and accurate information about public safety and incident response to the public.

Description of responsibilities

If requested and authorized by local PIO(s), the JIC manager may perform some or all the following functions:

- Support public information needs of the impacted jurisdictions' PIO(s), Incident Commander(s), EOC Director(s) or Unified Command(s), as requested
- Obtain approval from Command or local PIO(s) for regional messages
- Advise Command on regional public information issues, concerns, and recommended Emergency Public Information strategies
- Act as a liaison between Command staff and JIC staff
- Develop the regional Emergency Public Information Plan, if requested.
- Establish and Equip a JIC
- Share information gathered at Command Staff briefings and meetings with JIC staff
- Share with Command or the designated position pertinent information collected from the public that may assist with incident response
- Present requests for JIC resources to Command for approval
- Supervise all JIC operational and administrative activities
- Assess and assign JIC staff to appropriate roles
- Provide training or coaching to JIC staff as needed
- Oversee arrangements for a JIC facility and/or virtual JIC support platforms
- Coordinate internal JIC information flow
- Set JIC staff work hours and daily operating schedule

Core competencies

- High-level of familiarity with the Emergency Support Function ESF-15 roles and responsibilities
- Outstanding leadership ability to direct all aspects of a coordinated external affairs and Emergency Public Information efforts utilizing the Joint Information System (JIS) concept and the JIC
- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively with media, agency executives, state and federal elected officials, and other high-level partners and JIC staff
- Subject matter expertise relevant to the incident
- Exceptional oral and written communication skills
- Ability to stay focused on the big picture
- Ability to effectively delegate responsibilities to utilize staff to their maximum potential
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.
- Familiarity with the incident action and Emergency Public Information planning processes

Recommended Training

Per NIMS, all Command Staff, including the PIO, should complete the following training:

- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents

The Lead Agency PIO is also recommended to be trained in:

- IS-250 Emergency Support Function #15
- IS-702 National Incident Management System Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- ICS-420 Command and General Staff
- E-388 Advanced Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers

Deputy JIC Manager/JIC Management

Job description

For a large-scale regional incident, with the approval of local PIOs in the affected area, the JIC Manager may appoint one or more Deputy JIC Managers to help maintain appropriate span of control by managing one or more of the JIC groups:

- Information Gathering and Analysis
- Information Coordination and Production
- Information Dissemination
- Administration and Logistics

Description of responsibilities

If requested and authorized by local PIO(s), the Deputy JIC Manager may perform some or all the following functions:

- Oversee activities of assigned JIC group(s)
- Assess and assign JIC staff to appropriate roles within assigned JIC group(s)
- Provide training or coaching to JIC staff within their assigned group(s) as needed
- Advise JIC Manager about recommended public information strategies
- Coordinate internal JIC information flow among and between assigned JIC group(s)
- Oversee effective shift changes. Orient incoming staff. Debrief JIC staff at end of shift and brief relief staff

Core competencies

- High-level of familiarity with the Emergency Support Function ESF-15 roles and responsibilities
- Strong leadership ability to effectively communicate message priorities and directions to JIC staff in assigned group(s) at the direction of the JIC Manager
- Exceptional oral and written communication skills
- Ability to be detail oriented without losing sight of the big picture
- Ability to effectively delegate responsibilities to utilize staff to their maximum potential
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.
- Excellent organizational skills

Recommended Training

Per NIMS, all Command Staff, including the PIO, should complete the following training:

- IS-100 (ICS 100) Introduction to Incident Command System
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- ICS-300 Intermediate Command System for Expanding Incidents
- ICS-400 Advanced Incident Command System, Command and General Staff – Complex Incidents

The Deputy JIC Manager is also recommended to be trained in:

- IS-250 Emergency Support Function #15
- IS-702 National Incident Management System Public Information Systems
- ICS-203 Introduction to Public Information
- ICS-403 Incident Management Team Public Information Officer
- ICS-420 Command and General Staff
- E-388 Advanced Public Information Officer
- G-290 Basic Public Information Officer
- G-291 JIS/IC Planning for Tribal, State and Local Public Information Officers

Situation Status Monitoring and Analysis Specialist/ Information Gathering and Analysis

Job description

The Situation Status Monitoring and Analysis Specialist gathers information from WebEOC , EOC and other operations staff, the Internet, jurisdictional PIOs and other sources to support regional messaging coordination, and if requested, situational awareness for the impacted jurisdictions' PIOs.

Description of responsibilities

If requested and authorized by local PIO(s), the Situation Status Monitoring and Analysis Specialist may perform some or all the following functions:

- Monitor and maintain WebEOC PIO Boards on behalf of the JIC
- Maintain regular contact with PIOs in affected jurisdictions and other deployed field staff
- Share information with JIC Manager, JIC writing staff and media relations specialists as appropriate
- Review local, regional and national websites and other sources for messaging material

Core competencies

- Detail oriented and committed to message accuracy
- Able to conduct preliminary research for product development
- Practices effective and appropriate interpersonal communication and team behavior.
- Demonstrates satisfactory level of computer skills
- Excellent oral and written communication skills

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction



- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer

Social Media Monitoring and Analysis Specialist/ Information Gathering and Analysis

Job description

The Social Media Monitoring and Analysis Specialist gathers information from social media sites, including Facebook, Twitter, Google+, and other networking sites to support situational awareness and regional messaging coordination. If requested, this position may support regional messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites.

Description of responsibilities

If requested and authorized by local PIO(s), the Social Media Monitoring and Analysis Specialist may perform some or all the following functions:

- Monitors regional and jurisdictional social media sites for questions and other posts from the public
- Monitors what people are saying on social media about the incident and regional response efforts
- Identifies misinformation, rumors and negative tones in social media and reports analysis to the JIC Manager (or Deputy JIC Manager, if assigned)
- Works with Media Monitoring and Analysis Specialist to compare trending themes and sentiments in comments from the public on news sites
- Identifies any requests for help or resources posted on social media

Core competencies

- Strong written communication skills
- Exceptional computer and Internet proficiency
- Familiarity with Facebook, Twitter, website management and other forms of online media
- Strong critical reading skills and ability to recognize factual errors and negative tones

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer

Media Monitoring and Analysis Specialist/ Information Gathering and Analysis

Job description

This specialist monitors media via the web, broadcast, print and radio; and conducts news analysis to support situational awareness and regional messaging coordination. This position is responsible for identifying rumors and inaccuracies.

Description of responsibilities

If requested and authorized by local PIO(s), the Media Monitoring and Analysis Specialist may perform some or all the following functions:

- Determine primary newspaper, radio, television and Internet outlets to monitor
- Monitor and record appropriate news broadcasts
- Maintain a media monitoring log that lists the source, briefly summarizes the content, and indicates what (if any) corrective action was taken
- Provide a report of updated information at any time upon request
- Gather perceptions from media about the progress of the response effort
- Identify potential issues, problems and rumors and report the information immediately to the JIC Manager or Deputy JIC Manager
- Identify potential detrimental rumors and rapidly determine effective ways to remedy
- Monitor the perceptions of the affected communities concerning the progress of the response

Core competencies

- Comfortable ensuring the setup of media monitoring equipment
- Familiarity using internet to access radio, television and newspaper sites
- Strong critical reading skills and ability to recognize factual errors and negative tones
- Detail oriented and dedicated to record keeping
- Strong written communication skills

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer

Writer/Information Coordination and Production

Job description

At the request of local PIO(s), writers may develop all manner of written products, including those for posting and the web. The writer is responsible for produce regular press releases with accurate information about the status of the incident and the response efforts of all participating state, federal and local public safety partners, as well as producing clear, well written press releases and other materials that effectively convey emergency and life sustaining public safety information.

Description of responsibilities

If requested and authorized by local PIO(s), writers may perform some or all the following functions:

- Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc
- Coordinate with JIC Manager (or Deputy JIC Manager if assigned) about messaging needs of jurisdictional partners
- Ensure material is produced on time in accordance with schedule/deadlines communicated by JIC Manager
- Ensure accuracy of information and coordination of messages with all appropriate state, federal and local partners
- Ensure all finished products are shared with the JIC and other appropriate regional, state and federal partners

Core competencies

- Satisfactory level of computer skills
- Excellent ability to write accurate, consistent, clear products and finalize them for distribution
- Outstanding ability to compose concise, coherent written messages to effectively communicate a point in a timely manner
- Sufficient mastery of basic English grammar rules and AP style
- Is detail oriented and committed to message accuracy
- Possesses the ability to synthesize significant amounts of information in an organized way.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Creative Services Specialists/ Information Coordination and Production

Job description

These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions. These specialists may be dispatched to the field to support local PIO(s) in the affected areas or asked to assist at regional press conferences and with other JIC related functions.

Description of responsibilities

If requested and authorized by local PIO(s), Creative Services Specialists may perform some or all the following functions:

- Identify products that support the JIC Emergency Public Information objectives
- Shoot and edit photographs of newspaper/magazine quality
- Shoot and edit video of broadcast quality
- Catalog and manage all photos and videos
- Coordinate set-up and audiovisual needs for news briefings and media interviews.

Core competencies

- Able to develop a schedule of products and ensure that products meet current professional/media standards
- Able to oversee the finalization of products for distribution
- Follows proper check-in procedures upon arrival and obtain job-required equipment and supplies
- Able to manage the photography and videography services.
- Able to conduct video shoots based on incident needs and priorities and producing a final video package in line with the JIC Emergency Public Information objectives.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer

Website Coordinator/Information Coordination and Production

Job description

This position maintains a list of all agency and jurisdiction websites with incident-specific information and links. The Coordinator assists jurisdictions with posting to websites, as well as sharing regional messages and incident-specific video and photos to make available for websites.

Description of responsibilities

If requested and authorized by local PIO(s), the Website Coordinator may perform some or all the following functions:

- Monitor impacted jurisdictions' websites and identifies opportunities for communicating regional Emergency Public Information
- If requested by the impacted jurisdiction(s), maintain and update incident website and suggest content for appropriate agencies/jurisdictions to post on their websites
- Ensure approval of all items prior to posting on the incident website
- Coordinate with web support personnel for all represented agencies/jurisdictions to ensure the website meets individual agency requirements
- Format press releases, fact sheets, PSAs and other content materials developed by the JIC and publish on appropriate website(s)
- Update incident related public safety information as frequently as information changes

Core competencies

- Exceptional computer proficiency
- Familiarity with website coding or other programs needed to manage online content

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Translator/Information Coordination and Production

Job description

The translator translates Emergency Public Information products and provides translation services during press conferences or media briefings.

Description of responsibilities

If requested and authorized by local PIO(s), the Translator may perform some or all the following functions:

- Attends press conferences to provide translation for reporters
- Attends town hall meetings to provide translation services for members of the public
- Translates all written press releases, fact sheets, website content and other materials for public dissemination
- Translates and records all public service announcements
- Supports the news desk and call centers in communicating with non-English speakers

Core competencies

- Competency in appropriate languages including American Sign Language
- Able to provide insight on important language-specific factors to consider when creating and translating materials
- Understands appropriate media routes to reach specific non-English and limited-English speaking communities
- Has comprehensive understanding of the language demographics in the affected area

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer



Media Relations Specialist/Information Dissemination

Job description

If requested by the PIO(s) in affected areas, the Media Relations Specialist manages the news desk and speaks directly with reporters to ensure that all messages are understood. This position interfaces with local and national media outlets to answer questions and provide information.

Description of responsibilities

If requested and authorized by local PIO(s), the Media Relations Specialist may perform some or all the following functions:

- Provide an email address to media for written inquiries.
- Monitor email inbox for media inquiries and respond in a timely manner.
- Staff the phones with people able to answer calls, possibly in more than one language, from local, to respond to regional and national media inquiries
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and results
- Document the time and details of the response; track inquiries to ensure response and closure within timely manner, ideally, less than one hour
- Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers and email and postal addresses
- Disseminate approved written material to the media
- Identify and attempt to correct misinformation or rumors

Core competencies

- Exceptional oral and written communication skills
- Outstanding ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- IS-702 National Incident Management Systems Public Information Systems.
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Regional Community Relations Specialist/Information Dissemination

Job description

The Regional Community Relations Specialist supports the JIC in coordinating and facilitating town hall meetings, community briefings, executive level tours and other public interfacing opportunities as requested by the local PIOs in affected areas.

Description of responsibilities

If requested and authorized by local PIO(s), the Community Relations Specialist may perform some or all the following functions:

- Establish contact with and support any private sector partners as directed by the JIC Manager
- Evaluate information needs of elected officials and work with JIC Manager and writers to supply necessary materials
- Support elected officials, community leaders and others in planning and conducting town hall meetings and other public interfacing opportunities
- Support the JIC as a liaison with businesses, libraries, faith based organizations, community centers and other entities in the affected area or surrounding areas to coordinate assistance in message dissemination or other activities.

Core competencies

- Excellent public relations and community relations skills
- Outstanding oral and written communication skill
- Outstanding ability to recognize sensitive topics and employ appropriate discretion when conversing with the public
- Strong organizational and planning skills

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Press Conference Coordinator /Information Dissemination

Job description

Coordinate logistics for regional press conferences, media availabilities, town hall meetings and other events as appropriate. The Coordinator may work closely with the Regional Community Relations Specialist to coordinate public interfacing opportunities.

Description of responsibilities

If requested and authorized by local PIO(s), the Press Conference Coordinator may perform some or all the following functions:

- Selects and secures space and any appropriate equipment (podium, background flags, maps, etc.) for the media events.
- Coordinates with JIC staff to write and disseminate media advisory to apprise local media of impending press conference. Make follow up calls as necessary.
- Coordinate the production of any fact sheets, or other information to be handed out.
- Works with JIC manager to identify and invite appropriate agencies to participate in the event, at the direction of the local PIO(s).

Core competencies

- Strong oral and written communication skills
- Strong organizational and planning skills
- High level of resourcefulness and ability to trouble shoot
- Ability to meet deadlines

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Spokesperson Support/Information Dissemination

Job description

If requested by the local PIO(s) in affected jurisdictions, the Spokesperson may conduct interviews with print and broadcast media outlets and represent the affected jurisdictions at press conferences and media availabilities.

Description of responsibilities

If requested and authorized by local PIO(s), the Spokesperson may perform some or all the following functions:

- Respond to media inquiries
- Provide official statements to the media regarding the incident, incident response, and public safety actions
- At the request of PIOs in affected jurisdictions, represent those jurisdictions at press conferences and media availabilities
- Accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions

Core competencies

- Exceptional ability to remain calm in a high stress, high stakes environment
- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively with media, agency executives, state and federal elected officials, and other high-level partners
- Exceptional oral communication skills
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer

JIC Facilities Manager/Administration and Logistics

Job description

The JIC Facilities Manager should be a representative from the institution housing the JIC. This individual should be able to provide access to the building and all appropriate resources and utilities for JIC use.

Description of responsibilities

- Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate
- Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested
- Support IT staff to resolve any needs and problems as appropriate
- Support multi-media efforts as needed

Core competencies

- Possesses intimate knowledge of the facility and facility resources
- Has access to all keys, light panels and other utilities necessary for operating the facility in a way consistent with JIC needs
- Highly organized
- High level of resourcefulness and ability to trouble shoot
- Somewhat technically savvy

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents

Regional Resource Coordinator/Administration and Logistics

Job description

The Regional Resource Coordinator is responsible for ensuring the JIC facility is appropriately equipped to meet the needs of JIC staff and communicating with the JIC Manager about needed supplies and resources.

The Regional Resource Coordinator receives and manages requests for staffing and equipment from other JIC positions. He/she is responsible for organizing requests and presenting them to the JIC Manager. The JIC Manager works with the impacted jurisdictions' PIOs to share the requests with the Logistics

Sections of the impacted jurisdictions for approval. If the request is approved, the Regional Resource Coordinator works with the JIC Manager and PIOs of non-impacted jurisdictions to identify available resources. This position helps to facilitate the mutual aid process among impacted and supporting jurisdictions.

Description of responsibilities

- Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate
- Communicate availability of food, water, and rest facilities to JIC staff. Bring food and water to the JIC from distribution area if needed
- At the direction of the JIC Manager, act as a liaison between building management and IT staff to communicate any needs and problems
- Act as a courier when needed to deliver documents, obtain signatures, etc. as needed
- Provide administrative support as needed by making copies, compiling documents, downloading pictures from field cameras, tracking costs, etc.
- Assist the JIC manager in submitting resource requests to Incident Command staff and/or local PIOs in affected jurisdictions

Core competencies

- Highly organized
- High level of resourcefulness and ability to trouble shoot
- Somewhat technically savvy

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer



Documentation Specialist /Administration and Logistics

Job description

This position is responsible for maintaining, organizing, and providing all documentation on JIC activities during activation (see sample list below). Following deactivation, the Specialist works with the JIC Manager and others to provide documentation for after-action reporting, reimbursement and insurance claims, public or media requests, or other purposes.

Description of responsibilities

If requested and authorized by local PIO(s), the Documentation Specialist may perform some or all the following functions:

- Participate in incident planning meetings, as required
- Set up work area; begin organization of incident files
- Establish duplication service; respond to requests
- File all official forms and reports
- Review records for accuracy and completeness; inform appropriate units of errors or omissions
- Provide incident documentation as requested
- Store files for post-incident use

Core competencies

- Highly organized
- High level of resourcefulness and ability to trouble shoot
- Detail oriented

Recommended qualifications

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System
- IS-800.B National Response Framework, An Introduction
- G-290 Basic Public Information Officer
- E-388 Advanced Public Information Officer





Call Center Manager/Public Inquiry Center

Job description

This position manages the public inquiry center and is responsible for evaluating staffing and equipment needs and requesting appropriate resources from the JIC Manager.

Description of responsibilities

If requested and authorized by local PIO(s), the Call Center Manager may perform some or all the following functions:

- Participate in incident planning meetings, as required
- Determine current status of unit activities
- Order additional unit staff, as appropriate
- Determine resource needs
- Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff
- Communicate with JIC Manager regarding any misinformation, rumors, trending questions and other relevant observations made by call center staff
- Assign specific duties to staff; supervise staff
- Supervise demobilization of unit, including storage of supplies

Core competencies

- High-level knowledge of regional incident management policies and processes
- High-level knowledge of disaster response operations and ability to anticipate messaging needs and priorities
- Exceptional ability to communicate effectively
- Subject matter expertise relevant to the incident
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents





Call Center Staff/Public Inquiry Center

Job description

Staff answers phones following a script with approved messaging, takes notes on calls, notifies the Call Center Manager of valuable incoming information, and performs other administrative duties as assigned by the Call Center Manager.

Description of responsibilities

If requested and authorized by local PIO(s), the Call Center Manager may perform some or all the following functions:

- Answer phones and provide approved information related to public inquiries about the incident, incident response and public safety actions to take
- Make notes of any calls with unresolved questions and conduct appropriate follow up to ensure all public inquiries are answered within a reasonable time period
- Evaluate subject matter of public inquiries to identify trending questions, rumors, misinformation and attitude about response efforts and communicate these observations to the Call Center Manager.

Core competencies

- Exceptional ability to communicate effectively
- Ability to recognize sensitive topics and employ appropriate discretion when conversing with members of the media, public, etc.

Recommended Training

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents

TABLE 3. STAFF TYPING

Experience →				
Position ↓ Title	TYPE	Experience in Public Information (years)	Experience in Emergency Services or related experience (years)	General Operations Experience in a Large-scale Local and/or National Incident Deployment/ Activation (#)
JIC Manager	1	5	4	5
	2	4	3	4
	3	3	2	3
Deputy JIC Manager	1	4	3	3
	2	3	2	2
	3	2	2	1
Situation Status Monitoring and Analysis Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-
Social Media Monitoring and Analysis Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-
Media Monitoring and Analysis Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-
Writer	1	5	3	2
	2	3	2	1
	3	1	-	-
Creative Services Specialist	1	5	2	2
	2	3	1	1
	3	1	-	-
Website Coordinator	1	4	2	2
	2	3	1	1
	3	1	-	-
Translator	1	5	1	1
	2	3	-	-
	3	1	-	-
Media Relations Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-

TABLE 3. STAFF TYPING (CONTINUED)

Experience →				
Position ↓ Title	TYPE	Experience in Public Information (years)	Experience in Emergency Services or related experience (years)	Large-scale Local and/or National Incident Deployments/ Activations (#)
Regional Community Relations Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-
Press Conference Coordinator	1	3	3	2
	2	2	2	1
	3	1	-	-
Spokesperson Support	1	3	2	2
	2	2	1	1
	3	1	-	-
JIC Facilities Manager	1	5	3	2
	2	3	2	1
	3	2	-	-
Regional Resource Coordinator	1	3	3	2
	2	2	2	1
	3	1	-	-
Documentation Specialist	1	3	3	2
	2	2	2	1
	3	1	-	-
Call Center Manager	1	4	3	2
	2	3	2	1
	3	2	-	-
Call Center Support Staff	1	2	1	1
	2	1	-	-
	3	-	-	-

Self-Evaluation Worksheet for Emergency Public Information Staff Typing

PIOs may complete the Emergency Public Information Qualifications Worksheet on the following page to self-evaluate and summarize their Emergency Public Information experience and qualifications. Jurisdictions requesting staff through mutual aid may request that potential supporting staff provide a copy of the completed worksheet. The worksheet may be useful in helping to determine staff experience, strengths and best fit for an Emergency Public Information assignment. In conjunction with using this Worksheet, jurisdictions in need of mutual aid should speak with staff to learn details about an individual's experience.



Emergency Public Information Qualification Worksheet

Self-evaluation for determining emergency public information capabilities

Name: _____ Jurisdiction/Agency: _____

Position Title: _____ Phone/Email: _____

	<i>Details on Experience</i> (indicate #s and provide brief summary)		
Areas of Experience	Years Experience/ Description of Experience	Training (List related courses)	Deployment/Activation for Large-scale Disasters (# and brief description)
Public Information Experience			
Emergency Services or Related Field			
JIC Experience			
ICS Implementation Experience			
General Operations Experience supporting EPI activities during large-scale local and/or national incidents			
			Typed Level



– End Appendix A. Mutual Aid –

APPENDIX B: MESSAGING TOOLKIT

This messaging toolkit is designed to assist PIOs in the Kansas City Metro Area in creating timely, accurate, relevant and coordinated messages when ESF-15 Annex is implemented during an incident requiring regional cooperation. The intent of the toolkit is to provide a resource for PIOs operating within the regional Joint Information System (JIS). It is not intended to be prescriptive. It is not intended to negate the need for PIOs to meet the Emergency Public Information needs of their communities during an incident.

A. Messaging Coordination and Approvals

All incident preparedness and response messaging efforts should be coordinated within the Kansas City Metro Area JIS and in cooperation with local emergency management agencies as often as possible.

Prior to public circulation, all preparedness and incident response messages should be cleared through appropriate local approval processes as identified in each jurisdiction's emergency plan.

Refer to the Concept of Operations in the Base Plan and the JIC Plan Appendix for more information on regional messaging coordination.

B. The Whole Community Approach to Messaging

All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with Limited English Proficiency (LEP), and should be appropriately coordinated and aligned with the Kansas City Metro Area JIS.

Audio recording can be helpful to many who have limitations in seeing, learning and reading. For print materials, alternative formats likely to be most requested include: audio-formats recorded text on disks and CDs, mp3 files; and large print text produced in Arial or other sans serif fonts.

Greater than 12 percent of individuals in the Kansas City Metro area speak a language other than English or speak English less than "very well." See the Mid-America Regional Council Limited English Proficiency Plan for more information.

C. Preparedness and Mitigation Messaging Resources

As indicated in the Base Plan to this ESF-15 Annex, a key aspect of regional messaging includes protection and prevention messages to better equip residents in the Kansas City Metro Area to mitigate the effects of and appropriately respond to all kinds of disasters and hazards.

A variety of materials in various formats has been developed by PIOs in the Kansas City Metro Area for the purpose of educating constituents about how to prepare for and mitigate the effects of disasters. These resources are intended to be used to promote public awareness of and preparedness for the numerous

hazards that pose a threat to residents in the Kansas City Metro Area. They should be utilized to support regionally coordinated preparedness campaigns as often as appropriate.

The website www.preparemetrokc.org was created by the Greater Kansas City region's Metropolitan Emergency Managers Committee and in cooperation with the Regional Homeland Security Coordinating Committee to promote citizen preparedness in the Kansas City Metro Area. The site contains information about preparing for various hazards in the Kansas City Metro Area as well as guidance about what to do during a number of different incidents.

Additionally, the Your Guide to Emergency Preparedness in the Greater Kansas City Region booklet is available for distribution to residents throughout the region and as a reference to support public safety officials and PIOs in messaging efforts. The Guide was produced by the Metropolitan Emergency Managers Committee and can be found online at preparemetrokc.org.

Additionally, there are a myriad of online resources for public education about disaster preparedness including: www.ready.gov/missouri, www.ready.gov/kansas and www.emergency.cdc.gov/.

D. Message Map Template

To facilitate the swift coordination of Emergency Public Information at the outset of an incident, this ESF-15 Annex recommends the utilization of a message map strategy for message development and coordination.

Unlike pre-scripted press releases, message maps provide a significantly greater degree of flexibility while retaining a regionally cohesive foundation. This flexibility will be critical when navigating the various messaging nuances and approval processes that can be quite distinct across the different jurisdictions and agencies throughout the Kansas City Metro Area.

The following is an overview of the process for developing a message map and a message map template.

E. Message Mapping Strategy

Message Mapping helps ensure that agencies and jurisdictions in the Kansas City Metro Area prepared to quickly speak with a coordinated voice about the hazards and risks most likely to impact the region.

By identifying the top three messages that will be immediately needed to address concerns and relay critical information; these message maps will streamline the coordination process in the early stages of a disaster or emergency incident.

Unlike pre-scripted press releases, message maps provide a significantly greater degree of flexibility while retaining a regionally cohesive foundation. This flexibility will be critical when navigating the various messaging nuances and approval processes that can be quite distinct across the different jurisdictions and agencies throughout the Kansas City Metro Area.

F. Process for drafting Message Maps

Step 1: Identify the audience—may include victims, victims’ loved ones, individuals who are directly affected, potential volunteers and donors, neighboring communities not directly impacted, elected officials, the media, access and functional needs groups, health care professionals, special interest groups, business community, etc.

Step 2: Identify the common, overarching concerns of the audience—Attempt to identify what the audience needs and wants to know. May include the following:

- What is the most important information to share?
 - Example: evacuation routes, shelter in place, boil water before drinking, etc.
- What will be the most pressing issues?
 - Power outages, sheltering, loss of loved ones, recurring terrorist attack, etc.
- What will be the most pressing questions?
 - What do I do, where do I go, what is government doing, etc.

Step 3: Develop 3 key messages that address the concerns of the audience—these 3 messages are what go in the first set of boxes. Messages should be brief, concise and written at a junior high reading level. Messages should parallel any objectives or messages identified in the Incident Action Plan and align with priorities identified in the Emergency Public Information Plan and approved information in the Situation Status Form. See “Attachment h. Emergency Public Information Plan” and “Attachment g. Situation Status Report for Emergency Public Information” of Appendix D. JIC Plan for help in gathering information during an incident).

Step 4: List supporting facts for each key message—these facts should support and elaborate on the message.

- For example, if the key message about tornados is “Seek shelter,” then three supporting facts could be (1) On the lowest floor of your home, (2) In an interior room, (3) away from windows and glass.

Step 5: Finalize and distribute the message maps—in consultation with subject matter experts and communications staff, message maps should be approved by agency leadership and distributed to the PIOs at all relevant agencies and jurisdictions within the Kansas City Metro Area.

These message maps are intended to ensure all involved jurisdictions present a unified message at the outset of a disaster or emergency incident, are not intended to take the place of continuous, real-time communication and coordination among involved jurisdictions as an incident progresses.



ESF-15 Annex – Emergency Public Information Message Map Template



TOPIC:

Stakeholder:

Question:

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>

G. Hazard-specific Message Maps

The following message maps address main threats and hazards identified in the regional THIRA and serve as messaging guides for PIOs operating within the Kansas City Metro Area JIS. These maps have been reviewed and approved for public dissemination by the Kansas City Metro Area Regional Association of PIOs, appropriate Kansas and Missouri emergency management leadership and subject matter experts. These maps are not intended to be a strict guide for regional message coordination, but rather a quick reference to expedite message coordination in the initial, and frequently chaotic, hours of an incident.

The pre-developed message maps available in this toolkit have been in part developed using information from a variety of regional, state and federal resources including the following websites:

- www.ready.gov
- www.ksready.gov
- www.ready.gov/missouri
- www.preparemetrokc.org
- www.kctew.org
- www.redcross.org/prepare/disaster
- www.bt.cdc.gov
- www.nws.noaa.gov/safety.php

The pre-developed message maps available in this toolkit are for the following hazards or circumstances:

- All Hazards
- Tornado
- Severe Winter Weather
- Hazmat Release (Transportation)
- Terrorist Attack
- Cybersecurity Event
- Pandemic Influenza
- Anthrax
- Flooding
- Influx of people affected by disasters in other regions



ESF #15 Annex – Emergency Public Information Message Map Templates



TOPIC: Tornado

Stakeholder: General Public

Question: What should I know about the tornado incident?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>How to communicate and locate loved ones</i>	<i>Answer question here: where to go for shelter and to access food and drinking water</i>	<i>Be alert for any ongoing or developing severe weather situations</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Try texting and social media as opposed to cell phone and landline calls</i>	<i>Answer question here: hours and locations when shelters will be open</i>	<i>Follow directions of all public safety officials</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
<i>Reserve the use of 9-1-1 for life threatening medical emergencies</i>	<i>Answer question here: what resources/amenities will be available at the shelters (food, overnight housing, pet sheltering, etc.)</i>	<i>Tune in to weather reports on an all hazards alert radio or local TV/radio broadcasts</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Use the Regional Patient Locator System (Red Cross) to locate missing loved ones</i>	<i>Check on neighbors who may need additional assistance seeking shelter or obtaining food and water</i>	<i>Seek shelter if you see signs of severe weather</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Winter Weather

Stakeholder: General Public

Question: What should I know about the winter storm?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Be prepared to stay indoors for an extended period of time</i>	<i>Avoid travel except in emergencies</i>	<i>Keep warm and safe during a power outage</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Have 3-5 days of non-perishable food and water for all family members, pets and farm animals</i>	<i>Roads need to remain as clear as possible for emergency response vehicles</i>	<i>Cover windows with drapes or blankets to prevent heat loss and move to the upper level of your home</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-3</i>
<i>Have flashlights and extra batteries readily available</i>	<i>Traveling on icy roads endangers other drivers and emergency responders if you become stranded and must be rescued</i>	<i>Never use candles to light your home during a power outage. Instead use flashlights and glow sticks</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Charge phones, tablets and other portable electronic communication devices in advance</i>	<i>If you must travel, carry a cell phone and vehicle charger</i>	<i>Never use gas powered generators or propane grills inside your home or garage to avoid CO2 poisoning</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Hazmat Release (Transportation)

Stakeholder: General Public

Question: What should I know about the hazmat incident?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Stay inside unless advised to evacuate</i>	<i>Follow all directions of public safety officials if advised to evacuate</i>	<i>Stay away from the affected area</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Bring all family members and pets inside and house farm animals in a barn or other sheltering structure</i>	<i>Only evacuate if you are directed to do so by a public safety official</i>	<i>All roads and homes in proximity to the hazmat incident have been evacuated OR advised to shelter in place</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
<i>Close all windows and doors or any openings to outside air to manage air quality; and turn off central air</i>	<i>If advised to evacuate, gather all family members and pets and leave the area immediately</i>	<i>Anyone who was exposed to the hazardous materials is being decontaminated and/or treated at the local hospital</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Avoid eating food from home gardens until advised by public safety officials that it is safe to do so</i>	<i>If traveling in a vehicle, roll up all windows and turn off air conditioning until you are outside the affected area</i>	<i>Law enforcement officers are rerouting traffic along identified alternate routes</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Improved Explosive Device (IED) Detonation/Armed Terrorist Attack

Stakeholder: General Public

Question: What should I know about the terrorist attack?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
Contact loved ones and obtain medical assistance	Report suspicious activity	Stay inside and avoid the affected area

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
Stay informed about the situation by tuning to local TV and radio broadcasts, or reading Internet news stories	Be alert to your surroundings	Stay inside unless instructed to evacuate by a public safety official
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
Reserve the use of 9-1-1 for life threatening emergencies	Call 9-1-1 if you believe danger or criminal activity is imminent	Avoid the affected area to keep roads open for emergency response vehicles
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
Use the Regional Patient Locator System (Red Cross) to locate missing loved ones	Contact _____ to report any relevant information	Law enforcement officers are rerouting traffic along identified alternate routes



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Cybersecurity Event

Stakeholder: General Public

Question: What should I know about the cybersecurity event?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Evaluate your own internet and computer system operations</i>	<i>Take action to secure personal identification information</i>	<i>Be prepared to stay at home for an extended period of time and avoid affected infrastructure</i>
<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Disconnect your device (computer, gaming system, tablet, etc.) from the Internet. By removing the Internet connection, you prevent an attacker or virus from being able to access your computer and perform tasks such as locating personal data, manipulating or deleting files, or using your device to attack others.</i>	<i>Immediately change all passwords; financial passwords first. If you used the same password for multiple resources, make sure to change it for each account, and do not use that password in the future.</i>	<i>Have 3-5 days of non-perishable food and water</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-3</i>
<i>If you have anti-virus software installed on your computer, update the virus definitions.</i>	<i>Contact companies, including banks, where you have accounts as well as credit reporting companies.</i>	<i>Try texting or posting on social media to reach loved ones if cell phone and/or land line services are compromised</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Perform a manual scan of your entire system. Install all of the appropriate patches to fix known vulnerabilities.</i>	<i>Close any accounts that may have been compromised. Watch for any unexplainable or unauthorized charges to your accounts.</i>	<i>Charge phones, tablets and other portable electronic communication devices in advance</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Pandemic Influenza

Stakeholder: General Public

Question: What should I know about Pandemic Influenza?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Avoid contact with people with flu-like symptoms</i>	<i>Washing your hands can prevent the spread of influenza viruses.</i>	<i>Whenever possible, stay home from work, school or errands when you are sick</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Limit contact with large crowds</i>	<i>Use soap and warm, running water or an alcohol-based hand sanitizer.</i>	<i>The symptoms of being ‘sick’ with influenza are a high fever typically over 101 F, with a dry cough and extreme tiredness.</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
<i>Wear a protective mask is you visit a healthcare facility where flu patients are being treated.</i>	<i>Scrub all parts of the hand, including fingertips and between fingers, for at least 20 seconds.</i>	<i>Staying home when you are ill minimizes spreading influenza to many other people</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Avoid people who are coughing and/or sneezing</i>	<i>Hands should always be washed before eating, after using the toilet, and after coughing or sneezing into hands or a tissue.</i>	<i>Get plenty bed rest, drink fluids like water and fruit juices, and take non-aspirin pain relievers.</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Anthrax

Stakeholder: General Public

Question: What should I know about the Anthrax incident?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Anthrax does not easily spread between humans.</i>	<i>Only a health investigation can determine if someone has been exposed to anthrax.</i>	<i>Public safety officials have a plan for responding to anthrax and other biological agents</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Anthrax is rarely contagious from person to person.</i>	<i>Investigators can perform nasal swabbing to determine if someone was exposed.</i>	<i>Hospitals and health and emergency officials at all levels are prepared to respond to biological weapons. Medication is available and dispensing sites will be open within hours</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-2</i>
<i>Anthrax spores can sometimes physically transfer from one surface to another.</i>	<i>A positive nasal swab suggests the person may have been in the vicinity of airborne anthrax spores. A negative swab does not necessarily mean the person was not exposed.</i>	<i>Hazardous materials teams are positioned throughout the state to respond when suspicions of anthrax are reported.</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Generally, the only ways that humans could be exposed to anthrax would be through terrorism or by accidental exposure while working in a laboratory.</i>	<i>Nasal swabbing reveals only if the person was exposed, not if they will get sick from anthrax.</i>	<i>State public health laboratories have the ability to rapidly determine if a substance is anthrax.</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Flood

Stakeholder: General Public

Question: What should I know about the flooding incident?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Answer question here: where to go for Shelter</i>	<i>Stay out of flood water</i>	<i>Be alert for any ongoing or developing flooding conditions</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Answer question here: when and where will shelters will be open and what resources/amenities will be available at the shelters (food, overnight housing, pet sheltering, etc.)</i>	<i>Never attempt to drive through flood water—even a few inches of water can sweep your vehicle down stream</i>	<i>Follow directions of all public safety officials and tune in to weather reports on an all hazards alert radio or local TV/radio broadcasts</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-3</i>
<i>Ensure important documents (home deed, car title, insurance documents, bank account information, etc.) are stored in a place out of reach of flood waters. Take these documents with you if you evacuate.</i>	<i>Never drink, cook with, swim in or allow children to play near flood water—flood water can contain debris as well as sewage and other health hazards</i>	<i>When appropriate, check on neighbors who are elderly, have small children and others with access and functional needs who may need assistance staying safe during a flood</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Answer question here: what provisions are available for sheltering pets and farm animals?</i>	<i>Identify evacuation routes to high ground in case you have to leave your home quickly</i>	<i>Keep an eye on nearby rivers, creeks, and other bodies of water in case you need to evacuate quickly</i>



ESF-15 Annex – Emergency Public Information Message Map Templates



TOPIC: Influx of people affected by disasters in other regions

Stakeholder: General Public

Question: What should I know about the influx of people affected by disasters?

<i>Key Message 1</i>	<i>Key Message 2</i>	<i>Key Message 3</i>
<i>Description of the incident</i>	<i>Donation information</i>	<i>How this will impact Kansas City Metro Area residents</i>

<i>Supporting Fact 1-1</i>	<i>Supporting Fact 2-1</i>	<i>Supporting Fact 3-1</i>
<i>Answer question here: How severe is the incident and what area is affected?</i>	<i>Jurisdiction not equipped to accept physical donations at this time</i>	<i>Answer question here: where will the evacuees live?</i>
<i>Supporting Fact 1-2</i>	<i>Supporting Fact 2-2</i>	<i>Supporting Fact 3-3</i>
<i>Answer question here: how many affected?</i>	<i>Monetary donations to regional nonprofit service providers encouraged (rather than physical donations)</i>	<i>Answer question here: where will the resources to support the evacuees come from?</i>
<i>Supporting Fact 1-3</i>	<i>Supporting Fact 2-3</i>	<i>Supporting Fact 3-3</i>
<i>Family members can locate each other through the Red Cross Safe and Well or pet database</i>	<i>Provide contact info for nonprofit service providers for public interested in providing donations and volunteering</i>	<i>Answer question here: what impact will this have on road congestion and public transportation?</i>



H. Joint Press Release Template for Incident Response

The following template with some pre-scripted messaging is intended to provide a quick starting point for getting a unified message to Kansas City Metro Area residents in the early stages of an incident.

PIOs in the Kansas City Metro Area JIS should share and reference press releases issued during previous incidents for additional content and language suggestions.

Reference the Regional Resource Annex for media contact information, community centers, libraries, schools and other potential message dissemination contacts.



ESF-15 Annex – Emergency Public Information Draft Joint Press Release



FOLLOWING CONTACT INFORMATION NOT FOR PUBLIC DISCLOSURE:

For Media Only: The Kansas City Metro Area Joint Information Center is open and responding to media inquiries. [Phone number(s) and email]

HEADLINE: WHAT HAPPENED AND WHO'S AFFECTED **(e.g., Multiple tornado sightings and widespread damage reported across** **much of the Kansas City Metro Area)**

KANSAS CITY METRO AREA—**lead sentence** (tells who, what, when, where, etc.)

Brief overview of developing situation

Early reports indicate the heaviest damage is concentrated in **Kansas City** and surrounding areas including substantial damage in **list counties believed to be affected**.

Should also include the following if quickly available:

- Power outages
- Utility disruptions
- Transportation interruptions including road and bridge closures

Also include critical instructions for protecting life-safety if different from below

- Shelter in-place
- Evacuate

Quote

Quote from lead agency official reassuring public that authorities are gaining intelligence about the situation and are responding quickly and effectively.

Brief overview of response efforts

Incident leadership

- [e.g., Under the leadership of the entity in charge the Kansas City EOC has increased staffing and will remain activated 24 hours a day to monitor conditions and provide resource support to county emergency agencies in areas affected by this afternoon's severe storms and tornado activity.]

Partners involved

- [e.g., National Guard is aware of the situation and stands ready to quickly deploy to the assistance of affected individuals at the direction of the entity in charge.]

- State Emergency Management agency is doing x, y and z]

Resources being deployed

- [e.g., the Technical Rescue Teams in the region have been deployed to affected areas to begin looking for survivors
- The regional command vehicle is being mobilized to provide enhanced communications support for emergency responders in the area.]

Public safety advisories

Anyone in the affected areas is asked to pay attention to and follow the directions of all local law enforcement and public safety officials.

- Listen to NOAA all hazards radio, commercial radio or television newscasts for safety advisories and updates on this evolving situation.
- Follow the instructions of local officials so you can protect yourself, your family and your community.
- Remember elderly neighbors and neighbors with access and functional needs or small children who may need help. If appropriate, offer assistance if you can do so safely.
- Reserve use of phone lines and cell phones for emergency calls only.
- Remember, text messages may be easier to send and receive than phone calls. If you have an out-of-state emergency contact, that person may be easier to reach than in-state contacts that are closer to the disaster site.
- Locate your emergency kit or quickly assemble one, if possible. Remember to include a three-day supply of food, water, medications and other essentials for each family member. If available, a flashlight, portable radio and extra batteries are important items to include.
- Keep your important documents with you or know how to access them.

Anyone NOT already in [affected areas] is asked to refrain from traveling to affected areas.

The single best way to help disaster survivors in [location] is with a cash donation to a legitimate relief agency, such as the American Red Cross, operating in the area. The type and amount of items needed can change hourly in pace with the rapidly evolving emergency situation. Cash is far more flexible than goods and allows voluntary agencies to more quickly acquire the supplies needed to address the most urgent needs.

Well-meaning individuals who show up to help without prior contact or coordination with disaster management personnel in [location] can further complicate or even hinder response and recovery operations already underway. For more information about other ways to help, go to www.fema.gov/volunteer-donate-responsibly.

Disaster survivors and concerned citizens can call [2-1-1 (or xxx-xxx-xxxx)] for help and information regarding the recent incident.

For updates and information from the [Kansas City EOC—or other entity in charge] on this evolving situation follow us on facebook at [NAME] or on twitter [@NAME].

For general information about what to do in [x] type of emergency visit our website at [<http://www.ksready.gov/> or <http://www.ready.gov/missouri>].

I. Example Hazard-specific Social Media Posts

Increasingly, the public and the media are turning to social media to share information about developing incidents and find guidance about what to do or how to help.

Official websites, blogs, photos, videos, social media sites, text messages (SMS), and smartphone applications are effective tools to advise and inform the public if used in a coordinated, strategic, and timely manner. They are also key tools in building awareness and giving public safety agencies and jurisdictions credibility with their audiences.

Social media tools allow public safety entities in the Kansas City Metro Area to expand outreach efforts, foster engagement, and increase access to reliable incident preparedness and response information.

According to the Pew Internet & American Life Project report in 2011, “Social Networking Sites and Our Lives,” nearly half of adults (47%) used at least one social networking site in 2010. That number is growing quickly (nearly doubling from 26 percent in 2008).

All content, messaging, and communication channels should be accessible to populations with access & functional needs and populations with Limited English Proficiency (LEP), and should be coordinated and thoroughly aligned with the messaging objectives established through the Kansas City Metro Area JIS.

Whenever possible, jurisdictions in the Kansas City Metro Area should use pre-established accounts during an incident because those accounts already have an established base of followers and level of trust with social media users.

Prior to an incident, jurisdictions in the Kansas City Metro Area can build a base of followers and encourage a level of trust with social media users by using social media sites to relay incident preparedness and mitigation information. These efforts can be particularly effective when conducted in coordination with the Kansas City Metro Area JIS.

Prior to public dissemination, all preparedness messaging efforts should be conducted in concert with local emergency management agencies and in compliance with jurisdictional emergency public information process and procedures.

During an incident, social media accounts in the impacted jurisdiction(s) should provide Emergency Public Information and amplify any relevant material being provided by other agencies or jurisdictions. Jurisdictions not directly impacted may direct viewers to the impacted jurisdiction for any additional information.

Jurisdictions should consider following these guidelines to support response and recovery efforts and engage audiences:

- Ensure your social media sites have up to date messages regarding the incident.
- Stay within your agency’s mission lanes or jurisdictional scope of authority when commenting or creating content about the incident.
- Respond to questions or inquiries from social media users or direct them to the appropriate agency.
- Ensure that information being provided is accessible and in the proper format.

- Cross-link to social media sites of other jurisdictions and agencies that are involved with the incident and encourage social media users to follow the social media accounts of partnering jurisdictions/agencies when appropriate.
- Consider using appropriate hashtags to identify your posts as relevant to a particular incident.

In general, social media content addressing both preparedness and incident response topics should always be:

- Relevant, useful, and interesting
- Easy to understand and share
- Friendly, conversational, and engaging
- Action-oriented

Following are examples of social media messages for disaster preparedness and emergency public information for some of the previously identified Kansas City Metro Area hazards and threats. Messages have been limited to the 140 character Twitter maximum. Character counts are in parentheses. Website placeholders are not included in the counts. Use bitly.com to shorten website addresses for posting on social media.

