

THE SOCIETY OF AMERICAN MILITARY ENGINEERS



OPERATION FAST START KANSAS CITY POST READINESS PLAN

Updated December 2005

INTRODUCTORY LETTER

It is the policy of the United States to have an Emergency Mobilization Preparedness Capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with the defense of the United States as first priority. National Security Council NS DD-47

To support government at all levels in their emergency preparedness capabilities, the Kansas City Post of the Society of American Military Engineers (SAME), in cooperation with its corporate members/firms, has published a *Fast Start* plan in response to the Society's commitment to come to the aid of governments and citizens in time of national emergencies, including natural and man made disasters.

Our *Fast Start* plan outlines how civilian architectural and engineering firms, construction contractors, materials suppliers, and other firms can interact with military and government construction agencies in the Kansas City area to effectively respond to any major emergency. For those in the private sector, you will find names and addresses of organizations you can contact in the event you wish to make your firm known as a resource to support emergency relief or recovery efforts. For those in the public sector, you will find the names and addresses of organizations prepared to support disaster relief who can respond in a disciplined manner to prevent further loss and restore normalcy.

We hope you will find this publication both informative and useful. We invite you to become a member of SAME, if you are not already and to share with us your ideas, abilities, and experiences. Only through the efforts of concerned organizations such as yours can we achieve an effective level of preparedness. What better way to show our support to our nation than by working together to increase our emergency preparedness and defense readiness? We look forward to your active participation.

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OPERATION FAST START

I. INTRODUCTION

A. The purpose of the Kansas City Post *Fast Start* plan is to assist federal, state and local governments in recovery from natural and man-made disasters/emergencies.

B. The Kansas City Post of the Society of American Military Engineers (SAME) encompasses the greater Kansas City area in both Missouri and Kansas. The boundaries are within the confines of the Kansas and Missouri River Basins. The Greater Kansas City Post was chartered by the National Society on 26 March 1931 and is celebrating 70 years as a Post. The Greater Kansas City Post has been very active within the Society through the years locally, regionally and nationally. The Greater Kansas City Post enjoys a military presence that includes the Kansas City District Corps of Engineers, Fort Leavenworth, and other reserve and National Guard units from the army, navy, air force and marines. Kansas City is also home to one of the largest engineering communities in the country. In addition, to a sizable public sector presence, many large medium and small architectural, engineering and consulting related firms are located in Kansas City. Kansas City is also headquarters for sustaining firms Black and Veatch, Burns and McDonnell, HNTB, Corp and numerous other A/E firms. The Post is the most active engineering society in Kansas City. The Post also has a large contingent of construction firms within it's boundaries which includes J.E. Dunn Construction Corp., which was 110 on ENR's top 500 Construction firms. Kansas City is home of Federal Region Center VII. In which, the Post our sustaining firms provide services to. The following achievements are noteworthy:

Current Individual Members:	Over 300
Sustaining Members:	67
Young Members:	Over 100

C. The post can be a positive mitigating force in emergencies. Of all the disasters that befall mankind, war is certainly the worst. The resources of SAME can be an important part of our national preparedness. An effective communications instrument is needed if we are to tap the resources of our engineering/construction industry. It can be a positive force during and after natural disasters or industrial emergencies. The post can help promote readiness both prior to and during emergencies and natural disasters.

D. The *Operation Fast Start* plan is designed to increase the awareness of local planners, design and construction personnel so they:

1. Understand the mechanisms of contracting for emergency services;
2. Improve their response time by understanding what they may be required to do and when; and
3. Assist in responding effectively to the emergencies that may face our nation and region.

In short, it is preparedness for the full range of emergencies: natural, industrial, and defense.

II. PURPOSE

A. The purpose of the *Fast Start* plan is to define emergency work requirements, inventory existing regional capabilities, describe capabilities, address significant area deficiencies, make capabilities known to governmental agencies, and address specific opportunities for sustaining member participation in engineering tasks associated with the recovery from natural and man-made disasters/emergencies. *Operation Fast Start* means preparedness for the full range of natural and man-made disasters/emergencies.

B. *Operation Fast Start* has four initial goals to better posture the engineering/construction assets of the Kansas City area to respond effectively in a national emergency, natural disaster, or other types of emergencies:

1. Enhance Awareness of Local Planners. Planners should keep emergency services in mind when planning future relief efforts. They should be aware of the tremendous pool of talent that can be made available by SAME's Sustaining Member firms and agencies to the extent of including SAME in the emergency plans.
2. Improved Response Time by SAME Member Firms. This goal is aimed at sustaining members to help them understand what will be required and when. Coordinating between sustaining members and key response agencies to discuss/reduce common problems will reduce the time required to reorient from emergency response to normal activities.
3. Improved Flexible Response. Through improved planning, based on awareness and timeliness, increased flexibility will enable our Nation to respond effectively to a range of disasters and emergencies. The worldwide threats to US interests in the decades ahead will be diverse. The requirement for flexibility in planning for any contingency is apparent.
- (4) Maximize Use of Existing Capabilities. The construction industry is decentralized, flexible, mobile, and highly elastic to demand. The industry has demonstrated it can respond. Existing capabilities are adequate for nearly any contingency, given proper preparedness.

With readiness and rapid response, the effects of a disaster can be further mitigated.

III. CIVIL PREPAREDNESS AND READINESS

By clarifying channels of communications, contracting procedures, and individual responsibilities, the ability of local governments to respond to local emergencies and disasters will be greatly improved.

