TERM OF COMMISSION:April Session of the April Adjourned TermPLACE OF MEETING:Roger B. Wilson Boone County Government Center<br/>ChambersPRESENT WERE:Presiding Commissioner Dan Atwill<br/>District I Commissioner Fred Parry<br/>District II Commissioner Janet Thompson<br/>Director Community Services Kelly Wallis<br/>Director Joint Communications Chad Martin<br/>Deputy Director Emergency Mgmt Operations Tom Hurley<br/>GIS Manager Nathan Mattox<br/>Deputy County Clerk Michelle Thompson

The meeting was called to order at 9:31 a.m.

#### Proclamation

## 1. Proclamation Recognizing April 14-20, 2019 as National Emergency Telecommunicators Week

Commissioner Atwill read the following proclamation:

*Whereas*, emergencies requiring the services of law enforcement, fire protection and/or emergency medical professionals can occur at any time anywhere; and

*Whereas*, Emergency Telecommunicators are the first and most critical contact for individuals who need emergency services; and

*Whereas*, the safety of our law enforcement, fire protection and emergency medical professionals depends upon the quality and accuracy of information obtained and related by Emergency Telecommunicators; and

*Whereas*, the quality of public safety and emergency response in Boone County depends upon the prompt response of emergency response personnel; and

Whereas, Public Safety Telecommunicators are the single vital link for our police officers and firefighters by monitoring their activities by radio, providing them information and insuring their safety; and

*Whereas*, Emergency Telecommunicators have contributed substantially to the apprehension of criminals, suppression of fires and treatment of patients; and

*Whereas*, each Emergency Telecommunicator has exhibited compassion, understanding and professionalism during the performance of their job in the past year.

*Therefore*, in honor of the men and women whose diligence, professionalism and sense of duty help to keep the citizens of and visitors to Boone County safe, the Boone County Commission recognizes the week of April 14 through April 20, 2019 as National Emergency Telecommunicators Week. On behalf of the citizens of Boone County, the Commission shares its sincere appreciation to the dedicated staff of Joint Communications and recognizes Tuesday, April 16, 2019 as Boone County Emergency Telecommunicator Day.

Commissioner Parry moved now on this day, the County Commission of the County of Boone does hereby recognize April 14 through April 20, 2019 as National Emergency Telecommunicators Week and does hereby proclaim Tuesday, April 16, 2019 as Boone County Emergency Telecommunicator Day.

Commissioner Thompson seconded the motion.

The motion carried 3 to 0. Order #161-2019

Chad Martin thanked the Commission for their acknowledgment of Telecommunicator Week. This week the efforts that are made by the Joint Communications employees are highlighted and it is celebrated with all the other telecommunicators across the United States. There will be various themed board game days throughout the week. Today also marks the day Joint Communications will give its 2018 annual report, which is a huge step in the direction of Joint Communications being under the County.

Commissioner Atwill said the Commission is proud of all their hard work. It has been an interesting experience to watch as the department became a part of Boone County and as it continues to grow.

#### Assessor

2. First & Second Reading; Budget Revision: Transfer funds to complete the expanded storage for ARC SDE server

Nathan Mattox said the ARC SDE server is the main storage for the County's imagery base. All of the imagery that is taken from flight is stored. After assessing for the new flight, it was realized there would not be enough space. So, an expansion will be needed and, in order to do that, a request to transfer funds is needed.

Commissioner Atwill asked if there was room in the server room for another server.

Mattox said yes.

There were no more comments or questions from the Commission.

Commissioner Thompson moved now on this day, the County Commission of the County of

Boone does hereby approve the following budget revision from the Boone County Assessor's Office to move funds from Outside Services (71100) to Replacement Computer Hardware (92301) to cover the costs to complete the expanded storage for ARC SDE server.

Departmen t	Accoun t	Department Name	Account Name	Decrease \$	Increase \$
2010	71100	Assessment	Outside Services	14,000	
2010	92301	Assessment	Replc Computer HDWR		14,000
			·····		
			· · · · · · · · · · · · · · · · · · ·	14,000	14,000

Commissioner Parry seconded the motion.

The motion carried 3 to 0. Order #162-2019

Commissioner Thompson said this will help make some of the things the Bicentennial Committee wanted to do possible. Mr. Schauwecker has agreed to create separate layers so that citizens of Boone County can see what things looked like at earlier times here.

#### **Community Services**

3. First & Second Reading; Grant Acceptance: National Association of Counties Research Foundation

Kelly Wallis explained Boone County was the recipient of a Pritzker Grant in 2018 in the amount of \$25,000 to focus on prenatal to 3 years of age. Through that grant, Boone County Brilliant Beginnings was initiated. Pritzker has decided to continue its award into 2019 and

awarded an additional \$11,000. This order will authorize Commissioner Thompson to sign the County's Continued Interest Letter to receive those funds.

There were no comments or questions from the Commission.

Commissioner Parry moved now on this day, the County Commission of the County of Boone does hereby approve the National Association of Counties Research Foundation's award of the Pritzker Children's Impact Network Grant to the Cradle to Career Alliance.

It is further ordered Commissioner Janet Thompson is hereby authorized to sign the attached Subgrant Letter of Continued Interest.

Commissioner Thompson seconded the motion.

The motion carried 3 to 0. Order #163-2019

#### **Joint Communications**

#### 4. 2018 Annual Report

Chad Martin presented the Commission with the Joint Communications 2018 Annual Report. The report is included at the end of these minutes.

#### **Emergency Management Operations**

5. 2018 Annual Report

Tom Hurley presented the Commission with the Emergency Management Operations 2018 Annual Report. The report is included at the end of these minutes.

6. First Reading, Grant Applications: State Homeland Security Program

Hurley explained Emergency Management Operations is putting in three separate applications for the same grant from the Regional Homeland Security and Oversight Committee. The first one is for generator load testing. The second one is for generator accessories. The third one is for two large diesel water/trash pumps. These are all 100 percent funded at no cost to the County.

There were no comments or questions from the Commission.

Commissioner Atwill stated this is a first reading and requested the Deputy County Clerk to schedule this item for a second reading at the next available commission meeting with appropriate order for approval.

#### Purchasing

7. Second Reading; Cooperative Contract: 031715-TKN – Teknion Office Furniture (1<sup>st</sup> read 4-11-19)

Commissioner Parry moved now on this day, the County Commission of the County of Boone does hereby approve the utilization of Sourcewell Contract 031715-TKN – Teknion Office Furniture with Inside the Lines of Columbia, Missouri.

The terms of the cooperative contract are stipulated in the attached Purchase Agreement. It is further ordered the Presiding Commissioner is hereby authorized to sign said Purchase Agreement.

Commissioner Thompson seconded the motion.

The motion carried 3 to 0. Order #164-2019

8 Second Reading; Contract Amendment One: 031715-KII-KI – Office Furniture (1st

#### read 4-11-19)

Commissioner Thompson moved now on this day, the County Commission of the County of Boone does hereby approve the attached Contract Amendment Number One to 031715-KII – KI-Office Furniture.

The terms of the amendment are stipulated in the attached Amendment. It is further ordered the Presiding Commissioner is hereby authorized to sign said Contract Amendment Number One.

Commissioner Parry seconded the motion.

The motion carried 3 to 0. Order #165-2019

## Second Reading; Contract Amendment One: P15-150-DT – National Office Furniture (1<sup>st</sup> read 4-11-19)

Commissioner Parry moved now on this day, the County Commission of the County of Boone does hereby approve the attached Contract Amendment Number One to P15-150-DT – National Office Furniture.

The terms of the amendment are stipulated in the attached Amendment. It is further ordered the Presiding Commissioner is hereby authorized to sign said Contract Amendment Number One.

Commissioner Thompson seconded the motion.

The motion carried 3 to 0. Order #166-2019

10. Second Reading; Contract Amendment One: AEPA-017-B - Copier with

#### Maintenance for the Boone County Sheriff (1<sup>st</sup> read 4-11-19)

Commissioner Thompson moved now on this day, the County Commission of the County of Boone does hereby approve the attached Contract Amendment Number One to AEPA-07-B – Copier with Maintenance for the Boone County Sheriff.

The terms of the amendment are stipulated in the attached Amendment. It is further ordered the Presiding Commissioner is hereby authorized to sign said Contract Amendment Number One.

Commissioner Parry seconded the motion.

The motion carried 3 to 0. Order #167-2019

### Sheriff's Department

11. Public Hearing & Second Reading; Budget Amendment: Cover Training Costs (1<sup>st</sup> read 4-4-19)

Commissioner Atwill opened the public hearing.

There was no one present from the public to speak on this item.

Commissioner Atwill closed the public hearing.

Commissioner Parry moved now on this day, the County Commission of the County of Boone does hereby acknowledge the following budget amendment from the Sheriff's Department to add funds to cover training costs that exceeded budget expectations for 2018.

Departmen t	Account	Department Name	Account Name	Decrease \$	Increas e \$
2510	37210	Sheriff Training	Training/Schools		1,400
					1,400

Commissioner Thompson seconded the motion.