All Hazards

Preparedness

- Sign up to receive warnings about tornados, flash floods, blizzards and ice storms in the Kansas City area: [INCLUDE WEBSITE ADDRESS (e.g., for WEA)] **108 characters**
- Disasters can happen anytime and anywhere. Create an emergency plan online: [INSERT WEBSITE ADDRESS] **76 characters**
- Create a Supply Kit for your family. Include water, food, first aid supplies, etc. to last at least 3 days: [INSERT WEBSITE ADDRESS] **108 characters**

Incident response

- Listen to NOAA all hazards radio, commercial radio or television newscasts for safety advisories and updates on this evolving situation. **138 characters**
- Follow the instructions of local officials so you can protect yourself, your family and your community. **105 characters**
- The best way to help disaster survivors is to avoid affected areas and donate financially. Find credible relief agencies at: [INCLUDE WEBSITE ADDRESS] **125 characters**
- Try using text messages and social media posts as tools to connect with loved ones if cell phones and land lines are compromised. **132 characters**
- Call 2-1-1 for help and information about the incident. **57 characters**
- Visit safeandwell.communityos.org to register and locate missing loved ones. **78 characters**

Tornado

Preparedness

- Unlike outdoor sirens, all-hazards radios save lives by alerting people who are indoors when severe weather approaches. **121 characters**
- Know the difference between a WATCH and a WARNING and what actions to take during each alert level: [INCLUDE WEBSITE ADDRESS] **100 characters**
- Talk with your family about where to shelter during a tornado. Choose a spot on the lowest level of your home away from windows. **131 characters**

Incident response

- Stay off phone lines as much as possible to allow for emergency traffic and reserve the use of 911 for life threatening emergencies only. **140 characters**
- Be alert for any ongoing or developing severe weather. Listen to weather reports on an all hazards alert radio or local TV/radio. **131 characters**
- If you see signs of severe weather, seek shelter on the lowest floor of a sturdy building, away from glass. **111 characters**

Severe Winter Weather

Preparedness

- Carry a winter storm survival kit in your vehicle. Include a first aid kit, blankets, food and water. More information at [INCLUDE WEBSITE ADDRESS]. **124 characters**
- Fuel your vehicles before a winter storm hits and keep your gas tank near full to avoid ice in the tank and fuel lines. **121 characters**
- Gather essential supplies (food, water, snow shovels, etc.) before a winter storm hits so you can stay inside during the storm. **129 characters**

Incident response

- Be prepared to stay indoors for an extended period of time. Have a 3-5 day supply of non-perishable food and water on hand. **126 characters**
- Avoid travel except in emergencies. Roads need to remain as clear as possible for emergency response vehicles. **112 characters**

- During a power outage, cover windows with drapes or blankets to prevent heat loss, and move to the upper level of your home. **126 characters**

Hazmat Release (Transportation)

Preparedness

- Learn about sheltering in place before a hazmat incident: [INCLUDE WEBSITE ADDRESS]. **58 characters**
- Shelter-in-place means selecting a small, interior room with few or no windows and taking refuge. **99 characters**
- Local authorities will provide information about hazmat incidents through NOAA weather radios. Make sure you have one. **121 characters**

Incident response

- Stay inside with all family members and pets unless advised to evacuate. Close all windows and doors and turn off central air. **128 characters**
- Follow the directions of public safety officials. If advised to evacuate, gather family members and pets and leave the area immediately. **140 characters**
- Stay away from the affected area. Law enforcement officers are rerouting traffic along identified alternate routes. **117 characters**

Terrorist Attack

Preparedness

- Help prevent and detect terrorism by watching out for suspicious activities and reporting them to proper authorities. **119 characters**
- If you observe people acting suspiciously, don't hesitate to contact local law enforcement. Call 911 if you believe danger is imminent. **138 characters**
- If you see something, say something. In an emergency, call 911. To remain anonymous, call 816/474-TIPS **104 characters**

Incident response

- Stay inside and avoid the affected area to keep roads open for emergency response vehicles. **93 characters**
- Be alert to your surroundings. Report any suspicious activity to local law enforcement. Call 911 if you believe danger is imminent. **134 characters**



- Look for missing loved ones using the Regional Patient Locator System [INSERT WEBSITE]. **69 characters**

Cybersecurity Event

Preparedness

- Use complex passwords to safeguard personal information like credit card numbers and billing addresses. **106 characters**
- Avoid visiting unknown web pages. Malicious software could be downloaded. View only well-known, reputable sites. **115 characters**
- Keep any virus protection or other computer security software updated on the computer you intend to use for online shopping. **126 characters**

Incident response

- Be prepared to stay at home for an extended period of time and avoid affected infrastructure. **95 characters**
- Evaluate your own internet and computer system operations. Update anti-virus software definitions and run appropriate scans. **127 characters**
- Contact your banks and credit companies for information about any potential security compromises and appropriate actions to take. **131 characters**

Pandemic Influenza

Preparedness

- Annual flu shots also play a key role in protecting people from seasonal flu. Pandemic flu is different and can be much worse. **128 characters**
- Protect yourself from the flu by getting an annual flu shot, washing hands regularly, and staying away from people who are sick. **130 characters**
- Flu season occurs every year, typically in the fall and winter. Protect others by staying home when you are ill. **114 characters**

Incident response

- Avoid close contact with people who are sick by limited attendance at public events. **86 characters**
- Wash your hands often with soap and water. **45 characters**
- Whenever possible, stay home from work, school or errands when you are sick to avoid spreading germs. **104 characters**

Anthrax

Preparedness

- Some criminals attempt to distribute anthrax through the mail. If a package or envelope appears suspicious, DO NOT OPEN IT. **125 characters**
- Characteristics of suspicious mail include: excessive postage, incorrect address or titles, or restrictive markings like “classified.” **136 characters**
- If you suspect a piece of mail is suspicious, put it down immediately. Don’t sniff, touch, taste, or look closely at it or at any contents **140 characters**

Incident response

- Anthrax is not contagious. **26 characters**
- Protect yourself from exposure to Anthrax by covering your mouth and nose with layers of fabric. **98 characters**
- Plenty of medication is available for everyone. Dispensing sites will be open within hours. **92 characters**

Flooding

Preparedness

- Flash floods can occur within minutes or hours of excessive rainfall. Know the potential for flooding or flash flooding where you live. **137 characters**
- If you live within a flood plain, contact your insurance agent and verify that you carry flood insurance on your property. **124 characters**
- Know at least two evacuation routes out of your neighborhood--preferably routes along high ground that avoid waterways. **121 characters**



Incident response

- Never attempt to drive through flood water--even a few inches of water can sweep your vehicle downstream. **107 characters**
- Never allow children to play near flood water--flood water can contain debris as well as sewage and other health hazards. **123 characters**
- Keep an eye on nearby rivers, creeks, and other bodies of water in case you need to evacuate quickly. **103 characters**



J. Joint Press Release Template for Recovery

This template with some pre-scripted messaging has been developed to provide a starting point for the coordinated release of information as an incident begins to shift from response to recovery. This type of release may provide the basis for letting media and the public where to seek information after the JIC closes.



ESF-15 Annex – Emergency Public Information Draft Joint Press Release



Draft > Draft > Draft

FOLLOWING CONTACT INFORMATION NOT FOR PUBLIC DISCLOSURE:

For Media Only: The Kansas City Metro Area Joint Information Center is open and responding to media inquiries. Phone number(s) and email

OR

The Kansas City Metro Area Joint Information Center is now closed. Please contact jurisdictional representatives through their regular channels. You can reach the LEAD AGENCY at phone number(s) and email.

HEADLINE:

KANSAS CITY—**lead sentence** (tells who, what, when, where, etc.)

The regional EOC is reducing staffing / transitioning from life-safety operations to recovery focused operations.

Quote

Quote from lead agency official reassuring public that authorities are committed to utilizing all necessary resources to affect a quick and complete recovery. —should have this written up and already approved ahead of time if possible.

Brief overview of ongoing situation

Disaster declaration status

- Update on damage assessments

Debris removal efforts

Utility restoration

- Gas
- Electric
- Water

Communication Services

- Landline
- Cell service
- Internet

Ongoing transportation issues



- Road closures
- Bridge/tunnel closures
- Mass transit interruptions

Housing efforts

- How many in shelters and other temporary housing situations
- Resources for those needing temporary housing

Economics

- Business re-openings
- SBA small business loan opportunities
- SBA economic loan opportunities

Natural and Cultural institutions

- Libraries, museums, parks affected/re-opened

Resources for disaster survivors

- Mental health resources
- Health clinics
- One-stop-shops
- FEMA Disaster Recovery Centers
- Housing information
- How to apply for FEMA aid

Brief overview of response efforts

Incident leadership

Under the leadership of **the entity in charge** the **Kansas City EOC** has **decreased** staffing but will remain activated 24 hours a day to monitor conditions and provide resource support to county emergency agencies in areas affected by **the severe storms and tornado activity**.

Partners involved

- National Guard is aware of the situation is demobilizing after providing x number of guardsmen and engaging in x, y, and z activities.
- State Emergency Management agency is standing down a, b and c operations but continuing x, y and z

Resources being deployed

- [e.g., the Technical Rescue Teams in the region have been deployed to affected areas to begin looking for survivors
- The regional command vehicle is being mobilized to provide enhanced communications support for emergency responders in the area.]

Public safety advisories

- Listen to commercial radio or television newscasts for safety advisories and updates.
- Follow the instructions of local officials so you can protect yourself, your family and your community.



- Remember to check on elderly neighbors and neighbors with access and functional needs or small children who may need assistance.

Information for volunteers

- Where to register as a volunteer
- Where to donate funds
- Any upcoming relief-oriented events

Disaster survivors and concerned citizens can call 2-1-1 (or xxx-xxx-xxxx) for help and information regarding the recent incident.

For updates and information from the (Kansas City EOC—or other entity in charge) on this evolving situation follow us on Facebook at NAME or on Twitter @NAME.

For general information about what to do in x type of emergency visit our website at <http://www.ksready.gov/> or <http://www.ready.gov/missouri>.



- End Appendix B. Messaging Toolkit -

APPENDIX C: WEB-BASED COORDINATION

A. Purpose and Overview

The purpose for web-based coordination is to provide streamlined, technology-based mechanisms for quickly sharing information and collaborating on message development during a response to an incident in the Kansas City Metro Area.

While a physical Joint Information Center (JIC) is an ideal configuration for conducting regional collaboration and message coordination, activating a physical JIC is not always necessary. It is likely that the majority of incidents in the Kansas City Metro Area requiring regional Emergency Public Information coordination will be locally oriented and not require the activation of a physical JIC. Even when a physical JIC is activated there are a number of foreseeable reasons that might prevent some stakeholders from being able to participate including:

- Many jurisdictions in the Kansas City Metro Area have only one PIO who serves in multiple capacities during an incident and may not be able to commit to locating at a physical JIC.
- During an incident some PIOs will need to remain in the affected areas to facilitate on site media requests for information and interviews.
- Due to the extent and severity of an incident it may be logistically impossible for all PIOs in the affected area to travel to a physical JIC.

Employing a variety of web-based communication tools will enable PIOs in the Kansas City Metro Area to maintain a high level of collaboration and message coordination throughout an incident without having to be physically located in the same room. They provide a number of valuable ways for PIOs throughout the Kansas City Metro Area to coordinate incident-related messages and activities, including:

- Communicate without being co-located
- Work collaboratively with multiple PIOs at a time
- Share situation updates and gather information about the incident and response activities from all involved jurisdictions
- Coordinate and clarify messages
- Share press releases
- Coordinate logistics for press conferences and media availabilities

The web-based communication tools outlined in this Appendix are available to be employed on a regular basis for day-to-day PIO communication and collaboration and will also form the foundation of a virtual JIC in the event that a large scale, multi-jurisdictional disaster or emergency incident necessitates a higher level of continuous regional message coordination.

Whether activating a virtual JIC or using web-based coordination tools on a daily basis to facilitate PIO communication, it is likely that multiple web-based solutions may be involved. No one resource has all the functionalities that may be required to best facilitate virtual communication and collaboration activities.

Based on a technology survey conducted in conjunction with the development of this Appendix, the following percentage of Kansas City Metro Area PIOs are familiar with and would be able to utilize the

below types of web-based platforms during an incident requiring regional coordination for Emergency Public Information:

- 100% PIO email group/distribution list
- 66% WebEOC
- 50% Dropbox
- 44% GoogleDocs
- 41% FreeConference.com/free conference call system
- 31% Skype

Efforts to build regional Joint Information System (JIS) functionality through web-based technologies should be initially centered on those platforms already being utilized by the greatest number of PIOs. PIOs operating in the regional JIS should be encouraged to acquire access and regularly utilize the web-based communication platforms identified in this Appendix.

The following web-based platforms have been identified as either primary or secondary resources. Primary web-based tools are those expected to be used first or most heavily during an incident. Secondary resources are those expected to be used less frequently or utilized primarily as a backup resource.

TABLE 4. WEB-BASED TECHNOLOGIES

Technology	Primary Function	Level of Use	Cost
Email distribution group	communication	primary	no cost/free
WebEOC	situational awareness, document sharing	primary	no cost (license provided by local agencies and Homeland Security funds)
Homeland Security Information Network (HSIN)	secure document sharing/collaboration	primary	no cost/free
FreeConference.com/Conference call system	Communication	primary	no cost/free
GoogleDocs	Document collaboration	secondary	no cost/free
Dropbox	document sharing	secondary	no cost/free
Skype	Communication	secondary	no cost/free (only when calling other Skype users)

While highly functional, web-based coordination tools should not become the sole means relied on for communication during an incident. Many natural and man-made disasters can result in the temporary

disruption or complete failure of various communication mechanisms. Web-based coordination solutions should be integrated as one part of the overall plan for PIO collaboration as outlined in this ESF-15 Annex.

This Appendix is also not intended to provide a rigid plan for how virtual communication activities will be conducted, but suggestions for using web-based tools to facilitate PIO collaboration. New technology and process for conducting web-based communication and coordination activities are constantly developing. Kansas City Metro PIOs should be flexible and always on the lookout for more advanced and streamlined ways of using cyberspace to their advantage.

When designating the web-based coordination tools outlined in this Appendix, or any other new technologies, Kansas City Metro Area PIOs should devote considerable effort to resolving as many potential access issues as possible prior to an incident. It is imperative that the region take measures to ensure as many people as necessary will have access to the platforms the Kansas City Metro Area JIS intends to employ during an incident.

B. Web-based Technologies

PIO email/group distribution list (primary resource)

This is the most highly utilized method of group communication currently employed by Kansas City Metro PIOs. E-RAPPIO should oversee a bi-annual review of contact information for all PIOs operating in the regional JIS to ensure that contact information is current. E-RAPPIO is also responsible for insuring that distribution lists are complete and that these contact lists are available to all Kansas City Metro Area JIS members.

The Kansas City Metro Area JIS distribution list is available in the Regional Resource Annex to the Regional Coordination Guide.

All PIOs are encouraged to utilize the contact information available on the regional JIS contact list to facilitate communication and message coordination during daily activities and incident responses. PIOs are also encouraged to contact E-RAPPIO to update contact information as necessary.

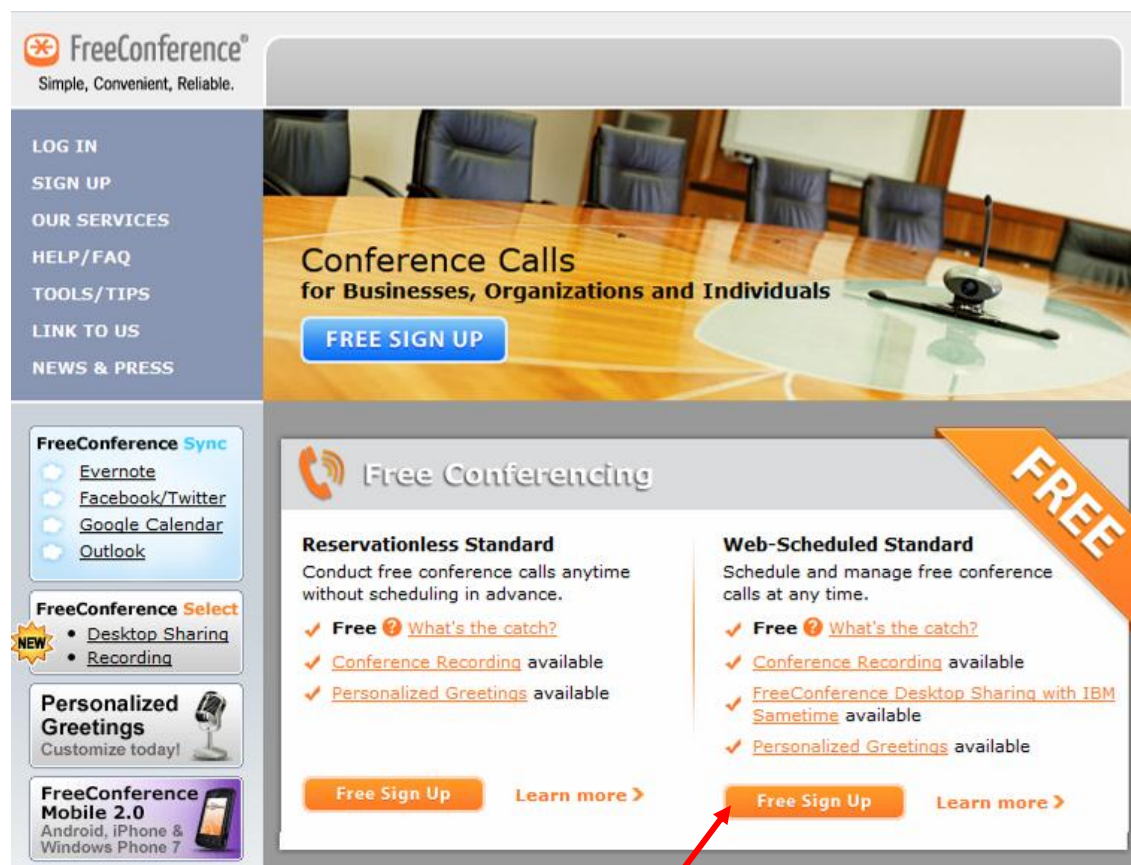
FreeConference.com (primary resource)

FreeConference.Com is a free conference call service that will allow Kansas City Metro PIOs to collaborate via telephone as well as join meetings, press conferences, and other events remotely. The teleconferencing line is available 24/7 and can accommodate up to 96 callers.

Applications for the Kansas City Metro Area JIS include:

- Facilitating meeting and other Emergency Public Information collaboration discussions
- Allowing PIOs across the region to join meetings remotely
- Allowing out-of-area media to listen in on press conferences

To create a FreeConferenceCall.com account, go to www.FreeConference.com and sign up for a Free Conferencing account:



Guidelines for using the Kansas City Metro Area JIS conference call line include:

- Guard regional account access credentials as controlled/FOUO information.
- Make sure access information provided to media is separate from access information PIOs use to conduct private conversations.
- Start and end conference calls on time
- Use high-quality speaker phones whenever possible
- Keep notes and circulate conference call minutes

WebEOC (primary resource)

Overview

WebEOC is a web-based emergency management tool that is used by Kansas City, Missouri and each county in the Kansas City Metro Area. WebEOC can be described as a large set of electronic whiteboards called “boards” where emergency managers and other public safety personnel share information about an incident and incident response activities, as well as facilitate requests for resources and mutual aid.

Anyone with an account and internet access can log in to WebEOC. The system is completely internet based and requires no software downloads to operate. Internet Explorer and Firefox are currently the two best browsers for accessing WebEOC although Google Chrome is expected to be an acceptable avenue in the near future. While it is possible to access WebEOC from a mobile device, developers recommend logging on through a computer because of the application's display intensive design. It may be difficult to read board content on a small smart phone.

Each board in WebEOC has a different topic area where information should be posted. WebEOC administrators can develop as many boards as a situation warrants, but examples of boards commonly available in WebEOC include the following:

- Key events
- Road closures
- Utility outages
- Critical infrastructure damaged
- Emergency declarations
- Deployed or mobilized response resources
- Press releases

Instances of the WebEOC software are independently operated on unique servers in each of the nine counties in the Kansas City Metro Area and on one in Kansas City Missouri. These jurisdictional instances act as local collaboration centers where information is available to all other jurisdictional level users, but not to the entire region.

Because each of these instances is independently operated there are distinctions in the interface and functionality. Users should contact their own city or county administrator for specific information about how to use their instance of WebEOC.

The regional level instance operated by Kansas City, Missouri provides a region-wide collaboration and information sharing platform. Users can select to share any information posted on their jurisdictional instance with the regional instance boards to make the information available to all WebEOC users in the Kansas City Metro Area.

WebEOC for PIOs

Two WebEOC boards have been created specifically for PIO use. The ***Press Release Board*** is housed on the regional instance of WebEOC so any information posted to these boards is available to all WebEOC users throughout the Kansas City Metro Area. Press releases and other publicly distributed messages should be posted here as soon as they are released to the public to help emergency responders maintain situational awareness.

A ***PIO Messaging Board*** has been created as a PIO collaboration tool. Press releases and other messaging materials under development can be posted here for collaborative and coordination purposes with other PIOs. This board is also viewable on a regional level but generally only to those logged into WebEOC as a PIO.

WebEOC Activation

While some counties wait until an incident occurs to “activate” WebEOC and create information sharing boards, other instances of WebEOC are always operational; they are used to share information about day-to-day activities as well as emergency incidents. The regional instance is always activated and any WebEOC user can post information to the regional boards at any time. During an incident it’s important to make sure information is being posted to the appropriate boards. Users should contact their jurisdiction’s WebEOC administrator for information about how their jurisdiction’s instance is operated.

Preparedness Steps

PIOs in the Kansas City Metro Area should contact the WebEOC administrator within their own county or in Kansas City, Missouri to request access credentials and jurisdictionally specific WebEOC training opportunities. WebEOC administrators can be reached via the contact information in Regional Resource Annex to the Regional Coordination Guide.

If you are unable to reach your own jurisdictional WebEOC administrator, contact one of the regional WebEOC committee chairs listed in the Regional Resource Annex to the Regional Coordination Guide.

Once provided WebEOC login credentials it is recommended that users login to WebEOC at least once a month to refresh familiarity with the system.

WebEOC Cheatsheets

Log on

Contact your jurisdictional WebEOC administrator to request the WebEOC web address and access credentials. Once the administrator has provided your **position name** and **position access code**, you will be able to login to WebEOC via the web address provided. When logging in for the first time, click on “New User” to create an account and enter the required information.



WebEOC 7.0 Login

Create Account

Please enter the position name and access code provided by your WebEOC Administrator.

Position Name:

Position Access Code:



Create Account

User Name:

Password:

Confirm Password:

Primary Email:

Secondary Email:

Time Zone: ☐ Override Server Default Time Zone

☐ Use Daylight Saving Time

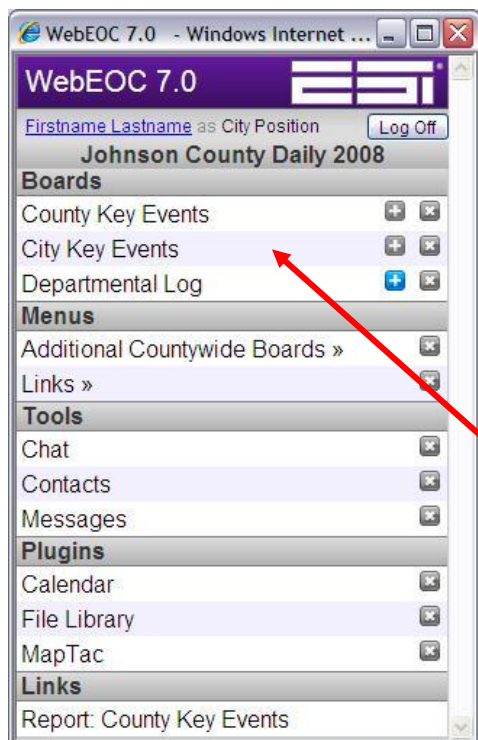
WebEOC 7.0 Login

Position:

Incident:

• [Register for a Position](#)

Once you are logged in, the WebEOC control panel will appear.

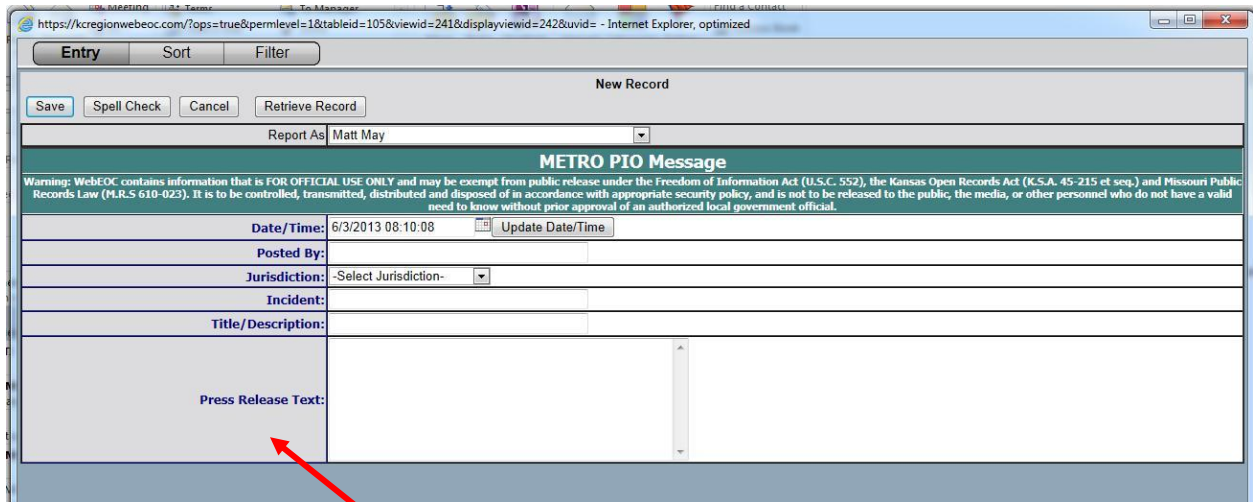


- Click the board link to open the board display.
- Control panel items that are currently open are represented by [gray X].
- Board link turns **red and bold** to indicate new data.
- Click the [blue +] to open the data entry window.
- A [gray x] represents view-only permissions to a board.
- The PIO Messaging Board and the Press Release Board will appear in the WebEOC control panel. Click on each to open.

Accessing the boards and posting information will vary from jurisdiction to jurisdiction. Contact your WebEOC administrator for assistance viewing or posting to any WebEOC boards.

The PIO Message and Press Release Boards are two important resources for PIOs. The Message Board allows PIOs to share information about the incident, response efforts and other pertinent details.

PIO Message Board



Entry Sort Filter

New Record

Save Spell Check Cancel Retrieve Record

Report As: Matt May

METRO PIO Message

Warning: WebEOC contains information that is FOR OFFICIAL USE ONLY and may be exempt from public release under the Freedom of Information Act (U.S.C. 552), the Kansas Open Records Act (K.S.A. 45-215 et seq.) and Missouri Public Records Law (M.R.S. 610-023). It is to be controlled, transmitted, distributed and disposed of in accordance with appropriate security policy, and is not to be released to the public, the media, or other personnel who do not have a valid need to know without prior approval of an authorized local government official.

Date/Time: 6/3/2013 08:10:08 Update Date/Time

Posted By:

Jurisdiction: -Select Jurisdiction-

Incident:

Title/Description:

Press Release Text:

The screen in WebEOC where PIOs can input information for the message board will look similar to this.

PIOs can review all posted material on the PIO message board in WebEOC. Posts are listed in chronological order.

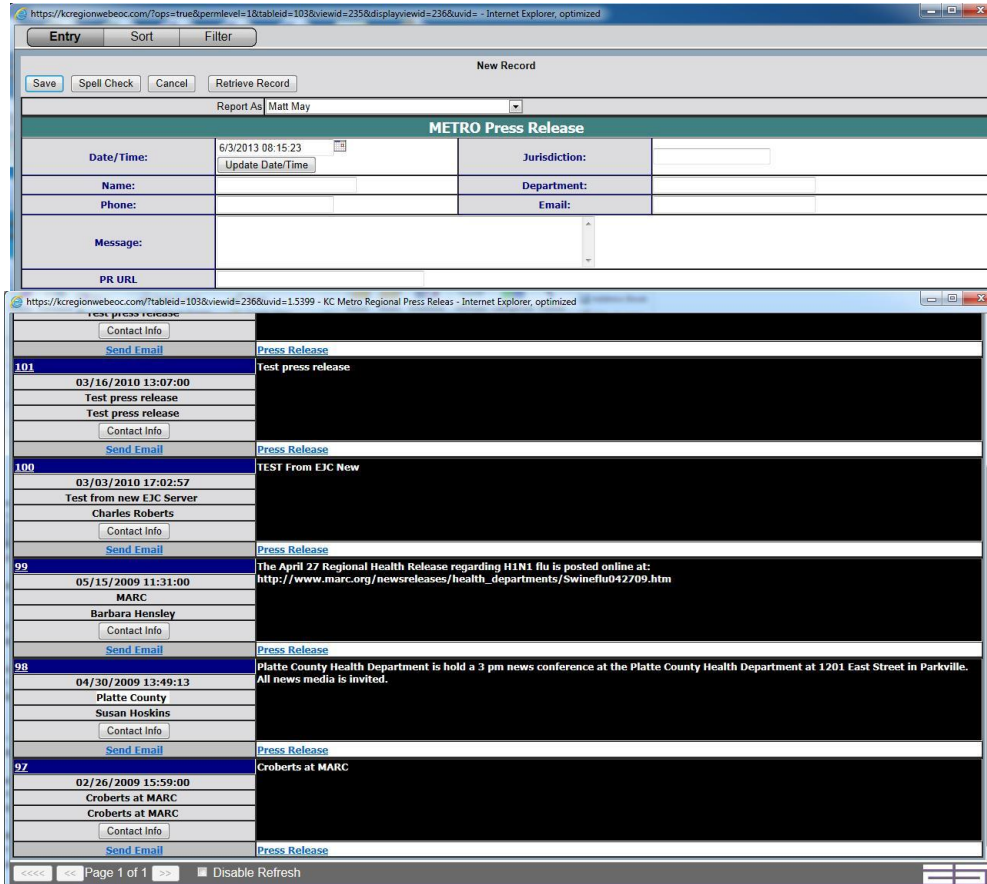


Sarah McMeans	Measles is spread through the air by breathing, coughing, or sneezing. It is so contagious that any person who is exposed to it and is not immune will probably get the disease. Measles can be spread to others from four days before to four days after the rash appears. The best way to keep from getting the disease is by being vaccinated. Protect children by making sure they have the MMR vaccine when they are 12 to 15 months old, and again before they enter kindergarten.
84	JO Public Health PIO Two additional measles cases in Johnson County Press release. Sent to media at 1053 hrs
83	JO Public Health Logistics Section Chief Johnson County Health Department Departmental Operations Center/Incident Command (DOC/ICP) is active. Logistics Chief is Richard Brewington and Operations Section Chief is Cris Loomis-Way. Incident Commander is Liz Ticer. Communications Unit Leader is KASYFC Steve Brockway. Supply Unit Leader is Amy Mott. Ground Support Unit Leader and Food Unit Leader is Diana Schwen.
82	JO Public Health Incident Commander Johnson County Health Department Departmental Operations Center/Incident Command (DOC/ICP) is active. Logistics and Operations Section Chief is Richard Brewington. Incident Commander is Liz Ticer. Communications Unit Leader is KASYFC Steve Brockway. Supply Unit Leader is Amy Mott. Ground Support Unit Leader and Food Unit Leader is Diana Schwen.
81	JO Public Health DOC Kansas City Missouri Health Department closed all services on 2-1-11. Essential personnel onsite only. KCMO Press Release: Health Department closed to the public tomorrow Due to the current inclement weather, the City of Kansas City, Mo., Health Department clinic services and vital records will be closed tomorrow. All meetings and trainings at the Health Department with non-Department attendees will also be postponed. Health Department staff will focus on in-house duties. If you have meetings or trainings scheduled at the Health Department tomorrow, contact the sponsoring program for more information on potential rescheduling. Media inquiries about this topic should be directed to Jeff Hershberger, public information officer for the Health Department, 816-840-2548 (pager). Follow the Health Department on Facebook and Twitter, www.facebook.com/kcmohealthdept and www.twitter.com/kcmohealthdept.

Page 1 of 3 Disable Refresh

Press Release Board

The Press Release board in WebEOC is where all press releases, PSAs and other public facing materials can be shared with other WebEOC users.



PIOs will input information about the press release or other message on a screen like this.

Links to all posted materials are now available on the Press Release Board.

Homeland Security Information Network (primary resource)

The Homeland Security Information Network (HSIN) is a national secure and trusted web-based portal for information sharing and collaboration between federal, state, local, tribal, territorial, private sector, and international partners engaged in the homeland security mission.

HSIN is made up of a network of communities, called Communities of Interest (COI). COIs are organized by local, state and federal organizations, or mission areas such as emergency management, law enforcement, critical sectors, and intelligence. Users can securely share within their communities or reach out to other communities as needed. HSIN provides secure, real-time collaboration tools, including a virtual meeting space, instant messaging and document sharing. On behalf of the Kansas City Regional Homeland Security Coordinating Committee, MARC administers and maintains a regional COI (MO-KCRHSCC COI) for use by regional committee members and agencies. Access to the MO-KCRHSCC COI can be obtained by contacting the appropriate MARC staff point of contact and completing a registration process.

GoogleDocs/GoogleDrive (secondary resource)

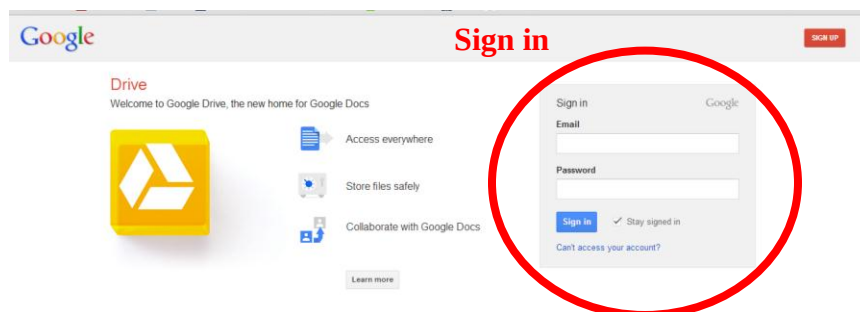
Similar to Dropbox, GoogleDocs/Google Drive is a free service that allows users to store, organize and share documents via an online platform. GoogleDocs, however, has the added capability of allowing users to create and edit documents online while collaborating in real-time with other users (i.e., multiple users working on different computers can all see and contribute to the development of the same document simultaneously, and see each other's edits in real time).

Applications for the Kansas City Metro Area JIS include:

- Collaboratively building press releases, fact sheets and other messaging materials
- Keeping a joint media call log to track calls a physical or virtual JIC receives and answers given
- Developing a list of confirmed, releasable information about an incident
- Coordinating research on unanswered questions
- Compiling and storing all documents related to a particular incident response.

The Kansas City Metro Area JIS Google Drive is available to going to www.GoogleDrive.com and signing in the following credentials:

Email =
Password =



Guidelines for using the Kansas City Metro Area JIS GoogleDrive include:

- Guard regional Google Drive access credentials as controlled/FOUO information.
- Never delete any documents housed in the Google Drive account that have been created by other users—contact E-RAPIO leadership if you think contents are outdated or newer versions are available.
- Comply with established file naming conventions.

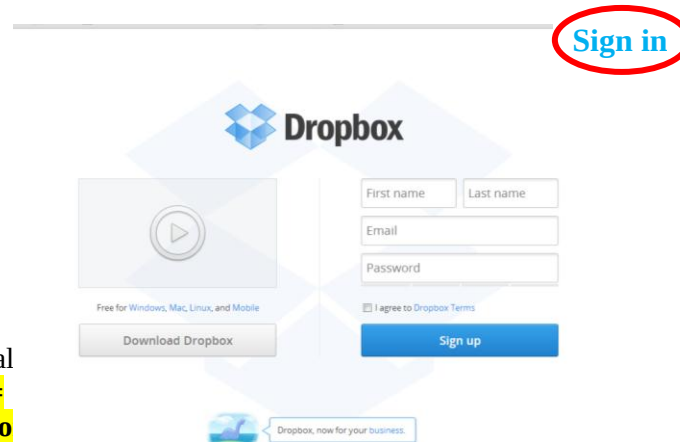
Dropbox (secondary resource)

Dropbox is a free online service that lets users store and access photos, documents, and videos in a virtual shared file from any computer or mobile device with internet access. Since teammates and colleagues can be given access to the shared file it works well as a storage space for shared materials. Applications for the Kansas City Metro Area JIS include:

- Housing this ESF-15 Annex, PIO contact lists, regional incident response archives, and other shared resources.

- Posting press releases
- Posting information about upcoming PIO or town hall meetings and events

To create a Dropbox account, go to www.dropbox.com and clicking on “sign in” in the top right corner.



Use the following credential

User =
Passwo

Guidelines for using the Kansas City Metro Area JIS Dropbox include:

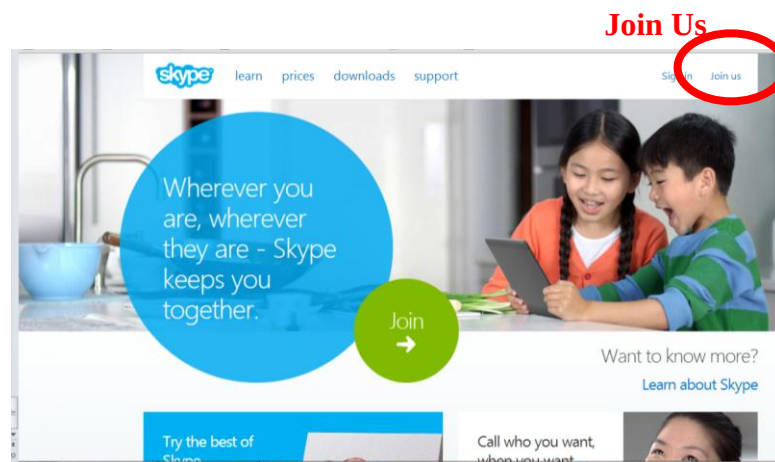
- Guard regional Dropbox access credentials as controlled/FOUO information.
- Contact the PIO from the impacted jurisdiction(s), E-RAPIO, or JIC leadership (as appropriate) before uploading any new documents into the Dropbox.
- Never delete any documents housed in the Dropbox account—contact E-RAPIO leadership if you think contents are outdated or newer versions are available.
- Comply with established file naming conventions.

Skype (secondary resource)

Skype is a web-based software application that combines the capabilities of instant messaging (IM) and video/conference calling over the Internet. Individual users set up their own accounts and then share their Skype names with other users to instant message and chat. Applications for the Kansas City Metro Area JIS include:

- Facilitating meeting and other Emergency Public Information collaboration discussions
- Allowing real-time, remote conversations and input
- Maintaining constant, ongoing communications with PIO partners throughout the region

To create a Skype account, visit www.Skype.com and click on “Join Us.”



Guidelines for using Skype:

- Guard account access credentials as controlled/FOUO information.
- Include Skype names on PIO contact lists
- Keep instant messages simple and to the point—avoid using Skype when a conversation would be better served by a phone call.
- Don't share confidential sensitive information through Skype.

With appropriate video Teleconferencing (VTC) equipment, other free web-based conferencing systems may also be available including www.anymeeting.com.

Validating Information for Public Release

WebEOC is one of the best tools for maintaining situational awareness during an incident in the Kansas City Metro Area and PIOs are encouraged to monitor its boards during an incident for real-time updates on evolving situations and incident response activities.

However, anything posted on WebEOC should be considered “raw” information and not necessarily available for public consumption. Emergency managers and others use WebEOC to share sometimes

sensitive information about an incident and incident response activities. Posts often reflect real-time information and assumptions which can be rapidly changing during the course of an incident.

Information posted on WebEOC is to be considered not for public release until otherwise directed by the jurisdiction posting it. Although the intent is to keep the information for official use only, jurisdictions should operate under the assumption that any information could be part of public record in the future.

Information posted to WebEOC has not necessarily been reviewed for accuracy with the same exacting level of scrutiny necessary for publicly releasable information, nor has it been evaluated for message appropriateness. PIOs should directly contact the jurisdiction posting information to discuss any necessary clarifications and receive permission to share information with the public before including the information in any press releases or other messages, or in answering media inquiries.

All information to be released publicly must be approved by incident command through appropriate local processes.

C. Social Media Interaction during an Incident

Social media has become an extremely important tool for public affairs professionals to keep the public informed. During an incident, Twitter, Facebook, YouTube, Flickr, Google+ and other online networking sites give PIOs immediate and unfiltered platforms to instantaneously distribute their messages to a broad audience. But social media has also evolved into an unparalleled resource for keeping public affairs professionals and emergency managers informed about is going on in the public.

Paying attention to what social media users are tweeting, posting, uploading and sharing (called Crowdsourcing) can provide PIOs and public safety officials real-time information about an incident including:

- what's happening,
- where the damage is,
- what resources are needed and where,
- who needs help,
- what the public is doing,
- what the public's concerns are, and
- how the public feels about response efforts.

Because social media networks are mobile, instantaneously reactive and supported by millions of users, monitoring social media can be a full-time job and an overwhelming task for a single PIO. During an incident the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should discuss opportunities for activating MOUs or a regional JIC to support social media monitoring and analysis operations.

If a JIC and the Social Media Monitoring and Analysis Specialist position are activated, The JIC Manager must coordinate with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to share and determine an appropriate response respond to any critical insights gathered from social media.

See the section on the “Regional Social Media Collaboration Group” in Appendix A. Mutual Aid, for more information on the regional support for social media monitoring and analysis.

Guidelines for identifying critical insights on social media

Critical insights could include any of the following categories:

Facts about the incident could include:

- Details about the incident (who, what, when, where)
- Photos or video of the incident and/or damage
- Discussions about power outages, road closures, bridge outages and other impacts to infrastructure

Cries for help could include:

- Posts from trapped or stranded individuals
- Requests for resources or declarations about lacking resources
- Attempts to locate loved ones

Information about public sentiment:

- Whether the public is following public safety instructions
- Public sentiment toward first responders and response efforts in general
- Overall public concerns and issues

Misinformation or rumors about:

- The incident
- The incident response
- Actions that the public should take

Additionally, any topics, sentiments, pictures, stories, concerns, advice, rumors or other themes that are being widely circulated should be identified as trends. Trending information should be documented and discussed with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response(s). Non-urgent information should be shared with the JIC Manager or at JIC briefings.

Due to the nearly instantaneous way misinformation and rumors about an incident can spread via social media, it’s critical that each jurisdiction have rapid response protocols in place that are flexible enough to allow PIOs to post accurate information in a timely manner. See the section on the “Regional Social Media Collaboration Group” in Appendix A. Mutual Aid for more information on the regional support for social media monitoring and analysis.

Guidelines for responding to critical information identified on social media

PIOs and/or the JIC Manager should exercise discretion and common sense when responding to critical insights discovered on social media. In most cases the JIC Manager must consult with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine the response.

The following guidelines may assist the JIC Manager, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response in responding appropriately to incident-related social media posts:

- Attempt to confirm any previously unknown facts about the incident through official local channels. Social media posts can significantly bolster situational awareness, but resource allocations and other emergency response activities should only be based on information provided, or that can be confirmed by emergency managers and responders working in the affected area.
- Cries for help or resources should be taken extremely seriously. There are numerous documented instances where people who have been trapped or stranded during an emergency have asked for help on social media when they have been unsuccessful in making contact with emergency response services via any other means. Every effort should be made to identify the social media user's location and provide assistance. This may require engaging with the individual directly through social media if no other means are available. JIC staff and personnel responsible for monitoring social media should be trained to recognize cries for help and to treat them as an emergency.
- When responding to an inquiry or cry for help on Twitter or Facebook when possible, always reply directly to the individual requesting information or assistance.
 - In Twitter, lead with the individual's username (e.g., @...) in the tweet. Note that starting the tweet with "@..." limits the audience to the user you replied to and the users who follow both of you. Add a character (e.g., a ".") before the "@" or include the username anywhere but at the start of the tweet to make the tweet visible to all of your followers. (Also refer to the following website for a glossary of Twitter terms: <http://bit.ly/a6FDLi>.)
 - For Facebook, to tag someone in your post, start typing their name and then select their profile from the dropdown menu that appears (make sure to capitalize the first letter of their name). To tag a Page, type the "@" symbol and then start typing the Page's name. When you comment on a post, you can link to someone in your response by following the same steps as above. Comment links create a link to that person's profile and (depending on their settings) may send them a notification so they can stay up-to-date on the conversation. Delete a comment to remove a comment link.
- Accurately gauging public sentiment can allow public safety officials to get in front of negative perceptions about a response before they become more serious and affect incident response efforts. Instruct social media monitors to watch for trending negative attitudes on social media and to report them immediately to the JIC Manager or Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as appropriate to determine any required response(s) as appropriate. On Twitter, the advanced search function will allow monitors to filter tweets about a particular incident based on whether they have a negative or positive tone. When negative sentiments are identified, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should consider issuing press releases, holding press conferences and/or directly engaging social media users to present a more positive image.
- Social Media Monitors should always maintain a high-level of situational awareness and be well versed in what press releases and other messages have been publicly distributed in order to better

identify any rumors and misinformation that may be circulating. When rumors or misinformation is identified, especially if they are being widely circulated or trending, immediate action should be taken to provide correct information. Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) should consider issuing press releases, holding press conferences and/or directly engaging social media users to correct the misinformation.

- It is highly recommended that jurisdictions with official social media accounts maintain a clear and comprehensive user policy that is readily available to the jurisdiction's social media site patrons. Jurisdictions should consult with local legal authorities regarding public interaction via social media. Social media site operators should especially exercise caution when considering removing any posts that have been made by other social media users on official jurisdiction sites. Refer to the following example social media policies:
 - Centers for Disease Control (CDC) Facebook Comment Policy:
<http://1.usa.gov/V1KDFG>
 - CDC Social Media Guidelines and Best Practices:
<http://1.usa.gov/13CuRb6>
 - City of Seattle, Washington Social Media Policy:
<http://bit.ly/ch9SZ1>
 - Environmental Protection Agency (EPA) Social Media Policy:
<http://1.usa.gov/12iXtQk>
 - New York City, New York Social Media Policy:
<http://on.nyc.gov/bCj4as>
 - Orange County Social Media Policy:
<http://bit.ly/dtJ6ng>

Social Media Monitoring Resources

There are numerous strategies and software applications that can assist PIOs in monitoring social media activity during an incident. A few of the most prevalent and easiest to use include the following:

Hashtag searches

Most tweets will include strategic key words so they will turn up in search results. The most popular methods of tweet tagging is to use a hashtag “#.” During an incident, look for trending hashtags related to the incident and conduct a twitter search. Use trending hashtags to refer to an incident, rather than create new ones. Hashtags are usually fairly simple and include a geographical marker and a reference to the type of incident.

