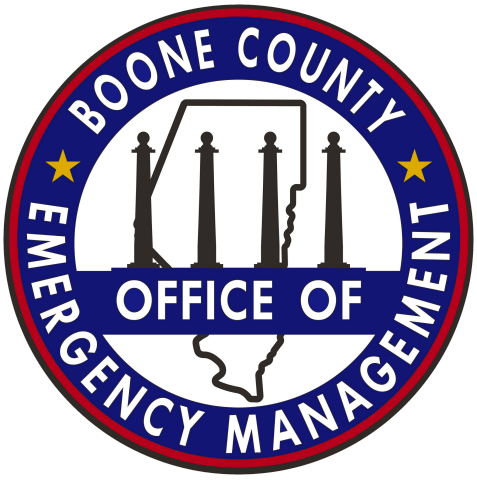
2022-2024 Strategic Plan

2023 ADDENDUM



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2023 UPDATE SUMMARY

The Boone County Emergency Management 2022-2024 Strategic Plan was developed to enhance the County's ability to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and natural and human-caused disasters through development of a common vision and strategy.

The Strategic Plan was created to guide the long-term efforts of Boone County Office of Emergency Management (BCOEM) and to assist leadership in prioritizing decisions, actions, and the use of resources.

Boone County Emergency Management strives to remain transparent, accountable, and responsive to the needs of our community and leadership. In this spirit, we are sharing this report to inform leadership and citizens of our progress and ongoing strategic goals for this office.

MAINTENANCE AND REVISION

The Office of Emergency Management reviewed the Boone County Emergency Management Strategic Plan 2022-2024 in January of 2024. The 2022 and 2023 updates are included in this document in bold font below the associated goals and objectives.

This plan will undergo a full evaluation and revision during 2024, at which time the BCOEM staff and administration will:

- Identify current goals and objectives.
- Create associated tasks to meet current goals and objectives.
- Submit to internal and external stakeholders for comment.
- Submit an updated 3-year plan to the Boone County Commission in December of 2024.

STRATEGIC GOALS

A program SWOT analysis and the 2019 Emergency Management Accreditation Program (EMAP) standards were both used to create the following strategic goals and objectives.

I. ADMINISTRATION

STRATEGIC GOAL - ESTABLISH AND MAINTAIN A ROBUST ADMINISTRATIVE STRUCTURE THAT SUPPORTS ROUTINE NON-DISASTER AND EMERGENCY/DISASTER OPERATIONS.

Objectives:

1. Develop and maintain a framework of policies and procedures to guide performance during routine non-disaster and emergency/disaster operations to be completed by December 2022.

    2022 Update:

    There have been three (3) new policies created and entered PowerDMS during 2022. Policies will continue to be added as needs are identified by administrative authorities.

    2023 Update:

    All policies were reviewed in June of 2023 and updated as needed, with an additional eight (8) policies created. These policies are awaiting approval by the Commission.

2. Procure and manage annual grant funding.

    2022 Update:

    This is being done and will be ongoing throughout the term of the plan.

    2023 Update:

    OEM continues to procure and manage non-emergency grant funding. In addition to Emergency Management Performance Grant (EMPG) funding, our office also obtained a grant to purchase Community Emergency Response Team (CERT) equipment and supplies.

3. Manage federal disaster recovery funding as required due to associated disasters.

    2022 Update:

    This is being done and will be ongoing throughout the term of the plan.

    2023 Update:

    OEM continues to procure and manage grant funding post-disaster.

4. Obtain Emergency Management Accreditation Program (EMAP) accreditation on or before December 31, 2024.

    2022 Update:

    In progress, still targeted for completion in 2024.

    2023 Update:

    This objective was put on hold due to the impending release of the 2023 EMAP Standards. During the 2023 update, EMAP moved to PowerDMS as their preferred record-keeping platform, which meant all the previous progress on accreditation has been lost. This objective will be carried forward into the 2025-2027 Strategic Plan.

5. Continue to execute administrative responsibilities in support of the Local Emergency Planning Committee (LEPC).

2022 Update:

This is being done and will be ongoing throughout the term of the plan.

2023 Update:

OEM continues to support our Local Emergency Planning Committee (LEPC). As this objective is a part of normal workflow it will be removed from the 2025-2027 Strategic Plan.

6. Implement a BCOEM branding initiative to be fully implemented by December 2024.

2022 Update:

Boone County Ready initiative has been implemented and is thriving (further information on page 9).