The motion carried 3 to 0. Order #168-2019

#### Commission

12. Public Comment

None

13. Commission Reports

None

The meeting adjourned at 10:06 a.m.

Attest:

Ven<u>nen</u>

Brianna L. Lennon Clerk of the County Commission

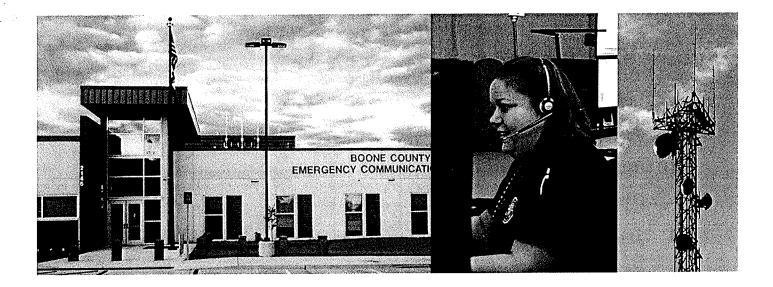
Daniel K. Atwill Presiding Commissioner

ar Fred J. Parry

District I Commissioner

Queda

Janet M. Thompson District II Commissioner



# 2018 Annual Report

**Boone County Joint Communications** 



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## Letter from the Director

On behalf of the team at Boone County Joint Communications (BCJC), I am pleased to present our 2018 annual report. BCJC is the 9-1-1 Public Safety Answering Point (PSAP) and dispatch center for police, sheriff, fire, and emergency medical services for the residents and visitors of Boone County, Missouri. We are the vital link between the citizens we serve and our public safety partners.

As the "first" first responders, BCJC strives to provide prompt, courteous, and professional service for all our customers. Through our actions, we help save lives, protect property, and assist the public in their time of need. We have been "the calm voice in the dark" for citizens and responders since 1977. Through public support of a dedicated sales tax we continue to elevate the level of service to those who live in and travel through Boone County and we continue to support the operations of the municipalities where our residents live and work.

Our services are provided from a state-of-the-art Emergency Communications Center (ECC) located in northern Columbia, as well as radio towers throughout Boone and surrounding counties. Our dedicated funding and in-house Information Technology support has allowed us to achieve enhanced reliability through system redundancy at the ECC, at an offsite backup, and at a neighboring PSAP.

BCJC is recognized by the International Academies of Emergency Dispatch as an Accredited Center of Excellence in emergency police, fire, and medical dispatch. This was achieved by consistently meeting exacting industry standards and applying best practices for processing thousands of emergency and non-emergency calls for service each year.

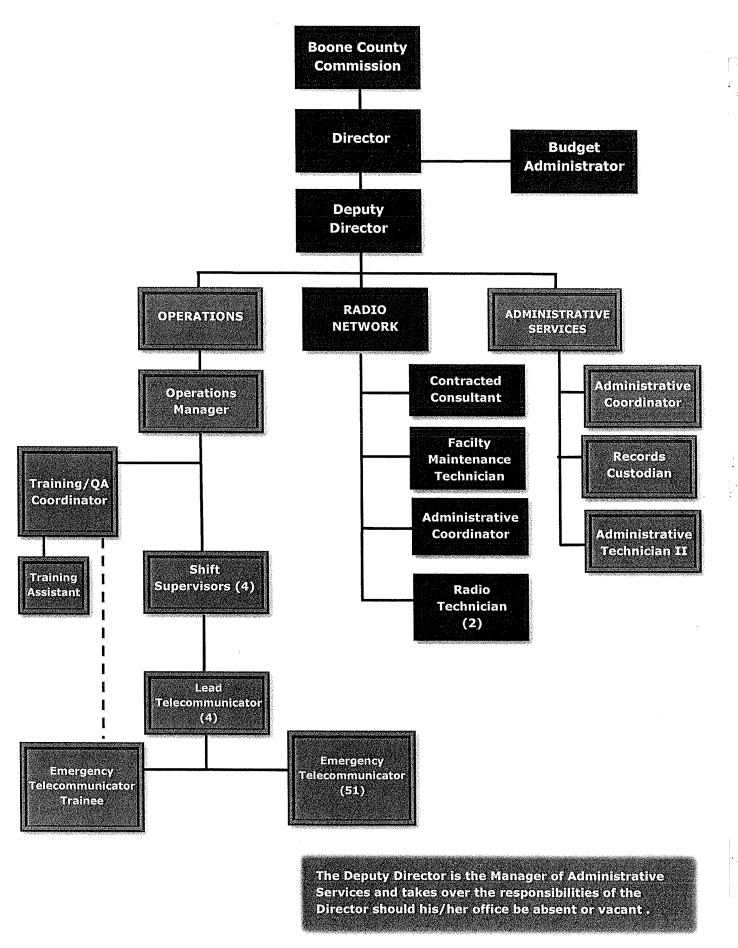
Our in-house training program readies each new Emergency Telecommunicator for the challenges ahead as they embark on their career in 9-1-1 call taking and dispatching. With the skills received during training and continuing education, our Emergency Telecommunicators are some of the best trained in their profession. Callers receive exceptional service along with lifesaving instructions on what may be the worst day of their lives.

2018 marked the first full calendar year Boone County Joint Communications operated in the new ECC building. BCJC continues to grow and evolve, moving forward with changes in technology and industry trends. One of the largest challenges in 2018 related to recruiting and hiring of Emergency Telecommunicators. Using multiple media pathways, we launched a successful recruiting campaign to fill our vacant positions.

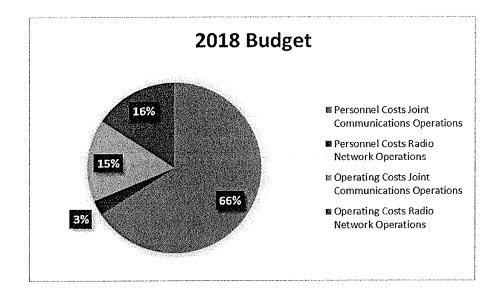
Together as a team, everyone at Boone County Joint Communications faces the urgent challenges head-on to ensure Boone County has modern resources and well-trained staff for emergency communications and dispatching. Our employees take pride in serving Boone County and represent the department well through their daily call handling, training new employees, community outreach and 9-1-1 public education. We look forward to the challenges ahead in 2019 as we continue to expand our services to the community.

Sincerely,

Chad Martin Director



## 2018 Budget



**Personnel Costs** 

Joint Communications Operations	\$	3,270,948		
Radio Network Operations	\$	142,579		
Operating Costs				
Joint Communications Operations	\$	770,740		
Radio Network Operations	\$	781,190		
Total 2018 Personnel & Operating Budgets		4,965,457		

Personnel costs reflect the service nature of BCJC's primary function: emergency call taking and dispatching. Staffing the 9-1-1 operations center with skilled Emergency Telecommunicators appropriately represents the bulk of the BCJC budget.

It should be noted that 911-related technology is not included in the BCJC budget, as these costs are under the oversight of the Boone County Information Technology department.

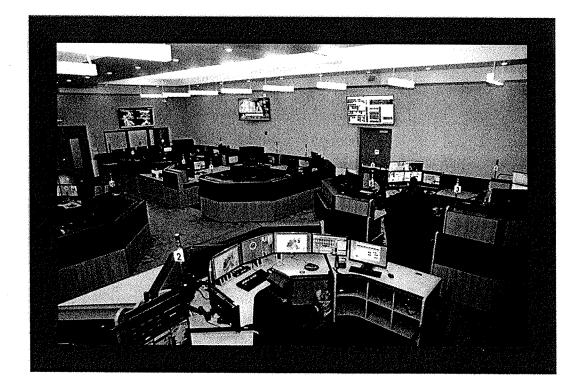
Radio Network Operations is tracked as its own cost center since it represents a significant portion of ongoing operating costs.

In addition to the budget above for ongoing costs, \$2,430,984 was set aside in the 2018 budget for Radio Network Improvements, covering costs of planned projects such as addition of radio channels and establishing new radio tower locations to improve coverage in under-served geographic areas. The Radio Network Improvements budget appropriations are planned to fund multi-year projects.

## **911 Dispatch Operations**

BCJC Dispatch Operations is dedicated to serving as the vital link between the community and our public safety partners. BCJC's motto is *Vox in Tenebris*, which means "the voice in the dark" and although we aren't out in the field putting out fires, arresting criminals, and bandaging wounds, we are the caller's first contact with the emergency response system which plays a key role in the process.

BCJC receives 9-1-1, alarm, and non-emergency calls for all of Boone County and dispatches those calls to the appropriate agencies. Emergency Telecommunicators manage the calls from start to finish and coordinate with multiple agencies and resources on behalf of responders.



# **Recruiting and Hiring**

The Emergency Telecommunicator (ETC) is the heart and soul of the 9-1-1 Operations Center. BCJC is proud have some of the most highly-

trained ETCs in the industry. Our Emergency Telecommunicators are dedicated, skilled professionals, serving the public and supporting front-line first responders.

