

ESF-7

RESOURCE MANAGEMENT

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ESF-7

RESOURCE MANAGEMENT

PRIMARY AGENCIES: City of Battlefield
Battlefield City Clerk

SUPPORT AGENCIES: Springfield-Greene County Office of Emergency Management

I. PURPOSE

In order to deal with the many types of disasters that could affect Greene County and Battlefield, resources must be managed in a timely manner. These resources include things such as materials, services, personnel, financial resources, facilities and other resources. These resources may come from a variety of sources, both solicited and unsolicited. This Emergency Support Function (ESF) was designed to give the local officials the ability to (1) activate resource management processes prior to and during an emergency, (2) dispatch resources prior to and during an emergency, and (3) deactivate or recall resources during or after an emergency.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. This ESF is designed to provide for the management of solicited resources, public and private. Prioritization of available and requested resources will be given for the hazard identified.
2. Procedures will be set up to request assistance both within the City and from outside sources.
3. A system is established to procure adequate response resources.
4. The local Resource Management function will have to anticipate resource needs for all types of hazards (see **Hazard Mitigation Plan**) and provide the coordination necessary for the proper allocation of these resources.
5. Local resources will be used first before outside assistance is requested from a higher government agency.
6. The Emergency Operations Center (EOC) will maintain a list of resources (and telephone numbers) for use during an emergency or disaster.

B. Assumptions

1. During a disaster, persons who own or control private resources will be asked to cooperate in response and recovery operations. Many may wish to donate goods to assist disaster victims. These goods and services may come in from all areas of the State or country (see **ESF-19, Donations Management**).
2. Funds for payment of private resources will be available from local government, state and federal assistance. Should the President officially declare the area a disaster, eligible reimbursements may become available under the Robert T. Stafford Act.

3. The City of Battlefield will not request outside assistance until local resources have been overwhelmed or exhausted. In some instances where the magnitude of the disaster makes it obvious local resources will be exhausted immediately; outside assistance may be called for prior to formal resource exhaustion.
4. If the emergency response period lasts more than 24 hours or resources become unavailable or exhausted, outside assistance will likely be required.
5. All organizations will operate through normal supply channels, if possible. Operations will be tailored to the expanded demands, using staff rotation on 12-hour shifts. Normal upkeep and maintenance of equipment will be maintained during and after the disaster operation period.
6. During or following an emergency of any size or magnitude, additional resources not previously identified may become available. These may include but not limited to; public, private, governmental resources and spontaneous volunteers.
7. Donations Management (**ESF-19**) will be activated to keep unsolicited and unusable donations from overwhelming the resource management personnel.

III. CONCEPT OF OPERATIONS

A. General

1. **Objectives**
 - a. Provide an orderly and comprehensive system for management and allocation of resources that will be committed to response or recovery operations.
 - b. Maintain an updated database of local public and private resources available to the EOC.
 - c. Maintain and continually improve contracts and/or mutual aid agreements for additional non-local resources potentially needed during a response.
 - d. Annually conduct gap analysis of potentially needed response and recovery resources identifying potential means of obtaining resources to include, but not limited to, local purchase, executive process, mutual aid agreements, and memoranda of understanding, contractual service agreements, or business partnerships.
2. **Accounting**
 - a. All resource requests will be documented on a 213 or 213 RR hardcopy or can be done using the WebEOC platform.
 - b. All resources will be tracked by the Resource Unit leader or designated section within the EOC.
 - c. Costs of resources will be determined by FEMA cost schedule, contracts, and approved funding.

B. Actions to be Taken by Emergency Operating Time Frames

1. Mitigation

Review the following hazards to determine what types of resources would be necessary to deal with them:

Greene County Hazards	
Natural Hazards	Human Caused Hazards
Dams	Chemical Hazards
Droughts	Biological Hazards
Earthquakes	Radiological Hazards
Extreme Heat	Nuclear Hazards
Flooding	Explosives
Land Subsidence (Sinkholes)	Civil Disorder
Thunderstorms/Tornadoes	Technological Hazards
Wildfires	Waste
Winter Storms	

2. Preparedness

a. Identification

- Analyze the potential of the emergency situation to what types of resources would be needed.
- Identify potential public and private resources to be requested in a natural and/or man-made hazard.
- Outline identified resources into databases.
- The databases will be updated annually with the EOP update.

