Missouri's Homeland Security Strategy

Developed by

Missouri Department of Public Safety
Office of Homeland Security

In Cooperation with

Missouri State Emergency Management Agency

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Missouri State Homeland Security Strategy

I. PURPOSE

This State Homeland Security Strategy (Strategy) was developed to provide overarching guidance to the State's Homeland Security programs and initiatives, to include guidance in support of the homeland security governance provided through the Governor's Homeland Security Advisory Council (HSAC) and nine Regional Homeland Security Oversight Committees (RHSOC). This Strategy will help prepare our State for the work ahead in several ways. It provides direction to state government agencies, departments, and offices on activities Missouri plans to undertake in order to sustain existing capabilities in four U.S. Department of Homeland Security mission areas (prevention, protection, response, and recovery) and enhance the emergency preparedness posture statewide between 2009 and 2011. Missouri's Department of Public Safety (DPS), specifically the Office of Homeland Security (OHS) and State Emergency Management Agency (SEMA), will use the Strategy as a mechanism to track progress in implementing and completing security-related projects.

As other priorities at the local, state, and national level emerge that will compete for funding and resources, the strategy will server as a "road map" to help state and local officials establish priorities at all levels and find the proper balance between the competing priorities. The Strategy will also be released to Missouri's Urban Area Security Initiative (UASI) areas of Kansas City and St. Louis, to continue synchronizing activities inclusive of the whole state. The Strategy will be adjusted and amended over time. We must be prepared to adapt to the ever changing threat spectrum, economic climate, and political agendas, yet ensure consistency in our strategy, so that Missouri citizens are well served by their homeland security program.

Starting in 2006, Missouri adopted an all-hazard, capability-based approach to homeland security planning to: 1) better assess preparedness; 2) enhance development of preparedness strategies; 3) prioritize use of limited resources; and 4) otherwise guide and measurably improve preparedness planning. The State has adopted an annual, capability-based planning cycle that fosters continuous improvement. This cycle will help with coordination and collaboration efforts to streamline emergency preparedness activities across all levels of government and geographic areas, and to develop a consistent and systematic approach to investing resources. Current improvements have resulted from enhanced training programs, identification of technology development priorities, and performance evaluations during exercises and real incidents. This Strategy—based on the 37 Target Capabilities identified by the United States Department of Homeland Security (DHS)—promises to extend improvements.

While aligned with the DHS Strategic Plan, this Strategy recognizes Missouri's expanded all-hazard view of homeland security. The Strategy recognizes that homeland security embraces more than just the threat to our security from terrorist attack. It also recognizes that while government cannot possibly deter or prevent most natural occurring disasters and diseases, and much traditional criminal activity, an aggressive and unified preparedness program allied with vigilance of state, county, and local governments can address the broader threat spectrum Missouri encounters. To achieve its mission, the State of Missouri, through a comprehensive state-wide emergency program, will effectively prepare for, prevent, protect, respond to, and recover from all hazards—including threats identified in the National Planning Scenarios. The State will plan, organize, train, equip, and exercise its resources in a focused effort to sustain its existing capacity, and build additional capabilities required to meet National Preparedness Guidelines and ultimately protect lives and property of Missouri citizens.

As with any strategy, Missouri acknowledges need for adjustment of and amendments to this Strategy as the State's efforts mature. Given the unpredictability of terrorist threats, this Strategy is intended as a "living document" to be continually updated for addressing our changing threats, risks, and capabilities well into our future. We undertake this mission with clear recognition that people—our citizens—are our

most valuable assets. We value the contributions and dedication of the personnel who staff the emergency response and management systems. We employ and deploy the best available technologies in support of our mission. Above all, we cherish the men, women, and children of Missouri, and work tirelessly to make our State a safe place to live and prosper.

II.   VISION

The State of Missouri strives to create a seamless and unified approach to homeland security. Missouri's elected officials and executive-level management at state, regional, and local levels thoroughly understand the State's current capabilities and limitations, and have applied this knowledge to intelligently direct DHS funding. Specifically, Missouri supports statewide terrorism-prevention and preparedness measures while reducing vulnerabilities to terrorist attacks through continued support of a robust and aggressive approach to dealing with homeland security issues. The goals are to continue developing a Missouri-based approach combining state and local assets through comprehensive planning in order to formulate a viable and sustainable preparedness strategy. Recognizing that the federal strategy is focused on terrorism prevention and response, Missouri's vision has been expanded to meet current and future security needs using an all-hazard approach. The State accomplishes this by building on existing capacities, as well as supporting development of new capacities through across-the-board partnerships with other government entities, academic institutions, and the private sector.

The State of Missouri seeks to broaden the vision of its government officials regarding homeland security. Additionally, it seeks to help every citizen of Missouri feel ownership of, and engagement in, their safety and security through the homeland security program; homeland security requires the preparedness and diligence of more than just emergency management and the first responder communities. This Strategy continues the seamless, unified approach Missouri has taken to connect the top elected official responsible for homeland security in Missouri to every citizen of Missouri, regardless of their stature, race, or creed. This strategy transcends political agendas and politically neutral.

III.   FOCUS

The State has adopted this Strategy aligning all State Initiatives with DHS's eight National Priorities, Mission Areas, and Target Capabilities. This approach is documented in the Fiscal Year 2008 (FY08) State Preparedness Report (SPR), dated March 28, 2008, and is further expanded in this Strategy. State Initiatives, defined for a three-year planning cycle, were developed through consensus-based decision-making by State stakeholders. The initiatives and stakeholders represent the multi-disciplinary approach the State uses to achieve an enhanced state of emergency preparedness. The initiatives hone Missouri's development of a comprehensive homeland security program and their efforts to perform the critical activities required to attain DHS's target capabilities. While the State's homeland security posture has evolved, Missouri recognizes additional efforts and commitments are required to mature and sustain the newly developed capabilities

Missouri's DPS executives have widely accepted that Missouri lacks the resources to complete all the necessary Objectives and Implementation Steps developed in the short term. However, money alone cannot insure Missouri is safe and secure, and Missouri's homeland security program's primary focus is on communication, collaboration, and coordination (C-3). The focus must also remain on the safety and security of Missourians, at the community and local level, and not on bureaucratic processes and policies at the state and federal levels. This being said, to focus the developing initiatives, Missouri has developed six all-encompassing heuristics that demonstrate the federal guidance, State preference, and local requirements alignment:

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- Life safety measures take precedence over all other considerations and will always be the number one priority in Missouri's homeland security program.

- Investments should leverage existing programs, initiatives, and processes, wherever possible, in order to maximize the benefit of investments in Missouri's homeland security program.

- Initiative sustainability will be considered at the outset of the initiative, and self-sustaining initiatives will be given preferential consideration over those that require continuing resources and support.

- Investments in prevention and threat mitigation activities will be preferred over response and recovery investments, so long as Missouri maintains a robust response and recovery posture for inevitable disasters.

- The economic impact, as well as other consequences, will be considered when evaluating new initiatives, policies, and plans.

- A lead agency will be designated for initiatives being addressed by multiple stakeholders to link preparedness activities to promote efficiency and consistency.

While the State has needs within each of the 37 target capabilities, OHS determined it was prudent to focus spending on specific initiatives based on a continuing trend of decreasing federal grant support and the State's ability to sustain initiatives. Thus, using the five points above, a systematic approach was developed to prioritize funding of State-led efforts referenced in the 17 State Initiatives. Currently, 13 of the 17 State Initiatives require sufficient capital investment; the other four State Initiatives are approaching sustainment cost only. Capabilities and associated Implementation Steps not specifically referenced in Missouri's 17 State Initiatives will be addressed in future funding cycles.

Missouri's Strategy mirrors the eight overarching National Priorities identified by DHS and one Missouri-specific priority (Agriculture) set out in the SPR. The Strategy links these priorities to the following State Initiatives:

1. Statewide Command and Management*
2. Inter-State Regional Collaboration*
3. Intra-State Regional Collaboration*
4. Critical Infrastructure and Key Resources (CI/KR) Characterization, Assessment, and Planning
5. Intelligence and Information Sharing and Dissemination Capability*
6. Counter-Terror Investigations and Law Enforcement Capability
7. Statewide Interoperable Communications
8. Emergency Public Information and Warning
9. Explosive Device Response Operations
10. Specialized Response Teams
11. Mass Prophylaxis
12. Medical Surge
13. Patient Tracking and Communications

14. Human Services Planning

15. Citizen Evacuation and Sheltering

16. Mass Care

17. Agriculture Risk Mitigation

(*) Denotes sustainment only

The order in which these initiatives are listed is in no way indicative of their priority within Missouri's homeland security program. The following National Priorities and their corresponding State Initiatives will be addressed through a well-coordinated and focused resource allocation approach over the next three years.

Three Overarching National Priorities

- Implement National Incident Management System (NIMS) and National Response Framework (NRF).

    Statewide Command and Management Initiative: The initiative has been developed to enable and educate Missouri's responders to the procedures and protocols of the NIMS and the NRF. This includes increased incident support and incident management capabilities, mutual aid agreements (MAA), continued resource typing of state and select local and private assets and development of the Missouri Emergency Resource Information System (MERIS). Training aspects of this initiative will be accomplished through the sustainment of existing Missouri and UASI training and exercise programs.

- Expand Regional Collaboration.

    Inter-State Regional Collaboration Initiative: The initiative focuses on enhancing Missouri's support of other regional and national partners and receipt of support when needed. The initiative involves development and maintenance of partnerships; strategic and operational planning; transfer of critical information to ensure a balanced planning approach; and proper allocation of response resources. Because Missouri's UASIs are bi-state, cross-border initiatives are critical. Specific to this initiative is participation in the Midwestern Fusion Center, Multi-State Agriculture Partnership, and bi-state regional syndromic and reported human disease surveillance efforts.

    Intra-State Regional Collaboration Initiative: The statewide synchronization of homeland security initiatives focuses on enhancing collaboration among Missouri's agencies, departments, and offices; the HSAC; two UASIs; and nine RHSOCs. The initiative involves strategic and operational state- and regional-level planning and transfer of critical information to ensure a balanced planning approach and proper allocation of response resources. The initiative builds on Missouri's existing mutual aid system. To accomplish this, Missouri intends to finalize development and implementation of incident management systems, increase incident support and incident management capabilities, support regional CBRNE response and recovery capabilities, develop catastrophic incident annexes to supplement local emergency operation plans, and develop a systemic approach to regional standardization. In addition to the systems and organization, the initiative supports a five-year training and exercise HSEEP-compliant program integrated into the planning cycle to foster continuous improvement.

- Implement National Infrastructure Protection Plan (NIPP).

  Critical Infrastructure and Key Resources (CI/KR) Characterization, Assessment, and Planning Initiative: The initiative addresses Missouri's need to identify, classify, and prepare based on the presence of high-value or high-consequence targets and sectors. The initiative seeks to develop a coordinated, comprehensive CI/KR inventory and risk management process. This process will, in turn, drive targeted, systematic disbursement of HSGP and other funds for CI/KR protection to the highest priority needs across all jurisdictions and sectors, rather than responding only to localized, isolated requests. Interdependencies among the sectors will also be examined. Missouri also intends to initiate drills and exercises in order to identify weaknesses in planning, implementation, and response so subsequent activities can address identified deficiencies.

Five National Capability-Specific Priorities

- Strengthen Information Sharing and Collaboration.

  Intelligence and Information Sharing and Dissemination Capability Initiative: The initiative will facilitate effective and timely information and intelligence sharing across Missouri in order to achieve coordinated awareness of, prevention of, protection against, and response to threats. Specifically, the initiative addresses the relationship between the Missouri Information Analysis Center (MIAC), Kansas City Terrorism Early Warning Group (TEWG), and St. Louis TEWG, and will allow Missouri to continue maturing the State's fusion capabilities including enhanced data collection analysis, sharing, and storage capabilities. Finally, the MIAC is also participating in the Midwestern Fusion Center regionalization effort.

  Counter-Terror Investigations and Law Enforcement Capability Initiative: The initiative will increase Missouri's law enforcement capabilities through planning, equipment acquisition, training, and exercise. Major focus areas will be to upgrade the AFIS to include palm-prints and to implement the statewide Mugshot system. Additionally, Missouri will increase improvised explosive device (IED) information sharing and analysis at TEWGs and MIAC. Specific to critical infrastructure, sensing and monitoring equipment will be acquired and the capability of specialized strike forces will be increased. Finally, the State will develop protocols to deter terrorist and other criminal activities.

- Strengthen Interoperable Communications.

  Statewide Interoperable Communications Initiative: The initiative will coordinate the development of interoperable communications systems that allow a continuous flow of critical information among multi-jurisdictional and multi-disciplinary emergency response and recovery operations. Specifically, Missouri will take the actions to govern, plan, coordinate, implement, and sustain interoperable voice and data communications systems for local, regional, and state public safety entities.

  Emergency Public Information and Warning Initiative: The initiative supports emergency management's capability to receive and transmit coordinated, prompt, useful, and reliable information regarding threats to health, safety, and property, through clear,

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consistent information-delivery systems. Missouri will implement a statewide standardization of emergency management public information and warning systems by developing standard operating guidelines to formalize the joint information system (JIS). Missouri will also expand the use of automatic warning systems to convey urgent messages to targeted communities.

- Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response, and Decontamination.

    Explosive Device Response Operations Initiative: The initiative supports current levels of response capabilities at both the state and local levels. The initiative will sustain and enhance Explosive Ordinance Device (EOD) response capabilities for the entire State, promote standardized training and exercises, and ensure equipment serviceability and availability in accordance with NIMS resource-typing criteria. The initiative also increases the emphasis on IED preparedness activities and response capabilities.

    Specialized Response Teams Initiative: The initiative supports State, regional, and local teams (hazardous materials, SWAT, and urban search and rescue [USAR]) that comprise Missouri's Homeland Security Regional Response System (HSRRS) and UASI hazardous materials response and decontamination capabilities. The initiative also addresses specialized response equipment for fire, emergency medical services (EMS), and law enforcement disciplines across the State. The initiative sustains and enhances detection capability to include personnel, equipment, exercises, training, and laboratory capabilities in accordance with NIMS resource-typing criteria, strengthens preventative radiological/ nuclear detection capability and supports syndromic surveillance for human disease.

- Strengthen Medical Surge and Mass Prophylaxis.

    Mass Prophylaxis Initiative: The initiative will identify the personnel Missouri needs to support priority and mass prophylaxis (such as, medical service providers, points of distribution [POD] security, and patient transporters) and to manage spontaneous volunteers and donated resources in support of mass prophylaxis. Missouri intends to sustain its prophylaxis capability through a system of open and closed points of distribution and pre-placement of medicines. To augment the system, staff recruitment and legislative changes must be completed. Missouri will also purchase essential equipment to establish PODs, deliver prophylaxis, and monitor adverse events.

    Medical Surge Initiative: The initiative expands Missouri's catastrophic emergency health care system to accommodate medical surge demands during large-scale incidents. Missouri will explore the use of alternative care sites through development of the Modular Emergency Medical System (MEMS) to expand its capability. Missouri will also focus on functional and medical support shelters. Missouri will continue to engage critical partners and stakeholders to develop MOUs and acquire resources that providers need pre-incident. In addition, DHSS intends to refine its Emergency Systems for Advanced Registration of Volunteer Health Professionals (ESAR-VHP) program and Medical Reserve Corps. Finally, Missouri will explore the development of alternative standards of care.

<u>Patient Tracking and Communications Initiative</u>: The initiative will develop a statewide patient tracking system that links with those used by the Kansas City and St. Louis UASIs and the border states of Kansas and Illinois. Missouri will explore use of tracking systems to track other persons affected by the disaster.

- Strengthen Emergency Operations Planning and Citizen Protection.

<u>Human Services Planning Initiative</u> : The initiative will refine Missouri's Emergency Human Services Planning specific to Federal Emergency Support Functions (ESF) 6, 8, 11, 14, and Missouri ESF-17. Missouri will build regional planning communities comprised of Citizen Corps Council (CCC), non-governmental organizations (NGO), Faith-based organizations, and Missouri Private-Public partnership (MOP3) to increase general population sheltering, special needs management, affiliated volunteer recruitment, and maintaining trained staff for Human Services response and recovery disaster missions. To hone operational efficiency, non-traditional response organizations will be incorporated into and educated on NIMS/ICS principles and included in a series of training and exercise opportunities. Missouri will also strengthen formal and informal data sharing agreements. Missouri will also continue its multi-media approach to provide outreach and educational opportunities. Finally, Missouri intends to hone the use of ADMATRIX (resource-tracking system) contained within MERIS and similar capabilities in Virtual Emergency Operations Center (St. Louis) and Metropolitan Emergency Information System and WebEOC (Kansas City) to support logistics and resource management.

<u>Citizen Evacuation and Sheltering Initiative</u>: The initiative will establish Statewide plans to manage citizen evacuation and sheltering. Once plans are complete, Missouri will focus on the capability to assist the general and special needs populations (such as, residents of group homes, long-term care facilities, and dialysis clinics) for both evacuation and shelter-in-place scenarios. Missouri will address human and material resource deficiencies to execute its human services plans. The initiative will also focus on educating individuals to help them avoid need for human service assistance during disasters. Missouri will identify special needs populations and individuals who may require assistance through a statewide and regional registry. Finally, Missouri will establish public information announcements to be issued as part of evacuation/shelter-in-place orders.

<u>Mass Care Initiative</u>: The initiative focuses on managing volunteers who provide critical human resources needed for shelter and feeding and the capability to manage and provide bulk distribution of critical supplies needed to execute ESF 6, 11, 14, and 17 roles and responsibilities. Missouri will increase the capability to provide emergency shelter facilities and fixed/mobile feeding stations. This includes the State's ability to establish general population functional and medical support, and companion animal shelters. Because this activity is locally executed, Missouri will focus on volunteer recruitment, retention, and ability to deliver resources to the population and animals during disasters. Once operational, Missouri will assist with security, communications, and coordination of multiple responding, disaster-based, logistics resources necessary to provide sheltering, feeding, and bulk distribution for 20 percent of Missouri's general population. Missouri will work with local NGO partners to identify and implement volunteer and donations management systems. Finally, Missouri will complete development and delivery of training programs for mass care personnel.

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<u>State Capability-Specific Priority</u>

> <u>Agriculture Risk Mitigation Initiative</u>: The initiative will continue development of the Missouri Department of Agriculture's (MDA) Agricultural Strike Teams to respond to, identify, contain, and eradicate agriculture-related outbreaks. The initiative supports development of guidance, governance, credentialing, and training related to deployment and specific equipment activation by the State. Missouri will also engage in Partnership activities and initiatives. Finally, Missouri will continue to provide training for producers and critical agricultural personnel.

<u>National Preparedness Guidelines</u>

These priorities are demonstrated through Mission Areas that support the National Preparedness Guidelines. The following Mission Areas have been established as Goal Areas for this Strategy:

- Prepare (Common) Area
- Prevent Mission Area
- Protect Mission Area
- Respond Mission Area
- Recover Mission Area.

Within each Goal, the corresponding Target Capabilities have been established as Objectives for this Strategy. The order in which Goals and Objectives appear in this document does not correspond to Missouri's strategic priorities. Priority capabilities, as established by the Missouri's SPR, are listed in the following table.

Mission Area	Capability	2008 National Priority	State Preparedness Report Initiative
Common (Prepare) Mission Area	1. Planning	X	3-Intra State Collaboration 14-Human Services
	2. Communications	X	7-Interoperable Comm
	3. Community Preparedness and Participation	X	14-Human Services 15-Citizen Evac/Shelter 16-Mass Care
	4. Risk Management	X	4-CI/KR
Prevent Mission Area	5. Information Gathering and Recognition of Indicators and Warnings		
	6. Intelligence Analysis and Production		5-Intel and Info Sharing
	7. Intelligence/Information Sharing and Dissemination	X	2-Intra State Collaboration 5-Intel and Info Sharing
	8. Law Enforcement Investigation and Operations		6-Counter Terrorism
	9. CBRNE Detection	X	2-Intra State Collaboration
Protect Mission Area	10. Critical Infrastructure Protection	X	2-Intra State Collaboration 3-Inter State Collaboration 4-CI/KR

	11. Food and Agricultural Safety and Defense		17-Ag Risk Mitigation
	12. Epidemiological Surveillance and Investigation		11-Mass Prophylaxis
	13. Public Health Laboratory Testing		11-Mass Prophylaxis
Respond Mission Area	14. Onsite Incident Management		1-Comand and Management 3-Inter State Collaboration
	15. Emergency Operations Center Management		1-Comand and Management
	16. Critical Resource Logistics and Distribution		1-Comand and Management
	17. Volunteer Management and Donations		16-Mass Care
	18. Responder Safety and Health		10-Specialized Teams
	19. Public Safety and Security Response		1-Command and Mgt
	20. Animal Health Emergency Support		2-Intra State Collaboration 16-Mass Care 17-Ag Risk Mitigation
	21. Environmental Health		10-Specialized Teams
	22. Explosive Device Response Operations		3-Inter State Collaboration 9-EOD Response
	23. Firefighting Operations/Support		10-Specialized Teams
	24. WMD/Hazardous Materials Response and Decontamination	X	3-Intrer State Collaboration 10-Specialized Teams
	25. Citizen Evacuation and Shelter-In-Place		15-Citizen Evac/Shelter
	26. Isolation and Quarantine		11-Mass Prophylaxis
	27. Search and Rescue		
	28. Emergency Public Information and Warning		8-Warning and Public Information
	29. Triage and Pre-Hospital Treatment		11-Mass Prophylaxis 12-Medical Surge 13- Patient Tracking
	30. Medical Surge	X	12-Medical Surge 13- Patient Tracking
	31. Medical Supplies Management and Distribution		11-Mass Prophylaxis 12-Medical Surge
	32. Mass Prophylaxis	X	11-Mass Prophylaxis
	33. Mass Care		13- Patient Tracking 16-Mass Care
	34. Fatality Management		
Recover Mission Area	35. Structural Damage and Mitigation Assessment		
	36. Restoration of Lifelines		
	37. Economic and Community Recovery		

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IV.   COORDINATION

The Governor's HSAC has been tasked to provide overall direction of the operational initiatives carried out by OHS, as well as the grant funding and support of other agencies and jurisdictions by the State Administrative Agent (SAA)/SEMA. SEMA provides administrative support and also serves as the SAA. Finally, the HSAC coordinates emergency preparedness efforts across state agencies, departments, and offices; nine RHSOCs; and two UASIs. The HSAC, established by Governor's executive order, will coordinate state preparedness plans, procedures, policies, resources, and capabilities necessary to fulfill the State's responsibilities in prevention, protection, response, and recovery activities. DPS leadership, including OHS and SEMA representatives, reviewed and approved the final Strategy.

V.   EFFORT

The State of Missouri continues to build upon state and regional partnerships that have historically driven assessment and strategy development process. SEMA and OHS have opted to continue their contract with Tetra Tech EMI (Tetra Tech), a national consulting firm, to coordinate grant management, revise the Strategy, and meet the State's requirements for DHS. To enhance the Strategy, OHS intends to embark on a project in 2009 to validate how well current state activities have supported the National Preparedness Guidelines, the eight National Priorities, and the 37 Target Capabilities. This process will include a statewide capabilities assessment using Federal Emergency Management Agency's (FEMA) Pilot Capabilities Assessment (PCA) methodology. The PCA is a self assessment designed for implementation at the regional level. Each of the 37 Target Capabilities will be addressed using a series of measures rated on a 0-10 scale. The scores will be averaged for each capability and will be included in the Strategy so Missouri can quantify current capacity in order to perform activities outlined within each capability allowing for measurement of improvements. While the PCA is not yet completed, this strategy has been designed in a manner that will allow quick inclusion of assessment scores when completed. Missouri's future planning efforts will be documented in subsequent revisions. In the meantime, scores are denoted as incomplete.

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Pilot Capability Assessment Scoring Methodology

This scoring methodology will be used in the pilot capability assessment scheduled for 2009.   In the meantime, all capabilities have been scored as incomplete. The assessment is designed to score the progress of the State and each RHSOC as a whole, and does not reflect individual capabilities of individual jurisdictions.

No Progress	Limited Progress	Moderate Progress	Substantial Progress	Objective Achieved
Score of 0: indicates no progress toward achieving the identified objective. This may be because of no activity in this area, or because insurmountable barriers exist.	**Low – mid range:** •Preliminary efforts have been initiated. •Needs related to this objective have been recognized and are beginning to be identified. •Few if any steps have been implemented successfully so far. **Mid – upper range:** •Needs have been analyzed, requirements understood, and entity has taken specific steps toward achieving objective. •Steps may include initial plans to develop this aspect of the capability, allocation of resources, and identification of personnel responsible for achievement of the objective.	**Low – mid range:** •Significant efforts are under way but the objective has not yet been fulfilled. Important gaps remain •Challenges that could potentially undermine achievements exist and have not yet been resolved. **Mid – upper range:** •Significant efforts are under way and specific examples of progress in this area can be identified. •Strategies for closing gaps and overcoming barriers to success are being developed and initiated.	**Low – mid range:** •Efforts to achieve this objective are established and stable. Some weaknesses or barriers that prevent success persist, but strategies to resolve them are documented and well under way. **Mid – upper range:** •Efforts in this area are mature. •Few gaps or barriers to success remain. None are significant. •Evidence documenting this level of progress is readily available. •Evidence may include after-action reports (AAR) from exercises or events in which this aspect of capability was demonstrated.	**Score of 10:** indicates objective is fully achieved with regard to the capability. •All barriers to success have been overcome. •Strengths are robust and likely to be sustained. •Evidence is readily available attesting to this level of achievement.
0	**1 2 3**	**4 5 6**	**7 8 9**	**10**

The Pilot Capabilities Assessment scores appear below.