As of December 31, 2018, BCJC employed 45 staff in the 9-1-1 Operations Center, including 4 Shift Supervisors, 4 Lead ETCs, 21 fully trained ETCs and 16 ETC Trainees. The 9-1-1 Operations Center is supported by 9 administrative staff and 3 radio system technicians.



The Operations Room

Staffing the 9-1-1 Operations Center begins with the recruitment process. In 2018 BCJC participated in 13 Career Fairs at local colleges, high schools, and community centers.



Randolph County Career Fair



The Hartsburg Pumpkin Festival

Recruitment efforts included a Public Safety Hiring Fair hosted in partnership with BCJC, the Boone County Sheriff's Department, the

Office of Emergency Management, Boone County Fire Protection District, and Southern Boone Fire Protection District.

The event brought county-wide public safety agencies together for an opportunity to recruit candidates. Over 96 individuals filled the Boone County Sheriff's Department annex to learn about new career opportunities.



Public Safety Hiring Fair

In 2018, about 24% of applicants for the ETC Trainee position passed initial screening and a computer-based skills test, and were invited to a panel interview. Of those, about 33% decided not to move forward in the process, 19% accepted job offers, and 24% were still in process as of year end.

Training facilities in the new Emergency Communications Center made it possible to accommodate 22 ETC Trainees that were hired in 2018. Full staffing was accomplished on July 30, 2018. Because there is a high attrition rate during the training period, positions continued to be vacated and filled for the remainder of 2018.



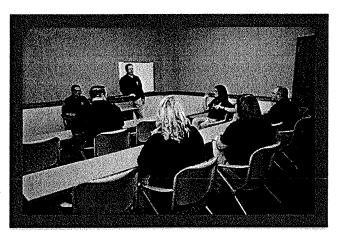
# Training

The Boone County Joint Communications training division is responsible for training programs that not only develop newly hired staff, but also support the continuing education of existing staff.

## **Emergency Telecommunicator Trainees**

New Emergency Telecommunicator training consists of three phases: certification, classroom, and the on-the-job training (OJT).

In the certification phase the trainee learns basic skills of an emergency telecommunicator according to the training standards set forth by the Missouri 911 Training and Standards Act (RsMO 650.340), and qualifies for certification from the International Academies of Emergency Dispatch (IAED) as an Emergency Telecommunicator. The trainee also



Classroom in Emergency Communication Center

receives certification from the American Heart Association in Cardiopulmonary Resuscitation (CPR). This is then followed by certification as an Advanced Emergency Medical Dispatcher (EMD), Emergency Fire Dispatcher (EFD) and Emergency Police Dispatcher (EPD) from IAED. The certification phase takes approximately three weeks to complete.

The classroom phase provides trainees with in-depth training on phone answering skills, mapping and geography, computer-aided dispatch (CAD), dispatch policy and procedures. This phase also includes simulation lab training in which trainees perform advanced call taking and dispatch scenarios in a controlled environment. The classroom phase lasts approximately six weeks.

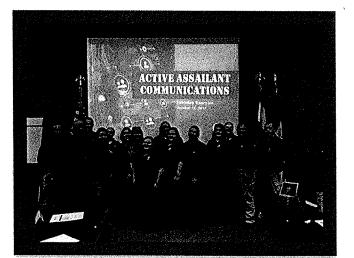
For on-the-job training, the trainee is paired with a Communications Training Officer (CTO) and assigned to a shift. Under the supervision of the CTO, the trainee answers live 9-1-1 calls and non-emergency calls for service. The trainee will also work with the CTO in mastering all aspects of dispatching law enforcement, fire, and ambulance units in Boone County. This phase lasts approximately 16-20 weeks.

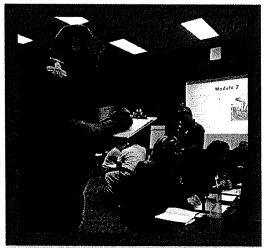
## **Continuing Dispatch Education**

Continuing education is conducted regularly for all staff members. In 2018, the Emergency Telecommunicator staff completed approximately 100 hours per employee. These training resources include:

- IAED continuing dispatch education training opportunities
- Association of Public-Safety Communications Officials (APCO) training opportunities
- Dispatch wellness training provided by Public Safety Training Consultants
- Communications Training Officer certification
- Management and supervision training conducted by several agencies

The classroom in the new Emergency Communications Center makes it possible to host regular training classes, allowing more of our ETCs to participate with minimal disruption to scheduling. These hosted courses are often open to ETCs from other dispatch centers, giving them an opportunity to gain skills to better serve their own communities.



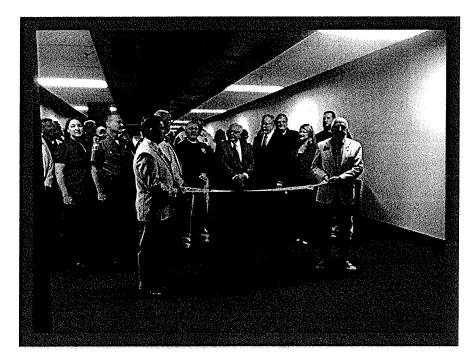


# **BCJC Partnership with MACC**

BCJC has partnered with Moberly Area Community College (MACC) Workforce Development Center to provide the International Academies of Emergency Dispatch (IAED) Emergency Telecommunicator (ETC) certification course. This partnership reaches members of the community to increase awareness of career opportunities in emergency dispatch.

The 10-week course teaches job skills such as emergency telecommunication technology, interpersonal communication, legal issues, job stress factors, and other related topics. BCJC employees who are IAEDcertified instructors lead students through the classroom curriculum. An extensive simulation lab allows the students to practice in a controlled environment. Students then participate in clinical observation in BCJC alongside working Emergency Telecommunicators. This combination of instruction and experience gives the students the unique chance to see emergency telecommunications through the eyes of working and experienced ETCs.

Students who pass the final exam receive certification as an Emergency Telecommunicator from IAED. This certification meets the standards set forth by the state 911 Training and Standards Act, allowing graduates to work at any 9-1-1 center in Missouri.



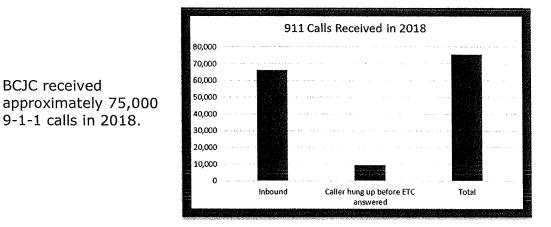
Ribbon Cutting at MACC

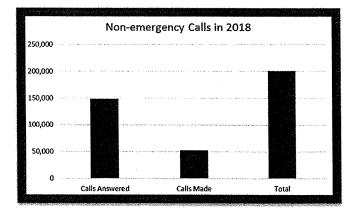
# **Phone System**

**BCJC** received

BCJC's call processing equipment is used to handle all 9-1-1, alarm line, and non-emergency calls received by the Operations Center. The system allows for Enhanced 9-1-1 services, provides integrated automatic call distribution, and is Next Generation 9-1-1 compliant.

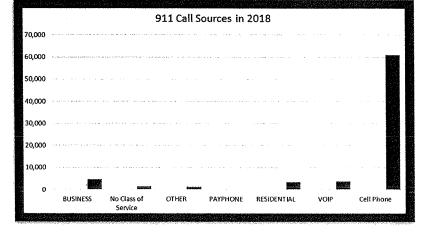
BCJC emergency telecommunicators handle both 9-1-1 calls and nonemergency calls and often must prioritize their call answering based upon call volume.



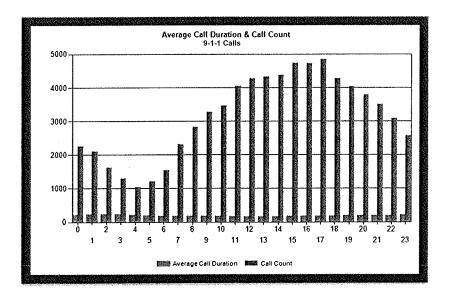


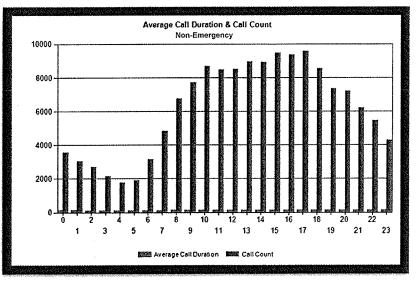
BCJC had approximately 200,000 non-emergency calls in 2018.

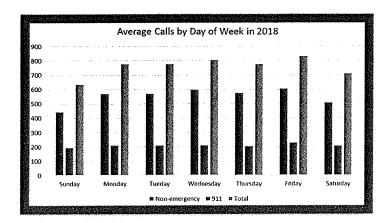
Most of the 9-1-1 calls in 2018 were from cell phones.



The busiest time of day for 9-1-1 and non-emergency calls in 2018 was between 5:00 p.m. and 6:00 p.m. The average length of a 9-1-1 call in 2018 was about 3 minutes and 7 seconds and the average length of a non-emergency call was about 2 minutes and 28 seconds as illustrated below.







The busiest day for call volume in 2018 was Friday. The least busy day was Sunday.