Crisis Tracker

CrisisTracker offers an alternative way to browse social media during large-scale complex crises such as the Haiti earthquake, the Indian Ocean tsunami or the Arab Spring. The system automatically tracks a set of keywords on Twitter and clusters tweets based on their word similarity.

Trends Map

Trendsmap.com is a real-time mapping of Twitter trends across the world. Trends are displayed as hashtags, @mentions or keywords superimposed over a world map. You can click on any word to see a real-time stream of relevant tweets.

Tweet Deck and Hootsuite

TweetDeck and Hootsuite are social media dashboard applications for the management of Twitter and Facebook accounts. Social media monitors can use Tweet Deck and/or Hootsuite to run multiple searches and see results simultaneously.

Blog Search

On www.google.com/blogsearch social media monitors can run a Google search for blogs discussing the incident.

Many additional social media monitoring resources are available. A comprehensive list is available at <https://sites.google.com/site/socialmediamonitoringlist/social-media-monitoring-wiki>.

D. Emerging Media Strategies for Response and Recovery (EMSERR)

E-RAPIO/RAPIO recently kicked off its EMSERR project, which in the future will add a Social Media Management System (SMMS) platform. The SMMS will help PIOs monitor social media mentions of key incident related terms and tag, assign, report, and respond as necessary to support the larger incidence response effort. The platform will be web-based and accessible from any Internet-connected workstation. Account structures will vary by incident, and a listening design and engagement strategy will be provided for primary incidents.

When the EMSERR project is complete, E-RAPIO/RAPIO will update this section of the Annex to include details on the platform.



- End Appendix C. Web-based Coordination -

APPENDIX D:

JOINT INFORMATION CENTER PLAN

As described in the Introduction to this Regional ESF-15 Annex, the Joint Information System (JIS) provides the region with a structure and system that supports local Public Information Officers (PIO) working together to deliver coordinated information and to ensure timely, accurate, and consistent messaging across multiple agencies/jurisdictions and/or disciplines. The coordination in the JIS depends on cooperative working relationships among local, state, and federal government agencies, business and industry organizations, and the news media.

The Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event. The JIS/JIC organization is based on the four states of information flow in risk and crisis communications: gathering, verifying, coordinating and disseminating.

The JIC is a structure that supports local jurisdictions' emergency plans and incident response efforts.

Establishing a regional JIC, developing processes and procedures, and training staff on how to operate a JIC effectively allows response organizations to be more proactive in responding to the information needs of responders, the public, federal, state and industry. Through a regional JIC, the different agencies involved in a response can work in a cohesive manner. By maintaining centralized communications, resources can be better managed and shared, and duplication of effort minimized.

A. Purpose

As described in the Base Plan to the ESF-15 Annex, the purpose of the JIS is to create a regional structure, system and coordinated strategy for Kansas City Metro Area jurisdictions to work together on one or more of the following activities:

- Gathering, verifying, coordinating, packaging and disseminating accurate, consistent and timely messages.
- Informing the public through the news media, local and regional notification systems, social media, agency and partner websites, and local trusted organizations.
- Controlling rumors and inaccurate information that could undermine public confidence in the emergency preparedness, response or recovery efforts.
- Monitoring, evaluating, and providing information to local jurisdictions' Unified Command on public perception and expectations.
- Being proactive in responding to the Emergency Public Information needs of all audiences.
- Determining when the activation of a regional JIC is warranted.
- Coordinating as a region with state and federal agencies, and local non-governmental organizations that may have representatives at the JIC.

The purpose of the JIC is to provide a single, centralized location, whether virtual or physical, to facilitate operation of the JIS and coordinate local and regional Emergency Public Information objectives.

The Plan for the JIC establishes a process for activation, management and mutual aid; outlines procedures; assigns responsibilities; addresses logistics and resource requirements; and, provides tools and checklists for the successful operation of a regional JIC.

This Plan is consistent with the National Incident Management System (NIMS) and attempts to be consistent with the local jurisdictions' emergency operations plans across the Kansas City Metro Area. State and federal agencies, and local non-governmental organizations may have representatives at the JIC.

B. Objectives

The objectives for the operation of the Kansas City Metro Area Region's JIS/JIC system and structure are to:

- Gather accurate information about the incident, support the execution of the affected jurisdiction's emergency action plans, and inform the Unified Command of the public feedback and needs.
- Promote and maintain the public's trust and confidence that jurisdictions throughout the region are coordinating and working together to respond to the incident in a way that prioritizes the protection of life, safety, property, the environment, and the economic well-being of the region.
- Provide a system and structure that supports regional Emergency Public Information mutual aid for local jurisdictions, as requested and needed.
- Promote a positive understanding of the region's approach to all phases of emergency and help manage the public's expectations so that they have a clear understanding of available resources before, during and after the incident.
- Work with local jurisdictions to provide equal access to accurate and timely information for all populations in the Kansas City Metro Area.

- Be the best and first source of information for the media and the public through coordinated messaging and information release.

C. Planning Assumptions

The plan and concept of operations for a regional JIC is based on a realistic approach to the problems likely to be encountered during an incident. The plan is based upon the following assumptions:

- In a large-scale, regional incident, there will be large numbers of regional and national media representatives seeking information about the situation and the response actions. Outside media representatives may have little or no knowledge of local media working relationships.
- During terrorist events, the FBI will take the lead for Emergency Public Information and other communications activities. The FBI will work closely with local officials to release consistent Emergency Public Information messages.
- It is assumed that at least some primary or back-up communications systems will survive the disaster, and will therefore be available for use to conduct Emergency Public Information. If no systems survive, the region's counties and some cities have developed back up plans for temporary communications. Information dissemination resources will be available in most, but not all, instances to facilitate timely delivery of information to the public.
- Each response agency will implement its own Emergency Public Information plan. When the agencies involved agree to participate in a JIC and the JIC is activated, JIC operations will strive for consistency with the affected local jurisdictions' Emergency Public Information plans.
- The regional JIC locations identified in this Annex will strive to have electricity, telephone and other forms of communication, as well as the ability to monitor regional and national news through television, radio and the internet.
- If telephone communication is impossible, the regional JIC may work with local jurisdictions to disseminate Emergency Public Information through public address systems on emergency vehicles or neighborhood canvassing.
- The release of information to the public and media will follow standard NIMS/ICS protocols.

Please refer to the Base Plan for the ESF-15 Annex for additional assumptions for the regional JIS.

D. Concept of Operations

Joint Information Center Overview

A Joint Information Center (JIC) is a central location, whether physical or virtual, that facilitates the operation of the JIS. PIOs and/or staff with PIO-related duties can use the regional JIC location to perform actions related to Emergency Public Information resource sharing, coordinated messaging, media outreach, and/or community relations during an incident or event.

The JIS/JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident. Once activated, the JIC has many benefits. It can provide a central location for shared Emergency Public Information staffing, can speed information release times, can enhance information coordination and analysis, can reduce misinformation, can maximize resources, and helps build public confidence in response efforts.

Virtual or physical JICs involve PIOs from jurisdictions, agencies and organizations participating in incident management operations to ensure multi-agency and multi-jurisdictional coordination of all messages provided to the public.

The National Incident Management System (NIMS) requires that all public information provided by response organizations during incident management operations be communicated through a JIC.

JIC Activation

A JIC is usually established for large-scale, multi-jurisdictional incidents and staffed by representatives from the affected agencies/jurisdictions and/or staff from other jurisdictions providing mutual aid.

As described in the Base Plan for this ESF-15 Annex, when an incident is anticipated – or when an incident occurs without or with limited notice – the PIO or a group of PIOs from the potentially impacted or impacted jurisdiction(s) may complete the Incident Assessment for Emergency Public Information Worksheet (see the Attachments to the Base Plan) to assess the situation, the need for Emergency Public Information coordination and/or mutual aid, and to determine whether to recommend activation of a regional JIC.

If the incident will likely impact multiple jurisdictions, the PIOs from the potentially affected jurisdictions convene via conference call or in person to discuss Emergency Public Information needs for the incident and may complete the Worksheet. (See the Web-based Coordination Appendix for conference call tools.)

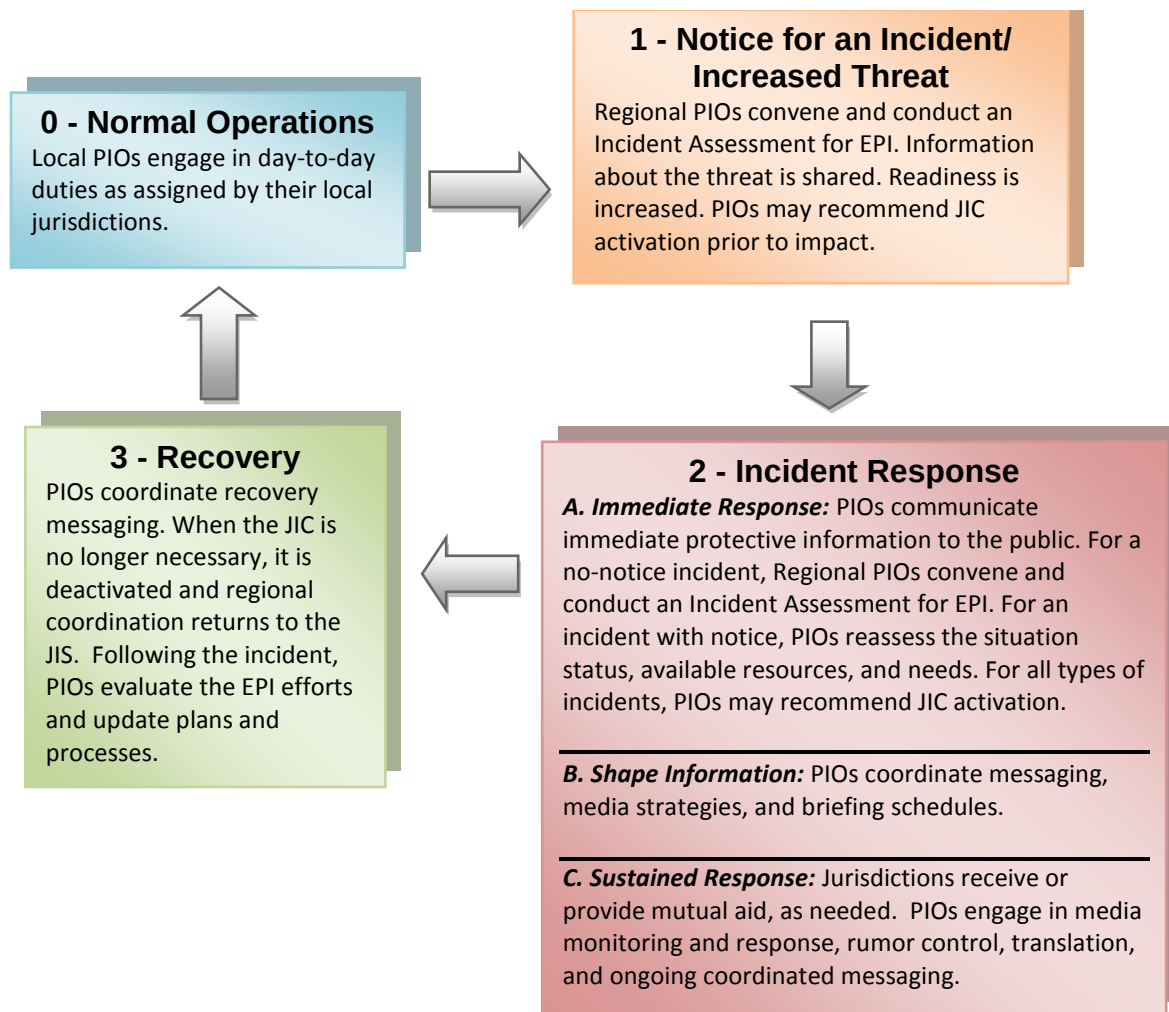
If the PIOs determine that regional coordination and/or mutual aid is required and strengthening the regional JIS is necessary, then they may recommend activation of the JIC for Emergency Public Information coordination and/or mutual aid. The recommendation is made and can be approved by the Incident Commander, Unified Command and/or EOC Director of the impacted jurisdiction(s).

The Kansas City Metro Area may activate and establish a virtual or physical regional JIC for any of the following reasons:

- The incident affects more than two jurisdictions within the region and the response requires Emergency Public Information collaboration, although mutual aid has not been requested. In this case, the virtual or physical JIC would provide a means for regional Emergency Public Information coordination.
- The incident affects more than two jurisdictions within the region and the response requires both Emergency Public Information collaboration and mutual aid. Here the JIC would provide both a vehicle for Emergency Public Information coordination and the management of shared mutual aid resources.
- An incident impacts one to two jurisdictions, and at least one is requesting mutual aid from its regional partners. In this scenario, the JIC would primarily focus on the management of mutual aid resources.

See the Incident Assessment for Emergency Public Information Worksheet for example triggers that may warrant regional JIC activation.

FIGURE 3. PHASES OF THE REGIONAL JIS/JIC



Return to the JIS and Deactivation of the JIC

As the incident response winds down, the jurisdictions transition to the recovery phase. For a large-scale incident, the JIC may remain activated to support ongoing regional messaging for recovery and the management of mutual aid resources.

When support provided by a virtual or physical JIC location is no longer necessary, the JIC Manager recommends deactivation of the JIC to the impacted jurisdictions' PIO(s), Unified Command(s), EOC Director(s), or Incident Commander(s).

When the JIC is formally deactivated, PIOs return to their pre-JIC positions under the regional JIS. Regional coordination and support for public information is ongoing throughout the recovery phase and transition to normal operations.

E. Organization and Assignment of Responsibilities

JIC Organization

Formation of a regional JIC is a cooperative effort with jurisdictions that virtually or physically co-locate information professionals, the media and/or other stakeholders. The JIC organizational structure is flexible and scalable to the incident. The specific positions in the JIC depend on the demands of the incident and needs of the impacted jurisdiction(s).

The organizational structure is meant to support local EPI operations and facilitate regional coordination. As the JIC is activated and implemented, it must be consistent with local EPI plans and objectives.

The following organizational charts illustrate potential JIC activations, based on different scenarios.

FIGURE 4. BASIC ACTIVATION OF THE REGIONAL JIC

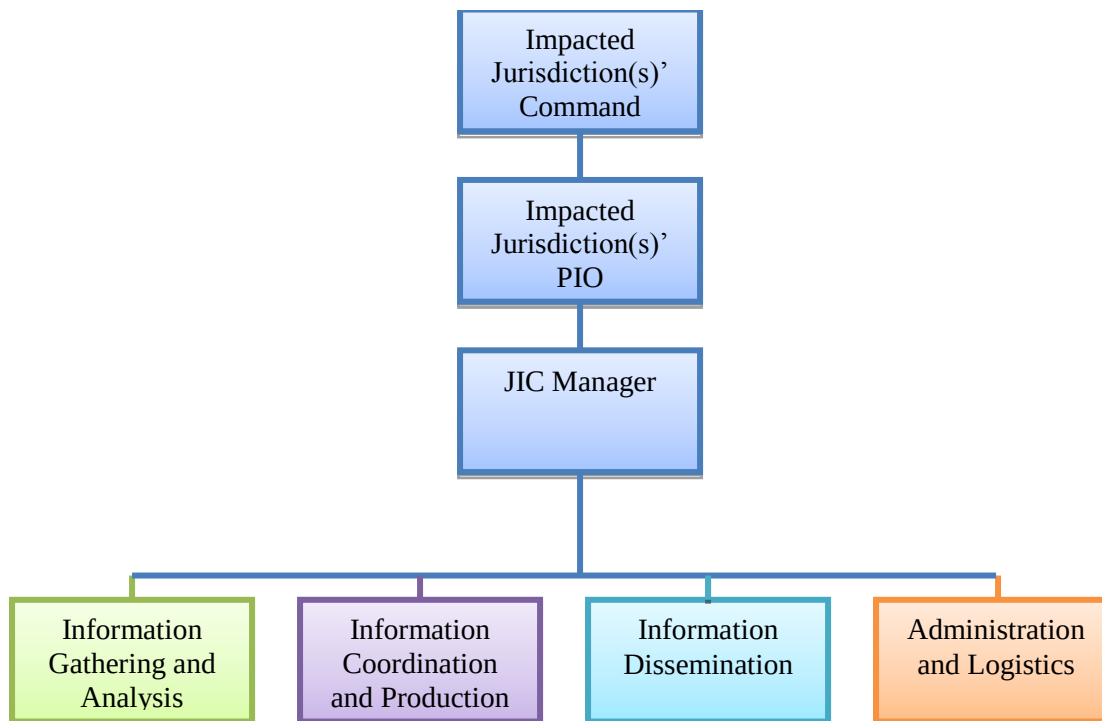
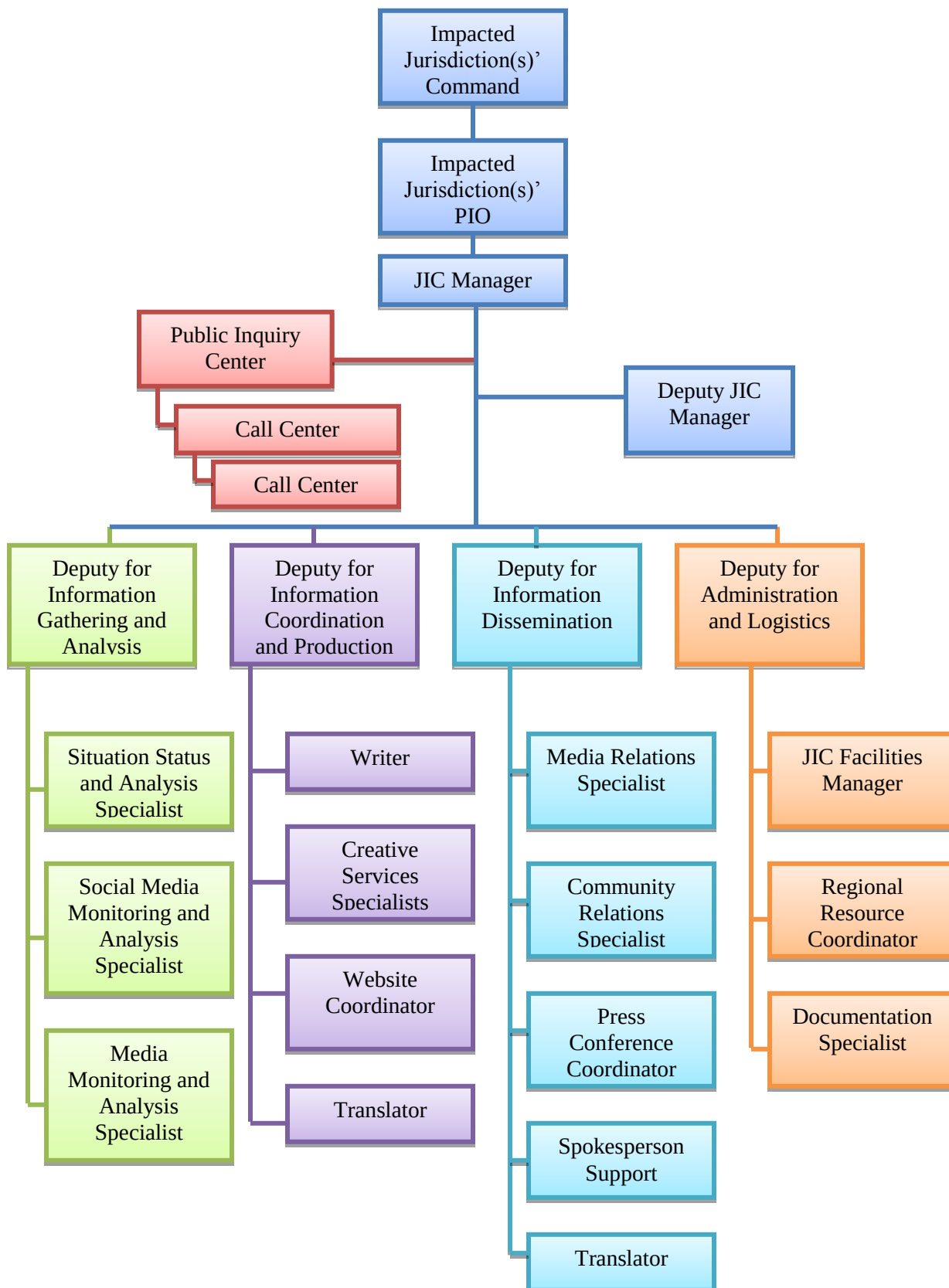


FIGURE 5. FULL ACTIVATION OF THE REGIONAL JIC



Assignment of Responsibilities in the JIC

The specific positions and responsibilities in a regional JIC depend on the demands of the incident and needs of the impacted jurisdiction(s). Positions are organized according to common activities performed by the regional JIC. These activities correspond to and support the Emergency Public Information efforts at the local level. Depending on the incident, the types of activities that should be considered and completed in a JIC may include:

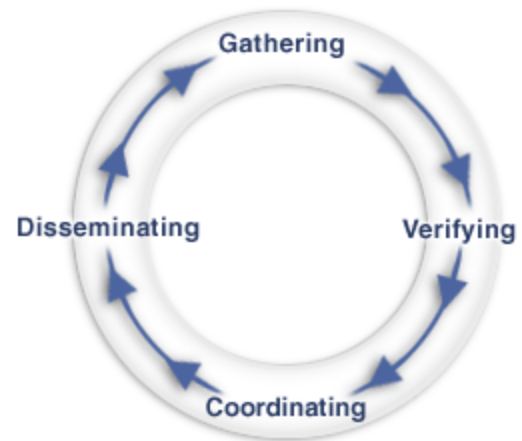
- Leadership and Management
- **Gathering** and Analyzing/**Verifying** Information
- **Coordinating** and Producing Information
- **Disseminating** Information
- Performing Administrative and Logistical Needs
- Managing a Public Inquiry Center, if needed

Depending on the nature of an incident, activation of the JIC can be partial or complete. In smaller events one individual may perform several duties and responsibilities. The staffing can be expanded and contracted as needed. The positions are scalable and flexible.

The groups and positions in a fully activated regional JIC are summarized on the following page.

Refer to the Mutual Aid Appendix for detailed position descriptions and qualifications. Also see the JIC Position Checklists attached to this Appendix for details on duties.

FIGURE 6. CYCLE OF JIC RESPONSIBILITIES





JIC Management: Provides overall management and coordination of JIC activities and advises the PIOs from the jurisdictions, and as requested, their Incident Commander, EOC Director or Unified Command, on all matters of internal and public information flow.

When an incident occurs, the impacted jurisdictions retain authority over incident response and Emergency Public Information operations. During an incident that requires regional coordination or when the scope of the incident overwhelms local capabilities to effectively communicate timely, relevant and accurate information to the public, the JIC Manager and other supporting positions may be employed by the PIOs in the impacted jurisdiction to assist in Emergency Public Information operations. Supporting Emergency Public Information staff are not in charge of external affairs efforts for the incident but rather are available as support for the lead PIOs in the affected jurisdictions.

TABLE 5. JIC MANAGEMENT ROLES AND RESPONSIBILITIES

POSITION	ROLES AND RESPONSIBILITIES
PIO	Under the direction of the entity with operational control of the incident, the impacted jurisdiction's PIO coordinates, advises, and assists in the strategy, development, production, and implementation of Emergency Public Information for the response. In a large-scale incident involving multiple jurisdictions and JIC activation, the PIOs may function as a liaison between the JIC Manager and the impacted jurisdictions' command staff. In an incident that impacts a single jurisdiction, the roles of the PIO from the impacted jurisdiction and the JIC Manager are most often performed by the same individual.
JIC Manager	The JIC will always have a JIC Manager. If multiple jurisdictions have been impacted and the JIC will be activated, the local PIOs and/or Incident Commanders, Unified Commands, or EOC Directors (as identified in their local operational plans) designate a JIC Manager to oversee the JIC and be responsible for coordination of regional Emergency Public Information objectives. If a single jurisdiction has been impacted, then most often its PIO will assume the role of the JIC Manager, unless the jurisdiction's PIO, Unified Command, EOC Director or Incident Commander designates another individual. The JIC Manager is responsible for overall regional JIC operations and advises the PIOs, and as requested, the Incident Commander(s), EOC Director(s) or Unified Command(s). In this capacity, the JIC Manager facilitates discussions and coordination among PIOs in the region, develops regional Emergency Public Information plans based on the regional incident action plans (if applicable), coordinates mutual aid support, and assigns staff to fill the roles in the regional JIC. The JIC Manager directs and supports JIC staff and establishes JIC internal procedures. The JIC Manager must be available round-the-clock to report to the incident command or command center. The JIC Manager does not have operational control over local PIOs or PIO staff from other local jurisdictions, except as they may fulfill a specific role in the JIC organization. The JIC Manager performs the JIC role in addition to the PIO duties assigned by his/her jurisdiction, although a regional JIC should help support and alleviate those responsibilities.
Deputy JIC Manager	For a large-scale regional incident where span of control is an issue, the JIC Manager may appoint one or more deputies to manage the JIC groups: • Information Gathering and Analysis • Information Coordination and Production • Information Dissemination

	• Administration and Logistics
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Information Gathering and Analysis: This group examines all sources of information both internal and external to paint an accurate picture of what is happening in the incident, how it is being perceived, and what messages may need to be developed. It will generally consist of:

- Setting up formalized monitoring for mainstream media outlets, social media, WebEOC, and other information sources.
- Conducting research to develop and/or verify regional messages, as needed for the impacted jurisdictions.
- Identifying and assigning liaisons to various agencies and organizations as needed and establishing routine reporting mechanisms and times to gather information from these liaisons.
- Coordinating information from and for liaisons to the regional JIC from other responding organizations.

TABLE 6. JIC INFO GATHERING AND ANALYSIS

POSITION	ROLES AND RESPONSIBILITIES
Situation Status and Analysis Specialist	Gathers information from the WebEOC, EOC and other operations staff, in the Internet, jurisdictional PIOs and other sources to support regional messaging coordination, and if requested, situational awareness for the impacted jurisdiction's PIO(s). He/she shares valuable operational information with the JIC Manager.
Social Media Monitoring and Analysis Specialist	Gathers information from the social media sites, including Facebook, Twitter, Google+, and other networking sites to support situational awareness and regional messaging coordination. He/she watches what is being reported, and pinpoints inaccuracies and communication needs. He/she shares valuable operational information with the JIC Manager.
Media Monitoring and Analysis Specialist	This specialist monitors media via the web, broadcast, print and radio. He/she conducts news analysis to support situational awareness and regional messaging coordination. The specialist watches what is being reported, and pinpoints inaccuracies and communication needs. This position is responsible for rumor control and plays a key role in rapid response. He/she shares valuable operational information with JIC Manager.

Information Coordination and Production: This group works closely with Information Gathering and Analysis to develop messages, briefings, written products and any other risk and crisis communications the incident may require. The group coordinates information with key stakeholders who are part of the JIS, including those represented in the JIC and those working from other locations.

This group is also responsible for:

- Verifying information by consulting other key stakeholders including EOC resources, liaisons from agencies, and field PIOs.
- Coordinating and establishing key regional message(s) by prioritizing information to get out to the public. The mission is to get the right information to the right people at the right time so they can make the right decisions.
- Ensuring messages and communications are accessible to all audiences.
- Working with the PIOs from the impacted jurisdictions to determine the appropriate mediums and products for distributing information.
- Obtaining approval/clearance from those in authority to ensure that the information is accurate, complete, and current. The approval process should be streamlined, however, should ensure information is released in a timely manner.

TABLE 7. JIC INFO COORDINATION AND PRODUCTION

POSITION	ROLES AND RESPONSIBILITIES
Writer	Writers develop all manner of written products, including those for posting and the web. In addition to content development, they coordinate with translators, as needed. The writer is responsible for creating messages that are accessible to all communities. Writers assist impacted jurisdictions as requested and collaborate closely with the JIC Manager to create products with the approved messages.
Creative Services Specialists	These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions.
Website Coordinator	This position maintains a list of all agency and jurisdiction websites with incident-specific information and links. The Coordinator assists jurisdictions with posting to websites, as well as sharing regional messages and incident-specific video and photos to make available for websites.
Translator	The translator works with the Writer position to translate Emergency Public Information products.

Information Dissemination: Information dissemination is handled at the regional JIC *only if requested by the impacted jurisdictions*. Otherwise, the impacted jurisdictions coordinate messaging through the JIC and are responsible for Emergency Public Information dissemination and media coordination at a local level. Responsible for providing and explaining all communications to the media, the general public and other key stakeholders if requested. The method of dissemination will depend on decision made by the Incident Commander(s), EOC Director(s) or Unified Command(s). This group may also establish and staff the News Desk.

TABLE 8. JIC INFO DISSIMINATION

POSITION	ROLES AND RESPONSIBILITIES
Media Relations Specialist	The Media Relations Specialist develops and maintains the list of regional media contacts. If requested by the JIC Manager (who receives the request from the impacted jurisdiction(s)), the Specialist manages the news desk and speaks directly with reporters to ensure that all messages are understood. If a public inquiry center has not been established, the JIC Manager may route at least one dedicated telephone line to field calls from the media.
Regional Community Relations Specialist	The Specialist works with the appropriate jurisdiction as necessary to respond to public inquiries. The JIC Manager may route a dedicated telephone line to address calls from the general public and other partners in place of a full public inquiry center. The Specialist may assist local jurisdictions with town hall meetings or other community events.
Press Conference Coordinator	Coordinate logistics for regional press conferences, media availabilities, town hall meetings and other events as appropriate. The Coordinator may work closely with the Regional Community Relations Specialist to coordinate public interfacing opportunities.
Spokesperson Support	If requested by the impacted jurisdictions' spokesperson or people, this position provides support like copies of talking points, resource requests, etc., as needed.
Translator	See the Translator position under Information Coordination and Production. Here the Translator is responsible for translation during press conferences or media briefings. This position may include foreign language translators and ASL interpreters.

Administration and Logistics: Responsible for all JIC documentation, facilities (including the JIC location and any sites for regional press conferences), mutual aid logistics, and the coordination of procurement requests from the JIC. Specifically, they:

- Set up product archives including print, video and photos as well as any clips.
- Maintain approval records, media contact logs, and staffing and legal notices
- Secure supplies, space, and other logistical requirements as needed.

TABLE 9. JIC ADMINISTRATION AND LOGISTICS

POSITION	ROLES AND RESPONSIBILITIES
JIC Facilities Manager	The JIC Facilities Manager is responsible for all JIC facilities and supplies, including the physical JIC location, a press conference location, and the public inquiry center, as applicable. The Facilities Manager evaluates and requests equipment necessary to run the facilities. He/she prepares the sites when activated, and breaks them down when deactivated. The Manager identifies potential back-up locations for JIC facilities.
Regional Resource Coordinator	The Regional Resource Coordinator receives and manages requests for staffing and equipment from other JIC positions. He/she is responsible for organizing requests and presenting them to the JIC Manager. The JIC Manager works with the impacted jurisdictions' PIOs to share the requests with the Logistics Sections of the impacted jurisdictions for approval. If the request is approved, the Regional Resource Coordinator works with the JIC Manager and PIOs of non-impacted jurisdictions to identify available resources. This position helps to facilitate the mutual aid process among impacted and supporting jurisdictions.
Documentation Specialist	The Documentation Specialist is responsible for developing, collecting, and/or maintaining documentation of JIC activities and products. Documentation includes: • Draft, revised, and final news releases and Public Service Announcements (PSAs) • Approval records (sign-offs) of all products • Media contact logs • Newsclips • Videos of televised interviews and other coverage • Photographs • Copies of all products (talking points, backgrounders, briefing booklets, news conference agendas, flyers, etc.) • Staffing information (contact information, assignments) • Copies of legal notices • Meeting handouts/notes, agenda, copies of the regional Emergency Public Information plans • Procurement requests and acquisition records • Mutual aid and facilities agreements, if applicable

Public Inquiry Center (if necessary): “One stop” shopping for members of the general public who may be seeking information about the incident. It is both a source of information and intelligence to learn what types of information audiences may need and also an opportunity to distribute coordinated information directly to the public. It may consist of a phone bank and social media efforts.

TABLE 10. CALL CENTER ROLES AND RESPONSIBILITIES

POSITION	ROLES AND RESPONSIBILITIES
Call Center Manager	This position manages the public inquiry center. He/she evaluates staffing and equipment needs and requests appropriate resources from the JIC Manager. The Call Center Manager coordinates staff training and provides the tools for staff to perform their duties. He/she verifies approval on any scripts, talking points, or messages communicated at the Call Center. The Call Center Manager notifies the JIC Manager or position designed by the JIC Manager of any valuable information reported by the Call Center Staff. He/she works with Administration and Logistics to obtain a location and make recommendations for staffing/equipment resources and mutual aid, as needed.
Call Center Staff	Staff answers phones following a script with approved messaging, takes notes on calls, notifies the Call Center Manager of valuable incoming information, and performs other administrative duties as assigned by the Call Center Manager.

If a regional JIC has been activated, it will most likely remain activated for more than one operational period. The PIO, Incident Commander, EOC Director or Unified Command for the impacted jurisdiction(s) may need to designate a second shift JIC Manager who assumes the role after a shift change. Similarly, the JIC Manager, in coordination with the impacted jurisdictions, designates staff to pick up the second shift for the other positions in the JIC.

F. Direction, Control and Coordination

Once the recommendation to activate a JIC has been approved, the PIO, Incident Commander, Unified Command and/or EOC Director of the impacted jurisdiction(s) should appoint a JIC Manager responsible for overall regional JIC operations.

Every participating response agency with a PIO should send a representative to the JIC or maintain a dedicated, open line of communication with the regional JIC. Note that the JIC Manager or any other JIC positions does not replace the PIO or PIO staff from an impacted jurisdiction, unless requested by the jurisdiction. The local PIOs from the impacted jurisdiction retain their authority provided by their local Emergency Public Information plans.

Mutual Aid through the JIC

If an impacted jurisdiction does not have the staff or equipment resources needed to conduct Emergency Public Information activities, the jurisdiction's PIO may make a recommendation to request mutual aid to the Incident Commander, EOC Director, or Unified Command, as described in the local Emergency Public Information plan.

If the Incident Commander, EOC Director, or Unified Command requests mutual aid directly from another jurisdiction in the region via an informal agreement or formal Memorandum of Understanding (MOU), then the JIC may be used to coordinate mutual aid resources. Refer to Appendix A. Mutual Aid for a sample template of an agreement and for more information on mutual aid.

When making an official request for Emergency Public Information mutual aid, the requesting jurisdiction identifies the type and kind of staff and/or equipment resources needed. Once a request has been made, and if the regional JIC is managing mutual aid support, the JIC Manager identifies available resources to support the impacted jurisdiction(s).

JIC activation can be particularly useful when multiple jurisdictions have been impacted by the incident and are sharing mutual aid resources for Emergency Public Information from other regional jurisdictions. The JIC provides a structure and system for organizing shared mutual aid resources and coordinating efforts.

State and Federal Coordination with the JIC

If an incident becomes a Presidentially-declared disaster, the Federal Emergency Management Agency (FEMA) may establish a JIC at or near its Disaster Field Office. The Kansas City Metro Area Regional JIC should coordinate with the FEMA JIC. The FEMA JIC will have representatives from Federal, state, and appropriate local and private agencies and should provide a liaison to the Regional JIC. The FEMA JIC Liaison will provide press releases and advisories from the FEMA JIC to the Regional JIC on an ongoing basis. Normally as the FEMA JIC becomes fully operational, the need for a Regional JIC diminishes, although ongoing regional Emergency Public Information coordination through the JIS is important.

G. Information Collection, Analysis and Dissemination

A primary function of the JIC is to provide a virtual or physical mechanism for impacted jurisdictions to coordinate regional Emergency Public Information and messages. If a JIC has been activated, PIOs from the impacted jurisdictions maintain a virtual connection to, or physical presence in the JIC. They work together as appropriate to:

- Share information about the situation,
- Route inquiries from the public and/or media,
- Discuss and develop common messages, and
- Share the steps that their jurisdictions will take to disseminate emergency messages to the public.

The Messaging Toolkit Appendix contains basic pre-identified messages for the regional hazards and threats most likely to impact the region. The Toolkit also includes a message mapping template for developing new regional messages.

Media Inquiries

The JIC may provide the point of coordination for all media or public requests for information. When the media contacts the regional JIC with an inquiry:

1. The JIC staff member taking the call notes the type of request (see Attachment j. JIC Inquiry Sheet);

2. The staff member shares the nature of the information request with the JIC Manager, the PIOs from the impacted jurisdiction(s), and/or other JIC staff as needed to facilitate regional coordination;
3. The PIOs from the impacted jurisdiction(s) respond to the inquiry; and,
4. The PIOs from the impacted jurisdiction(s) share details of the response (e.g., talking points, press release, etc.) on the regional PIO WebEOC Board or other information sharing site used by the regional JIC.

Referring media to the regional JIC, or sharing media requests with the JIC, creates awareness among all impacted jurisdictions about the types of questions being asked by the media. It allows the PIOs from the impacted jurisdictions an opportunity to collaborate on a response to the regional media market.

This function is not meant to supersede the authority of local jurisdictions to respond directly to the media or finalize their messaging. Rather, it encourages messaging coordination of jurisdictions who will likely be responding to the same questions during a large-scale regional incident.

Since the contact details for a regional JIC change based on the location of the incident, location of the JIC, and jurisdictions affected, media may initially reach out to local jurisdictions' PIOs. To facilitate regional coordination and awareness, it is most beneficial to the impacted jurisdictions if local PIOs to refer media inquiries to the regional JIC.

Information Dissemination and Responding to the Media

For most incidents, once regional messages have been discussed, developed, and approved by the impacted jurisdictions' command staff, individual jurisdictions then respond to the media directly and/or disseminate Emergency Public Information (including pre-incident Emergency Public Information) to their own respective publics.

If agreed to by the impacted jurisdictions' Unified Command(s), Incident Command(s) or EOC Director(s), the JIC may be used to coordinate public dissemination of Emergency Public Information and/or a unified regional media response. A unified regional response to the media may include:

- Holding a joint press conference with multiple jurisdictions at the regional JIC or other location,
- Developing and disseminating a joint news release with multiple jurisdictions,
- Responding directly to media requests for information from the JIC, and/or
- Appointing a regional spokesperson to discuss aspects of the incident with the media.

If the impacted jurisdictions are disseminating information to their own publics, then local PIOs should refer to the approval processes and procedures defined in their local Emergency Public Information plans.

Note that if the participating jurisdictions' or the regional Incident Commander(s), EOC Director(s), and/or Unified Command(s) designate regional JIC as the central hub for regional Emergency Public Information:

- The media will not come to the regional JIC unless they can speak with decision-makers; they will go where the story is.
- It is generally helpful to locate the regional JIC as close as possible to the scene of the crisis.
- It may be necessary to make arrangements at the JIC to credential the press and to route the public who want information.
- If elected officials show up at the JIC, they may preempt other media spokespersons.

H. Logistics

Identifying a Location for the JIC

If the JIC will be activated virtually, the JIC Manager establishes the platforms for coordination with input from the impacted jurisdictions' PIOs. (Refer to the Web-based Coordination Appendix for details on potential systems.)

A virtual JIC must allow for:

- Ongoing discussions among PIOs (via phone, conference calls, instant messaging, or online chat),
- Viewing incident status updates,
- Viewing messages, talking points, press releases and other information in draft form or distributed to the public, and
- Sharing updates on planned and ongoing Emergency Public Information activities (whether conducted by the impacted jurisdiction or by supporting jurisdictions through mutual aid).

A virtual JIC will require multiple systems for coordination. Most likely they will include an email distribution list, a conference call line, and WebEOC. They may also include an online file sharing application, a virtual presentation platform, or other applications as determined by the JIC Manager and PIOs from the impacted jurisdictions.

If the JIC will be at a physical location, the JIC Manager recommends a location to the impacted jurisdictions' Incident Commander, EOC Director or Unified Command. See the suggested list of pre-identified JIC locations in Attachment a. of this Appendix. Also see Attachment b. of this Appendix for a list of potential equipment and infrastructure that will likely be needed at a physical JIC.

Staffing and Equipment for the JIC

The JIC Manager will work with the impacted jurisdiction's EOC Logistics Section and the non-impacted jurisdictions' emergency management agencies to staff the regional JIC. A list of local emergency management offices and EOCs can be found in the Regional Resource Annex to the Regional Coordination Guide.

Staff deployed to the JIC should review Attachment d. to the JIC Plan for a list of supplies to have ready in a go-kit.

See the Mutual Aid Appendix of this Annex for more information on staffing the JIC. Also see Attachment b. for a list of resources and supplies likely needed for activation of a physical JIC.

JIC Communications

Interoperable communications allow PIOs across the region to coordinate virtually with each other, command staff, and other responders on Emergency Public Information during the incident response.

If a regional JIC has been activated virtually, PIOs and PIO staff will use communication devices provided by their jurisdiction. If adequate communications equipment is not available, then the jurisdiction may request the necessary equipment through mutual aid. Such equipment may include cell



phones (including smart phones), laptops, and radios operating on VHF, UHF, or 800MHz frequencies.

Through the Regional Area Multi-Band Integrated System (RAMBIS), radio communications devices throughout the region are interoperable -- able to exchange voice and/or data communications in real time. For RAMBIS Standard Operating Procedures, refer to marc.org/publicsafety/assets/RAMBIS_SOP.pdf.

If a JIC has been activated at a physical location, then PIOs and PIO staff will use communications devices provided by their jurisdiction if available. The JIC Manager may recommend that the impacted jurisdiction(s) request additional equipment through mutual aid, if needed to support JIC operations.

Access/Security Protocols

Access to the JIC and Call Center will be limited to JIC and Public Inquiry Center/Call Center personnel and official visitors. When selecting a location of the JIC or Call Center, the JIC Manager should consult with the JIC Facilities Manager and the Unified Commands, Incident Commanders, local PIOs, or EOC Directors of the impacted jurisdictions about facility security requirements.

Authorized individuals responding to the JIC may have carry their own agency's badge, may be issued a just-in-time badge, or may have other credentials provided by the JIC Manager.

The JIC Manager will be responsible for requesting the Unified Commands, Incident Commanders, local PIOs, or EOC Directors of the impacted jurisdictions for any law enforcement personnel or other security resources necessary to ensure the safety of JIC and Call Center staff and the security of JIC and Call Center operations.

Sign-in sheets will be maintained at the entrances of the JIC and Call Center. All staff will be required to sign in when coming on shift and out when leaving for a break or at the end of their shift. The JIC Facilities Manager or other staff member or law enforcement officer, as appointed by the JIC Manager or Call Center Manager, will be responsible for overseeing the sign-in sheet and ensuring all staff members document their time appropriately. See the Attachment e. of this Appendix for a sample sign-in sheet.

The JIC and Call Center Managers should provide the law enforcement officer or JIC/Call Center Staff member responsible for overseeing the staff check-in with a team roster and shift/rotation schedules. (Refer to Attachment c. of this Appendix for a sample form.) Anyone attempting to gain admittance to the JIC or Call Center who is not on the staff list should be denied entry except with the explicit permission of the JIC or Call Center Manager.

Official visitors may be admitted to the JIC and/or Call Center with the approval of the JIC and Call Center Managers. Whenever possible the JIC and Call Center Managers should be notified of official visits in advance as appropriate. Official visitors must also sign in and out on the appropriate form and be accompanied by a JIC or Call Center staff member at all times.

Requests from media to enter the JIC or Call Center or capture photographs or video of JIC/Call Center operations will be considered on a case-by-case basis and in consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s). If media are permitted entrance to the JIC or Call Center they will be treated as official visitors and required to comply with all sign-in procedures.

I. Plan Development and Maintenance

The JIC Plan Appendix follows the same plan development and maintenance protocols as described in the ESF-15 Annex Base Plan.

Evaluation of JIC Plan

Following the incident, PIOs conduct a post incident after action review. On behalf of all PIOs in the region RAPIO and its subcommittee, E-RAPIO, will address any problem areas identified in the review and work with MARC and the MEMC to update regional plans and processes accordingly.

It is also beneficial to discuss the region's risk and crisis communication efforts with external organizations - partner agencies and community leaders - to find out how people "on the street" perceived the regional efforts.

In the event this Annex has been invoked RAPIO/E-RAPIO will conduct a post- incident appraisal with external partners. Participants involved in the various stages of the incident will be asked to provide their feedback on the following:

- Were the PIOs/JIC staff readily accessible to answer questions and address public concerns?
- Did people feel that the impacted jurisdictions demonstrated leadership in managing and controlling the crisis? If not, what hindered this perception?

Responses to these questions will be utilized by the PIOs in the region to develop a list of recommendations, lessons learned, successes, and areas needing improvement in this ESF-15 Annex and in local Emergency Public Information plans. Revisions and improvements will be made accordingly.

J. Attachments: JIC Forms and Checklists

The following forms support JIC coordination and Emergency Public Information activities. They can also be used by local jurisdictions collaborating with the JIC. Not all forms/guidelines will be used for each JIC activation.

These forms are not mandatory documentation and are only intended as resources which may be helpful during a JIC activation. Use is optional unless otherwise indicated by the JIC Manager. They are flexible and may be adapted as appropriate during individual incidents and activations.

Attachments include:

- a. Pre-identified JIC Locations
- b. Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room
- c. JIC Team Roster
- d. JIC and Public Inquiry Center Go-Kits
- e. JIC Sign In Sheet
- f. JIC Staffing and Activity Log
- g. Situation Status Report for Emergency Public Information



- h. Emergency Public Information Plan
- i. Emergency Public Information Resources Log
- j. JIC Inquiry Log
- k. Messaging/Document Approval
- l. Daily Briefing Summary
- m. Joint News Conference Checklist
- n. Spokesperson Guidelines
- o. Position Checklists

a. Pre-identified JIC Locations

RAPIO/E-RAPIO has identified the following facilities as potential locations for a JIC, Public Inquiry Center, or Press Conference Room. They meet the minimum requirements listed in this JIC Plan Appendix. Before or during the incident response, impacted jurisdictions will need to confirm location availability, as well as discuss and enter into mutual aid and/or facility agreements as appropriate.