b. Gap Analysis

- In conjunction with the database update, an annual gap analysis of public resources will be conducted based on the identified available resources and needed resources.
- Representatives from each local public safety discipline, the City of Battlefield, and the Springfield-Greene County Office of Emergency Management (OEM) will meet annually to review the current Resource Typing inventory list.
- Based on resource shortfalls and lessons learned from events/exercises, priorities will be set to address shortfalls, either through local purchases, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.
- The City of Battlefield and OEM will also meet annually to review current vendor lists and identify needs/shortfalls that can be added to the list.

c. Location

- The locations of the identified local public resources can be listed on a database.
- All private resources listed have been identified within the local community.
- For resources located outside of the identified areas of the public or private databases, the EOC will coordinate with OEM and the State Emergency Management Agency.

- d. Storage
 - Each discipline maintains their own storage locations for their respected equipment.
 - Each discipline is responsible for striving to protect resources, to the extent reasonably possible, from possible damage resulting from a disaster.
 - Potential staging areas for temporary storage of equipment prior to receiving a mission assignment will be determined by the Incident Commander or Emergency Management Director (EMD). Large areas identified as potential staging areas are listed in **Appendix 8**.
- d. Maintenance and Testing
 - It is the responsibility of the owner/operator of the equipment to provide regular maintenance and testing, following agency procedures.
 - Each local agency is also responsible for participating in exercises and drills to train personnel in the use of the cited equipment.

3. Response

- a. The first resources to be utilized will be those under the control of or readily available to local government.
- b. The Incident Commanders on scene may activate local resource management processes by initiating resource requests through normal emergency communication channels.
- c. Resources may be obtained immediately upon impact of a disaster or prior to, based on significant risk following normal request procedures through mutual aid and the Springfield-Greene County Emergency Communications Center (ECC) if an Incident Command Post (ICP) or EOC is not yet activated.
- d. Upon activation of an ICP, all resource requests will go through the ICP. When the EOC is activated, it will provide resource management support to all ICPs established during the emergency.
- e. The Springfield-Greene County ECC will dispatch all on-scene resources until the EOC is activated, at which point the EOC will coordinate acquisition and dispatch of any disaster-related requests.
- f. Acquisition (**see Appendix 4**):

Procedures for obtaining internal resources shall be as follows:

- Incident Command (IC) or designee sends resource request to EOC ESF liaison in EOC.
- ESF liaison will fill out ICS General Message Form 213. This can also be done using WebEOC and the 213RR.
- Operations Section Chief (OSC) will be forwarded the request for notification purposes.
- Resource Unit Leader or designee will track resources in the EOC. This can be done using the T-Card system.
- Once the resource is acquired and mobilized, ESF liaison will contact ICP or designee with result.

Procedures for obtaining external resources (within county) shall be as follows:

- If resource request is unavailable, Form 213RR (Resource Request) must be filled out by the requesting ESF liaison, with specifics of requested item(s) All resources requests must be approved by the OSC or EMD. (**see Appendix 5**).

- Once resource is acquired, resource will be delivered to the designated staging area or location assigned and then ICP will confirm resource arrival to EOC Liaison.
 - ESF designee will confirm and document arrival of resource and provide a copy of 213 RR to Resource Unit Leader or designee for tracking purposes.
 - Resource Unit Leader will track resource upon arrival and throughout and until resource is demobilized.
- g. Every department head or supervisor, including the Emergency Management Director, will expend resources within their normal limits and within reason.
- h. If necessary, establish staging areas from which emergency response resources can be distributed.
- i. Timely Distribution:
- After the resource item is acquired, it will be sent to the requestor by the most expeditious means, depending on priority and cost.
 - Transportation of resources through restricted areas, quarantine lines, law enforcement checkpoints and so forth will be coordinated among ESF liaisons. Response times for resources will depend on the availability, location, and mode of transportation.
- j. Priority:
- Resource needs are prioritized by the following definitions:
- Routine: 8 + hours
 - Urgent: 2-8 hours
 - Immediate: Within 2 hours
- k. Resource Tracking:
- The Plans Section will coordinate all resources acquired through the EOC. These resources can be tracked using the T-card system.
- l. Demobilization:
- The Operations section is responsible for coordinating with established ICPs for reassignment of resources and notifying Resource Unit or Plans Section of all changes.
 - Upon completion of all assignments and no future need is identified, the Operations section may request demobilization of assets in use.
 - It is the responsibility of the Operations Section, Resource Unit (Plans Section), Logistics, and Finance to coordinate appropriate demobilization of personnel and other resources acquired for the response period.