## **Radio Console System**

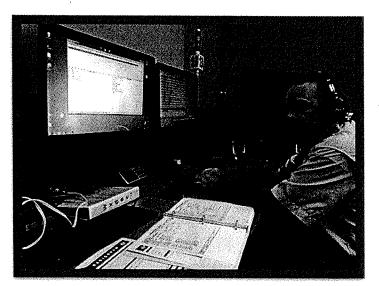
BCJC utilizes an IP-based multi-channel radio console system that allows ETCs to communicate with field personnel and serves as a backup notification solution for fire and ambulance station alerting. The system is scalable based on evolving agency needs and can be flexibly re-configured in-house to accommodate a variety of radio technologies.

# Boone County Amateur Radio Emergency Services (BCARES)

BCARES is a group of trained amateur radio operators that provides emergency communications support to BCJC in the event of a natural disaster, weather event, or other emergency communications need. BCARES operates five radios within the 9-1-1 Operations Center that can help provide communications capability should other resources fail.

In November, BCARES completed their annual Simulated Emergency Test

(SET) exercise. One of the goals was to test amateur radio communication reliability and capability at 18 different geographic points throughout Boone County. The test was an overall success and communications was established with message traffic passed from all areas of the county.



## **Radio Network Support Unit**

Boone County Joint Communications has a Radio Network Support Unit that is charged with the planning, installation, and maintenance of the radio communications system. The unit is comprised of two full-time Radio Technicians and a radio site Facility Maintenance Tech who report to the Deputy Director.

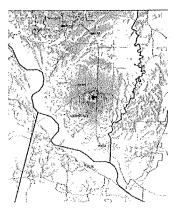


Working with the County's Radio Consultant, the Support Unit is responsible for all facets of the radio communication system that serves the public safety providers in Boone County. Overall, the system consists of the main dispatch facility at the Emergency Communications Center, a backup facility in downtown Columbia plus twenty-two tower sites located throughout Boone County.

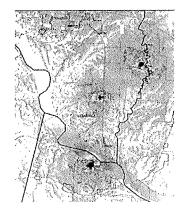
### System Planning

System Planning is an ongoing process to foster adoption of improved technical standards and upgrade system components. For 2018, system planning included the following projects:

- Benchmarked coverage issues in southern County service areas and began development of new sites to improve operations in that area.
- Identified worsening interference issues and developed a plan to mitigate these problems by moving select operations to a newly licensed group of five radio channels.



Coverage Map Current

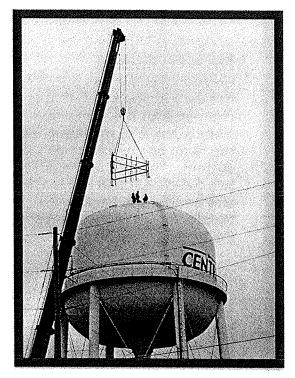


Coverage Map After Planned Construction

## **Site Construction**

Site Construction has allowed the County to meet the growing communication needs of its allied public safety agency partners. The radio system has developed a focused coverage growth plan and a migration path for additional new features.

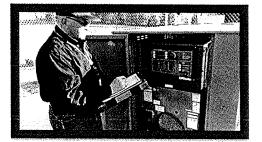
- In 2018, construction work began on one new tower site to serve north County users and to improve site linking back to the Emergency Communication Center. Additional work to improve another existing north County site was started as well.
- In 2018 the Backup Communications Center was fully outfitted for radio communications.



## **Ongoing Maintenance**

Ongoing Maintenance is required to keep the radio network reliable. Technicians visit all of the sites on a regular schedule to verify the proper functioning of equipment, to inspect on-site standby generators, and to ensure safe, stable site conditions. Several site maintenance projects were completed in 2018 that have helped ensure system performance even under extended adverse environmental conditions.





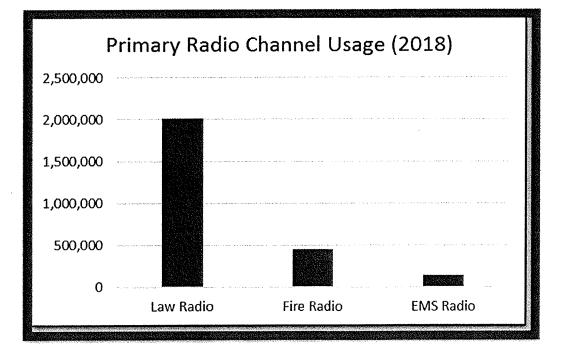
- Individual battery banks serving UPS units at remote sites were upgraded to provide extended runtime for radio equipment.
- Sites without standby power generators were fitted with "shore line" connections to permit connection to mobile generators in the event of an extended power outage.
- Generators were checked and serviced regularly to ensure reliable operation.

## **Emerging Technology**

As emerging technology is introduced to public safety providers, it is carefully evaluated before being adopted for BCJC operations. In 2018, an automated voice dispatching system underwent such a review and was installed and placed in operation principally serving Fire and EMS agencies.

Through the committed efforts of the Radio Network Support Unit, the Boone County Emergency Communications Center saw continued reliable performance from its radio system. Combined use of the system radio channels and network infrastructure by first responders surpassed 2.5 million radio transmissions in 2018 as depicted in the chart below.

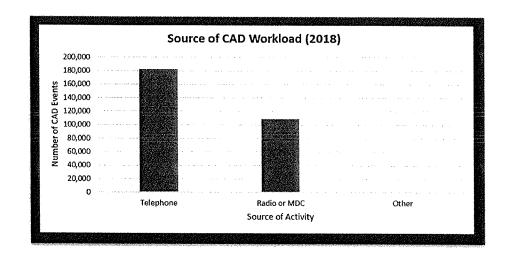




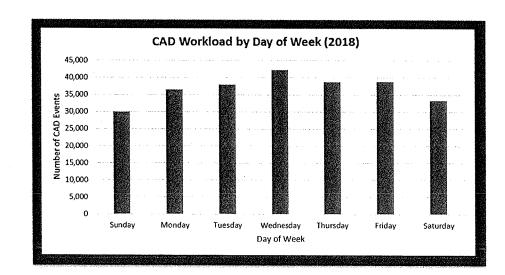
## **Computer-Aided Dispatch**

Boone County Joint Communications (BCJC) utilizes a Computer-Aided Dispatch (CAD) system to process calls for service, dispatch and support first responders in the field. Activity recorded in the CAD system is an indicator of the workload in the 9-1-1 Operations Center. In 2018, there were 291,594 calls for service and user agency-initiated activities (CAD events) recorded in the CAD system.

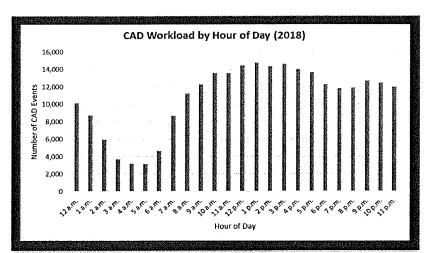
62% of CAD events were reported by telephone and 37% were reported by user agency personnel in the field using the BCJC Radio System or Mobile Data Computers (MDCs).



The CAD system was busiest on Wednesday and least busy on Sunday.

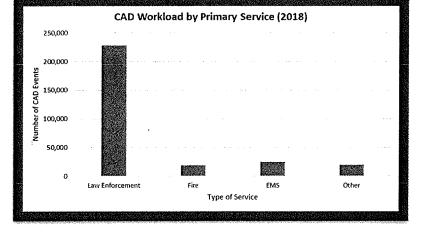


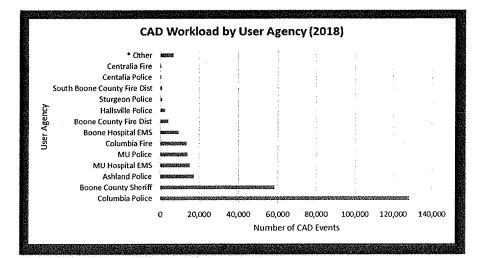
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The busiest time of day for the CAD system was 12 p.m. to 4 p.m. The CAD system was least busy from 3 a.m. to 5 a.m.

Law Enforcement calls for service and field activity generated 84% of the CAD system workload.





Columbia Police Department calls for service and field activity generated 69% of the CAD system workload.

# **Serving a Multilingual Community**

BCJC serves a multilingual community and that sometimes requires the use of a translator during emergency (and non-emergency) call interactions. In 2018, 81 calls required translation assistance; the majority of those calls were for Spanish speakers.

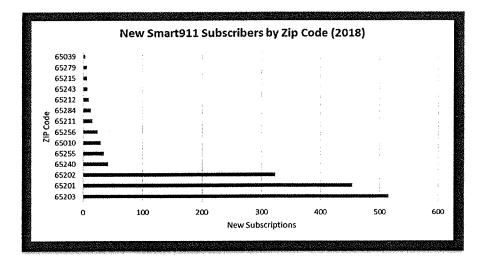
Emergency Telecommunicators access specially trained interpreters with command of over 240 languages. Within moments of receiving a call, telecommunicators connect with interpreters to progress through questions and answers in order to deliver the needed response.