Mission Area	Capability	Score
Common (Prepare) Mission Area	1 Planning	NA
	2 Communications	Incomplete
	3 Community Preparedness and Participation	Incomplete
	4 Risk Management	Incomplete
Prevent Mission Area	5 Information Gathering and Recognition of Indicators and Warnings	Incomplete
	6 Intelligence Analysis and Production	Incomplete
	7 Intelligence/Information Sharing and Dissemination	Incomplete
	8 Law Enforcement Investigation and Operations	Incomplete
	9 CBRNE Detection	Incomplete
Protect Mission Area	10 Critical Infrastructure Protection	Incomplete
	11 Food and Agricultural Safety and Defense	Incomplete
	12 Epidemiological Surveillance and Investigation	Incomplete
	13 Public Health Laboratory Testing	Incomplete
Respond Mission Area	14 Onsite Incident Management	Incomplete
	15 Emergency Operations Center Management	Incomplete
	16 Critical Resource Logistics and Distribution	Incomplete
	17 Volunteer Management and Donations	Incomplete
	18 Responder Safety and Health	Incomplete
	19 Public Safety and Security Response	Incomplete
	20 Animal Health Emergency Support	Incomplete
	21 Environmental Health	Incomplete
	22 Explosive Device Response Operations	Incomplete
	23 Firefighting Operations/Support	Incomplete
	24 WMD/Hazardous Materials Response and Decontamination	Incomplete
	25 Citizen Evacuation and Shelter-In-Place	Incomplete
	26 Isolation and Quarantine	Incomplete
	27 Urban Search and Rescue	Incomplete
	28 Emergency Public Information and Warning	Incomplete
	29 Triage and Pre-Hospital Treatment	Incomplete
	30 Medical Surge	Incomplete
	31 Medical Supplies Management and Distribution	Incomplete
	32 Mass Prophylaxis	Incomplete
	33 Mass Care	Incomplete
	34 Fatality Management	Incomplete
Recover Mission Area	35 Structural Damage and Mitigation Assessment	Incomplete
	36 Restoration of Lifelines	Incomplete
	37 Economic and Community Recovery	Incomplete

Notes:
NA   Planning measures have been integrated into all capabilities.

VI.   DESCRIPTION OF JURISDICTIONS

Missouri is divided into 114 counties. The five counties around St. Louis and four counties around Kansas City were organized into UASIs. Both St. Louis and Kansas City UASI strategies were compiled and submitted independent of the State Strategy. The HSAC provides governance structure for the remaining 105 Missouri counties.

VII. DESCRIPTION OF REGIONS

Since 2003, the existing nine Missouri State Highway Patrol (MSHP) Troop Areas have been Missouri's regional model. The existing alphabet letters identifying the existing Troop Areas (A through I) identify these regions. Because Missouri's two large metropolitan areas receive separate DHS funding (UASI grants), Missouri has altered the existing Regional Troop Structure for Regions A and C. Kansas City and St Louis will be referred to as A-1 and C-1, a subset of their respective regions.

VIII. DOCUMENT USE

The remainder of this document specifies Missouri's goals, objectives, and implementation steps associated with the Strategy. Goals represent Missouri's desired outcome in five mission areas: prepare (common), prevent, protect, respond, and recover. Each of the 37 Target Capabilities (Objectives) and their associated activities (Implementation Steps) were included in this document. Objectives and corresponding implementation steps support movement toward accomplishment of each goal.

Missouri is using Target Capabilities to organize its most urgent needs. In total, Missouri has identified 37 objectives aligned with DHS's *Target Capabilities List, A companion to the National Preparedness Guidelines*, dated September 2007. The Target Capabilities support an all-hazards approach to building capabilities that may be needed in the event of terrorist attacks, natural disasters, health emergencies, and other major events. Each capability includes a description of the major activities performed with the capability, and critical tasks and measures associated with the activities—including preparedness and performance activities, tasks, and measures.

The implementation steps are organized into activities that comprise each Target Capability. Ultimately, a capability includes appropriate combinations of planning, organization, equipment, training, and exercises. Thus, each implementation step links directly to the POETE Model (planning, organization, equipment, training and exercises) to aid development of future Investment Justifications. While not all implementation steps contain projects the State wants to currently address, the implementation steps were included with the accompanying text, "No Implementation Steps identified," to serve as a space holder for future Strategy revisions.

Implementation steps were further broken down by activity and completion metrics. The activities relate back to the Target Capability List set up. The metrics were designed to assist measuring progress with in the steps. For each implementation step and preparedness metrics, the following are identified: the owner, expected completion date, and current progress towards completion. Ongoing implementation steps are indicated with "*" after the expected completion date. The activity, metrics, owner and assigned scores are not part of the official Strategy submitted to DHS through online at https://preparednessportal.dhs.gov/. Rather, they were included in this document to further indicate each agency's self assessment of the actions needed to complete each Implementation Step and the relative progress to date allowing for measurement of improvements. To guide users through this document, a standardized color scheme was used to provide quick visual references clues. The following colors are used in the remainder of this document:

GOAL
OBJECTIVE
ACTIVITY (Not part of Strategy submitted to DHS)
IMPLEMENTATION STEP
PREPAREDNESS METRIC (Not part of Strategy submitted to DHS)

GOAL 1: (COMMON [PREPARE] MISSION AREA) – The State is capable of continuous efforts at all levels of government and among government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources; and ensure that capabilities required to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from all hazards domestic incidents are developed; and ensure plans are available when and where they are needed.

OBJECTIVE 1.1: PLANNING		
The State has the capability to ensure that: preparedness plans incorporate an accurate hazard analysis and risk assessment; capabilities required to prevent, protect, and mitigate against, respond to, and recover from acts of all-hazards are available when and where they are needed; plans are vertically and horizontally integrated with appropriate departments, agencies, and jurisdictions; and where appropriate, plans incorporate a mechanism for requesting state and federal assistance with a clearly delineated process for seeking and requesting assistance from appropriate agencies.	**Target Capability # 1**	
	Score Not Completed	

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement the National Incident Management System (NIMS) and National Response Framework. ▪ Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Conduct Strategic Planning				
1.1.1.1	Update State Emergency Operation Plan (SEOP) annually to ensure National Incident Management System (NIMS) compliance; incorporate Special Needs Annex.	SEMA	6/2009	3
1.1.1.2	Support local and regional planning initiatives by providing relevant NIMS documents through website to ensure local emergency operation plans (EOP) meet NIMS planning requirements.	SEMA	12/2011	2.5
1.1.1.3	Push out NIMSCAST to local jurisdictions and regions to assist attaining NIMS compliance metrics on a statewide level.	SEMA	12/2011	2
1.1.1.4	Attend workshops with other state agencies regarding revisions to Annex Y (Catastrophic Disaster) of SEOP; incorporate revisions as necessary.	SEMA	6/2009	1
1.1.1.5	Develop and disseminate Standard Operating Guidelines (SOG) for shelter operations to local jurisdictions.	SEMA	10/2009	2
1.1.1.6	Finalize ESF-17 (Animal Protection) documents and disseminate to local jurisdictions	SEMA	3/2009	1
1.1.1.6.1	Determine SEMA's Area Coordinators' roles and responsibilities for implementing ESF-17 at local and regional levels	SEMA	3/2009	1
1.1.1.6.2	Develop template to assist local emergency managers to establish an Animal Protection Annex.	SEMA	3/2009	0

OBJECTIVE 1.1: PLANNING				
IMPLEMENTATION STEPS		OWNER	DATE	SCORE
1.1.1.7	Help local agencies prepare Continuity of Operations (COOP) plans to address all hazards, including pandemic influenza, by training SEMA's Area Coordinators; and Area Coordinators will assist local emergency management agencies (EMA) to develop COOP plans.	SEMA	12/2009	1
1.1.1.8	Identify and secure alternate funding sources needed to acquire Planner II positions within SEMA to conduct various planning activities.	SEMA	12/2011	1
1.1.1.9	Update Missouri Homeland Security Strategy.	OHS	01/2009	8
1.1.1.10	Complete transition of NIMS ICS compliance monitoring from state to Regions.	SEMA	12/2010	3
Activity 2: Develop/Revise Operational Plans				
1.1.2.1	Develop local catastrophic disaster annexes relating to the New Madrid Seismic Zone.	SEMA	8/2009	1
1.1.2.1.1	Disseminate catastrophic disaster planning templates to local EMAs.	SEMA	8/2009	1
1.1.2.2	Conduct workshops with Area Coordinators and local EMAs on revisions to Annex Y of the SEOP.	SEMA	1/2010	1
Activity 3: Validate Plans				
1.1.3.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 1.2: COMMUNICATIONS

	Target Capability # 2
A continuous flow of critical information is maintained as appropriate among multi-jurisdictional and multi-disciplinary emergency responders, command posts, lead and support agencies, and the governmental officials for the duration of the emergency response operation in compliance with National Incident Management System.	
	Score PCA Not Completed

National Priority:	▪ Strengthen Interoperable Communications.
	▪ Implement NIMS and National Response Framework.
	▪ Expand Regional Collaboration.
	▪ Strengthen Information Sharing and Collaboration.
	▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
1.2.1.1	Establish state governance structure preconditions that will enable Missouri to implement the Statewide Communication Interoperability Plan (SCIP) Methodology (Version 2.0) per the SAFECOM program. The State will evaluate current governance structure, develop plans, and make recommendations to modify governance charter and rules, and to facilitate improvements to governance structure.	DPS	12/2009	1.5
1.2.1.1.1	Develop job description for Interoperability Program Manager (IPM) position; recruit candidates; and select qualified individual.	DPS	9/2008	7.5
1.2.1.1.2	Prepare and issue a request for proposals (RFP) for a qualified contractor; select contractor.	DPS	3/2009	9
1.2.1.1.3	Coordinate contractor activities with the State's project liaison; assign to IPM position.	DPS	4/2009	2
1.2.1.1.4	Approve contractor's work plan and initiate governance evaluation.	DPS	4/2009	0
1.2.1.1.5	Review draft plans and vet proposed enhancements to the governance structure through stakeholder groups.	DPS	6/2009	0
1.2.1.1.6	Complete plan revisions and accept final plan.	DPS	10/2009	0
1.2.1.1.7	Initiate processes for formal reallocation of authorities and establishment of discipline-specific work groups.	DPS	11/2009	0
1.2.1.1.8	Promulgate new charter and rules to stakeholders.	DPS	12/2009	0
1.2.1.1.9	Document all processes, decisions, and outcomes related to the project.	DPS	3/2009	0

OBJECTIVE 1.2: COMMUNICATIONS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
1.2.1.2	Develop and conduct a statewide communications technology and needs assessments to guide the statewide system design, prioritize improvements, and deploy a basic interoperable mutual aid network.	DPS	12/2011	2
1.2.1.2.1	Develop a scope of work; issue RFP; and select a consultant to complete local capability assessments in conjunction with system design work.	DPS	1/2009	100
1.2.1.2.2	Initiate and complete assessment activities.	DPS	7/2009	0
1.2.1.2.3	Review assessment results to design the statewide communication system and identify potential locations for Strategic Technology Reserves assets.	DPS	8/2009	1
1.2.1.2.4	Complete development of a standard list of common talk groups on the major trunked radio systems to facilitate installation of these talk groups in radios capable of receiving them.	DPS	12/2009	0
1.2.1.2.5	Finalize system design based on P25 standards.	DPS	2/2010	0
1.2.1.2.6	Continue to monitor national guidelines for naming interoperable channels and standardizing use statewide.	DPS	12/2011	1
Activity 2: Develop and Maintain Training and Exercise Programs				
1.2.2.1	Conduct statewide training on SOGs, existing interoperable communications capability (ICC), and day-to-day use of systems. Trainings will include all users (operations, technical, dispatch, and non-traditional participants) and will culminate in regional exercises.	DPS	7/2010	0.5
1.2.2.1.1	Prepare and issue a RFP to develop and deliver training and exercises; select contractors.	DPS	4/2009	0
1.2.2.1.2	Publicize training and exercise activities through the governance structure and stakeholder groups.	DPS	4/2009	0
1.2.2.1.3	Develop ICC regional trainings in collaboration with local participants and relevant state agencies.	DPS	6/2009	0
1.2.2.1.4	Design communication-specific functional exercises.	DPS	6/2009	0
1.2.2.1.5	Finalize statewide radio usage protocols per SOGs and distribute to users.	DPS	7/2009	0
1.2.2.1.6	Complete communication-specific training and exercise in the regions.	DPS	7/2010	0
1.2.2.1.7	Begin ongoing compilation of after-action corrective actions to update the SCIP, SOGs, and ongoing statewide communication systems design efforts.	DPS	7/2010	0

OBJECTIVE 1.2: COMMUNICATIONS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
1.2.2.2	Develop a statewide emergency alert network to notify administrators of state, local, and federal agencies of significant occurring/developing incidents in order to enhance response readiness among public safety agencies and cross-border partners.	DPS/OHS/ SEMA	7/2011	4
1.2.2.2.1	Publicize the project through multiple stakeholder groups and begin building database of registers and contact information.	DPS/OHS/ SEMA	1/2011	4
1.2.2.2.2	Develop system requirements for an emergency alert network (notification criteria, notification modes) for all state-level administrators and public safety agencies.	DPS/OHS/ SEMA	2/2011	1
1.2.2.2.3	Build interoperable communications functionality into MERIS.	DPS/OHS/ SEMA	3/2011	2
1.2.2.2.4	Initiate a coordinated campaign to roll out the system to participating state, local, and federal agencies.	DPS/OHS/ SEMA	7/2011	1
Activity 3: Alert and Dispatch				
1.2.3.1	Upgrade call center and public safety answering points (PSAP) based on designs of the new VHF and 700/800 MHz as the statewide network is installed in each region.	OA	12/2011	1
1.2.3.1.1	Review PSAP and 911 System Service Provider Assessment, and involve these entities in pending ICC assessment activities.	OA	7/2009	5
1.2.3.1.2	Complete equipment procurement and installation.	OA	8/2009	0
1.2.3.1.3	Initiate testing and optimization of the system components to attain system certification.	OA	1/2010	0
Activity 4: Provide Incident Command/First Responder/First Receiver/Interoperable Communications				
1.2.4.1	Procure and install equipment based on consultant recommendations. The system design will determine equipment needed and indicate components to be provided by network participants.	DPS	3/2010	1
1.2.4.1.1	Select an initial region to receive installation of equipment; develop agreements for local agencies to participate in the network.	DPS	2/2009	1
1.2.4.1.2	Develop equipment acquisition RFP.	DPS	4/2009	0
1.2.4.1.3	Develop additional governance and service-level agreements (SLA) for new equipment and upgrades.	DPS	4/2009	0
1.2.4.1.4	Prepare FCC license applications and pursue frequency coordination approvals.	DPS	4/2009	0
1.2.4.1.5	Procure contractor support to manage installation of equipment.	DPS	6/2009	0
1.2.4.1.6	Complete equipment procurement and installation.	DPS	12/2009	0

OBJECTIVE 1.2: COMMUNICATIONS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
1.2.4.1.7	Initiate testing and optimization of the system components; attain system certification.	DPS	1/2010	0
1.2.4.1.8	Develop regional and inter-regional standard operating procedures (SOP).	DPS	2/2010	0
1.2.4.1.9	Conduct education regarding system capabilities and protocols for its use.	DPS	2/2010	0
1.2.4.1.10	Repeat applicable project steps to complete a statewide system buildout region by region.	DPS	3/2010	0
Activity 5: Provide Emergency Operations Center Communications Support				
1.2.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Expand Secure Communications Capabilities				
1.2.6.1	Expand functionality of communication networks for emergency management, public health, hospital, law enforcement, fire services, and human services.	DPS	12/2011	0
1.2.6.1.1	Include discipline representatives in governance structure to allow consistent input on system implementation, training, and exercise.	DPS	12/2011	0
Activity 7: Provide Federal Facilities, Task Force, and Recovery Assistance Interoperable Communications				
1.2.7.1	Establish regional communication caches of pre-positioned assets to develop a Strategic Technology Reserve (STR).	DPS	7/2010	1
1.2.7.1.1	Develop inventory of state and local agency systems and ICC; determine location of STR caches.	DPS	7/2009	0
1.2.7.1.2	Ensure Chief Interoperability Officer (CIO) reports recommendations on STR investment to HSA/Director of Public Safety, and SIEC; and receives feedback and direction to proceed.	DPS	8/2009	0
1.2.7.1.3	Seek, evaluate, and award competitive bids for recommended solution.	DPS	12/2009	0
1.2.7.1.4	Identify STR support agencies; develop SLAs for cache maintenance and routine testing.	DPS	12/2009	0
1.2.7.1.5	Issue purchase orders to obtain needed equipment and services.	DPS	1/2010	0
1.2.7.1.6	Build, test, and deliver equipment.	DPS	3/2010	0
1.2.7.1.7	Develop equipment training and deployment protocols; deliver training, establish STR.	DPS	7/2010	0

OBJECTIVE 1.3: COMMUNITY PREPAREDNESS AND PARTICIPATION		

There is a structure and a process for ongoing collaboration between government and nongovernmental resources at all levels; volunteers and nongovernmental resources are incorporated in plans and exercises; the public is educated and trained in the four mission areas of preparedness; citizens participate in volunteer programs and provide surge capacity support; nongovernmental resources are managed effectively in disasters; and a process is in place to evaluate progress.	**Target Capability # 3**
	Score **PCA Not Completed**

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection capabilities. - Implement NIMS and National Response Framework. - Expand Regional Collaboration. - Strengthen Information Sharing and Collaboration capabilities. - Strengthen Interoperable Communications capabilities.

IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 1: Establish Collaborative Structure and Process for Governmental and Non-Governmental Entities at All Levels				
1.3.1.1	Build planning communities and complete design, development, and implementation of regional coordination and guide/plan in the RHSOCs.	SEMA-OHS	07/2010	4
1.3.1.1.1	Identify stakeholders within each RHSOC.	SEMA-OHS	01/2010	5
1.3.1.1.2	Complete and adopt a Regional Coordination Guide with appropriate ESF annexes.	SEMA	01/2010	0.5
1.3.1.1.3	Educate and support local emergency management directors/stakeholders in the integration of the guidance.	SEMA	07/2010	0
1.3.1.2	Achieve consensus on Regional Emergency Coordination Plan and Concept of Operations.	SEMA	10/2009	1
1.3.1.2.1	Finalize Region D and/or Region A Plans.	SEMA	10/2009	4.5
1.3.1.2.2	Collect and review plans.	SEMA	07/2010	0.5
1.3.1.2.3	Identify planning conflicts and solutions.	SEMA	10/2010	0.5
1.3.1.2.4	Revise plans as needed.	SEMA	01/2011	0
1.3.1.2.5	Initiate Regional Emergency Coordination Plan training to educate stakeholders on plan revisions.	SEMA	07/2011	0
1.3.1.3	Sustain HSAC, RHSOCs, and UASI mechanisms to promote regional collaboration.	OHS	12/2011*	7.5
1.3.1.3.1	Conduct quarterly meetings to establish regional collaboration.	OHS	12/2011*	10

OBJECTIVE 1.3: COMMUNITY PREPAREDNESS AND PARTICIPATION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 2: Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises				
1.3.2.1	Maintain Disaster Recovery Partnership	SEMA	12/2011*	9
1.3.2.2	Support Emergency Management Assistance Compact (EMAC) requests and use of the system.	SEMA	12/2011	8.5
1.3.2.3	Develop protocols for hospitals and health care facilities regarding communications equipment consistent with Missouri P25 standards.	SEMA	01/2010	3
1.3.2.4	Create and maintain partnerships to assist in coordination of Missouri's NGO including private and faith-based organizations.	SEMA	12/2011*	8.5
1.3.2.4.1	Provide ongoing planning and preparedness support through Planner position in Emergency Human Services.	SEMA	01/2009	0.5
1.3.2.4.2	Plan for response after disaster, including long-term management.	SEMA	01/2011	5
1.3.2.5	Encourage COOP Plan development for associations and NGOs.	SEMA	01/2011	1.5
1.3.2.5.1	Identify stakeholders to participate in plan.	SEMA	07/2009	2.5
1.3.2.5.2	Develop COOP plans for NGOs.	SEMA	07/2009	4.5
1.3.2.5.3	Train on COOP plan at Missouri University.	DHSS, DMH ARC, SEMA	01/2010	1.5
1.3.2.6	In communities, strengthen planning capabilities to address emergency human services issues by developing strong partnerships among Community Organizations Active in Disaster (COAD), SEMA, and local EMAs.	SEMA	01/2011	2.5
1.3.2.7	Create a program to develop local COADs/Citizen Corps Councils.	SEMA	01/2011	2.5
1.3.2.7.1	Create additional COADs/Councils.	SEMA	01/2011	0
1.3.2.7.2	Conduct continued meetings among COADs and Councils.	SEMA	01/2011	1.5
1.3.2.7.3	Conduct Citizen Response training.	SEMA	01/2011	1
1.3.2.7.4	Conduct outreach to animal organizations.	SEMA	01/2011	2.5
1.3.2.8	Support local public health agencies through the CDC Public Health Preparedness Grant in order to purchase standardized communications equipment consistent with Missouri standards.	SEMA	01/2011	0

OBJECTIVE 1.3: COMMUNITY PREPAREDNESS AND PARTICIPATION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
1.3.2.9	Develop interoperable communications capabilities using voluntary agencies and volunteer resources with a focus on mass care function.	SEMA/DPS	07/2011	0.5
Activity 3: Provide Education and Training for the Public in All Mission Areas				
1.3.3.1	Continue "Ready in 3" awareness campaign to include 100% state agency employee participation.	DHSS	12/2011*	6
1.3.3.2	Establish sector-specific metrics to measure progress and assess effectiveness.	SEMA	01/2011	0
1.3.3.3	Conduct local and regional citizen preparedness planning through development of a Citizen Preparedness Annex within the Local Emergency Operations Plan (LEOP).	SEMA	07/2011	0
1.3.3.4	Enhance citizen/community disaster educational strategies and systems to include the general and special needs populations.	DHSS	01/2011	1.5
1.3.3.4.1	Develop and conduct pets survey.	DHSS	01/2011	1.5
1.3.3.4.2	Develop and conduct family survey.	DHSS	01/2011	1
1.3.3.4.3	Develop and conduct business survey.	DHSS	01/2011	0.5
Activity 4: Provide Volunteer Opportunities: Year Round and in Surge Operations				
1.3.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Incident Response				
1.3.5.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 1.4: RISK MANAGEMENT			

State, regional, local, and private sector entities, in coordination with federal participation, identify and assess risks; prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk; monitor outcomes of allocation decisions; and undertake corrective actions.	Target Capability # 4
	Score PCA Not Completed

National Priority:	▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen Information Sharing and Collaboration. ▪ Implement the National Infrastructure Protection Plan.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop Risk Framework				
1.4.1.1	No Implementation Steps identified.	NA	NA	NA
Activity 2: Assess Risks				
1.4.2.1	No Implementation Steps identified.	NA	NA	NA
Activity 3: Prioritize Risks				
1.4.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Develop Business Case				
1.4.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Manage Risk				
1.4.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Conduct Risk Communication				
1.4.6.1	No Implementation Steps identified.	NA	NA	NA

GOAL 2: (PREVENT MISSION AREA) – The State is capable of taking actions to avoid an incident or to intervene to stop an incident from occurring in order to protect lives and property through applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

OBJECTIVE 2.1: INFORMATION GATHERING AND RECOGNITION OF INDICATORS AND WARNINGS

Threats and other criminal and/or terrorism-related information are identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.	**Target Capability # 5**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen Information Sharing and Collaboration. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Implement the National Infrastructure Protection Plan. ▪ Strengthen Interoperable Communications. ▪ Strengthen CBRNE Detection, Response, and Decontamination. ▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
2.1.1.1	Establish a fully functioning 24/7-fusion center that meets or exceeds all baseline capabilities established by DHS.	MIAC	12/2009	9
2.1.1.1.1	Develop capability to map historical incidents and monitor sensitive events.	MIAC	12/2009	3
2.1.1.1.2	Research and develop capability to monitor future sensitive events through established mapping procedures.	MIAC	12/2009	1
2.1.1.2	Complete final review of Formal privacy policy from MIAC SOP.	MIAC	12/2009	9
2.1.1.3	Establish policies and procedures for reporting suspicious activity based on federal guidance.	MIAC	12/2009	6
2.1.1.4	Complete research and implementation of facial recognition software package.	MIAC	12/2010	1

OBJECTIVE 2.1: INFORMATION GATHERING AND RECOGNITION OF INDICATORS AND WARNINGS				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 2: Develop and Maintain Training and Exercise Programs				
2.1.2.1	Establish analytical training for new employees, and advanced analytical training for Terrorism, Law Enforcement Intelligence Unit (LEIU), and International Association of Law Enforcement Intelligence Analysts (IALEIA) specialized employees.	MIAC	12/2009	9
2.1.2.2	Train local law enforcement and public and private partners on intelligence definitions, awareness, processes, and capabilities.	MIAC	12/2011	4
2.1.2.3	Complete update for privacy policy and procedures training, with guidance from DOJ.	MIAC	12/2011	9
2.1.2.4	Expand terrorism liaison officer (TLO) position within each RHSOC.	MIAC	12/2011	8
2.1.2.4.1	Define TLO position with duty description and responsibilities.	MIAC	12/2009	5
2.1.2.4.2	Develop SOP for TLO position.	MIAC	12/2009	5
2.1.2.4.3	Research, assign, and complete training for TLO.	MIAC	12/2011	5
Activity 3: Gather Information				
2.1.3.1	Evaluate and incorporate appropriate state and local information/intelligence databases to enhance information collection efficiency and increase accessibility for all stakeholders.	MIAC	12/2010	2
2.1.3.1.1	Re-evaluate and refine data collectors and analyzers, and intelligence products, based on current threat analysis.	MIAC	12/2011*	6
Activity 4: Identify Suspicious Circumstances				
2.1.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Screen Information				
2.1.5.1	Complete DHS-funded renovation to add space at the MIAC for additional classified/Secret/Top Secret networks and work space.	MIAC	12/2009	2
2.1.5.1.1	Identify appropriate personnel and grant access to classified information/data per SOP.	MIAC	12/2009	2
2.1.5.1.2	Identify other federal, state, and local levels and agencies to network into secure data exchange process	MIAC	12/2009	2

OBJECTIVE 2.2: INTELLIGENCE ANALYSIS AND PRODUCTION				
Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations.		**Target Capability # 6**		
		Score PCA NOT COMPLETED		
National Priority:	▪ Strengthen Information Sharing and Collaboration. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Implement the National Infrastructure Protection Plan. ▪ Strengthen CBRNE Detection, Response, and Decontamination. ▪ Strengthen Emergency Operations Planning and Citizen Protection.			