Jurisdictions should not limit JIC locations to the ones listed below. Any location that meets the requirements in this Appendix may be considered. For example, a community center with a computer lab and phones may be a good fit.

Wherever it is located, it is imperative that the JIC maintain contact with the PIOs and/or the command in the impacted jurisdictions via telephone, radio, the Internet and/or face-to-face communications.

Joint Information Center

Address	Available Resources	Primary Contact	After Hours Contact
Johnson County Emergency Operations Centers (two locations)	JoCo Administraion Bldg, 111 S. Cherry, Room 200 (also serves as JoCo's primary EOC); and Countywide Communications Center, 11810 S. Sunset Drive, Lower Level Training/Conference Room (also serves as JoCo's back-up EOC)	Name: Gerard W. McConaha Title: Assistant Director, Government Preparedness Emergency Management & Communications Phone: 913-715- 1004 Cell: 913-915-0798	<i>same</i>

In addition to the locations listed above, the following jurisdictions have facilities that may have the resources necessary to accommodate a JIC:

- Platte County, Missouri Emergency Operations Center
- Overland Park, Kansas Emergency Operations Center
- Kansas City, Missouri Emergency Operations Center

Phone Inquiry Center

Address	Available Resources	Primary Contact	After Hours Contact
Wyandotte County 311 Call Center	Functioning call center with phone banks	Name: Wyandotte County Emergency Management Title: Director Email: emanagement@wycokck.org Phone: 913-573-5759 Cell: 913-596-3081 (Dispatch)	<i>same</i>

In addition to the location listed above, the following jurisdiction and organization have facilities that may have the resources necessary to accommodate a phone inquiry center:

- Kansas City, Missouri 311 Call Center
- United Way 211 Call Center

Press Conference Room

Address	Available Resources	Primary Contact	After Hours Contact
Cass County Sheriff's Office Main Training Room 2501 W. Mechanic, Harrisonville, MO, 64701 (located on the first floor located next to the main entrance of the Sheriff's Office)	1600 sq ft room with current LCD Projection, automated screen, 2 large HD TV's, podium with room mic, and built in mic holder for 5 separate media mics, internet, seating at tables for 60 or chair seating for 110	Name: Lt. J. Kevin Tieman II Title: Night Commander/PIO Address: Cass County Sheriff's Office, 2501 W. Mechanic Ste #100, Harrisonville, MO, 64701 Office: 816-380-8615 Cell: 816-738-4394	<i>same</i>

In addition to the location listed above, the following jurisdiction has facilities that may have the resources necessary to accommodate a press conference room:

- Kansas City, Missouri Press Conference Room

b. Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room

The following specifications should be considered when selecting a physical location to house a JIC, Call Center or Press Briefing Room. Please reference Attachment a. for a list of pre-identified JIC locations.

Because the availability of locations and resources may vary based on the effects of an incident—for example power and other utility outages—the JIC Manager and Call Center Manager should work directly with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and the JIC Facilities Manager to determine the best available location.

Joint Information Center

Location

- ☐ Ideally the JIC should be located in close proximity to the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).
- ☐ Attempt to identify a location that is far enough from the impacted jurisdiction that JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the JIC
- ☐ The building and/or JIC room should be securable—i.e., lockable doors and windows
- ☐ The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes
- ☐ The facility must be ADA accessible

Room Specifications

- ☐ Large enough to accommodate 15-30 people
- ☐ Adequate wall space for projector images, maps and other large reference materials
- ☐ Ideally equipped with an adequate number of tables and chairs
- ☐ Sufficient wall outlets to sustain all JIC electronic equipment

Infrastructure

- ☐ Electricity or backup generators
- ☐ Running water and restroom facilities
- ☐ HV/AC
- ☐ Internet connectivity and adequate broadband width to support up to 50 connections
- ☐ Landline phone connection
- ☐ Adequate number of tables and chairs if not provided at the JIC location
- ☐ Bank of 7-10 land line or IP phones
- ☐ At least one digital projector with PC and TV hookups
- ☐ Wireless routers and other necessary equipment for providing Internet Access
- ☐ Extension Cords
- ☐ Floor tape for securing cords

Electronic Equipment

- ☐ At least two color printers and scanners
- ☐ Large plotter for printing maps and other large visuals
- ☐ Portable radio scanner



- ☐ Digital handheld dictation recorder
- ☐ Portable 2.2" LCD color television
- ☐ Megaphone w/carrying case
- ☐ Digital recording media (discs, cards, etc.)
- ☐ Batteries for all applicable devices
- ☐ Solar backpack for charging
- ☐ Universal cell phone chargers

Office Supplies

- ☐ White board, pens and erasers
- ☐ Pens
- ☐ Pencils, and pencil sharpeners
- ☐ Scissors
- ☐ Staplers and extra staples
- ☐ Tape
- ☐ Sticky tack or painters tape for hanging printed materials
- ☐ Three-hole punch
- ☐ Sticky notes
- ☐ Notebooks or writing pads
- ☐ File folders and filing boxes
- ☐ Paper clips and gator clips
- ☐ Printer paper
- ☐ Clipboards

Safety Equipment

- ☐ Badges/credentials to identify JIC staff positions
- ☐ Battery operated flashlights and extra batteries
- ☐ Hand-crank or solar powered flashlights
- ☐ Hand-crank or solar powered AM/FM radio
- ☐ First-aid kit and AED-Defibrillator
- ☐ NOAA all hazards alert radio

Reference Materials

- ☐ Hard copy of the ESF-15 Annex to the RCG
- ☐ Hard copy of the most current version of the Regional Resource Annex
- ☐ Hard copy of Media contact lists
- ☐ Local telephone directory

Public Inquiry/Call Center

Location

- ☐ Ideally the Call Center should be located in close proximity to the JIC location.

- ☐ Attempt to identify a location that is far enough from the impacted jurisdiction that JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the Call Center.
- ☐ The building and/or Call Center room should be securable—i.e., lockable doors and windows.
- ☐ The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes.
- ☐ The facility must be ADA accessible

Room Specifications

- ☐ Large enough to accommodate 15-30 people
- ☐ Ideally adequate wall space for projector images, maps and other large reference materials
- ☐ Ideally equipped with an adequate number of tables and chairs
- ☐ Sufficient wall outlets to sustain all JIC electronic equipment

Infrastructure

- ☐ Electricity or backup generators
- ☐ Running water and restroom facilities
- ☐ HV/AC
- ☐ Internet connectivity and adequate broadband width to support up to 50 connections
- ☐ Landline phone connection
- ☐ Adequate number of tables and chairs if not provided at the JIC location
- ☐ Bank of 7-10 of land line or IP phones
- ☐ At least one digital projector with PC and TV hookups
- ☐ Wireless routers and other necessary equipment for providing Internet Access
- ☐ Extension Cords
- ☐ Floor tape for securing cords

Office Supplies

- ☐ White board, pens and erasers
- ☐ Pens
- ☐ Pencils, and pencil sharpeners
- ☐ Scissors
- ☐ Staplers and extra staples
- ☐ Tape
- ☐ Sticky tack or painters tape for hanging printed materials
- ☐ Three-hole punch
- ☐ Sticky notes
- ☐ Notebooks or writing pads
- ☐ File folders and filing boxes
- ☐ Paper clips and gator clips
- ☐ Printer paper
- ☐ Clipboards

Safety Equipment

- ☐ Badges/credentials to identify Call Center staff positions
- ☐ Battery operated flashlights and extra batteries
- ☐ Hand-crank or solar powered flashlights



- ☐ Hand-crank or solar powered AM/FM radio
- ☐ First-aid kit and AED-Defibrillator

Press Briefing Room

Location

- ☐ Ideally the Press Briefing Room should be located in close proximity to the JIC location.
- ☐ Attempt to identify a location that is far enough from the impacted jurisdiction that media, spokespersons and JIC staff will not be hindered by debris, road closures or other incident-related hazards when traveling to and from the Press Briefing Room.
- ☐ The building and/or Call Center room should be securable—e.g., lockable doors and windows.
- ☐ The facility must be in compliance with all relevant local, state and federal fire safety and building standard codes.
- ☐ The facility must be ADA accessible

Room Specifications

- ☐ Large enough to accommodate up to 50 people
- ☐ Enough open floor space to accommodate 10-15 camera tripods and 20-25 chairs
- ☐ Adequate wall space for projector images near the front of the room
- ☐ The room should be located in close proximity to an external door where media members can run cables for live broadcasts as needed
- ☐ Adequate lighting for camera shots

Infrastructure

- ☐ Electricity or backup generators
- ☐ Running water and restroom facilities
- ☐ HV/AC
- ☐ Internet connectivity
- ☐ Microphone hookups for media
- ☐ State and National flags
- ☐ State and national flags or other appropriate backdrop
- ☐ Floor tape for security cords
- ☐ Podium
- ☐ Timer
- ☐ Portable whiteboard and markers
- ☐ Easel

Safety Equipment

- ☐ Battery operated flashlights and extra batteries
- ☐ First-aid kit and AED-Defibrillator



c. JIC Team Roster

The JIC Manager or Documentation Specialist may complete the following form to log current JIC staffing or plan for future operational shifts. Note that one individual may fill multiple functions, based on the scale and needs of the incident. JIC staff may adjust the form based on the needs of the incident.



JIC Team Roster				
Incident:		Operational Shift #:		
		Date/Time:		
Regional JIC Team				
Leadership/Management	Name/Title	Office Hours Phone	After Hours Phone	E-mail
JIC Manager				
Deputy JIC Manager (if needed)				
Deputy JIC Manager (if needed)				
Information Gathering and Analysis				
Lead:				
Situation Status and Analysis Specialist				
Social Media Monitoring and Analysis Specialist				
Media Monitoring and Analysis Specialist				
Information Coordination and Production				
Lead:				
Writer				
Creative Services Specialists				
Website Coordinator				
Translator				
Information Dissemination				
Lead:				
Media Relations Specialist				
Community Relations Specialist				
Press Conference Coordinator				
Spokesperson Support				
Translator				
Administration and Logistics				
Lead:				
JIC Facilities Manager				
Regional Resource Coordinator				
Documentation Specialist				
Other				
Public Inquiry Center (if needed)				
Call Center Manager				
Call Center Staff				

d. JIC and Public Inquiry Center Go-Kits

Because incidents may happen with little or no warning, a JIC or a Public Inquiry Center may need to be activated at a moment's notice. Kansas City Metro Area PIOs and other members of the regional public safety Joint Information System (JIS) must maintain a constant state of readiness.

It is imperative that all Kansas City Metro Area PIOs and other potential JIC and Call Center staff provide current contact information to RAPIO for inclusion in the Regional Resource Annex, and provide updates to this information as necessary.

All PIOs throughout the Kansas City Metro Area and any other staff who may be called upon to serve in a local or regional JIC or Call Center should also assemble and maintain a JIC/Call Center Go-Kit with necessary supplies. These supplies should ideally be stored in the individual's vehicle, office or home to ensure immediate accessibility in an emergency.

Recommended supplies to include in a JIC Go-Kit include the following:

Communication equipment

- ☐ Cell phone (or satellite phone)
- ☐ Smart phone, tablet or other portable electronic device with telephone, email and calendar capability (may include solar chargers)
- ☐ Laptop computer (TV tuner card, DVD burner, camera, microphone and solar charger recommended)
- ☐ Mouse and mouse pad
- ☐ Wireless card for portable Internet access
- ☐ Digital video/still image recorder
- ☐ Solar/handcrank AM-FM radio
- ☐ Power cords with vehicle converters for all electronic equipment

Office Supplies

- ☐ Basic office supplies (pens, pencils, highlighters, scissors, stapler, staples, paperclips, adhesive tape, doublestick mounting tape, pointer, lined paper, plain bond paper, letterhead, etc.)
- ☐ Small portable printer w/PC card data and power connection
- ☐ Port "flash" drive w/local Emergency Public Information plan, Regional ESF-15 Annex, visuals, crisis web site materials, etc.
- ☐ Local street maps
- ☐ Business cards

Personal health and safety items

- ☐ Magnetic vehicle/structure PIO identification signs
- ☐ Solar/handcrank flashlight
- ☐ Battery-operated flashlight and extra batteries
- ☐ Personal comfort items (granola/candy bars, earplugs, sunscreen wipes, tissues, aspirin, water, hat/visor, comfortable sneaker-type shoes or boots, etc.)

Recommended supplies to include in a Public Inquiry Center Go-Kit include the following:Communication equipment

- ☐ Laptop computer (TV tuner card, DVD burner, camera and microphone recommended)
- ☐ Mouse and mouse pad
- ☐ Wireless card for portable Internet access
- ☐ Power cords with vehicle converters for all electronic equipment

Office Supplies

- ☐ Basic office supplies (pens, pencils, highlighters, scissors, stapler, staples, paperclips, adhesive tape, doublestick mounting tape, pointer, lined paper, plain bond paper, letterhead, etc.)
- ☐ Port “flash” drive w/local Emergency Public Information plans, Regional ESF-15 Annex, visuals, crisis web site materials, etc.
- ☐ Local street maps

Personal health and safety items

- ☐ Magnetic vehicle/structure PIO identification signs
- ☐ Solar/handcrank flashlight
- ☐ Battery-operated flashlight and extra batteries
- ☐ Personal comfort items (granola/candy bars, earplugs, sunscreen wipes, tissues, aspirin, water, hat/visor, comfortable sneaker-type shoes or boots, etc.)

Tips for assembling personal JIC and Call Center Go-Kits

Buy items before school starts in the summer when stores are fully stocked and on sale. Most office supply stores carry a selection of rolling kits. It may be easier to use a kit with a lot of pockets and file slots to organize your items. Pockets allow you to have the most critical items readily available. File slots keep paperwork crisp and neat.

On activations it is easy for supplies to be lost, mistakenly taken, or damaged. Be certain to have a luggage tag on the kit's exterior and identification on the inside. Make copies of important documents, for example, insurance cards, vaccination records, etc., so that a loss would be less devastating. Try to put electronic items into ruggedized containers. Original documents may be placed in waterproof zip bags.

Check and update your personal documentation and check expiration dates on food, batteries and other perishable supplies bi-annually. You may also want to tailor your supplies, equipment, media list, flash drive, and any pre-written documents to meet the needs of the particular incident.



e. JIC Sign In Sheet

Form to log individuals signing into/out from the JIC. (See the following page).



JIC Sign In Sheet			
Incident:			Page #
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	
JIC Position		Jurisdiction	
Name		Contact Info*	
Time In		Time Out	

*Contact Info: please list the best method of contact (email, phone, etc.)



f. JIC Staffing and Activity Log

The form on the following page is a log of JIC staffing and activities (Unit Log - ICS Form 214). Maintained by the Documentation position or staff person designated by the JIC Manager.

All staff members participating in the JIC receive a form upon check in. Individual staff members track their activities under “Major Activities”. At the end of the Operational Period, staff provides copies of the completed forms to their supervisors or the JIC Manager. The JIC Manager or designee (e.g., Documentation Specialist) collates the completed forms into one activity log.

Rather than use this form, the JIC Manager may opt to use the logs in WebEOC to track activity.



JIC STAFFING AND ACTIVITY LOG		1. INCIDENT NAME		2. DATE PREPARED	3. TIME PREPARED
4. JIC MANAGER (NAME AND POSITION)			5. OPERATIONAL PERIOD		
6. PERSONNEL ROSTER ASSIGNED					
NAME		JIC POSITION		HOME BASE	
7. ACTIVITY LOG (CONTINUE ON NEXT PAGE)					
TIME	MAJOR ACTIVITIES				

[illegible]



g. Situation Status Report for Emergency Public Information

The form on the following page has been adapted from ICS Form 109-CG: Situation Status. It is completed by local PIOs when reviewing the initial incident assessment for Emergency Public Information or by the JIC Manager or designee.



1. Incident Name		2. Operational Period (Date / Time) From: To: Time of Report		INCIDENT STATUS SUMMARY ICS 209-CG	
3. Type of Incident					
☐ Tornado	☐ Severe Winter Weather	☐ HazMat Release			
☐ Terrorist Attack	☐ Cybersecurity Event	☐ Pandemic Influenza			
☐ Anthrax	☐ Flooding	☐			
4. Situation Summary as of Time of Report:					
5. Safety Status/Personnel Casualty Summary					
	Since Last Report	Adjustments To Previous Op Period	Total	Verified By	Approved for release/Date
Responder Injury					
Responder Death					
Public Missing (Active Search)					
Public Missing (Presumed Lost)					
Public Uninjured					
Public Injured					
Public Dead					
Total Public Involved					
6. Property Damage Summary					
	Number	Amount		Verified By	Approved for release/Date
Public Facility		\$			
Private Facility – business		\$			
Private Housing		\$			
Other		\$			
7. Human Services					
	Since Last Report	Adjustments To Previous Op Period	Total	Verified By	Approved for release/Date
Number of open shelters					
Shelter occupants					
People fed					
People transported					
8. Future Outlook/Incident Response Goals/Needs/Issues:					
9. Personnel Resources					
Agency			Total # of People		
Local:					
State:					
FEMA					
FBI					
Total Personnel Resources Used From all Organizations:					
9. Prepared by:			Date/Time Prepared:		



h. Emergency Public Information Plan

The JIC Manager completes the form on the following page to summarize and plan for JIC activities (e.g., what is happening now and what will happen next for Emergency Public Information). This form should be used as an addendum to and be consistent with the Incident Action Plan. It may include attachments as necessary to fully describe operations and resulting products. This form should be submitted to the Planning Section Chief for inclusion with incident documentation.



Emergency Public Information Plan #			Date: Time:		
JIC Manager:			Operational Period:		
Incident Description:					
Objectives and Priorities:					
Limitations and Constraints:					
Key Decisions and Next Steps:					
Status of Regional JIC Activities					
MESSAGE COORDINATION					
Message Summary	Message Drafted	Message Coordinated	Products Developed	Message Disseminated	Additional Notes
	Agencies/ Jurisdictions approved?	Collaborating Agencies/ Jurisdictions? Subject Matter Experts? Other Partners?	Format? Accessibility?	By what means? When?	
RUMOR CONTROL					
Rumor Summary	Discussed with Stakeholders	Summary of Strategy	Products Developed	Message Disseminated	Additional Notes
	Agencies/ Jurisdictions/ others involved?		Format? Accessibility?	By what means? When?	
MUTUAL AID					
Resource Needed	Recommendation for Mutual Aid	Mutual Aid Approval	Supporting Jurisdiction	Type of Agreement	Resources Available/Arriving
	Who made the rec? To whom?	Who approved the rec? When?	Jurisdiction/ Agency?	Informal? MOU?	Type? Expected day/time?
Next update (time):					



i. Emergency Public Information Resources Log

The following form logs resources requested and/or provided to the impacted jurisdiction and/or JIC to support Emergency Public Information activities.



JIC Resources Log			
Incident:			Page #
Type		# Available	
Date/Time requested		How requested (e.g., via MOU, informally)	
Agency/ Jurisdiction (Owner)		# Committed to JIC	
# Deployed to JIC		Cost	
Details:			
Type		# Available	
Date/Time requested		How requested (e.g., via MOU, informally)	
Agency/ Jurisdiction (Owner)		# Committed to JIC	
# Deployed to JIC		Cost	
Details:			



j. JIC Inquiry Log

Use the form on the following page to track 1) media and other inquiries to the JIC and 2) JIC responses. Complete the fields as appropriate.



JIC Inquiry Log	
Person Calling:	
Date/Time of Call:	
Organization:	
Phone Number:	
Email:	
Address:	
Inquiry/Rumor:	
Deadline:	
Person taking Call:	
Notes:	
Reply made by:	
Date/Time:	
Reply:	
Reply approved by:	
Notes:	



k. Messaging/Document Approval

Internal approval/clearance is an important part of ensuring that the message released to the public is accurate and appropriate.

At a minimum, the individuals listed on the form on the following page should approve information before it is released to the public and media. It is understood that as an event requires this list might expand to include coordination with other agencies, organizations and elected officials.

The form should be attached to the approved document like a cover page.



Public Information Message/Document Approval		
Message/Document description:		
Contact	Phone/Email	Approval Date/Time
Command from impacted jurisdiction(s)		
PIO(s) from impacted jurisdiction(s)		
Subject Matter Experts		
Other Coordination (if needed)		
Local		
Regional		
State		
Federal		



I. Daily Briefing Summary

The form on the following page includes a checklist for the daily JIC briefing. The Documentation Specialist or designee records updates from each of the groups on the topics identified below. The areas completed below may or may not be completed depending on the Emergency Public Information needs of the incident.



JIC Daily Briefing Summary	
Incident:	Time:
Date:	Shift:
JIC Manager	
Deputy JIC Manager	
Information Gathering and Analysis	
Media Monitoring	
Production and Coordination	
News Releases	
Fact Sheets	
Audio/Video	
Functional Needs/ Translation	
Website Coordination	
Information Dissemination	
Briefings	
Public Meetings	
Inquiries	
Logistics	
Response Partners (Local)	
Response Partners (State)	
Response Partners (Other)	

m. Joint News Conference Checklist

Listed below is a checklist of preparation activities for news conferences that should be reviewed by the PIOs from the responding agencies/jurisdictions and the JIC Manager:

Facilities:

If Possible, conduct a walk-through before the joint news conference.

- ☐ Site satisfactory
- ☐ Space adequate
- ☐ Security available, if needed
- ☐ Accessible for people with access and functional needs
- ☐ Parking available
- ☐ Visuals identified
- ☐ Seating arrangements

Materials:

These should be prepared in advance.

- ☐ Sign-in sheets
- ☐ Name tags
- ☐ Tent cards for press conference participants if needed
- ☐ Posters
- ☐ Press kits (have them available at sign-in table)
- ☐ Pads and pencils
- ☐ Agenda

Staffing and Set-up:

Staff should be professionally dressed and wearing name tags.

- ☐ Speakers
- ☐ Staff on hand and in place
- ☐ Refreshments/water
- ☐ Photographer

Before the Conference:

- ☐ Find credible spokespersons
- ☐ Develop key messages
- ☐ Choose an appropriate date
- ☐ Choose a convenient time
- ☐ Identify a site
- ☐ Write a media advisory
- ☐ Develop a media list
- ☐ Have your materials prepared
- ☐ Have the site of the conference well prepared



Day of the Conference:

- ☐ Review key messages and news conference agenda prior to conference
- ☐ Meet members of the press
- ☐ Designate one of the PIOs from a responding agency/jurisdiction to introduce speakers
- ☐ Start promptly
- ☐ Have additional people available to answer questions if needed

Reference Attachment b. for a checklist of recommendations for a press room location and infrastructure.

n. Spokesperson Guidelines

Preparing for an interview

Spokespersons Should be People Who Can

- Remain Calm
- Understand key messages
- Express empathy and concern
- Communicate in common terms

Spokespersons should attempt to wear

- Solid colors
- Grays, blues, or black
- White only under a jacket
- Understated tie

During an interview

Interview Dos

- Be accessible – reporters have deadlines
- Be prepared!
- Know what you want to say - key messages!
- Listen carefully to the question
- Choose your words carefully
- Maintain eye contact
- Less is more – be clear, concise & quotable
- Avoid jargon
- Make technical details clear—simplify
- Bridging technique - answer the question YOU want them to have asked

Interview Don'ts

- Don't talk "off the record"
- Don't answer questions about other agencies
- Don't answer questions about active investigations
- Don't lie or make things up

Never say "no comment." Instead say

- I'll get back to you...
- I can't discuss that because my area of expertise is _____ and I'd be happy to discuss that...
- Let me recommend some who can talk to you about that...

Be Honest

- "I don't have the answer for you... I will find out and get back with you after this interview
- Get them the information ASAP
- "I don't know" is fine IF you are NOT on live television
- When you don't have an answer on live TV don't say, I don't know. Bridge!
 - Ex. "That's unclear right now Peter, but what I can tell you is..."



Common Mistakes

- Talking too much
- Speaking for another/entity or agency
- Single word answers
- Not realizing that you can have input on how the interview is conducted

o. Media Engagement Guidelines

Jurisdictions may reference the following guidelines when speaking to the media in the initial stages and throughout the incident:

1. Speak only about your area of responsibility. Do not speak for another jurisdiction, agency, program, etc.
2. If you are unsure of your jurisdiction's position on a topic, politely respond that you will work to obtain a response in a timely manner. If you say you will get back to a reporter always call them back.
3. Be respectful of reporter deadlines.
4. Assume that nothing is "off-the-record." Assume that anything you say will appear in print or on a broadcast.
5. Use plain English. Avoid or explain acronyms and technical terms and try to be patient if you have to explain an issue more than once.
6. Remember that when you are talking with reporters you are representing your agency/jurisdiction. The opinions offered must represent those of the agency, not your own or those of any other agency/jurisdiction.
7. Direct media to your agency's website and/or social media pages for updates.
8. Monitor newspapers, television and radio broadcasts and media websites to ensure that your messages are being accurately communicated to the public. Follow up with any media outlets as necessary to correct misinformation.
9. If you are supporting a jurisdiction through mutual aid, only the impacted jurisdiction's PIO or spokesperson should speak to the media about the incident, unless you receive a request from the impacted jurisdiction to speak on its behalf.



p. Position Checklists

The following pages contain position checklists that describe the roles of JIC staff members. The positions may be assigned by the JIC Manager as requested by the local impacted jurisdiction(s) in the event of JIC activation.

JIC Manager Checklist

Page 1 of 6

Reports to:	Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s)
Location:	Virtual or Physical JIC
Key Responsibility	• Support public information needs of the impacted jurisdictions' PIO(s), Incident Commander(s), EOC Director(s) or Unified Command(s), as requested • Obtain approval from Command or local PIO(s) for messages • Advise Command on public information issues, concerns, and recommended Emergency Public Information strategies • Act as a liaison between Command staff and JIC staff • Develop the regional Emergency Public Information Plan, if requested. • Establish and Equip a JIC • Share information gathered at Command Staff briefings and meetings with JIC staff • Share with Command or the designated position pertinent information collected from the public that may assist with incident response • Supervise all JIC operational and administrative activities • Assess and assign JIC staff to appropriate roles • Provide training or coaching to JIC staff as needed • Oversee arrangements for a JIC facility and/or virtual JIC support platforms
Supplies:	Office supplies and communications equipment; contact information, including after hours, for Command staff and local PIOs, and JIC staff; contact information for JIC facility manager and security, if necessary. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically: • Appendix a. Pre-identified JIC Locations • Appendix b. Locations and Equipment Checklists for the JIC, Public Inquiry Center, and Press Briefing Room • Appendix d. JIC and Public Inquiry Center Go-Kits • Appendix m. Joint News Conference Checklist

JIC Manager Checklist

Page 2 of 6

PROCEDURES	TIME/ DATE
1. Receive notification from Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) that a JIC has been activated.	
2. In consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) determine the following: a. Whether a physical or a virtual JIC should be established b. What hours and shifts the JIC should be open c. What positions within the JIC should be staffed d. What roles within those positions should be fulfilled by the JIC e. How many JIC staff members should be secured i. If a JIC will have more than 7 members an appropriate number of Deputy JIC Manager positions should be activated to ensure the span of control for any one individual stays between 5-7persons in compliance with National Incident Management System (NIMS) guidance. f. Where JIC staff members should come from (neighboring jurisdictions, the affected jurisdictions, private sector partners, state partners, federal partners, etc.) g. What types of agreements are in place for mutual aid. h. How to contact potential JIC staff members i. Reference the Regional Resource Annex	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. Assign JIC staff to these tasks as needed. a. Talk with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s). b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Consult with appropriate subject matter experts if necessary. e. Login to WebEOC and review appropriate boards for current information.	

JIC Manager Checklist

Page 3 of 6

4. In consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) develop an emergency public information plan (see Attachment h.). The plan should address the following: a. Primary messaging needs and priorities b. Target audiences c. Traditional and non-traditional message dissemination avenues available and priorities (Examples of traditional avenues include print, radio, and TV media, websites and social media sites. Examples of non-traditional avenues include air signs, hand delivered flyers, billboard messages, etc.) d. Press conference and/or media availability schedule e. Special messaging considerations for access and functional needs populations, religious communities, business or economic groups, etc.	
5. Note contact information for all appropriate personnel in the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and for all potential JIC staff members.	
6. Establish a schedule for maintaining regular contact with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
7. IF a Virtual JIC is being activated, determine what web-based coordination resources will be employed. a. A few web-based coordination options include the following: i. Email and distribution lists/groups ii. WebEOC iii. FreeConference.com/Conference call system iv. Dropbox v. GoogleDocs vi. Skype (Reference the ESF-15 Annex to the Regional Coordination Guide (RCG), Web-based Coordination Appendix for more information about these web-based coordination tools.) b. Identify login credentials for the Web-based Coordination tools the Virtual JIC will initially employ and test connections.	
8. IF a Physical JIC is being activated, in consultation with the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), determine the facility where the physical JIC will be housed. a. Reference the ESF-15 Annex to the RCG for information about pre-identified JIC facility options	

JIC Manager Checklist

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9. IF a Physical JIC is being activated, contact the Facility Manager or other appropriate contact to ensure availability of the facility and announce intention to use the facility as a JIC. a. Assist the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) in facilitating any Mutual Aid negotiations and or agreements in order to secure use of the facility b. Ensure the facility is equipped with the following resources: vii. Appropriate utilities (electricity, water, gas) viii. Internet Connectivity ix. Tables and Chairs x. Room availability for press briefings (See Attachment b. for recommended equipment and other facility needs.) b) Ensure access to the JIC facility will not be prevented by road closures, debris or other issues related to the incident.	
10. Contact JIC staff a. Note who has been contacted and their availability. Include the following: i. Earliest available start day/time ii. Amount of time available to commit per day iii. Number of consecutive days available iv. Any days/times when the JIC Staffer has conflicts b. Note what positions the JIC staffer is qualified to fill c. IF a Virtual JIC has been activated, notify staff what web-based coordination platforms will be used and any corresponding login credentials d. IF a Physical JIC has been activated, notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff know what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)	
11. IF a Physical JIC has been activated, go to the location and assist the Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)	
12. Establish a shift and rotation schedule using the following guidelines: a. Shift schedule should coincide with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) operational periods. (See Attachment c. for Team Roster form; develop one for each shift) b. JIC staff rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities. i. JIC Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command.	

JIC Manager Checklist

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13. Once JIC staff has arrived either at the physical JIC location or are present on the established web-coordination platforms of a virtual JIC, conduct an initial JIC briefing. The brief should include the following: a. A situation overview including as many facts as possible about: i. The incident ii. Incident response efforts iii. What the public should be doing iv. Any politically sensitive issues of which to be aware b. Shift and rotation schedule c. Chain of command and who to ask for help d. JIC assignments and responsibilities (This should be conducted in a group setting with one-on-one follow up if necessary to help all JIC members understand what everyone else is doing and identify areas for collaboration and coordination to avoid duplication of efforts.) e. Priorities as outlined in the Emergency Public Information Plan f. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. g. Contact information for JIC staff and appropriate outside resources (subject matter experts, etc.) h. Technical information for working in the JIC (Internet access codes, printer codes, overview of web-based coordination tools if operating in a virtual JIC, etc.)	
14. Follow up with Deputy JIC Managers or individual JIC staff to ensure everyone understands their roles and responsibilities and to answer any questions.	
15. Resolve and clarify any questions that may arise regarding the Emergency Public Information Plan in consultation with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
16. Regularly evaluate JIC activities to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
17. Answer questions, resolve issues and provide training and coaching to Deputy JIC Managers and JIC staff as needed.	
18. Consult with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to determine if there are any meetings or planning sessions it would be appropriate to attend. a. Always appoint a Deputy JIC Manager or other position to assume your responsibilities if you are away at a meeting or other event.	
19. Maintain constant communication with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to determine any changes in messaging needs and/or modifications to the Emergency Public Information Plan and modify plans and JIC direction as necessary.	

JIC Manager Checklist

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20. Regularly provide information to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) about JIC activities and other relevant information including: a. Recurring themes in public perception of the incident and response efforts b. Overarching public concerns c. Possible rumors or circulating misinformation d. Trending media inquiries e. Trending Social Media topics	
21. Regularly evaluate staff performance and asses any needs for breaks or shift changes.	
22. Establish a regular briefing schedule and conduct staff briefings on the following: a. Situation overview and breaking new information b. Accomplishments and areas for improvement c. Shift and rotation schedule information and projections on the longevity of the JIC activation, when appropriate d. JIC staff report outs on activities e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc.	
23. Contact Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) for approval before distributing messages.	
24. Investigate rumors and misinformation and collaborate with the PIO form the impacted jurisdiction(s) on to best respond. Response can be made with a news release, media briefing, live interview, personal contact with reporter, or in another appropriate manner.	
25. Advise Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) of recommendations for JIC hours reductions and demobilization.	
26. At the direction of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) demobilize the JIC. Demobilization activities include the following: a. Notify media and other stakeholders that the JIC is closing and provide direction on where to seek information about the incident. b. Ensure all sensitive documents have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived. c. Dismiss JIC staff and call of any staff planning on arriving for a subsequent shift. d. Assist the Facilities Manager in tearing down JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations. e. Notify Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) once the JIC is fully demobilized.	



Deputy JIC Manager Checklist

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Reports to:	JIC Manager
Location:	Virtual or Physical JIC
Key Responsibility	• Help maintain appropriate span of control by managing one or more of the JIC groups. • Oversee activities of assigned JIC group(s) • Assess and assign JIC staff to appropriate roles within assigned JIC group(s) • Provide training or coaching to JIC staff within their assigned group(s) as needed • Advise JIC Manager about recommended public information strategies • Coordinate internal JIC information flow among and between assigned JIC group(s) • Oversee effective shift changes. Orient incoming staff. Debrief JIC staff at end of shift and brief relief staff
Supplies:	Office supplies and communications equipment; contact information for JIC staff; facility contacts. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically: • Appendix d. JIC and Public Inquiry Center Go-Kits • Appendix m. Joint News Conference Checklist • Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room



Deputy JIC Manager Checklist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager that a JIC and Deputy JIC Manager position have been activated.	
2. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager. b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	



Deputy JIC Manager Checklist

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3. Discuss the following with the JIC Manager: a. Content of the Emergency Public Information Plan including the following: i. Primary messaging needs and priorities ii. Target audiences iii. Traditional and non-traditional message dissemination avenues available and priorities (Examples of traditional avenues include print, radio, and TV media, websites and social media sites. Examples of non-traditional avenues include air signs, hand delivered flyers, billboard messages, etc.) iv. Press conference and/or media availability schedule v. Special messaging considerations for access and functional needs populations, religious communities, business or economic groups, etc. b. Whether a physical or a virtual JIC has been established c. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC d. What hours and shifts the JIC will be open e. What positions within the JIC have been staffed f. What roles within those positions will be fulfilled by JIC staff g. How many JIC staff members have been or are being secured h. Where JIC staff members come from (neighboring jurisdictions, the affected jurisdictions, private sector partners, state partners, federal partners, etc.) i. Which JIC groups the Deputy JIC Manager will be overseeing. They may be one or multiple of the following but not exceeding 7 persons in compliance with National Incident Management System (NIMS) guidance. i. Information Gathering and Analysis ii. Information Coordination and Production iii. Information Dissemination iv. Administration and Logistics j. How to contact JIC staff members within assigned group(s) i. Reference the Regional Resource Annex	
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Deputy JIC Manager Checklist

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4. If requested, assist the JIC Manager in contacting JIC staff within assigned group(s) a. Note who has been contacted and their availability and provide a report to the JIC Manager. Include the following: i. Earliest available start day/time ii. Amount of time available to commit per day iii. Number of consecutive days available iv. Any days/times when the JIC Staffer has conflicts b. Note what positions the JIC staffer is qualified to fill c. IF a Virtual JIC has been activated, notify staff what web-based coordination platforms will be used and any corresponding login credentials. d. IF a Physical JIC has been activated, notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff know what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)	
5. IF a Physical JIC has been activated, go to the location and assist the JIC Manager and Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)	
6. IF a Virtual JIC has been activated, login to identify web-based communication platforms and test connections. Assist JIC staff within assigned group(s) in doing the same. Notify the JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
7. If requested, assist JIC manager in establishing a shift and rotation schedule using the following guidelines: a. Shift schedule should coincide with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) operational periods. b. JIC staff rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities. i. JIC Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command.	
8. Ensure all JIC staff sign in and out of the JIC appropriately.	
9. Attend the JIC Manager's initial JIC briefing. Take note of any assignments, instructions or other information that specifically affects the Deputy JIC Manager's assigned group(s). Also note areas for collaboration and coordination across groups to avoid duplication of efforts.	

Deputy JIC Manager Checklist

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10. If there is more than one Deputy JIC Manager, Deputy JIC Managers should meet briefly with the JIC Manager at the conclusion of the initial brief to clarify understanding of the Emergency Public Information Plan, and JIC priorities and deadlines as needed.	
11. Follow up with individual JIC staff within assigned groups to ensure everyone understands their roles and responsibilities and to answer any questions.	
12. Regularly evaluate JIC activities within assigned group(s) to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) as communicated by the JIC Manager.	
13. Review the JIC Manager Checklist and be prepared to assume all duties of the JIC Manager if he or she is called to attend a meeting, press briefing or other event.	
14. Maintain constant communication with the JIC Manager to evaluate any changes in messaging needs and/or modifications to the Emergency Public Information Plan based on activities and observations within assigned group(s).	
15. Regularly provide information to the JIC Manager about staff activities in assigned group(s) and other relevant information including: a. Recurring themes in public perception of the incident and response efforts b. Overarching public concerns c. Possible rumors or circulating misinformation d. Trending media inquiries e. Trending Social Media topics	
16. Regularly evaluate staff performance within assigned group(s) and apprise JIC Manager of any needs for breaks or shift changes	
17. Regularly coordinate with other Deputy JIC Managers, if appropriate, to collaborate and coordinate group activities.	
18. Answer questions, resolve issues and provide training and coaching to JIC staff within assigned group(s) as needed.	
19. Be prepared to participate in regular JIC briefs and report on group activities. Be prepared to discuss the following: a. Situation overview and breaking new information relevant to assigned group(s) b. Accomplishments and areas for improvement within assigned group(s) c. JIC staff activities within assigned group(s) d. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s)	
20. Apprise the JIC Manager of any messages needing the approval of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) for being disseminated.	



Deputy JIC Manager Checklist

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21. Oversee a shift change briefing period for JIC staff within assigned group(s). Ensure incoming and outgoing staff discussing the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
22. Advise the JIC Manager of recommendations for JIC hours reductions and demobilization within assigned group(s).	
23. At the direction of the JIC Manager, assist in JIC demobilization. Demobilization activities include the following: a. Ensure all sensitive documents generated in assigned group(s) have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived. b. Assist JIC Manager in dismissing JIC staff and call of any staff planning on arriving for a subsequent shift. c. Assist the JIC Manager and Facilities Manager in tearing down JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.	



Situation Status Monitoring and Analysis Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Gathering and Analysis Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Gather information from WebEOC , EOC and other operations staff, the Internet, jurisdictional PIOs and other sources to support messaging coordination, and if requested, situational awareness for the impacted jurisdictions' PIOs. • Monitor and maintain WebEOC PIO Boards on behalf of the JIC • Maintain regular contact with PIOs in affected jurisdictions and other deployed field staff • Share information with JIC Manager, JIC writing staff and media relations specialists as appropriate • Review local, regional and national websites and other sources for messaging material
Supplies:	Computer, contact information for EOC and any field staff. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Situation Status Monitoring and Analysis Specialist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Situation Status Monitoring and Analysis Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Situation Status Monitoring and Analysis Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	



Situation Status Monitoring and Analysis Specialist

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8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Situation Status Monitoring and Analysis Specialist position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Login to WebEOC. For information about accessing WebEOC reference the ESF-15 Annex to the Regional Coordination Guide—Web-based coordination section. Notify the JIC Manager or Deputy JIC manager if you encounter any problems.	
13. Monitor the Key Events board and other informational boards for current information about the incident. Take note of any posts that may warrant action by the JIC. Items of interest may include: a. New developments in the incident b. Updated damage reports c. Updated reports on the number of utility outages d. Updated reports on the number of casualties e. New information about incident response activities (either people or resources being deployed) f. Resource requests g. Emergency declarations h. Any other information that may direct messaging priorities or modify Emergency Public Information Plan	
14. Notify the JIC Manager, Deputy JIC Manager, writing staff, media relations staff and any other applicable JIC staff of any information that may warrant action by the JIC.	
15. Regularly coordinate with the Deputy JIC Manager or writing and media relations staff to identify any needs for information and research.	
16. Assist all JIC staff by providing research support in response to media inquiries, public inquiries and to promote the development of messaging materials.	
17. As directed by the JIC Manager or Deputy JIC Manager, update the WebEOC Press Release board with all Press Releases after they have been approved for release by of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	

Situation Status Monitoring and Analysis Specialist

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18. As directed by the JIC Manager or Deputy JIC Manager, update the WebEOC PIO Messaging board with draft press release and other materials to facilitate message development and collaboration/coordination efforts.	
19. Research approved local, regional, state and federal disaster preparedness and emergency incident sites like Ready.gov to support message development. For more information about available online messaging resources, see the ESF-15 Annex to the Regional Coordination Guide.	
20. Apprise the JIC Manager or Deputy JIC Manager of research including any identified: a. Recurring themes in public perception of the incident and response efforts b. Overarching public concerns c. Possible rumors or circulating misinformation d. Trending media inquiries e. Trending Social Media topics	
21. At the direction of the JIC Manager or Deputy JIC Manager identify operational level contacts that may be able to assist in providing situational awareness to the JIC and establish a regular schedule for contacting them. Appropriate informational contacts may include: a. EOC Staff b. Deployed resources c. Local emergency managers or other staff in the affected jurisdictions	
22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
23. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	

Social Media Monitoring and Analysis Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Gathering and Analysis Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Gather information from social media sites, including Facebook, Twitter, Google+, and other networking sites to support situational awareness and messaging coordination. If requested, this position may support regional messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites. • Monitors regional and jurisdictional social media sites for questions and other posts from the public • Monitors what people are saying on social media about the incident and regional response efforts • Identifies misinformation, rumors and negative tones in social media and reports analysis to the JIC Manager (or Deputy JIC Manager, if assigned) • Works with Media Monitoring and Analysis Specialist to compare trending themes and sentiments in comments from the public on news sites • Identifies any requests for help or resources posted on social media
Supplies:	Computer with Internet access. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.

Social Media Monitoring and Analysis Specialist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Social Media Monitoring and Analysis Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist e. Whether a physical or a virtual JIC has be established f. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC g. What hours and shifts the JIC will be open h. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	

Social Media Monitoring and Analysis Specialist

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8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Social Media Monitoring and Analysis Specialist position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Work with the Website Coordinator to identify all official websites and social media sites of jurisdictions in the affected area. Be sure to include all relevant local, state and federal agencies and private sector partners on the list. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.	
14. Monitor all identified official websites and social media sites of jurisdictions in the affected area. a. Establish a schedule and routine for systematically reviewing all identified sites throughout each shift. Sites should be reviewed at least twice per shift.	
15. Take note of the following information on official websites and prepare a summary report for the JIC Manager or Deputy JIC Manager, and the Website Coordinator: a. New website content b. Inconsistencies with information posted on any one jurisdiction's website c. Inconsistencies among information posted on various jurisdictional websites d. Gaps or missing information that should be posted on jurisdictional websites	

Social Media Monitoring and Analysis Specialist

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16. Take note of the following information on official social media sites and prepare a summary report for the JIC Manager or Deputy JIC Manager: a. New social media posts b. Inconsistencies with information posted on any one jurisdiction's website c. Inconsistencies among information posted on various jurisdictional websites d. Gaps or missing information that should be posted on jurisdictional websites e. Questions from other social media users posted on official social media pages and answers as provided from the official social media account administrator f. Unanswered questions posted by other social media users on official social media pages g. Answered and unanswered requests for help or resources posted by other social media users on official social media pages	
17. Monitor social media sites including Facebook, Twitter, Google+, and other networking sites and prepare a summary report for the JIC Manager or Deputy JIC Manager noting the following: a. New information about evolving incidents reported by social media users b. Trending topics c. Trending rumors or circulating misinformation d. Public opinion about response efforts e. Requests for help or resources f. Criticism of first responders or others involved with response efforts g. Circulation of correct messages (I.E. social media users talking about taking the right actions as described by previously disseminated Emergency Public Information)	
18. In coordination with the Media Monitoring and Analysis Specialist, evaluate reader comments on stories posted on print and broadcast media sites and note any of the following: a. New information about evolving incidents reported by social media users b. Trending rumors or circulating misinformation c. Public opinion about response efforts d. Requests for help or resources e. Criticism of first responders or others involved with response efforts	
19. Arrange a schedule to discuss all summary reports and analysis with the JIC Manager or Deputy JIC Manager. These discussions should take place a minimum of 4-5 times per shift and include the following: a. Recommended answers to unanswered questions posted on social media b. Recommended messaging to be developed in order to address misinformation or rumors c. Recommended modifications to the Emergency Public Information Plan d. Recommended content for official website and social media pages	



Social Media Monitoring and Analysis Specialist

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20. If you identify critical information on Social Media, bring it to the attention of the JIC Manager or Deputy JIC Manager immediately. Examples of critical information include: a. Requests for help or resources posted on social media b. Misinformation or rumors c. New information about evolving incidents	
21. If explicitly and specifically requested by Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), this position may support messaging coordination by assisting impacted jurisdictions with the dissemination of Emergency Public Information via social media sites. The JIC Manager or Deputy JIC Manager will advise the Social Media Monitoring and Analysis Specialist if he or she is to engage in these activities. a. Only if advised to assist with message dissemination, reference the ESF-15 Annex to the Regional Coordination Guide for social media messaging guidelines and sample messages.	
22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
23. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	

Media Monitoring and Analysis Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Gathering and Analysis Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Determine primary newspaper, radio, television and Internet outlets to monitor • Monitor and record appropriate news broadcasts • Maintain a media monitoring log that lists the source, briefly summarizes the content, and indicates what (if any) corrective action was taken • Provide a report of updated information at any time upon request • Gather perceptions from media about the progress of the response effort • Identify potential issues, problems and rumors and report the information immediately to the JIC Manager or Deputy JIC Manager • Identify potential detrimental rumors and rapidly determine effective ways to remedy • Monitor the perceptions of the affected communities concerning the progress of the response
Supplies:	Computer with Internet access, access to radio and TV broadcasts. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Media Monitoring and Analysis Specialist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Media Monitoring and Analysis Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Media Monitoring and Analysis Specialist a. Whether a physical or a virtual JIC has been established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Media Monitoring and Analysis Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Media Monitoring and Analysis Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	



Media Monitoring and Analysis Specialist

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8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Media Monitoring and Analysis Specialist position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. In coordination with the Media Relations Specialist, identify local, state, national and international media newspaper, radio, television and Internet outlets to monitor. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.	
14. Monitor all identified outlets. Establish a schedule and routine for systematically reviewing all identified sites throughout each shift. Sites should be reviewed at least 3-4 times per shift	
15. Take note of the following information reported by media outlets and prepare a summary report for the JIC Manager or Deputy JIC Manager: a. New information about evolving incidents b. Trending topics c. Reported rumors or misinformation d. Public opinion about response efforts as reported in the media e. Requests for help or resources as reported by media outlets f. Criticism of first responders or others involved with response efforts g. Circulation of correct messages (I.E. news stories that get it right.)	
16. In coordination with the Social Media Monitoring and Analysis Specialist, evaluate reader comments on stories posted on print and broadcast media sites and note any of the following: a. New information about evolving incidents reported by social media users b. Trending rumors or circulating misinformation c. Public opinion about response efforts d. Requests for help or resources e. Criticism of first responders or others involved with response efforts	



Media Monitoring and Analysis Specialist

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17. Arrange a schedule to discuss all summary reports and analysis with the JIC Manager or Deputy JIC Manager. These discussions should take place a minimum of 4-5 times per shift and include the following: a. Recommended follow up with reporters to correct rumors or misinformation b. Recommended messaging to be developed in order to address misinformation or rumors c. Recommended modifications to the Emergency Public Information Plan	
18. If you identify critical information in a media report, bring it to the attention of the JIC Manager or Deputy JIC Manager immediately. Examples of critical information include: a. Requests for help or resources reported by the media b. Misinformation or rumors c. New information about evolving incidents	
19. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
20. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	

Writer

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Reports to:	JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Produce press releases and other materials with accurate information about the status of the incident and the response efforts of all participating state, federal and local public safety partners, as well as producing clear, well written press releases and other materials that effectively convey emergency and life sustaining public safety information. • Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc. • Coordinate with JIC Manager (or Deputy JIC Manager if assigned) about messaging needs of jurisdictional partners • Ensure material is produced on time in accordance with schedule/deadlines communicated by JIC Manager • Ensure accuracy of information and coordination of messages with all appropriate state, federal and local partners • Ensure all finished products are shared with the JIC and other appropriate regional, state and federal partners
Supplies:	Computer, printer. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.