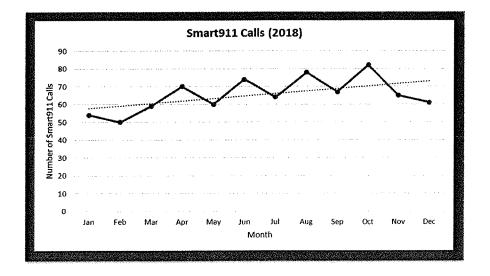
Language	Calls	Minutes	% of Total Calls
Spanish	66	611	81.48%
Bosnian	5	62	6.17%
Mandarin	3	30	3.70%
Arabic	3	15	3.70%
Tigrinya	2	10	2.47%
Swahili	1	9	1.23%
French	1	5	1.23%
Languages: 7	81	742	100.00%

20

# Smart911<sup>™</sup>

BCJC partners with Rave Mobile Safety to provide Smart911, enhancing the community's ability to quickly share quality information with first responders when a subscriber of the service calls 9-1-1. In 2018, BCJC processed 784 Smart911 calls, and the total number of subscriptions to the service saw a 35% increase.





# Accreditation

In October, BCJC achieved reaccreditation from the International Academies of Emergency Dispatch (IAED) as an Accredited Center of Excellence (ACE) in Emergency Police Dispatch. Because BCJC is also an ACE in Emergency Fire Dispatch and Emergency Medical Dispatch, BCJC was again honored to be recognized by the IAED as one of only eight triaccredited centers in the world.

The IAED is a nonprofit standard-setting organization promoting safe and effective emergency dispatch services worldwide. Comprising three allied Academies for police, fire and medical dispatching,



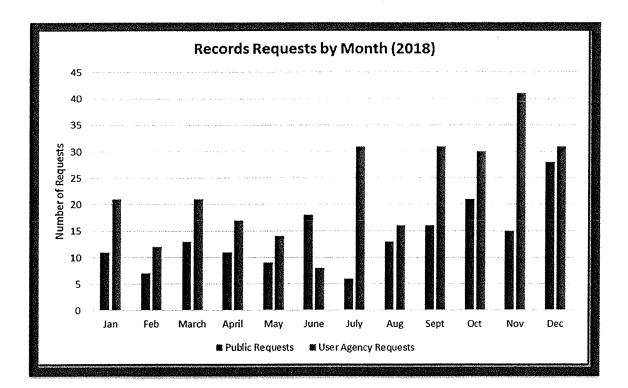
the IAED supports first responder-related research, unified protocol application, legislation for emergency call center regulation, and also strengthens the emergency dispatch community through education, certification and accreditation.

Accreditation by the IAED is voluntary and involves completing a detailed self-study based on a total quality management process that demonstrates superior performance in training, quality improvement, oversight, and compliance. It is a proven way to maximize the accuracy, effectiveness and efficiency of emergency call systems and improve the quality of public safety service that ensures the highest standard of care and practice available.

IAED accreditation is valid for three years and in order to achieve reaccreditation, a dispatch center must meet or exceed the same standards required in the initial accreditation process. Because ACE dispatch centers abide by IAED standards and have fulfilled these stringent requirements, citizens calling an ACE dispatch center can have peace of mind knowing their needs will always be appropriately addressed and that they will always receive the help they need.

# **Records Requests**

The Boone County Joint Communications Records Custodian is responsible for timely response to all departmental records requests. In 2018, the BCJC Records Custodian processed 441 records requests. 38% (168) of the requests came from the public and 62% (273) of the requests came from BCJC user agencies or affiliated user agencies.



# National Center for Missing & Exploited Children® (NCMEC)

In April BCJC was honored to be recognized as a National Center for Missing & Exploited Children® Missing Kids Readiness Program (MKRP) partner.

MKRP promotes best practices for responding to calls of missing, abducted and sexually exploited children. BCJC is one of five agencies in the state who have achieved this recognition for demonstrating preparedness for responding to a missing child incident.

In order to obtain this recognition, everyone involved in call taking and dispatch operations had to meet certain training criteria, and we adopted an American National Standards Institute policy, meeting the critical components and matching NCMEC standards.



## **National Public Safety Telecommunicators Week**

National Public Safety Telecommunicators Week is the first full week in April. In 2018 we celebrated with our 2nd Annual Cupcake Wars.

The theme was Dr. Seuss, and a few of our friends at the Sheriff's Department served as judges.

Midnight Shift won a \$50 gift certificate for Italian Village with their Cat in the Hat themed red velvet cupcakes.

The other displays were:

Evening shift - Green Eggs and Ham

Trainees - Horton Hears a Who

**IT - Sneetches** 

Relief shift - The Lorax







# **Our User Agencies**

## **Law Enforcement Services**

Boone County Sheriff's Department Columbia Police Department University of Missouri Police Department Columbia Regional Airport Sturgeon Police Department Centrailia Police Department Hallsville Police Department Ashland Police Department 13th Judicial Circuit Court Marshal

## **Medical Services**

University of Missouri Health Care Boone Hospital Center

## **Fire & Rescue Services**

Boone County Fire Protection District Southern Boone County Fire Protection District

Columbia Fire Department

## **Other Affiliated Services**

Boone County Office of Emergency Management Missouri State Highway Patrol Missouri Department of Natural Resources Missouri Department of Conservation V.A. Police Department Columbia Housing Authority



Boone Hospital Center DE HealthCare"

# Health Care

University of Missouri Health System











### **2018 Accomplishments**

- Reaccredited by the International Academies of Emergency Dispatch (IAED) as an Accredited Center of Excellence (ACE) in Emergency Police Dispatch.
- Recognized by the International Academies of Emergency Dispatch (IAED) as a Tri-Accredited Center of Excellence in emergency police, fire and medical dispatch – one of only eight in the world.
- Successfully converted to a new Computer-Aided Dispatch (CAD) system to bring the center up to date with current technology. The new system also substantially improved communication and workflow between BCJC and the University of Missouri Police Department.
- Participated in 11 community outreach programs to promote Smart911 resulting in a 35% increase in subscriptions to the service.
- Recognized by the National Center for Missing and Exploited Children as a partner agency.
- Continued 3-1-1 community education for non-emergency line.
- Achieved full staffing with a record 22 new hires.
- Implemented an automated voice dispatch system which increases efficiency by freeing the Emergency Telecommunicator to handle other tasks and provides a clear, consistent and understandable voice for critical information.
- Implemented a technology to receive improved location data from cell phone calls. In 2018, BCJC received 5,183 calls that contained location data. This number is expected to grow as more cell phone providers integrate the technology into their products.
- Implemented a web-based mapping application that provides ETCs with access to current data without requiring updates to each workstation.

### Goals For 2019

- Implement Text-to-911 so citizens may reach 911 in Boone County by text message.
- Develop an Elementary School outreach program to educate students on the proper use of 911.
- Continue recruiting efforts to fill eleven newly added Emergency Telecommunicator positions.
- Implement the Automated Secure Alarm Protocol (ASAP) to provide a computerized method for the rapid exchange of data between alarm monitoring companies and BCJC.

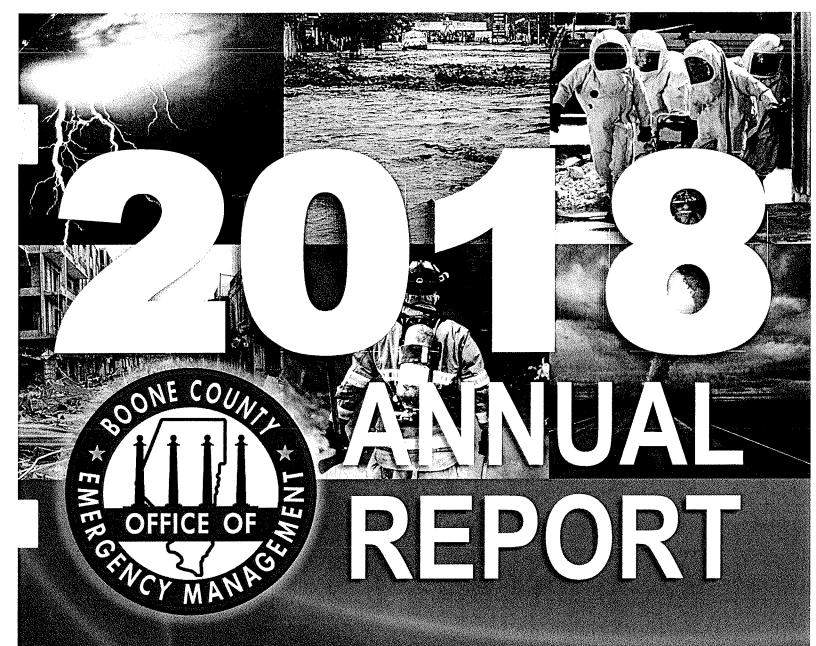
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BOONE COUNTY JOINT COMMUNICATIONS EMERGENCY COMMUNICATIONS CENTER 2145 COUNTY DRIVE COLUMBIA, MO 65202 (573) 554-1000