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
2.2.1.1	Develop new SOP Annex for domestic terrorism.	MIAC	12/2009	2
2.2.1.2	Develop policies and procedures for domestic terrorism operatives.	MIAC	12/2009	2
2.2.1.3	Dedicate analysts to focus on domestic terrorism via additional assignments to existing positions.	MIAC	12/2009	8
2.2.1.4	Task specific analysts to provide strategic products with specific focus on domestic terrorism.	MIAC	12/2009	8
2.2.1.5	Complete Missouri Data Exchange (MoDEX) incorporation into intelligence analysis and production processes upon system installation and IT system approval.	MIAC	12/2011	2
Activity 2: Develop and Maintain Training and Exercise Programs				
2.2.2.1	Research, assign, and complete basic and advanced analysts training.	MIAC	12/2009	6
Activity 3: Establish Fusion Center				
2.2.3.1	Develop SOP for State and UASIs based on technological capabilities and basic operations.	MIAC	12/2010	6
2.2.3.1.1	Incorporate terrorism focus for SOP with local jurisdictions.	MIAC	12/2010	6
2.2.3.1.2	Incorporate all hazards approach for state-level operations and response SOP.	MIAC	12/2010	6
2.2.3.2	Integrate Kansas City and St. Louis TEWG into MIAC operations via liaison officer exchange and periodic (SOP-defined) data exchange meetings.	MIAC	12/2011*	8
2.2.3.3	Host annual, DHS-sponsored law enforcement training dealing with intelligence operations and sustainment, and current fusion cell roles.	MIAC	12/2011*	7
Activity 4: Access Information				
2.2.4.1	No Implementation Steps Identified.	NA	NA	NA

OBJECTIVE 2.2: INTELLIGENCE ANALYSIS AND PRODUCTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 5: Analyze Information/Intelligence				
2.2.5.1	Develop policies and procedures on need-to-know/ right-to-know bases emphasizing area of operations, feedback requested from supported community, and interactions that have proven helpful.	MIAC	12/2009	2
Activity 6: Develop Analytic Products				
2.2.6.1	Enhance detection and security surrounding events of national significance.	MIAC	12/2011*	7
2.2.6.1.1	Identify national threat definition and variances regarding upcoming significant events in order to streamline information sharing with all levels of law enforcement.	MIAC	12/2009	6
2.2.6.1.2	Based on national and state threats, focus on specific sectors of threat and criminal activities, i.e., strategic level products versus narcotics.	MIAC	12/2011*	9
2.2.6.2	Identify states with no/minimal fusion center capability with DHS guidance and offer assistance to further software lifecycle construction implementation.	MIAC	12/2011*	8
2.2.6.3	Assess staff shortage and hire new employees to effectively address 60% increase in tactical information requests over past year.	MIAC	12/2010	3
2.2.6.4	Finalize tactical reporting and incorporate monthly threat assessments for DPS senior executives.	MIAC/DPS	12/2011*	9

OBJECTIVE 2.3: INTELLIGENCE INFORMATION SHARING AND DISSEMINATION

Effective and timely sharing of information and intelligence occurs across federal, state, local, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.	**Target Capability # 7**
	Score PCA Not Completed

National Priority:	- Strengthen Information Sharing and Collaboration. - Implement NIMS and National Response Framework. - Expand Regional Collaboration. - Strengthen Interoperable Communications. - Strengthen CBRNE Detection, Response, and Decontamination. - Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
2.3.1.1	No Implementation Steps identified.	NA	NA	NA
Activity 2: Develop and Maintain Training and Exercise Programs				
2.3.2.1	Develop standards for training, equipment, and exercises to achieve intelligence-led policing. Curriculum for training is profession-specific.	MIAC	12/2010	8
2.3.2.1.1	Define intelligence-led policing and develop operational philosophy.	MIAC	12/2009	3
2.3.2.1.2	Identify equipment needs for intelligence-led policing.	MIAC	12/2009	5
2.3.2.1.3	Develop SOG annex for intelligence-led policing intent, mission, tactics, techniques, and procedures.	MIAC	12/2009	2
2.3.2.1.4	Validate SOG and new policing capability with Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercise.	MIAC	12/2010	1
2.3.2.2.	Expand recruitment and training of multi-disciplinary Zone Terrorism Officers (ZTO) to provide intelligence support and linkage to local agencies.	MIAC	12/2010	5
Activity 3: Incorporate All Stakeholders in Information Flow				
2.3.3.1	Align SEOP and State Area Coordination Center (SACC) SOG statewide with the NRF and catastrophic plans of surrounding states to ensure comprehensive response coverage and universal, standardized tactics and procedures during large incidents.	MIAC	12/2011	3
2.3.3.2	Complete implementation of MoDEX and statewide data repository for law enforcement agencies in order to share case management information.	DPS	12/2011	2

OBJECTIVE 2.3: INTELLIGENCE INFORMATION SHARING AND DISSEMINATION				
IMPLEMENTATION STEPS		OWNER	DATE	SCORE
2.3.3.3	Fully cross-reference intelligence partners' requirements against available data, data exchange, and interoperability standards.	MIAC	12/2009	8
2.3.3.3.1	Integrate with Missouri's Joint Terrorism Task Force (JTTF).	MIAC	12/2009	8
2.3.3.3.2	Integrate with Federal Bureau of Investigation (FBI) and TEWG.	MIAC	12/2009	8
2.3.3.4	Construct data development and data sharing agreements with state, regional, and local organizations and jurisdictions.	MIAC	12/2009	9
2.3.3.5	Coordinate information gathering and sharing with local, state, and federal entities—specifically JTTF and DHS components (e.g., Immigration and Customs Enforcement [ICE])—using DHS intelligence analysts or liaison officers.	DPS	12/2011	6
Activity 4: Vertically Flow Information				
2.3.4.1	Develop SOG for timely dissemination of information and intelligence regarding statewide situational awareness, including emerging threats and/or long-term intelligence and security issues.	MIAC	12/2011*	8
2.3.4.1.1	Identify law enforcement and non-law enforcement target audience and focus of intelligence-sharing efforts and collaboration.	MIAC	12/2009	6
2.3.4.1.3	Identify realistic mechanisms to facilitate data and information exchanges securely and in timely manner.	MIAC	12/2009	4
Activity 5: Horizontally Flow Information				
2.3.5.1	Collaborate with inter- and intra-state fusion centers to facilitate development and implementation of shared interstate tactical and strategic intelligence information.	MIAC	12/2011	8
2.3.5.2	Develop and maintain a dedicated statewide Tips/Leads information collection portal to share information among the MIAC and two TEWGs.	MIAC	12/2009	8
2.3.5.2.1	Develop and maintain a dedicated statewide online information exchange mechanism between the MIAC and the deaf and hard of hearing public sector.	MIAC	12/2011	0
2.3.5.3	Identify and incorporate statewide management from Kansas City TEWG to facilitate and finalize the incorporation of MEMEX software.	MIAC	12/2010	1

OBJECTIVE 2.4: LAW ENFORCEMENT INVESTIGATION AND OPERATIONS			

Suspects involved in criminal activities related to homeland security are successfully deterred, detected, disrupted, investigated, and apprehended.	**Target Capability #8**
	Score **PCA Not Completed**

National Priority:	▪ Expand Regional Collaboration. ▪ Strengthen Information Sharing and Collaboration. ▪ Implement the National Infrastructure Protection Plan. ▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
2.4.1.1	Purchase adequate computer systems, peripherals, and support equipment for State data warehouse to complete implementation of statewide Records Management System (RMS).	MSHP	12/2010	3
2.4.1.2	Complete terrorism screening center procedures to facilitate cooperation with federal watch list program.	MSHP	12/2011*	8
2.4.1.3	Upgrade Automated Fingerprint Identification System (AFIS) capability to include palm-prints.	MSHP	12/2010	3
2.4.1.3.1	Identify necessary software and hardware needs for upgrade from fingerprints to addition of palm prints.	MSHP	12/2009	7
2.4.1.3.2	Develop SOG to incorporate new palm print technology and identification implications.	MSHP	12/2010	0
2.4.1.4	Develop statewide interoperable communications SOG for data and voice systems.	DPS/MSHP	12/2011*	1
2.4.1.5	Purchase new technologies to aid with intelligence and law enforcement operations.	MSHP	12/2010	1
2.4.1.5.1	Purchase facial recognition software.	MSHP	12/2010	1
2.4.1.5.2	Purchase high-level search mechanisms to aid in law enforcement safety and evidence discovery.	MSHP	12/2010	1
2.4.1.5.3	Evaluate new technologies capability to aid in law enforcement and intelligence support operations.	MSHP	12/2011	1

OBJECTIVE 2.4: LAW ENFORCEMENT INVESTIGATION AND OPERATIONS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 2: Develop and Maintain Training and Exercise Programs				
2.4.2.1	Conduct terrorism awareness training for state and local law enforcement agencies and private sector groups.	MSHP	12/2011*	9
2.4.2.1.1	Conduct terrorism awareness training specific to state law enforcement-related agencies and staff, including Missouri State Highway Patrol (MSHP) and Missouri Department of Natural resources (MDNR).	MSHP	12/2009	8
2.4.2.1.2	Conduct terrorism awareness training specific to non-UASI jurisdictions law enforcement-related agencies and staff,	MSHP	12/2009	8
2.4.2.1.3	Conduct terrorism awareness training specific to select private sector organizations (i.e., hospitals and educational institutions).	MSHP	12/2009	6
2.4.2.2	Conduct annual MSHP troopers and staff 3-day in-service training, including training on domestic terrorism.	MSHP	12/2011*	10
2.4.2.3	Conduct functional exercise to validate design completeness and operational functionality of new command vehicle.	MSHP	12/2008	9
2.4.2.4	Conduct semi-annual, 5-day, multi-agency clandestine laboratory certification patterned after DEA course for all selected troopers and staff.	MSHP	12/2011*	10
Activity 3: Conduct Investigations				
2.4.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Share Information Related to Investigations				
2.4.4.1	Develop electronic, near-real-time event log within Missouri pharmacies to track pseudoephedrine purchases.	MSHP	12/2011	0
2.4.4.2	Implement statewide RMS, which includes assigning initial data feeding sites.	MSHP	12/2009	5
2.4.4.3	Send funded personnel to JTTF counter-terrorism training under FBI program in Washington, D.C., to enhance State's intelligence analysis capability.	MSHP	12/2009	4
Activity 5: Deploy Specially Trained Personnel				
2.4.5.1	Complete development of Missouri Gateway Task Force integration with Federal ICE Agency to process immigration-related criminal and administrative violations.	MSHP	12/2011	9

OBJECTIVE 2.5: CBRNE DETECTION

Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected and characterized at borders, critical locations, events, and incidents.	Target Capability # 9
	Score PCA Not Completed

National Priority:	▪ Strengthen CBRNE Detection, Response, and Decontamination. ▪ Strengthen Information Sharing and Collaboration. ▪ Implement the National Infrastructure Protection Plan. ▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
2.5.1.1	Develop a long-term strategy to systematically improve CBRNE detection and deterrence methodologies for vehicles traveling the roads and highways in Missouri.	MSHP	8/2009	0
2.5.1.1.1	Identify and document needs for additional deterrence and detection capability at weigh stations and portable scales.	MSHP	12/2008	0
2.5.1.1.2	Distribute remaining personal radiation detectors to Commercial Vehicle Enforcement (CVE) Troopers and portable scale truck operators; arrange for user training.	MSHP	1/2009	0
2.5.1.1.3	Initiate plan development through the state-level Radiation Detection Working Group to field additional CBRNE deterrence methodologies and detection systems.	MSHP	1/2009	0
2.5.1.1.4	Identify funding to sustain and update CVE radiation detection/monitoring equipment over the long term.	MSHP	4/2009	0
2.5.1.1.5	Determine equipment specifications needed to meet detection requirements and successfully execute Missouri State Highway Patrol (MSHP) protocols.	MSHP	5/2009	0
2.5.1.1.6	Procure equipment; distribute equipment; complete user training.	MSHP	8/2009	0
2.5.1.2	Develop and implement a state-level Radiological/Nuclear Incident Prevention Plan (RIPP) focused on prevention of and response to radiological/nuclear (R/N) incidents.	MSHP	6/2010	0
2.5.1.2.1	Use MSHP's existing R/N emergency response protocols to develop procedures for unique response environments—large/ special venues, ports/waterways, aviation, high-rise structures, etc.	MSHP	5/2010	0

OBJECTIVE 2.5: CBRNE DETECTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
2.5.1.2.2	Identify funding needed to procure contractor planning support.	MSHP	7/2009	0
2.5.1.2.3	Develop a RFP; issue RFP; and select contractor.	MSHP	10/2009	0
2.5.1.2.4	Coordinate contractor activities with the State's Radiation Detection Working Group.	MSHP	11/2009	0
2.5.1.2.5	Complete a draft RIPP and disseminate to stakeholder agencies for review. The plan will include response protocols for state agencies and provide a planning template for local jurisdictions.	MSHP	2/2010	0
2.5.1.2.6	Incorporate plan revisions based on stakeholder inputs.	MSHP	4/2010	0
2.5.1.2.7	Issue final version of RIPP and response protocols to partner agencies.	MSHP	5/2010	0
2.5.1.2.8	Initiate contractor supported outreach/training activities on RIPP with MSHP and partner agencies.	MSHP	6/2010	0
2.5.1.3	Conduct an assessment of state, federal, and local agencies R/N detection capabilities to include advanced detection equipment, trained operators, and technical support staff available for response and reach back activities.	MSHP	12/2010	0
2.5.1.3.1	Initiate assessment activities.	MSHP	4/2009	0
2.5.1.3.2	Complete assessment activities; issue final report.	MSHP	7/2009	0
2.5.1.3.3	Provide assessment results and recommendations for incorporation into the State's RIPP, as appropriate.	MSHP	7/2009	0
2.5.1.3.4	Conduct at least two R/N detection drills annually to test RIPP implementation and identify opportunities for plan improvement.	MSHP	12/2010	0
2.5.1.4	Develop a Missouri statute limiting quantity and type of R/N material that can be legally possessed by non-licensed entities; and establish statutory authority of Missouri's law enforcement agencies to detain, question, and hold suspected violators possessing unknown R/N sources.	MSHP	1/2010	0
2.5.1.4.1	Present project to the Radiation Detection Working Group for review and input.	MSHP	11/2008	0
2.5.1.4.2	Seek and meet legal council needed for developing the statute, to include representatives of the Missouri Attorney General's Office.	MSHP	1/2009	0
2.5.1.4.3	Develop draft language for statute.	MSHP/SEMA/ DHSS	4/2009	0
2.5.1.4.4	Present draft to Missouri Attorney General's Office for review; incorporate changes as necessary.	MSHP	5/2009	0

OBJECTIVE 2.5: CBRNE DETECTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
2.5.1.4.5	Identify a sponsor; introduce the statute; establish the statute.	MSHP/SEMA/DHSS	1/2010	0
Activity 2: Develop and Maintain Training and Exercise Programs				
2.5.2.1	Enhance basic and advanced R/N detection capabilities at all response levels, including first responders.	DHSS	2/2009	0
2.5.2.1.1	Develop a role for DHSS in future state-sponsored CBRNE response exercise activities.	DHSS/MERC	12/2008	0
2.5.2.1.2	DHSS will meet with MERC to identify local response agencies requiring R/N detection training.	DHSS	2/2009	0
Activity 3: Detect CBRNE				
2.5.3.1	Maintain and enhance R/N detection capabilities provided through mobile and portable systems.	MSHP	12/2009	0
2.5.3.1.1	Identify funding to procure two backpack units with gamma neutron detection capability for pre-event surveillance and screening at large/special venues.	MSHP	1/2009	0
2.5.3.1.2	Develop criteria for detector deployment, and identify custodial location of the units.	MSHP	3/2009	0
2.5.3.1.3	Determine equipment specifications needed to meet detection and deployment requirements.	MSHP	5/2009	0
2.5.3.1.4	Procure equipment; receive vendor training.	MSHP	7/2009	0
2.5.3.1.5	Complete modifications to existing plans and protocols, as appropriate.	MSHP	9/2009	0
2.5.3.1.6	Develop and deliver internal training; inform partner agencies of emerging detection capability.	MSHP	10/2009	0
2.5.3.1.7	Conduct at least two R/N detection drills annually using backpack units.	MSHP	12/2009	0
2.5.3.1.8	Participate in state-sponsored R/N detection and response exercises.	MSHP	12/2009	0
Activity 4: Identify and/or Characterize CBRNE material				
2.5.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Communicate CBRNE Detection Incidents				
2.5.5.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 3.1: CRITICAL INFRASTRUCTURE PROTECTION

	Target Capability # 10
The risk to, vulnerability of, and consequences of attacks on CI/KR are reduced through the identification and protection of CI/KR.	**Score** **PCA Not Completed**

National Priority:	- Implement the National Infrastructure Protection Plan. - Expand Regional Collaboration. - Strengthen Interoperable Communications. - Strengthen CBRNE Detection, Response, and Decontamination. - Strengthen Emergency Operations Planning and Citizen Protection. - Implement the National Infrastructure Protection Plan.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
3.1.1.1	Develop a critical infrastructure protection strategy to include a software system that builds on the existing state CI/KR database and integrates into the Urban Area Security Initiatives systems.	OHS	6/2009	4
3.1.1.1.1	Research existing software programs to determine suitability or identify best management practices.	OHS	12/2008	4
3.1.1.1.2	Define database parameters.	OHS	12/2008	4
3.1.1.1.3	Adopt or build a state Critical Infrastructure Protection software system.	OHS	6/2009	4
3.1.1.1.4	Build data collection templates for local users.	OHS	3/2009	5
3.1.1.1.5	Instruct local jurisdictions to populate system.	OHS	6/2009	
3.1.1.1.6	Manage the storage and security of the data.	OHS	12/2011*	
3.1.1.2	Continue to implement Emergency Response Information Plan (ERIP) statewide.	OHS	12/2011*	5
3.1.1.2.1	Expand functionality and usability of ERIP.	OHS, Working Groups	12/2011*	5

OBJECTIVE 3.1: CRITICAL INFRASTRUCTURE PROTECTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
3.1.1.2.2	Enroll 100% of Missouri's K-12 institutions.	OHS, DESE, Working Groups	12/2011*	6
3.1.1.2.3	Solicit Missouri School Board Association to encourage and market ERIP to members.	OHS, DESE, Working Groups	12/2008	6
3.1.1.2.4	Enroll 100% of Missouri's Higher Education institutions.	OHS, DHE, Working Groups	6/2009	6
3.1.1.2.5	Conduct meetings with participating schools and local government (emergency management and first responders) to discuss use of system, critical information, and management.	OHS, DESE, Working Groups	6/2009	4
3.1.1.3	Build security partnerships to facilitate risk management programs and maximize the efficient use of resources.	OHS	6/2009	5
3.1.1.3.1	Appoint a Sector Lead for each of the 18 CI/KR sectors.	OHS, Sector Partners	6/2009	5
3.1.1.3.2	Develop Sector-Specific Response Plans in collaboration with security partners.	OHS, Sector Partners	12/2009	4
Activity 2: Develop and Maintain Training and Exercise Programs				
3.1.2.1	Develop a CI/KR training program with information relevant to Missouri's 18 sectors.	OHS, SEMA, Sector Partners	12/2009	2
3.1.2.2	Develop and provide CI/KR training for data collection.	OHS, SEMA	6/2009	4
3.1.2.2.1	Develop course material to standardize the collection of assessment data at all Tier 1-V sites	OHS	6/2009	6
3.1.2.2.2	Conduct the training for targeted members of each RHSOC and the MSHP TLO.	OHS	6/2009	0
3.1.2.3	Host critical infrastructure protection-focused exercises.	OHS, SEMA, Sector Partners	12/2010	3
3.1.2.3.1	Conduct an annual critical infrastructure protection for each RHSOC.	OHS	12/2011*	3
Activity 3: Coordinate and Manage Critical Infrastructure Protection				
3.1.3.1	Continue to develop a state CI/KR Steering Committee and working/advisory group.	OHS, Sector Partners	12/2011*	4
3.1.3.1.1	Identify and recruit members to represent the existing 18 CI/KR Sectors	OHS, Sector Partners	12/2011*	6
3.1.3.1.2	Add sectors and disciplines as necessary	OHS	12/2011*	8
3.1.3.1.3	Conduct quarterly meeting with the CI/KR Working Group.	OHS	12/2011*	5

OBJECTIVE 3.1: CRITICAL INFRASTRUCTURE PROTECTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
3.1.3.2	Continue to provide access to the State CI/KR data to the MIAC, TEWs, and other appropriate consumers to aid in threat analysis.	OHS	12/2011*	5
Activity 4: Identify CI/KR				
3.1.4.1	Continue to vet sites listed in the database.	OHS	12/2011*	4
3.1.4.1.1	Add new sites as identified.	OHS	12/2011*	5
3.1.4.2	Adjust site-specific classifications as site functionality or security posture changes.	OHS	12/2011*	5
Activity 5: Assess Risks				
3.1.5.1	Work with the RHSOCs/MSHP TLO to conduct vulnerability assessments (VAs) at the 4,300 identified sites.	OHS	6/2009	4
3.1.5.1.1	Conduct VAs at Federally classified Tier I and II/State Category A sites.	OHS	8/2009	4
3.1.5.1.2	Conduct VAs at State Category B sites.	OHS	8/2010	0
3.1.5.1.3	Conduct VAs at State Category C sites.	OHS	8/2011	0
3.1.5.1.4	Conduct VAs at State Category D sites.	OHS	8/2012	0
3.1.5.2	Analyze data to define risk, prioritization, criticality, links, matching resource, and identifying foreseen need.	OHS	10/2009	2
3.1.5.3	Conduct data validation to ensure correctness and completeness of collected data parameters.	OHS	12/2009	0
3.1.5.4	Geo locate site data using graphic information system parameters.	OHS, GIS Group	9/2009	4
3.1.5.4.1	Conduct simulation modeling	OHS	10/2009	0
3.1.5.4.2	Conduct situational awareness analysis.	OHS	3/2010	0
Activity 6: Prioritize				
3.1.6.1	Develop state specific asset tiering criteria for 18 CI/KR sectors.	OHS	12/2008	7
3.1.6.2	Prioritize CIP investments based on risk	OHS	12/2011*	6
Activity 7: Protect				
3.1.7.1	Implement protective measures based on prioritized risk profiles.	OHS	10/2009	4
3.1.7.1.1	Develop and complete Buffer Zone Protection Projects	OHS	12/2011*	6
3.1.7.1.2	Develop strategy to conduct timely when CI/KR faces an imminent threat.	OHS	6/2009	4
3.1.7.2	Encourage private sector to implement – each of 18 CI/KR sectors based on best business practice.	OHS	12/2011*	5
3.1.7.2.1	Develop low cost solutions to reduce risks	OHS	12/2011*	5
3.1.7.2.2	Produce information bulletins for sector each sector at least quarterly.	OHS	12/2011*	4

OBJECTIVE 3.1: CRITICAL INFRASTRUCTURE PROTECTION			
IMPLEMENTATION STEPS	**OWNER**	**DATE**	**SCORE**
Activity 8: Measure Effectiveness			
3.1.8.1	Establish a working group to develop periodically review AAR and IPs.	OHS, Sector Partners	12/2011*	5