Writer

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Writer position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Writer: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Writer what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Writer of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	

Writer

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Writer position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Oversee the development of written communication and outreach products including news releases, talking points, briefings, fact sheets, public service announcements, etc., as directed by the Emergency Public Information Plan or the JIC Manager or Deputy JIC Manager.	
14. Coordinate with the Situation Status Monitoring and Analysis Specialist to gather information for written products.	
15. Coordinate with the Press Conference Coordinator to assist in the development of any talking points or fact sheets needed for media events.	
16. Coordinate with the spokesperson to assist in the development of any speeches or talking points, if appropriate.	
17. Work with the JIC Manager or Deputy JIC Manager to identify a list of message collaboration partners. These may include any of the following: a. Subject matter experts b. Private Sector Partners c. Local, state or federal partners d. Special interest groups e. Nongovernmental organizations f. Other stakeholders	
18. Facilitate the coordination and collaboration of all messages with all appropriate local, state, federal, private sector and other stakeholders.	
19. Ensure all materials are produced on time in accordance with schedules and deadlines set by the Emergency Public Information Plan or otherwise communicated by the JIC Manager or Deputy JIC Manager.	
20. Coordinate with the Situation Status Monitoring and Analysis Specialist to ensure all draft press releases and other materials are posted on the PIO Messaging Board in WebEOC to facilitate coordination and collaboration if appropriate.	
21. Review all messaging products for accuracy and grammatical correctness to ensure quality.	

Writer

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22. Provide draft materials to the JIC Manager or Deputy JIC Manager for review and approval by the Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
23. Coordinate with the Situation Status Monitoring and Analysis Specialist to ensure all finished and approved products are posted on the WebEOC Press Release Board.	
24. Coordinate with the Translator to ensure all finalized and approved messaging products are translated into appropriate non-English languages.	
25. Work with the Information Dissemination Group to share all finished and approved messaging products with JIC Staff, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), elected officials and other stakeholders as identified by the JIC Manager.	
26. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
27. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Creative Services Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)
Location:	Virtual or Physical JIC
Key Responsibility	• These specialists include photographers, videographers, or graphic designers who acquire and distribute photos and/or video, and develop maps, e-assets, and other products at the request of the impacted jurisdictions. • Identify products that support the JIC Emergency Public Information objectives • Shoot and edit photographs of newspaper/magazine quality • Shoot and edit video of broadcast quality • Catalog and manage all photos and videos • Coordinate set-up and audiovisual needs for news briefings and media interviews
Supplies:	Video, photography and audio recording equipment as needed. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Creative Services Specialist

Page 2 of 3

PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Creative Services Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist: a. Whether a physical or a virtual JIC has been established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Creative Services Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	

Creative Services Specialist

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Creative Services Specialist position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Collaborate with the Website Coordinator to assist in the development of formatting of any media materials for jurisdictional websites.	
14. Coordinate with the Press Conference coordinator to assist in any multi-media media requirements for media events.	
15. As directed by the JIC Manager or Deputy JIC Manager deploy to affected areas to capture high quality photographs and video. Attention should be given to capturing images and video depicting response and recovery activities as well as documenting the damage.	
16. Supply all captured photographs and video to the JIC as needed for use in supporting messaging products.	
17. Coordinate with JIC Information Coordination and Production Group to edit video and photo packages consistent with Emergency Public Information Plan directions and messaging needs.	
18. Maintain a well-organized catalogue and index of all multi-media files.	
19. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
20. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	

Website Coordinator

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Reports to:	JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Maintain a list of all agency and jurisdiction websites with incident-specific information and links • Monitor impacted jurisdictions' websites and identifies opportunities for communicating Emergency Public Information • If requested by the impacted jurisdiction(s), maintain and update incident website and suggest content for appropriate agencies/jurisdictions to post on their websites • Ensure approval of all items prior to posting on the incident website • Coordinate with web support personnel for all represented agencies/jurisdictions to ensure the website meets individual agency requirements • Format press releases, fact sheets, PSAs and other content materials developed by the JIC and publish on appropriate website(s) • Update incident related public safety information as frequently as information changes
Supplies:	Computer with internet access and appropriate software for formatting pictures, etc. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Website Coordinator

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Website Coordinator position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Website Coordinator: a. Whether a physical or a virtual JIC has been established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Website Coordinator what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Website Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	



Website Coordinator

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Website Coordinator position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Work with the Social Media Monitoring and Analysis Specialist to identify all official websites and social media sites of jurisdictions in the affected area. Be sure to include all relevant local, state and federal agencies and private sector partners on the list. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.	
14. Review summary report from the Social Media Monitoring and Analysis Specialist and discuss any possible actions with the JIC Manager or Deputy JIC Manager based on identified: a. New website content b. Inconsistencies with information posted on any one jurisdiction's website c. Inconsistencies among information posted on various jurisdictional websites d. Gaps or missing information that should be posted on jurisdictional websites	
15. Coordinate with the Creative Services Specialist to retain multi-media materials for websites.	
16. If requested by Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) and at the direction of the JIC Manager or Deputy JIC Manager, assume responsibility for maintaining and updating a regional incident website. a. Develop and post relevant content b. Support website content with appropriate multi-media resources c. Update incident website as new information becomes available d. Suggest content for appropriate agencies/jurisdictions to post or link to on their websites e. Ensure approval of all items prior to posting on the incident website	
17. Format press releases, fact sheets, PSAs and other content materials developed by the JIC and for website publication and assist in distribution to jurisdictional webmasters.	



Website Coordinator

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18. Assist jurisdictional webmasters in maintaining and updating incident-related information on their websites as requested by the JIC Manager or Deputy JIC Manager.	
19. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
20. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the Physical JIC or signing out from the Virtual JIC.	



Translator

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Reports to:	JIC Manager or Deputy JIC Manager (Information Coordination and Production Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Attends press conferences to provide translation for reporters • Attends town hall meetings to provide translation services for members of the public • Translates all written press releases, fact sheets, website content and other materials for public dissemination • Translates and records all public service announcements • Supports the news desk and call centers in communicating with non-English speakers
Supplies:	Computer, dictionaries and other translation resources. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.

Translator

Page 2 of 4

PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Translator position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Website Coordinator: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Translator what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Translator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	

Translator

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Translator position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Coordinate with the Writer to receive all finalized and approved messaging products and translate into appropriate non-English languages.	
14. Coordinate with the Press Conference Coordinator to identify translation needs at upcoming press conferences and other media events.	
15. Coordinate with the Community Relations Specialist to identify translation needs at any upcoming town hall meetings or other public interfacing opportunities	
16. At the direction of the JIC Manager or Deputy JIC Manager, coordinate with the Website Coordinator to identify and translate any appropriate website content.	
17. At the direction of the JIC Manager or Deputy JIC Manager, coordinate with the Social Media Monitoring and Analysis Specialist to translate any official social media posts for dissemination of jurisdictional social media sites.	
18. Attend press conferences, town hall meetings, executive tours and other events to provide translations services as needed and as directed by the JIC Manager or Deputy JIC Manager.	
19. Work with the Creative Services Specialist to translate appropriate PSAs and other audio and video products as directed by the JIC Manager or Deputy JIC Manager.	
20. Support the Media Relations Specialist and the News Desk in communicating with non-English speaking reporters.	
21. Support the Public Inquiry Call Center in communicating with non-English speaking callers.	
22. Support the JIC Manager in the development of the Emergency Public Information Plan by providing insights on regional language demographics and important language-specific factors to consider when developing a messaging strategy for non-English speakers.	



Translator

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23. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
24. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the Physical JIC or signing out from the Virtual JIC.	



Media Relations Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Dissemination Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Staff the phones with people able to answer calls, possibly in more than one language, from local, to respond to regional and national media inquiries • Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and results • Provide an email address to media for written inquiries • Monitor email inbox for media inquiries and respond in a timely manner • Document the time and details of the response; track inquiries to ensure response and closure within timely manner, ideally, less than one hour • Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers and email and postal addresses • Disseminate approved written material to the media • Identify and attempt to correct misinformation or rumors
Supplies:	Phone line, office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Media Relations Specialist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Media Relations Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publicly disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Media Relations Specialist: a. Whether a physical or a virtual JIC has been established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. Establish and monitor a phone line and email address for media inquiries. Avoid using the Emergency Operations Center main line.	
6. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Media Relations Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
7. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Media Relations Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
8. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	

Media Relations Specialist

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9. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
10. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
11. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Media Relations Specialist position.	
12. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
13. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
14. In coordination with the Media Monitoring and Analysis Specialist, identify local, state, national and international media newspaper, radio, television and Internet outlets to monitor. Provide this list to the JIC Manager or Deputy JIC Manager for their situational awareness and to ensure all stakeholders have been identified.	
15. Maintain a comprehensive and current media list containing points of contact and include the following information for each media outlet: a. Phone number(s) b. Pager number(s) c. Cell number(s) d. Fax number(s) e. E-mail address(es) f. Postal address(es)	
16. Review summary report produced by the Media Monitoring and Analysis Specialist and work with the JIC Manager or Deputy JIC Manager to identify strategies for rapidly correcting misinformation or rumors by following up with individual media members.	
17. Produce detailed accounts of all media calls and emails including the following information: a. Name and organization b. Phone number c. Nature of inquiry d. Result i. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour). e. Any follow up actions required	



Media Relations Specialist

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18. Answer media inquiries based on confirmed information that has been approved by the JIC Manager for public release. Never guess or speculate. If you do not know the answer to a reporter's inquiry, take the reporter's contact information and let them know you will call them back when you have more information. a. If you tell a reporter you will call them back, always follow through.	
19. Coordinate with the Situation Status Monitoring and Analysis Specialist and JIC Manager to find answers to media inquiries.	
20. Coordinate with the Translator to assist non-English speaking media.	
21. Recommend story and feature ideas to the JIC Manager or Deputy JIC manager to pitch to target media. a. Ensure all story ideas are in line with the Emergency Public Information Plan.	
22. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
23. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Regional Community Relations Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Information Dissemination Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Establish contact with and support any private sector partners as directed by the JIC Manager • Evaluate information needs of elected officials and work with JIC Manager and writers to supply necessary materials • Support elected officials, community leaders and others in planning and conducting town hall meetings and other public interfacing opportunities • Support the JIC as a liaison with businesses, libraries, faith based organizations, community centers and other entities in the affected area or surrounding areas to coordinate assistance in message dissemination or other activities.
Supplies:	Phone, computer, contacts for local institutions in affected communities. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Regional Community Relations Specialist

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Regional Community Relations Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Regional Community Relations Specialist: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Community Relations Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Community Relations Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	

Regional Community Relations Specialist

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8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Regional Community Relations Specialist position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Work with the JIC Manager or Deputy JIC Manager and the Situation Status Monitoring and Analysis Specialist and to identify affected communities. a. Maintain a list of impacted communities tracking the following information: i. Overall population ii. Population impacted including the number of damaged homes iii. Critical infrastructure damaged iv. Impact to business and economic communities v. Impact to religious institutions/communities vi. Impact to community centers, libraries and other cultural institutions	
14. Coordinate with Translator to identify impacted non-English speaking communities.	
15. Coordinate with the Information Gathering and Analysis Group to determine how well members of affected communities are receiving and comprehending JIC messages. a. Review summary reports from the Situation Status Monitoring and Analysis Specialist, the Social Media monitoring and Analysis Specialist, and the Media Monitoring and Analysis Specialist to identify the following: i. Trending topics ii. Trending rumors or circulating misinformation iii. Public opinion about response efforts iv. Requests for help or resources v. Criticism of first responders or others involved with response efforts vi. Make appropriate recommendations to the JIC Manager or Deputy JIC Manager to remedy misinformation and rumors or better reach community members with relevant Emergency Public Information.	



Regional Community Relations Specialist

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16. In coordination with the Situation Status Monitoring and Analysis Specialist, and at the direction of the JIC Manager or Deputy JIC Manager develop a contact list of influential community members or leaders who may be helpful in providing situational awareness and disseminating Emergency Public Information to community members. Potential members for this list include the following: a. Local elected officials b. Prominent businesses c. Libraries, churches and other community institutions d. School districts	
17. Work with appropriate community members to disseminate approved Emergency Public Information materials to affected communities. a. Coordinate with the Translator to ensure the availability of non-English materials as appropriate.	
18. At the direction of the JIC Manager or Deputy JIC Manager assist in the coordination and planning efforts for Town Hall Meetings and other public interfacing opportunities. Activities may include: a. Arranging for a local site or venue for the event b. Coordinating arrangements with official presenters c. Coordinating with JIC writers to develop fact sheets, story boards and other information for public consumption d. Working with local community leaders to distribute information bulletins about community events	
19. At the direction of the JIC Manager or Deputy JIC Manager, attend all Town Hall Meetings and other public interfacing opportunities to assist presenters in disseminating Emergency Public Information.	
20. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
21. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Press Conference Coordinator

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Reports to:	JIC Manager or Deputy JIC Manager (Information Dissemination Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Coordinate logistics for press conferences, media availabilities, town hall meetings and other events as appropriate.
Supplies:	Contact information for facilities manager, media contact information. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically: • Appendix d. JIC and Public Inquiry Center Go-Kits • Appendix m. Joint News Conference Checklist • Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room



Press Conference Coordinator

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Press Conference Coordinator position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Press Conference Coordinator: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Press Conference Coordinator what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Press Conference Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	

Press Conference Coordinator

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8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	
9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Press Conference Coordinator position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Work with the JIC Manager or Deputy JIC manager to identify press conference needs, location requirements and schedule.	
14. Communicate all information about press conference logistics to the Spokesperson Support position.	
15. Work with JIC Manager or Deputy JIC Manager and the Facilities Manager to select and secure space and any appropriate equipment (podium, background flags, maps, etc.) for any press events	
16. Coordinate with JIC staff to produce and disseminate media advisories to apprise local media of impending press conference. Assist in make follow up calls as necessary. Media advisories should include the following information: a. Location of media event b. Time of media event c. Presenters d. Availability of key response persons for follow up questions and interviews e. Topics to be addressed	
17. Coordinate with JIC writers to facilitate the production of any fact sheets, or other information to be handed out at press events. Examples of relevant press conference materials include: a. Speaker lists with names and organizations represented at the press conference b. Highlights of key topics c. Maps and other visual aids d. Statistical or number intensive information (damage reports, numbers of deployed resources, etc.)	
18. Coordinate with the Creative Services Specialist to arrange for any multi-media visuals or other resources.	

Press Conference Coordinator

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19. Work with JIC Manager or Deputy JIC Manager to identify and invite appropriate agencies and jurisdictions to participate in any press events.	
20. Assist Writers and JIC Manager in coordinating messages of spokespersons participating in the event to ensure overall message cohesiveness.	
21. Coordinate with the Translator to arrange for appropriate translation services during the press conference or media availability.	
22. Communicate all information about press conference logistics to the Spokesperson Support position.	
23. Support JIC Manager and local PIO(s) as requested in briefing spokespersons	
24. Work with JIC Manager or Deputy JIC Manager to facilitate logistics for any one-on-one media interviews with spokespersons following any formal press events. a. May consider establishing a separate room adjacent to the press briefing room for follow up interviews and/or exclusive media opportunities.	
25. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
26. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Spokesperson Support

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Reports to:	JIC Manager or Deputy JIC Manager (Information Dissemination Group)
Location:	Virtual or Physical JIC
Key Responsibility	If requested by the local PIO(s) in affected jurisdictions, the Spokesperson may: • Conduct interviews with print and broadcast media outlets and represent the affected jurisdictions at press conferences and media availabilities. • Respond to media inquiries • Provide official statements to the media regarding the incident, incident response, and public safety actions • Represent those jurisdictions at press conferences and media availabilities • Accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions
Supplies:	Basic office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Spokesperson Support

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Spokesperson Support position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Spokesperson Support: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Spokesperson Support what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Spokesperson Support of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	

Spokesperson Support

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Spokesperson Support position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Work with the JIC Manager or Deputy JIC Manager to develop key messages and talking points for spokespersons in line with the Emergency Public Information Plan.	
14. Assist JIC Managers in briefing spokespersons on talking points and key messages that are in line with the Emergency Public Information Plan	
15. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, provide official statements to the media regarding the incident, incident response, and public safety actions.	
16. Support the Media Relations Specialist in answering media inquiries and giving phone, in-person and on-camera interviews.	
17. Produce detailed accounts of all media interactions including the following information: a. Name and organization b. Phone number c. Nature of inquiry d. Result e. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour). f. Any follow up actions required	
18. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, represent local jurisdictions at press conferences and media availabilities.	
19. At the request of PIOs in affected jurisdictions, and at the direction of the JIC Manager, accompany media at on-site interviews and tours to provide information about the incident, incident response and public safety actions.	
20. Coordinate with the Press Conference Coordinator to arrange all press conferences and media availabilities.	
21. Coordinate with Translators to ensure messages are available to non-English speakers.	



Spokesperson Support

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22. Work with the Press Conference Coordinator and JIC Writers to identify any needed print materials to accompany the press conference.	
23. Coordinate with the Creative Services Specialist to arrange for any multi-media visuals or other resources to accompany speakers.	
24. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
25. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	

JIC Facilities Manager

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Reports to:	JIC Manager or Deputy JIC Manager (Administration and Logistics Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Facilitate any physical facility needs at the JIC location • Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate • Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested • Support IT staff to resolve any needs and problems as appropriate • Support multi-media efforts as needed
Supplies:	Building keys, phone numbers for IT support, phone numbers for building security if relevant. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room.

JIC Facilities Manager

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PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the JIC Facilities Manager position has been activated.	
2. The JIC Manager or Deputy JIC Manager will advise the JIC Facilities Manager: a. That a Physical JIC has been activated b. The desired location of the physical JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
3. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
4. The JIC Manager or Deputy JIC Manager will advise the JIC Facilities Manager: a. That a Physical JIC has been activated b. The desired location of the physical JIC c. being utilized for the virtual JIC d. What hours and shifts the JIC will be open e. What positions within the JIC have been staffed	
5. Evaluate the availability of the facility requested and communicate availability of the facility and resources to the JIC Manager or Deputy JIC Manager. a. Work with Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) in facilitating any Mutual Aid negotiations and or agreements in order to secure use of the facility b. Ensure the facility is equipped with the following resources and notify the JIC Manager or Deputy JIC Manager of any caps in the availability of: i. Appropriate utilities (electricity, water, gas) ii. Internet Connectivity iii. Tables and Chairs iv. Room availability for press briefings v. Advise the JIC Manager or Deputy JIC Manager if access to the JIC facility may be prevented by road closures, debris or other issues related to the incident.	
6. Work with the JIC Manager or Deputy JIC Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate	
7. Monitor JIC operations and identify any resource gaps and support the JIC Manager or Deputy JIC Manager in completing requests to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
8. Coordinate with the JIC Manager or Deputy JIC Manager and the Press Conference Coordinator to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested.	
9. Support IT staff to resolve any needs and problems as appropriate.	



JIC Facilities Manager

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10. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
11. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	
12. At the direction of the JIC Manager or Deputy JIC Manager, oversee the demobilization of the JIC. a. Ensure all JIC infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations.	



Regional Resource Coordinator

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Reports to:	JIC Manager Deputy JIC Manager (Administration and Logistics Group)
Location:	Virtual or Physical JIC
Key Responsibility	• Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate • Communicate availability of food, water, and rest facilities to JIC staff. Bring food and water to the JIC from distribution area if needed • At the direction of the JIC Manager, act as a liaison between building management and IT staff to communicate any needs and problems • Act as a courier when needed to deliver documents, obtain signatures, etc. as needed • Provide administrative support as needed by making copies, compiling documents, downloading pictures from field cameras, tracking costs, etc. • Assist the JIC manager in submitting resource requests to Incident Command staff and/or local PIOs in affected jurisdictions
Supplies:	Contact information for facilities manager, phone, basic office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.

Regional Resource Coordinator

Page 2 of 4

PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Regional Resource Coordinator position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Regional Resource Coordinator of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	



Regional Resource Coordinator

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Regional Resource Coordinator position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. Support the JIC Manager or Deputy JIC Manager in coordinating shift and rotation schedules. May include contacting potential JIC staff.	
14. Support the Facilities Manager in monitoring JIC operations, identifying any resource gaps and supporting the JIC Manager or Deputy JIC Manager in completing requests to Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
15. Coordinate with the JIC Manager or Deputy JIC Manager and the JIC Facilities Manager to secure a media briefing room and accompanying resources (podium, microphone, background flags, maps, etc.), if requested.	
16. Work with the JIC Manager or Deputy JIC Manager and the Facilities Manager to ensure the JIC is established and fully functioning with adequate office supplies, computers, internet and phone capabilities, etc., as appropriate.	
17. Identify the availability of food, water, and rest facilities and communication locations and availability to JIC staff. Bring food and water to the JIC from distribution area if needed.	
18. At the direction of the JIC Manager, act as a liaison between building management and IT staff to communicate any needs and problems.	
19. Act as a courier when needed to deliver documents, obtain signatures, etc. as needed.	
20. Provide administrative support as needed by making copies, compiling documents, downloading pictures from field cameras, tracking costs, etc.	



Regional Resource Coordinator

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21. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. JIC processes and procedures d. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) e. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) f. Projects under development and their status	
22. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Documentation Specialist

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Reports to:	JIC Manager or Deputy JIC Manager (Administration and Logistics Group)
Location:	Virtual or Physical JIC
Key Responsibility	• The Participate in incident planning meetings, as required • Set up work area; begin organization of incident files • Establish duplication service; respond to requests • File all official forms and reports • Review records for accuracy and completeness; inform appropriate units of errors or omissions • Provide incident documentation as requested • Store files for post-incident use
Supplies:	Basic office supplies for filing. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Documentation Specialist

Page 2 of 4

PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and the Documentation Specialist position have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The JIC Manager or Deputy JIC Manager will advise the Documentation Specialist: a. Whether a physical or a virtual JIC has be established b. Either the location of the physical JIC or the web-based coordination tools being utilized for the virtual JIC c. What hours and shifts the JIC will be open d. What positions within the JIC have been staffed	
5. IF a Virtual JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Documentation Specialist what web-based coordination platforms will be used and any corresponding login credentials.	
6. IF a Physical JIC has been activated, the JIC Manager or Deputy JIC Manager will advise the Documentation Specialist of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. a. The JIC Manager or Deputy JIC Manager will also apprise you of what office supplies and other work related resources will be available at the JIC and which you should bring with you (laptop, camera, etc.) Advise the JIC Manager or Deputy JIC Manager if you have any concerns about available resources.	
7. IF a Physical JIC has been activated, go to the location and assist in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.), if necessary.	
8. IF a Physical JIC has been activated, sign in on the appropriate sign in sheet and report to the JIC Manager or Deputy JIC Manager to receive assignments.	

Documentation Specialist

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9. IF a Virtual JIC has been activated, login to identified web-based communication platforms and make sure the JIC Manager or Deputy JIC Manager knows you are available and ready to work. Notify the JIC Manager or Deputy JIC Manager of any technical difficulties or access challenges that may require the assistance of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s) to overcome.	
10. Attend the JIC Manager's initial JIC briefing and all subsequent briefings. Take note of any assignments, instructions or other information that specifically affects the Regional Resource Coordinator position.	
11. After all JIC briefs, follow up with the JIC Manager or Deputy JIC Manager to clarify directions, priorities, expectations or other information as needed.	
12. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	
13. At the direction of the JIC Manager or Deputy JIC Manager, participate in incident-related meetings and planning sessions.	
14. Establish a work area and file system for organizing electronic and paper incident files containing critical records. Critical records include, but are not limited to: a. Emergency-operating records b. Emergency plans and directive(s), or other authorizing issuances, including information needed to operate the emergency operations center and its equipment, and records recovery plans and procedures c. Orders of succession d. Delegations of authority e. Emergency staffing assignments, including lists of PIO personnel, along with their addresses and telephone numbers (and comparable data for alternates), assigned to the Joint Information Center or other emergency duties or authorized access to sensitive or confidential information, or controlled information sources f. Joint Information Center access credentials g. Equipment inventories for all agency facilities h. File plans describing the records series and electronic information systems maintained at official filing stations for all agency facilities i. Critical records inventories j. Copies of agency program records needed to carry out continuing critical functions k. System documentation for any electronic information systems designated as emergency l. Operating records including press releases, fact sheets, talking points, social media posts and any other publically distributed messages	
15. File all critical records appropriately.	

Documentation Specialist

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16. Consult with the JIC Manager or Deputy JIC Manager regarding any questions about whether certain records should be considered critical.	
17. The Documentation Specialist is responsible for assessing every piece of paper; including notes, electronic documents and papers to be discarded; to ensure that it does not include critical information.	
18. Establish a duplication service using available printers, flash drives and other means of document duplication in order to respond to records requests from the JIC Manager, Deputy JIC Manager, JIC support staff, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), elected officials, private sector partners or other stakeholders.	
19. Solicit records of activities and supporting documents from JIC Staff and review records for accuracy and completeness; inform appropriate units of errors or omissions.	
20. Work with the JIC Manager or Deputy JIC Manager to arrange for file storage for all incident-related documents for post-incident use. Reference the ESF-15 Annex to the Regional Coordination Guide for additional information on regional records retention guidelines.	
21. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: m. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware n. Position roles and responsibilities o. JIC processes and procedures p. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) q. Upcoming deadlines including press conferences, executive visits, town hall meetings, etc. as they affect JIC activities within assigned group(s) r. Projects under development and their status	
22. Sign out on the appropriate forms and check out with the JIC Manager or Deputy JIC Manager before leaving the physical JIC or signing out from the Virtual JIC.	



Call Center/Public Inquiry Center Manager

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Reports to:	JIC Manager
Location:	Public Inquiry Center/Call Center/Phone Bank
Key Responsibility	• Participate in incident planning meetings, as required • Determine current status of unit activities • Order additional unit staff, as appropriate • Determine resource needs • Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff • Communicate with JIC Manager regarding any misinformation, rumors, trending questions and other relevant observations made by call center staff • Assign specific duties to staff; supervise Call Center Staff • Supervise demobilization of unit, including storage of supplies
Supplies:	Phone bank and office supplies. Additional recommendations for facility and staff equipment are available in the ESF-15 Annex to the RCG. See specifically: • Appendix d. JIC and Public Inquiry Center Go-Kits • Appendices a and b. Locations and Equipment Checklists or the JIC, Public Inquiry Center and Press Briefing Room

Call Center/Public Inquiry Center Manager

Page 2 of 4

PROCEDURES	TIME/ DATE
1. Receive notification from the JIC Manager or Deputy JIC Manager that a JIC and Call Center have been activated.	
2. Advise the JIC Manager or Deputy JIC Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the JIC Manager or Deputy JIC Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. In consultation with the JIC Manager determine the following: a. What hours the Call Center should be Open b. How many individuals should be used to staff the call center	
5. In consultation with the JIC Manager, Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s), determine the facility where the Call Center will be housed. a. If not delegated to the regional 2-1-1 center, it is likely that the Call Center will be co-located with the JIC. b. Reference the ESF-15 Annex to the RCG for information about pre-identified JIC facility options	
6. Contact call center staff a. Note who has been contacted and their availability. Include the following: i. Earliest available start day/time ii. Amount of time available to commit per day iii. Number of consecutive days available iv. Any days/times when the Call Center Staffer has conflicts b. Notify staff of the location and any specific directions for travel, parking, etc., as well as if food or other support resources will be available. Make sure JIC staff knows what office supplies and other work related resources will be available and which they should bring with them (laptop, camera, etc.)	

Call Center/Public Inquiry Center Manager

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7. Report to the call center location and assist the JIC Manager and Facilities Manager in standing up any required infrastructure (tables, chairs, laptops, printers, Internet, etc.)	
8. Establish a shift and rotation schedule for Call Center staff and share this schedule with the JIC Manager. Shift schedules should adhere to the following guidelines: a. Call Center rotation schedules should overlap by a minimum of one hour to ensure incoming staff are adequately briefed and comfortable fulfilling responsibilities. b. Call Center Manager rotation schedules should overlap by a minimum of two hours to include a seamless transfer of command.	
9. Attend the JIC Manager's initial brief and all subsequent JIC briefs in order to maintain a high-level of situational awareness.	
10. Once Call Center staff has arrived conduct an initial Call Center briefing. The brief should include the following: a. A situation overview including as many facts as possible about: i. The incident ii. Incident response efforts iii. What the public should be doing iv. Any politically sensitive issues of which to be aware b. Shift and rotation schedule c. Chain of command and who to ask for help d. Assignments and responsibilities e. Messaging priorities as outlined in the Emergency Public Information Plan f. Contact information for Call Center staff and appropriate outside resources (subject matter experts, etc.) g. Technical information for working in the Call Center (phone operations, Internet access codes, printer codes, overview of web-based coordination tools if operating in a virtual JIC, etc.)	
11. Follow up with Call Center staff individually as needed to ensure everyone understands their roles and responsibilities and to answer any questions.	
12. Resolve and clarify any questions that may arise regarding the Call Center staff activities.	
13. Regularly evaluate Call Center activities to ensure compliance with the Emergency Public Information Plan and alignment with the priorities of Unified Command(s), Incident Commander(s), local PIO(s), or EOC Director(s) of the impacted jurisdiction(s).	
14. Answer questions, resolve issues and provide training and coaching to Call Center Staff as needed.	
15. Consult with the JIC Manager to determine if there are any meetings or planning sessions it would be appropriate to attend.	

Call Center/Public Inquiry Center Manager

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16. Maintain constant communication with the JIC Manager to determine any changes in messaging needs and/or modifications to the Emergency Public Information Plan and modify plans and JIC direction as necessary.	
17. Regularly provide information to the JIC Manager about Call Center activities and other relevant information including: a. Recurring themes in public perception of the incident and response efforts b. Overarching public concerns c. Possible rumors or circulating misinformation d. Trending public inquiries	
18. Regularly evaluate staff performance and assess any needs for breaks or shift changes.	
19. Establish a regular briefing schedule and conduct regular staff briefings on the following: a. Situation overview and breaking new information b. Accomplishments and areas for improvement c. Shift and rotation schedule information and projections on the longevity of the Call Center activation, when appropriate	
20. Work with the JIC Manager to develop appropriate scripts and/or talking points for call center staff and ensure JIC provides Call Center staff with the most up to date information approved for public dissemination.	
21. Ensure appropriate documentation of Call Center activities and public inquiries is provided to the JIC documentation unit.	
22. Sign out on the appropriate forms and check out with the JIC Manager before leaving the Call Center.	
23. Advise the JIC Manager of recommendations for Call Center hours reductions and demobilization.	
24. At the direction the JIC Manager, demobilize the Call Center. Demobilization activities include the following: a. Notify appropriate stakeholders and the public that the Call Center is closing and provide direction on where to seek information about the incident. b. Ensure all sensitive documents have been shredded or filed appropriately with the Documentation Specialist and that all final products have been appropriately archived. c. Dismiss Call Center staff and call of any staff planning on arriving for a subsequent shift. d. Assist the Facilities Manager in tearing down Call Center infrastructure (tables, chairs, laptops, printers, etc.) and ensure all items are returned to their proper storage locations. e. Notify the JIC Manager once the Call Center has been completely demobilized.	



Call Center/Public Inquiry Center Staff

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Reports to:	Call Center Manager
Location:	Public Inquiry Center/Call Center/Phone Bank
Key Responsibility	• Answer phones and provide approved information related to public inquiries about the incident, incident response and public safety actions to take • Make notes of any calls with unresolved questions and conduct appropriate follow up to ensure all public inquiries are answered within a reasonable time period • Evaluate subject matter of public inquiries to identify trending questions, rumors, misinformation and attitude about response efforts and communicate these observations to the Call Center Manager.
Supplies:	Phone bank and office supplies. Additional recommendations for staff equipment are available in the ESF-15 Annex to the RCG. See specifically Appendix d. JIC and Public Inquiry Center Go-Kits.



Call Center/Public Inquiry Center Staff

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PROCEDURES	TIME/ DATE
1. Receive notification from the Call Center Manager that the Call Center has been activated.	
2. Advise Call Center Manager of shift availabilities and any scheduling conflicts. Note the days and times of your scheduled shifts.	
3. Determine as many facts as possible about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware. a. Talk with the Call Center Manager b. Conduct a cursory review of what the media and the public are saying about the incident by reviewing the following: i. Local, regional and national news stories in both print and broadcast media ii. Social Media Sites (Facebook, Twitter, YouTube, blogs, etc.) iii. Official websites and any press releases or other messages that have been publically disseminated c. Note any recurring themes, overarching public concerns, negative or positive tones, possible rumors or circulating misinformation. d. Login to WebEOC and review appropriate boards for current information.	
4. The Call Center Manager will advise Call Center Staff: a. The location of the Call Center b. What hours the Call Center will be open c. How many individuals will be staffing the Call Center d. Whether a physical or a virtual JIC has be established e. Any specific directions for travel, parking, etc., as well as if food or other support resources will be available. f. What office supplies and other work related resources will be available at the Call Center and which you should bring with you (laptop, cell phone, etc.)	
5. Upon arrival at the Call Center, sign in on the appropriate sign in sheet and report to the Call Center Manager to receive assignments.	
6. Attend the Call Center Manager's initial Call Center briefing and all subsequent briefings. Take note of any assignments, instructions or other important information.	
7. After Call Center briefs, follow up with the Call Center Manager to clarify directions, priorities, expectations or other information as needed.	
8. Regularly review all messages developed by the JIC to maintain a high-level of situational awareness.	



Call Center/Public Inquiry Center Staff

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9. Produce detailed accounts of all calls including the following information: s. Name and organization t. Phone number u. Nature of inquiry v. Result iv. Documentation should include the time and details of the response to ensure response and closure within a timely manner (ideally, less than one hour). w. Any follow up actions required	
10. Answer public inquiries based on confirmed information that has been approved by the JIC Manager for public release. Never guess or speculate. If you do not know the answer to an individual's inquiry, take their contact information and let them know you will call them back when you have more information. x. If you tell someone you will call them back, always follow through.	
11. Coordinate with the Call Center Manager and the JIC Situation Status Monitoring and Analysis Specialist to find answers to media inquiries.	
12. Regularly note the following and provide a summary report to the Call Center Manager: a. Recurring themes in public perception of the incident and response efforts b. Overarching public concerns c. Possible rumors or circulating misinformation d. Trending public inquiries	
13. Coordinate with the Call Center Manager and the JIC Translator to assist non-English speaking callers.	
14. At the end of your shift coordinate with the JIC Manager or Deputy JIC manager to brief incoming shift staff. Be prepared to discuss the following: a. Facts about (1) the incident, (2) incident response efforts, (3) what the public should be doing, and (4) any politically sensitive issues of which to be aware b. Position roles and responsibilities c. Best practices discovered and lessons learned during the shift (what strategies have been working and what ones haven't) d. Public inquiries requiring additional follow up	
15. Sign out on the appropriate forms and check out with the Call Center Manager before leaving the Call Center.	



- End Appendix D. Joint Information Center Plan -

TERMS AND ACRONYMS

EPI: Emergency Public Information is a critical component of emergency management. An effective EPI operation enables emergency management leadership and stakeholders, such as elected officials, to promptly address public safety issues, evoke confidence that operations are being well executed, and unify the community to support efforts to achieve common goals.

E-RAPIO: A subcommittee of RAPIO that focuses on emergency public information capabilities in the Kansas City Metro Area. ERAPIO has eight voting members from various responder disciplines including law enforcement, emergency management, public health, community leaders, city communicators, and others.

ESF-15: Emergency Support Function 15 integrates and coordinates the functional areas of public affairs, community relations, State, tribal, local, and territorial affairs, the private sector, and congressional affairs.

FEMA: Federal Emergency Management Agency FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

IC: Incident Command is the person or jurisdiction responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall incident action plan.

ICS: Incident Command System is the national standardized, on-scene, all-hazards incident management approach.

JIC: Joint Information Center is a central location (physical or virtual) that facilitates operation of the JIS. It is a location where personnel with public information responsibilities perform critical emergency information functions and crisis communications, and coordinate resource sharing.

JIS: Joint Information System integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Kansas City Metro Area: The 9 county region that includes Leavenworth, Johnson, Wyandotte and Miami counties in Kansas, and Platte, Clay, Ray, Jackson and Cass counties in Missouri.

MARC: Mid-America Regional Council is the metropolitan planning organization and association of local governments in the bistate Kansas City metropolitan area.

MEMC: Metropolitan Emergency Managers Committee serves as a forum for local emergency managers to work together on activities related to all-hazards emergency management. MEMC and RAPIO members collaborate on public outreach related to emergency preparedness messages.

NIMS: National Incident Management System identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. NIMS provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation.

NPG: National Preparedness Goal is the national definition of what it means for the whole community to be prepared for all types of disasters and emergencies.

NRF: National Response Framework provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. It is one of the five documents in a suite of National Planning Frameworks. Each Framework covers one preparedness mission area: Prevention, Protection, Mitigation, Response or Recovery.

PIO: Public Information Officer is responsible for communicating with the public, media, and/or coordinating with other agencies, as necessary, with incident related information requirements. The PIO is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

Presidential Policy Directive-8: This directive is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.

RAPIO: Regional Association of Public Information was formed in 2000 to provide local public information officers an opportunity to share information, work cooperatively on regional issues, and network with their peers.

RCG: Regional Coordination Guide is designed to complement the regional components in local plans.

RHSCC: Regional Homeland Security Coordinating Council provides leadership to enhance capabilities for preventing, protecting, responding to and recovering from a broad range of threats and hazards. The RHSCC includes elected and appointed leaders from local governments, emergency services and community agencies in the nine-county MARC area.

THIRA: Threat and Hazard Identification and Risk Assessment is an all-hazards capability-based assessment tool that allows the Kansas City Metro Area to understand its threats and hazards and how their impacts may vary according to time of occurrence, seasons, locations, and community factors. This knowledge allows a jurisdiction to establish informed and defensible capability targets and commit appropriate resources drawn from the whole community to closing the gap between a target and a current capability or for sustaining existing capabilities.

UC: Unified Command Although a single Incident Commander normally handles the command function, an Incident Command System (ICS) organization may be expanded into a Unified Command (UC). The UC is a structure that brings together the "Incident Commanders" of all major organizations involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities.



Whole Community: includes private sector, nongovernmental organizations (NGOs), general public including individuals with disabilities and access and functional needs, disability services and organizations, and all levels of government. Participation of the Whole Community requires equal access to national preparedness activities and programs without discrimination. [Regional communicators] will strive to provide accurate, coordinated, and timely information through the use of accessible, culturally and linguistically appropriate formats.



Appendix H: Kansas City Area Regional Coordination Guide
ESF 15 Annex - Public Information



BI-STATE KANSAS CITY REGION



**KANSAS CITY AREA REGIONAL
COORDINATION GUIDE**
*ESF-15 ANNEX –
EMERGENCY PUBLIC
INFORMATION*

*Date: July 10, 2013
Version 2*

**REGIONAL COORDINATION GUIDE:
ESF-15 ANNEX**

Rapid Tag Set-up and User Guide



STANDARD OPERATING PROCEDURE

TITLE Rapid Tag Set-up and User Guide
DOCUMENT NUMBER: #3-###
ISSUE DATE: Initial
REVISION DATE: January ##, 2022

REV: A

I. PURPOSE:

The purpose of this SOP is to establish the operational directives for the Rapid Tag Set-up and User Guide. This procedure addresses the activation, the transportation, and the physical setup of the Rapid Tag system.

II. KEY WORDS:

Emergency Management, Salamander's Rapid Tag Deployment

III. RELATED DOCUMENTS:

#3-225.1 Salamander's Rapid Tag,

IV. SOG:

The Salamander Rapid Tag assets are an Emergency Management, County asset, deployable for various incidents where community activities would require the use an accountability system. RAPID TAG was created to address this issue by making activity specific tags for people, equipment, and groups. Knowing who is present and where they should be is extremely important during crisis situations.

During crisis events, being able to identify people and assets quickly but in a meaningful way helps facilitate proper deployment and effective response. It will be determined by the Incident Commander at the scene whether it would be appropriate to use a system like Rapid Tag to help manage both personnel and assets during and after an incident. To acquire the Rapid Tag system and personnel to deploy it requires a request as outlined below.

A. Rapid Tag Requests

Requests can be made to the Emergency Management Department Duty Officer or through the Unified Government Communications Center or this can be done internally or through Mutual Aide requests to the Emergency Management Department. Below are examples of the typical requestors of the Rapid Tag system.

1. Internal County Requests:
 - a. Law Enforcement
 - b. Fire/Rescue and Emergency Medical Services
 - c. Incident Command Operations
 - d. Public Works
 - e. Public Health
2. Mutual Aid Requests:
 - a. Requests from other jurisdictions and agencies outside the UG require further authorization from the Emergency Management Director.
 - b. Emergency Management will receive a request from the UG Communications Center for the Rapid Tag deployment.
 - c. Request from other Agency's will be in accordance with their respective SOP and guidance.
 - d. Dispatch will send the location and Point-of-Contact (with phone number & Radio Talk-group the Incident Operations is communicating on) for the requesting organization and forward information to the EM Duty Officer.
3. The EM Duty Officer will:
 - a. Respond to request for deployment of the Rapid Tag system.
 - b. Make contact with the requesting Field Commander on scene per the provided information from Dispatch (or other sources).
 - c. Report request to EM Director or the EM Operations Manager for implementation.

B. Rapid Tag Storage

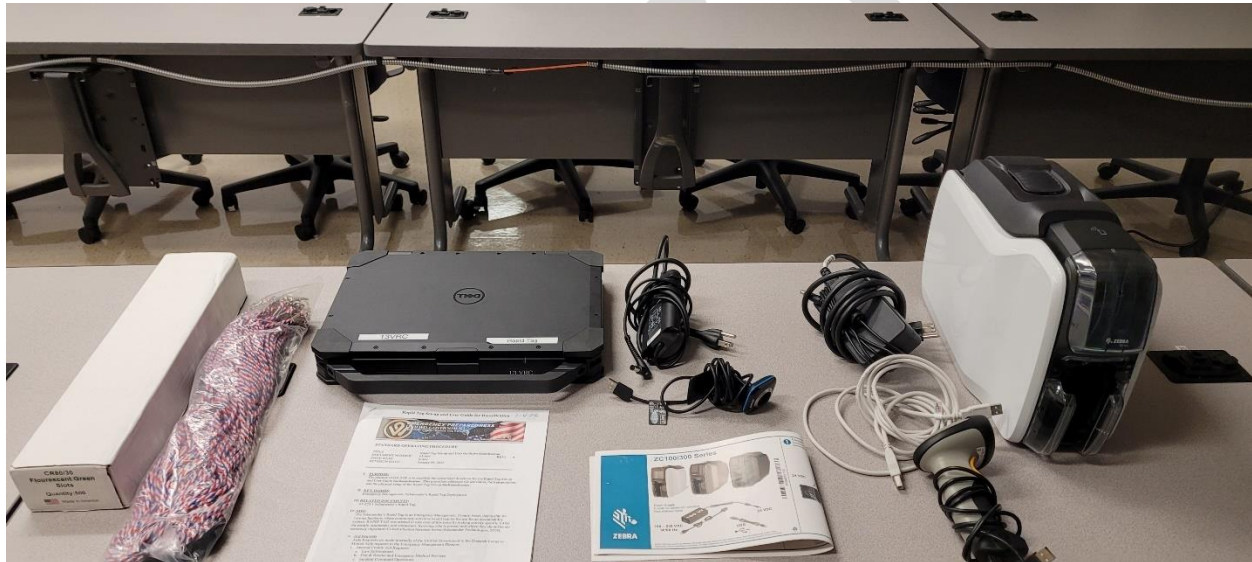
The Rapid Tag Kit is stored in the Emergency Management Office of the "Gun Room". The kit is located in a Black Pelican case, labeled Rapid Tag Go Kit.