### showmeboone.com/BCJC/





### BOONE COUNTY OFFICE OF EMERGENCY MANAGMENT

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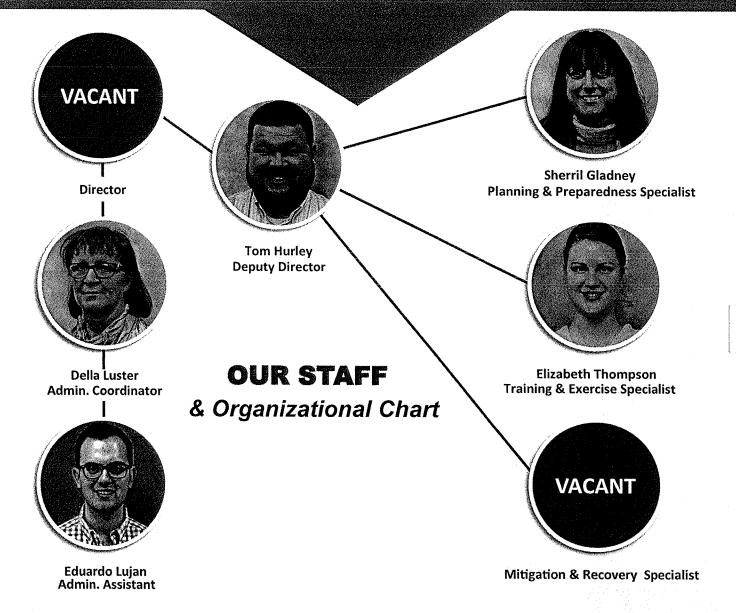
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# MISSION STATEMENT

Our Mission is to provide a comprehensive and integrated emergency management system that coordinates community resources to protect lives, property and the environment through mitigation, preparedness, response and recovery from all natural and man made hazards that may impact our county.

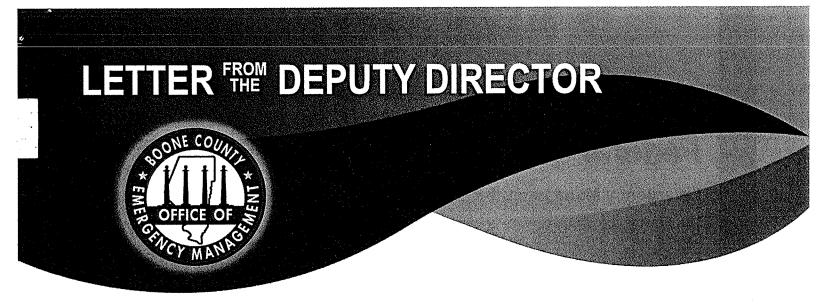


### **Staff Additions & Departures**

June 15, 2018: Cindy Therlkeld (not pictured) separated as the Administrative Assistant.

July 16, 2018: Eduardo Lujan started as the Administrative Assistant

October 25, 2018: Jordan Wright separated as the Mitigation and Recovery Specialist



Greetings Citizens of Boone County,

As we welcome 2019, our office would like to take an opportunity to reflect upon 2018. During the previous year, we have been busy across our community meeting the public at a variety of events, conducting training and exercises for our first responders and citizens, and completing robust updates of local plans. The Boone County Office of Emergency Management kept busy during 2018.

As we build a community and culture of preparedness together, it's important to be reminded that although our office strives to increase local capacity daily, we could never do it without our community. We thank you all for your support during the last year, and more importantly, for the preparedness efforts you have taken as a resident of Boone County in an effort to make Boone County one of the most prepared communities in the nation. We are only as prepared as our community, something we take very seriously in our office.

We thank you for signing up for Smart911, allowing you and your family to get critical information regarding incidents in our community. We thank you for attending the outreach campaigns in which our office has participated, including the Risk Assessment for Missouri Houses of Worship – which drew over 150 attendees – and the Emergency Preparedness Exercise workshop, which was developed to assist our medical community in meeting their Medicare/Medicaid preparedness requirements. More than anything, we sincerely thank you for your continued support. The support of you, the citizens of Boone County, is held in the highest regard by our office and something we value beyond words.

In welcoming 2019, our office has no plans of slowing down; exactly the opposite in fact. We welcome the challenge of exceeding the banner year we had in 2018. Through our highly regarded team of professionals, we look forward to engaging our community and providing the highest level of service to our citizens. We are confident that Boone County Emergency Management will continue to be innovative, accountable and present for our community during 2019 and for many years ahead.

In looking back on 2018, I am more confident than ever that the bar has been set high for 2019 and that the team of emergency management professionals we have assembled will not only meet, but exceed this high bar. It is truly humbling to work with such a fantastic team of professionals who are in service to a community which we hold so dear. We look forward to the continuing opportunity to be of service to our citizens as 2019 in Boone County unfolds.

Sincerely,

Tom Hurley Deputy Director



### AWARDED GRANTS

### **Federal Grants**

#### **Emergency Management Performance Grant (EMPG) - \$88,000.00**

The Emergency Management Performance Grant (EMPG) is the largest grant received by Boone County OEM. This grant program is integral to supporting the National Preparedness System and achieving the National Preparedness Goal by ensuring state and local governments have the access to the resources required to prepare for all-hazards. EMPG funding is utilized to support local emergency management activities including training, planning, and equipment purchases.

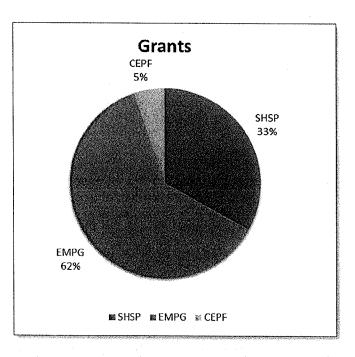
### State Homeland Security Program (SHSP) - \$47,200.00

The State Homeland Security Program (SHSP) grant is one of three grant programs provided by the Homeland Security Grant Program (HSGP) created to support the National Preparedness System. In effort to achieve the National Preparedness Goal. Funding is utilized for deployable equipment and resources to support our County, our region, Region F, and may be deployed nationally to any disaster.

### State Grants

### Chemical Emergency Preparedness Fund (CEPF) -\$7,400.00

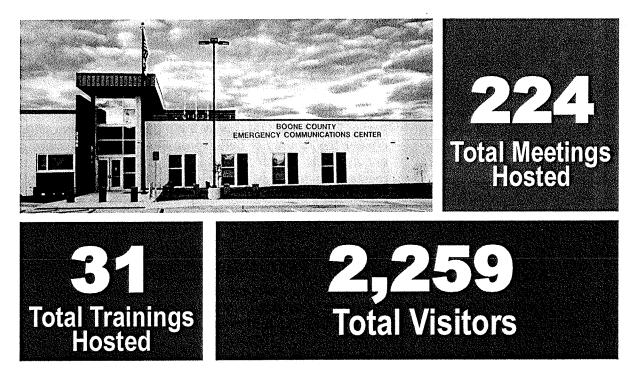
Missouri established the Chemical Emergency Preparedness Fund (CEPF) to help the Missouri Emergency Response Commission (MERC) and the Local Emergency Planning Committees (LEPCs) meet the guidelines established by the Emergency Planning and Community Right -to-Know Act (EPCRA) and related state and federal statutes regarding Hazardous Materials. Funding is used to provide chemical accident prevention activities, such as, planning and training, locally.

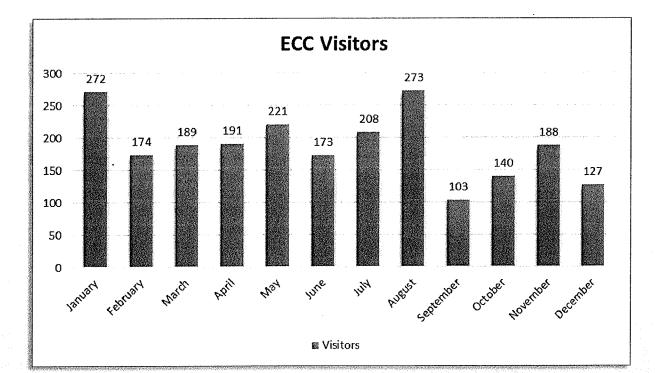




### EMERGENCY

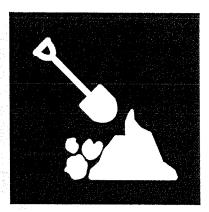
**COMMUNICATIONS CENTER** 





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**PLANNING & PREPAREDNESS** Debris Management Plan



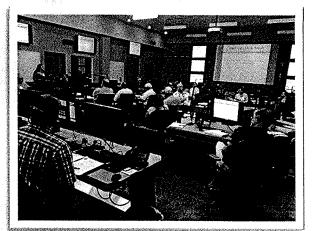
In 2018 the Boone County Debris Management Plan was finalized and approved by all County municipalities and the Missouri State Emergency Management Agency (SEMA). This plan is currently under review by the Federal Emergency Management Agency (FEMA). A local debris management plan provides a proactive approach to coordinating and managing debris removal operations as part of the overall emergency management planning efforts. This plan ensure the County is better prepared to restore public services and ensure public health and safety in the aftermath of a disaster and can receive the full level of assistance available from FEMA and other participating entities.