2023 Update:

The Boone County Ready initiative is now supported by social media posts, a dedicated website, a comprehensive marketing campaign, and outreach materials. As this objective is a part of normal workflow it will be removed from the 2025-2027 Strategic Plan.

II. PLANNING

STRATEGIC GOAL- INCREASE RESILIENCE OF BOONE COUNTY AND SUPPORT MITIGATION, PREPAREDNESS, RESPONSE AND RECOVERY BY SUPPORTING ALL-INCLUSIVE PLANNING CAPABILITIES AND PROCESSES.

Objectives:

1. Develop and maintain Continuity of Operations (COOP) Plans for all Boone County departments and elected officials' offices to be completed by December 2023.

2022 Update:

Considerable progress has been made on this planning effort. A finished plan exists for BCOEM. A plan inclusive of all County departments and offices has been written but is still awaiting input from several entities. The plan is being transitioned to the new Planning & Preparedness Specialist for further development and completion during 2023.

2023 Update:

A Continuity of Operations (COOP) Plan framework has been created for every Boone County department, and the current Planning & Preparedness Specialist has been in discussion with each of the Administration Authorities to begin adding information.

2. Ensure stakeholder and partner participation in ongoing plan development, and in annual review and approval processes.

2022 Update:

This is being done and will be ongoing throughout the term of the plan. Documentation exists in the form of meeting sign-in sheets, virtual meeting recordings and emails.

2023 Update:

Stakeholders are involved during the creation of each plan and final plan approval is obtained through in-person meetings. An example of this process is the Disaster Recovery Plan currently in development.

3. Complete a data-driven Boone County Threat Hazard Identification and Risk Assessment (THIRA) no later than December 2022 as a basis to support planning, funding requests and asset acquisition.

2022 Update:

BCOEM participated in the development of the Region F THIRA. The target date for developing a THIRA specific to Boone County has been extended to June 2023 and is assigned to the new Planning & Preparedness Specialist.

2023 Update:

OEM continues to participate in the creation of the Region F THIRA. Creation of a Boone County-specific THIRA will be continued in the 2025-2027 Strategic Plan.

4. Incorporate GIS and technology on an ongoing basis to support planning, preparedness, mitigation, response, and recovery.

2022 Update:

This is being done and will be ongoing throughout the term of the plan. Projects will evolve with the addition of an IT GIS employee assigned primarily to emergency management. Primary goals for this position include map creation and maintenance, and buildout of ESRI Emergency Management.

2023 Update:

Survey123 and the ARCGIS gallery are now on each department iPad and accessed online. Staff have been trained in the basic use of the platform and have been tested by exercise.

The addition of a GIS position to support emergency management continues to be a strategic goal for the department.

III. EQUIPMENT

STRATEGIC GOAL - INCREASE RESILIENCE OF BOONE COUNTY AND SUPPORT MITIGATION, PREPAREDNESS, RESPONSE AND RECOVERY THROUGH ACQUISITION AND SUSTAINMENT OF EQUIPMENT.

Objectives:

1. Increase Boone County preparedness and effectiveness of warning and response through a comprehensive outdoor warning siren plan and process to be completed by and maintained through December 2024.

   2022 Update:

   There were 10 new siren sites proposed in 2022. Six of those are going to public hearing in January of 2023 for constituent comment. Installation on the other four will begin after securing agreements from the property owners and completing public right of way agreements/permits to be read before the Commission. Ten new sites have been included in the budget for 2023; the exact sites for those will be identified in the coming year.

   2023 Update:

   The ten new siren sites proposed in 2022 were installed in 2023. Locations for an additional ten sites have been identified and will go before the Commission for public comments in early 2024. These sirens are to be installed later in the year.

2. Evaluate needs and identify opportunities to purchase, or otherwise obtain, and sustain equipment on an ongoing basis.

   2022 Update:

   This is being done and will be ongoing throughout the term of the plan. BCOEM purchased two (2) trash pumps and a light tower in 2022 utilizing Homeland Security funding. BCOEM also acquired sandbags for flood fighting, and active shooter supplies to re-supply public safety partner agencies.

   2023 Update:

   OEM obtained Homeland Security funding to purchase new dual-band portable radios and obtained additional flood equipment as surplus from Green County-Springfield OEM. Active assailant supplies are also being purchased to resupply public safety agencies as their supplies expire.