OBJECTIVE 3.2: FOOD AND AGRICULTURE SAFETY AND DEFENSE

Threats to food and agriculture safety are prevented, mitigated, and eradicated; trade in agricultural products is restored; affected products are disposed of; affected facilities are decontaminated; public, animal, and plant health are protected; notification of the event and instructions of appropriate actions are effectively communicated to all stakeholders; and confidence in the U.S. food supply is maintained.	**Target Capability # 11**
	Score PCA Not Completed

National Priority:	- Implement the National Infrastructure Protection Plan. - Implement NIMS and National Response Framework. - Strengthen CBRNE Detection, Response, and Decontamination. - Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
3.2.1.1	Conduct annual review and maintenance of state level foreign animal disease (FAD) plan and internal FAD plan specific to MDA's roles and responsibilities.	MDA	12/2009	8
3.2.1.1.1	Revise FAD plan to include domestic animal issues during a FAD event.	MDA	12/2009	5
3.2.1.2	Produce a statewide Catastrophic Animal Mortality Plan to pre-identify burial locations for diseased livestock.	MDA	12/2009	2
Activity 2: Develop and Maintain Training and Exercise Programs				
3.2.2.1	Continue to develop Animal Agriculture Producer Training statewide.	MDA	12/2011*	9
3.2.2.2	Participate in regional planning and exercises with neighboring states to improve collaboration and training for Missouri Volunteer Veterinary Corps (MOVVC) and other agriculture response partners.	MDA/ Multi-State Partnership/ DHSS	12/2009	1
3.2.2.3	Identify liaison to work between MDA and Volunteer Vet Corp.	MDA	12/2010	7
3.2.2.4	Provide training and equipment for safety, personal and respiratory protection, and communications for agriculture responders, including MOVVC.	MDA	12/2010	5
Activity 3: Direct Food and Agriculture Safety and Defense Operations				
3.2.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Conduct Surveillance				
3.2.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Trace Suspect Products				
3.2.5.1	Increase FAD awareness training for state food inspectors.	DHSS/MDA	12/2009	4

OBJECTIVE 3.2: FOOD AND AGRICULTURE SAFETY AND DEFENSE			
IMPLEMENTATION STEPS	OWNER	DATE	SCORE
Activity 6: Implement Control Measures for Contaminated Food Products or Diseased Crops			
3.2.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Conduct Product Disposal and Surface and Food Facility Decontamination			
3.2.7.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 3.3: EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION

Potential exposure and disease are identified rapidly (determine exposure, mode of transmission and agent, and interrupt transmission to contain the spread of the event and reduce number of cases); confirmed cases are reported immediately to all relevant public health, food regulatory, and environmental regulatory and law enforcement agencies; suspected cases are investigated promptly, reported to relevant public health authorities, and accurately confirmed to ensure appropriate preventative or curative countermeasures are implemented; outbreaks are defined and characterized; new suspect cases are identified and characterized based on case definitions on an ongoing basis; relevant clinical specimens are obtained and transported for confirmatory laboratory testing; the source of exposure is tracked; methods of transmission are identified; effective mitigation measures are communicated to the public; and providers and relevant agencies are recommended, as appropriate.	**Target Capability # 12**
	Score PCA Not Completed
National Priority:	- Strengthen CBRNE Detection, Response, and Decontamination. - Expand Regional Collaboration. - Strengthen Information Sharing and Collaboration. - Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
3.3.1.1	Maintain epidemiological surveillance and investigation staff, capabilities, and infrastructure.	DHSS	12/2011	1
3.3.1.2	Develop a zoonotic disease surveillance system, beginning regionally and expanding statewide to increase surveillance capabilities and capacity.	DHSS	10/2011	1
3.3.1.2.1	Perform a survey of St. Louis area veterinarians.	DHSS	10/2011	0
3.3.1.2.2	Develop web-based portal for surveillance reporting.	DHSS	10/2011	0
3.3.1.2.3	Prepare and deliver training on the surveillance system and use of the web-based portal.	DHSS	10/2011	0
3.3.1.2.4	Implement surveillance system regionally.	DHSS	10/2011	0
3.3.1.2.5	Expand surveillance system state-wide.	DHSS	10/2011	0
3.3.1.2.6	Integrate zoonotic, Biowatch, and human surveillance data using Missouri's Electronic Surveillance System for the Early Notification of Community-based Epidemics (ESSENCE).	DHSS	10/2011	0
3.3.1.3	Expand human syndromic surveillance system from current level (85 hospitals) by adding 35 small and rural hospitals and at least one urgent care center per county (approximately 114 urgent care centers).	DHSS	12/2011	6
3.3.1.3.1	Identify additional hospitals and urgent care centers willing to participate in voluntary reporting process.	DHSS	12/2011	0
3.3.1.3.2	Provide participating hospital and urgent care centers IT specifications for electronic data conversion to ESSENCE.	DHSS	12/2011	0

OBJECTIVE 3.3: EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
3.3.1.3.3	Identify and provide participating hospital and urgent care centers funding support (as available) for electronic data conversion to ESSENCE.	DHSS	12/2011	0
3.3.1.3.4	Upgrade Rhapsody system to accommodate additional hospital and urgent care center connections in ESSENCE.	DHSS	12/2011	0
3.3.1.3.5	Provide regional training on ESSENCE to participating hospital and urgent care centers.	DHSS	12/2011	0
3.3.1.4	Establish an Epidemiological Rapid Response Team to provide field surveillance and investigation support.	DHSS	12/2011	0
3.3.1.4.1	Research alternate funding sources to implement and establish a designated, paid position to lead Epidemiological Rapid Response Team.	DHSS	12/2011	0
3.3.1.4.2	Identify human resource requirements for participation on the Epidemiological Rapid Response Team, considering liability and data confidentiality issues.	DHSS	12/2011	0
3.3.1.4.3	Identify and secure commitments from Epidemiological Rapid Response Team members.	DHSS	12/2011	0
3.3.1.4.4	Establish typing and training matrices.	DHSS	12/2011	0
3.3.1.4.5	Maintain competencies by providing training and refreshers.	DHSS	12/2011	0
3.3.1.4.6	Maintain competencies by providing and updating equipment.	DHSS	12/2011	0
3.3.1.5	Enhance Volunteer Veterinary Corps to maximize zoonotic surveillance reporting.	DHSS	12/2011	5
3.3.1.5.1	Research alternate funding sources to implement and establish a designated, paid position to lead Volunteer Veterinary Corps.	DHSS	12/2011	0
3.3.1.5.2	Maintain competencies by providing training and refreshers.	DHSS	12/2011	0
3.3.1.5.3	Maintain competencies by providing and updating equipment.	DHSS	12/2011	0
3.3.1.5.4	Define and communicate programs or incentives to increase voluntary surveillance participation.	DHSS	12/2011	0
3.3.1.6	Update DHSS website to address changes in reportable disease information.	DHSS	12/2011*	8
3.3.1.6.1	Update the Delphi system to bring all bioterrorism agents into .NET technology.	DHSS	12/2011	5
3.3.1.6.2	Complete pilot test.	DHSS	12/2011	0
3.3.1.6.3	Implement system.	DHSS	12/2011	0

OBJECTIVE 3.3: EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
3.3.1.7	Enhance web-based disease registry and surveillance reporting mechanisms to track real-time data (electronic laboratory reporting), treatment outcomes, resource needs, and public outreach information.	DHSS	12/2011	0
3.3.1.7.1	Adopt a national outbreak system for disease reporting should Centers for Disease Control and Prevention (CDC) develop it.	DHSS	12/2011	0
3.3.1.8	Define approaches for containment	DHSS	12/2011	0
3.3.1.8.1	Work with law enforcement to evaluate and revise loosely-defined SOG for containment – communicate updated SOG.	DHSS	12/2011*	2.5
Activity 2: Develop and Maintain Training and Exercise Programs				
3.3.2.1	Continue to produce and deliver "Principles of Epidemiology" training course to maintain competencies of local health care practitioners.	DHSS	12/2011*	5
3.3.2.1.1	Update, produce, and deliver additional training courses, including Applied Epidemiology, Health Assessment Training, and Risk Assessment.	DHSS	12/2011*	5
3.3.2.1.2	Develop scenarios to support training efforts.	DHSS	12/2011*	5
3.3.2.2	Evaluate feasibility of entering fictional exercise data into ESSENCE surveillance system to test Missouri's surveillance capabilities and capacities.	DHSS	12/2011	0
3.3.2.2.1	Develop and coordinate an exercise of ESSENCE surveillance system.	DHSS	12/2011	0
3.3.2.3	Ensure sufficient staffing of epidemiological surveillance and investigation response activities.	DHSS	12/2011	0
3.3.2.3.1	Include Epidemiology Rapid Response Team members in drills and exercises.	DHSS	12/2011	0
3.3.2.3.2	Include Voluntary Veterinary Corps members in drills and exercises.	DHSS	12/2011	0
3.3.2.4	Perform a joint exercise with law enforcement to evaluate enforcement of human and agricultural quarantines (avian flu scenario).	DHSS	12/2011	0
3.3.2.4.1	Report results and update appropriate SOG and SOPs.	DHSS	12/2011	0
Activity 3: Direct Epidemiological Surveillance and Investigation Operations				
3.3.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Surveillance and Detection				
3.3.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Conduct Epidemiological Investigation				
3.3.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Monitor Containment				
3.3.6.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 3.4: PUBLIC HEALTH LABORATORY TESTING

Chemical, radiological, and biological agents causing, or having the potential to cause, widespread illness or death are rapidly detected and accurately identified by the public health laboratory within Missouri or through network collaboration with other appropriate local, state, and federal laboratories; and the public health laboratory, working in close partnership with public health epidemiology, environmental health, law enforcement, agriculture and veterinary officials, hospitals, and other appropriate agencies produces timely and accurate data to support ongoing public health investigations and implementation of appropriate preventative or curative counter-measures.	**Target Capability # 13**
	Score PCA Not Completed

National Priority:	• Strengthen CBRNE Detection, Response, and Decontamination. • Expand Regional Collaboration. • Strengthen Information Sharing and Collaboration. • Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
3.4.1.1	Maintain Missouri State Public Health Laboratory (MSPHL) emergency response capabilities and infrastructure.	DHSS	12/2011*	3
3.4.1.1.1	Identify, secure, and apply funding sources required to sustain MSPHL Laboratory Response Network (LRN) capabilities.	DHSS	8/2009	1
3.4.1.1.2	Remain proficient and implement new requirements in LRN-specified testing programs for biological, chemical, and radiological programs.	DHSS	12/2011*	1
3.4.1.1.3	Secure and maintain an inventory of necessary reagents, ensuring inventory is sufficient for emergency, confirmation, and proficiency testing.	DHSS	12/2011*	1
3.4.1.1.4	Upgrade or acquire additional biological, chemical, and radiological detection instrumentation.	DHSS	12/2011*	1
3.4.1.1.5	Continue to train lab personnel on new and existing equipment.	DHSS	12/2011*	1
3.4.1.1.6	Develop and test analytical methodologies.	DHSS	12/2011*	1
3.4.1.2	Continue to develop and maintain MPSHL emergency response plans—internally and with partners—to ensure accurate and timely laboratory testing.	DHSS	12/2011*	1
3.4.1.3	Develop, implement, and expand laboratory chemical analysis screening methodologies to support state and national food surveillance, safety, and security programs.	DHSS	12/2010	1
3.4.1.3.1	Identify a staffing strategy to expand laboratory chemical analysis screening capabilities.	DHSS	12/2010	1
3.4.1.3.2	Train Inductively Coupled Plasma-Mass Spectrometer (ICP-MS) personnel and communicate capability.	DHSS	12/2010	1
3.4.1.3.3	Upgrade Gas Chromatograph (GC) or ICP-MS.	DHSS	12/2010	1

OBJECTIVE 3.4: PUBLIC HEALTH LABORATORY TESTING

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
3.4.1.4	Develop and implement new polymerase chain reaction (PCR) methodology using an ABI 7500 FAST instrument to ensure more rapid, sensitive, and specific responses to biological laboratory testing used to identify and monitor food outbreaks.	DHSS	12/2009	0
3.4.1.4.1	Develop PCR methodology.	DHSS	12/2009	0
3.4.1.4.2	Train DHSS laboratory personnel on PCR methodology.	DHSS	12/2009	0
3.4.1.5	Develop and implement the capability to conduct PCR and sub-typing for all influenza specimens.	DHSS	12/2009	0
3.4.1.5.1	Coordinate and collaborate with DHSS influenza stakeholders to develop new programmatic paradigm.	DHSS	07/2010	0
3.4.1.5.2	Secure and maintain inventory of testing materials to conduct PCR and subtyping for all influenza specimens received at MSPHL, ensuring inventory is sufficient for an emergency, confirmation, and proficiency testing.	DHSS	12/2010	0
3.4.1.6	Increase MSPHL radiological testing for state-level emergency response resources.	DHSS	12/2011*	0
3.4.1.6.1	Maintain MSPHL participation in various radiological laboratory networks and develop required methodologies as appropriate.	DHSS	12/2011*	0
3.4.1.6.2	Conduct statewide meetings to develop policies and methodologies regarding radiological testing.	DHSS	12/2011*	0
3.4.1.6.3	Provide radiological testing training for MSPHL employees.	DHSS	12/2011*	0
3.4.1.7	Investigate, develop, and implement the capability to conduct analyses of radiological contamination in human matrices at the MSPHL.	DHSS	08/2009	0
3.4.1.7.1	Incorporate and revise methodology.	DHSS	08/2009	0
3.4.1.7.2	Secure and maintain supply inventory.	DHSS	08/2009	0
3.4.1.8	Update MSPHL radiological analysis instrumentation (e.g., liquid scintillation counter, gamma detection system software) for laboratory radiological response.	DHSS	12/2011	0
3.4.1.9	Continue to develop, implement, and maintain the Laboratory Information Management System (LIMS) and other MSPHL electronic communication systems.	DHSS	08/2009	0
3.4.1.9.1	Continue collaborations with LIMS open-source development partners.	DHSS	12/2011*	0
3.4.1.9.2	Identify and apply funding sources required to sustain open-source LIMS programs.	DHSS	07/2009	0
3.4.1.9.3	Develop and implement a secure website of state agency laboratories to log capabilities and contact information and to enhance communications.	DHSS	12/2010	0

OBJECTIVE 3.4: PUBLIC HEALTH LABORATORY TESTING

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 2: Develop and Maintain Training and Exercise Programs				
3.4.2.1	Maintain MSPHL emergency response capabilities	DHSS	12/2011	0
3.4.2.1.1	Design, implement, and deliver appropriate training courses for sentinel laboratories, first responders, and other emergency response stakeholders.	DHSS	12/2011*	0
3.4.2.2	Develop, implement, and maintain a LIMS and other electronic communication systems at MSPHL.	DHSS	12/2009	0
3.4.2.2.1	Ensure LIMS services are available to appropriate MSPHL customers by augmenting training programs or providing information.	DHSS	12/2009	0
Activity 3: Direct Laboratory Testing				
3.4.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Sample and Specimen Management				
3.4.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Provide Surveillance Support				
3.4.5.1	Increase laboratory support of food testing surveillance.	DHSS	12/2010	0
3.4.5.1.1	Design and implement a food testing surveillance system with DHSS Food Program to monitor food supply for the occurrence of biological, chemical, or radiological contaminants.	DHSS	12/2010	0
3.4.5.1.2	Upgrade instrumentation for food testing surveillance.	DHSS	12/2010	0
3.4.5.1.3	Train personnel in food testing surveillance.	DHSS	12/2010	0
3.4.5.2	Increase MSPHL radiological testing for emergency response.	DHSS	12/2010	0
3.4.5.2.1	Identify and participate in radiological monitoring programs available to MSPHL designed to provide radiological real time or surveillance data to select stakeholders.	DHSS	12/2011*	0
Activity 6: Detection Testing and Analysis				
3.4.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Confirm Testing				
3.4.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Support Public Health Epidemiological Investigations				
3.4.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Report Results				
3.4.9.1	Provide rapid influenza test results to Missouri pandemic influenza stakeholders, using PCR and subtyping to rule out non-human influenza specimens.	DHSS	12/2010	0
3.4.9.2	Continue to implement LIMS in MSPHL testing areas.	DHSS	12/2010	1

GOAL 4: (RESPOND MISSION AREA) – Missouri is capable of immediate actions to save lives, protect property, and meet basic human needs, including: executing emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes; applying intelligence and other information to lessen the effects or consequences of an incident; increasing security operations; continuing investigations into nature and source of the threat; maintaining public health and agricultural surveillance and testing processes; implementing immunizations, isolation, or quarantine; establishing specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice

OBJECTIVE 4.1: ON-SITE INCIDENT MANAGEMENT

Missouri is capable of ensuring incidents are managed safely, effectively, and efficiently through the integration of facilities, resources (personnel, equipment, supplies, and communications), and procedures using a common organizational structure that is the Incident Command System (ICS), as defined in the National Incident Management System.	**Target Capability # 14**
	Score **PCA Not Completed**

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection. - Implement NIMS and National Response Framework. - Expand Regional Collaboration. - Strengthen Information Sharing and Collaboration. - Strengthen Interoperable Communications. - Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.1.1.1	Create an Emergency Resource Response Coordinator position.	DFS	12/2011	10
4.1.1.1.1	Identify and secure alternate funding sources to create a full time Emergency Resource Response Coordinator position.	DFS	12/2011	1
4.1.1.1.2	Identify and hire a full time person to serve as the Emergency Resource Response Coordinator.	DFS	12/2011	4
4.1.1.2	Establish state standardization to develop certifications for emergency management (SEMA) and response disciplines and specialized capabilities (DFS) including swiftwater tech, technical rescue tech, search and rescue tech, hazmat tech and Incident Support Team (IST) personnel.	OHS/SEMA /DFS	12/2011	0
4.1.1.2.1	Develop and adopt legislation allowing Missouri to establish minimum certifications for fire fighting, hazardous materials, emergency management (emergency operation center and incident management team), technical rescue (heavy, high angle, swift water, trench, and confined space), and agriculture response.	DFS/SEMA/ MDA	12/2011	0

OBJECTIVE 4.1: ON-SITE INCIDENT MANAGEMENT

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.1.1.2.2	Adopt existing law enforcement, emergency medical system, and firefighting minimum standards.	DFS	12/2011	0
4.1.1.3	Establish universal-credentialing systems based on adopted certifications.	DPS/DHSS	12/2011	0
4.1.1.3.1	Develop strategy to collect, maintain, and update credentialing records.	DPS/DHSS	12/2011	0
4.1.1.3.2	Solicit certifications and issue credentials for responders on state-level response capabilities.	DPS/DHSS	12/2011	0
4.1.1.4	Develop mechanism to credential non-State employee responders during catastrophic disasters, and issue temporary incident-specific identification.	SEMA/OHS/ DPS/DHSS	12/2011	0
4.1.1.5	Develop link with MERIS to expand capability of Search Engine System.	OHS/SEMA	12/2011	0
4.1.1.5.1	Populate state-level data into MERIS system.	SEMA/all agencies	12/2011	0
4.1.1.5.2	Encourage local jurisdictions to populate MERIS system.	DFS/all agencies	12/2011	0
4.1.1.6	Conduct FEMA resource typing.	SEMA/all agencies	12/2011	0
4.1.1.6.1	Resource type HSRRS components.	MERC	12/2011	0
4.1.1.6.2	Resource type Regional incident support team components.	DFS	12/2011	0
4.1.1.6.3	Resource type MSHP response assets.	MSHP	12/2011	0
4.1.1.6.4	Resource type MDNR response assets.	MDNR	12/2011	0
4.1.1.6.5	Resource type MSWP assets.	MSWP	12/2011	0
4.1.1.6.6	Resource type MDA assets.	MDA	12/2011	0
4.1.1.6.7	Resource type local agency assets.	SEMA/DFS	12/2011	0
4.1.1.7	Refine HSRRS SOG for activation and deployment based on lessons learned.	DFS/SEMA	12/2011	0
4.1.1.8	Establish emergency management reserve system to provide support to existing emergency management agencies.	SEMA	12/2011	0
4.1.1.8.1	Credential individuals willing to participate.	DFS/all agencies	12/2011	0
4.1.1.8.2	Maintain updated roster annually at each region.	DFS/SEMA	12/2011	0
4.1.1.8.3	Provide training opportunities for emergency management reserve system.	DFS/SEMA	12/2011	0
4.1.1.8.4	Develop SOG to roster and mobilize needed resources.	DFS	12/2011	0
4.1.1.9	Maintain/develop IST capability within each of the Homeland Security Regions.	DFS	12/2011	0

OBJECTIVE 4.1: ON-SITE INCIDENT MANAGEMENT

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.1.1.10	Assist with development of the Regional IST SOG for each region.	DFS	12/2011	0
4.1.1.10.1	Finalize state-level IST SOG Base Plan.	DFS	12/2011	0
4.1.1.10.2	Coordinate development of Regional IST SOGs for each region.	DFS	12/2011	0
4.1.1.10.3	Revise SOGs annually.	DFS/locals	12/2011	0
4.1.1.11	Work with Missouri legislature to devise a mechanism to reimburse entities responding under mutual aid during a catastrophic disaster prior to authorization of federal funding.	DFS/DPS/ SEMA	12/2011	0
4.1.1.11.1	Establish funding mechanism for acquiring emergency funds available to local jurisdictions rendering mutual aid assistance.	DFS/DPS/ SEMA	12/2011	0
4.1.1.11.2	Collect funds to establish a reimbursement fund.	DFS/DPS/ SEMA	12/2011	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.1.2.1	Establish cadre of IST personnel available for deployment.	DFS	12/2011	4
4.1.2.1.1	Initiate recruiting effort to identify and retain necessary personnel to support IST in each region. Note: teams should have three personnel identified for all positions.	DFS	12/2011	1
4.1.2.1.2	Establish mechanism to provide ICS position-specific training.	DFS	1/2009	9
4.1.2.1.3	Develop and monitor a position-specific shadowing program.	DFS	12/2011	1
4.1.2.1.4	Establish training requirements (basic and refresher training) for IST participation.	DFS	12/2011	0
4.1.2.1.5	Develop IST basic and refresher training.	DFS	12/2011	0
4.1.2.1.6	Offer state-level IST training based on established training requirements.	DFS	12/2011	0
4.1.2.2	Exercise Missouri's Mutual Aid System.	DFS	10/2008	10
4.1.2.2.1	Develop mutual aid system exercise objectives in at least one state-level exercise annually.	DFS	12/2011	0
4.1.2.2.2	Include at least one IST in a State-level Exercise annually.	DFS	12/2011	0
4.1.2.3	Provide education to local jurisdictions on capabilities for use and request of ISTs at the annual Missouri Emergency Management Conference and other opportunities.	DFS	12/2011*	9
4.1.2.4	Educate all local emergency managers and emergency response managers regarding availability, limitations, and processes for requesting mutual aid reimbursement at the annual Missouri Emergency Management Conference and other opportunities.	DFS	12/2011*	9

OBJECTIVE 4.1: ON-SITE INCIDENT MANAGEMENT

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 3: Direct On-Site Incident Management				
4.1.3.1	Provide graphic information system support to each of the nine ISTs.	DFS/SEMA/ OHS	12/2011	3
4.1.3.2	Purchase equipment required to establish or enhance IST capability or functionality.	DFS/Locals	12/2008	9
4.1.3.3	Define funding to support sustainment of the IST system.	DFS/DPS	12/2011	1
Activity 4: Implement On-Site Incident Management				
4.1.4.1	Continue to refine State Area Coordination Center (SACC) functionality	SEMA	12/2011	1
4.1.4.2	Memorialize final SACC operations in the SACC SOG.	SEMA	12/2011	0
Activity 5: Establish Full On-Site Incident Command				
4.1.5	Define process to support and establish communications among local emergency operation centers, incident command, SACC, and SEOC.	SEMA	12/2011	0
4.1.5.1	Memorialize process in a Communications SOG.	SEMA/DPS	12/2011	0
4.1.5.2	Distribute Communications SOG to county-level EOCs statewide.	SEMA	12/2011	0
4.1.5.3	Maintain Communications SOG on MERIS and make available to emergency management.	SEMA/OHS	12/2011	2
Activity 6: Conduct Resource Management				
4.1.6	Enhance development of Regional Multi-agency Coordination to link with SACC and/or SEOC.	SEMA	12/2009	0
4.1.6.1	Memorialize resource management process in a SOG.	SEMA	12/2009	0
4.1.6.2	Distribute resource management SOG to EOCs statewide.	SEMA	12/2009	0
4.1.6.3	Maintain resource management SOG on a secure state website available to emergency management.	SEMA/OHS	12/2009	0
Activity 7: Develop Incident Action Plan (IAP)				
4.1.7.1	Adopt FEMA ICS forms as the state standard format.	SEMA	12/2008	8
4.1.7.2	Provide standardized ICS forms (ICS 200 through 226) for use by ISTs.	DFS	12/2008	10
4.1.7.3	Designate MERIS as warehouse for Missouri ICS forms available to all state responders with appropriate user rights.	OHS/SEMA	12/2008	10
Activity 8: Execute Plan				
4.1.8	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.2: EMERGENCY OPERATIONS CENTER MANAGEMENT