4. **Recovery**

- a. Review damage assessments and make an estimate of resources needed for recovery.
- b. Total resource requests of other local government agencies.
- c. Assess the impact of the disaster on the community.
- d. Identify unused resources in the community.
- e. Total costs of utilized resources.
- f. Participate in after-action reports and critiques.
- g. Set up staging areas to receive and distribute recovery resources.
- h. Perform other duties as required until the situation returns to normal.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Primary Agency:

City of Battlefield Battlefield City Clerk

1. The City Clerk should maintain private vendor lists and jurisdictional contracts of potential resources to acquire during a response.
2. Logistics Section will coordinate the purchases of requested resources with the Procurement Unit of Finance and Admin Section.
3. The Finance Section or City Clerk will support maintaining records of the cost of supplies, resources and staff-hours needed to respond to the disaster event.
4. The Logistics Section within the EOC is responsible for the following supply areas:
 - a. **Food:** Procurement, storage and equitable distribution of food supplies as required by the situation.
 - b. **Sustenance Supplies:** Procurement storage, and (except food) equitable distribution of water, clothing, sanitary supplies, bedding, etc. Work closely with ESF-19 (Donations Management).
 - c. **Fuel and Energy:** Procurement, storage, and equitable distribution of fuel products. Work closely with ESF-12 (Energy)
 - d. **Transportation:** Coordination and use of all modes of transportation utilized in the City to support emergency operations. Work closely with ESF-1 (Transportation).
 - e. **Equipment and Supplies:** Procurement, storage, and distribution of equipment to include construction supplies.
 - f. **Personnel Resources:** Ascertain and utilize those personnel who are available in the City and to determine, obtain, and equally apportion the personnel resource needs.

B. Support Agencies

Springfield-Greene County Office of Emergency Management (OEM)

OEM will participate as a support agency if the City of Battlefield becomes overwhelmed by the size or complexity of the event and at the request of the city.

C. State Support Agency

Missouri State Emergency Management Agency (SEMA)

SEMA will coordinate with local government agencies on potential or actual disasters and emergencies.

D. Federal Support Agency

General Services Administration

Provide operational assistance in a potential or actual Presidential declared major disaster or emergency.

V. DIRECTION AND CONTROL

- A. All Resource Management operations will be controlled from the EOC to ensure official concurrence for actions taken.
- B. Subordinates of the Resource Management staff may operate from daily offices, but all final decisions will be approved through the EOC.

VI. CONTINUITY OF OPERATIONS

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

VII. ADMINISTRATION AND LOGISTICS

A. Administration

- 1. When normal purchasing procedures are bypassed, official approval must be given by the chief elected official working with the EOC.
- 2. All such purchases must be kept in accordance with State laws and local ordinances.

B. Logistics

- 1. Transportation of supplies will be accomplished by:
 - a. The requesting agency
 - b. City public works
 - c. Private transport (hired or volunteer)

VIII. ESF DEVELOPMENT AND MAINTENANCE

The Springfield-Greene County Office of Emergency Management in collaboration with the City of Battlefield will update and maintain this ESF annually.