   Our Community Emergency Response Team (CERT) also obtained grant funding to purchase needed equipment for the team (e.g., webbing, tools, uniforms, etc.).

3. Maintain and oversee caches of equipment to support preparedness, mitigation, response, and recovery throughout the planning period.

   2022 Update:

This is being done and will be ongoing throughout the term of the plan.

2023 Update:

Outdated supplies (e.g., expired hand sanitizer and cleaning wipes) were disposed of and two pallets of Tyvex suits were obtained from SEMA. Two pallets of bottled water were also picked up from the Red Cross warehouse in Springfield, MO.

4. Identify and obtain additional GIS supporting technology and applications.

2022 Update:

This is being done and will be ongoing throughout the term of the plan.

ArcGIS Survey123 data collection software and the FEMA Urban Search & Rescue (US&R) Common Operating Platform (SARCOP) are available at no charge to BCOEM and the public safety agencies in the county for search and rescue and damage assessment.

The addition of a GIS position to support emergency management continues to be a strategic goal for the department.

2023 Update:

Survey123 is now on each department iPad and staff have been trained on basic use of the platform. The addition of a GIS position to support emergency management has been tabled by Boone County IT until the vacant GIS manager position has been filled.

IV. MITIGATION

STRATEGIC GOAL - INCREASE RESILIENCE OF BOONE COUNTY BY PRIORITIZING AND PROMOTING MITIGATION PLANNING, PROJECTS, AND STRATEGIES TO REDUCE THE POTENTIAL IMPACTS OF NATURAL, TECHNOLOGICAL AND HUMAN-CAUSED HAZARDS.

Objectives:

1. Identify community mitigation projects on an as needed basis, and in conjunction with annual mitigation grant funding opportunities.

2022 Update:

Information was shared and discussed with stakeholders regarding available mitigation funding, the benefits of mitigation projects, and potential mitigation projects for repetitive flood areas in the county. These efforts are documented in email communications.

2023 Update:

OEM hosted a workshop for local dam owners, taught by the MO Department of Natural Resources. Based off of continued interest our office has scheduled another course for 2024.

In 2024 OEM will be starting planning for a Building Resilient Infrastructure and Communities (BRIC) grant. We anticipate having this completed in time for the 2025 budget cycle.

2. Sustain ongoing mitigation planning as a whole community effort with planning components completed in 2023 and 2024.

2022 Update:

The 2020 Boone County Hazard Mitigation Plan had been currently undergoing a full- plan review and edit by the part-time Emergency Management Specialist. The Mitigation & Recovery Specialist and the Mid-MO Regional Planning Commission plan will work cooperatively in 2023 to review the plan and coordinate with stakeholders to prepare for the 2025 update.

2023 Update:

Our office will work with the Mid-MO Regional Planning Commission in 2024 to review the plan and coordinate with stakeholders to prepare for the 2025 update.

V. INCIDENT MANAGEMENT

STRATEGIC GOAL - PROVIDE COORDINATION AND SUPPORT FOR EFFECTIVE AND EFFICIENT INCIDENT MANAGEMENT IN RESPONSE TO EMERGENCIES AND DISASTERS IN BOONE COUNTY.

Objectives:

1. Ensure effective and efficient management of the Emergency Operations Center (EOC) to support incident response by identifying roles, responsibilities and supporting tools, and incorporating training and exercise throughout the planning period.

2022 Update:

The goal for EOC management continues to be the proficiency of all BCOEM personnel in all roles and functions during an EOC activation. Tools, training, and exercises continue to be developed. There is a Boone County EOC SOGs manual that has been in development since the inception of the current BCOEM. It contains checklists and instructions for working in and using the EOC and ECC but needs additions and updates. Updating and editing this resource is a priority for 2023.

Most of the staff are proficient on use of the technology in the EOC and activated the room for a winter weather event during 2022. There has not been any EOC training or exercise during 2022, but EOC specific exercises for BCOEM staff are being planned for 2023.

2023 Update:

Position-specific EOC checklists were developed to help guide staff and external stakeholders during an EOC activation and the EOC operating guidelines were updated.

Several EOC exercises were conducted throughout the year allowing OEM staff members to gain experience in WebEOC, Survey123, and EOC operations.

Several staff members have taken the most current FEMA EOC Skillset courses to learn best practice. A CERT team member also participated in the MU Football EOC exercise, adding that capability to CERT, which had not existed before.