Missouri has the capability to assure events are effectively managed through multi-agency coordination for a pre-planned or no-notice event through the Emergency Operations Center Management.	**Target Capability # 15**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen Information Sharing and Collaboration. ▪ Strengthen Interoperable Communications. ▪ Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.2.1.1	Conduct annual review and revision of hazard analysis and SEOP.	SEMA	12/2011*	8
4.2.1.2	Review contact lists and required notification information in the MERIS and GroupCast.	SEMA	12/2011*	8
4.2.1.3	Implement and enhance use of unified incident management software (MERIS) platforms for portal statewide while incorporating UASI interface systems (Virtual Emergency Operations Center [VEOC] and WebEOC).	DPS	3/2011	3
4.2.1.4	Establish concept of operations for establishing alternate SEOC and develop corresponding SOG.	SEMA	11/2010	2
4.2.1.5	Test activation and use of Alternate SEOC.	SEMA	11/2011	1
4.2.1.6	Conduct annual review and revision of SEMA's COOP Plan.	SEMA	12/2011*	5
4.2.1.7	Further develop concept of operations for establishing a SACC.	SEMA	11/2009	1
4.2.1.8	Conduct annual review and revision of SEOC and SACC SOGs.	SEMA	12/2011*	6
Activity 2: Develop and Maintain Training and Exercise Programs				
4.2.2.1	Conduct training of train-the-trainer and users for the MERIS.	SEMA	12/2011*	5
4.2.2.1.1	Conduct user information training for state-level staff.	SEMA	12/2011*	7
4.2.2.1.2	Conduct user information training for local-level staff.	SEMA	12/2011*	5
4.2.2.2	Provide SEOC SOG training course for all personnel slated to report to the SEOC during disaster.	SEMA	11/2009	5
4.2.2.3	Provide FEMA position-specific training for critical personnel slated to report to the SEOC during disaster.	SEMA	11/2011	0
4.2.2.4	Develop and conduct an EOC communication-specific exercise.	SEMA	10/2010	6

OBJECTIVE 4.2: EMERGENCY OPERATIONS CENTER MANAGEMENT				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
4.2.2.5	Continue to adhere to SEMA's 5-year training and exercise schedule adopted at the annual Training and Exercise Planning Workshop.	SEMA	11/2011*	8
Activity 3: Direct Emergency Operation Center's Tactical Operations				
4.2.3.1	Establish wireless telecommunications capabilities for the SEOC.	SEMA	6/2010	1
4.2.3.2	Reconstruct the SEOC air handling system to provide biological and chemical protection.	SEMA	12/2011	0
Activity 4: Activate EOC/MACC/ Initial Operating Facility (IOF)				
4.2.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Gather and Provide Information				
4.2.5.1	Integrate MERIS with EM System, Red Cross National Shelter System (NSS), and Missouri Emergency Notification System.	SEMA	6/2010	4
4.2.5.2	Develop blank geodatabase templates for compliant, standards-based data development.	SEMA	12/2011	0
4.2.5.3	Develop standard sharing agreements and compliance elements generated to detail data types, definitions, accuracy, metadata, maintenance, and exchange.	SEMA	12/2011	0
4.2.5.3.1	Load SEOP, SEOC SOG, and other vital documents onto the MERIS portal.	SEMA	11/2009	0
Activity 6: Identify and Address Issues				
4.2.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Provide EOC/MACC/IOF Connectivity				
4.2.7.1	Expand functionality of SEOC Geographic Information System (GIS) system to allow data exchange with local jurisdictions through MERIS.	SEMA	12/2011	2
Activity 8: Support and Coordinate Response				
4.2.7.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.3: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION				

		Target Capability # 16
Missouri has the capability to ensure critical resources are available to incident managers and emergency responders upon request for proper distribution and to aid disaster victims in a cost-effective and timely manner.		Score PCA Not Completed

National Priority:	▪ Implement NIMS and National Response Framework. ▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Expand Regional Collaboration. ▪ Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.3.1.1	Obtain Memorandum of Agreement (MOA) with local vendors for contingency and emergency procurement (services, equipment) to improve coordination with MOP3.	SEMA-OHS	12/2009	3
4.3.1.1.1	Identify existing coordination deficiencies with MOP3 through gap analysis.	SEMA	12/2009	1
4.3.1.1.2	Define services that require pre-incident procurement arrangements.	SEMA	12/2009	1
4.3.1.1.3	Define equipment that requires pre-incident procurement arrangements.	SEMA	12/2009	1
4.3.1.1.4	Establish MOU with vendors.	SEMA	12/2009	0
4.3.1.2	Obtain final approval for Missouri Disaster Military Mission Analysis.	SEMA	12/2008	9
4.3.1.3	Develop E-Team-compatible, GIS-focused equipment tracking system database to monitor critical deployed assets with CIP-focused mission.	SEMA-OHS	12/2009	3
4.3.1.4	Develop SOG manual for management and oversight of contracted resources.	SEMA	12/2010	1
4.3.1.5	Finalize contracted resources oversight SOG.	SEMA	12/2010	0
4.3.1.6	Develop EMAC SOG with procedures incorporating volunteer personnel interview questions, duty assignments, accountability, equipment issue, procedural checklists, duty logs, and current point of contact (POC) information.	SEMA	12/2009	0
4.3.1.7	Finalize EMAC SOG.	SEMA	12/2009	0
4.3.1.8	Enhance SEOC SOG to identify separation and definition of recovery versus demobilization operations.	SEMA	6/2009	0
4.3.1.9	Develop field safety abstract manual from Disaster Logistics Plan and SOG.	SEMA	6/2009	4

OBJECTIVE 4.3: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.3.1.10	Develop and implement the State Emergency Resource Registry (SERR), a secure, capabilities-based database, as a public/private asset management system to quickly connect emergency managers to private resources.	OHS-SEMA	12/2010	2
4.3.1.10.1	Identify surge assets and jurisdictions' asset surge capabilities.	SEMA	12/2009	0
4.3.1.10.3	Define personnel authorized to activate database and mobilize or deploy assets for State response.	OHS-SEMA	12/2009	0
4.3.1.10.4	Develop State public website explaining private/public company registration process.	OHS-SEMA	12/2009	0
4.3.1.10.5	Incorporate GIS mapping to designate asset storage locations.	OHS-SEMA	12/2009	0
4.3.1.10.6	Develop accrediting process and parameters for private/public companies and stated resource capabilities.	OHS-SEMA	12/2009	0
4.3.1.10.7	Develop SOG for operations.	SEMA	12/2009	0
4.3.1.10.8	Create formal MOU standard contracts.	SEMA	12/2009	0
4.3.1.10.9	Develop standard and emergency notification system for resource contractors.	OHS-SEMA	12/2009	0
4.3.1.10.10	Validate SOG, policies, procedures, and tactics through formal exercise.	SEMA-OHS	12/2009	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.3.2.1	Conduct HSEEP-compliant exercises to test critical resource management.	SEMA	12/2008	2
4.3.2.1.1	Conduct MERIS-linked resource typing training.	SEMA	12/2008	1
4.3.2.1.2	Facilitate resource management training for local jurisdictions to define logistical sources, i.e., local vendors versus military capabilities.	SEMA	12/2008	1
4.3.2.1.3	Conduct FEMA HAZUS software training with resources and logistics personnel.	SEMA	6/2009	3
4.3.2.2	Exercise Disaster Logistics Plan and SOG to evaluate and validate the preparedness and availability of equipment operations.	SEMA	12/2008	1
4.3.2.3	Conduct exercise to validate EMAC activation policies and procedures in SEOC SOG for requested interstate mutual aid.	SEMA	12/2009	0
4.3.2.4	Conduct exercise to validate Missouri Disaster Military Mission Analysis upon final approval.	SEMA/MONG	12/2009	0
Activity 3: Direct Critical Resource Logistics and Distribution Operations				
4.3.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Critical Resource Logistics and Distribution				
4.3.4.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.3: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 5: Respond to Needs Assessment and Inventory				
4.3.5.1	Inventory state response assets to ensure compliance with FEMA Resource Typing standards.	SEMA	12/2011*	9
Activity 6: Acquire Resources				
4.3.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Transport, Track, and Manage Resources				
4.3.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Maintain and Recover Resources				
4.3.8.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.4: VOLUNTEER AND DONATIONS MANAGEMENT

Coordination of unaffiliated volunteers and unsolicited donations is maximized and does not hinder response and recovery activities.	Target Capability # 17
	Score PCA Not Completed

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.4.1.1	Integrate volunteer recruitment and management systems across disciplines.	SEMA	12/2010	2
4.4.1.1.1	Identify disciplines in need of volunteers and match volunteers based on experience and training.	SEMA	12/2009	2
4.4.1.1.2	Assist in development for volunteer screening, requesting, and deployment procedures.	SEMA	12/2009	2
4.4.1.2	Promote affiliated volunteerism and capacity to manage spontaneous volunteers.	SEMA	12/2009	1
4.4.1.3	Create volunteer management and donations management systems.	SEMA	12/2010	1
4.4.1.4	Develop volunteer-focused SOG.	SEMA	12/2010	1
Activity 2: Develop and Maintain Training and Exercise Programs				
4.4.2.1	Develop and standardize just-in-time training packets for non-health care, spontaneous volunteers providing support duties.	SEMA	12/2010	2
Activity 3: Coordinate Volunteer Management Operations and the Establishment of Warehouses and Materials Handling Equipment				
4.4.3.1	Maximize Salvation Army's and other support agencies' ability to conduct donations management.	SEMA	12/2009	3
Activity 4: Activate Volunteer Management and Donations Emergency Plan				
4.4.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Organize Volunteers and Assign Them to Disaster Relief Efforts				
4.4.5.1	Identify lead agencies to locate and support volunteer management.	SEMA	12/2009	2
Activity 6: Collect and Manage Material Donations				
4.4.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Collect and Manage Cash Donations				
4.4.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Coordinate Distribution of Donations				
4.4.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Transition to Long-Term Recovery				
4.4.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.5: RESPONDER SAFETY AND HEALTH

Missouri has the capability to ensure no illnesses or injury occurs to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical and emotional stress after the initial incident or during decontamination and incident follow-up.	**Target Capability # 18**
	Score **PCA Not Completed**

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection. - Implement NIMS and National Response Framework. - Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.5.1.1	Maintain responder safety and health capabilities and infrastructure.	OHS	12/2011*	3
4.5.1.1.1	Identify funding sources required to sustain responder capabilities in light of projected reductions in grant funding and rising costs associated with maintaining and updating equipment.	OHS	12/2011*	0
4.5.1.2	Streamline weapons of mass destruction (WMD) teams to maximize consistent regional response capabilities.	OHS	11/2009	4
4.5.1.2.1	Complete local jurisdiction assessments and typing of response team capabilities and resources.	OHS	11/2009	5
4.5.1.2.2	Collect and review team-specific SOG for routine activities.	OHS	11/2009	5
4.5.1.2.3	Develop and recommend statewide SOGs for routine activities.	OHS	11/2009	5
4.5.1.2.4	Adopt statewide SOGs for regional response teams.	OHS	12/2009	2
4.5.1.2.5	Continue to assess and coordinate teams to ensure consistency.	OHS	12/2011*	2
Activity 2: Develop and Maintain Training and Exercise Programs				
4.5.2.1	Establish training standards and requirements for HSRRS.	OHS-MERC-DFS	11/2011	2
4.5.2.1.1	Identify shortfalls and priority training needs identified during the local jurisdiction assessments.	OHS-MERC-DFS	11/2009	5
4.5.2.1.2	Coordinate requirements to train responders on response equipment.	OHS-MERC-DFS	11/2009	5
4.5.2.1.3	Develop and implement large-scale exercises emphasizing regional response teams, statewide SOGs, and the ICS. Include hospitals, public health, law enforcement, hazmat, fire, etc.	OHS-MERC-DFS	12/2011*	2
4.5.2.1.4	Ensure participation in training and exercises by securing funding to backfill positions and paying overtime for select organizations on an as needed basis weighing cost and criticality of participation.	OHS	12/2011*	0

OBJECTIVE 4.5: RESPONDER SAFETY AND HEALTH				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 3: Direct Responder Safety and Health Tactical Operations				
4.5.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Responder Safety and Health				
4.5.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Identify Safety/PPE Needs and Distribute PPE				
4.5.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Site/Incident Specific Safety and Health Training				
4.5.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Ongoing Monitoring of Responder Safety and Health				
4.5.7.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.6: PUBLIC SAFETY AND SECURITY RESPONSE

Missouri has the capability to ensure each incident scene is assessed and secured, access is controlled, security support is provided to other response operations (and related critical locations, facilities, and resources), and emergency public information is provided—while protecting first responders, mitigating any further effect on the public at risk, and addressing any crime/incident scene preservation issues.	**Target Capability # 19** **Score** **PCA Not Completed**

National Priority:	• Strengthen Emergency Operations Planning and Citizen Protection. • Implement NIMS and National Response Framework. • Expand Regional Collaboration. • Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Plan for Public Safety and Security Response During Large-Scale, All-Hazards Events				
4.6.1.1	No Implementation Steps identified.	NA	NA	NA
Activity 2: Determine appropriate training and exercises necessary to address gaps				
4.6.2.1	Develop strategy to provide weapons of WMD awareness-level training, including recognition and evidence preservation for all state and local responders.	DPS/SEMA/ DFS/MONG /MDNR	12/2010	0
4.6.2.1.1	Provide WMD awareness-level training to EMS discipline statewide.	DPS/SEMA/ DHSS	12/2011	0
4.6.2.1.2	Provide WMD awareness-level training to fire discipline statewide.	DPS/SEMA/ DFS	12/2011	0
4.6.2.1.3	Provide WMD awareness-level training to public works discipline statewide.	DPS/SEMA/ RHSOCs	12/2011	0
4.6.2.2	Conduct a series of joint state/federal exercises with a law enforcement/terrorist-based scenario.	DPS/SEMA	12/2011	0
4.6.2.2.1	Develop and facilitate a tabletop exercise.	DPS/SEMA	12/2010	0
4.6.2.2.2	Develop and facilitate a full scale exercise.	DPS/SEMA	12/2011	0
Activity 3: Command and Control Public Safety and Security Response Operations				
4.6.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Public Safety and Security Response				
4.6.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Assess the Incident Scene and Secure the Area				
4.6.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Control Traffic, Crowd, and Scene				
4.6.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Maintain Public Order				
4.6.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Law Enforcement Operations				
4.6.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Manage Criminal Justice Population				
4.6.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.7: ANIMAL HEALTH EMERGENCY SUPPORT

Missouri has the capability to assist the Federal Government to prevent foreign animal disease from entering the U.S. by protecting the related critical infrastructure and key assets; and, in the event of an incident, animal disease is detected as early as possible, exposure of livestock to foreign diseases is reduced, immediate and humane actions to eradicate the outbreak are implemented, continuity of agriculture and related business is maintained, economic damage is limited, and public and animal health and the environment are protected; trade in agriculture products and domestic and international confidence in the U.S. food supply are maintained and/or restored; and agricultural industries are returned to their prior productivity, to include replenishment of the domestic livestock and other domesticated animals.	**Target Capability # 20**
	Score PCA Not Completed

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection. - Implement NIMS and National Response Framework. - Expand Regional Collaboration. - Strengthen Information Sharing and Collaboration. - Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.7.1.1	Conduct awareness campaign to involve industry, and state and local agencies regarding their responsibilities during a FAD incident.	MDA	12/2009	5
4.7.1.2	Conduct awareness campaign to educate the producers on FAD events	MDA	12/2009	5
Activity 2: Develop and Maintain Training and Exercise Programs				
4.7.2.1	Develop and conduct a series of local FAD exercises.	MDA	12/2009	7
4.7.2.2	Develop and conduct a state-wide FAD exercise.	MDA	12/2010	0
Activity 3: Direct Animal Disease Emergency Support Tactical Operations				
4.7.3.1	Develop strategy to deploy additional FAD incident management resources following initial FAD team response (currently limited to 3 days).	MDA	12/2009	9
4.7.3.2	Obtain interoperable communications equipment to support FAD response.	MDA	12/2010	0
Activity 4: Activate Animal Disease Emergency Support				
4.7.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Conduct Animal Health Epidemiological Investigation and Surveillance				
4.7.5.1	Cross-train MDA personnel for epidemiological investigation and surveillance studies.	MDA	12/2009	4
Activity 6: Implement Disease Containment Measures				
4.7.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Provide Animal Welfare				
4.7.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Euthanasia/Disposal				
4.7.8.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.8: ENVIRONMENTAL HEALTH		
Missouri has the capability to ensure that after the primary event, disease and injury are prevented through quick identification of associated environmental hazards to include exposure to infectious diseases that are secondary to the primary event and secondary transmission modes; the at-risk population (e.g., exposed or potentially exposed) receives the appropriate treatment or protection (countermeasures) in a timely manner; rebuilding the public health infrastructure, removing environmental hazards, and appropriately decontaminating the environment enable the safe re-entry and re-occupancy of the impacted area; and continued monitoring occurs throughout the re-building process to identify hazards and reduce exposure.	**Target Capability # 21**	
	Score **PCA Not Completed**	
National Priority:	▪ Strengthen CBRNE Detection, Response, and Decontamination. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen Emergency Operations Planning and Citizen Protection.	

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.8.1.1	Establish a full-time Disaster Management Coordinator (DMC) position responsible for: (1) developing programs to meet homeland security preparedness measures promulgated through DHS; (2) represent MDNR in disaster-related response activities, including SEOC activations; (3) lead the exercise and training committee; and (4) liaise with state and local agencies engaged in homeland security preparedness activities relevant to MDNR.	MDNR	5/2009	0
4.8.1.1.1	Identify alternate funding sources needed to implement and develop the DMC position and support this initiative.	MDNR	1/2009	0
4.8.1.1.2	Write the DMC job description; recruit candidates; and select a qualified individual	MDNR	2/2009	0
4.8.1.1.3	Begin internal training and "shadowing" of MDNR staff temporarily providing these functions.	MDNR	3/2009	0
4.8.1.1.4	Ensure DMC is in place and functional.	MDNR	5/2009	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.8.2.1	No Implementation Steps identified.	NA	NA	NA
Activity 3: Direct Environmental Health Operations (Command and Control)				
4.8.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Environment Health				
4.8.4.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.8: ENVIRONMENTAL HEALTH				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 5: Ensure Safety of Potable Water Supplies				
4.8.5.1	Acquire funding to procure water quality testing equipment needed to ensure effectiveness of portable water purification systems used in the field during disaster recovery operations.	MDNR	4/2009	0
4.8.5.1.1	Tests for Cryptosporidium and Giardia are needed to augment the MDNR's current capability to screen water samples for disease-causing organisms.	MDNR	4/2009	0
4.8.5.1.2	Identify funding source; order tests; incorporate tests into screening protocols.	MDNR	4/2009	0
Activity 6: Activity 1: Ensure Safety of Food Supplies				
4.8.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Ensure Safety of Wastewater Management				
4.8.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Provide Vector Surveillance				
4.8.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Ensure Safety of Building Environments				
4.8.9.1	No Implementation Steps identified.	NA	NA	NA
Activity 10: Ensure Safety of Outdoor Environments				
4.8.10.1	No Implementation Steps identified.	NA	NA	NA
Activity 11: Provide Environmental Health Support to Mass Care Response				
4.8.11.1	No Implementation Steps identified.	NA	NA	NA
Activity 12: Provide Environmental Health Support to Solid Waste/Debris Removal				
4.8.12.1	No Implementation Steps identified.	NA	NA	NA
Activity 13: Provide Environmental Health Support to Hazardous Materials Management/Decontamination				
4.8.13.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.9: EXPLOSIVE DEVICE RESPONSE OPERATIONS			

Missouri has the capability to ensure threat assessments are conducted, the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards; and measures are implemented in the following priority order: public safety; safeguarding of officers on the scene (including the bomb technician); protection and preservation of public and private property; collection and preservation of evidence; and accommodation of public/restore services.	**Target Capability # 22**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen CBRNE Detection, Response, and Decontamination. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
**Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems**
4.9.1.1	Acquire equipment and training to expand Missouri bomb squad's response capability to Type I systematically across the state.	DPS	12/2011	8
4.9.1.1.1	Acquire CBRN Identification Detectors/Monitors.	DPS	12/2009	5
4.9.1.1.2	Research and purchase satellite communications voice/data system as alternate, redundant methods.	DPS	12/2011	3
4.9.1.2	Develop formal MOU with eastern Missouri sector (St. Louis City, St. Louis County Police, Sikeston DPS, and St. Charles County Sheriff's Office) to organize and share EOD response information, effective practices, and lessons learned.	DPS	12/2009	5
4.9.1.2.1	Research and contact EOD counterparts from eastern Missouri sector to verify possession or lack of existing MOU for information and tactics exchange.	DPS	12/2009	3
4.9.1.3	Develop EOD training and demolition range SOP for new facility.	DPS	12/2010	0
**Activity 2: Develop and Maintain Training and Exercise Programs**
4.9.2.1	Provide IED response training to the first responder community to incorporate scene security and preservation, hazard awareness and safety, and CBRNE complexities.	DPS	12/2011	5
4.9.2.1.1	Identify first responder agencies and target audience for IED response training.	DPS	12/2009	3
4.9.2.2	Provide IED awareness training to MODOT personnel.	DPS/ MoDOT	12/2011	5
4.9.2.3	Attend standardized training to counter terrorist events involving CBRNE, suicide bombers, Vehicle Borne Improvised Explosive Devices (VBIED), and Radio Controlled Improvised Explosive Devices (RCIED).	DPS	12/2010	10
4.9.2.3.1	Identify counter-terrorism training sources and opportunities, and presentation focus, i.e., VBIEDs.	DPS	12/2009	1

OBJECTIVE 4.9: EXPLOSIVE DEVICE RESPONSE OPERATIONS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.9.2.4	Provide IED awareness training to all appropriate stakeholders in Missouri.	DPS/DESE	12/2011	5
4.9.2.4.1	Identify all public and private educational institutions within State requiring IED awareness training.	DPS/DESE	12/2009	3
4.9.2.4.2	Facilitate key stakeholders meeting to discuss training focus and response duties and limitations.	DPS/DESE	12/2010	0
4.9.2.5	Develop and present bomb threat and search awareness training to private and public sectors.	DPS	12/2010	5
4.9.2.5.1	Identify appropriate private and public sector audiences for IED awareness training.	DPS	12/2009	4
4.9.2.5.2	Tailor presentations to specific audience, industry, or organization.	DPS	12/2010	2
4.9.2.5.3	Develop SOP for bomb threat and search, IED hazard awareness, and security presentation to non-DPS personnel.	DPS	12/2011	0
4.9.2.6	Conduct HSEEP-compliant, EOD-specific, practical, hands-on tabletop, drill, and functional exercises.	DPS	12/2010	4
Activity 3: Direct Explosive Device Response Operations				
4.9.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Public Safety Bomb Squad				
4.9.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Search and Assess Site				
4.9.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Render Safe Onsite				
4.9.6.1	Adequately equip statewide deployable EOD response assets to include purchasing an EOD-specific command truck to enhance render safe procedure operations, transport response equipment, and provide security for x-ray interpretation for the MSHP Bomb Squad.	DPS-MSHP	12/2011	0
Activity 7: Conduct Recovery, Removal, and Transport Operations				
4.9.7.1	Identify and secure adequate numbers of approved disposal sites and training ranges to support state-wide EOD operations	DPS	12/2011	1
4.9.7.1.1	Develop MOU with other state agencies, in addition to private sector options, to utilize property for EOD render safe and/or disposal operations.	DPS	12/2011	1
4.9.7.2	Purchase single-vent EOD trailer for handling and transportation of IED- and unexploded ordnance (UXO)-related hazards.	DPS	12/2011	0

OBJECTIVE 4.10: FIREFIGHTING OPERATIONS/ SUPPORT

| Missouri has the capability to ensure dispatch and that safe arrival of the initial fire suppression resources occurs within jurisdictional response time objectives. The initial arriving unit initiates the Incident Command System (ICS), assesses the incident scene, communicates the situation, and requests appropriate resources. Firefighting activities are conducted safely and fires are contained, controlled, extinguished, investigated, and managed in accordance with emergency response plans and procedures. | **Target Capability # 23** |
| | **Score PCA Not Completed** |

| **National Priority:** | ▪ Strengthen Emergency Operations Planning and Citizen Protection.
▪ Implement NIMS and National Response Framework.
▪ Expand Regional Collaboration. |

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.10.1.1	Test and refine Missouri Systems Concept of Operational Planning for Emergencies (MoSCOPE)	DFS	10/08	10
4.10.1.2	Research options to establish notification for mutual aid system, including dispatch centers.	DFS	10/08	2
4.10.1.3	Select most viable option to establish mutual aid notification system.	DFS	12/08	4
Activity 2: Develop and Maintain Training and Exercise Programs				
4.10.2.1	No Implementation Steps identified.	NA	NA	NA
Activity 3: Activate Fire Incident Response Support				
4.10.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Size Up (Assess Site)				
4.10.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Direct Fire Incident Response Support Tactical Operations				
4.10.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Search Scene and Rescue				
4.10.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Contain and Control				
4.10.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Overhaul Operations				
4.10.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Conduct Cause and Origin				
4.10.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION

		Target Capability # 24
Missouri has the capability to ensure hazardous materials releases are rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.		Score PCA Not Completed