C. Rapid Tag Set-up

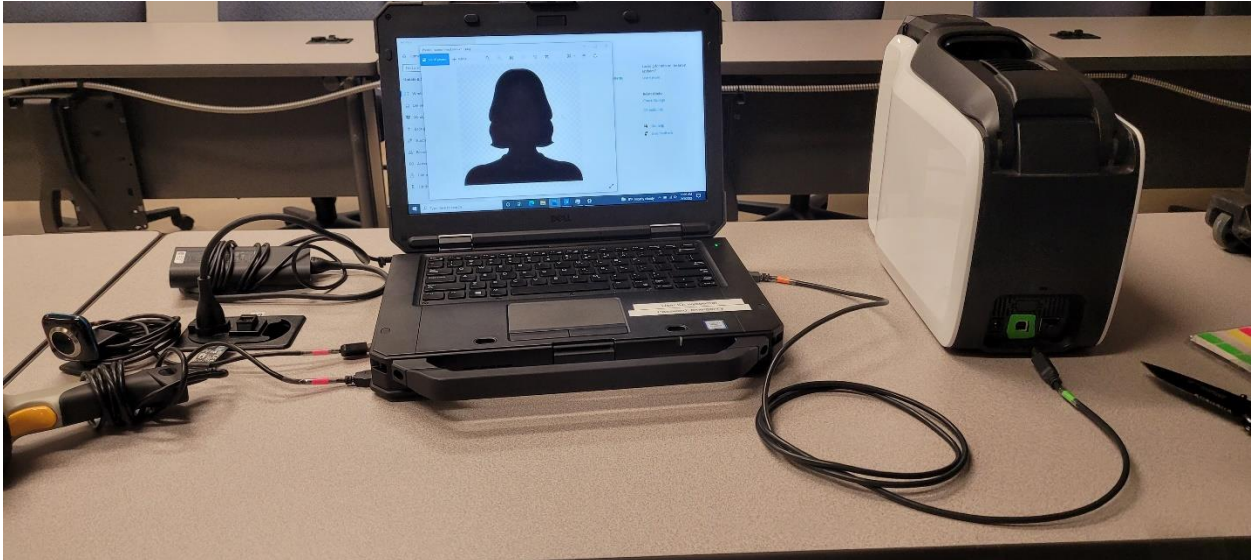
The Rapid Tag Set-up is housed in a Pelican Case with all of the required contents:

- This procedure
 - Inventory of equipment.
- Laptop with Salamander's Rapid Tag software.
 - Power Supply
- ID Card Printer
 - Power Supply
 - USB cable for Printer connection
- USB Camera
- USB Barcode Handheld Scanner
- ID card stock
- Lanyard(s)



1. Remove the equipment: laptop, handheld scanner, printer cable, and both printer and laptop power supplies from the Pelican Case.
2. Plug power the cords for the Printer and the Laptop into the device.

3. Pink USB cords are color coded to the respective ports of the laptop. The USB camera and USB Scanner plug in the left-hand side of the laptop.

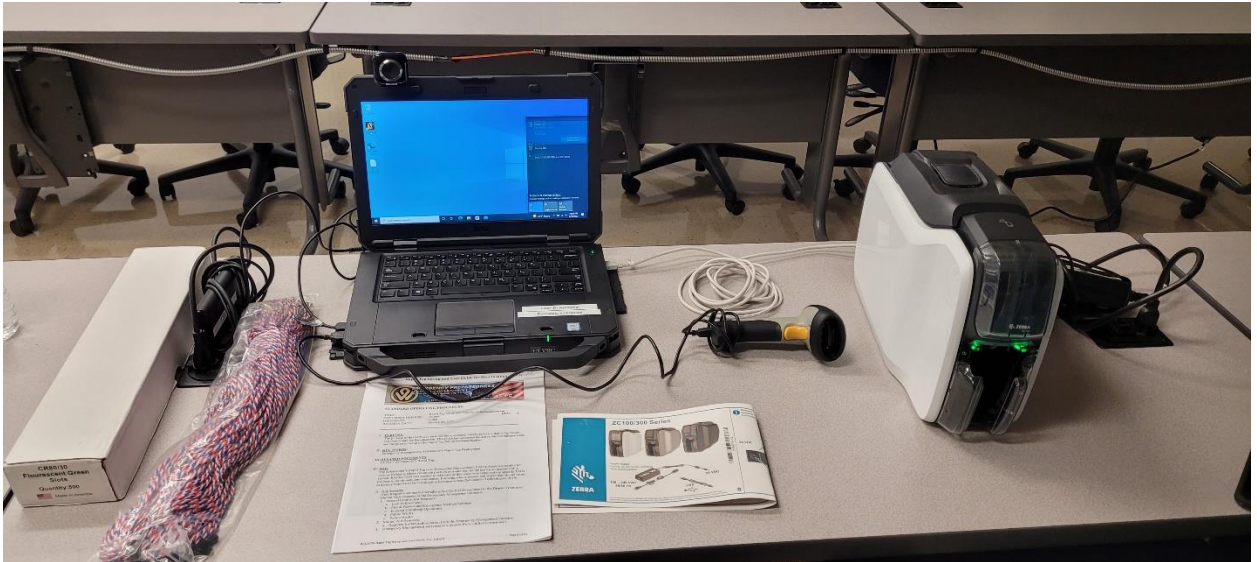


4. Orange USB cords are color coded to the respective ports of the laptop. The USB cable for the Printer to the Laptop.
5. The other end is Green of the USB to plug in the Printer. Plug the printer cable and into the rear of the ID Card Printer.



6.





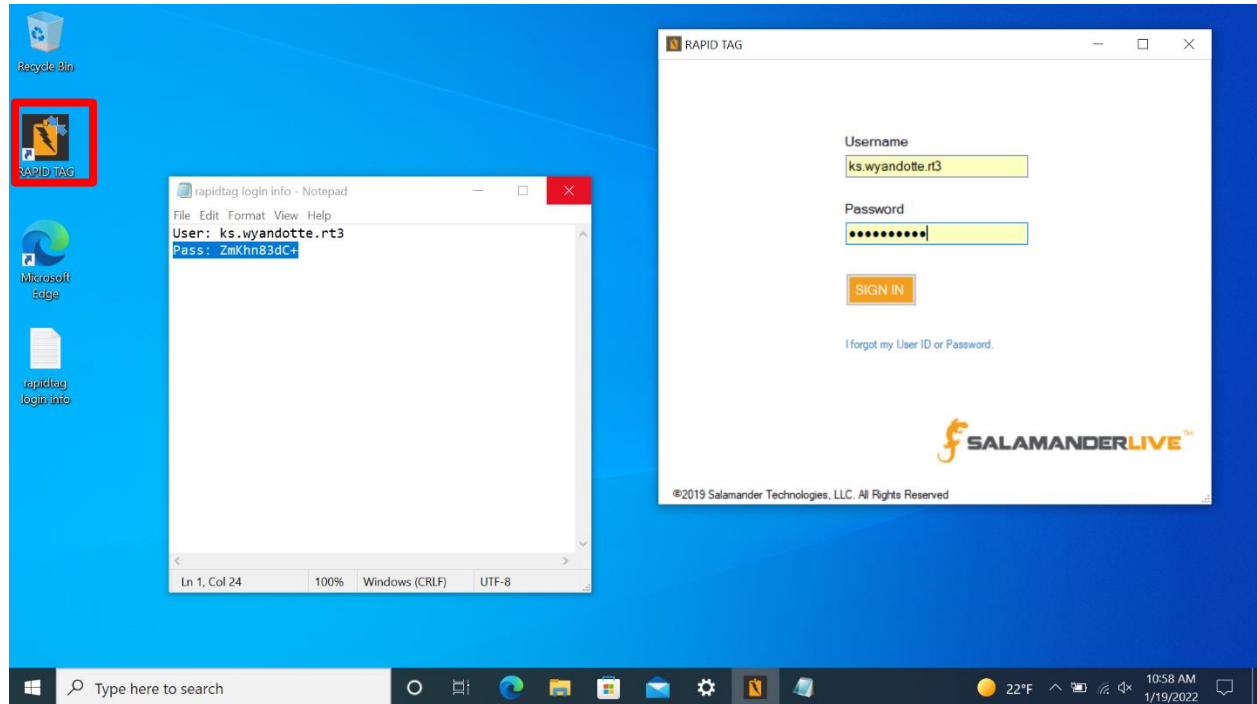
7. Turn on the laptop.
8. Log into the laptop by clicking on the Rapid Tag User
9. Make sure that you are connected to a wireless internet network.
 - a. Examples include: Mobile Command Vehicle Wi-Fi, the Communications' Trailer WIFI, Mobile Hotspot Wi-Fi, or others as determined for use.
10. Turn on the printer at the rear. The front should have four green lights lite up.
11. Load the printer with cards. Put the end with the hole in it nearest towards you.
12. No more than 10-15 cards at a time. Fluff cards out to remove static electricity.



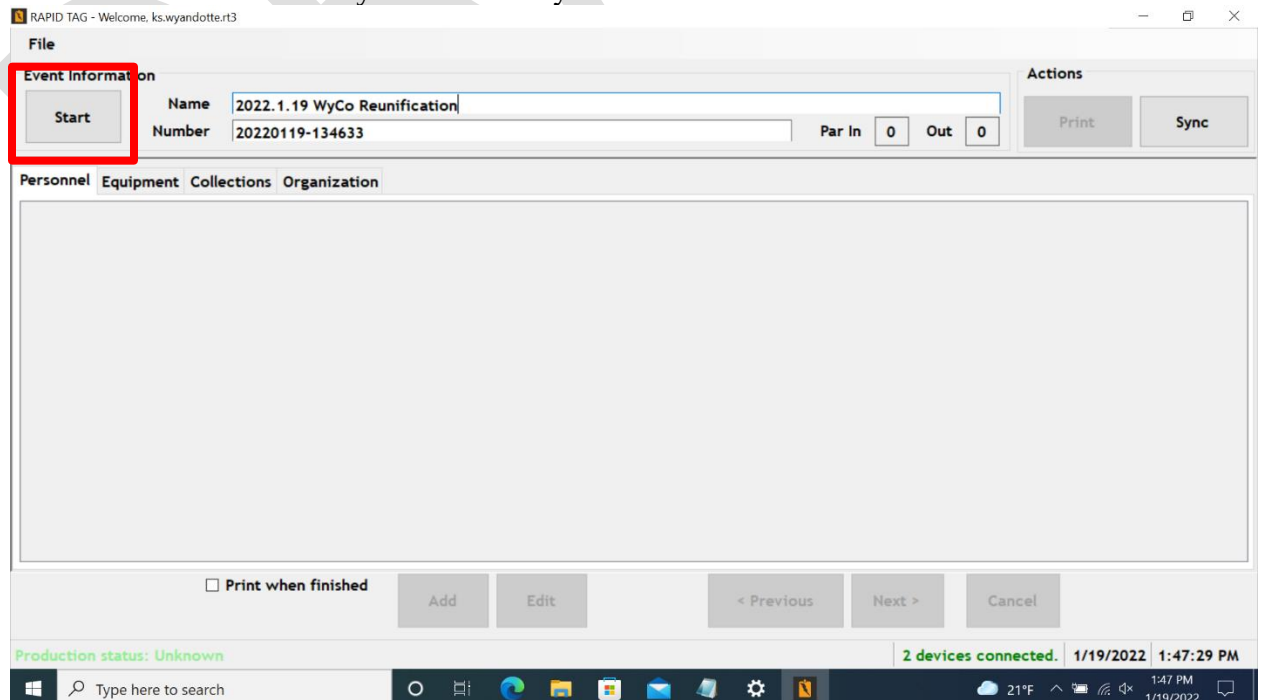
A. Rapid Tag Software start-up

The Rapid Tag Software is located on the laptop 13VRC.

1. Open Rapid Tag by double-clicking on the Rapid Tag Icon on the desktop. The login information is located on the desktop in a Notepad file; “rapid tag login info” text file.



2. Name your incident. If you are also using Command, make sure that both incidents have the same name. Start with date: YYYY.MM.DD (ex. 2020.3.24) Include “WY CO” for incidents in Wyandotte County. Click “Start.”

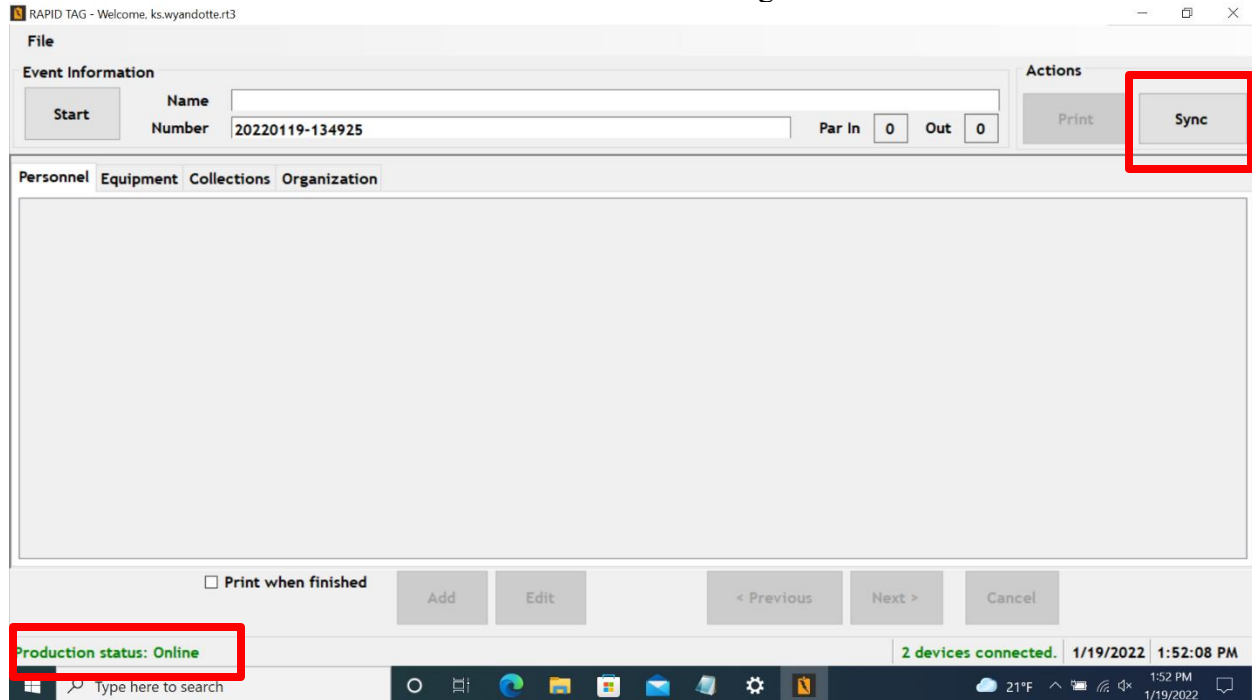




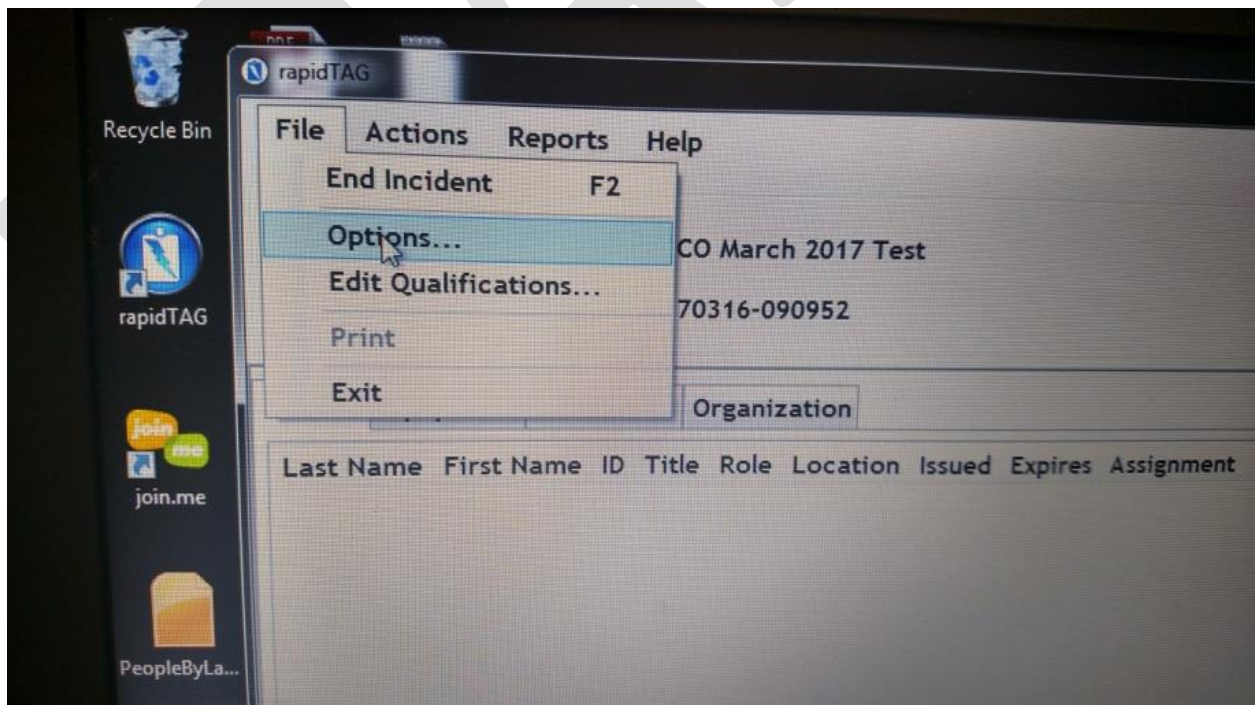
Rapid Tag Set-up and User Guide



3. After, creating the name of the Incident. Click the Sync Button, the “Production Status:”. The software should read “Online” in green text.



4. Click on “File” → “Options”

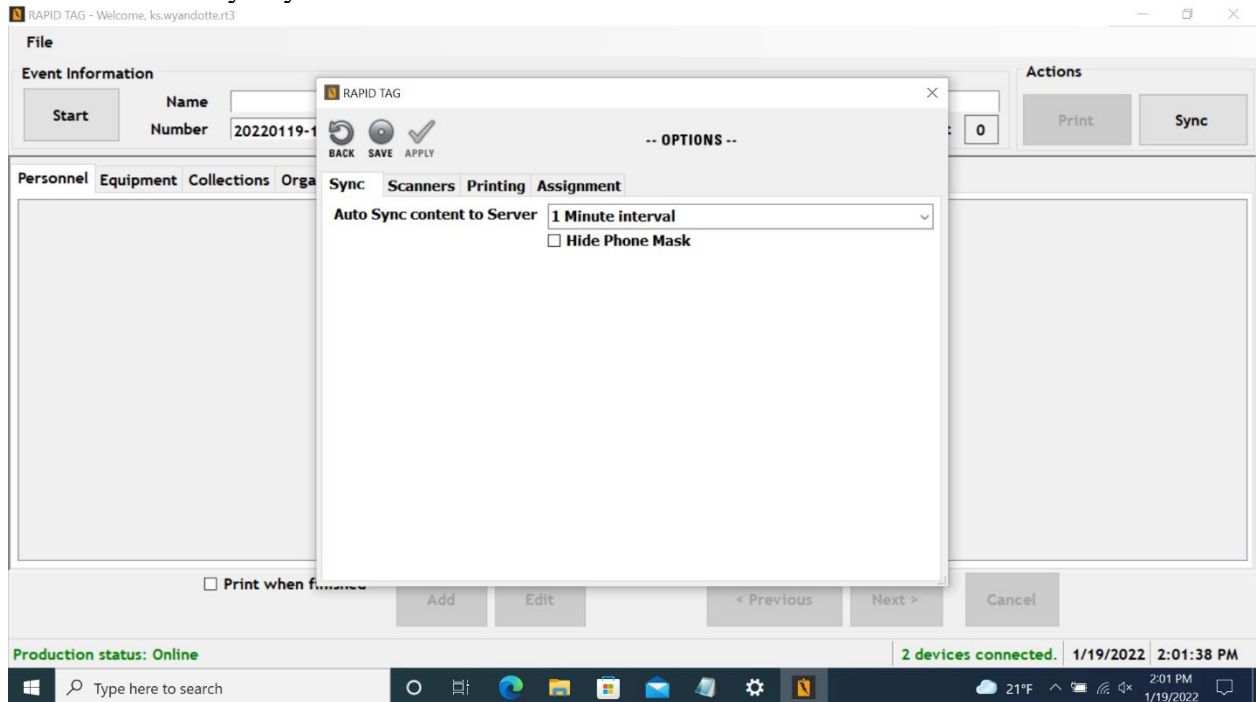




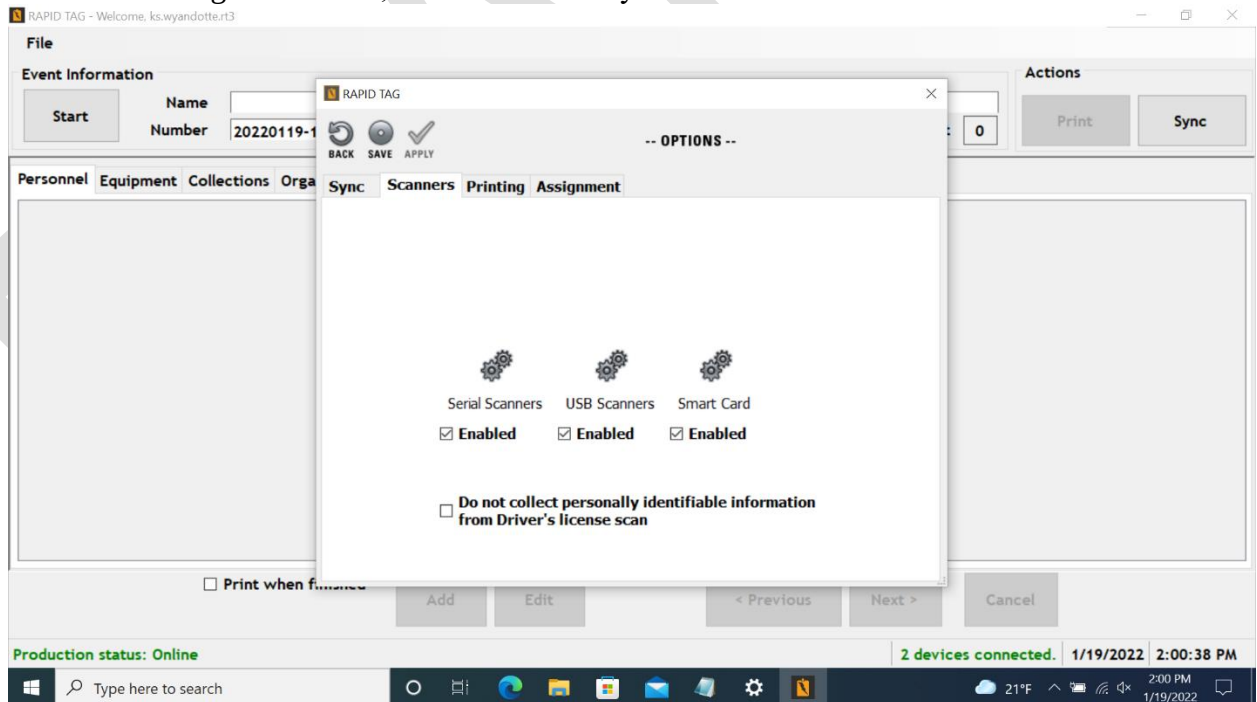
Rapid Tag Set-up and User Guide



5. Select and Verify “Sync”. The interval should be selected for “1 Minute Interval”.



6. Select and Verify “Scanners” → “USB Scanner”
Leave the settings “Enabled”, confirm and verify.



7. Close the pop-up dialog box.
 8. At this point you have completed all the basic set up for using Rapid Tag. You are now ready to begin entering personnel to make their ID cards.
- B. Adding Assets to Rapid Tag Event Incidents



Rapid Tag Set-up and User Guide



To add Assets to Event Incidents, the associated tab is selected for: Personnel, Equipment, Collections, Organization.

1. Upon the identified Asset selected: Click Add at the bottom of the application.

The screenshot shows the RAPID TAG application window. The title bar reads "RAPID TAG - Welcome, ks.wyandotte.rt3". The interface includes a "File" menu, "Event Information" section with fields for Name (2022.01.19 WyCo TEST) and Number (20220119-134925), and "Actions" buttons for Print and Sync. Below this is a tabbed interface with "Personnel", "Equipment", "Collections", and "Organization". The "Personnel" tab is selected and highlighted with a red box. Below the tabs is a table with columns: Name, ID, Title, Role, Location, Issued, Expires, and Assignment. The table is currently empty. At the bottom of the application window, there is a bar with a "Print when finished" checkbox, an "Add" button (highlighted with a red box), an "Edit" button, and navigation buttons for "< Previous", "Next >", and "Cancel". The status bar at the bottom of the window shows "Production status: Online", "3 devices connected.", the date "1/19/2022", and the time "2:02 PM". The Windows taskbar is visible at the very bottom.



Rapid Tag Set-up and User Guide



2. **The following are Mandatory Text Fields;** The field a free text, Enter via typing:
 - a. ID # (generated by the system).
 - b. First and Last Name
 - c. Date of Birth MM/DD/YYYY (not a system requirement).
 - d. Location: Location where person is positioned (Armory | Community Center).
 - e. **Title** (for **Newborn** (less 1yr) | **Toddler** (1 to 3) | **Child** (4 to 12) | **Teenager** (13 to 17) | **Adult** (18 and older), etc.). Not a system requirement.
3. As needed, change the organization to the appropriate organization for the recipient of the ID card.

RAPID TAG - Welcome, ks.wyandotte.r3

File

Event Information

Name 2022.01.19 WyCo TEST
Number 20220119-134925

Par In 0 **Out** 0

Actions **Print** **Sync**

Personnel

Organization * KDEM **New**

ID * 220119200235859 **First Name *** **Last Name ***

Phone () - - **Email** **Birth Date** 1/19/2022

DL # **DL Country** <Select Country> **DL State** <Select State>

Address 1 **Country** <Select Country> **Address 2**

City **State** <Select State>

Postal Code

Assignment **Checked In** **Rate** **Expires** 1/19/2022 **14:02**

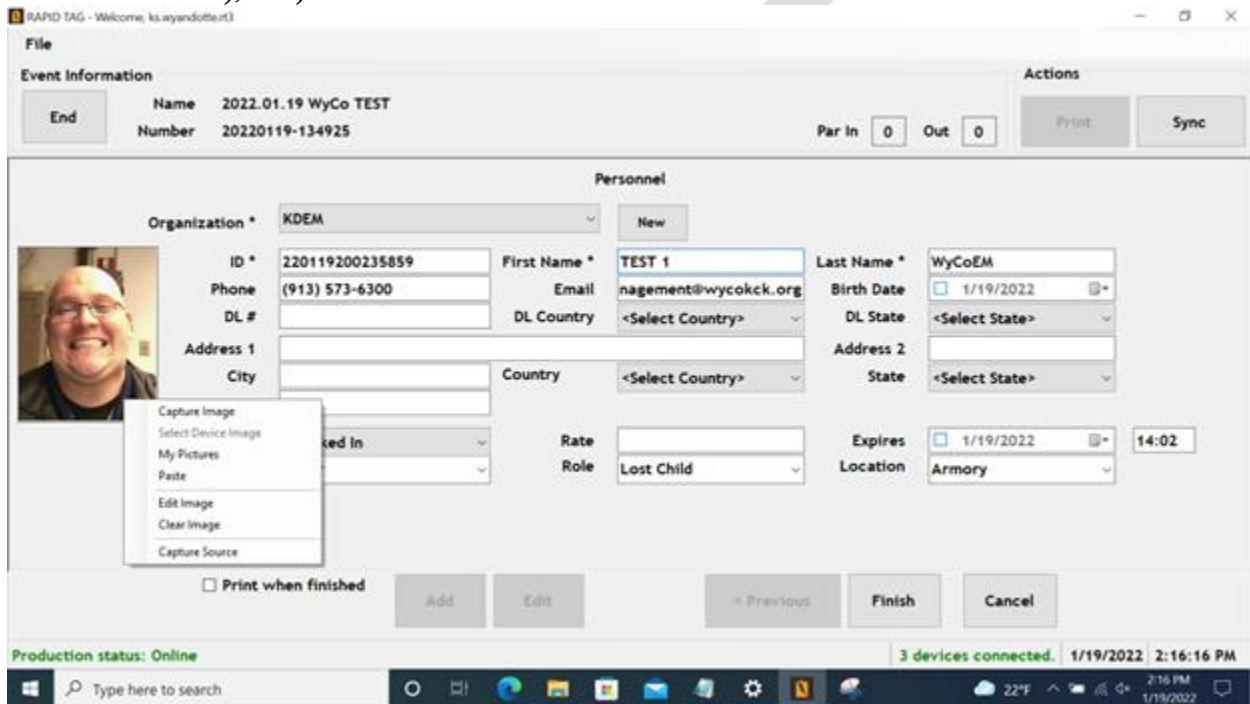
Title **Role** **Location**

☐ Print when finished **Add** **Edit** **< Previous** **Finish** **Cancel**

Production status: Online **3 devices connected.** **1/19/2022 2:02:42 PM**

4. Other Field Areas:

- Fill out as much as possible:
 - Phone: Phone Number |
 - Email: (if possible) |
 - DL #: Driver's License | DL County | DL State
 - Address 1: Home address; City | Country | State | Postal Code.
- **Assignment:** Check In (carded) or Checked Out (reunited-only).
- **Rate:** Not required. This is a monetary field.
- **Expires:** Not required.
- **Role:** Reason for Rapid Tag use; Ex. **Unattended Child** | **Family Member** | **other**), etc.).



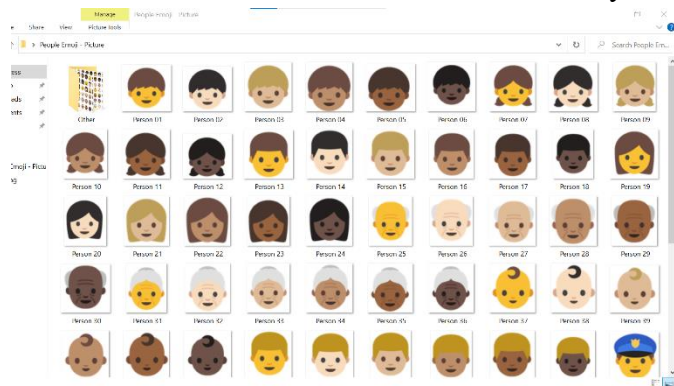
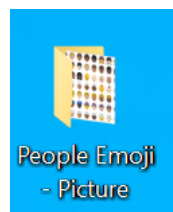
5. Capture the Photo with the USB camera.

- Capture Image via the Microsoft USB camera. The camera is corded.
- Photos can be uploaded external if no person is available for a picture.

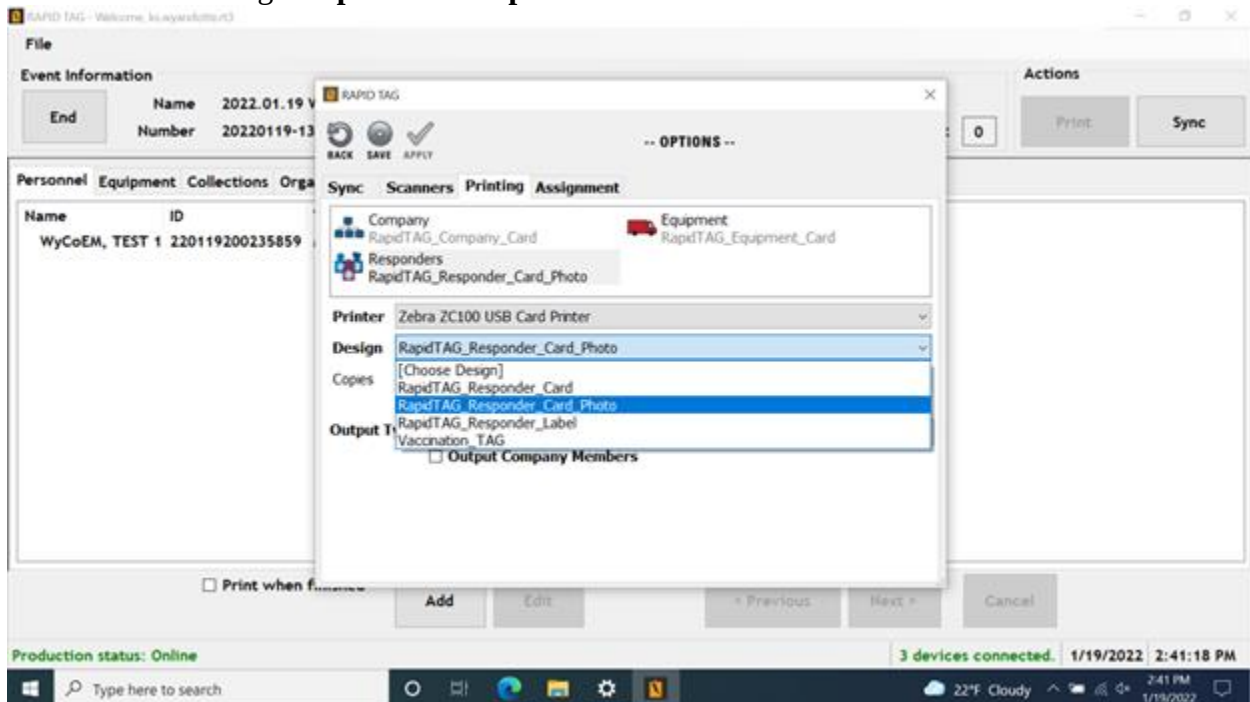
6. If person is not available. A picture Emoji is located on the Desktop for similar

7. When completed, ensure that the box next to "Print when finished" is checked if you are wanting to print a card immediately.

8. Click "Finish."



9. Printing Cards and Verify the following before Printing:
 - Printing: Select **Responders**
 - Printer Select the **Zebra ZC100** USB Card Printer
 - Design **RapidTAG Responder Card Photo**



10. A printed card will look something like this.





Rapid Tag Set-up and User Guide



11. When you are finished with your incident, click “End” in the upper left hand corner of the screen.

The screenshot shows the RAPID TAG software interface. At the top, there's a 'File' menu. Below it, the 'Event Information' section contains fields for 'Name' (2022.01.19 WyCo TEST) and 'Number' (20220119-134925). To the right, there are 'Par In' and 'Out' counters, both showing '0'. Further right are 'Print' and 'Sync' buttons. The 'End' button is located in the upper left corner of the main content area, highlighted with a red box. Below the event information, there are tabs for 'Personnel', 'Equipment', 'Collections', and 'Organization'. The 'Personnel' tab is active, showing a table with columns: Name, ID, Title, Role, Location, Issued, Expires, and Assignment. The table is currently empty. At the bottom of the interface, there are buttons for 'Add', 'Edit', '< Previous', 'Next >', and 'Cancel'. A status bar at the very bottom shows 'Production status: Online', '3 devices connected.', and the date/time '1/19/2022 2:02:20 PM'.

12. When prompted, click “Yes” if you are sure you’d like to end the incident.
13. Close out of Rapid Tag.
14. Turn off the laptop and printer.
15. Unplug everything and put it back in the Pelican case for Rapid Tag. Scanners are specific to each computer, please put the Rapid Tag Scanner in the Rapid Tag Bag.



Staff Request for Commission Action

Tracking No. 211817

Full Commission Meeting Date:

Committee: Public Works & Safety

Date of Standing Committee Action:
(If none, please explain):

Publication Required: No

<u>Date:</u>	<u>Contact Name:</u>	<u>Contact Phone:</u>	<u>Contact Email:</u>	<u>Department/Division:</u>
07/13/2022	Laura Cromwell		LCromwell@kckpd.org	Police Department

Item Description:

The Police Department is seeking approval to apply for and accept the FY22 Edward Byrne Memorial Justice Assistance Grant in the amount of \$99,209. This funding will be used to purchase ATVs for use by our patrol officers as well as the necessary associated equipment and training for proper use. Some funding will also be used for senior command training. The performance period for this grant will extend through September 30th, 2025. There is no match required for this grant, submitted by Laura Cromwell, Fiscal Analyst - KCPD.

Action Requested:

Budget Impact: (if applicable)

Amount:

Source:

Included In Budget:

Other (explain):

Attachments List:



Staff Request for Commission Action

Tracking No. 211819

Full Commission Meeting Date:

Committee: Public Works & Safety

Date of Standing Committee Action:
(If none, please explain):

Publication Required: No

<u>Date:</u>	<u>Contact Name:</u>	<u>Contact Phone:</u>	<u>Contact Email:</u>	<u>Department/Division:</u>
07/13/2022	Laura Cromwell		LCromwell@kckpd.org	Police Department

Item Description:

The Police Department and Sheriff's Office are requesting approval to apply for funding through the FY23 Federal Edward Byrne Memorial Justice Assistance Grant (JAG) program overseen by the Kansas Governor's Grants Program and the Kansas Criminal Justice Coordinating Council. The Police Department will be requesting funding to pay for two analyst positions and necessary equipment to support our efforts in combatting fentanyl trafficking. The Sheriff's Office will be requesting funding to purchase six mobile license plate reader units to be placed in Sheriff's fleet vehicles as well as six license plate reader cameras to be affixed at intersections in Edwardsville and Bonner Springs. The performance period for this grant will extend from October 1st, 2022 through September 30th, 2023. There is no match required for this grant, submitted by Laura Cromwell, Fiscal Analyst - KCPD.

Action Requested:

Budget Impact: (if applicable)

Amount:

Source:

Included In Budget:

Other (explain):

Attachments List:



Staff Request for Commission Action

Tracking No. 211816

Full Commission Meeting Date: 8/11/2022

Committee: Public Works & Safety

Date of Standing Committee Action: 7/25/2022
(If none, please explain):

Publication Required: No

<u>Date:</u> 07/13/2022	<u>Contact Name:</u> Jeff Fisher	<u>Contact Phone:</u> x5415	<u>Contact Email:</u> jfisher@wycokck.org	<u>Department/Division:</u> Public Works
<u>Item Description:</u> To consider the importance of the work of the Infrastructure Subcommittees and the Outcomes & Strategies document through Commission Resolution, submitted by Jeff Fisher, Executive Director of Public Works.				
<u>Action Requested:</u> Approval				
<u>Budget Impact: (if applicable)</u> Amount: Source: Included In Budget: Other (explain):				
<u>Attachments List:</u> Resolution Infra Document, infrastructure-subcommittee-outcomes-strategies-2022-final				

RESOLUTION NO. _____

A RESOLUTION MEMORIALIZING THE DESIRED SHORT AND LONG-TERM OUTCOMES AND STRATEGIES OF THE INFRASTRUCTURE COMMITTEES.

WHEREAS, Infrastructure Committee was commissioned in August of 2021 and is a committee formed to determine and promote desired outcomes and strategies to improve the condition of public infrastructure and assets in Kansas City that are required for a prosperous and sustainable community; and,

WHEREAS, the Committee, made up of three subcommittees for the different classes of public infrastructure and assets, created a “Document” (Exhibit A) that outlines outcomes and strategies, and that Document should be used as a guide and referenced in creating the annual budget and capital maintenance improvement program (CMIP); and,

WHEREAS, the Document is a living document and should be reviewed, with effectiveness measured, and updated annually by the Infrastructure Task Force (ITF), and reported to the full commission in the CMIP development process; and,

WHEREAS, the Document is designed to describe how the Unified Government will strategically overcome the infrastructure crises resulting from low investment in infrastructure and assets for decades; and,

WHEREAS, success will only be achieved if a renewed commitment begins now and is sustained for many years; this is not a crisis that can be rectified in a few years.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS:

1. The Commission hereby endorses the Infrastructure Committee Outcomes and Strategies Document and further resolves to review and consider implementing, as appropriate, the outcomes and strategies enumerated therein; and,
2. The Commission is hereby resolved to act on the strategies outlined in the Document and hereby authorizes the County Administrator to take such actions as may be necessary and desirable in coordination with all relevant Departments, partner agencies, stakeholders, and the broader Kansas City, Kansas community therein, to accomplish the purposes of this Resolution.

**ADOPTED BY THE COMMISSION OF THE UNIFIED GOVERNMENT OF
WYANDOTTE COUNTY/KANSAS CITY, KANSAS**

THIS ____ DAY OF _____, 2022.

TYRONE GARNER, MAYOR/CEO

UNIFIED GOVERNMENT CLERK

APPROVED AS TO FORM:

CHIEF COUNSEL

2022

Infrastructure Outcomes & Strategies

Prepared by the Board of County Commissioners'
Infrastructure Subcommittees



VISION

A sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure.

Executive Summary

May 19, 2022

Kansas City, Kansas, is at an infrastructure crossroads. Like many cities across the United States, once robust infrastructure systems are reaching the end of their useful life across multiple interdependent asset categories like streets, bridges, facilities, recreation, and stormwater. Physical infrastructure is the foundation of modern life, and now that this infrastructure has served generations over the past 50 to 100 years, it must be rebuilt or replaced. The cost of performing this work is as monumental as the challenge itself, but with a disciplined, systematic, and strategic commitment, achieving the outcomes residents, businesses, and visitors desire is possible.

To identify these outcomes and the strategies needed to make them possible, the Unified Government's (UG) Governing Body established three infrastructure subcommittees, each chaired and membered by Commissioners: (1) Streets, Bridges & Streetlights, (2) Parks, Recreation & Facilities, and (3) Stormwater & Wastewater. Between June 24, 2021, and April 3, 2022, the subcommittees met 26 times, and members participated in three opportunities for a city-wide infrastructure tour to see and discuss the challenges Kansas City, Kansas, faces.

This document is the culmination of the Commissioners' work. It contains the outcomes and strategies needed to overcome the city's challenge and make Kansas City, Kansas, a sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure. The outcomes and primary strategies identified are:

1. Increase the 2018 average pavement condition index rating of 56 to an average of 65 for the entire road network by 2045. The primary strategy for this outcome is increasing the budget for street preservation from \$5.7-million annually (2022) by an additional \$20 plus million annually by 2025.
2. Increase the bridge sufficiency index rating (SI) according to the following by 2040: At least 40% of structures are within the SI range of 75-100 (Good), at least 20% of structures are within the SI range of 50-74 (Fair), less than 20% of structures are within the SI range of 25-49 (Poor), less than 5% of structures are within the SI range of 0-24 (Replace). The primary strategy for this outcome is increasing the budget for bridge maintenance from \$476,000 annually (2022) to at least \$14-million annually by 2025, excluding the capital replacement of major bridges.
3. The UG has developed actionable plans for replacing or retiring major bridges when their sufficiency index rating (SI) reaches 60. The primary strategy for this is to establish a major bridge preventative maintenance and repair line in the budget.
4. The streetlight system will be fully modernized, provide adequate lighting, and include energy reduction/performance controls throughout Kansas City, Kansas, by 2030. The primary strategy for this is for the Unified Government to assume the costs, management, and oversight of the streetlight system.
5. Increase average condition rating for existing sidewalks to an acceptable level by 2030. The primary strategy for this outcome is to develop a rating system that is simple and easily updated so staff and the public understand it and can track needs and progress by 2023.
6. Increase community interest and participation by tailoring recreation and programs to the surrounding community's needs. The primary strategy for this outcome is to poll residents surrounding community centers about the recreation and programs they would like to see.
7. Create an ownership culture and introduce long-term cost savings by establishing a Buildings & Logistics Internal Services Fund. The primary strategy for this outcome is to identify and track all annual costs associated with internal services.
8. Increase the quality, usefulness, and sustainability of UG facilities and parks. The primary strategy for this outcome is to collect and use data to understand both the short and long-term maintenance requirements of existing assets.
9. Increase the quality and usefulness of UG parks. The primary strategy for this outcome is to benchmark similar cities and how their parks systems are structured to serve their communities.

The remainder of this document covers the complexity of infrastructure challenges, the rationale for choosing these outcomes, and the existing community expectations that support their completion. It is the Commission's belief that this document should be considered a "living document" and that it should be reviewed regularly and updated as required in clear view of the public eye.

Vision

A sustainable community of choice, free from the threats and burdens of failing and unnecessary infrastructure.

Purpose

Infrastructure is the foundation of civilization, and to secure the health, wealth, safety, and diversity of Kansas City, Kansas' future requires committed and sustained support.

This document memorializes the Board of County Commissioners' commitment to securing Kansas City's infrastructure future by clearly stating high-priority infrastructure outcomes, their rationales, community expectations, and the strategies needed to overcome the city's infrastructure challenges and produce measurable, positive change.

The Unified Government (UG) is committed to protecting, improving, and preserving Kansas City, Kansas' infrastructure through strategic, thoughtful, systematic, and sustained financial support in a manner consistent with the Board of County Commissioners' Strategic Plan goals and values.

Background

Following several years of data gathering and analysis, the UG's Public Works Department identified severe deficiencies in Kansas City, Kansas' infrastructure across multiple asset classes – specifically streets, bridges, stormwater, parks, recreation, and facilities. These concerns were first presented to the Governing Body in a public forum in late 2020.

To more fully understand the city's infrastructure challenges and develop strategies for overcoming them, the Governing Body created an Infrastructure Committee with three subcommittees: (1) Streets, Bridges & Streetlights; (2) Parks, Recreation & Facilities; and (3) Stormwater & Wastewater. Each subcommittee was tasked with identifying the outcomes and strategies needed to overcome the greatest challenges in their respective areas. This document captures the highest-priority outcomes and the strategies needed to achieve them for each subcommittee. Between June 24, 2021, and April 3, 2022, the subcommittees met a total of 26 times, and members participated in three city-wide infrastructure tours to see the challenges the city faces in-field.

This document memorializes each subcommittee's top outcomes, the rationale for seeking these outcomes, and the strategies necessary to achieve them.