### **Emergency Operations Plan**

2018 brought with it the official update and transition of the Boone County Emergency Operations Plan (EOP) from its former annex format to an Emergency Support Function (ESF) format. The ESF version of the plan better aligns with state and federal planning processes and documents. The State Emergency Management Agency reviewed the plan in July, finding it to be complete with all required components. The Boone County Commission will review and sign the plan in early 2019.



### **Regional Planning**



Region F Quarterly Meeting

In 2018, Boone County continued to plan and partner with the other 12 counties in Region F. Regional relationships strengthen the response and recovery capabilities of the entire region and individual counties within it. Awareness of the resources within Region F, and advanced planning to acquire those resources in times of need, are incorporated into the Boone County EOP on many levels. Structured regional relationships include: Region F Healthcare Region F Homeland Security Coalition, Oversight Committee, and Region F SEMA Coordinator. BCOEM also participated in the Region F Training and Exercise Planning Workshop, and is assisting with development of a Region F mass fatality plan.



### LOCAL EMERGENCY PLANNING COMMITTEE

The Local Emergency Planning Committee (LEPC) is comprised of various response partners, local businesses and other stakeholders from Boone County. The purpose of the LEPC is to ensure local response partners have appropriate training and equipment to respond to incidents involving hazardous materials. Additionally, businesses are encouraged to actively plan with members of the LEPC to ensure efficiency in response and appropriate pre-planning for events involving hazardous materials.

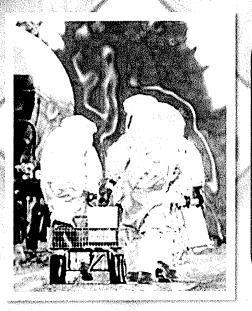
2018 marked the first entire year Boone County Emergency Management was the administrative authority of the LEPC. By being the administrative authority, Emergency Management is responsible for the administrative functions of the LEPC. This includes ensuring budgeting meets the policies of Boone County, coordinating meetings with the Chairperson, being the repository for local reporting requirements and providing any additional administrative support.

In 2018, the LEPC, with support for Emergency Management supported four trainings for emergency responders and two for local businesses. These included two HazMat-IQ course for first responders, a HAZWOPER forty hour course for first responders and local businesses as well as a HAZWOPER eight hour refresher course for both first responders and local businesses.

In addition to being the administrative authority, Emergency Management takes a lead roll in many of the subcommittees. Our office provides updates to local planning documents as required by the State of Missouri as well as is the lead planner for the annual LEPC exercise.

The LEPC meets four times a year, typically at the Emergency Communications Center. The public is not only invited but encouraged to attend any LEPC meeting.

**LEPC** Tabletop Exercise



The LEPC Tabletop Exercise was conducted May 31, 2018 from 1:30-3:30pm at the Boone County Fire Protection District Training Center. The exercise focused specifically on applying the current Boone County EOP ESF 10: Hazardous Materials to a train derailment scenario resulting in the release of multiple chemicals. In total there were 26 participants.

The exercise provided a good opportunity to increase overall understanding of response capabilities. Many participants noted the importance of public and private entity involvement in community trainings such as this one, as well as, the high level of responder experience, knowledge, and capabilities within the community.



On November 1, 2018, the President of the United States made a scheduled visit to the Columbia Regional Airport (COU) in Boone County to attend a campaign rally on the grounds of COU. Greater than 20,000 people RSVPed to attend the event. President Trump was

PRESIDENTIAL VISIT

to arrive at the airport at 1820 hours and depart at 2000 hours.

This was a one day event, with the supporting public safety agencies being notified of the event on the evening of October 26<sup>th</sup>. The support objectives included safety and security for the President, presidential staff, event attendees and public safety personnel. Traffic and parking management, and provision of on-site fire department and emergency medical capabilities were also top priorities. Potential threats and hazards included civil disturbance, active assailant, security breaches, cascading events from traffic issues and medical emergencies.

This event required intensive joint planning with all of the participating agencies over a very short time frame, to include mission areas of protection, response and command coordination, with core capabilities focused on unified command and coordination, and interoperable communications.

From this joint planning, Boone County OEM created the Incident Action Plan used by our partners while managing the event. Post-event, OEM facilitated after action meetings and produced an After Action Report and Improvement Plan which was shared with all participating agencies.

Incident Action Plan Boone County Office of Emergency Management	
	Columbia Regional Airport POTUS Visit November 1, 2018 After-Action Report/Improvement Plan
Incident Name POTUS Visit Incident Number <u>SE2018-11-001</u> Unified Command <u>Michael Parks - COU</u> Brian Richneterger - CPD	
Operational Period - Date: 1101/2018 Time: 0700-2300 GPS Datum GPS Format Kons GPS format Post GPS Coordinates Kons GPS Journal Des Coroles: 22	Prepared by Boots County Office of Emergency Nanagement
Presente dy Dever Develop BCCEV Barner	

# TRAINING & EXERCISES Columbia College Dangerous Intruder Tabletop Exercise The Columbia College Dangerous Intruder Columbia College Dangerous Intruder

The Columbia College Dangerous Intruder Tabletop Exercise was planned collaboratively between Columbia College and OEM. The exercise was conducted on May 29, 2018

from 1:00-4:00pm on the Columbia College campus. This was an exercise of Columbia College's Crisis Response Plan (CRP). The exercise was exclusively for the members of the College's Crisis Response Team (CRT) as specified within their plan. In total there were 14 individuals who participated. Participants considered such topics as; incident notification, initial response, public information needs, coordination with responders, and recovery.



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### Safe Mizzou Week Tabletop Exercise

The 2018 Safe Mizzou Week Tabletop Exercise was planned collaboratively between the University of Missouri and OEM to be conducted during Safe Mizzou Week observed annually during National Preparedness Month. The exercise was conducted on September 18, 2018 from 9:00-11:00am on the University of Missouri campus. The exercise tested the University of Missouri's Emergency Operations Plan (EOP) pertaining to a large fire on campus. There were 42 individuals who participated in the exercise ranging from first responders to University administration. The exercise covered notification procedures, both internally and externally, initial actions to take, coordinating incident management within the University departments and with first responders, as well as, the procedures for activating the EOP and setting up the University's Emergency Operations Center (EOC).



### Active Assailant Communications Tabletop Exercise

The Active Assailant Communications Tabletop Exercise was planned collaboratively between the Boone County Office of Emergency Management, Boone County Joint Communications, Columbia Regional Airport, and the Columbia Police Department. The exercise was conducted on October 16, 2018 from 9:00am-12:00pm at the Columbia Police Department Regional Training Center. The mission area of the exercise was response focusing on the procedures and processes regarding how information will flow between responding agencies during a large-scale active assailant event. In total there were 44 individuals who participated in the



exercise. During exercise play, it was evident that participants harbor strong existing relationships between agencies which aided their ability to achieve capabilities necessary to progress through the exercise scenario and in turn will increase their capacity to respond during real-world incidents. Participants also displayed a working knowledge of the Incident Command System (ICS) which will enable them to establish and maintain a common operating picture integral to effective incident management.



### **Crisis Leadership & Decision-Making**

The Boone County Office of Emergency Management in conjunction with the Missouri State Emergency Management Agency (SEMA) and Texas A&M Engineering Extension Service (TEEX) Emergency Services Training Institute (ESTI) hosted the Crisis Leadership and Decision Making Seminar for elected and appointed officials, emergency response managers, educational administration, and private sector executives at the Boone County Sheriff's Department Training Annex on April 18, 2018. There were 32 individuals that attended this training.

In preparation for the course, participants read a case study from Harvard University, Kennedy School of Government, that provided the basis for discussion. The case study gave participants the opportunity to explore the

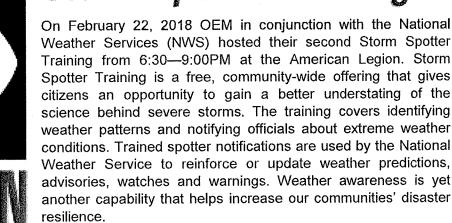


lessons learned, areas for improvement, and decisions made by those responding to the incident. This insight will better equipment them to respond to future disasters locally. This was a high-level training focusing on strategic and executive-level issues, and the unique challenges faced by elected officials when their communities are experiencing catastrophic incident.



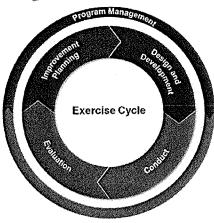
\* Hours derived by multiplying number of participants by length of each training or exercise

# **COMMUNITY TRAININGS**Storm Spotter Training



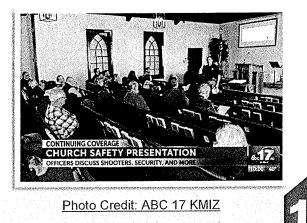
## **Exercise Planning Workshop**

In 2018, OEM partnered with Columbia/Boone County Public Health and Human Services and the Region F Healthcare Coalition to offer an exercise planning workshop for healthcare providers to meet the Centers for Medicare & Medicaid Services Final Rule requirements. The CMS Final Rule requires providers to conduct or participate in two emergency preparedness exercise annually. During the workshop, OEM introduced the Homeland Security Exercise & Evaluation Program (HSEEP), the national exercise planning standard, to inform medical providers how to design and execute effective exercises testing their emergency operations plans at their facilities. There were four sessions offered through the month of March.