National Priority:	- Strengthen CBRNE Detection, Response, and Decontamination. - Implement NIMS and National Response Framework. - Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.11.1.1	Integrate the HSRRS with the other emergency response teams and assets (to include hazmat teams, bomb squads, Special Weapons and Tactics [SWAT], and EMS in training, exercise, and response activities)—recognizing HSRRS is not normally the first specialized resource on scene.	MERC/DFS	2/2010	1
4.11.1.1.1	Update POC information for HSRRS component leaders and disseminate to appropriate agencies/individuals.	MERC/DFS	12/2008	3
4.11.1.1.2	Develop a system to track HSRRS component deployments both inter-region and intra-region.	MERC/DFS	3/2009	0
4.11.1.1.3	Establish quarterly incident reviews to identify emergency service trends and HSRRS utilization to identify future training and equipment needs.	MERC	4/2009	0
4.11.1.1.4	Integrate HSRRS alert and activation processes with state-wide fire mutual aid program, a yet-to-be developed statewide first responder mutual aid system, and the MoSCOPE mutual aid program.	MERC/DFS	12/2009	1
4.11.1.2	Secure sustainment funding through DHS and other funding streams for HSRRS and specialized response teams to maintain current capabilities.	MERC/DFS	12/2011*	0
4.11.1.2.1	Continue to pursue annual funding opportunities available through the Homeland Security Grant Program (HSGP) and the State's General Revenue Fund.	MERC/DFS/ OHS	12/2011*	1
4.11.1.3	Implement the HSRRS framework to maximize statewide response capabilities and maintain governance structures.	MERC/DFS	12/2009	6
4.11.1.3.1	Identify local agencies committed to ongoing participation in the HSRRS.	MERC/DFS	2/2009	4
4.11.1.3.2	Establish criteria (e.g., availability, response times, and equipment maintenance) for participation in the HSRRS.	MERC	2/2009	2

OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION				
IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.11.1.3.3	Identify minimum staffing levels required for each response component (e.g., decon, EMS, SWAT) and Resource Type to be maintained where applicable.	MERC/DFS	4/2009	1
4.11.1.3.4	Initiate process for annual updating of teams' NIMS Resource Type.	MERC/DFS	9/2009	1
4.11.1.4	Develop a field assessment survey tool to assimilate, share, and analyze hazard data using cell, satellite, and wireless broadband communications to upload hazard data in near real-time to a web-based, secure application.	DHSS	5/2010	0
4.11.1.4.1	Procure contractor support to develop, implement, and maintain a web-based system to upload hazard data in near real-time from DHSS field teams.	DHSS	1/2009	0
4.11.1.4.2	Conduct research on existing systems; and develop general system requirements capable of integrating with modeling and GIS software to determine hazard zones, isolation distances, protective actions; and provide a means of posting spectroscopic data to establish reach back capability to technical support.	DHSS	2/2009	0
4.11.1.4.3	Develop a RFP, issue RFP, and select contractor to facilitate the project.	DHSS	3/2009	0
4.11.1.4.4	Identify and purchase radiological modeling software to integrate with the field assessment tool.	DHSS	5/2009	0
4.11.1.4.5	Initiate system development.	DHSS	6/2009	0
4.11.1.4.6	Conduct beta testing of system, document any issues, and make appropriate adjustments to software and or processes.	DHSS	10/2009	0
4.11.1.4.7	Conduct contractor-supported trainings.	DHSS	11/2009	0
4.11.1.4.8	Put final system on line as operational.	DHSS	3/2010	0
4.11.1.5	Procure interoperable communications equipment for field teams to establish reliable connectivity among DHSS units, Disaster Situation Room (DSR), and partner response agencies.	DHSS	5/2009	0
4.11.1.6	Update/replace radio nuclide identification equipment; identify equipment performance requirements; procure two hand-held units.	DHSS	8/2009	0
4.11.1.7	Maintain the capability of DHSS Radiological Emergency Response Program (RERP) vehicles and response equipment (e.g., field sampling kits, meters/monitors, PPE, etc.).	DHSS	5/2010	0
4.11.1.7.1	Acquire at least one new emergency response vehicle, two hand-held radio nuclide identification units, and general response equipment.	DHSS	5/2009	0
4.11.1.7.2	Complete all equipment specifications.	DHSS	7/2009	0

OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.11.1.7.3	Complete procurement of vehicle and associated response equipment.	DHSS	12/2009	0
4.11.1.7.4	Deploy equipment; complete necessary equipment training.	DHSS	3/2010	0
4.11.1.8	Develop and implement the Radiological Incident Response Surge Protection Program to identify, educate, and minimally equip responders to provide post-event radiological data. The program will focus on recruiting responders with a radiological technical background residing in the geographic areas near Missouri's nuclear power plants.	DHSS	4/2010	5
4.11.1.8.1	Develop education/outreach materials, build and distribute go kits, and conduct training through conferences.	DHSS	6/2009	0
4.11.1.8.2	Identify and recruit program participants.	DHSS	7/2009	7.5
4.11.1.8.3	Review existing response plans and identify locations anticipated for radiological monitoring (i.e., hospitals, command and control centers, water distribution points, etc.)	DHSS	10/2009	0
4.11.1.8.4	Develop go kits containing basic response and communication protocols, PPE, safety information, dosimetry, etc.	DHSS	12/2009	0
4.11.1.8.5	Host annual conference to deliver training, program updates, and develop additional plans.	DHSS	1/2010	0
4.11.1.9	Ensure HSRRS components and other specialized CBRNE/WMD response teams meet regulatory requirements pertaining to their specific areas of response operations.	MERC/ DFS	4/2009	0
4.11.1.9.1	Complete statewide capabilities assessment and regulatory compliance report of HSRRS teams.	MERC/OHS	1/2009	0
4.11.1.9.2	Review assessment information and report findings to the HSRRS Steering Committees, the Governor's HSAC, and nine RHSOCs.	MERC/OHS	2/2009	0
4.11.1.9.3	Identify non-complaint teams and work through the HSRRS governance structure to attain regulatory compliance for these teams.	MERC/OHS	3/2009	0
4.11.1.9.4	Initiate reporting procedure to ensure teams' medical surveillance programs comply with Occupational Safety and Health Administration (OSHA) regulations and are up to date.	MERC/DFS/ OHS	3/2009	0

OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
4.11.1.10	Identify specialized capabilities to successfully address incidents involving unique response environments, including high rise structures, large venues, ports, waterways, etc.	MERC/DFS	7/2009	1
4.11.1.10.1	Work with DFS and the HSRRS Steering Committee to establish a list of specialized response capabilities to be developed and existing capabilities to be enhanced in order to meet unique response environments.	MERC/ DFS	5/2009	0
4.11.1.10.2	Review real-world incident and exercise after-action reports to identify gaps in specialized response capabilities.	MERC/DFS	6/2009	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.11.2.1	Maintain trained and exercised HSRRS personnel in accordance with HSRRS SOG and local protocols.	MERC/DFS	1/2010	2
4.11.2.1.1	Develop a comprehensive list of potential trainings to be delivered to HSRRS teams over the next three years.	MERC/DFS/ OHS/SEMA	2/2009	0
4.11.2.1.2	Identify training support through the HSRRS Training Subcommittee to deliver trainings on scene sizeup, site characterization, crime scene awareness, IED recognition, and incident action planning.	MERC/DFS	3/2009	0
4.11.2.1.3	Identify state-level entities (i.e., DHSS, 7th Civil Support Team [CST], MDNR, etc.) capable of delivering trainings.	MERC/DFS	4/2009	0
4.11.2.2	Provide regional training opportunities to increase the number of Technician-Level personnel available through the HSRRS.	MERC/DFS	1/2010	0
4.11.2.2.1	Initiate regional hazmat/WMD Technician-Level training course using Center for Domestic Preparedness (CDP) staff.	MERC/DFS	12/2009	0
4.11.2.2.2	Identify personnel to serve as Regional Trainers and Coordinators, and participate in train-the-trainer programs available through the CDP, University of Missouri Fire and Training Rescue Institute, and other sources.	MERC/ SEMA	12/2009	0
4.11.2.2.3	Identify funding and initiate development of standardized curricula.	DFS/MERC	1/2010	0
4.11.2.3	Conduct at least one state-sponsored, multi-regional, HSEEP-compliant exercise each year.	MERC/DFS	9/2009	0
4.11.2.3.1	Identify funding needed to conduct exercise.	MERC/OHS	1/2009	0
4.11.2.3.2	Identify participating agencies and exercise venue.	MERC/DFS/ OHS	2/2009	0
4.11.2.3.3	Identify Exercise Design Team members.	MERC/DFS/ OHS	3/2009	0

OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.11.2.3.4	Complete exercise design and planning.	MERC/DFS/ OHS	6/2009	0
4.11.2.3.5	Conduct exercise, develop AAR, and identify corrective actions.	MERC/DFS	9/2009	0
4.11.2.4	Identify resources to allow expand HSRRS response capacity beyond current capabilities, and address teams' deficiencies based on local findings and risk assessments.	MERC/DFS	1/2010	0
4.11.2.4.1	Review results of regional risk assessments with HSRRS Steering Committee as data become available.	MERC/DFS/ OHS/	9/2009	0
4.11.2.4.2	Develop long-term strategy based on risk/vulnerability assessments to guide HSRRS funding activities.	MERC/DFS	12/2009	0
4.11.2.5	Expand MERIS to track relevant trainings and certifications associated with HSRRS team members, and issue credentials.	MERC/DFS	12/2011	1
Activity 3: Direct WMD and Hazardous Material Response and Decontamination Tactical Operations				
4.11.3.1	Coordinate with FBI, state laboratory services, other state resources, and private sector technical support functions to enhance CBRNE response operations.	MERC	9/2009	4
4.11.3.1.1	Meet with FBI, State lab representatives, and 7th CST to establish an emergency POC list for laboratory services needed to identify CBRN materials.	MERC	3/2009	4
4.11.3.1.2	Develop protocols for laboratory support services; and determine needs, if any, for training, in consultation with the FBI.	MERC	6/2009	4
4.11.3.1.3	Disseminate POC list and protocols to appropriate agencies.	MERC	8/2009	4
4.11.3.1.4	Update HSRRS SOG accordingly.	MERC/DFS	9/2009	4
Activity 4: Activate WMD and Hazardous Material Response and Decontamination				
4.11.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Identify the Hazard				
4.11.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Assess Hazard and Evaluate Risk				
4.11.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Conduct Rescue Operations				
4.11.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Mitigation Activities				
4.11.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Conduct Decontamination and Clean-up /Recovery Operations				
4.11.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.12: CITIZEN EVACUATION AND SHELTER-IN-PLACE				

Missouri has the capability to ensure affected and at-risk populations (and companion animals) are safely sheltered-in-place and/or evacuated to safe refuge areas—in order to obtain access to medical care, physical assistance, shelter, and other essential services—and are subsequently effectively and safely reentered into the affected area, if appropriate.	**Target Capability # 25**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen Information Sharing and Collaboration. ▪ Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.12.1.1	Establish a Special Needs Recovery Taskforce (SNRT) to develop plans and procedures needed to better serve special needs populations and provide support to long-term recovery committees (LTRC). The SNRT will be tasked with: (1) developing individual and family preparedness programs, (2) coordinating activities with Citizen Corps, (3) implementing disaster preparedness education efforts, and (4) developing and distributing tool kits with information needed to effectively evacuate or shelter-in-place special needs persons.	SEMA/ DHSS	3/2010	0
4.12.1.1.1	Identify funding needed to develop tool kit materials (e.g., handouts, planning tools, quick reference guides, brochures, etc.), develop training courses, and deliver trainings to individuals who will present the program throughout local communities.	SEMA	1/2009	0
4.12.1.1.2	Identify task force participants and organize the SNRT.	SEMA	1/2009	0
4.12.1.1.3	Initiate development of individual and family-based special needs preparedness programs.	SEMA	2/2009	0
4.12.1.1.4	Develop a work plan to implement SNRT activities.	SEMA	3/2009	0
4.12.1.1.5	Develop, vet, and finalize Special Needs Annex X within the SEOP.	SEMA	6/2009	0
4.12.1.1.6	Develop tool kit materials tailored to individuals, families, and families with members having special needs.	SEMA	7/2009	0
4.12.1.1.7	Develop training and deliver training to program presenters.	SEMA	9/2009	0
4.12.1.1.8	Assemble tool kits; distribute to presenters; initiate education/outreach of target populations.	SEMA	9/2009	0
4.12.1.1.9	Establish a CCC liaison and extend program activities to CCC, as appropriate.	SEMA	9/2009	0

OBJECTIVE 4.12: CITIZEN EVACUATION AND SHELTER-IN-PLACE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.12.1.1.10	Establish liaisons between local LTRCs and the SNRT.	SEMA	9/2009	0
4.12.1.1.11	Develop educational materials and conduct seminars with CCC and LTRC partners.	SEMA	11/2009	0
4.12.1.1.12	Conduct at least one exercise annually involving special needs evacuation and shelter-in-place operations.	SEMA	3/2010	0
4.12.1.2	Acquire additional SEMA Emergency Human Services (EHS) staff and reorganize the EHS structure to better meet organizational needs.	SEMA	3/2010	8
4.12.1.2 .1	Identify and secure alternate funding sources needed to staff positions in the EHS organizational structure.	SEMA	3/2010	0
4.12.1.2 .2	Align EHS Branch Chief to oversee the CCC Coordinator, EHS Senior Planner, Faith-based Disaster Coordinator, Medical Corp Coordinator, and two Planner II positions.	SEMA	3/2010	0
4.12.1.2 .3	Create an EHS Planner II to: (1) conduct recovery and special needs populations planning; (2) advise/coordinate regional personnel; (3) conduct planning for mental health, psychological first aid, emotional, spiritual care, and associated services; and (4) advocate and support faith-based organizations, state agencies, and non-governmental organizations with disaster-related missions.	SEMA	3/2010	0
4.12.1.2 .4	Ensure facility space and equipment for EHS Planner and volunteer, intern, and donation/non-federal grant-funded staff.	SEMA	3/2010	0
4.12.1.3	Develop and maintain comprehensive plans and SOPs to manage evacuations and sheltering-in-place for the general public and special needs populations.	SEMA	3/2010	0
4.12.1.3.1	Finalize ESF-17 document, Animal Protection; and disseminate to stakeholder agencies.	SEMA	3/2010	0
4.12.1.3.2	Revise Annex Y (Mass Care); submit to stakeholder agencies; finalize and disseminate the document; coordinate with SEMA Planning to update the SEOP.	SEMA	3/2010	0
4.12.1.3.3	Develop an interoperable communications SOG for EHS and entities sharing disaster-related missions.	SEMA	3/2010	0
4.12.1.4	Establish a registry of special needs populations requiring assistance during evacuation operations and/or shelter-in-place events.	SEMA	3/2010	0
4.12.1.4.1	Complete development of a pilot registry of special needs populations requiring assistance, and continue statewide implementation if successful.	SEMA	3/2010	0
4.12.1.4.2	Integrate SLA database into the special needs population database; geo-code these locations.	SEMA	3/2010	0

OBJECTIVE 4.12: CITIZEN EVACUATION AND SHELTER-IN-PLACE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.12.1.4.3	Coordinate activities with Department of Health and Senior Services (DHSS) and Department of Social Services (DSS) to fulfill obligations of their respective agencies.	SEMA	3/2010	0
4.12.1.4.4	Convene a conference/training for emergency management directors (EMD), ARC, Salvation Army, and relevant State agencies on system use.	SEMA	3/2010	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.12.2.1	Convene a statewide conference to conduct training and exercise opportunities for voluntary, governmental, faith-based, and Community Partnership agencies to better coordinate citizen preparedness activities, including citizen evacuation and shelter services.	SEMA	3/2010	0
4.12.2.1.1	Identify funding needed to conduct strategic trainings; and implement the conferences.	SEMA	3/2010	0
4.12.2.1.2	Identify participating organizations.	SEMA	3/2010	0
4.12.2.1.3	Develop conference materials; develop training and exercise materials.	SEMA	3/2010	0
Activity 3: Direct Evacuation and/or In-Place Protection Tactical Operations				
4.12.3.1	No Implementation Steps Identified	NA	NA	NA
Activity 4: Activate Evacuation and/or In-Place Protection				
4.12.4.1	No Implementation Steps Identified	NA	NA	NA
Activity 5: Implement Evacuation Orders for General Population				
4.12.5.1	No Implementation Steps Identified	NA	NA	NA
Activity 6: Collect and Evacuate Population Requiring Assistance				
4.12.6.1	No Implementation Steps Identified	NA	NA	NA
Activity 7: Operate Evacuation Staging/Reception Area				
4.12.7.1	No Implementation Steps Identified	NA	NA	NA
Activity 8: Manage Incoming Evacuees				
4.12.8.1	No Implementation Steps Identified	NA	NA	NA
Activity 9: Implement In-Place Protection Procedures				
4.12.9.1	No Implementation Steps Identified	NA	NA	NA
Activity 10: Assist Re-Entry				
4.12.10.1	No Implementation Steps Identified	NA	NA	NA

OBJECTIVE 4.13: ISOLATION AND QUARANTINE

Missouri has the capability to ensure that individuals who are ill, exposed, or likely to be exposed are separated, movement is restricted, basic necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza); that legal authority for these measures is clearly defined and communicated to the public; and that logistical support is provided to maintain measures until danger of contagion has elapsed.	**Target Capability # 26**
	Score PCA Not Completed

National Priority:	• Strengthen Emergency Operations Planning and Citizen Protection. • Implement NIMS and National Response Framework. • Expand Regional Collaboration. • Strengthen CBRNE Detection, Response, and Decontamination. • Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.13.1.1	Conduct a review of local, regional, and State isolation and quarantine (I&Q) plans to ensure coordination of quarantine activation, enforcement activities, and efficient standup of isolation and quarantine units.	DHSS	3/2010	1
4.13.1.1.1	Identify funding to secure contractor support to collect, review, deconflict, and revise existing I&Q plans.	DHSS	1/2009	0
4.13.1.1.2	Conduct outreach through local public health agencies (LPHA) and the RHSOCs to publicize the project and identify stakeholders.	DHSS	2/2009	0
4.13.1.1.3	Collect and review plans	DHSS	3/2009	5
4.13.1.1.4	Identify planning conflicts and potential solutions.	DHSS	6/2009	0
4.13.1.1.5	Conduct meetings among stakeholders to resolve planning conflicts.	DHSS	7/2009	0
4.13.1.1.6	Revise plans as needed.	DHSS	11/2009	0
4.13.1.1.7	Initiate trainings/seminars as needed to educate stakeholders on plan revisions	DHSS	1/2010	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.13.2.1	Conduct trainings for DHSS, LPHA, and local response agencies' staffs to review protocols/ procedures and recent revisions to I&Q plans.	DHSS	2/2011	0
4.13.2.1.1	Identify funding for contractor support to design and implement trainings. The funding source and contractor identified for the I&Q Plan review project will be used to develop and deliver trainings.	DHSS	10/2009	0
4.13.2.1.2	Conduct outreach to local agencies through the LPHAs and RHSOCs to publicize training and identify participating agencies.	DHSS	1/2010	0
4.13.2.1.3	Develop training materials.	DHSS	1/2010	0
4.13.2.1.4	Initiate training delivery.	DHSS	3/2010	0
4.13.2.1.5	Complete training delivery.	DHSS	12/2010	0

OBJECTIVE 4.13: ISOLATION AND QUARANTINE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.13.2.2	Conduct HSEEP-compliant functional exercises to evaluate implementation of the I&Q Plan.	DHSS	2/2011	0
4.13.2.2.1	Identify contractor support to facilitate exercise design and implementation in collaboration with DHSS.	DHSS	1/2010	0
4.13.2.2.2	Identify participating agencies and compile list of potential exercise venues.	DHSS	1/2010	0
4.13.2.2.3	Identify agencies' staff members to participate on the Exercise Design Team.	DHSS	2/2010	0
4.13.2.2.4	Add Emergency Public Information (EPI) functions and protective actions concerning special needs populations as an exercise objective.	DHSS	6/2010	0
4.13.2.2.5	Add mobile field hospitals' infection control capabilities as an exercise objective.	DHSS	6/2010	0
4.13.2.2.6	Conduct at least two I&Q exercises.	DHSS	8/2010	0
4.13.2.2.7	Initiate implementation of preceding steps (as needed) to conduct second exercise.	DHSS	12/2010	0
Activity 3: Direct Isolation and Quarantine Tactical Operations				
4.13.3.1	No Implementation Steps Identified	NA	NA	NA
Activity 4: Activate Isolation and Quarantine				
4.13.4.1	No Implementation Steps Identified	NA	NA	NA
Activity 5: Implement Travel Restrictions				
4.13.5.1	No Implementation Steps Identified	NA	NA	NA
Activity 6: Implement Voluntary Isolation and Quarantine				
4.13.6.1	No Implementation Steps Identified	NA	NA	NA
Activity 7: Implement Mandatory Isolation and Quarantine				
4.13.7.1	No Implementation Steps Identified	NA	NA	NA

OBJECTIVE 4.14: SEARCH AND RESCUE

Missouri has the capability to ensure the greatest numbers of victims (human and animal) are rescued and transferred to medical or mass care capabilities, in the shortest amount of time, while maintaining rescuer safety.	**Target Capability # 27**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration. ▪ Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.14.1.1	Establish a formal MOA with Missouri Task Force 1 (MO-TF1) and two UASI search and rescue teams for intra-state deployment.	SEMA	12/2011	0
4.14.1.2	Coordinate large-area search roles and responsibilities among Missouri National Guard (MONG), Civil Air Patrol, and DFS.	DFS	12/2011	0
4.14.1.3	Establish a concept of operations for large area searches within Missouri.	DFS	12/2011	0
4.14.1.4	Develop resource list of all search and rescue components by resource type statewide.	DFS	12/2011	0
4.14.1.4.1	Capture search and rescues assets in Fire Registry.	DFS	12/2011	0
4.14.1.4.2	Update search and rescue components by resource type annually.	DFS	12/2011	0
4.14.1.4.2	Integrate local department search and rescue data into MERIS.	DFS	12/2011	0
4.14.1.5	Adopt a standardized statewide search and rescue grid system.	SEMA/ DFS	12/2011	5
4.14.1.6	Establish minimum state-level supported search and rescue capabilities for air, canine, swiftwater, urban, and wilderness operations.	DFS	12/2011	0
4.14.1.7	Identify a funding source to provide reimbursement of expended items from local search and rescue equipment cache following state activation.	DPS/SEMA /DHS	12/2011	0

OBJECTIVE 4.14: SEARCH AND RESCUE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 2: Develop and Maintain Training and Exercise Programs				
4.14.2.1	Establish minimum certifications\credentials for the following search and rescue (S&R) disciplines: air (wide area), canine, swift water, urban, and wilderness.	DFS	12/2011	0
4.14.2.1.1	Establish Air S&R (wide area) certifications.	DFS/ MONG/CAP	12/2011	0
4.14.2.1.2	Establish Canine S&R certifications.	DFS	12/2011	0
4.14.2.1.3	Establish Swift S&R water certification.	DFS	12/2011	0
4.14.2.1.4	Establish Urban S&R certifications.	DFS	12/2011	0
4.14.2.1.5	Establish Wilderness S&R certifications.	DFS	12/2011	0
4.14.2.2	Approve and conduct search and rescue courses in conjunction with state sponsored training institutes.	DFS	12/2011	6
4.14.2.3	Maintain search and rescue credential records within MERIS.	DFS/SEMA	12/2011	0
Activity 3: Direct Search and Rescue Tactical Operations				
4.14.3	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Search and Rescue				
4.14.4	No Implementation Steps identified.	NA	NA	NA
Activity 5: Provide Materiel and Other Support				
4.14.5	No Implementation Steps identified.	NA	NA	NA
Activity 6: Conduct Search and Rescue Reconnaissance				
4.14.6	No Implementation Steps identified.	NA	NA	NA
Activity 7: Search				
4.14.7	No Implementation Steps identified.	NA	NA	NA
Activity 8: Extricate				
4.14.8	No Implementation Steps identified.	NA	NA	NA
Activity 9: Provide Medical Treatment				
4.14.9	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.15: EMERGENCY PUBLIC INFORMATION AND WARNING

Missouri has the capability to ensure government agencies and public and private sectors receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety, and property through clear, consistent information delivery systems. This information is updated regularly and outlines protective measures that individuals and their communities can implement.	**Target Capability # 28**
	Score PCA Not Completed