Streets

A healthy transportation network is required for economic vitality. Without quality streets, police and firefighters cannot reach their destinations, residents cannot get to work, and businesses cannot receive customers. Streets are an essential part of modern society, and they are among a community's most expensive assets.

Kansas City, Kansas, has more than 2,400 lane miles of streets to maintain, which is more than neighboring cities like Overland Park's 1,900, Olathe's 1,100, Lenexa's 638, and Topeka's 1,600. To understand the condition of local streets, the UG collects pavement condition data for all streets every five years. The resulting data is converted into something called the Pavement Condition Index (PCI) and ranked on a scale of 0 to 100, where 100 is brand new, and anything 40 or below is considered poor or failed.

In 2018, Kansas City's average PCI was 56 out of a possible 100 and declining.

A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

To prevent roads from failing, to meet resident expectations, and to improve the overall quality of streets, an additional \$20+ million in funding is needed every year.

Bridges

A healthy transportation network requires a functioning and safe bridge system. Without bridges, many streets are useless, stormwater would flood streets, police and firefighters could not reach their destinations, residents could not get to work, and businesses could not receive customers.

Kansas City, Kansas, has more than 270 bridges; 212 of these bridges are tucked away under local streets and span less than 20-feet in length. These are the bridges that move water under the road and vehicles to their destinations. Sixty-five of these medium-size bridges are more visible parts of the street spanning 21 to 199 feet. Like their smaller counterparts, these bridges play an equally important role in moving water away from roads and allowing vehicles to reach their destinations.

There are 17 major bridges spanning more than 200 feet. These are structures that cross large bodies of water, like rivers, railroad tracks, or other roads.

In Kansas City, Kansas, bridge maintenance has roughly \$476,000 in annual funding (2022), but needs more than \$14-million annually to keep up with the city's large inventory. These structures have a finite lifespan and require investment over long periods of time.

Streetlights

Kansas City, Kansas, has more than 20,000 streetlights that require annual maintenance and renewal. The existing system of lights is an aged collection of different configurations, wattages, and fixture styles. The system's aged design means its maintenance needs increase every year, and the UG only budgets \$100,000 annually (2022) for maintenance, replacement, and installation activities.

Updating the existing system with LED lighting would reduce long-term costs, bring added controls to the system, and allow the UG to create more lighting consistency throughout the system.

The current system needs around \$50-million for complete renewal. An LED Pilot program could be implemented for approximately \$10-million and produce cost savings that fund additional system improvements.

Facilities

The UG is responsible for the maintenance and upkeep of more than 200 publicly owned buildings like police stations, fire stations, Memorial Hall, and City Hall.

To better understand the needs and condition of facilities, the Unified Government contracted AMERESCO in 2018 to study 87 structures totaling roughly 2-million square feet.

Data collected during the assessment phase is converted into something called the Facility Condition Index (FCI) and ranked on a scale of 0 to 100, where 0 is brand new and anything 50 or higher is considered failed.

In 2018, public buildings within the AMERSCO study had an FCI of 19 and declining. The study also identified a known backlog of deferred, or postponed, maintenance needs of more than \$90-million for all public facilities. The budget for facilities operation and maintenance is \$9.7-million (2022) and includes things like payroll.

Without change, the condition of facilities in the AMERESCO study will decline to 33% by 2031. Excellent asset and lifespan management activities will not address the city's existing deferred maintenance needs. A full-scale buildings review is needed and would help the UG understand the total system need and inform the development of strategies that reduce liabilities and create a sustainable facilities plan.

Parks & Recreation

The UG's Parks & Recreation Department is responsible for more than 2,500 acres of park land spanning more than 50 parks and more than 60 facilities, including community centers, soccer fields, skate parks, spray sparks, an amphitheater, and a golf course. The department is also responsible for nearly 100 additional spaces like playgrounds and shelters.

When compared to other communities in the United States, Parks & Recreation has 15.73 acres of parkland for every 10,000 residents, while the median amount for others is 8.5 acres per 1,000 residents. However, median spending per residents is comparable to other communities. The UG spends \$72.61 per resident, while others spend \$74.64.

Parks maintenance is performed with a staff of 80 full-time team members, which is less than the median 114 full-time employees at other agencies in the United States.

When considered together, the UG spends a reasonable amount of money per residents, but has a much larger inventory of parks, shelters, playgrounds, and other recreation assets to operate and maintain.

Without change, the condition of parks will continue to decline, community centers are not and will not meet the expectations of residents, and youth/adult program quality and availability will remain limited. A full-scale Parks & Recreation review is needed and would help the UG understand how to better this service for residents and subsequently improve quality of life.

Stormwater

The UG's Stormwater Management Program is an enterprise fund that supports its operation, maintenance, and capital renewal/improvement through the collection of user fees similar to water, electricity, and wastewater. Enterprise funds are not funded by state or local taxes of any type – only users of the system are charged for their use of it.

The program's purpose is to protect private property, commerce, roads, and the environment.

This is accomplished through the maintenance, renewal, and improvement of stormwater infrastructure like pipes, inlets, ditches, swales, ponds, creeks, curbs, and pump stations.

The UG is responsible for more than 400 miles of stormwater pipe, more than 10,000 stormwater

structures, and more than 120 miles of open channel drainage. The city also has more than 600 miles of ditches. The current user fee does not generate the revenue needed to accomplish or complete regular maintenance, asset renewal, or capital improvements. Without an update, the stormwater enterprise will become insolvent by 2024 and a majority of the stormwater system will be in a poor to failed state by 2031.

Kansas City's stormwater needs in 8 of its 56 basins is at least \$158-million. The needs for the remaining basins is not known and funding is needed to perform a full-scale study.

If the Stormwater User Fee is not updated to meet the system's needs, a majority of the stormwater system in Kansas City, Kansas, will be in a poor to failed state by 2031. Adequate maintenance activities will not occur, deferred maintenance backlogs will continue to increase, and the cost of improving and maintaining local streets will increase.

In addition to protecting private property, commerce, and the environment, the stormwater system also protect streets and bridges. Moisture is the natural enemy of pavement, and the stormwater system is designed to move water away from roads and safely under bridges. Without this complementary and supportive system, the street network, which requires substantial levels of additional funding, will degrade more quickly and result in higher repair and replacement costs over the long-term.

Wastewater

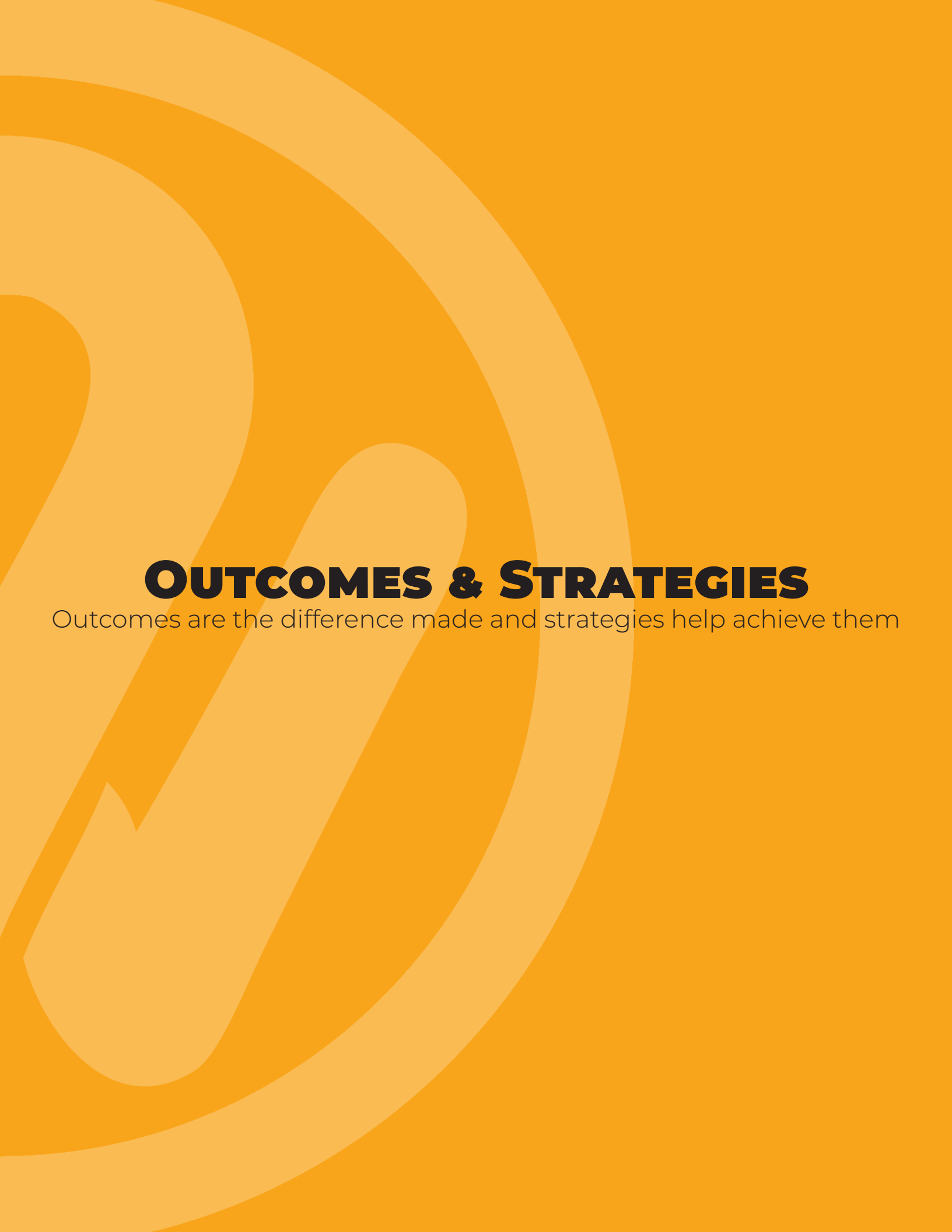
The UG's Wastewater Program is an enterprise fund that supports its operations, maintenance, and capital improvement/renewal through the collection of user fees similar to water, electricity, and stormwater. Enterprise funds are not supported by state or local taxes of any type – only users of the system are charged for their use of it.

The Wastewater Program's purpose is to move dirty water away from homes and businesses and to treatment plants where it is cleaned and returned safely to the environment. Dirty water is any water that enters the system through toilets, sinks, showers, bathtubs, and in some cases combined storm/sewer drain pipes on local roads. Residents with septic systems do not pay wastewater fees because they do not use the wastewater system. The wastewater enterprise fund has more than 45,000 customers in Kansas City, Kansas, and it is operating as intended and is financially stable.

The system's needs are driven by data and by consent decree requirements. Since 2013, the UG has partnered with the Environmental Protection Agency (EPA) and the Department of Justice (DOJ) to develop a 25-year sewer investment plan that will further support ongoing efforts to address sewer overflows and basement backups in our community. After seven years of dedicated effort, the UG adopted the investment plan as part of a recent consent decree agreement between with the EPA and DOJ.

Unlike most agreements that have been approved in communities with combined sewer overflows across the country, a key part of the UG's agreement is the flexibility it provides to modify the consent decree to address future cost concerns.

The plan also establishes consistent and manageable sewer rates over the next 25 years, which will provide predictable funding for future investments through steady marginal rate increases that are projected to be at or below five percent each year. For comparison, annual sewer rate increases in the Unified Government have averaged six percent over the last 20 years, peaking at 15 percent in 2011 and 2012.



OUTCOMES & STRATEGIES

Outcomes are the difference made and strategies help achieve them



1. STREETS OUTCOMES & STRATEGIES

Outcome: Increase the 2018 average Pavement Condition Index rating (PCI) of 56 to an average of 65 for the entire road network by 2045.

Rationale: A healthy transportation network requires a functional and safe street, bridge, and stormwater system. Street conditions in Kansas City, Kansas, will be safer and smoother, and will promote economic vitality and community welfare.

Expectation: A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- ☐ To prevent PCI from declining further, increase the budget for street preservation from \$5.7-million (2022) per year by an additional \$20 plus million per year by 2025.
- ☐ Implement a plan review and inspection development fee to fund the internal inspection program.
- ☐ Eliminate the third-party inspection program and train/equip the internal inspection team over two years.
- ☐ Support the stormwater enterprise to provide regular annual maintenance and improvements that protect streets from moisture accumulation.
- ☐ Use pavement condition data and the alignment of other work and needs to drive the yearly street maintenance program.
- ☐ Use all standard methods of street preservation to maximize the life of the asset at the lowest possible cost.
- ☐ Adopt an ordinance in 2022 that protects new streets and newly treated streets from cuts for some reasonable period. When necessary, cuts are performed at a higher cost and with specific requirements to protect the integrity of the street.
- ☐ Explore opportunities to reduce lane miles and/or treat fewer lane-miles by prioritizing the highest travel lanes or routes.
- ☐ Evaluate all infrastructure bill opportunities.



2. BRIDGES OUTCOMES & STRATEGIES

Outcome:

Increase the bridge Sufficiency Index Rating (SI) according to the following by 2040:

- At least 40% of structures are within the SI range of 75-100 (Good)
- At least 20% of structures are within the SI range of 50-74 (Fair)
- Less than 20% of structures are within the SI range of 25-49 (Poor)
- Less than 5% of structures are within the SI range of 0-24 (Replace)

Rationale:

A healthy transportation network requires a functional and safe street, bridge, and stormwater system. Street conditions in Kansas City, Kansas, will be safer and smoother, and will promote economic vitality and community welfare.

Expectation:

A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- ❑ Increase budget for bridge maintenance from \$476,000 (2022) to at least \$14-million yearly by 2025, excluding the capital replacement of major bridges (I-70 crossing, rail crossings, etc...)
- ❑ Create minor structure preventative maintenance and repair line items in the budget.
- ❑ Complete major bridge lifespan analysis and cost estimates by May 2022.
- ❑ Complete major bridge detour analysis by May 2022.
- ❑ Central Avenue – update study to account for growth projections and consider infrastructure grant for pedestrian crossing.
- ❑ Develop a system that categorizes these assets in a way that allows the UC to determine most appropriate maintenance programs and capital investments.
- ❑ Considering many of these types of structures are integral to the stormwater system, increase stormwater funding to augment other revenues to maintain, repair, and replace.
- ❑ Evaluate all infrastructure bill opportunities for bridges.



3. BRIDGES OUTCOMES & STRATEGIES

Outcome: UG has developed actionable plans for the replacement or retirement of major bridges when their sufficiency index rating (SI) reaches 60.

Rationale: A healthy street network requires a functional and safe bridge network. Bridge conditions in Kansas City, Kansas, will be safer and smoother, and will support the street network while promoting economic vitality and community welfare. “Major bridges” require such a significant investment or impact to the community, and possibly the region, when they reach their useful life, the committee believes it important to separate them from the discussion above. There is currently no dedicated funding in this area.

Expectation: A majority of Community Survey respondents ranked street maintenance as their top priority in 2016, 2018, 2020, and 2022. In 2022, this priority was ranked 31% higher than the next highest priority (ETC 2022, pg. 3).

Strategies:

- ☐ Create a major bridge preventative maintenance and repair line item in the budget.
- ☐ Develop long-term outlook plans for major bridges.
- ☐ Evaluate all infrastructure bill opportunities for bridges.



4. STREETLIGHTS OUTCOMES & STRATEGIES

- Outcome:** The streetlight system will be fully modernized, provide adequate lighting, and include energy reduction/performance controls throughout Kansas City, Kansas, by 2030.
- Rationale:** Pedestrian, motorist, and neighborhood safety perceptions will increase, illegal dumping will decrease, and community pride will increase in Kansas City, Kansas.
- Expectation:** Only 24% of Community Survey respondents are very satisfied or satisfied with the overall feeling of safety in Wyandotte County (ETC 2022, pg. 15).
- Strategies:**
- ☐ UG assumes the costs, management, and oversight for the streetlight system.
 - ☐ Utilize LED streetlights for cost savings.
 - ☐ Leverage assumed cost savings to provide justification for the investment.
 - ☐ Form a stakeholder task force to evaluate viable approaches.
 - ☐ Establish clear goals and requirements for the project.
 - ☐ Establish clear, thoughtful, and uniform design criteria.
 - ☐ Evaluate all infrastructure bill opportunities.
 - ☐ Evaluate all grant opportunities.



5. SIDEWALKS OUTCOMES & STRATEGIES

- Outcome:** Increase average condition rating for existing sidewalks to an acceptable level by 2030.
- Rationale:** Pedestrian and motorist safety will increase, and community health will improve.
- Expectation:** Only 18% of Community Survey respondents are very satisfied or satisfied with the maintenance of sidewalks in their neighborhood (ETC 2022, pg. 7).
- Strategies:**
- ☐ Develop a rating system that is simple and easily updated so staff and the public understand it and can track needs and progress by 2023.
 - ☐ Estimate the needs of existing sidewalk replacement across the city, including trip hazards.
 - ☐ Increase the annual cost-share budget from \$125,000 to \$500,000 by 2024.
 - ☐ Adopt an operational policy that recognizes missing sidewalks and installs new sidewalks as a component of the annual pavement program.
 - ☐ Develop a Standard Operating Policy for the concrete grinder equipment and staff to utilize daily to mitigate trip hazards and develop an operational policy for the same crew to work from with a measurable, annual goal by 2023.
 - ☐ Benchmark comparable cities and development a resident-focused approach for property owners to rehabilitate and maintain sidewalks that provides reasonable time to access the city's cost-share program.
 - ☐ Evaluate all infrastructure bill opportunities.



6. PARKS/RECREATION OUTCOMES & STRATEGIES

Outcome: Increase community interest and participation by tailoring recreation and programs to the surrounding community's needs.

Rationale: Current recreation and program offerings do not meet the modern needs of a diverse community.

Expectation: The 2017 Parks Master Plan recommends improving facility conditions, improving accessibility to parks, increasing marketing and awareness, partnering for space, and implementing sustainable fee structures.

Strategies:

- ☐ Hire a consultant with a specialization in gathering information about community center utilization.
- ☐ Poll community surrounding centers about the recreation and programs they would like to see.
- ☐ Evaluate the potential feasibility of mobile services to augment traditional services.
- ☐ Evaluate the ownership priorities of recreation facilities.
- ☐ Evaluate all infrastructure bill opportunities.



7. FACILITIES OUTCOMES & STRATEGIES

- Outcome:** Create an ownership culture and introduce long-term cost savings by establishing a Buildings & Logistics Internal Services Fund (ISF).
- Rationale:** The true cost of providing services across all asset categories is not known.
- Expectation:** Only 33% Community Survey respondents report being satisfied with the maintenance of city buildings (ETC 2020, pg. 7).
- Strategies:**
- ☐ Identify and track all annual costs associated with providing Buildings & Logistics' internal services.
 - ☐ Inventory all buildings and property to establish which department owns them.
 - ☐ Obtain buy-in from departments using Buildings & Logistics' services.
 - ☐ Consider third-party assistance to help establish budget.
 - ☐ Create policy concerning routine maintenance and capital improvement.
 - ☐ Create an ADA Coordinator position with a dedicated annual budget of \$300,000.
 - ☐ Evaluate all infrastructure bill opportunities that support data collection.



8. PARKS FACILITIES OUTCOMES & STRATEGIES

Outcome: Increase the quality, usefulness, and sustainability of UG facilities and Community Centers.

Rationale: The UG's current facility and community center inventory creates long-term liabilities that limit cost savings and do not provide residents, visitors, or employees with high-quality public spaces or streamlined customer service experiences.

Expectation: Only 33% of Community Survey respondents report being satisfied with the maintenance of city buildings (ETC 2020, pg. 7).

Strategies:

- ☐ Create a “Partner for Space” program that generates revenue and incubates small businesses.
- ☐ Create sustainability by right-sizing and charging for-profit, non-profit, not-for-profit, and UG departments to use facilities and spaces.
- ☐ Use data to understand both short and long-term maintenance requirements of existing assets.
- ☐ Seek public-private partnerships to maximize the use of assets like Memorial Hall, Amphitheater, Snacklebox, Argentine Recreation, Sunflower Hills Golf Course, Holiday Light Show, and Ren Fest.
- ☐ Develop a strategic plan with criteria for removing liabilities from inventory.
- ☐ Distinguish revenue-generating and revenue-neutral spaces.
- ☐ Study the location of facilities/parks around the city and county.
- ☐ Consolidate like services into shared spaces.
- ☐ Do fewer things at a higher level.
- ☐ Include environment/sustainability/carbon footprint reduction and improvements in plans.
- ☐ Review dedicated revenue sources.
- ☐ Evaluate all infrastructure bill opportunities.



9. PARKS OUTCOMES & STRATEGIES

- Outcome:** Increase the quality and usefulness of UG parks.
- Rationale:** The UG's current park inventory does not meet community expectations, creates long-term liabilities, limits cost savings, and reduces the opportunity for reinvestment.
- Expectation:** The 2017 Parks Master Plan recommends improving facility conditions, improving accessibility to parks, increasing marketing and awareness, partnering for space, and sustainable fee structures.
- Strategies:**
- ☐ Benchmark similar cities and how their parks systems are structured to serve their communities.
 - ☐ Gather data to quantify the deferred and future maintenance needs of existing parks.
 - ☐ Gather data about park utilization.
 - ☐ Benchmark the park policies from surrounding jurisdictions and comparable jurisdictions.
 - ☐ Understand the location of parks around the city and county.
 - ☐ Explore possible dedicated revenue sources for supporting parks.
 - ☐ Evaluate the role of the parks board and leverage to fit current needs.
 - ☐ Evaluate all infrastructure bill opportunities.

Concluding Remarks About Strategies & Outcomes

The outcomes and strategies identified in this document are consistent with community expectations expressed in various forms over many years. While a disciplined commitment to achieving outcomes is critical to overcoming the challenges, the strategies listed here may not be enough by themselves.

There is some degree of consensus among committee members and staff that structural changes within the Unified Government could create opportunities to reduce the financial burden on citizens, residents, and businesses. In addition to this, the committees believe consideration should be given to the possibility of new revenue streams where appropriate. For example, alternative funding mechanisms like Vehicle Miles Traveled could mitigate challenges with the motor fuel tax that is not keeping up with costs due to introducing more fuel-efficient and electric vehicles. Focusing resources across specific asset classes and within highly focused areas such as the eastern third of Kansas City, Kansas, could also contribute to catalytic change over shorter periods.

It is also important to recognize that the infrastructure challenges Kansas City, Kansas, has are not uncommon, and they are not the result of recent decisions. Like many cities across the United States, once robust infrastructure systems are reaching the end of their useful life. Physical infrastructure has a finite life, and now that this infrastructure has served generations over the past 50 to 100 years, it must be rebuilt or replaced. What is uncommon is that KCK owns and manages a large portfolio of assets and liabilities, and in recognizing this, the committees discussed the philosophical idea that it would be best to do fewer things great, as opposed to doing so many things at a lower level.

The cost to renew or replace this infrastructure is enormous, but it must be replaced to continue providing citizens, residents, businesses, and visitors with the critical, and in some cases vital, services on which they depend. Preparing for infrastructure replacement is possible, but it requires a continuous and uninterrupted planning process over decades.

Infrastructure systems also often go unnoticed until they fail. The importance of streets to emergency personnel is forgotten until the road is closed and life-saving minutes are lost to detours. Ditches are not noticed until their failure causes a home to flood. Facility conditions are an afterthought until their foundations begin to crumble and the emergency repair fund has already been exhausted, catching up on deferred maintenance.

Infrastructure does not lend itself to engaging communications until it fails, but it becomes the only thing that anyone wants to talk about when it does. Kansas City, Kansas' infrastructure does not have to fail to be renewed, and it does not have to fail to be talked about and appreciated. Staff will deploy an extensive and persistent one-year marketing campaign that educates the public about the state of infrastructure in Kansas City, Kansas, engenders support for its renewal and reinvestment, and uses the Outcomes & Strategies document as a scorecard to measure success and increase accountability.

An Infrastructure Task Force made up of three Commissioners will be created for additional transparency and accountability. The Task Force will measure progress and work closely with staff to make adjustments as needed to the Outcomes & Strategies document. The Task Force will report to the Full Commission on a regular basis.

This community has made big, bold decisions in the past, and it can be bold again.

ADDENDUM

Quick Facts & Pavement/Pipe Condition Maps

Streets, Bridges & Streetlights

Quick Facts

We Can and We Must



- KCK has more than **2,400 lane miles of streets**.
- Residents say **maintaining streets should be our top priority**.
- Our average **Pavement Condition Rating is 56 and declining**. When streets hit 40 or below, they are considered in poor or failed condition.
- The goal is to get our streets to an average PCI of 65, but this takes a lot of hard work and money. Right now, pavement maintenance and renewal efforts **have \$5.7-million annually (2022)** but **need more than \$20-million plus annually**.
- Without additional funding, **most streets in KCK will fail in 15 to 20 years** without change.



- KCK has more than **270 bridges**.
- Bridges are an **important part of streets**, and their failure negatively impacts the city.
- Right now, bridge maintenance **renewal efforts have \$476,000 annually (2022)**.
- Funding **needs are more than \$14-million annually**.
- Change is needed or **bridges will continue to fail** and **roads will continue to close**.
- Continued **closures will further strain an already aged and deteriorating transportation system** upon which residents, businesses, and emergency personnel rely.



- KCK has **more than 20,000 streetlights** that require maintenance and renewal.
- Existing lights are an **aged hodgepodge of configurations**, wattage, and fixture styles.
- The UG pays BPU **\$100,000 annually to perform streetlight maintenance, renewal, and installation**.
- Updating to an **LED system would lower costs, improve safety**, and potentially increase tax revenue.
- The **system needs around \$70-million (2022)** for renewal. An **LED pilot is \$10-million and would produce cost savings** for reinvestment.

Parks and Recreation & Facilities

Quick Facts

We Can and We Must



- Wyandotte County's Parks & Recreation department is responsible for **more than 2,500 acres of park land** spanning **more than 50 parks** and **more than 60 facilities**, including community centers, shelters, soccer fields, skate parks, spray parks, an amphitheater, and a golf course. We are also responsible for **nearly 100 other spaces** like playgrounds and shelters.
- When compared to other communities in the U.S., **we have 15.73 acres of parkland for every 1,000 residents**, while the **median amount for others is 8.5 acres per 1,000 residents**.
- When it comes to spending, we are comparable to others. In 2020, the **UG spent \$72.61 per resident**, and the **median spend for other communities was \$74.64**.
- To care for all of our parks, we **employ 80 full-time team members**, which is **less than the median 114 full-time employees** at other agencies in the U.S.
- When taken together, we spend a reasonable amount of money per resident, but **we have to maintain a larger inventory** of parks, shelters, playgrounds, and other parks & recreation assets than others.



- Public Works' Buildings & Logistics division is **responsible for the maintenance and upkeep of more than 200 publicly owned buildings** including police stations, fire stations, the Public Health Department, and Memorial Hall.
- The 2018 Ameresco **study reviewed 87 structures totaling roughly 2-million square feet**. Among other items, the study established a **Facilities Condition Index of 19 and declining**, where 0 represents a new building and 100 is bare ground. **Without change, buildings in the study will decline to 33% by 2031**.
- The known backlog of **deferred maintenance needs more than \$90-million** (2018) for the more than 200 publicly owned structures.
- Buildings & Logistics' operations and maintenance **budget is roughly \$9.7-million** (2022) annually, and includes things like payroll and operations. **Excellent asset & lifespan management cannot address the deferred maintenance needs**.
- Funding for a **full-scale buildings review is needed** and would help us understand the total system need and **develop strategies that create sustainable outcomes**.

Stormwater & Wastewater Enterprise

Quick Facts

We Can and We Must

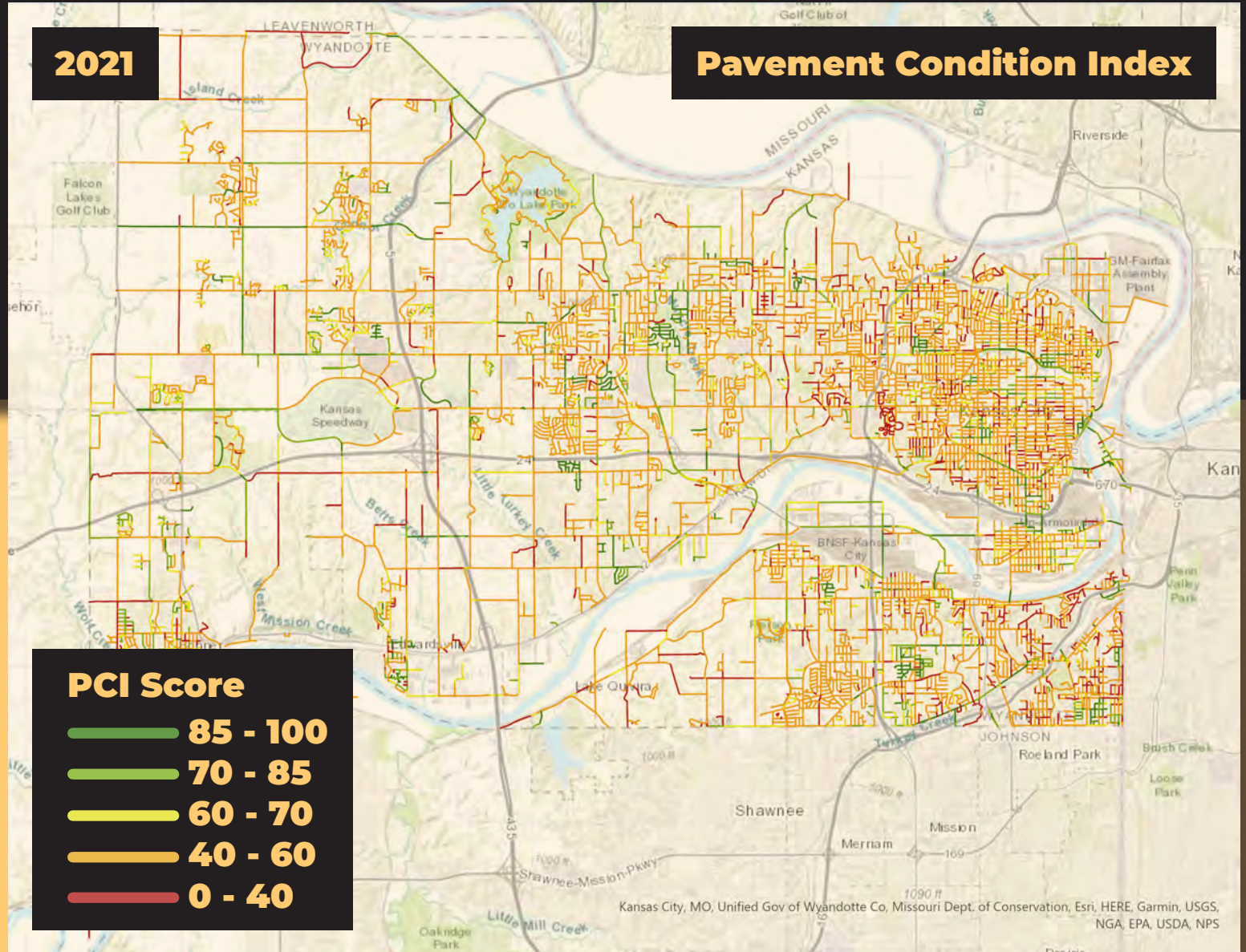
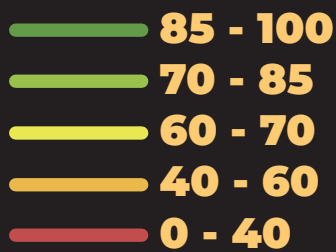
- 
- KCK's **Stormwater Enterprise is funded through user fees** and it **protects property, mitigates flooding, and moves water away from streets.**
 - The current **flat-rate user fee does not generate the funding needed** to perform maintenance, renew assets, or prevent emergencies.
 - The system's **immediate needs are \$10.8-million yearly**, but the current structure **only generates \$5.3-million yearly** (2022).
 - Without an updated structure, the **Stormwater Enterprise will become insolvent in 2024.**
 - Without an updated structure, a majority of KCK's stormwater infrastructure, like pipes, inlets, swales, ditches, basins, and curbs will be in a **failed state by 2031.**
 - Failure can be avoided by **adopting a new rate structure.**
 - The **new structure would give us a place to begin system maintenance**, and it would treat both residential and non-residential customers more fairly.

- 
- KCK's **Wastewater Enterprise is funded through user fees** and it **protects the community by removing harmful toxins from wastewater** before returning the water to the environment.
 - The Wastewater Enterprise has more than **45,000 customers**, is **operating as intended**, and is **financially stable.**
 - In 2020, the Wastewater Enterprise system **cleaned more than 8-billion gallons of water.**
 - The system's needs are driven by data and by consent decree requirements. The current (2021) average **yearly funding is \$36-million** and the **current needs are being met** at \$36-million.
 - Excellent **asset management is the foundation** supporting the successful operation and financial position of this enterprise system.
 - Successful consent decree negotiations mean that **this system will have predictable rate increases of 5% or less on average over the next 20-years.** The predictability will help prevent businesses and residents from being caught off-guard.

2021

Pavement Condition Index

PCI Score



Streets

A healthy transportation network requires a functioning and safe street system. Without streets, police and firefighters cannot reach their destinations, residents cannot get to work, and businesses cannot receive customers. **Streets are an essential part of modern society**, and they are among a community's most expensive assets.

Kansas City, Kansas, has more than 2,400 lane miles of street to maintain, which is more than neighboring cities like Overland Park's 1,900, Olathe's 1,100, Lenexa's 638, and Topeka's 1,600. To understand the condition of local streets, the Unified Government collects pavement condition data for all streets every two years. The resulting data is converted into the **Pavement Condition Index (PCI)** and ranked on a scale of 0 to 100, where 100 is brand new, and anything **40 or below is considered poor or failed**.

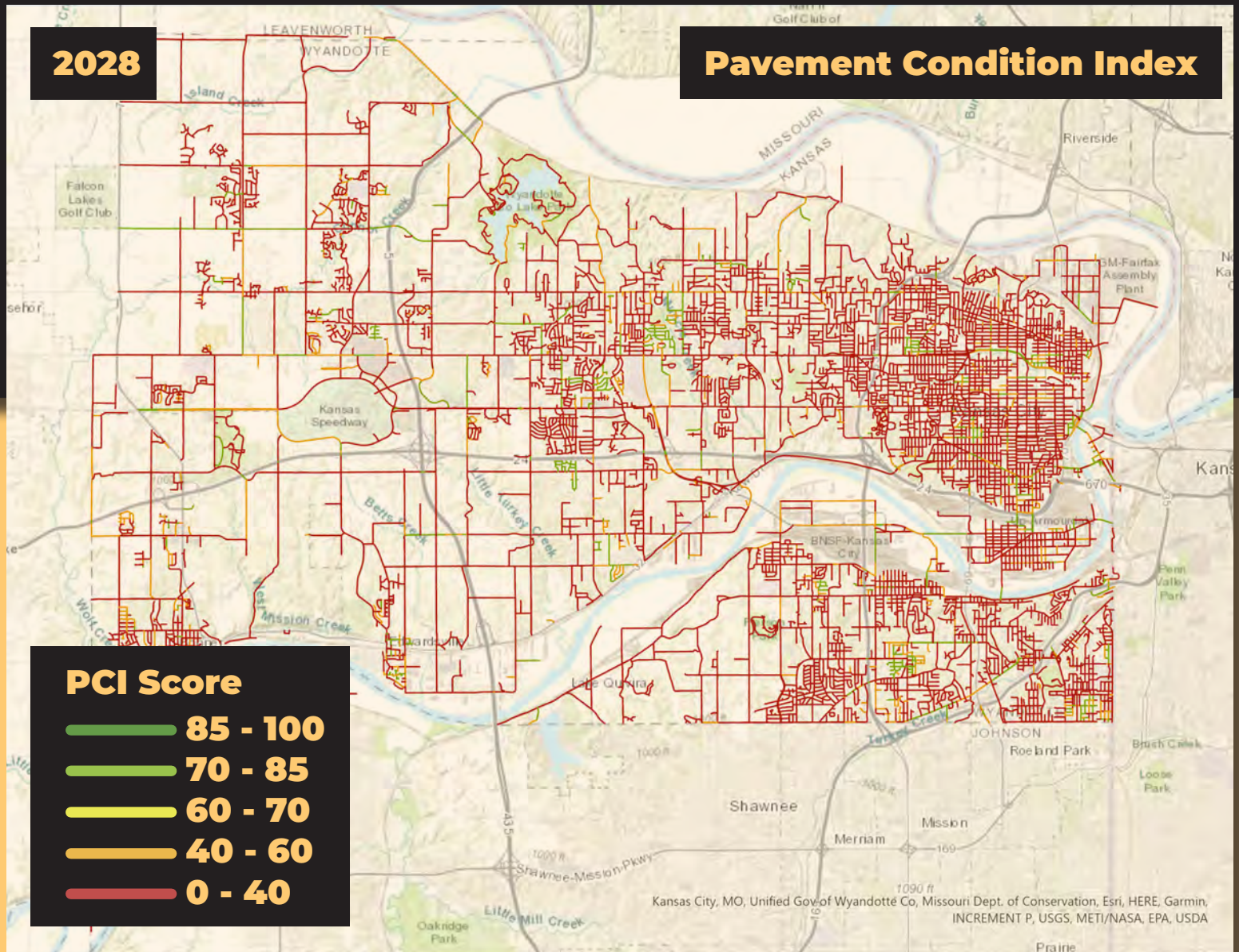
In 2018, Kansas City's average PCI was **56 out of a possible 100** and declining.

To prevent roads from failing, meet resident expectations, and improve the overall quality of streets, an **additional \$20+ million in funding is needed** every year.

Without additional funding, **most streets in KCK will be in a poor or failed state in 15 to 20 years**.

2028

Pavement Condition Index



Streets

A healthy transportation network requires a functioning and safe street system. Without streets, police and firefighters cannot reach their destinations, residents cannot get to work, and businesses cannot receive customers. **Streets are an essential part of modern society**, and they are among a community's most expensive assets.

Kansas City, Kansas, has more than 2,400 lane miles of street to maintain, which is more than neighboring cities like Overland Park's 1,900, Olathe's 1,100, Lenexa's 638, and Topeka's 1,600. To understand the condition of local streets, the Unified Government collects pavement condition data for all streets every two years. The resulting data is converted into the **Pavement Condition Index (PCI)** and ranked on a scale of 0 to 100, where 100 is brand new, and anything **40 or below is considered poor or failed**.

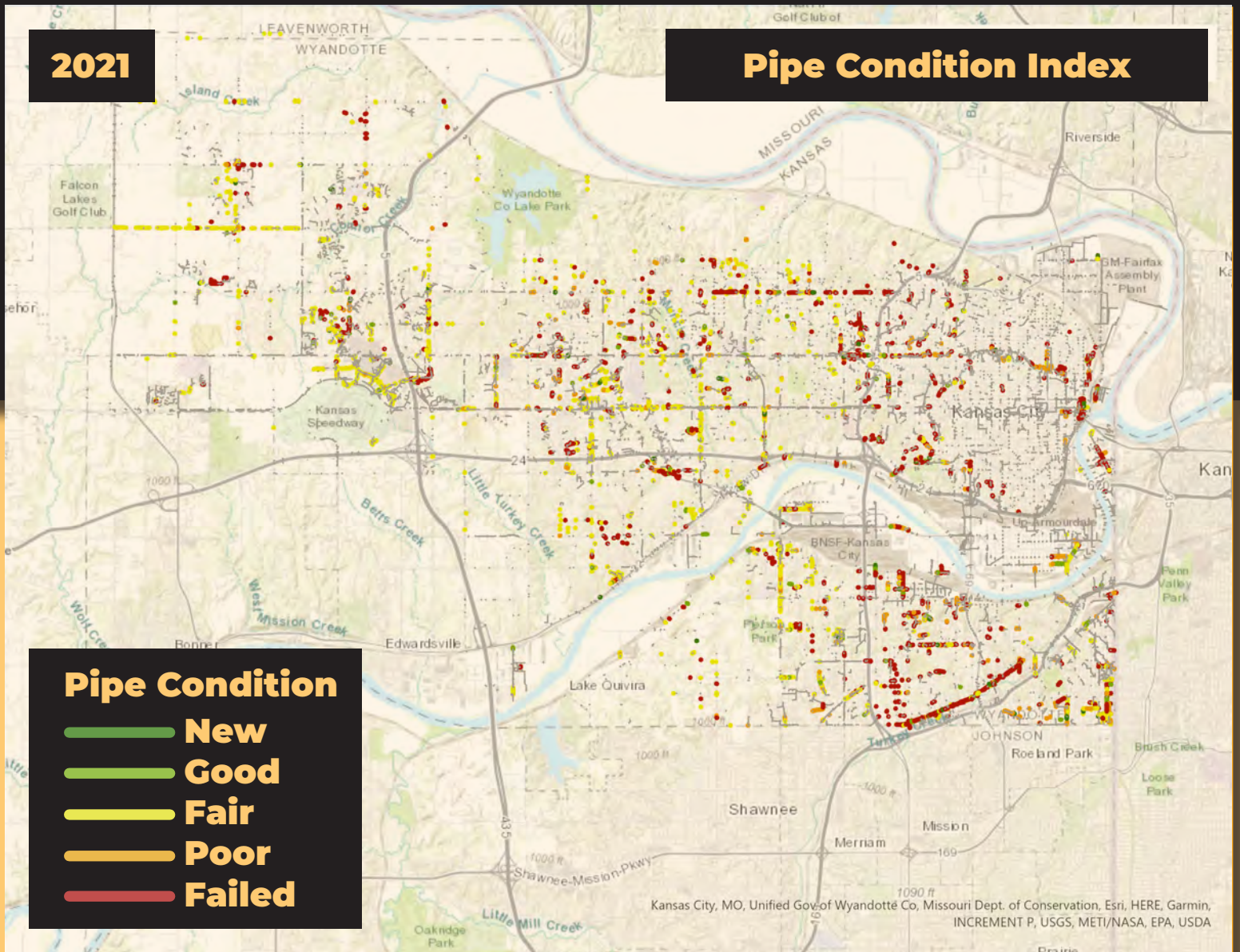
In 2018, Kansas City's average PCI was **56 out of a possible 100** and declining.

To prevent roads from failing, meet resident expectations, and improve the overall quality of streets, an **additional \$20+ million in funding is needed** every year.

Without additional funding, **most streets in KCK will be in a poor or failed state in 15 to 20 years**.

2021

Pipe Condition Index



Stormwater Management Program

KCK's **Stormwater Enterprise** is funded through user fees and it **protects property, mitigates flooding, and moves water away from streets.**

The current **flat-rate user fee does not generate the funding needed** to perform maintenance, renew assets, or prevent emergencies.

The system's **immediate needs are \$10.8-million yearly**, but the current structure **only generates \$5.3-million yearly**. Without an updated structure, the **Stormwater Enterprise will become insolvent by 2024.**

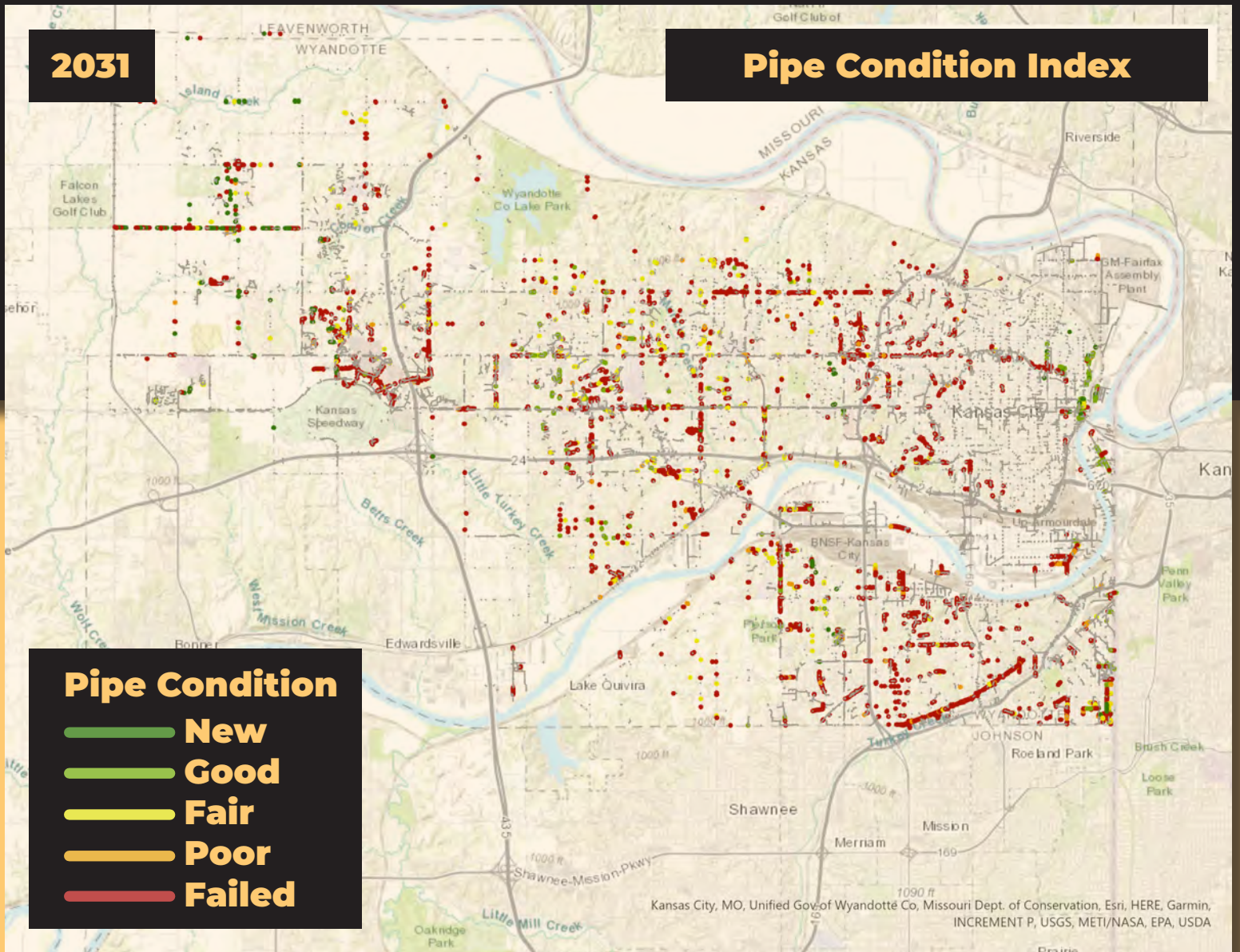
Without an updated structure, a majority of KCK's **stormwater infrastructure**, like pipes, inlets, swales, ditches, basins, and curbs will be in a **failed state within 10 years.**

Failure can be avoided by **adopting a new rate structure.**

The **new structure would give us a place to begin system maintenance**, and it would treat both residential and non-residential customers more fairly.