From time to time, Civil Preparedness exercises are conducted by local, regional, state and federal agencies. Too often these exercises simulate the participation of key elements such as the A&E and contracting entities. Through SAME, more industry participation is possible in order to reach a more advanced state of readiness. The agencies conducting these exercises are encouraged to seek the voluntary participation of SAME member firms and to have SAME representation at various levels of activity. Conversely, we encourage member firms to

volunteer their services in these exercises. Through such cooperation we achieve an effective level of preparedness, fulfill the industry's portion of the "partnership" language contained in the National Security Council's Document 47 and directly contribute to the SAME theme, "Dedicated to National Defense."

A. DESCRIPTION of NATURAL and MAN-MADE THREATS AFFECTING AREA WORK EFFORT REQUIREMENTS

1. NATURAL DISASTER. The most devastating natural disasters that could occur within the region are floods, tornadoes and windstorms. Also, the New Madrid earthquake fault lies in southeast Missouri, which would have an impact on the Kansas City area in terms of responsiveness, although not in terms of damage to the immediate area. Other emergencies, including chemical accidents and droughts can also be anticipated.

The Federal Emergency Management Agency estimates, for example, that a major disaster in the Kansas City area could result in millions of dollars in property damage and loss of life. Threats include:

(1) Severe thunderstorms, often accompanied by wind, hail, flooding, and lightning, which can occur in all seasons of the year.

(2) Tornadoes, characterized by violent winds and pressure differentials, as well as hail, flooding and lightning, which frequently accompany them.

(3) Flooding in the form of flash floods, rising water, or flooding from wind-driven, or wind-held water. Flooding is generally associated with other weather-caused destructive forces. Major events in the Kansas City area included both the 1951 and 1993 flood events. The Kansas City area has also been affected by localized flooding, which has resulted in both deaths and property damage. The Missouri River experiences flooding nearly every season to some degree.

(4) Droughts and other water shortages, which are particularly damaging to crops and livestock and which can affect entire communities.

(5) Earthquakes as the result of movement of nearby fault lines could cause structural damage to structures (homes, buildings). The New Madrid fault in southeast Missouri is estimated as a major catastrophe. If that area experiences an earthquake the entire State of Missouri will need to be ready to respond. It is anticipated that an earthquake of major occurrence will cause damage as far away as Kansas City, with severe damage in many counties in southeast Missouri as well as in St. Louis, Missouri.

The type of construction required would range from debris removal and emergency restoration of essential services to major reconstruction of all types of facilities, including bridge and road construction, renovation and reconstruction of structures, and restoration of utility systems.

2. TERRORIST THREAT OR ACTIVITY. The entire nation is on heightened awareness since the events of 9/11/2001 in New York and Washington DC and are taking steps to better protect our buildings, facilities, utilities and transportation infrastructures against a terrorist attack.

The construction industry may be called upon to help recover from these activities. Participation by member firms would be aimed at restoration of essential services, debris removal, and reconstruction of public facilities such as roads and bridges, utilities and other structures. Design consideration for new facilities should emphasize, where possible, mitigation of threat. The industry through SAME can also make a contribution in this mitigation effort.

IV. MOBILIZATION READINESS

A. Prior to full military mobilization and dependent on congressional priorities, there may be a period of construction effort devoted to improving emergency operations centers and protecting infrastructure.

B. During military mobilization, the focus of the nation's defense construction effort will be to first support the mobilization and deployment of both active and reserve component troops and provide construction support to other federal agencies. This support could consist of construction at military installations, to include barracks, warehouses, utilities, waterfront structures, and transportation networks.

C. The primary locations for military construction work will center around existing installations. The military installations/facilities in our area include:

Military Installations Close to Kansas City Area

Ft. Leavenworth, Kansas (40 miles)
Ft. Riley, Kansas (120 miles) – also a SAME Post
McConnell AFB, Kansas (180 miles)
Whiteman AFB, Missouri (60 miles -- also a SAME Post)
Ft. Leonard Wood, Missouri (180 miles -- also a SAME Post)
Lake City Army Ammunition Plant

Reserve Centers Close to Kansas City Area

U.S. Army (2)
U.S. Navy
U.S. Marines

National Guard Close to Kansas City Area

Missouri Army/Air National Guard (medical, air lift, logistics, military police, engineer and infantry units)
Kansas Army/ National Guard (medical, air lift, logistics, military police, engineer units and infantry units)

V. KEY PROGRAMS

A. LOCAL RESPONSE PLANS

LOCAL PLAN: CITY OF KANSAS CITY. The mission of the Kansas City Emergency Operations Office is to provide for the development of Kansas City's Emergency Response Plan and for the coordination of that plan with the City's emergency response organization and other local, state, and federal agencies in order to mitigate, prepare for, respond to, and recover from the effects of a natural or technological disaster in an effort to protect life, property, and vital infrastructure, insofar as possible, from damage and destruction.

The Kansas City Emergency Response Office is responsible for the planning, coordination, and implementation of emergency/disaster plans for the City of Kansas City.

City of Kansas City DISASTER SERVICES (CIVIL DEFENSE). The City of Kansas City Emergency Operations Office, through its manager, functions as the principal advisor to the City Council on disaster preparedness, response and recovery efforts optimizing the city's capabilities by:

- * Assisting county and city agencies in the performance of their assigned responsibilities through planning emergency response and an Emergency Operations and Communications Center.
- * Coordinating Federal, State, County, City, volunteer and private resources during times of major emergencies and disasters.
- * Pursuing and negotiating cooperative agreements and efforts to pool local public and private resources and contacts.
- * Assisting the Mid-America Regional Council of Government
- * Providing education to the citizens of Kansas City and Jackson County, Missouri regarding ways to minimize the personal effects of disasters.