2. Ensure the capability to effectively staff and manage an auxiliary call center in support of incident management is in place no later than December 2023.

2022 Update:

There have not yet been any Memoranda of Understanding (MOUs) developed with agencies or organizations that may be able to provide staffing to an auxiliary call center. Job aids exist including comprehensive instructions on use of the phone system and message log forms.

2023 Update:

OEM is planning to work with the University of Missouri System Emergency Management and engage in a cooperative bid process to staff an emergency call center. This will remove the burden of staffing with volunteers, training volunteers, and managing those volunteers.

3. Within the timeframe of the planning period, develop a comprehensive resource management strategy identifying how the County will store, maintain, dispatch, mobilize, transport, track, recover, and demobilize human resources, equipment, supplies, and fixed assets throughout all incident management phases.

2022 Update:

A strategy for loaning out BCOEM equipment is being developed; a draft policy is written and awaiting approval by the County attorney. Job aids and procedures are still under development and will be included in the EOC SOGs.

Necessary MOUs/Memoranda of Agreement (MOAs) with potential public, private and nongovernmental organization (NGO) resource providers need to be identified and procured as part of the ongoing resource management strategy.

2023 Update:

The draft equipment policy was re-written based off feedback from the County counsel and submitted again for approval.

SalamanderLive, a software platform used for equipment and personnel tracking, was identified as a helpful platform for the department. OEM will be looking to purchase several of the software modules, as well as the hardware to support the platform.

4. Ensure a robust information management capability to inform decision-making at all levels is in place by December 2023 and is incorporated into training and exercises annually.

2022 Update:

Current tactics for information sharing include conference calls, group emails, Teams and Zoom meetings, social media, and press releases. Tools and job aids for those communications routes have also been developed and are in use. Assessment of, and alterations to, the tactics used for information management are ongoing to further promote consistency among staff, clarity for stakeholders, and increase efficacy of information sharing.

2023 Update:

OEM continues to use phone, Rave/IPAWS messaging, Microsoft Outlook, Teams meetings, social media posts, and press releases to communicate messaging both externally and internally.

A change in email regulations related to the sending of mass emails caused our office to look for a solution to the restrictions placed on the sending of mass emails (100+ within 24 hours) by Boone County IT. OEM purchased a Mailchimp subscription in December 2023 and is currently in the queue to have Boone County IT finish the configuration of the service.

Through a cooperative agreement with the University of Missouri System Emergency Management, OEM began using a software platform called Veoci to build Incident Action Plans (IAP's) for special events. This software is easier to use than the previous Excel sheet method.

In 2023 OEM also purchased Bridge4PS, a secure messaging app, for use during EOC activations and while in the field supporting operations.

VI. PREPAREDNESS

STRATEGIC GOAL - PROMOTE COMMUNITY READINESS AND RESILIENCE BY FOSTERING A WHOLE COMMUNITY APPROACH TO PREVENTION AND PREPAREDNESS FOR DISASTERS AND EMERGENCIES.

Objectives:

1. Identify opportunities and methods for increasing community awareness and participation in preparedness activities throughout the planning period.

2022 Update:

The Boone County Ready initiative was launched in 2022 and has been very active through numerous avenues to increase community awareness and preparedness:

- Presented the second annual preparedness festival, rebranded as the Boone County Ready Festival, in September 2022.
- Promotions via digital ads, bus ads, and radio ads; budgeted for future advertising.

- During 2022, BCOEM attended 17 events, conducted 11 community presentations, 3 youth preparedness presentations, 2 workshops, composed 9 educational videos and engaged media 5 times throughout the year.
- Identified and engaged targeted audiences for Smart911 and Rave Facility outreach, including senior and special needs communities.
- Budgeted for and acquires a cache of outreach supplies.
- Partnering with BCJC, created a high school career exploration program for eligible Boone County high school students.
- Engagement on social media platforms which included monthly giveaways.
- Boone County Ready website developed at ready.boonemo.org, preparedness fair rebranded, robust outreach and education program to targeted and general audiences, regular social media posting, engagement strategies continuing to be identified and pursued.

2023 Update:

The Boone County Ready initiative was maintained throughout the year. As this objective is now self-generating it will be removed from the 2025-2027 Strategic Plan.