### **Risk Assessment for Houses of Worship**

OEM initiated a faith-based outreach program to share emergency preparedness information and tools with the houses of worship throughout the County. OEM coordinated two offerings of the Missouri Information Analysis Center's "Risk Assessment for MO Houses of Worship" presentation during the first half of 2018, with total attendees numbering over 145, and over 40 houses of worship represented. OEM is continuing ongoing outreach to determine potential capabilities for houses of worship to support the community during times of disaster.



### Community Emergency Response team

The goal of the Boone County OEM CERT Program is to engage our citizens in preparing themselves and their communities to be more resilient in the wake of a disaster. BCOEM CERT training provides participants with the basic knowledge, skills and equipment to

mitigate emergency needs during the immediate post-disaster period until professional assistance arrives. The CERT program supports the National Preparedness Goal and utilizes the whole community approach to emergency planning and coordination. Through the CERT Basic Training course, individuals are provided with the training and information to serve as critical resources in the immediate post-disaster period capable of performing many emergency functions.

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MERGENCY

TEAM

Boone County OEM conducts a CERT Basic Training course annually in March. In 2018, the Boone County CERT welcomed 22 new members. Upon completion, new members are awarded their training certificate and CERT equipment. Boone County CERT meets the second Thursday of each month from 6:30-8:00pm for continued training and education in disaster preparedness.

### **CERT** Tabletop Exercise & Full-Scale Exercise

In 2018, the Boone County Community Emergency Response Team (CERT) had their first ever, Tabletop and Full-Scale Exercise. The tabletop exercise was held during regular CERT Monthly Training on October 11, 2018 at the ECC. Participation in the tabletop exercise was required as a prerequisite for participation in the full-scale exercise. The full-scale exercise was conducted in tandem with the Missouri Task Force 1 on November 3, 2018 from 9:00am -12:00pm at the Boone County Fire Protection District Training Center.

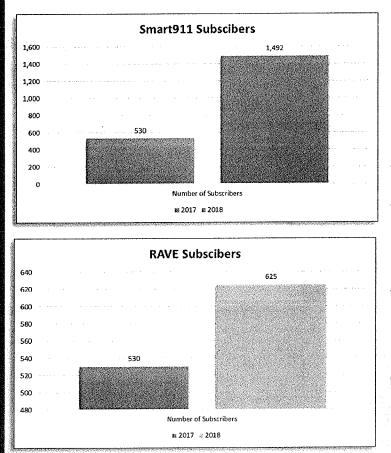
The exercise explored how CERT can be deployed locally to act as a force multiplier during incidents with a mass search and rescue component. The exercise was performed in two phases, the second phase in tandem with Missouri Task Force 1. In total there were 17 CERT members who participated in the exercise. Members simulated search and rescue operations, triaged victims, called for transport, and then provide treatment.

## **MITIGATION & RECOVERY** Climate Change & Resilience

In May, Boone County OEM attended the Game of Floods, a training exercise developed by the Urban Sustainability Directors Network (USDN), and sponsored by the City of Columbia Sustainability Office. This jump started a combined effort between OEM and the City of Columbia to begin looking toward a new mitigation & recovery paradigm. In September, members of both agencies traveled to Minneapolis, MN to attend a sustainability workshop and begin development of a follow-up training. During their trip, participants had the opportunity to pilot the new training games - The Game of Heat, and the Game of Heat & Floods. These games will help doors on communities around the nation open environmental sustainability mitigation projects.



### Smart911, Smart Facility, & RAVE



In 2018, Smart911 capabilities were expanded to offer all Boone County employees the option of receiving internal notifications via Rave.

OEM also implemented the use of the new feature, Smart Facility, to provide better information about local business to first responders during emergencies. OEM continues to provide presentations to educate the public on the availability of Smart911 and encourages all citizens to sign up.

In 2018, the total subscribers increased from 530 to 1,492 total subscribers. This reflects an increase of 962 subscribers or a 181% increase.

Rave subscribers increased from 530 to 625 total subscribers. This reflects an increase of 95 subscribers or an 18% increase.

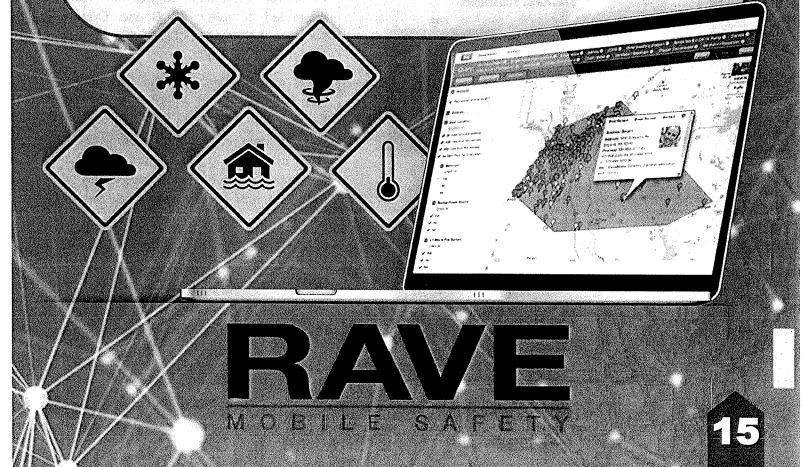


Rave Prepare is an added feature of the Smart911 platform which allows citizens to provide information linked to an address and its occupants that may prove critical during emergencies or disasters. For example, a citizen may indicate that there is a person living at the address who is on home oxygen, and normally keeps a 3 day supply available. In the event of a long-term power outage, responders may target this address as a priority for a wellness check.

By leverage the information entered into Rave Prepare, Boone County public safety agencies can rapidly identify and locate individuals that may have critical needs, and allocate resources more effectively in times of disaster.

It is important to note, one of the goals of Rave Prepare is to be able to better allocate resources during an incident. Say for example a citizen has identified as being on home oxygen, but they have a three-day supply with them. On day two of a long term power outage, we can arrange additional oxygen be taken to this citizen prior to them running out; thus preventing an emergency before it ever happens. This efficiency allows us to better plan for and respond to local disasters and be able to easily identify residents in need of assistance.

It is important to note, Rave Prepare is no substitute for calling 9-1-1 if you have an emergency. Citizens are encouraged to utilize this robust, safe and free system before an emergency in order to maximize the benefit. To sign up, just visit Smart911.com or contact our office.





### **Public Safety Hiring Fair**

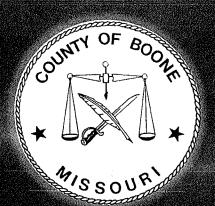
Boone County Office of Emergency Management was proud to partner with other Boone County departments and Public Safety agencies this year to support the first ever Public Safety Hiring Fair held April 17, 2018 at the Boone County Sheriff's Department Training Annex. OEM employees, Jordan Wright and Elizabeth Thompson served on the planning committee as well as the Marketing Advertising Subcommittee, and through which they assisted with the creation of flyers, banners, a brochure, social media promotion, and а commercial advertising the event.

# **APPENDIX A: ACRONYMS**

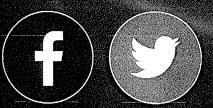
AAR/IP After Action Report & Im	provement Plan
BCJCBoone County Joint C	Communications
BCOEM Boone County Office of Emergen	icy Management
CEPF Chemical Emergency Pre	paredness Fund
CERT Community Emergency	Response Team
CMSCenters for Medicare & M	edicaid Services
COU Columbia	Regional Airport
CRP Crisis	Response Plan
CRT Crisis	Response Team
DHS Department of Ho	meland Security
ECC Emergency Commu	
EMPGEmergency Management Pe	rformance Grant
EOC Emergency O	
EOP Emergency	<b>Operations Plan</b>
EPCRA Emergency Planning & Community Ri	ght-to-Know Act
ESFEmergency S	
ESTI Emergency Services 1	Fraining Institute
FEMAFederal Emergency Man	agement Agency
FSEFu	II-Scale Exercise
HazMatHaz	ardous Materials
HAZWOPERHazardous Waste Operations & Emer	gency Response
HSEEP Homeland Security Exercise & Eva	luation Program
HSGP Homeland Securit	
IAPInci	dent Action Plan
ICSIncident C	ommand System
LEPCLocal Emergency Plar	nning Committee
MERCMissouri Emergency Respo	nse Commission
MIACMissouri information	Analysis Center
MU Unive	ersity of Missouri
NPGNational Pro	eparedness Goal
NPS National Prepa	aredness System
NWSNational	Weather Service
OEM Office of Emerge	ncy Management
SEMA State Emergency Man	agement Agency
SHSP State Homeland S	Security Program
TEEX Texas A&M Engineering E	xtension Service
ттхт	abletop Exercise
USDNUrban Sustainability D	irectors Network







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