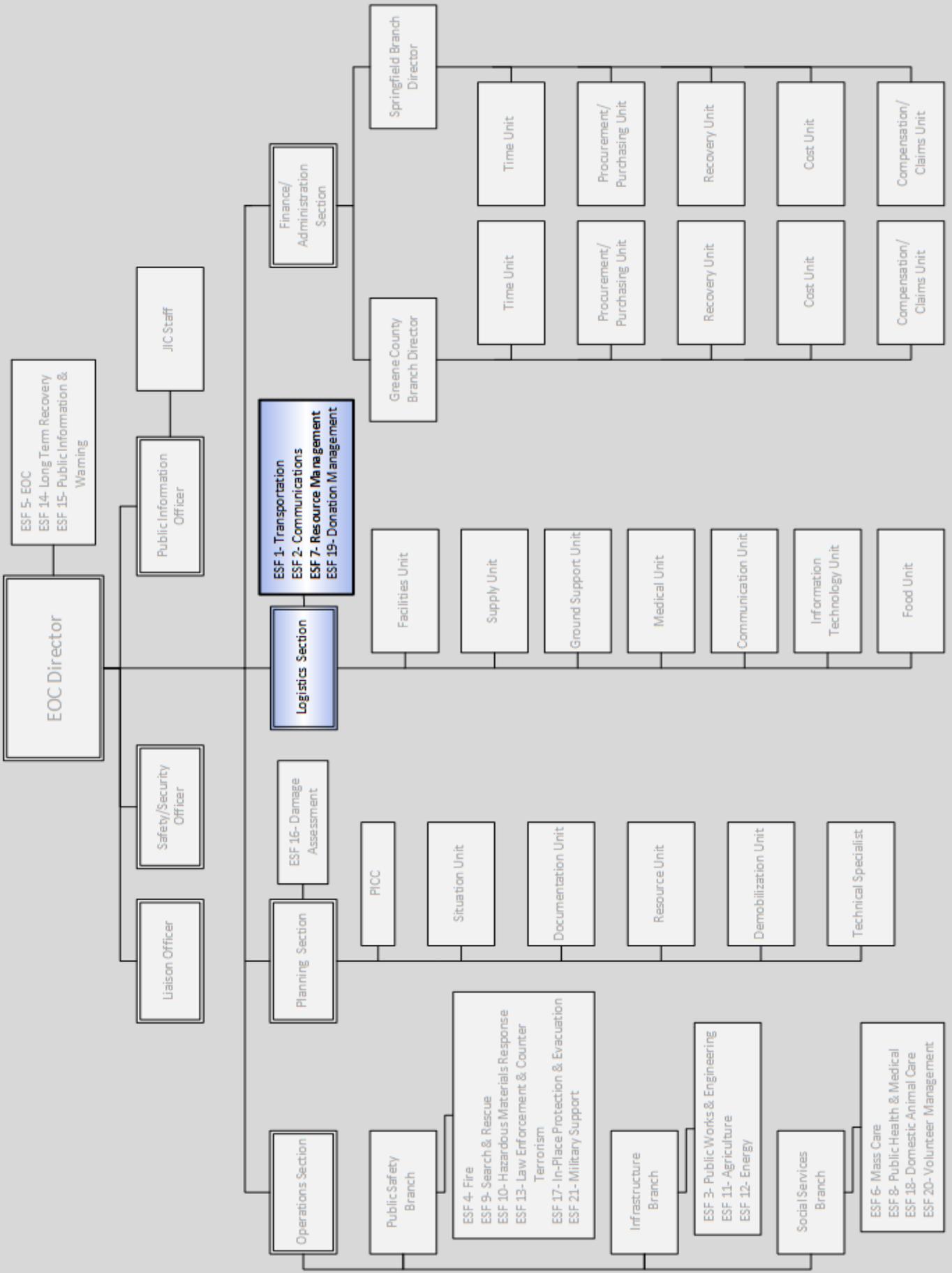
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APPENDIX 1