2. Assess needs and increase service to underserved and vulnerable populations on an ongoing basis.

2022 Update:

BCOEM personnel identified and engaged targeted audiences for Smart911 and Rave Facility. These audiences included seniors and special needs populations including Services for Independent Living (SIL), the Parkinson's Support Group and the Terrace Retirement Community. BCOEM also continues to build on relationships with the Food Bank and Boys and Girls Club.

Discussion has begun regarding development of a Boone County Community Organizations Active in Disasters (COAD) which would be utilized to address the needs of vulnerable populations during disasters.

2023 Update:

Discussion resulting from the Disaster Recovery Plan stakeholder sessions has resulted in the beginning stages of COAD development. This project will be carried over as a priority in the 2025-2027 Strategic Plan.

During 2024, OEM will be working with Boone County Joint Communications to more widely promote PulsePoint, an application used to show AED and Stop the Bleed kit locations. OEM continues to promote Smart911 with our senior and special needs populations.

3. Continue to increase the capacity and capability of Boone County CERT through ongoing monthly and annual training, exercise, qualification, and credentialing.

2022 Update:

Boone County CERT continues to grow and thrive. Several participants from the 2022 CERT Basic Training chose to join the team, bringing the roster up to 25 members. A draft CERT program management and policy manual has been developed and is awaiting finalization. The program management role was transferred to the Training & Exercise Specialist upon the resignation of the Planning & Preparedness Specialist.

2023 Update:

The Boone County CERT team grew to 35 members over the year. The draft CERT program Standard Operating Guidelines (SOG's) and Volunteer Handbook were completed and approved through County Counsel.

OEM delivered three CERT Basic Academies in 2023 – two hybrid courses and one in-person course. The hybrid course represents the first time this delivery has been taught by OEM.

CERT also provided service to community events like Juneteenth, Fire in the Sky, and the MU Homecoming Parade.

4. Promote regional readiness and resilience as needed and on an ongoing basis.

2022 Update:

BCOEM participated in the Region F Threat and Hazard Identification and Risk Assessment (THIRA) process which gauges capabilities within the region to respond to disaster and makes the jurisdictions in the region eligible for Homeland Security grant funding.

BCOEM personnel also participated in a regional mass fatality exercise, the intent of which was to help build collaboration amongst the neighboring counties within Region F regarding supporting a mass fatality incident.

BCOEM personnel regularly attend quarterly Region F SEMA coordinator and Regional Homeland Security Oversight Committee (RHSOC) meetings to maintain situational awareness of, and plan for, the preparedness and capabilities of the region.

2023 Update:

OEM continues to participate in the creation of the Region F HIRA. Creation of a Boone County-specific HIRA will be continued in the 2025-2027 Strategic Plan.

OEM continues to participate in Regional Homeland Security Oversight Committee (RHSOC) meetings.

VII. PREVENTION

STRATEGIC GOAL - PROMOTE COMMUNITY READINESS AND RESILIENCE BY FOSTERING A WHOLE COMMUNITY APPROACH TO PREVENTION.

Objectives:

1. Identify opportunities and methods for increasing community awareness and participation on an ongoing basis.

    2022 Update:

    Outreach efforts include information sharing regarding prevention, i.e., “See Something, Say Something” products.

    2023 Update:

    Outreach events were increased post-COVID. OEM staffed 12+ events at a variety of venues – MidMO PrideFest, Juneteenth celebrations, the University of Missouri Homecoming Parade, and outreach events at many of our local schools.

    Moved to Stephen’s Lake Park in Columbia, the Boone County Ready Festival had its largest attendance ever in 2023. Many of our local and regional partners were able to staff informational booths to educate our citizens on preparedness topics.

2. Encourage and coordinate situation information and intelligence sharing among partner stakeholders as needed throughout the planning period.

    2022 Update:

    Most BCOEM personnel have taken Terrorism Liaison Officer (TLO) training and receive intelligence information from various sources including the Kansas City Terrorism Early Warning group (KCTEW), the Missouri Information Analysis Center (MIAC) and lnfragard. Partner agency TLOs have been identified, and pertinent intelligence information is shared with the appropriate partners and stakeholders.

    2023 Update:

    Information from the Missouri Information Analysis Center (MIAC), lnfragard, and the National Weather Service (NWS) are still being shared with partner agencies. As this objective is now a part of the regular office workflow it will be removed from the strategic plan update.

3. Identify and participate in regional prevention strategies and initiatives as opportunities arise during the planning period.