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection. - Expand Regional Collaboration. - Strengthen Information Sharing and Collaboration. - Strengthen Interoperable Communications. - Strengthen CBRNE Detection, Response, and Decontamination.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.15.1.1	Enroll all Missouri's elementary, secondary, and higher education institutions in the Schools Emergency Alert Network.	DESE/DHE	12/2010	8
4.15.1.2	Develop notification system for all education levels.	DESE/DHE/ MIAC	12/2010	10
4.15.1.2.1	Identify education levels and most efficient notification method for each.	DESE/DHE/ MIAC	12/2010	1
4.15.1.2.2	Research notification method system requirements, costs, shareholders, and user training.	DESE/DHE/ MIAC	12/2010	1
4.15.1.3	Develop system for an emergency alert network for all state administrators and public safety agencies.	MIAC	12/2010	10
4.15.1.4	Develop official Rumor Control Policy and Procedures SOG to expand on established supervisory roles and responsibilities.	MIAC	12/2009	2
Activity 2: Develop and Maintain Training and Exercise Programs				
4.15.2.1	Offer MGT318 Public Information in WMD/Terrorism Incident class to State Public Information Officer (PIO) staff.	DPS/SEMA	12/2009	5
4.15.2.2	Establish state agency educational awareness program depicting joint information center/system (JIC/JIS) capabilities and limitations.	DPS/SEMA	12/2009	5
4.15.2.3	Research additional PIO training opportunities for local and state PIOs.	DPS/SEMA	12/2009	1
Activity 3: Manage Emergency Public Information and Warnings				
4.15.3.1	Develop checklist to ensure Missouri and surrounding states' PIOs share uniform information across state media markets.	DPS/SEMA	12/2009	5
Activity 4: Activate Emergency Public Information, Alert/Warning, and Notification Plans				
4.15.4.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.15: EMERGENCY PUBLIC INFORMATION AND WARNING				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 5: Establish Joint Information Center				
4.15.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Conduct Joint Information Center Operations				
4.15.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Issue Public Information, Alerts/Warnings, and Notifications				
4.15.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Media Relations				
4.15.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Provide Public Rumor Control				
4.15.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.16: TRIAGE AND PRE-HOSPITAL TREATMENT

Missouri has the capability to ensure Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations.	**Target Capability # 29**
	Score **PCA Not Completed**

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Strengthen Medical Surge and Mass Prophylaxis.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.16.1.1	Complete the design, deployment, and implementation of a victim/patient tracking system.	DHSS	6/2010	7.5
4.16.1.1.1	Share information regarding EMTrack® and its capabilities for potential use during shelter operations.	DHSS/ SEMA	12/2008	0
4.16.1.1.2	Identify solutions to resolve data entry into EMTrack® when internet access is not available.	DHSS	3/2009	5
4.16.1.1.3	Develop a plan for statewide implementation of EMTrack® and ensure compatibility with other patient tracking systems.	DHSS	8/2009	3
4.16.1.1.4	Evaluate the use of EMTrack® in functional exercises at least twice a year and identify corrective actions to improve system use.	DHSS	12/2009	0
4.16.1.1.5	Develop web-based training for new users and begin course delivery.	DHSS	12/2009	0
4.16.1.1.6	Conduct outreach to pre-hospital service providers to identify additional system users.	DHSS	3/2010	0
4.16.1.2	Enhance the State's EMS surge capability through establishment of additional EMS strike teams.	DHSS	9/2009	0
4.16.1.2.1	Initiate outreach through RHSOCs and regional EMS Councils to raise awareness and facilitate establishment of additional strike teams.	DHSS	11/2008	0
4.16.1.2.2	Develop a draft template for EMS-specific MOU/MOA to be used statewide.	DHSS	1/2009	0
4.16.1.2.3	Develop standardized protocols for strike team operations—including assembly and deployment procedures, alternative standards of care, and medical care delivery in shelters.	DHSS	6/2009	0
4.16.1.3	Update POC lists for mobile EMS resources, and provide information to appropriate agencies—including agencies staffing SEOC Emergency Support Functions 4-Firefighting, 7-Logistics, and 8-Public Health and Medical Services.	DHSS	2/2009	0

OBJECTIVE 4.16: TRIAGE AND PRE-HOSPITAL TREATMENT

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.16.1.4	Integrate NIMS/ICS courses into training curriculums as requirements for Missouri certifications as an emergency medical technician (EMT) and paramedic.	DHSS	12/2011	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.16.2.1	Continued collaboration among partners and provide educational opportunities to all entities on Psychological First Aid during disasters.	DMH	12/2011	1
4.16.2.1.1	Train health, mental health, first responders, educational institutions, volunteers, and pastoral care/faith-based organizations in Psychological First Aid (at least three workshops per year).	DMH	12/2011*	2.5
4.16.2.1.2	Develop Psychological First Aid Training course for the first responder community.	DMH	9/2009	0
4.16.2.1.3	Develop training on Behavioral Health Preparedness to deliver to colleges and universities.	DMH	11/2008	0
4.16.2.1.4	Provide Training on Behavioral Health Preparedness to Access Crisis Intervention trainers.	DMH	11/2008	0
4.16.2.1.5	Provide DMH Provider/Facility Psychological First Aid training (at least four workshops per year).	DMH	12/2011*	0.5
4.16.2.2	Integrate mental health and substance abuse professionals or paraprofessionals into response planning, exercise, and drills.	DMH	12/2011	2
4.16.2.2.1	Involve DMH READI Team in response planning, exercises, and drills to include all-hazards planning, COOP planning, and communications.	DMH	12/2011*	2.5
4.16.2.2.2	Involve DMH Regional managers by division in response planning, exercises, and drills as appropriate.	DMH	12/2011*	0.5
4.16.2.2.3	Identify funding for response planning, exercises, and drills (include community providers).	DMH	5/2009	0
Activity 3: Direct Triage and Pre-Hospital Treatment Tactical Operations				
4.16.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Triage and Pre-Hospital Treatment				
4.16.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Triage				
4.16.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Provide Treatment				
4.16.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Transport				
4.16.7.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.17: MEDICAL SURGE				
Missouri has the capability to ensure injured or ill from an event are rapidly and appropriately cared for; and continuity of care is maintained for non-incident-related illness or injury.			**Target Capability # 30**	
			Score **PCA Not Completed**	
National Priority:	▪ Strengthen Medical Surge and Mass Prophylaxis. ▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration.			

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.17.1.1	Complete development of administrative rules and guidance documents for healthcare worker liability legislation.	DHSS	3/2010	1
4.17.1.2	Develop and deliver training sessions to educate health care professionals and volunteers who dispense medications during Strategic National Stockpile (SNS) operations.	DHSS	3/2010	0
4.17.1.2.1	Identify funding to acquire two dedicated staff (a planner and nurse-trained professional) to implement training activities.	DHSS	3/2009	0
4.17.1.2.2	Contract a strategic communications firm to develop and implement outreach and awareness activities related to the initiative.	DHSS	3/2009	0
4.17.1.2.3	Identify agencies and individuals— both professional and volunteer—to attend trainings in cooperation with the Missouri Hospital Association (MHA) and other partners.	DHSS	9/2009	0
4.17.1.2.4	Complete development of training materials and course schedules.	DHSS	2/2010	0
4.17.1.2.5	Initiate training courses.	DHSS	3/2010	0
4.17.1.2.6	Complete at least one training session in each region and continue to deliver trainings as needed.	DHSS	12/2011*	0
4.17.1.3	Continue updating regional hospital plans by reviewing plans, progress toward Office of the Assistant Secretary for Preparedness and Response (ASPR) requirements, and capability assessment.	DHSS	12/2009	1
4.17.1.3.1	Request a compliance report from MHA to verify all hospitals have successfully implemented and exercised an all-hazards emergency plan—including facility evacuation protocols and other Level-1 ASPR capabilities.	DHSS	4/2009	0

OBJECTIVE 4.17: MEDICAL SURGE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.17.1.3.2	Initiate review of hospital plans to ensure ASPR requirements are being met; identify hospital-based emergency credentialing and privileging procedures used by each facility.	DHSS	7/2009	0
4.17.1.32.3	Request an assessment report from MHA describing medical surge capacity of each region and State's overall surge capabilities. Identify MOA/MOU established among partner organizations—including mental health entities.	DHSS	4/2009	0
4.17.1.3.4	Review medical surge assessment report to identify potential services gaps and needs for additional MOUs/MOAs among EMSs, medical care, and mental health care providers.	DHSS	9/2009	0
4.17.1.3.5	Work with MHA, LPHAs, and state-level agencies to meet needs, based on assessment outcomes and plan reviews.	DHSS	9/2009	0
4.17.1.4	Identify and recruit additional healthcare volunteers including nurses, paramedics, EMTs, and other medically-trained personnel to assist with special needs sheltering.	DHSS	10/2009	0
4.17.1.4.1	Identify funding needed to increase recruitment and retention activities of ESAR-VHP through ShowMe Response.	DHSS	2/2009	0
4.17.1.4.2	Identify contractor support to facilitate assessment and recruitment activities.	DHSS	6/2009	0
4.17.1.4.3	Initiate needs assessment of local jurisdictions and regions in coordination with LPHAs—including verification that plans exist to manage volunteer activities.	DHSS	7/2009	0
4.17.1.4.4	Identify volunteer staffing levels and material resources needed to fill sheltering needs based on local assessment outcomes.	DHSS	8/2009	0
4.17.1.4.5	Initiate a targeted volunteer recruitment campaign to increase participation in ESAR-VHP and meet local needs.	DHSS	7/2009	0
4.17.1.5	Expand the capabilities of the Medical Reserve Corps (MRC).	DHSS	1/2011	0
4.17.1.5.1	Conduct outreach to each MRC chapter and document baseline program information.	DHSS	3/2009	0
4.17.1.5.2	Include MRCs in local needs assessment conducted for special needs sheltering capability.	DHSS	7/2009	0
4.17.1.5.3	Identify volunteer staffing levels and material resources needed to meet MRCs' needs based on local assessment outcomes.	DHSS	9/2009	0

OBJECTIVE 4.17: MEDICAL SURGE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.17.1.5.4	Develop and disseminate MRC educational materials for potential recruits and existing MRC members.	DHSS	10/2010	0
4.17.1.5.5	Initiate recruitment/retention campaign using contractor support.	DHSS	10/2010	0
4.17.1.6	Develop a Statewide MRC Coordinator position.	DHSS	12/2010	0
4.17.1.6.1	Research alternate funding sources to implement and support this initiative.	DHSS	12/2010	0
4.17.1.6.2	Meet with Region VII representatives to clarify state and federal roles in MRC activities.	DHSS	1/2010	0
4.17.1.6.3	Determine position's roles/responsibilities and write job description.	DHSS	1/2010	0
4.17.1.6.4	Hire individual to fill the position.	DHSS	3/2010	0
4.17.1.6.5	Initiate training and indoctrination of the MRC Coordinator.	DHSS	4/2010	0
4.17.1.7	Enhance the statewide system for managing volunteers that links with local, regional, and national systems.	DHSS	12/2009	0
4.17.1.7.1	During assessment activities, identify the number of additional administrative licenses needed by local agencies for ESAR-VHP access.	DHSS	7/2009	0
4.17.1.7.2	Identify and secure funding to purchase additional administrative licenses for ESAR-VHP.	DHSS	8/2009	0
4.17.1.7.3	Distribute administrative licenses to local agencies, and provide training materials on ESAR-VHP as needed.	DHSS	9/2009	0
4.17.1.8	Enhance statewide trauma and burn care capacity to ensure capability to provide care to at least 50 severely injured adult and/or pediatric patients per million of population.	DHSS	12/2011	0
4.17.1.8.1	Identify funding needed for contractor support to conduct a burn/trauma services assessment.	DHSS	8/2009	0
4.17.1.8.2	Identify contractor support to assess hospitals' burn and trauma capacity in coordination with MHA representatives. Evaluate emergency room and mobile field units' capabilities.	DHSS	9/2009	0
4.17.1.8.3	Publicize the project to stakeholder organizations.	DHSS	10/2009	0
4.17.1.8.4	Initiate assessment activities using a web-based evaluation tool.	DHSS	12/2009	0
4.17.1.8.5	Review and analyze results.	DHSS	1/2010	0
4.17.1.8.6	Publish assessment report.	DHSS	2/2010	0
4.17.1.8.7	Augment trauma and burn capacities based on assessment outcomes, as funding permits.	DHSS	12/2011	0
4.17.1.8.8	Purchase additional equipment for burn caches, as funding allows.	DHSS	12/2011	0

OBJECTIVE 4.17: MEDICAL SURGE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.17.1.9	Develop mobile medical surge systems and other equipment needed to provide medical surge capability, and coordinate planning and response.	DHSS	12/2011	0
4.17.1.9.1	Request and receive a report from MHA describing mobile medical resources available for surge operations, specifically communication assets.	DHSS	4/2009	0
4.17.1.9.2	Convene a conference of organizations supporting DHSS's medical surge mission—including Center for Emergency Response and Terrorism (CERT), Missouri 1 Disaster Medical Assistance Team (MO-1 DMAT), MHA, LPHA, and the Bureau of EMS—to coordinate program initiatives.	DHSS	5/2009	0
4.17.1.9.3	Procure contractor support to conduct a system-wide assessment of DHSS's ICC—including capabilities of mobile units, medical field facilities, and relevant response partners.	DHSS	5/2009	0
4.17.1.9.4	Purchase and build out two additional mobile emergency room units comprised of a trailer and prime mover to enhance existing medical surge strike team's capabilities.	SEMA/ DHSS	8/2009	100
4.17.1.9.5	Select contractor and conduct ICC assessment in coordination with DPS's efforts to evaluate ICC of public safety agencies across the State.	DHSS	9/2009	0
4.17.1.9.6	Develop ICC solutions in coordination with CERT, DMAT, MHA, LPHA, and the Bureau of EMS to establish a long-term enhancement strategy based on contractor recommendations.	DHSS	1/2010	0
4.17.1.9.7	Develop system requirements, order, and acquire communications equipment based on vetted ICC solutions.	DHSS	3/2010	0
4.17.1.9.8	Develop a communications plan based on current ICC, and update plans as new capabilities come on line.	DHSS	5/2010	0
4.17.1.9.9	Procure, distribute, and test communications equipment needed to address ICC gaps identified in the assessment; and conduct equipment training.	DHSS	6/2010	0
4.17.1.9.10	Begin development on a comprehensive medical surge response plan based on assessment results, contractor recommendations, and inputs from partner agencies.	DHSS	6/2010	0
4.17.1.9.11	Conduct at least one functional exercise to evaluate the communications and medical surge response plans.	DHSS	12/2011	0

OBJECTIVE 4.17: MEDICAL SURGE

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.17.1.10	Develop alternate care standards needed during a mass casualty incident or public health crisis.	DHSS	3/2011	0.5
4.17.1.10.1	Continue to promote participation in the alternate care standards committee.	DHSS	12/2011 *	10
4.17.1.10.2	Develop and release draft version of Alternative Ventilator Standards to stakeholder agencies.	DHSS	12/2008	9
4.17.1.10.3	Procure a contractor to assist development of ethical standards on which alternative care standards will be determined.	DHSS	6/2009	0
4.17.1.10.4	Convene a Missouri conference on ethics to vet existing standards and identify frameworks to implement care standards.	DHSS	9/2009	0
4.17.1.10.5	Develop a comprehensive draft document of alternative care standards and vet through stakeholder organizations.	DHSS	12/2009	0
4.17.1.9.7	Revise document as needed based on stakeholder review.	DHSS	2/2010	0
4.17.1.9.8	Finalize Missouri alternative care standard document.	DHSS	6/2010	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.17.2.1	Identify, establish, support, and deliver medical surge training focused on the needs of RHSOC/ rural areas of Missouri.	DHSS	1/2010	0
4.17.2.1.1	Develop and provide curriculum materials for medical surge training.	DHSS	1/2010	0
Activity 3: Direct Medical Surge Tactical Operations				
4.17.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Medical Surge				
4.17.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Implement Surge Patient Transfer Procedures				
4.17.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Implement Surge Staffing Procedures				
4.17.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Receive and Treat Surge Casualties				
4.17.7.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.18: MEDICAL SUPPLIES MANAGEMENT AND DISTRIBUTION

	Target Capability # 31
Missouri has the capability to procure and maintain pharmaceuticals and medical materials prior to an incident, and to transport, distribute, and track these materials during an incident.	**Score** PCA Not Completed

National Priority:	▪ Strengthen Medical Surge and Mass Prophylaxis. ▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.18.1.1	Develop a deployment and dispensing plan for statewide distribution of locally stored pharmaceutical caches and medical surge caches.	DHSS	12/2011	0
4.18.1.1.1	Research alternate funding sources to implement and support this initiative and the staffing increase procurement.	DHSS	12/2011	0
4.18.1.1.1.1	Procure a pharmacist to provide technical support needed for plan development and support operations during an event.	DHSS	1/2010	0
4.18.1.1.1.2	Procure a planner position to develop the plan—including reviewing existing plans/models, developing planning goals/objectives, and integrating SNS plans with statewide distribution of local caches.	DHSS	1/2010	0
4.18.1.1.2	Identify long-term contractor for warehousing and maintaining pharmaceuticals.	DHSS	2/2010	0
4.18.1.1.3	Begin development on additional MOUs/MOAs to transport medical surge and pharmaceutical caches.	DHSS	2/2010	0
4.18.1.1.4	Conduct a baseline assessment to determine staff and equipment needed to deploy caches statewide.	DHSS	3/2010	0
4.18.1.1.5	Develop draft plan to integrate existing SNS plans, address storage and transportation issues, and establish a dispensing model for state-level operation of open and closed PODs.			
4.18.1.1.6	Disseminate draft plan to local agencies for input.	DHSS	6/2010	0
4.18.1.1.7	Revise plan based on inputs during the vetting process.	DHSS	8/2010	0
4.18.1.1.8	Finalize plan and disseminate to stakeholders.	DHSS	12/2010	0
4.18.1.1.9	Conduct at least one functional exercise to test the plan and identify opportunities for improvement.	DHSS	12/2011	0

OBJECTIVE 4.18: MEDICAL SUPPLIES MANAGEMENT AND DISTRIBUTION

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 2: Develop and Maintain Training and Exercise Programs				
4.18.2.1	Test availability of response staff and medical surge resources in a no notice drill.	DHSS	12/2011	0
4.18.2.1.1	Identify participating agencies/organizations.	DHSS	3/2010	0
4.18.2.1.2	Identify members of the Exercise Planning Team—to include Disaster Medical Assistance Teams (DMAT), MRC, EMS provider, and hospital representatives.	DHSS	6/2010	0
4.18.2.1.3	Develop an exercise following HSEEP guidelines.	DHSS	8/2010	0
4.18.2.1.4	Conduct the drill.	DHSS	12/2010	0
4.18.2.1.5	Conduct a post-exercise conference call to identify challenges and possible solutions.	DHSS	3/2011	0
4.18.2.1.6	Develop and disseminate the AAR and IP.	DHSS	6/2011	0
4.18.2.1.7	Assist with corrective actions where feasible.	DHSS	12/2011	0
Activity 3: Direct Medical Supplies Management and Distribution Tactical Operations				
4.18.3.1	Identify and inventory critical medical, human, and material resources for inclusion and tracking in MERIS and UASI systems.	DHSS	12/2011	0
4.18.3.1.1	Provide relevant information gathered during various DHSS-sponsored assessment activities to Missouri Office of Administration Information Technology Services Division (OA/ITSD), OHS, DPS, SEMA, and UASI partners, as it becomes available.	DHSS	12/2011	0
Activity 4: Activate Medical Supplies Management and Distribution				
4.18.4.1	Ensure emergency contracting support is in place.	DHSS	3/2009	0
4.18.4.1.1	Contact representatives of OA/ITSD, OHS, and ESF-8 (Public Health and Medical Services) to verify contractor support information is up to date and available through MERIS.	DHSS	3/2009	0
Activity 5: Establish Security				
4.18.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Repackage and Distribute				
4.18.6.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.19: MASS PROPHYLAXIS

Missouri has the capability to ensure that appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon onset of an event in order to prevent development of disease in exposed individuals; and that public information strategies include recommendations on specific actions individuals can take to protect their family, friends, and themselves.			**Target Capability # 32**
			Score PCA Not Completed

National Priority:	▪ Strengthen Medical Surge and Mass Prophylaxis.
	▪ Strengthen Emergency Operations Planning and Citizen Protection.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.19.1.1	Develop and deliver mass prophylaxis trainings in rural areas of Missouri.	DHSS	4/2010	3
4.19.1.1.1	Develop mass prophylaxis training to include drug protocols and dispensing procedures, oral suspension for pediatric prophylaxis, and locally acquired drug caches.	DHSS	4/2009	7.5
4.19.1.1.2	Identify additional partners to sponsor training courses and assist volunteer recruitment efforts to staff mass prophylaxis PODs.	DHSS	1/2010	0
4.19.1.2	Develop a strategy to staff and equip open and closed PODs.	DHSS	12/2011	0
4.19.1.2.1	Develop educational materials and begin addressing POD staffing needs during volunteer recruitment effort for Show Me Response.	DHSS	12/2009	0
4.19.1.2.2	Conduct additional outreach to pharmacy and nursing schools to recruit volunteers.	DHSS	06/2010	0
4.19.1.2.3	Assess equipment needs and develop a draft plan to staff and equip open and closed PODs.	DHSS	06/2010	0
4.19.1.2.4	Disseminate draft plan to stakeholders for review.	DHSS	09/2010	0
4.19.1.2.5	Revise the plan based on stakeholders' inputs.	DHSS	12/2010	0
4.19.1.2.6	Finalize and disseminate the plan, including templates to update local plans.	DHSS	6/2011	0
4.19.1.2.7	Identify funding and implement refinements in the outcome and adverse tracking system.	DHSS	6/2011	0
4.19.1.2.8	Provide training to volunteers and healthcare agencies.	DHSS	6/2010	0
4.19.1.2.9	Conduct HSEEP-compliant functional exercises to evaluate the plan and identify opportunities for improvement.	DHSS	9/2011	0

OBJECTIVE 4.19: MASS PROPHYLAXIS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.19.1.3	Enhance local capabilities to conduct effective mass prophylaxis operations in coordination with state agencies.	DHSS	5/2011	0
4.19.1.3.1	Procure contractor support to perform a capability assessment (e.g., equipment, staffing levels, training, plans, inventory management, etc.) to evaluate each region's ability to conduct effective mass prophylaxis operations in coordination with state agencies.	DHSS	4/2010	0
4.19.1.3.2	Identify contractor and publicize the assessment project to stakeholders.	DHSS	8/2010	0
4.19.1.3.3	Initiate the assessment.	DHSS	10/2010	0
4.19.1.3.4	Review assessment results and develop corrective actions.	DHSS	1/2011	0
4.19.1.3.5	Assist local jurisdictions to fill preparedness gaps identified in the assessment using existing resources.	DHSS	2/2011	0
4.19.1.3.6	Acquire equipment and training needed for effective POD operations.	DHSS	2/2011	0
4.19.1.4	Enhance local agencies' awareness and purpose of CHEMPACK Program.	DHSS	9/2010	0
4.19.1.4.1	Identify a contractor needed to support the CHEMPACK Program.	DHSS	6/2009	0
4.19.1.4.2	Coordinate outreach/training activities with DHSS, RHSOCs, and local response agencies.	DHSS	09/2009	0
4.19.1.4.3	Develop CHEMPACK outreach/training materials.	DHSS	12/2009	0
4.19.1.4.4	Initiate delivery of regional and cross-border trainings to public health (PH) and response agency partners.	DHSS	6/2010	0
Activity 2: Develop and Maintain Training and Exercise Programs				
4.19.2.1	Increase efforts to exercise PH and health care response teams and volunteers in performing various duties required of statewide mass prophylaxis initiative.	DHSS	3/2010	1
4.19.2.2	Establish an exercise design committee to assess needs for exercise, assist exercise design, and coordinate PH-related exercise activities on a state-wide level.	DHSS	11/2009	8
4.19.2.2.1	Use exercise design committee to identify agencies/jurisdictions needing exercise. Assessment data will also be used as these become available.	DHSS	12/2009	0
4.19.2.2.2	Identify a training source to deliver HSEEP training to build a cadre of exercise designers, evaluators, and controllers.	DHSS	12/2009	0
4.19.2.3	Participate in and track all PH-related exercise activities in UASI regions, and coordinate these activities with cross-border partners, when appropriate.	DHSS	9/2009	8
4.19.2.4	Conduct one full-scale exercise focused on mass prophylaxis operations in a non-UASI region.	DHSS	12/2009	1

OBJECTIVE 4.19: MASS PROPHYLAXIS

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.19.2.5	Include military partners in mass prophylaxis exercise activities at least once a year.	DHSS	12/2009	9
Activity 3: Direct Mass Prophylaxis Tactical Operations				
4.19.3.1	Identify additional pharmaceutical caches of antibiotics for priority prophylaxis of state-level first responders. These state-level responders will include federally qualified health centers.	DHSS	7/2011	0
4.19.3.1.1	Acquire funding and identify technical support to procure needed pharmaceuticals.	DHSS	10/2010	0
4.19.3.1.2	Procure pharmaceuticals and distribute to caches using strategy developed under Medical Supplies Management and Distribution.	DHSS	12/2010	0
4.19.3.1.3	Identify and define state-level first responders and family members.	DHSS	08/2010	0
4.19.3.1.4	Develop plan and protocol for delivery of mass prophylaxis to state-level priority groups.	DHSS	02/2011	0
4.19.3.1.5	Coordinate/communicate state-level plans to other agencies.	DHSS	04/2011	0
Activity 4: Activate Mass Prophylaxis Dispensing Operations				
4.19.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Establish Points Of Dispensing				
4.19.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Conduct Triage for Symptoms				
4.19.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Conduct Medical Screening				
4.19.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Conduct Mass Dispensing				
4.19.8.1	No Implementation Steps identified.	NA	NA	NA
Activity 9: Monitor Adverse Events				
4.19.9.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 4.20: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)

Missouri has the capability to ensure that mass care services (sheltering, feeding, bulk distribution) are rapidly provided for the population and companion animals within the affected area.	Target Capability # 33
	Score PCA Not Completed