B. STATE RESPONSE PLANS.

The State Emergency Plan (SEP) defines the State Emergency Management System (SEMS) used for all emergencies in Missouri and Kansas. It describes the Missouri and Kansas Emergency Organization (respectively), which provide the Governor access to public and private resources within the State in times of emergency. The SEP is supported by other State contingency plans and operating procedures as identified in the attachments to the SEP. The State Emergency Plan establishes the policies, concepts, and general protocols for the implementation of the SEMS for Missouri (MEMP) and Kansas (KEMP). The use of SEMS is required by law in both states during multi-agency or multi-jurisdictional emergency response by State agencies. Local governments must also use SEMS to be eligible for reimbursement of certain response-related personnel costs. All organizations dealing with emergency activities at any level should use SEMS throughout the four phases of a disaster: mitigation, preparedness, response, and recovery. Integrating all emergency management activities, throughout all phases of an emergency, and across all functions increases accountability, provides continuity of

resource application, establishes a clear chain of command and coordination, and identifies responsibilities for critical task performance.

STATE OF MISSOURI, DIVISION OF DISASTER EMERGENCY SERVICES (DODES).

The Division of Disaster Emergency Services is organized as a division of the State Department of Public Safety. It is responsible for preparing and maintaining a state disaster plan and all that it implies. It serves as point of contact and coordinating agency in providing assistance to local officials in designing local emergency action plans. Resource requirements for the state and its political subdivisions are determined by the Emergency Management Manager, and when advisable, it procures essential equipment for augmenting emergency operations. It assists in the establishment and conduct of training programs and public information programs; maintains a register of search and rescue organizations operating within the state and assists them in their training and proficiency standards; and it cooperates with federal agencies and other public or private agencies to the above purposes and in implementing programs for disaster prevention, preparation, response and recovery.

C. FEDERAL RESPONSE PLANS.

A. When disaster - a flood, a chemical spill - threatens a community, local responders, government agencies, and private organizations take action. And most of the time, with the help of the state, they have the skills and equipment to do the job. But sometimes the destruction goes beyond local and state capabilities. That is when the Federal help is needed as well.

B. The federal process begins when a state governor asks the President of the U.S. for help. The President, with Federal Emergency Response Agency (FEMA) advice, decides to mobilize federal resources. Disaster-stricken areas become eligible for relief when the President declares an emergency or major disaster.

C. FEMA has the responsibility for, and directs, Federal Disaster Assistance. In coordination with other federal agencies, FEMA developed the Federal Response Plan (hereafter in this chapter referred to as the Plan). It provides the system for delivering Federal assistance to State and local governments when the requirements of emergency response exceed State and local capabilities.

D. The Plan tells how the Federal government responds to disasters, provides state and local governments with personnel, technical expertise, equipment and other resources, and assumes an active role in managing a response.

1. SUMMARY OF THE PLAN. The Plan is based on the premise that a significant disaster may require a broad spectrum of Federal assistance to immediately support State and local emergency response operations. The Plan establishes a foundation for a systematic, coordinated, and effective Federal response by:

- (1) Establishing fundamental assumptions and policies;

(2) Establishing a concept of operations that provides an interagency coordinating mechanism for immediate delivery of Federal assistance;

(3) Incorporating the coordination mechanisms and structure of other appropriate Federal plans and responsibilities into the overall response;

(4) Identifying specific Federal resources to supplement State and local response operations;

(5) Assigning specific functional responsibilities to appropriate Federal departments and agencies; and

(6) Identifying actions Federal departments and agencies will take to manage the overall Federal response in coordination with the affected State.

The Plan does not specifically address recovery assistance, such as temporary housing, loans and grants to local and State government entities provided under traditional disaster assistance programs of FEMA and other agencies. However, initial recovery efforts may commence as response activities take place.

2. FEDERAL ORGANIZATIONS:

A. FEMA coordinates the establishment of policies for mobilization preparedness of Federal Agencies, prepares and maintains the Federal Master Mobilization Plan and guides the states and federal regional councils in their emergency preparedness. The U. S. is divided into ten FEMA regions with Kansas City being the headquarters for FEMA Region *VII*, which covers the states of Iowa, Kansas, Missouri and Nebraska. Other federal agencies within Region VII includes:

Federal Agencies Kansas City Area

Department of Energy

Department of Transportation

Department of Federal Aviation Administration

Department of Commerce

Federal Emergency Management Agency

Department of Highway Administration

General Services Administration

U.S. Army Corps of Engineers

Environmental Protection Agency

Department of Agriculture

U.S. Public Health Service

Greater detail on federal organizations and their responsibilities are described at Appendix H.

VI. CONTRACTING AGENCIES

A. On the Federal Reservations in the area, contracting for materials and services during a major emergency or disaster could be handled by the military contracting offices at Whiteman or McConnell Air Force Base and Fort Leavenworth, Ft. Riley or Ft. Leonard Wood. In addition,

the US Army Corps of Engineers (USACE) maintains a District Office in Kansas City, Missouri. The Corps of Engineers also has Area Offices at Ft. Riley, Ft. Leavenworth and Ft. Leonard Wood plus smaller offices at McConnell and Whiteman AFBs. The District Office of USACE is chartered to provide federal engineering management in emergencies at the local level within the civil sector. The Corps of Engineers is prepared for actions in a broad spectrum of emergency conditions including natural disasters. Fundamental authority covers responsibilities for water resources protection and disaster relief and for civil defense. These missions have one thing in common. The Corps is charged to mitigate loss of life and property in national disasters, whether natural or man-made. The U. S. averages about 30 disasters a year of the size that requires the Corps of Engineers to assist with recovery. But these events do not compare in magnitude to those experienced and postulated in preparation for, conduct of, and recovery from war.