2031

Pipe Condition Index



Stormwater Management Program

KCK's **Stormwater Enterprise** is funded through user fees and it **protects property, mitigates flooding, and moves water away from streets.**

The current **flat-rate user fee does not generate the funding needed** to perform maintenance, renew assets, or prevent emergencies.

The system's **immediate needs are \$10.8-million yearly**, but the current structure **only generates \$5.3-million yearly**. Without an updated structure, the **Stormwater Enterprise will become insolvent by 2024.**

Without an updated structure, a majority of KCK's **stormwater infrastructure**, like pipes, inlets, swales, ditches, basins, and curbs will be in a **failed state within 10 years.**

Failure can be avoided by **adopting a new rate structure.**

The **new structure would give us a place to begin system maintenance**, and it would treat both residential and non-residential customers more fairly.

WE CAN & WE MUST

UPDATED 2022 | NEXT REVIEW 2023



Staff Request for Commission Action

Tracking No. 211815

Full Commission Meeting Date: 8/11/2022

Committee: Public Works & Safety

Date of Standing Committee Action: 7/13/2022
(If none, please explain):

Publication Required: No

<u>Date:</u> 07/13/2022	<u>Contact Name:</u> Troy Shaw, Jeff Fisher	<u>Contact Phone:</u> x5416, x5415	<u>Contact Email:</u> tshaw@wycokck.org, jfisher@wycokck.org	<u>Department/Division:</u> Public Works
<u>Item Description:</u> The Unified Government purchased two properties for the Quiet Zone Project in Bonner Springs/Edwardsville, now a single parcel (186225). As these properties are in Edwardsville, it is recommended the property be turned over to the City of Edwardsville. We seek approval to start the work necessary to transfer these properties from UG ownership to the City of Edwardsville. Attached is a property map showing the property to be discussed, submitted by Jeff Fisher, Executive Director of Public Works, and Troy Shaw, County Engineer.				
<u>Action Requested:</u> Approval				
<u>Budget Impact: (if applicable)</u> Amount: Source: Included In Budget: Other (explain):				
<u>Attachments List:</u> Edwardsville Property (Parcel 186225)				





Staff Request for Commission Action

Tracking No. 211810

Full Commission Meeting Date: 7/28/2022

Committee: Public Works & Safety

Date of Standing Committee Action: 7/25/2022
(If none, please explain):

Publication Required: No

Date:	Contact Name:	Contact Phone:	Contact Email:	Department/Division:
07/08/2022	Jeff Fisher	x5415	jfisher@wycokck.org	Public Works

Item Description:

The Public Works Department will briefly present the requested honorary street signs that have met the requirements.

Faith City Christian Center (2500 S 44th St, KCK 66106) Signs to be located on S 44th St

These honorary street signs are to commemorate Mr. Walza R. Starr II for his life achievements, which include:

1. Military Service:
 - a. 22 years with the US Navy achieved rank E-8, Senior Chief Petty Officer
 - b. 14 medals for his service.
2. Educational Achievements:
 - a. Masters in HR Management
 - b. Bachelors of Science in Technical Management
 - c. Associates of Arts in Sales and Marketing
3. Acts of philanthropy:
 - a. NU-Start Career Builders LLC
 - i. Preps individuals for job opportunities along with equipping them with tools to excel at interviews
- b. We Care Home Health Services Inc.
 - i. Provide health care services for clients at their homes.

St. Andrew Missionary Baptist Church (5300 Parallel Pkwy, KCK 66104) Signs to be located at the intersection of Parallel Pkwy & N 53rd St

These honorary street signs are to commemorate Rev. Dr. Seth C Harris for his life achievements, which include:

1. Educational Achievements:
 - a. Bachelors of Arts in Religion
 - b. Masters of Arts in Theological Studies & Divinity
 - c. Doctorate in Strategic Leadership
2. Acts of Philanthropy:
 - a. President of Kansas City, KS Baptist Ministers Union since 2005
 - b. Mentor for KCKPS, 10 years
 - c. Served in Community Service under Mayors: Joe Reardon, Carol Marinovick, Mark Holland

Action Requested:

Approval

Budget Impact: (if applicable)

Amount:

Source:

Included In Budget:

Other (explain):

Attachments List:

S 44th St Honorary Street Sign Petition Complete, N 53rd St Completed Petition

Walza R. Starr II Bio

Walza R. Starr II was born on February 05, 1967, and *raised in the heart of Kansas City, Kansas*. As God would have it, he accepted Jesus Christ as Lord and Savior at the young age of 10 and has not looked back. The evidence of God's hand upon his life was witnessed early, and he quickly became a servant of the Lord, attending bible study, Sunday School classes, youth activities, and serving as a youth director.

Being educated in the USD 500 Mr. Starr was known to participate in extracurricular groups such as choir, track, cross-country, and his favorite tennis. Although he was a quite student throughout the school years, many of his teachers still remember his charm today as they remind him upon seeing him within the community.

Upon graduation from Wyandotte H.S. in 1985, Walza pursued a career in the United States Navy, whereas he served his country honorably for well over 22 years. He served on three Naval Ships during this time, USS Callaghan DDG-994, USS Gridley CG-21, and USS Duluth LPD-6 during the time of Operation Desert Storm/Desert Shield and Persian Gulf War. He was selected for the elite group of "Navy Career Counselors" referred to as "Career Recruiting Force" which are board selected.

While on active duty from July 85 – December 2007, God saw fit that a "non-swimmer" with a passion to help people advance would volunteer for recruiting duty in November 1991 and excelled, and advance in various leadership roles in recruiting.

It is note worthy, that Mr. Starr volunteered to serve 3 Recruiting tours in his "Home Town" while on active duty, and his reasoning was "Our young people in KC need jobs too, so I need to recruit them...all of them!" He was very successful and ambitious at doing just that; he was recognized as a "Recruiter of the Year", "Regional Recruiter of the Year", as well as a "National Recruiter of the Nation" in Washington, D.C. while finishing ahead of everyone in recruiting.

During his naval service he has received numerous National recruiting accolades, Three Navy Commendation Medals, Nine Navy Achievement Medals, Two Voluntary Service Medals, and other awards and citations over the course of his career. Retired at the rank of a E-8 (Senior Chief Petty Officer) NCCS(SW/AW)

Always being magnetic in his approach when it came to helping people from recruiting them to ministering to them, after retirement God lead him the Starr's to continue in the business of helping transform the transformed the lives of many men, women, boys, and girls.

God was ushering in a new thing! In 2004 He directed Pastor Starr to birth a church out of those divine orders, **Faith City Christian Center** was born and has been growing every since!

In 2006 **NU-Start Career Builders LLC (CEO)** was born! This vision came to past from the work that had already been taking place in the lives of the ownership Mr. and Mrs. Starr who were prepping individuals mainly friends, family, and associates for job opportunities, as well as equipping them with the necessary tools to excel at the employment interview through role play exercises. Nu Start currently offers a yearly OSHA Training course free at Metropolitan Community College via its "Built for Success" Environmental Career Workers Training Program.

In 2013 **We Care Home Health Services Inc. (CEO)**, where they provide health care services to many wonder clients in the comfort of their homes in the city. (KS/MO)

Education:

Master Human Resource Management	Keller Graduate School of Management	Kansas City, MO
Bachelor of Science in Technical Management	DeVry University	Kansas City, MO
Associates of Arts in Sales and Marketing	Coastline College	Fountain Valley, CA

Pastor Starr is married to Antionette M. Starr. They have three wonderful children, Antionette Morgan (Whitney), Alexis , Tripp, and two grand daughters Anyla Morgan, Aria Morgan.

HONORARY STREET NAME SIGN PETITION

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Please mail completed Petition back to:
701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: Shawnee Drive Community of Christ

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Hauamana Johannsen Please circle one: Resident Business Organization
Address 4440 Shawnee Dr Wks 66106
Signature Hauamana Johannsen Date 5-31-22

Name / Please circle one: Resident Business Organization
Address /
Signature / Date /

Name / Please circle one: Resident Business Organization
Address /
Signature / Date /

Name / Please circle one: Resident Business Organization
Address /
Signature / Date /

Name / Please circle one: Resident Business Organization
Address /
Signature / Date /

Name / Please circle one: Resident Business Organization
Address /
Signature / Date /

Name / Please circle one: Resident Business Organization
Address /

HONORARY STREET NAME SIGN PETITION

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Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: Faith City Christ Center 2500 S. 44th
KANSAS CITY

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Todd R. Chipman Please circle one: Resident Business Organization
Address The Master's Community Church 2548 S. 42nd St KC, KS 66106
Signature TJR Date 4/19/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
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Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

HONORARY STREET NAME SIGN PETITION

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701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
diebout@wycokck.org

Neighborhood Petition Request

Location: 2500 S. 44th St KCKS 66106

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Edwin Velazquez Please circle one: ☒ Resident ☐ Business ☐ Organization
Address 4504 Gisbhl Rd
Signature Edwin Velazquez Date 04-27-22

Name Marissa Grabbe Please circle one: ☐ Resident ☐ Business ☐ Organization
Address 2539 S 45th St KCK 66106
Signature [Signature] Date 4/27/22

Name Margaret Sweeten Please circle one: ☒ Resident ☐ Business ☐ Organization
Address 4500 Oak Grove Rd
Signature [Signature] Date 4-27-22

Name Don Sweeten Jr. Please circle one: ☒ Resident ☐ Business ☐ Organization
Address 4500 Oak Grove Rd
Signature [Signature] Date 4-27-22

Name Robert Blackmore Jr Please circle one: ☒ Resident ☐ Business ☐ Organization
Address 4527 Oak Grove Rd
Signature [Signature] Date 4-27-22

Name Tim Williams Please circle one: ☒ Resident ☐ Business ☐ Organization
Address 1608 S. 44th St. Kansas City KS 66106
Signature Tim Williams Date 4-27-22

Name _____ Please circle one: ☐ Resident ☐ Business ☐ Organization
Address _____

Name Kellie Cornley Please circle one: Resident Business Organization
Address 15433 Foster Street Overland Park, KS 66223
Signature Kellie Cornley Date 3-25-22

Name Gannon Cornley Please circle one: Resident Business Organization
Address 15433 Foster St. O.P., KS 66223
Signature Gannon Cornley Date 3-25-22

Name Senja Cornley Please circle one: Resident Business Organization
Address 9409 Fairview
Signature Senja Cornley Date 3-25-22

Name DeAngela M. Strickland Please circle one: Resident Business Organization
Address 2440 S. 47th St Kansas City, MO 64118
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
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Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Signature _____ Date _____

Name Mia Williams Please circle one: Resident Business Organization
Address 2517 W. 74th St KCKS 66109
Signature [Signature] Date 3-31-22

Name Elgin Price Please circle one: Resident Business Organization
Address 2517 W. 74th St Kansas City KS 66109
Signature [Signature] Date 03/31/22

Name Karen McDonald Please circle one: Resident Business Organization
Address 1877 W. 32nd St. KCKS 66104
Signature [Signature] Date 4-1-22

Name Barbara McDonald Please circle one: Resident Business Organization
Address 610 Stewart KCKS 66101
Signature [Signature] Date 4-1-22

Name Melvin L Williams Please circle one: Resident Business Organization
Address 2939 N. 43rd St KCKS 66104
Signature [Signature] Date _____

Name LaQuena Landrey Please circle one: Resident Business Organization
Address Olathe KS
Signature [Signature] Date 4-6-22

Name GEORGE LANDREY Please circle one: Resident Business Organization
Address Olathe KS
Signature [Signature] Date 4-6-22

Name Antionette Morgan Please circle one: Resident Business Organization
Address 14201 NE Gladstone Gladstone MO
Signature [Signature] Date 4-6-22

Name Whitney Morgan Please circle one: Resident Business Organization
Address 14201 NE Gladstone Gladstone MO
Signature [Signature] Date 4/6/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name TONY JEFFERSON F Please circle one: Resident Business Organization
Address 3103 NW 14th Terrace
Signature [Signature] Date 4/6/22

Name Melissa Munford Jefferson Please circle one: Resident Business Organization
Address 3103 NW 14th Terrace
Signature [Signature] Date 4/6/22

Name Denise Eckard Please circle one: Resident Business Organization
Address 3103 W. 79th Terrace
Signature [Signature] Date 4/6/22

Name Essence Smith Please circle one: Resident Business Organization
Address 10602 E. 32nd St S
Signature [Signature] Date 4-12-22

Name Will H. Hall Please circle one: Resident Business Organization
Address 3207 DE 79th & KCMO 64119-4310
Signature [Signature] Date 12 April 2022

Name KEITH ROBINSON Please circle one: Resident Business Organization
Address 8605 NW 83rd ST KCMO 64152
Signature [Signature] Date 5/12/22

Name RACHEL ROSS Please circle one: Resident Business Organization
Address 10602 E. 32nd St S, LNO, MO 64052
Signature [Signature] Date 4/12/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

HONORARY STREET NAME SIGN PETITION

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Please mail completed Petition back to:
701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: 2500 S. 4TH KCKS 66109

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Maurice Martin Please circle one: Resident Business Organization
Address 9049 N. Drexel Ave, KC MO 64154
Signature [Signature] Date 4/3/22

Name Maurice J. Martin Please circle one: Resident Business Organization
Address 9049 N. Drexel Ave KC MO 64154
Signature [Signature] Date 4/3/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

HONORARY STREET NAME SIGN PETITION

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Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: 2500 S. 44th St KCKS

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Sherrill D. Stapp Please circle one: Resident Business Organization
Address 3401 N. Blue Jacket #8 Apts 11213
Signature Sherrill D. Stapp Date 4/6/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

Name Con Sandra Harris Please circle one: Resident Business Organization
Address 9409 Farley Ave KCMO 64118
Signature Con Sandra Harris Date 3/29/22

Name Eugene Holmes, Eugene Holmes Please circle one: Resident Business Organization
Address P.O. Box 12121 KCMO 66112
Signature Eugene Holmes Date 3-31-22

Name Lindsay Noel Please circle one: Resident Business Organization
Address 519 SW Royal Teen Pt., LS, MO 64080
Signature Lindsay Noel Date 3/31/22

Name Debra Harris Please circle one: Resident Business Organization
Address 905 Jefferson St Apt 502 KCMO
Signature Debra Harris Date 3/31/22

Name Trevor Gillespie Please circle one: Resident Business Organization
Address 509 W 46th St Apt 7 KCMO
Signature Trevor Gillespie Date 03/31/2022

Name Laurie Phillips Please circle one: Resident Business Organization
Address 8516 N 103rd Ave KCMO
Signature Laurie Phillips Date 3/31/22

Name Ashali Gaothi Please circle one: Resident Business Organization
Address 8200 Barkley Ln Olathe KS
Signature Ashali Gaothi Date 3/31/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name BRANDI HART Please circle one: Resident Business Organization
Address 1009 E 11th Ave KCMO 64134
Signature [Signature] Date 3/28/22

Name Alexis Gilmore Please circle one: Resident Business Organization
Address 5725 Leavenworth Rd Apt 15 KCK 66104
Signature A. Gilmore Date 3/29/22

Name Bernaine Young Please circle one: Resident Business Organization
Address 12591 S Constance St.
Signature Bernaine Young Date 3.29.22

Name Jani Young Please circle one: Resident Business Organization
Address 12591 S Constance St.
Signature Jani Young Date 3.29.22

Name Josiah Young Please circle one: Resident Business Organization
Address 12591 S Constance St.
Signature Josiah Young Date 3.29.22

Name Genesis Young Please circle one: Resident Business Organization
Address 12591 S Constance St.
Signature Genesis Young Date 3.29.22

Name Josir Young Please circle one: Resident Business Organization
Address 12591 S Constance St.
Signature Josir Young Date 3.29.22

Name Carlita Washington Please circle one: Resident Business Organization
Address 12547 Constance St.
Signature Carlita Washington Date 4/1/22

Name Adalia Washington Please circle one: Resident Business Organization
Address 12547 S Constance St.
Signature Adalia Washington Date 4/1/22

Name K'wanisha Jenkins Please circle one: Resident Business Organization
Address KCMO
Signature [Signature] Date 4.2.22

Name Clelvel Perry Please circle one: Resident Business Organization
Address 12551 S Constance St. Olathe KS. 66063
Signature Clelvel Perry Date 4.2.22

Name Sandy Sawawong Please circle one: Resident Business Organization
Address 1624 Hedge Lane Ter #103 Shawnee KS 66204
Signature [Signature] Date 3-24-22

Name Cheryl Bostic-Graham Please circle one: Resident Business Organization
Address 5433 Park Ave KCMO
Signature Cheryl Bostic-Graham Date 3-24-22

Name Aireasha Lee Please circle one: Resident Business Organization
Address 3847 S 47th Street KCK 66106
Signature Aireasha Lee Date 3-24-22

Name Chantel Young Please circle one: Resident Business Organization
Address 18561 Simpson St Olathe, KS 66063
Signature Chantel Young Date 3-24-22

Name Aliyah Lockett Please circle one: Resident Business Organization
Address 1001 N Parker Ter Olathe, KS 66061
Signature Aliyah Lockett Date 3/28/22

Name Craig Lockett Please circle one: Resident Business Organization
Address 1001 N Parker Ter Olathe, KS 66061
Signature [Signature] Date 3/28/22

Name Kyng Lockett Please circle one: Resident Business Organization
Address 1009 N Parker Ter Olathe, KS
Signature Kyng Lockett Date 3/28/22

Name Emmon Young Please circle one: Resident Business Organization
Address 1001 N Parker Ter Olathe, KS 66061
Signature Emmon Young Date 3/28/22

Name Luci Young Please circle one: Resident Business Organization
Address 1001 N Parker Ter Olathe, KS
Signature Luci Young Date 3/28/22

Name Rhonda Sumpter Please circle one: Resident Business Organization
Address 7575 W. 106th St
Signature Rhonda K. Sumpter Date 3/28/22

Name Camille Lombard Please circle one: Resident Business Organization
Address 20518 W. 89th terrace
Signature [Signature] Date 3/28/22

HONORARY STREET NAME SIGN PETITION

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Please mail completed Petition back to:
701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: 2500 Shawnee Dr. 2500 S. 44th St KCK

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Kim Morris Please circle one: Resident Business Organization
Address 3218 Lathrop Ave
Signature Brenda Morris Date 4-3-22

Name Cheryl Edmonds Please circle one: Resident Business Organization
Address 1725 N 46th St KCK 66102
Signature Cheryl Edmonds Date 4-3-22

Name Charles Bowers Please circle one: Resident Business Organization
Address 3215 N 52nd Street
Signature Charles Bowers Date 4/3/22

Name Michael Sullivan Please circle one: Resident Business Organization
Address 5016 Forest Ave.
Signature Michael Sullivan Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

HONORARY STREET NAME SIGN PETITION

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Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: 2500 S. 44th KCKS 66109

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name John D. 37 Please circle one: Resident Business Organization
Address 274 N. 33rd St. Kansas City, KS 66104
Signature [Signature] Date 3/30/22

Name Ruby E. Linton Please circle one: Resident Business Organization
Address 274 N. 33rd St. Kansas City, KS 66104
Signature [Signature] Date 3/30/22

Name Calvin B. Harris Please circle one: Resident Business Organization
Address 274 N. 33rd Kansas City, KS 66104
Signature [Signature] Date 3/30/22

Name Verdita Black Please circle one: Resident Business Organization
Address 8102 N. 87th Overland Park KS 66212
Signature [Signature] Date 3/31/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

HONORARY STREET NAME SIGN PETITION

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701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: 2500 S. 44th St. PCK 66106

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Taco Bell / Nicole Littlejohn Please circle one: Resident Business Organization
Address 4401 Shawnee Dr. PCK 66106
Signature _____ Date 4-19-22

Name McDonald's / Manuel Hernandez Please circle one: Resident Business Organization
Address 4427 Shawnee Dr. Kansas City KS 66106
Signature Manuel Hernandez Date 4-19-22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____

Name Patricia Calhoun Please circle one: Resident Business Organization
Address 6715 Verde Dr KCK 66104
Signature Patricia Calhoun Date 4-19-22

Name Eric Calhoun Please circle one: Resident Business Organization
Address 6715 Verde Dr KCK 66104
Signature Eric Calhoun Date 4-19-22

Name David Calhoun Please circle one: Resident Business Organization
Address 6715 Verde KCK 66104
Signature David Calhoun Date 4-19-22

Name John Mark Calhoun Please circle one: Resident Business Organization
Address 4615 Verde
Signature John Mark Calhoun Date 4-19-22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

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Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Yahoo Mail - Re: Honorary Street Signs

<https://mail.yahoo.com/d/search/name=Devin%2520Tiebout&emai...>

Re: Honorary Street Signs

From: Tiebout, Devin (dtiebout@wycokck.org)

To: miakwilliams@yahoo.com

Date: Monday, April 25, 2022, 03:06 PM CDT

Good afternoon,

I received a phone call from Shawnee Drive Community of Christ Church. They have agreed to sign off on the petition. Please bear in mind they also informed me there was another church located within the circle at 4505 Gibbs Rd The Korean First Presbyterian Church of Kansas. Please make sure to reach out the leader or equivalent representative of the church sign the petition if another participating church is unable to sign.

Thank you.

From: Mia Williams <miakwilliams@yahoo.com>**Sent:** Thursday, March 31, 2022 8:33 AM**To:** Tiebout, Devin <dtiebout@wycokck.org>**Subject:** Re: Honorary Street Signs

Good morning,

Question,

How many signature will we need to move forward?

Thanks, Mia

On Tuesday, March 22, 2022, 04:45:40 PM CDT, Tiebout, Devin <dtiebout@wycokck.org> wrote:

Good evening,

Attached are the guidelines for requesting honorary street signs.

Please look forward to hearing from me tomorrow about the requirements (if you do not hear from me by tomorrow call me... Things come up sometimes...)

To continue from our phone call... Public Works sets the requirements for the number of signatures (or radius) based on the petitioner, the length of the road and the surrounding homes and businesses. I will be your primary point of contact through this process from this point forward please call/email/text me about the status of your request or with any questions or concerns you may have in the future.



**JESUS SAID, "I AM THE WAY, THE TRUTH AND THE LIFE"
OUR MOTTO: "JESUS IS THE WAY"**

**St. Andrew Missionary Baptist Church
2200 North 53rd Street
Kansas City, KS 66104
(913) 596-2848
(913) 596-2794 (Fax)**

Reverend Dr. Seth C. Harris, Sr.
11255 Lakeview Drive, KCK 66109

Brother Jessie Bess, Chairman
Deacon Ministry
Sister Jo Ann Daniels
Church Secretary

To whom it may concern:

My name is Rev. Dr. Seth C. Harris Sr. Pastor of the St. Andrew Missionary Baptist Church of Kansas City, Kansas for 26 yuears. We are writing in request for a Honorary Street Sign for Rev. Dr. Seth C. Harris, Sr. The street that we are requesting to be renamed is 53rd Street off of Parallel which is one block long. There are only three houses on this block.

Chapter one: Curiosity. My life has been a great experience; it started out very tragic and ends up as a great BLESSING. Chapter one is the beginning of a new day. As a young child I always found myself getting into things I should not have. I was a late walker, I started walking at the age of three and one of the first things that I go into was a can of lye that I found and ate. This of course was a toxic substance, so I was rushed to the hospital.

Later in life I put my arm through a ringer washer to see how it worked. I found out, painfully, that the ringer was made to squeeze water from clothes and not my arm. If that wasn't enough, I climbed on the roof of our garage with an umbrella and in a "Mary Poppins" fashion, I jumped off thinking the umbrella would carry me like a parachute through the air, but instead I fell straight down through pile of storm windows. Once again, I endured massive injuries to my body.

I guess in conclusion you could say that I was a curious child. Even when I knew things were not right to do, I wanted to experience the outcome anyway. The positive side of curiosity is to know and understand the danger that it may cause. Not knowing it, I believe God brought me through all of these tragedies for His purpose. I hadn't reflected about the significance of these events until I did this assignment.

Chapter Two: A vision from the Lord. My Mom and Dad always made sure we were in Church. At the time I didn't understand it but for some strange reason I just loved going to Church. When we would travel to Tulsa, Oklahoma to visit my grandmother, I was the only child out of seven that went to church with her. Every Sunday after Church I would take an old dresser that was in

the back yard and I used it as a podium pretending to be a preacher and 'wow' how the children on the block would shout!

I later received a vision from the Lord that showed me that I would someday become a Pastor. I really didn't understand it until I was really called at the age of 28, which will be explained in more detail in chapter four. The vision I received was in great detail showing me the image of an old church in need of repair and that I would lead the congregation into building a new church with blue interior.

Of course, as life went on my zeal for the Lord and church faded away and I begin to do things that were against what my parents and the church had taught me. This will be explained in more detail in chapter three. In this chapter of my life the significant discovery was that everyone has a purpose in life that should bring glory to God.

Chapter Tree: Looking for Healing. This phase of my life became very painful. At the age of ten my parents divorced. I was lost and didn't know what to do. My mother would work during the day and she went to school at night. This left too much freedom for seven children without an adult in the home. Here is the beginning of my worldly troubles. In the fifth grade I took drum lessons in school. By the time I reached seventh grade, I was good enough to play in a band called the *Getting down People*. This band introduced me to drugs and alcohol and it was at this time I committed all types of crime to support my drug and alcohol addiction.

I then dropped out of school and travelled with the band, but the drugs and alcohol became more important to me than the band. I soon left the band and began a life of serious crime. I then noticed something very strange, all of my friends were either killed, died young or went to prison but not so for me.

I really thought I was hot stuff and then realized that I was heading down the road to destruction. I found myself at the point of death but for some strange reason I felt the power to live. As I look back on this part of my life, my significant discoveries were the pain and embarrassment I brought to my parents. I then went into the army with the idea to better myself but got caught with a quarter pound of marijuana while there. I am now thinking what more can happen to me? Looking back I know the Lord was doing something in my life that I was not aware of.

Chapter four: The Calling of the Lord. Now continuing from chapter three my life is now at its worse. Because of the drug and alcohol addiction I became very ill and was rushed to the hospital. I was at the point of death. The doctors called in my parents and told them that I might not make it. I then felt the Power of God moving heavily upon me.

God took me through all of these things in my life to prepare me for ministry. To my surprise I was called to preach the Gospel. I could not believe it. Not me a drug addict and alcoholic, a man with a history of crime, a person whom seemed to have abandon God and now here I am being called to preach Gods' word!

Now my life is turning around for the better. After calling my pastor, (Rev. Niles Seawood) about my calling he counseled me to be sure that I knew what was happening to me. I was twenty-eight

years old when I preached my first sermon on July 1, 1994 at the Community Missionary Baptist Church.

I soon enrolled at Western Baptist Bible College where I received my certificate in Christian Theology. Now it's coming back to me what I had discussed in chapter two when I was a child pretending to be a preacher. God was really preparing me without me even knowing it. On September 13, 1987 I received my certificate of Ordination and was appointed Director of Christian Education. I later became the Assistant Pastor to Rev. Niles Seawood at the Community Missionary Baptist Church.

I made a statement in chapter two that God had given me a vision of a church which needed repairs and that I would be the Pastor. In 1994 I was called to be the Pastor of the St. Andrew Missionary Baptist Church. This church needed much repairs but rather than making those repairs we decided to build a new Church. I had appointed committees to share in this project. One of these committees was the interior decorator. I never told the interior decorator what color the church would be because at the time the vision had not come back to me, as stated in chapter two. After the committee reported they had decided that the interior would be blue; the vision of the Lord came back to me as an assurance of God's plan for my life and ministry.

After becoming a pastor my leadership skills came in handy and I developed a deep passion to teach God's Word. When I look back on my life as mentioned in chapter three concerning my drug and alcohol abuse it now appears to me that God allowed these things to happen to me for His purpose. I say this because through these experiences I am now able to help many people overcome drug and alcohol addictions. Yes, I experienced some difficult time in the early years of my life but as I look back over my life, I now know that God has used it all for His Glory. You see, God takes the bad things of one's life and uses them for His good.

It was after completing this timeline exercise instructed by Dr. Jay Diller that encouraged me to reflect on the significant discoveries of God's plan in my life. In spite of all of my tragedies I now look at my life as did the Apostle Paul who was very wicked yet ended up as one of God's best Pastor, preacher and evangelist that the world has ever known. I have since received my High School Diploma, A Bachelor's Degree of Arts in Religion, a Master of Arts in Theological Studies, Master of Divinity and a Doctorate in Strategic Leadership. This exercise has proven that my life events have sharpened my skills with significant discoveries through these life's lessons. Thank you, God, for showing your love for me through Your Son, Jesus Christ and the Glory that my ministry brings to your name.

I have Served in the public-School system as a mentor for ten years. I have also served in community service under Mayor Joe Reardon, Carol Marinovick, and Mark Holland. I have shown great passion whenever I would hear of a young people getting shot or killed due to violence or any loss of life," I have helped many young people recover from drugs and all types of physical abuse.

As President of the Kansas City Kansa Baptist Ministers Union in June of 2005, we put on a job fair to receive applications for the Fire and Police Department from African Americans. At this

fair over four hundred applications where received and turned over to the appropriate authorities. We also collected two tractor trailers of food, clothe, and toiletry for the victims of Katrina.



**UNIFIED GOVERNMENT OF WYANDOTTE COUNTY
& KANSAS CITY, KANSAS
PUBLIC WORKS DEPARTMENT**

ONE McDOWELL PLAZA

701 NORTH 7TH STREET, SUITE 712
KANSAS CITY, KANSAS 66101

(913) 573-5400
FAX (913) 573-5727

March 30, 2016

RE: GUIDELINES FOR THE REQUEST OF HONORARY SIGNS

Dear Organization or Neighborhood Group,

This procedure is for long-term but temporary supplemental street name honorary signs. The Unified Government reserves the right to remove the supplemental street name at any time. The result of this process is the installation of street name signs in the 'cultural interest' colors of white letters on brown background and installs them in the same orientation as the permanent green and white street name sign. The honorary street designation has no effect on the platting or actual street addressing of any properties along the street where the honorary designation is approved.

Honorary Street Name request of any type utilizes the following procedures:

- An organization or neighborhood group must sponsor the request. They must submit a formal request to either their area commissioner or the Director of Public Works stating their request and the reasons behind the request. This request is to be on letterhead of the organization and signed by the sponsoring party.
- The organization or neighborhood group must select a street segment or a series of street segments that they desire to have the honorary designation. UG staff cannot assist in the determination of appropriateness of the routes.
- The organization or neighborhood group requesting the honorary sign must create and circulate a petition of support for their request. The petition must be supported by a minimum of 70 percent of the landowners or tenants on properties adjacent to the section of street that is to have honorary renaming. The petition must include the signature and letter of support from the corresponding neighborhood association.
- The honorary sign request must include a full description of the person that is been honored, his/her role and responsibilities to the community, and a biographic describing his/her leadership or relationship with the community. The written description shall include the reason(s) to support the request including impact to the WYCO community particularly the work done by the person that was beyond and above his/her normal responsibilities. The request shall include documentation of projects or community contributions, before and after pictures that reflect the work and contribution to the community, and any information about the person or organization for which the honorary sign is requested.

- If the honorary sign is to be for a church or a pastor, and the street section has other churches along it, the petition must be signed by 100 percent of the churches within the surrounding area including but not limiting churches within a block or as requested by UG.
- The petition is reviewed by public works staff to assure that the necessary percentage of signatures has been provided.
- Each request will be evaluated on a case-by-case basis. Evaluation process would take a minimum of 90 days from the date the request is received by Public Works.
- The UG Staff reserves the right to request additional information in support of the petition prior to submitting to the District Commissioner for consideration.
- Once UG staff has received and reviewed all the documentation in support of the request, the Director of Public Works submits the request to the commissioner assigned to that district. The District Commissioner may engaged in communication with the petitioner(s) or request additional information as necessary to complete evaluation and determine if the request should be submitted to the Public Works Standing Committee..
- Public Works Standing Committee votes on the request and then forwards the request to the Full Board of Commissioners.
- After approval by the Full Board of Commissioners, Street Department prepares street name signs in the 'cultural interest colors of white letters on brown background' and installs them in the same orientation as the permanent green and white street name sign.
- There is no fee for standard sizes signs that are to be mounted above STOP signs. Installation will be arranged by the Street Department for any sign install in public right-of-way.

If you have any questions or concerns please feel free to contact Lideana Laboy, City Traffic Engineer, at (913) 573-5700 or by email at llaboy@wycokck.org.

Send all request documentation to:
 Honorary Street Name Request
 Public Works Department
 701 N 7th St, Suite 712
 Kansas City, Ks 66101

HONORARY STREET NAME SIGN PETITION

The boundaries of this petition's 'area of effect' shall be defined by the petitioner below. The attached petition should be circulated to all residents, organizations and businesses on and adjacent to the street's area of effect. Please return to the Unified Government Public Works Department via mail or email at the addresses given below. Properties without signatures will be counted as "negative responses."

Please mail completed Petition back to:
701 N 7th Street, Suite 712
Kansas City, KS 66101

Email completed petition back to:
dtiebout@wycokck.org

Neighborhood Petition Request

Location: ST. ANDREW MISSIONARY BAPTIST CHURCH 2200 N 53rd ST KCK 66104

Please submit this petition signed by at least 75% of the property owners (one per signature per household) residing on the street segment along with this Neighborhood Request Form.

PLEASE PRINT

Name Eddie Rose Wimbley Please circle one: Resident Business Organization
Address 1312 N 25th Pl. K.C. KS 66112
Signature Eddie Rose Wimbley Date 5/22/22

Name Hattie H. Young Please circle one: Resident Business Organization
Address 2019 N. 5th St. K.C. 66101
Signature Hattie H. Young Date 5-22-22

Name Ann Sudell Please circle one: Resident Business Organization
Address 1402 N 45th Terrace KCK
Signature Ann Sudell Date 5-22-22

Name James Sweet Please circle one: Resident Business Organization
Address 1402 N 45th Terrace KCK
Signature James Sweet Date 5-22-22

Name Harriet Watson Please circle one: Resident Business Organization
Address 8239 W 83rd KS
Signature K.C. KS 66109 Date 5/22/22

Name Darlene Watson Please circle one: Resident Business Organization
Address 8239 W 83rd KS
Signature K.C. KS Date 5/22/22

Name Dann Daniels Please circle one: Resident Business Organization
Address 3202 Cleveland, KCK 66104

Name Choyan & Bess Please circle one: Resident Business Organization
Address 2718 N 86 Terr KCK 66109
Signature Choyan & Bess Date 5/21/22

Name Shirley Dantley Please circle one: Resident Business Organization
Address 314 N 43rd St KCK
Signature Shirley Dantley Date 5/21/22

Name Gladys McJunkins Please circle one: Resident Business Organization
Address 8589 Sundusk Ave KCK 66442
Signature Gladys McJunkins Date 5/22/22

Name Karen Hayes Please circle one: Resident Business Organization
Address 11255 Lakeview Drive KCK
Signature Karen Hayes Date 5/22/2022

Name Jessie Bess Please circle one: Resident Business Organization
Address 2718 N 86 Terr
Signature Jessie Bess Date 5/22/22

Name Janita London Please circle one: Resident Business Organization
Address 7701 Armstrong Ave Apt 215
Signature Janita London Date 6/5/2022

Name Sherron Green Please circle one: Resident Business Organization
Address 3411 N 76th
Signature Sherron Green Date 06-05-22

Name Carl G. Wheeler Please circle one: Resident Business Organization
Address 6436 Webster Ave
Signature Carl Wheeler Date 6-5-22

Name Joey Martin Please circle one: Resident Business Organization
Address 59215 Harkell
Signature Joey Martin Date 6/5/2022

Name Charles Cunningham Please circle one: Resident Business Organization
Address 5124 Leavenworth Rd
Signature Charles Cunningham Date 6/5/2022

Name Elliott London Please circle one: Resident Business Organization
Address 5700 Lathrop Ave
Signature Elliott London Date 6/5/2022

Name Alex Stuart Please circle one: Resident Business Organization
Address 1415 N 37th St KCK 66112
Signature [Signature] Date 5-22-22

Name Jabir Marshall Please circle one: Resident Business Organization
Address 701 15th 38th Apt 21 KCK 66102
Signature Jabir Marshall Date 5-22-22

Name Florence Higgins Please circle one: Resident Business Organization
Address 2024 N 26th St KCK 66102
Signature Florence Higgins Date 5-22-22

Name Brooklyn Cumming Please circle one: Resident Business Organization
Address 7718 N. 26th
Signature Brooklyn Cumming Date 6/5/22

Name Rita L. Williams Please circle one: Resident Business Organization
Address 6748 Cleveland Ave
Signature Rita L. Williams Date 6-5-22

Name Alisha Henderson Please circle one: Resident Business Organization
Address 10109 N. Highland
Signature Alisha Henderson Date 6/5/2022

Name Eric Cokman Please circle one: Resident Business Organization
Address 1631 N 94th St KCK
Signature Eric Cokman Date 6/5/2022

Name Laura Dautzler Please circle one: Resident Business Organization
Address 2509 Malone Dr
Signature Laura Dautzler Date 6/5/2022

Name Kathryn Becton Please circle one: Resident Business Organization
Address 2129 N 43rd Terrace KCK
Signature KBecton Date _____

Name [Signature] Please circle one: Resident Business Organization
Address 2430 N. 35th St
Signature [Signature] Date 6/5/2022

Name Eric L. Dautzler Please circle one: Resident Business Organization
Address 315 1st St
Signature _____ Date 6/5/22

Name Adrienne Patterson Please circle one: Resident Business Organization
Address 22408 West 52nd Terr KCK
Signature Adrienne Patterson Date 5/22/22

Name Dorothy Patterson Please circle one: Resident Business Organization
Address 22408 West 52nd Terr KCK
Signature Dorothy Patterson Date 05/22/22

Name Lee Marshall Please circle one: Resident Business Organization
Address 8239 Walker Circle KCK 66109
Signature Lee Marshall Date 05/22/22

Name Alfred Bridgeman Please circle one: Resident Business Organization
Address 16301 E. 125th Street KCK 64630
Signature Alfred Bridgeman Date 05/22/22

Name Eddie Rose Wimbley Please circle one: Resident Business Organization
Address 1312 N 15th Place KCKs 66112
Signature Eddie Rose Wimbley Date 6/5/2022

Name Dorothy Sheppard Please circle one: Resident Business Organization
Address 3322 Lathrop
Signature Dorothy Sheppard Date 6/5/2022

Name Shirley Dantzler Please circle one: Resident Business Organization
Address 3111 North 43rd St
Signature Shirley Dantzler Date 6/5/2022

Name Tilmon Dantzler Please circle one: Resident Business Organization
Address 3111 North 43rd Street
Signature Tilmon Dantzler Date 6/5/2022

Name Nola Collins Please circle one: Resident Business Organization
Address 3000 South Ave. N.
Signature Kansas City, MO 64116 Date 6/5/22

Name ADWODA BRAINOO Please circle one: Resident Business Organization
Address 5527 WEBSTER AVE
Signature ADWODA BRAINOO Date 06/05/2022

Name ADWODA ADTEI Please circle one: Resident Business Organization
Address 3445 63RD STREET
Signature ADTEI Date 06/05/2022

Name Darnett Andrew Smith Please circle one: Resident Business Organization
Address 348 Timberlark Dr
Signature Darnett Andrew Date 6/5/2022

Name Donald R. Crawford Please circle one: Resident Business Organization
Address _____
Signature Donald R. Crawford Date _____

Name MIKE METCALF Please circle one: Resident Business Organization
Address 2100 N 54TH ST KANSAS CITY, KANSAS
Signature Mike Metcalf Date 6-7-22

Name Kim Metcalf Please circle one: Resident Business Organization
Address 2100 N 54th St Kansas City KS 66104
Signature Kim Metcalf Date 6-7-22

Name Virginia Simpson Please circle one: Resident Business Organization
Address 2100 N 54th Kansas City KS 66104
Signature Virginia Simpson Date 6/7/2022

Name Paul Nain Please circle one: Resident Business Organization
Address 5910 Paralle Pkwy
Signature Paul Nain Date 6/7/22

Name David Uk Please circle one: Resident Business Organization
Address 2010 N 66th Terrace, Kansas City, KS 66104
Signature David Uk Date 6/7/22

Name David Uk Please circle one: Resident Business Organization
Address 6322 Lighthouse Pkwy KC
Signature David Uk Date 6/9/22

Name _____ Please circle one: Resident Business Organization
Address _____
Signature _____ Date _____

Name _____ Please circle one: Resident Business Organization



Staff Request for Commission Action

Tracking No. 211814

Full Commission Meeting Date:

Committee: Public Works & Safety

Date of Standing Committee Action:

(If none, please explain): Information Only

Publication Required: No

<u>Date:</u>	<u>Contact Name:</u>	<u>Contact Phone:</u>	<u>Contact Email:</u>	<u>Department/Division:</u>
07/13/2022	Troy Shaw, Jeff Fisher	x5416, x5415	tshaw@wycokck.org, jfisher@wycokck.org	Public Works

Item Description:

The sidewalk & curb replacement incentive program allows residents to replace existing sidewalk/curb at a 50/50 cost-share with the UG. The policy can currently be utilized by residential and 501(c)(3) organizations. This discussion is a review of the existing policy and whether non-residential/501(c)(3) properties should be eligible to utilize this program. The current policy and application packet are attached, submitted by Jeff Fisher, Executive Director of Public Works, and Troy Shaw, County Engineer.

For information only

Action Requested:

No action, information only.

Budget Impact: (if applicable)

Amount:

Source:

Included In Budget:

Other (explain):

Attachments List:

Sidewalk & Curb Rehabilitation Incentive Program_Policy & Application (May 2022)



PUBLIC WORKS

ONE MCDOWELL PLAZA

701 NORTH 7TH STREET, KANSAS CITY, KANSAS 66101

(913) 573-5400

Sidewalk & Curb Replacement Incentive Program Policy

Program Elements

- Reimburse contractor approximately 50% of the average cost for sidewalk and/or curb removal/replacement and replacement for permitted and inspected work.
- The County Engineer, or his or her designee, will determine the reimbursement rate according to current market rates for sidewalk and/or curb replacement.
- Reimbursement amount may be adjusted annually to balance demand for this program and to reflect changing construction costs.
- Program will be funded as a separate line item in the annual budget.
- Reimbursement is limited to extent of annual funds available on a first come, first serve basis.
- Funds will be allocated equally to residential properties in each of the eight commission districts until July 1, 2012 and each year after. After July 1, all uncommitted funds will be available for any eligible location in the city.
- Any funds still available September 1 may be used on a first come, first served basis for sidewalk & curb removal and replacement for properties adjacent to UG facilities, parks, schools, or nonprofit 501(c)(3) organizations.
- The Unified Government, upon review and approval of the project invoice, will strive to reimburse the contractors within thirty (30) days from the submission of all required paperwork.

Quality Controls

To be eligible for reimbursement all of the following must occur

- Application must be approved by the County Engineer or his or her designee prior to the commencement of any work.
- Application must contain estimate area of repair and/or replacement & estimated cost per square foot in the form of a quote or bid from a qualified contractor.
- A Right-of-Way Use permit must be obtained.
- UG staff will perform initial site inspection during which area of removal are marked and photos taken. UG staff will also perform a form inspection and final inspection with photos.
- It is the responsibility of the applicant or their contractor to coordinate the necessary inspections.
- Materials and workmanship must comply with Kansas City, Kansas construction standards.

Eligibility

- Eligible work is the replacement of sidewalk and/or curb in the right-of-way parallel to the street for repair of trip hazard or cosmetic.
- **Property must not be delinquent for taxes.**
- Only existing Kansas City, Kansas properties with existing sidewalk and/or curb are eligible.
- Brick or specialty concrete will be reimbursed at the same rate as concrete walk.



PUBLIC WORKS

ONE MCDOWELL PLAZA

701 NORTH 7TH STREET, KANSAS CITY, KANSAS 66101

(913) 573-5400

Sidewalk & Curb Rehabilitation Incentive Program Application

I, _____, have applied for application for the Unified Government's Sidewalk & Curb Rehabilitation Incentive Program for the following location: _____.

I understand that the reimbursement rate will be targeted to cover the approximate percentage as set out in the Sidewalk & Curb Rehabilitation Incentive Program Policy.

I also understand to be eligible for reimbursement that the following must occur:

- Complete and receive application approval prior to the commencement of any work.
- Obtain a right-of-way use permit.
- Coordinate the necessary inspections by Unified Government staff.
- All materials and workmanship must comply with the Kansas City, Kansas construction standards.

Applicant Signature _____

Date _____

This Portion to be Completed by Public Works Staff

Date Application Received	_____
Application Received By	_____
Is the Application Complete?	_____
Reimbursement Amount	_____
Application Approved	_____
Application Denied (Reason)	_____ _____ _____



PUBLIC WORKS

ONE MCDOWELL PLAZA

701 NORTH 7TH STREET, KANSAS CITY, KANSAS 66101

(913) 573-5400

Sidewalk & Curb Rehabilitation Incentive Program Application

Date of Application _____

Applicant Name _____

Applicant Address _____

Applicant Phone Number _____

Project Location _____

Estimated Area _____

Estimated Cost per Square Foot _____

Cost Estimate/Quote Attached? Y ☐ N ☐

KCK Resident? Y ☐ N ☐

Commission District _____

This Portion to be Completed by Public Works Staff

Marking Inspection _____

Form Inspection _____

Final Inspection _____

Reimbursement Amount _____

Date Reimbursement Authorized _____

Reimbursement Authorized By _____