    2022 Update:

    This is being done and will be ongoing throughout the term of the plan.

    2023 Update:

    OEM continues to participate in regional emergency management director (EMD) and Health Care Coalition (HCC) meetings to contribute to the regional discussion on prevention strategies and initiatives.

4. Increase prevention activities regarding critical infrastructure and key resources (CIKR) throughout the 2022-2024 planning period.

2022 Update:

BCOEM has begun compiling information regarding CIKR located in Boone County. Prevention and preparedness information is available via the public outreach initiatives, and intelligence information is shared with some components of select sectors. A comprehensive prevention campaign specifically targeted at CIKR has not yet been initiated.

2023 Update:

In early 2023, OEM met with the Cybersecurity and Infrastructure Security Agency (CISA) Missouri state representative to discuss ways Boone County can promote cyber security education. This objective will be continued in the 2025-2027 Strategic Plan.

VIII. COMMUNITY OUTREACH

STRATEGIC GOAL - UTILIZE OUTREACH AND EDUCATION TO INCREASE PUBLIC AWARENESS OF NATURAL, TECHNOLOGICAL AND HUMAN-CAUSED HAZARDS AND MITIGATION STRATEGIES, AND TO ENGAGE THE WHOLE COMMUNITY TO MORE EFFECTIVELV RESPOND TO AND RECOVER FROM DISASTERS.

Objectives:

1. Create and implement preparedness outreach campaigns annually for Severe Weather Week, Earthquake Awareness Month, The Great Shakeout, Fire Prevention Week, etc.

2022 Update:

Boone County Ready activities included social media promotions for targeted monthly prevention campaigns including:

- January: Human Trafficking Prevention Month
- February: American Heart Month
- March: Severe weather awareness
- April: 911 education
- May: Heat and wildfire awareness
- June: Pet preparedness and National Safety Month
- July: Boone County Ready alerts promotion
- October: Home fire escape plans and check smoke detectors
- November: Holiday safety and home fire prevention
- December: Winter weather preparedness

2023 Update:

Boone County Ready activities included social media promotions for targeted monthly prevention campaigns including:

- January: Human Trafficking Prevention Month

- February: American Heart Month
- March: Severe weather awareness
- April: 911 education
- May: Heat and wildfire awareness
- June: Pet preparedness and National Safety Month
- July: Boone County Ready alerts promotion
- September: Preparedness Month
- October: Home fire escape plans and check smoke detectors
- November: Holiday safety and home fire prevention

2. Continue to provide public education and outreach for Smart911 and Rave Alert as opportunities arise throughout the planning period.

2022 Update:

This is being done and will be ongoing throughout the term of the plan. The objective for increasing Smart911 and Rave Alert subscriptions has been revised to combine the two applications as "Rave users" and modify the target increase to 1%.

2023 Update:

Outreach still promotes Smart911 and Rave Alert to Boone County citizens. Still working on achieving the 1% goal (Approximately 1,900 users) set in 2022.

Boone County departments have been added to the Rave Alert system to use for non-emergency and emergency messaging. This resulted in the creation of Rave Alert guidebook and online system to sign up employees, instead of using paper.

3. Foster a comprehensive preparedness partnership with schools and existing school outreach programs to be implemented annually.

2022 Update:

BCOEM presented three youth preparedness presentations in Boone County schools and is planning on offering Student Tools for Emergency Planning (STEP) training to 4th and 5th graders throughout the county during 2023.

BCOEM also partnered with BCJC to create a high school career exploration program in emergency management and public safety communications for eligible Boone County high school students.

2023 Update:

The Youth Preparedness Program, with the Student Tools for Emergency Planning (STEP) curriculum added, was provided to Centralia Public Schools.

4. Sustain an ongoing strategy to maintain a comprehensive social media presence with maximum engagement for information sharing.

2022 Update:

This is being done and will be ongoing throughout the term of the plan. Social media boost was obtained via a route other than utilizing BCOEM budget funds, so is removed as an objective.

2023 Update:

OEM uses social media management suite Hootsuite to schedule posts in advance. This suite also allows for metrics to be analyzed across all of the platform's OEM uses.

Additionally, OEM placed effort in engaging with the accounts of our local school systems, municipalities, and public safety organizations.