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.20.1.1	Partner with and support higher education institutions to develop relevant mass care and sheltering training programs in rural areas of Missouri.	SEMA-DHSS	12/2011	4
4.20.1.1.1	Include care and sheltering of special populations.	SEMA-DHSS	12/2011	4
4.20.1.2	Form oversight committee, with DSS as coordination and resource acquisition lead, to consolidate private and public mass care lead agencies identified to address mass care operational deficiencies.	SEMA/DSS	12/2010	1
4.20.1.2.1	Identify and contact local private resources to provide specialized services including transportation, medical services, and in-home care for special populations.	SEMA/DHSS/DSS	12/2009	3
4.20.1.3	Research, develop, and implement notification strategies for general and special needs populations.	SEMA-MIAC	12/2011	2
4.20.1.4	Identify and contract with businesses and organizations to increase the capacity of general population shelters.	SEMA/DSS	12/2011	2
4.20.1.5	Explore, identify, and develop contractual MOUs for locations and facilities to develop and increase capacity for functional and medical support shelters.	SEMA-DHSS	12/2011	2
4.20.1.6	Explore companion animal needs during mass care incidents and develop necessary SEOC SOG policy.	SEMA	12/2009	5
4.20.1.6.1	Develop SOG to address capacity to care for and shelter companion animals.	SEMA	12/2009	5
4.20.1.7	Continue integration of faith-based organizations into response and recovery operations through Faith-based Organization Disaster Initiative (FBODI).	SEMA	12/2011	4
4.20.1.8	Identify improvements to the existing information tracking system for individuals evacuated or sheltered-in-place.	SEMA	12/2009	3
4.20.1.8.1	Identify existing local, state, and federal tracking programs and progress toward integration to ensure uniform compliance and operations across multi-level mass care entities.	SEMA	12/2009	1

OBJECTIVE 4.20: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)				
IMPLEMENTATION STEPS		OWNER	DATE	SCORE
4.20.1.9	Obtain interoperable communication equipment for shelters, distribution, and volunteer coordination centers to augment amateur radio network.	DPS-SEMA	12/2011	1
4.20.1.9.1	Identify communications needs.	DPS-SEMA	12/2009	1
4.20.1.9.2	Identify installation sites and agencies to operate and maintain systems.	DPS-SEMA	12/2010	1
4.20.1.9.3	Establish finance plan and budget analysis.	DPS-SEMA	12/2011	1
4.20.1.9.4	Request proposal for installation and operational maintenance technical support.	DPS-SEMA	12/2011	1
4.20.1.9.5	Develop SOG for interoperable communications for all DPS stakeholders.	DPS-SEMA	12/2011	0
4.20.1.10	Identify need for state-owned or state-contracted equipment purchase for mass feeding and bulk distribution capabilities.	DSS-SEMA	12/2010	1
4.20.1.11	Continue RHSOCs purchase plan for sleeping cots, blankets, and other support items to enhance area stockpiles for disaster response and recovery.	OHS-SEMA	12/2011	5
Activity 2: Develop and Maintain Training and Exercise Programs				
4.20.2.1	Develop and deliver training programs to include sheltering, feeding, and bulk distribution for general and special needs populations.	SEMA	12/2010	1
4.20.2.2	Develop and implement exercise programs for mass care personnel to include sheltering, feeding, and bulk distribution for general population.	SEMA	12/2010	1
4.20.2.3	Improve training for maintaining security at shelter operations.	SEMA	12/2009	2
4.20.2.4	Schedule integration training and incorporation of mass care entities into regional exercises.	SEMA	12/2010	1
4.20.2.5	Conduct training on animal shelter operations.	SEMA/MHS	12/2010	1
4.20.2.5.1	Conduct exercise to validate animal shelter operations training.	SEMA/MHS	12/2010	1
4.20.2.6	Integrate any newly identified additional organizations into mass care operations, including faith-based organizations and post-secondary education institutions.	SEMA	12/2010	2

OBJECTIVE 4.20: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)				
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 3: Direct Mass Care Operations				
4.20.3.1	Develop shelter agreements, feeding site agreements, and bulk distribution site agreements to attain capability to shelter 10% of the county population.	SEMA/ARC	12/2010	2
4.20.3.2	Increase volunteer capacity to manage mass care operations sufficient to serve 10% of population in every county.	SEMA/ARC/ DSS	12/2011	1
4.20.3.3	Arrange MOAs/MOUs with partner agencies to include DSS, Department of Corrections (DOC), University of MO Southern Baptist, Convoy of Hope, The Salvation Army, Red Cross, DHSS, American Radio Relay League (ARRL), and others.	SEMA	12/2009	1
Activity 4: Activate Mass Care				
4.20.4.1	Complete plans and SOGs for SEOC Emergency Human Services Branch operations to include ESF6-Mass Care and Human Services (includes animal shelters).	SEMA	12/2009	4
4.20.4.1.1	Coordinate mass care planning and operations with evacuation planning and operations.	SEMA	12/2009	3
Activity 5: Establish Shelter Operations				
4.20.5.1	Establish plans for coordination with public information functions and 211 Information and Referral system.	SEMA	12/2009	4
Activity 6: Shelter General Population				
4.20.6.1	Complete plans for addressing special needs populations through special needs population shelter planning and SOGs.	SEMA/ DHSS	12/2009	5
Activity 7: Shelter Companion Animals				
4.20.7.1	Establish MOU with Missouri Humane Society (MHS) and other animal welfare organizations.	SEMA/MHS	12/2009	2
4.20.7.2	Ensure necessary equipment for animal shelters is acquired and/or available.	SEMA/MHS	12/2009	1
4.20.7.3	Assist voluntary agencies to develop sufficient volunteer and paid staff to support animal shelter operations.	SEMA/MHS	12/2009	2
Activity 8: Establish Feeding Operations				
4.20.8.1	Establish MOU with faith based organizations such as the and other not-for-Profit organizations such as the Southern Baptists, The Salvation Army, University of Missouri, etc., for feeding operations.	SEMA	12/2009	4
4.20.8.2	Identify existing mass feeding equipment and capacity. Determine further needs and necessary equipment and facilities to meet needs. Acquire necessary equipment.	SEMA	12/2010	2
4.20.8.3	Establish plans and SOGs for feeding operations.	SEMA	12/2009	2

OBJECTIVE 4.20: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 9: Prepare and Distribute Food				
4.20.9.1	Prepare MOAs/MOUs with organizations and vendors to address special needs diets and nutrition.	SEMA/ DHSS	12/2010	1
4.20.9.2	Prepare MOAs/MOUs with DHSS to support and maintain compliance of mass care agencies with sanitation and hygiene requirements.	SEMA/ DHSS	12/2009	2
Activity 10: Establish Bulk Distribution Operations				
4.20.10.1	Establish MOAs/MOUs with key organizations such as the Convoy of Hope and others to develop bulk distribution capacity.	SEMA	12/2010	1
4.20.10.2	Create training program for PODs.	SEMA	12/2009	3
Activity 11: Conduct Bulk Distribution Operations				
4.20.11.1	Complete plans and SOGs for bulk distribution.	SEMA	12/2009	2
4.20.11.2	Involve new organizations in bulk distribution sub-function.	SEMA	12/2010	2

OBJECTIVE 4.21: FATALITY MANAGEMENT

Missouri has the capability to ensure that complete documentation and recovery of human remains, personal effects, and items of evidence occur (except in cases where the health risk posed to personnel outweigh the benefits of recovery of remains and personal effects); that remains receive surface decontamination (if indicated) and, unless catastrophic circumstances dictate otherwise, are examined and identified, and released to the next-of-kin's funeral home with a complete certified death certificate; that reports of missing persons and antemortem data are efficiently collected; that victims' family members receive updated information prior to the media release; that all hazardous material regulations are reviewed and any restriction on the transportation and disposition of remains are made clear by those with the authority and responsibility to establish the standards; that all personal effects are made safe to return to next-of-kin unless contraindicated by catastrophic circumstances; that law enforcement agencies are given all the information needed to investigate and prosecute the case successfully; and that families are provided incident-specific support services.	**Target Capability # 34** **Score PCA Not Completed**

National Priority:	- Strengthen Emergency Operations Planning and Citizen Protection. - Implement NIMS and National Response Framework. - Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
4.21.1.1	Conduct mass fatality management planning to review and enhance current State SOG, plans, and annexes.	SEMA/ MFDA	12/2009	6
4.21.1.2	Assist Missouri Funeral Directors Association (MFDA) with formal MOU development and SEMA incorporation.	SEMA/ MFDA	12/2010	6
4.21.1.3	Develop mobile morgue capabilities.	SEMA/ DHSS	12/2010	1
4.21.1.4	Obtain fatality management operations support equipment.	SEMA/ DHSS	12/2011	5
4.21.1.5	Obtain crises-related consumables for fatality management.	SEMA	12/2011	5
Activity 2: Develop and Maintain Training and Exercise Programs				
4.21.2.1	Conduct functional exercises focused on activation, mobilization, and demobilization.	SEMA	12/2010	3
4.21.2.2	Conduct tabletop exercise to validate fatality management operations from activation to demobilization.	SEMA	12/2010	3
4.21.2.3	Integrate MFDA staff into state mass fatalities courses held semi-annually.	SEMA	12/2009	9

OBJECTIVE 4.21: FATALITY MANAGEMENT

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 3: Direct Fatality Management Tactical Operations				
4.21.3.1	Identify and locate fatality management and family assistance centers.	SEMA	12/2011	2
4.21.3.2	Develop contractual MOUs with private sector for fatality management and/or family assistance centers.	SEMA	12/2011	1
4.21.3.3	Organize statewide university medical centers, specifically those with forensics capabilities, to assist with fatality management responses.	SEMA/ DESE	12/2009	2
Activity 4: Activate Fatality Management Operations				
4.21.4.1	Identify medical examiners and medical-legal authority personnel to mobilize as a state resource.	SEMA	12/2010	2
4.21.4.2	Develop MOU with medical examiners and coroners already incorporated into state association to assist with state fatality management operations.	SEMA/ MFDA	12/2010	2
Activity 5: Conduct On-scene Fatality Management Operations				
4.21.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Conduct Morgue Operations				
4.21.6.1	Evaluate DMAT decontamination capabilities.	SEMA	12/2009	0
4.21.6.2	Evaluate MFDA Disaster Recovery Team (DRT) decontamination capabilities.	SEMA/ MFDA	12/2009	0
Activity 7: Manage Antemortem Data				
4.21.7.1	Research and purchase necessary equipment for event documentation, i.e., digital cameras and system hardware for IT support.	SEMA	12/2010	5
Activity 8: Conduct Victim Identification				
4.21.8.1	Integrate MIAC and related public safety database systems for tracking and identifying victims.	OHS/SEMA	12/2009	1
4.21.8.1.1	Identify system interconnection capabilities and deficiencies.	SEMA/DPS	12/2009	1
4.21.8.1.2	Develop purchase plan or shared resource MOU to fully integrate systems.	SEMA	12/2009	1
4.21.8.2	Develop policy for victim tracking and identification database systems and integration enhancements.	OHS/SEMA	12/2009	0
Activity 9: Conduct Final Disposition				
4.21.9.1	Integrate mental health and related support after disaster and mass care incidents.	SEMA/ DMH	12/2009	2
4.21.9.1.1	Identify stakeholders with mental health response and recovery mission statements.	SEMA/ DMH	12/2009	3
4.21.9.1.2	Develop SOG for state, local, and private sector mental health consolidated response and recovery functions.	SEMA/ DMH	12/2009	1
4.21.9.1.3	Validate SOG with exercise to identify compliance with federal, state, and local needs and regulations.	SEMA/ DMH	12/2009	0

GOAL 5: (RECOVER MISSION AREA) – Missouri is capable of the development, coordination, and execution of service- and site-restoration plans; reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

OBJECTIVE 5.1: STRUCTURAL DAMAGE AND MITIGATION ASSESSMENT				
Missouri has the capability to ensure accurate situation needs and damage assessments occur; the full range of engineering, building inspection, and enforcement services are implemented, managed, and coordinated in a way that maximizes use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions; and mitigation projects to lessen the impact of similar future events are identified and prioritized.			**Target Capability # 35**	
			Score PCA Not Completed	

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
5.1.1.1	No Implementation Steps identified.	NA	NA	NA
Activity 2: Develop and Maintain Training and Exercise Programs				
5.1.2.1	No Implementation Steps identified.	NA	NA	NA
Activity 3: Activate Structural Damage Assessment				
5.1.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Direct Structural Damage Assessment Operations				
5.1.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Conduct Inspections and Assessments				
5.1.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Provide Mitigation and Technical Assistance				
5.1.6.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 5.2: RESTORATION OF LIFELINES				
Missouri has the capability to ensure sufficient lifeline services are available to safely support ongoing recovery activities.			**Target Capability # 36**	
			Score PCA Not Completed	
National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Strengthen Interoperable Communications capabilities.			
IMPLEMENTATION STEPS		**OWNER**	**DATE**	**SCORE**
Activity 1: Develop and Maintain Plans, Procedures, Program, and Systems				
5.2.1.1	No Implementation Steps identified.	NA	NA	NA
Activity 2: Develop and Maintain Training and Exercise Programs				
5.2.2.1	No Implementation Steps identified.	NA	NA	NA
Activity 3: Direct Mechanisms to Facilitate the Restoration of Lifelines				
5.2.3.1	No Implementation Steps identified.	NA	NA	NA
Activity 4: Activate Restoration of Lifelines				
5.2.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Implement Restoration of Lifelines				
5.2.5.1	No Implementation Steps identified.	NA	NA	NA

OBJECTIVE 5.3: ECONOMIC AND COMMUNITY RECOVERY

Missouri has the capability to ensure economic impact is estimated, priorities are set for recovery activities, business disruption is minimized and returned to operation, and individuals and families are provided with appropriate levels and types of relief with minimal delay.	**Target Capability # 37**
	Score PCA Not Completed

National Priority:	▪ Strengthen Emergency Operations Planning and Citizen Protection. ▪ Implement NIMS and National Response Framework. ▪ Expand Regional Collaboration.

IMPLEMENTATION STEPS		OWNER	DATE	SCORE
Activity 1: Develop and Maintain Plans, Procedures, Programs, and Systems				
5.3.1.1	Identify role and responsibility definitions, statutory limitations, relief assistance capabilities, and accurate staff contact/recall information.	DED	12/2009	0
5.3.1.2	Establish community recovery assistance program, i.e., restitution/reimbursement claim processing and state/federal aid coordination.	DED	12/2009	0
Activity 2: Develop and Maintain Plans, Procedures, Programs, and Systems				
5.3.2.1	Research federal or contract training opportunities focused on economic and community recovery.	DED	12/2009	0
5.3.2.2	Provide training for recovery experts and specialists.	DED	12/2009	0
5.3.2.3	Develop notification roster of recovery personnel and specialties.	DED	12/2009	1
Activity 3: Develop and Maintain Training and Exercise Programs				
5.3.3.1	Identify appropriately trained and experienced recovery experts and specialists.	DED	12/2009	1
Activity 4: Direct Economic and Community Recovery Operations				
5.2.4.1	No Implementation Steps identified.	NA	NA	NA
Activity 5: Activate Economic and Community Recovery				
5.2.5.1	No Implementation Steps identified.	NA	NA	NA
Activity 6: Assess and Prioritize Recovery Needs				
5.2.6.1	No Implementation Steps identified.	NA	NA	NA
Activity 7: Provide Monetary Relief				
5.2.7.1	No Implementation Steps identified.	NA	NA	NA
Activity 8: Provide Non-monetary Relief				
5.2.8.1	No Implementation Steps identified.	NA	NA	NA

Acronym List

ACRONYM	DEFINITION	FIRST USAGE
AAR	After Action Review	Page 5
ADPAC	Animals in Disaster Planning Advisory Committee	1.3.1.4.1
AFIS	Automated Fingerprint Identification System	2.4.1.3
ARC	American Red Cross	1.3.2.5.3
ARRL	American Radio Relay League	4.20.3.3
ASPR	Assistant Secretary for Preparedness and Response	4.17.1.2
CAP	Civil Air Patrol	4.14.1.2
CBRN	Chemical, Biological, Radiological, Nuclear	4.9.1.1.1
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosives	Page 3
CCC	Citizen Corps Council	4.12.1.1.9
CDC	Centers for Disease Control and Prevention	3.3.1.7.1
CDP	Center for Domestic Preparedness	4.11.2.2.1
CERT	Center for Emergency Response and Terrorism	4.17.1.9.2
CI/KR	Critical Infrastructure and Key Resources	Page 2
CIO	Chief Interoperability Officer	1.2.7.1.2
CIP	Critical Infrastructure Protection	3.1.6.2
COAD	Community Organizations Active in Disaster	1.3.2.6
COOP	Continuity of Operations	1.1
CST	Civil Support Team	4.11.2.1.3
CVE	Commercial Vehicle Enforcement	2.5.1.1.2
DEA	Drug Enforcement Agency	2.4.2.4
DED	Department of Economic Development	5.3.1.1
DESE	Department of Elementary and Secondary Education	4.9.2.4
DFS	Department of Fire Safety	4.1.1.1
DHE	Department of Higher Education	4.15.1.1
DHS	Department of Homeland Security	Page 1
DHSS	Department of Health and Senior Services	1.3.1.5.1
DMAT	Disaster Medical Assistance Team	4.18.2.1.2
DMC	Disaster Management Coordinator	4.8.1.1
DMH	Department of Mental Health	1.3.2.5.3
DOC	Department of Corrections	4.20.3.3
DOJ	Department of Justice	2.1.2.3
DPS	Department of Public Safety	Page 1
DRT	Disaster Recovery Team	4.21.6.2
DSR	Disaster Situation Room	4.11.1.5
DSS	Department of Social Services	4.12.1.5.2
EHS	Emergency Human Services	4.12.1.2
EM	Emergency Manager	4.2.4.1
EMA	Emergency Management Agency	1.1
EMAC	Emergency Management Assistance Compact	1.3.2.2
EMD	Emergency Management Director	4.12.1.5.3

ACRONYM	DEFINITION	FIRST USAGE
EMS	Emergency Medical System	Page 5
EMT	Emergency Medical Technician	4.16.1.4
EOC	Emergency Operations Center	1.3, Activity 5
EOD	Explosive Ordnance Disposal	Page 6
EOP	Emergency Operations Plan	1.1
EPI	Emergency Public Information	4.13.2.2
ERIP	Emergency Response Information Plan	3.1.1.2
ESAR-VHP	Emergency Systems for Advanced Registration of Volunteer Health Professionals	Page 6
ESF	Emergency Support Function	1.1
ESSENCE	Early Notification of Community-based Epidemics	3.3.1.2.6
FAD	Foreign Animal Disease	3.2.1.1
FBI	Federal Bureau of Investigation	2.3.3.3.2
FBODI	Faith-based Organization Disaster Initiative	4.20.1.7
FCC	Federal Communications Commission	1.2.4.1.4
FEMA	Federal Emergency Management Agency	Page 4
GC	Gas Chromatograph	3.4.1.3.3
GIS	Geographic Information System	4.2.6.1
HSAC	Homeland Security Advisory Council	Page 1
HSEEP	Homeland Security Exercise and Evaluation Program	2.3.2.1.4
HSGP	Homeland Security Grant Program	4.11.1.2.1
HSRRS	Homeland Security Regional Response System	4.1.1.6.1
IALEIA	International Association of Law Enforcement Intelligence Analysts	2.1.2.1
IAP	Incident Action Plan	4.1.6.3
ICC	Interoperability Communications Capability	1.2.2.2.1
ICE	Immigration and Customs Enforcement	2.3.3.5
ICP-MS	Inductively Coupled Plasma-Mass Spectrometry	3.4.1.3.2
ICS	Incident Command System	Objective 4.1
IED	Improvised Explosive Device	Page 4
IOF	Initial Operating Facility	4.2.3.6
IP	Improvement Plan	3.1.8.1
IPM	Interoperability Program Manager	1.2.1.1.1
I&Q	Isolation and Quarantine	4.13.1.1
IST	Incident Support Team	4.1.1.2
IT	Information Technology	2.2.1.5
ITSD	Information Technology Services Division	4.18.3.1.1
JIC	Joint Information Center	4.15.2.2
JIS	Joint Information System	4.15.2.2
JTTF	Joint Terrorism Task Force	2.3.3.3.1
LEOP	Local Emergency Operations Plan	1.3.3.3
LIEU	Law Enforcement Intelligence Unit	2.1.2.1
LIMS	Laboratory Information Management System	3.4.1.9

ACRONYM	DEFINITION	FIRST USAGE
LPHA	Local Public Health Agency	4.13.1.1.2
LRN	Laboratory Response Network	3.4.1.1.1
LTRC	Long-term Recovery Communications	4.12.1.1
MAA	Mutual Aid Agreement	Page 3
MACC	Multi Area Command and Coordination	After 4.2.3.6
MDA	Missouri Department of Agriculture	Page 8
MDNR	Missouri Department of Natural Resources	2.4.2.1.1
MERC	Missouri Emergency Response Commission	2.5.2.1.1
MERIS	Missouri Emergency Resource Information System	Page 3
MFDA	Missouri Funeral Directors Association	4.21.1.2
MHA	Missouri Hospital Association	4.17.1.1.5
MHS	Missouri Humane Society	4.20.7.1
MIAC	Missouri Information and Analysis Center	Page 2
MO-1 DMAT	Center for Emergency Response and Terrorism Missouri 1 Disaster Medical Assistance Team	4.17.1.9.2
MOA	Memorandum of Agreement	4.3.1.1
MoDEX	Missouri Data Exchange	2.2.1.5
MODOT	Missouri Department of Transportation	4.9.2.2
MoHuSociety	Missouri Humane Society	4.20.2.5
MONG	Missouri National Guard	4.14.1.2
MOP3	Missouri Private Public Partnership	Page 7
MoSCOPE	Missouri Systems Concept of Operational Planning for Emergencies	4.10.1.1
MO-TF1	Missouri Task Force One	4.14.1.1
MOU	Memorandum of Understanding	4.3.1.1.4
MOVVC	Missouri Volunteer Veterinary Corps	3.2.2.2
MRC	Medical Reserve Corps	4.17.1.5
MSHP	Missouri State Highway Patrol	Page 4
MSPHL	Missouri Public Health Laboratory	3.4.1.1
HSRRS	Homeland Security Regional Response System	Page 5
MSWP	Missouri State Water Patrol	4.1.1.6.5
NIMS	National Incident Management System	Page 3
NIMSCAST	NIMS Compliance Assistance Support Tool	1.1
NIPP	National Infrastructure Protection Plan	Page 3
NGO	Non-governmental Organization	1.3.2.4
NRF	National Response Framework	Page 3
NSS	National Shelter System	4.2.4.1
OA/ITSD	Office of Administration Information Technology Services Division	4.18.3.1.1
OHS	Office of Homeland Security	Page 1
OSHA	Occupational Safety and Health Administration	4.11.1.9.4
PCA	Pilot Capabilities Assessment	Page 4
PCR	Polymerase Chain Reaction	3.4.1.4
PH	Public Health	4.19.1.4.4

ACRONYM	DEFINITION	FIRST USAGE
PIO	Public Information Officer	4.15.2.1
POC	Point of Contact	4.3.1.6
POD	Point of Distribution	Page 6
POETE	Planning, Organization, Equipment, Training, and Exercises	G, O, and IS
PPE	Personal Protective Equipment	4.11.1.8.4
PSAP	Public Safety Answering Points	1.2.3.1
RCIED	Remote-controlled Improvised Explosive Device	4.9.2.3
RERP	Radiological Emergency Response Program	4.11.1.7
RFP	Request for Proposal	1.2.1.1.2
RHSOC	Regional Homeland Security Oversight Committee	Page 1
RIPP	Radiological/Nuclear Incident Prevention Plan	2.5.1.2
RMS	Records Management System	2.4.1.1
R/N	Radiological/Nuclear	2.5.1.2
S&R	Search and rescue	4.14.2.1
SAA	State Administrative Agency	Page 3
SACC	State Area Coordination Center	4.1.4.1
SCIP	Statewide Communication Interoperability Plan	1.2.1.1
SEMA	State Emergency Management Agency	Page 1
SEOP	State Emergency Operations Plan	1.1
SERR	State Emergency Resource Registry	4.3.1.10
SIEC	State Interoperability Executive Committee	1.2.7.1.2
SLA	Service-level Agreements	1.2.4.1.3
SNRT	Special Needs Recovery Task Force	4.12.1.1
SOG	Standard Operating Guide	1.1
SOP	Standard Operating Procedure	1.2.4.1.8
SOU	Statement of Understanding	4.20.3.3
SNS	Strategic National Stockpile	4.17.1.2
SPR	State Preparedness Report	G,O, and IS
STR	Strategic Technology Reserve	1.2.7.1
SWAT	Special Weapons and Tactics	4.11.1.1
TEWG	Terrorism Early Warning Group	Page 4
TLO	Terrorism Liaison Officer	2.1.2.4
UASI	Urban Area Security Initiative	Page 1
USAR	Urban Search and Rescue	Page 5
UXO	Unexploded Ordnance	4.9.7.2
VA	Vulnerability Assessment	3.1.5.1
VBIED	Vehicle-borne Improvised Explosive Device	4.9.2.3
VEOC	Virtual Emergency Operations Center	4.2.1.3
WMD	Weapon of Mass Destruction	4.5.1.2
ZTO	Zone Terrorism Officer	2.3.2.2