This is a restricted document

APPENDIX 2 ORGANIZATIONAL CHART



APPENDIX 3

EMERGENCY PURCHASING LOG -- EXAMPLE

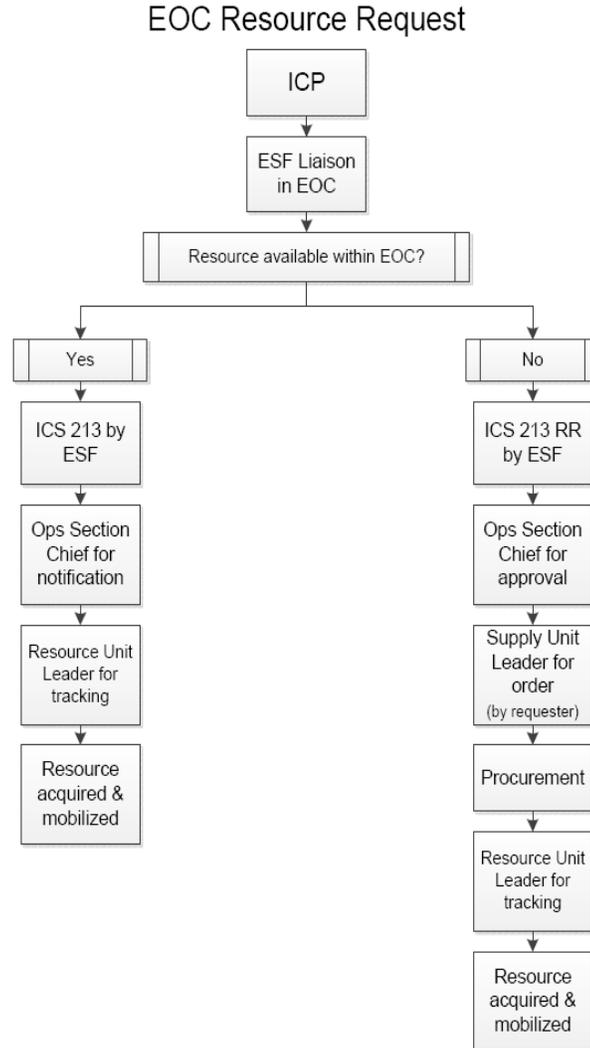
This is an example of a spreadsheet log that can be created to track purchases during an incident. Purchasing logs will be maintained by the Finance Section or City Clerk.

EOC 213 RR Order #	Requestor Name	Item Description	Vendor Name	Purchase Order#	Date
A10001	Rick Hess	Chain saw	Lowe's	EMG-001-EB	01/01/12
A10002	Beth West	Body Bags	Grainger	EMG-002-MD	01/02/12

APPENDIX 4

EOC RESOURCE REQUEST FLOW CHART

(This is an example of how Resource Requests would flow, if all ICS positions were staffed, to assist in the efficiency of resource requesting, procurement, and tracking. The City of Battlefield may not have all positions staffed but could still modify and utilize this flow chart.)



APPENDIX 5

213 Resource Request (RR) Ordering Process

1. The Requestor fills out the 213 RR form (see **Attachment “A”**), completing boxes 1-8.
2. A Section Chief signature is required in box 9.
3. The Requestor submits the 213 RR form to the Supply Unit (Logistics Section Chief).
4. The Supply Unit leader (Logistics Section Chief) will assign a Resource Request number.
5. One copy of the 213 RR form is given to the requestor for record keeping.
6. Logistics Section finds the resource with costs, completing boxes 10-15.
7. If the requested item is offered as a donation, “Donation” is written on the form along with estimated value.
8. Logistics submits the 213 RR to the EOC Finance Section (Battlefield City Clerk or Chief Financial Officer). The EOC Finance Section Chief completes boxes 17-19, makes four (4) copies, keeps one copy, and turns the remaining copies to the Logistics section.
9. There should be four copies distributed as follows:
 - a. Documentation
 - b. Finance
 - c. Requestor
 - d. Logistics

APPENDIX 6

BATTLEFIELD RESOURCE LIST

<u>Vendor</u>	<u>Service</u>	<u>Phone</u>
Ad Tech Signs and Lighting	Boom Trucks	882-6390
All About Trees	Trucks, wood chippers, chainsaws	863-6214
Burk Erectors	Trucks, crane	848-6220
CB Erectors	Truck, crane	861-5766
Morrow Machine Digging	Dump truck, backhoe	881-2552
Integrity Towing	Flat bed tow truck	425-8665

APPENDIX 7

REGION "D" MUTUAL AID AGREEMENTS

As of June 5, 2014

Barry County (4)

- Barry County Health Dept.
- City of Cassville
- City of Monett 911 Communications
- Central Crossing Fire Protection District

Barton County (17)

- Barton County
- Barton County OEM
- Barton County Ambulance Dist.
- Barton County Health Dept.
- Barton County Memorial Hospital
- Barton County Senior Center
- Consolidated Public Water Supply Dist. #1 of Barton, Dade, Cedar & Jasper Counties
- S. Barton County Sheriff's Office
- City of Lamar
- City of Mindenmines
- City of Mindenmines Fire Dept.
- City of Golden City (VFD/AMB/EM)
- Golden City R-III
- City of Liberal
- Liberal Rural Fire Dept.
- Liberal R-II School Dist
- Lamar R-1 School Dist.