5. Optimize relationships with media outlets to reach a broader audience by engaging at least once a quarter.

2022 Update:

BCOEM is reevaluating whether once a quarter engagement is optimal, or if on "as needed" basis is more realistic. Development of a well-defined Joint Information System (JIS) has replaced this objective.

2023 Update:

With the creation of the Crisis Communications group, our office has touchpoints with all of the public information officers in the County.

Our office conducted a PIO exercise with the City of Columbia to test their policies, procedures, and communication techniques.

OEM also brought in the St. Louis Crisis Communications group for a day long workshop about the role of the PIO and PIO resources, as well as discussion about several case studies.

Creation of a JIS is still a priority, as is the creation of a Communications annex for the EOP. This objective will be continued into the 2025-2027 Strategic Plan.

IX. TRAINING AND EXERCISE

STRATEGIC GOAL - ENSURE BOONE COUNTY'S PREPAREDNESS AND RESILIENCE THROUGH A COMPREHENSIVE WHOLE COMMUNITY TRAINING AND EXERCISE PROGRAM BASED ON CURRENT STANDARDS AND BEST PRACTICES, AND INCLUSIVE OF ALL PARTNER STAKEHOLDERS.

Objectives:

1. Complete annual assessments of whole community training and exercise needs.

2022 Update:

An annual Integrated Preparedness Planning Workshop (IPPW) was held with community stakeholders to gain input from and analyze needs for community training and exercises. BCOEM also participates annually in regional and statewide IPPWs to integrate Boone County priorities with those of the region and state.

2023 Update:

A local Integrated Preparedness Planning Workshop (IPPW) was hosted in July for Boone County stakeholders and OEM staff participated in the regional IPPW to request courses for our area.

2. Provide annual and as needed training to partners, stakeholders, and the community.

2022 Update:

CERT training is ongoing, including a yearly basic CERT class and monthly team training. The CERT Basic Training presented by BCOEM in 2022 was completed by 11 members of the community.

CPR training is conducted by BCOEM as requested for new BCJC personnel and refresher training.

2023 Update:

OEM conducted three CERT basic courses, in addition to ongoing CERT training being provided on a regular basis.

Initial AHA CPR training and refreshers are being provided to Boone County employees, in addition to new Boone County Joint Communications personnel. In 2023, three OEM staff members received a CPR refresher course, twenty staff from other Boone County departments took initial CPR training, and two cohorts of Joint Communications telecommunicators took initial training. Two OEM staff members also became CPR instructors.

OEM also sponsored C3 Pathways School Safety and Violent Event Incident Management (SSAVEIM) program and facilitated several full-scale active assailant exercises for Boone County first responders held at Columbia Public Schools facilities.

The NWS Severe Weather training was cancelled due to severe weather and has been rescheduled for early 2024.

3. Ensure opportunities for BCOEM staff for annual and ongoing training to support position responsibilities and remain current on emergency management performance standards.

2022 Update:

BCOEM employees have access to free-of-charge online and in-seat training through SEMA and FEMA's national training consortium. Employees are required to take the classes needed

to attain FEMA's Professional Development and Advanced Professional Development certificates. Employees funded in part or whole by the Emergency Management Preparedness Grant (EMPG) also complete defined training as required by that grant program.

Employees are further encouraged to, and frequently do, pursue additional training opportunities that support BCOEM roles, responsibilities, and objectives.

Internal training for BCOEM personnel on EOC roles is being planned for 2023.

2023 Update:

Staff members continue to work through the FEMA basic academy, in addition to other courses of study. One staff member completed his Advanced Professional Series, and another new staff member completed all their EMPG requirements. In addition, one staff member achieved Advanced PIO certification.

4. Coordinate exercises to support ongoing learning, improvement, and readiness annually and as appropriate opportunities are identified.

2022 Update:

In 2022 BCOEM facilitated and/or participated in the following exercises:

- Tabletop exercise (TTX) to meet the LEPC statutory requirements to be eligible for Chemical Emergency Preparedness Fund (CEPF) and Hazardous Materials Emergency Preparedness (HMEP) funding.
- Columbia Regional Airport (COU) required triennial full-scale exercise.
- Boone County Amateur Radio Emergency Services (BCARES) Simulated Emergency Test (SET) Drill - functional exercise.
- Region F virtual mass fatality exercise.
- Function sheltering simulation in conjunction with the Red Cross.
- City of Columbia PIO drill -functional exercise.
- Elections Cybersecurity TTX with the County Clerk's office.
- Active shooter TTX with BCSO and BCFPD

2023 Update:

In 2023 BCOEM facilitated and/or participated in the following exercises:

- Full-scale exercise with Cole and Callaway County to meet the LEPC statutory requirements to be eligible for Chemical Emergency Preparedness Fund (CEPF) and Hazardous Materials Emergency Preparedness (HMEP) funding.
- Boone County Amateur Radio Emergency Services (BCARES) Simulated Emergency Test (SET) Drill - functional exercise.
- City of Columbia PIO tabletop drill.