B. In addition, the Naval Facilities Engineering Command (NAVFAC) contracts military construction through six Engineering Field Divisions (EFDs) located throughout the United States. The Resident Officer-in-Charge of Construction (ROICC) is assigned to contract A&E and construction services. This is the procedure that was followed when NAVFAC constructed the new Naval Reserve facility in Kansas City, Missouri.

C. Also, the Kansas and Missouri Air/Army National Guard contracts for materials and services on an ongoing basis. In time of emergency, it would continue to fulfill this role up to the condition of full mobilization where it would be dissolved after all State resources are mobilized and existing contracts completed. The States of Kansas and Missouri have various departments, which may enter into contracts with local firms for services and/or materials in time of emergency. Depending on the department and the state of emergency, different contracting conditions may exist. Finally, Jackson and Wyandotte Counties and the cities of Kansas City and The unified Government of Kansas City Kansas have various departments, which may also enter into contracts with local firms in times of emergency. Again, different conditions exist from one department to another.

VII. THE PROCESS

To maximize the mitigation capacity of the industry, a doctrine of planning, preparation, and organization must be known and practiced by industry. SAME is the organization best suited to facilitate this process.

A. REPORTING. As a private contractor, when and to whom do I report availability for work in an emergency?

A&E firms, contractors, suppliers, and subcontractors can be prepared to accept mobilization direction from the local contracting officer or the USACE District Commander in their local area. To insure timely and effective direction, these agencies need to know your firm's capabilities and assets. Without jeopardizing proprietary information, contractors who wish to accept mobilization work can report their assets, capabilities, and area of availability through the SAME Post. SAME can play a role in educating firms in this process. Each interested firm

normally maintains a current inventory of its assets and capabilities. Making this document available to these agencies through this plan will accomplish this purpose. Firms that see themselves playing a major role during mobilization in their locality should plan for that eventuality now. Sustaining members of SAME are being asked to provide this capability information as a part of *Operation Fast Start*, and report their capabilities, as well, on their annual Directory Entry Form for the SAME Directory of Member Firms and agencies.

B. OPERATIONS. What is the nature of emergency operations?

Emergencies can run the gamut of situations from floods, tornadoes and earthquakes to chemical/nuclear accident, war mobilization and/or terrorist or nuclear attack. Operations at the peace to emergency interface are discontinuous, and time becomes the most precious resource. Private firms, whether A-E firms, contractors, suppliers, and/or subcontractors, must be able to make adjustments in their operations. New relationships must be established with local, state, regional, and national agencies to determine the response ethic necessary for the private sector to perform its role while averting panic. Again, SAME can act as the facilitator of this process. A partial list of agencies responsible for emergency response is at Appendix D.

C. PROCEDURES. What types of contracting procedures can be expected during national emergencies?

The procedures will probably depend on the severity of the emergency and the response time required. The competitive bid process is always desirable. In previous mobilization experiences, the use of cost plus fixed fee contracts was the norm, although not necessarily the most economical. Where competitive bid contracts can be used, history shows they should be used. Where expediency is most important, the cost plus fixed fee contract allows construction to begin before plans and specifications are finalized. It also guarantees that the contractor and A&E firm will be reimbursed for any rapidly rising, unpredictable labor and material costs necessary to perform the task they have been assigned. Standard procedures are established for A&E selection, contractor selection, types of contracts, percentage figures, cost plus fixed fee contracts, and/or different methods of contracting out work to accomplish the mission. Pikes Peak Post monthly meetings provide speakers and information on current contracting procedures.

D. LIABILITY. What relief from liability for ongoing projects can be expected?

Mechanisms to determine which projects are to be stopped and how, which projects should be continued, and which projects that should be started depend on the magnitude of the mobilization and the nature of the project. The government's mobilization efforts and priorities will be available to the private sector to facilitate private industry's conversion from peacetime work to the mobilization effort. Contractors will be engaged in both government contracts and private contracts, and the rules for relief differ between the two. SAME can assist in this exchange.

E. DESIGN STANDARDS/STANDARD DESIGNS. What are the design standards for mobilization construction?

Peacetime standards provide "permanency," whereas emergency standards are often described as "expedient." A combined effort by government, A&E firms, and contractors is necessary to establish standards consistent with good construction practices and with the environment of the area where the district and/or division offices are located. These design standards take into account the manpower, equipment, supplies, and subcontractors available within a mobilization period to perform the necessary construction activities. Mobilization construction, as currently envisioned, will use standard plans and non-critical materials. The objective is to build functional facilities in minimum time. It can be expected that maximum use of "alternatives" to construction will be sought, such as leasing civilian or other government facilities, and converting nonessential military facilities. The design of standard mobilization facilities is in progress, to include all drawings, standard specifications and individual bills of materials. These designs include all drawings. Once the specific construction requirements are established, a complete bill of materials can be compiled. This will allow a quick assessment of suppliers' ability to meet the demand for materials.