Cedar County (1)

- City of Eldorado Springs, Mo.

Christian County (4)

- Nixa Fire Protection District
- Ozark Fire Protection District
- Christian County Government
- Nixa-Fremont Hills Mo

Dade County (1)

- Dade County Emergency Operation Plan

Dallas County (2)

- Dallas County
- City of Buffalo

Greene County (4)

- Greene County
- City of Springfield
- City of Willard
- City of Ash Grove
- City of Strafford

APPENDIX 6

REGION "D" MUTUAL AID AGREEMENTS (cont)

Hickory County

Jasper County (1)

- City of Webb City

Lawrence County (2)

- City of Aurora
- Lawrence County Health Dept.

McDonald County (2)

- McDonald County Health Dept.
- McDonald County EMA

Newton County

Polk County (2)

- Polk County
- City of Bolivar

St. Clair County (1)

- St. Clair County

Stone County (3)

- Stone County Emergency Services
- Central Crossing Fire Protection District, Shell Knob
- City of Kimberling City

Taney County (2)

- City of Hollister
- Taney County Health Department

Vernon County (2)

- Vernon County
- Richards Rural Fire Dept

Webster County (5)

- Webster County Health Dept.
- Elkland Fire Protection District
- City of Seymour Fire Department
- Webster County Commission
- Webster County Sheriff's Office

Springfield Missouri National Guard

APPENDIX 7

FINANCE MANAGEMENT

Purpose

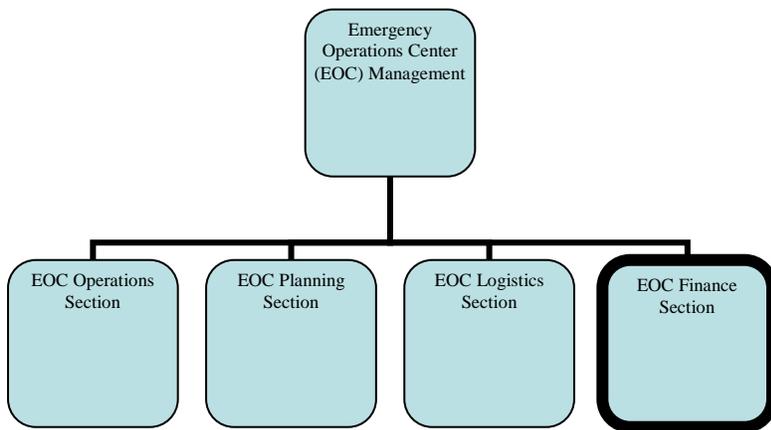
The Finance Section (City Clerk or Chief Financial Officer) is responsible for all finance, emergency funding and cost accountability functions for EOC operations and for supervising branch functions providing financial and contracting services for emergency or disaster operations. Some key responsibilities include:

- a. Financial expenditure and funding briefings.
- b. Interagency financial coordination.
- c. Finance and contract fact-finding.
- d. Fiscal and emergency finance estimating.
- e. Operating procedure development and financial planning.
- f. Labor expense and accounting.
- g. Cost analysis, cost accounting and financial auditing.
- h. Disbursement and receivables management.
- i. Necessary funding transfers.
- j. Special drafts, exchanges and lending controls.
- k. Payroll administration.

Structure

The Finance Section will resemble the principles outlined by the National Incident Management System (NIMS), with specific application to the unique structure of the Battlefield Emergency Management Agency

The EOC Finance Section will work under the EOC Management.



Roles/Responsibilities (If the City of Battlefield is able to staff all positions. If unable to staff these positions, the responsibility would fall to the City Clerk or Chief Financial Officer)

EOC Finance Section Chief:

- a. The EOC Finance Section Chief is responsible for supporting all financial and cost analysis aspects of the response incident. He/she will report to EOC Management and actively participate in all necessary planning components. Any requests from the EOC for information or purchases will be submitted through the EOC Finance Chief.
- b. The Chief will serve as the lead coordinator while the EOC is activated. When the EOC returns to normal operations, the City Clerk or Chief Financial Clerk will work directly with FEMA for Presidential Declared Disasters on all costs and reimbursement processes that occurred in response and may occur during recovery.
- c. This position will be filled by the Battlefield City Clerk or Chief Financial Clerk.

Time Unit Leaders

The Time Unit Leader is responsible for coordinating and compiling employee time records from each department, including temporary hires, and preparing time related documents. The Unit Leader is responsible for maintaining equipment time records. The Unit Leader also administers financial matters arising from serious injuries and deaths which occur in conjunction with the incident operations.

Procurement/Purchasing Unit Leaders

The Procurement/Purchasing Unit Leader is responsible for administering all financial matters pertaining to vendor contracts.

Grants Management Unit Leaders

The Grants Management Unit Leaders is responsible for the overall management and direction of all requests for, applications and cost tracking in support of grants or costs reimbursement for the event. This includes working with FEMA on cost reimbursement, mitigation funding, and recovery funding.

Cost Unit Leaders

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analysis of incident operations, providing cost estimates and cost saving recommendations.

Documentation Requirements

General

- a. During EOC activations, all financial matters related to the ongoing disaster will be coordinated through the EOC Finance Section.
- b. Finance Personnel will coordinate all necessary documentation and data collection for internal finance tracking, use on any reimbursement opportunities, and disaster archives.
- c. Two primary types of reimbursement are required, including personnel tracking and equipment tracking.
- d. The appointed Time Unit Leaders will work to acquire the necessary data throughout the event, coordinating with their respected liaisons for agencies involved in the disaster.
- e. The City of Battlefield will utilize the most current FEMA cost codes available on the Internet.

Personnel Records

- a. For the City of Battlefield, a minimum amount of information is required for employees and volunteers directly involved in the disaster event.
- b. All personnel time records submitted to the finance section must include:
 - Total hours worked per week
 - Total hours dedicated to the incident per week

Equipment Records

- a. For the City of Battlefield, a minimum amount of information is required for equipment directly involved in the disaster event.
- b. All equipment usage records submitted to the Finance Section must include:
 - Total hours in use or total mileage dedicated to disaster event
 - Where the equipment was used by address or cross streets
 - Exact piece of equipment used for disaster work, labeled by jurisdictional code or make/model of equipment
 - Employee who used the piece of equipment during disaster work

Attachment "A"
Greene County Disaster Work Form

Disaster Work Form

Date: _____

Location 1: _____	Time: _____
Description of Work	
Location 2: _____	Time: _____
Description of Work	
Location 3: _____	Time: _____
Description of Work	
Location 4: _____	Time: _____
Description of Work	
Location 5: _____	Time: _____
Description of Work	
Location 6: _____	Time: _____
Description of Work	
Location 7: _____	Time: _____
Description of Work	
Location 8: _____	Time: _____
Description of Work	

Materials	Type	Quantity

Equipment	Unit Number	Description

Personnel	Name	Employee Number

Notes: _____

Supervisor's Name: _____
 Supervisor's Signature: _____

APPENDIX 8

Local Jurisdiction RESOURCE REQUEST

For Use By Local Jurisdictions ONLY

Date: _____

Time: _____

Category of Request: (Select ONLY one category per request.)

Air Mission	Communications	Cots/Blankets	Debris Clearance	Fire	Food
Fuel	Generators	Ground Transportation	HazMat	Heavy Equip	Medical
MoNG	Pet Issues	Pumps	Sand Bags	Security	Shelters
Staff (IST, LEOC, etc)	Tarps	Volunteers	Water/Ice		Other

Requestor's Contact Information: (Provide as much information as possible.)

County:	Jurisdiction:
Name:	Title:
Phone:	Cell:
Email:	Fax #:

Request/Mission Information: (Be as specific and detailed as possible.)

Local Request Number: _____

SEOC Request Number: _____

Mission: (How will the requested resource be used and what problem will it solve? Be specific.)	
Item (quantity/size): (What do you need, how many, etc?)	
Delivery Location: (Street address, intersection, building name, etc.)	
Point Of Contact: (If different from above.)	
Name:	Title:
Phone/Cell Number:	

*****IMPORTANT:** Requests for different categories of resources **MUST** be submitted on separate Resource Request Forms. (i.e. a request for food and water would be submitted on two separate request forms.) Resource Requests **MUST** be legible and include **ALL** required information in order to be processed as quickly as possible.***

SEMA FAX #: (573) 634-7966