F. MANPOWER AND EQUIPMENT READINESS. How can the private sector enhance its readiness?

Prior planning and analysis is the key to readiness. The change in employee priorities and needs during emergency conditions must be recognized. At these times, people's professional dedication will be tempered with worries about the safety of themselves and their families. A readiness plan must be sensitive to the psychological condition of those charged with its execution. The principals of firms must be prepared to assume a leadership role in restoring order to the disorder that inevitably follows a mobilization or emergency situation. Employees must feel confident of their firm's ability to perform during emergency conditions. Also, emergency relationships with A&Es, subcontractors, and suppliers should be prepared based on specific sectors of emergency work. Finally, the organization should inform the local emergency authorities of its manpower preparedness.

Equipment readiness lists should be established with each firm that has submitted its qualifications and whose expertise will be needed in a mobilization deterrence. Lists for A&E firms should include all types of survey instruments, computers, plotters, and computer software. Contracting and construction firms should list construction equipment, such as road building equipment, cranes, pile driving equipment, and small equipment necessary to perform the mission. All firms must address the equipment available in case of mobilization and keep the list continually updated.

VIII. THE FEEDBACK MECHANISM

A. Once we as a society of military and civilian engineers think through the probability of disaster and our response capability, important new thoughts, concepts, tactics, equipment, and processes will evolve. These can save precious minutes, lives, and property. It is here that SAME can play the greatest role. The Society must have a vehicle to make this happen -- to

provide this feedback. The first step is this Post Plan. The next step is to maintain the plan. You, the individual member, the Sustaining Member, the interested prospect, must provide us continual feedback in the form of questions, concerns, and/or suggestions for improvement, as well as updates of your readiness inventory. Please let us hear from you! Only through your involvement will this plan grow. Only through your involvement will our readiness condition improve.

B. RESOURCES.

The Society of American Military Engineers, Kansas City Post, currently has 67 sustaining member firms. These firms are engineering and construction-related businesses in the Kansas City and surrounding area. SAME sustaining member firms have been asked to identify the type and extent of resources at their disposal which might then become available in the event of natural disaster in the area or national military mobilization. The SAME profile questionnaire was used to collect the data (Appendix A).

Other firms in the area are also being asked to participate in this information gathering effort and to join us either as sustaining member firms or as individual members. Membership application forms are attached at Appendix E. It is our intent to use this plan to help recruit additional members and in the process expand the resources available in time of emergencies through *Operation Fast Start*.

Coordination with other SAME Posts in Missouri and Kansas is necessary to harness the full resources within Missouri and Kansas since the likelihood of a disaster that only affects the Kansas City area is less likely than one that has a larger scope.

Appendix B gives the results of our membership profile questionnaire.

Appendix C is a summary of the Federal, State and Local Agencies that can be involved in emergencies of various natures.

Appendix D describes the of federal agency responsibilities.

Appendix E captured the Missouri and Kansas State emergency response plan.

Appendix F recaps local response plan(s).

APPENDIX A

SAME Membership Profile Questionnaire

We realize the following questionnaire is not as applicable to design and consultant firms as it is to construction firms. However, please respond to the items with your expertise in mind whether it is construction, design, consulting, or supply.

If you have suggestions to improve this form for next year's update, please let us know. Thank you.

**SAME Sustaining Membership Profile
(Voluntary Agreement to Participate)**

Firm
Name: _____

Address: _____

Phone: (____) _____ FAX:
(____) _____

E-Mail Address: _____

Person to Contact:
Name: _____

Alternate:

Address: _____

Phone Bus.: (____) _____
(____) _____

Home: (____) _____
(____) _____

Type of Firm:
A&E (____) Contractor (____) Supplier (____)

Geographic Work Areas: 1) Greater Kansas City Metro (____)
2) All of Missouri (____)
3) All of Kansas (____)
4) Other States _____

Dollar Volume: Last 12 months _____ Last 3 yrs

Value of construction performed with your own organization:

Last 12 months _____ Last 3 yrs

Largest Performance Bond:

Last 12 months _____ Last 3 yrs

Largest Number of Employees During the Last Year: _____

Number of Permanent Employees:

Number of Federal Government Contracts Completed in the Last Year: _____

Number of Federal Government Contracts Completed in the Last 3 Years: _____

Dollar Volume of Federal Contracts Completed in the Last Year: _____

Dollar Volume of Federal Contracts Completed in the Last 3 Years: _____

** Please use this self-scoring scale to fill in the following blanks:

4 -- We have a great deal of experience in this area (our specialty).

3 -- We do this work on a routine basis.

2 -- We have some experience in this area.

1 -- We have this capability but little experience.

0 -- We do not do this type of work.

I. HIGHWAYS, STREETS, AND BRIDGES

- | | |
|-----------------------------------|---------------------|
| 1) Clearing.....() | 4) Concrete.....() |
| 2) Earthwork.....() | 5) Asphalt.....() |
| 3) Bridge Const. & Repair.....() | 6) Other.....() |

II. BUILDING

- 1) General Contracting.....()
- 2) Erection.....()
- 3) Foundations.....()
- 4) Plumbing.....()
- 5) HVAC.....()
- 6) Electrical.....()
- 7) Roofing.....()
- 8) Interiors.....()

III. UTILITIES

- 1) Telephone.....()
- 2) Electrical Transmission....()
- 3) Natural Gas.....()
- 4) Water & Sewer Systems...()
- 5) Communications Towers.....()
- 6) Water & Sewer Treatment.....()
- 7) Power Plants.....()
- 8) Nuclear Plants.....()

IV. RAILROADS

- 1) General Construction.....()
- 2) Track Repair.....()
- 3) Signal Repair.....()

V. AIRPORTS

- 1) Construction.....()
- 2) Runway Repair.....()
- 3) Design.....()
- 4) Electronic Facilities Repair and Install.....()
- 5) Fueling Facilities Repair.....()

VI. MINING

- 1) Sand and Gravel.....()
- 2) Rock Crushing.....()
- 3) Other.....()

VII. DEBRIS

- 1) Clearing.....()
- 2) Transporting.....()
- 3) Salvage.....()

VIII. OTHER

Please Return to:

APPENDIX B

SUSTAINING MEMBER CAPABILITIES

The capabilities of sustaining members are available in brief by contacting our post's readiness committee or by going to the web-site for that firm.

Sustaining Firm Name	Sustaining Firm Website
ACI/BOLAND, Inc.	http://www.aci-boland.com/
Akima Site Operations	http://www.akimasiteops.com/index.html
Allstate Specialty Construction	http://www.allstatespecialty.com/
AMEC	http://www.amec.com
Applied Ecological Services	http://www.appliedeco.com/
Arcadis	http://www.arcadis-us.com/
Argus Consulting	http://www.argusconsulting.com/
Arrowhead Contracting, Inc.	http://www.arrowhead.org/
B & A Inc.	http://www.baeac.com/
Barr Engineering	http://www.barr.com/
BEM Systems Inc.	http://www.bemsys.com
Berger Devine Yaeger	http://bergerdevineyaeger.com/
BHE Environmental	http://www.bheenv.com/
Black & Veatch Special Projects Corp	http://www.bv.com/
Burns & McDonnell	http://www.burnsmcd.com/
Cape Environmental Mgmt, Inc	http://www.capeenv.com/
CDM	http://www.cdm.com/
Conti Environmental Inc.	http://www.contienviro.com/
Digital Information Solutions	
EA Engineering Science & Technology Inc.	http://www.eaest.com/
Earth Tech	http://www.earthtech.com/
Ecology and Environment, Inc.	http://www.ene.com/
Environmental Chemical Corp	http://www.ecconline.net/
Environmental Management Resources (EMR)	http://www.emr-inc.com/
EQ/Environmental Quality	
Fuller, Mossbarger, Scott & May Engineers, Inc.	http://www.fmsm.com/
George Butler Associates	http://www.gbutler.com/
Hanson Professional Services Inc.	http://www.hansonengineers.com/
HDR Engineering	http://www.hdrinc.com/
HNTB Corporation	http://www.hntb.com/
HydroGeoLogic	http://www.hgl.com/
Innovative Technical Solutions, Inc.	http://www.itsi.com/
JE Dunn Construction Co.	http://www.jedunn.com/
Kingston Environmental Services	http://www.kingstonenv.com/
Kleinfelder Inc.	http://www.kleinfelder.com
M.E.E.T. Kansas City	
MACTEC Engineering and Consulting	http://www.mactec.com/
Massman Construction Company	http://www.massmanconstruction.com/
Maxim Technologies Inc.	
McKinzie Construction, Inc.	http://www.mckinzieconstruction.com/
ME Group Inc.	http://megroup.com/
Michael Baker Corporation/Michael Baker, Jr.	http://www.mbakercorp.com/

Inc.

MicroPact Engineering Inc.	http://www.micropact.com/
Midwest Environmental Consultants	http://www.mecpc.com/
Olsson Associates	http://www.oaconsulting.com/
Pangea Group	http://www.pangea-group.com/
Parsons	http://www.parsons.com/
Plexus Scientific Corporation	http://www.plexsci.com/
Professional Environmental Engineers, Inc.	http://www.pe-engrs.com/
Prudent Technologies Inc.	http://www.prudentweb.com
Rosemann & Associates, P.C.	http://www.rosemann.com/
SAIC	http://www.saic.com/
Shafer, Kline & Warren	http://www.skw-inc.com/
Shaw Environmental & Infrastructure Inc.	http://www.shawgrp.com/
Stanley Consultants Inc.	http://www.stanleygroup.com/
TapanAm Associates	http://www.tapanam.com/
Tetra Tech	http://www.tetrattech.com/
The Austin Company	http://www.theaustin.com/
The Louis Berger Group Inc.	http://www.louisberger.com/
The Mason & Hanger Group Inc.	http://www.mhgrp.com/
The Ross Group Construction Corp.	http://www.therossgrp.com/
TN & Associates Inc.	http://www.tnainc.com/
TranSystems Corporation	http://www.transystems.com/
Uniformed Services Benefit Association	http://www.usba.com/
URS Corporation	http://www.urscorp.com/
Walter P. Moore and Associates	http://www.walterpmoore.com/
Zambrana Engineering	http://www.zambrana.com/

APPENDIX C

GOVERNMENT AGENCY LISTING

FEDERAL

FEMA - Federal Emergency Management Agency

After hours emergency

Department of Agriculture, Forest Service

Region 7, Central Region, Engineering

Natural Resources Conservation Service

Department of Housing & Urban Development

Department of Transportation, Regional

Federal Highway Administration

Federal Highway Administration, Division

Administration

Department of Commerce, Economic Development

Administration

Department of Labor, Mine Safety, and Health

Federal Aviation Administration

US Army Corps of Engineers, District Office

STATE

Missouri Emergency Management Agency

Kansas Emergency Management Agency

Missouri Department of Highways

Kansas Department of Transportation

Missouri Department of Health (Emergencies)

Missouri Department of Military Affairs (National Guard)

Kansas Department of Transportation

Department of Public Safety

Missouri Department of Natural Resources

Kansas Department of Health and Environment

Missouri Office of the State Engineer (Dam Safety)

Kansas Office of the State Engineer (Dam Safety)

COUNTY

Jackson County Emergency Management

Wyandotte County Emergency Management

LOCAL CITIES CITY LISTING

Kansas City Emergency Preparedness/Police Department

MAST Emergency Communications Center

Kansas City Office of Emergency Preparedness
Kansas City Department of Public Works
Kansas City Public of Utilities Board of Water Commissioners
Unified Government of Kansas City Kansas
Emergency Preparedness Office
Kansas City Building and Construction Trades Council
Heavy Constructors of Kansas City
Missouri/Kansas Motor Carriers Association
Consulting Engineers Council of Missouri

LOCAL COMMUNITY ORGANIZATIONS LISTING

Greater Kansas City Heart of American Red Cross
Jackson County Sheriff
Unified Government of Kansas City, Kansas Sheriff
Missouri State Patrol
Kansas State Patrol
Salvation Army
Kansas City Police
Kansas City Health Department
County Government (PPACG)
Missouri Highway Conditions
Kansas Highway Conditions

APPENDIX D

Federal Agency Responsibilities

The following Federal departments and agencies agree to support the overall concept of the Plan and to carry out their assigned functional responsibilities. They also agree to implement national and regional planning efforts and exercise activities in order to maintain the overall Federal response capability:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- American Red Cross
- Environmental Protection Agency
- Federal Communications Commission
- Federal Emergency Management Agency
- General Services Administration
- Interstate Commerce Commission
- National Aeronautical and Space Administration
- National Communications System
- Nuclear Regulatory Commission
- Office of Foreign Disaster Assistance
- Office of Personnel Management
- U.S. Army Corps of Engineers
- U.S. Postal Service
- Small Business Administration

3. **ASSIGNMENT OF RESPONSIBILITIES.** To facilitate the provisions of Federal assistance, the Plan uses a functional approach to group the types of Federal assistance which the State is most likely to need under 12 Emergency Support Functions (ESFs). The 12 ESFs serve as the primary mechanism under which Federal response assistance will be provided to assist the State in rendering assistance to the affected area. Each ESF is headed by a primary or lead Federal agency, with other agencies providing support as necessary to carry out the function. Primary agencies have been assigned on the basis of having the most resources and capabilities in the particular functional area.

ESF #1. The Department of Transportation has primary responsibility for ESF #1, which is to provide for the coordination of Federal transportation support to State and local governmental entities, voluntary organizations, and Federal agencies requiring transportation capacity to perform disaster assistance missions following a catastrophic earthquake, significant natural disaster, or other event requiring Federal response.

ESF #2. The National Communications System has primary responsibility for ESF #2, which is to assure the provision of Federal telecommunications support to Federal, State, and local response efforts following a Presidential declared emergency, major disaster, extraordinary situation and other emergencies under the Federal Response Plan. This ESF supplements the provisions of the National Plan for Telecommunications Support in Non-Wartime Emergencies.

ESF #3. The Department of Defense has delegated responsibility to the U.S. Army Corps of Engineers for ESF #3, which is to provide Public Works and Engineering support to assist the State(s) in needs related to lifesaving or life protecting following a major or catastrophic disaster.

ESF #4. The U.S. Department of Agriculture has primary responsibility for ESF #4, which is to detect and suppress wild land, rural, and urban fires resulting from, or occurring coincidentally with, a catastrophic earthquake, significant natural disaster or other event requiring Federal response assistance.

ESF #5. The Federal Emergency Management Agency has primary responsibility for ESF #5, which is to collect, process and disseminate information about a potential or actual disaster or emergency to facilitate the overall activities of the Federal government in providing response assistance to an affected State.

ESF #6. The American Red Cross has primary responsibility for ESF #6, which is to coordinate efforts to provide sheltering, feeding, and emergency first aid following a catastrophic earthquake, significant natural disaster or other event requiring Federal response assistance; to operate a Disaster Welfare Information System to collect, receive, and report information about the status of victims and assist with family reunification within the disaster area; and to coordinate bulk distribution of emergency relief supplies to disaster victims following a disaster. Also see chapter 6, Local Programs.

ESF #7. The General Services Administration has primary responsibility for ESF #7, which is to provide logistical/resource support following a catastrophic earthquake, other significant natural disaster, or other event requiring Federal response.

ESF #8. The Department of Health and Human Services, U.S. Public Health Service, has primary responsibility for ESF #8, which is to provide U.S. Government coordinated assistance to supplement State and local resources in response to public health and medical care needs following a significant natural disaster or man-made event. Assistance provided under this ESF is directed by the Department of Health and Human Services through its executive agent, the Assistant Secretary of Health, who heads the U.S. Public Health Service (USPHS). Resources will be furnished when State and local resources are overwhelmed and medical and/or public health assistance is requested from the Federal government.

ESF #9. The Department of Defense has primary responsibility for ESF #9, which is to describe the use of Federal Urban Search and Rescue (US&R) assets following an event requiring a Federal response.

The scope of US&R activities includes locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

ESF #10. The Environmental Protection Agency has primary responsibility for ESF #10, which is to provide Federal support to State and local governments in response to an actual or potential discharge and/or release of hazardous material following a catastrophic earthquake or other catastrophic disaster.

ESF #11. The U.S. Department of Agriculture has primary responsibility for ESF #11, which is to identify, secure, and arrange for the transportation of food assistance to affected areas following a major disaster or emergency or other event requiring Federal response.

ESF #12. The Department of Energy has primary responsibility for ESF #12, which is to help restore the Nation's energy systems following a catastrophic earthquake, natural disaster, or other significant event requiring Federal response assistance. Power and fuel are critical to saving lives and protecting health, safety, and property, and also enable other emergency support functions to respond more effectively.

APPENDIX E

STATE RESPONSE PLAN

1. The States of Missouri and Kansas are responsible for:
 - a. Coordinating disaster assistance:
 - (1) of an inter-jurisdictional nature.
 - (2) where there is a disaster of actual or potential Statewide impact.
 - (3) when disaster declarations are to be obtained for Federal assistance for the affected locality.
 - b. Monitoring the National Warning System.
 - c. Providing the resources necessary to undertake post-disaster hazard mitigation plans and studies as a condition for receipt of Federal assistance under a Presidential declared disaster situation.
 - d. Providing emergency response on properties owned or controlled by the State.
 - e. Developing, in conjunction with appropriate regional and local agencies, policies to avoid or reduce natural disaster potential and coordinate the development of continuing hazard mitigation programs.
 - f. Establishing procedures for training and making pertinent personnel and equipment available in time of emergency.
 - g. Military Assistance:
 - (1) Missouri and Kansas is vulnerable to a wide range of peacetime emergencies including floods, tornadoes, earthquakes, hazardous material spills, forest fires, extended droughts, and civil disturbances. The occurrence of a major peacetime emergency could require resources not available to local governments to ease the effects of the emergency.
 - (2) The Governor can activate the National Guard to provide services and resources necessary to protect public health and safety in a peacetime emergency and restore the affected area.
 - (3) Requests by local civil defense/emergency management organizations for military support will be made through normal emergency management channels. Exception may be made to this procedure when warranted.
 - (4) Military resources could be requested to assist civil authorities in the following possible situations:

- (a) Peacetime emergencies of such severity that public or private resources are not adequate to ensure the safety and economic well-being of the persons in the affected area.
 - (b) Labor stoppages that could prevent the manufacture and delivery of essential supplies.
 - (c) Emergency clearance of debris and rubble from streets, highways, rail centers, dock facilities, airports, shelters, and other areas, as necessary, to permit rescue or movement of people, access to, and recovery of vital resources.
 - (d) Emergency repair or reconstruction of facilities.
 - (e) Rescue, evacuation, and first aid treatment of casualties.
 - (f) Recovery, collection, safeguarding, and issuance of food and essential supplies.
 - (g) Restoration of facilities and utilities, including transportation, communications, power, fuel, water, and other essential facilities.
 - (h) Explosive ordnance disposal.
 - (i) Medical treatment or temporary hospitalization of casualties, recovery of critical medical supplies, and the safeguarding of public health. This may include sorting and treatment of casualties and preventive measures to control the spread of infectious diseases.
 - (j) Recovery, identification, registration, and disposition of decedents.
 - (k) Radiation monitoring and decontamination to include identifying contaminated areas.
 - (l) Movement control to include plans and procedures for essential movements.
 - (m) Emergency provisions of food and facilities for food preparation.
 - (n) Damage assessment of facilities, utilities, and communications.
 - (o) Provision of interim communications using available mobile equipment to provide command and control.
 - (p) Fire fighting.
- (5) Military support to civil authorities in the use of personnel, materials, facilities, and other resources will be activated to overcome the effects of a peacetime emergency situation. Military support will supplement and not be a substitute for civil participation in peacetime emergency operations. Civil resources will be used primarily to support civil requirements, with military resources being used only as necessary to supplement civil authorities. Military forces engaged in local Government support activities may be withdrawn in the event it is necessary to employ

such forces in the conduct of military operations or when they are no longer required for peacetime emergency missions.

(6) When the National Guard is activated, it is necessary that decision-makers understand the limitations placed on this State organization and its mission. The National Guard is activated by approval of the Governor through an Executive Order for the purpose of providing security and safeguarding life and property; it cannot be used for offensive or counter-force measures unless specifically approved by the Governor. The National Guard should maintain unit integrity if possible. However, individual units, consisting of specific numbers of personnel and specific amounts and types of equipment, can be mobilized to fit a specific mission. Unity of command should be maintained whenever possible to control the mobilized units and individuals to carry out assigned missions

APPENDIX F

LOCAL RESPONSE PLANS

Local Governments will be prepared to:

- a. Direct and control local response to emergencies in accordance with State and local laws and mutual aid agreements with adjacent communities, special districts, and voluntary organizations.
- b. Provide immediate response through local police, fire departments, and public agencies located in the vicinity of the emergency.
- c. Establish readiness procedures that ensure proper training, notification of personnel, and availability of needed personnel and equipment in time of emergency.
- d. Request activation of mutual aid agreements when specific aid is required.
- e. Request assistance from State and Federal governments through State agency when:
 - (1) Local resources are fully committed and found to be inadequate to respond to the situation.
 - (2) A particular capability is required and not otherwise available.
- f. Participate in Federal and State efforts to accomplish post-disaster hazard mitigation plans and studies, as required by Federal regulations when Federal loans and grants are made available to the jurisdiction under a Presidential disaster declaration.
- g. Provide training to personnel with disaster related responsibilities and conduct annual exercises of local disaster response plans. The state assists in the development of exercises at the local level upon request. The goal of emergency preparedness training at all levels is the preparation of individuals and organizations for effective and coordinated response to emergencies and in order to minimize the loss of human life and property in the event of a natural disaster.

American Red Cross. The American Red Cross independently provides mass care to all disaster victims as part of a broad program of disaster relief. It also assumes primary agency responsibility, under the Federal Response Plan, to coordinate Federal response assistance to the mass care response of State and local governments and the efforts of other voluntary agencies, including ARC relief operations.