- Active shooter drills with Boone Health ambulance, MU Health Care ambulance, Columbia Fire Department, and Columbia Police Department, among other departments.
- Full-scale Emergency Operations Center (EOC) exercise with Camden County Emergency Management.
- Exercise testing MU Football game day operations from the EOC.
- SEMA full-scale SEOC activation for New Madrid fault line (observation only).
- Internal EOC exercises.
- Columbia Regional Airport tabletop exercise.
- Internal earthquake drill for OEM staff.
- CERT Wide Area Search exercise.
- CERT USNG and land navigation exercise.
- Health Care Coalition communications drills.

X. RECOVERY

STRATEGIC GOAL - INCREASE BOONE COUNTY'S CAPACITY FOR RECOVERY AND RELIEF EFFORTS FOLLOWING A DISASTER OR EMERGENCY.

Objectives:

1. Ensure capacity to manage influx of requested and spontaneous volunteers into Boone County in response to a disaster by identifying partners, facilities, and strategies by December of 2023.

   2022 Update:

   BCOEM is in the planning stages of facilitating the development of a county COAD. The organization of a COAD in Boone County will identify partners capable of, and willing to take on, volunteer management.

   2023 Update:

   Discussion resulting from the Disaster Recovery Plan stakeholder sessions has resulted in the beginning stages of COAD development. This project will be carried over as a priority in the 2025-2027 Strategic Plan.

2. Ensure capacity to manage requested and spontaneous monetary and commodity donations during, and in response to, disasters in Boone County by identifying partners, facilities, and strategies by December of 2023.

   2022 Update:

   A COAD in Boone County will also identify partners for donations management.

   2023 Update:

As the Disaster Recovery Plan is finalized and the COAD process continues, the creation of a Volunteer and Donations Management annex to the EOP will become a priority. If not completed during 2024, this will become a priority in the 2025-2027 Strategic Plan.

3. Increase disaster sheltering capacity in Boone County to 20% of the population by December 2023 through relationship building and additional MOUs.

2022 Update:

Work was done in 2022 in conjunction with the regional Red Cross representative to identify, inspect, and create agreements with organizations/facilities that have the capacity to support a mass care shelter. Boone County's current impact/evacuation sheltering capacity is approximately 5.4% of the county's total population with a reported capacity for 10,043 people; post-impact sheltering capacity is approximately .38% of the population with a capacity for 707 people. Collaboration is ongoing between BCOEM and the Red Cross to identify and partner with more facilities and organizations able to provide sheltering.

2023 Update:

Work was performed in early 2023 surveying sites in Boone County however work was halted over the summer as Red Cross updated their mass sheltering software. Work is expected to resume in March 2024 once the system is available again.

Additionally, 20% of the Boone County population was found to be too much of a stretch goal, so the goal has been reduced to 10% of the population or 18,400 people.

4. Prepare and finalize a pre-disaster Boone County Recovery Plan by the end of 2022.

2022 Update:

A draft pre-disaster recovery plan has been written and is undergoing edits. Stakeholder meetings will be held in 2023 to gather plan specific details and actions.

2023 Update:

During 2023 the Disaster Recovery Plan process was started. Monthly stakeholder meetings were conducted, as well as meetings with individual RSF groups. The plan is in rough draft form and is expected to be finalized in December 2024.

5. Develop a BCOEM damage assessment capability no later than December 2023, with ongoing annual refresher training.

2022 Update:

An ArcGIS product (Survey123) has been identified and is available to BCOEM for damage assessment data collection. Damage assessment procedures have yet to be formalized but remain a priority for 2023 and 2024.

2023 Update:

Survey123 is now on each department iPad and staff have been trained on basic use of the platform. Creation of damage assessment procedures will be a priority for the 2025-2027 Strategic Plan.

A damage assessment exercise is planning for the first quarter of 2024 to test new procedures.

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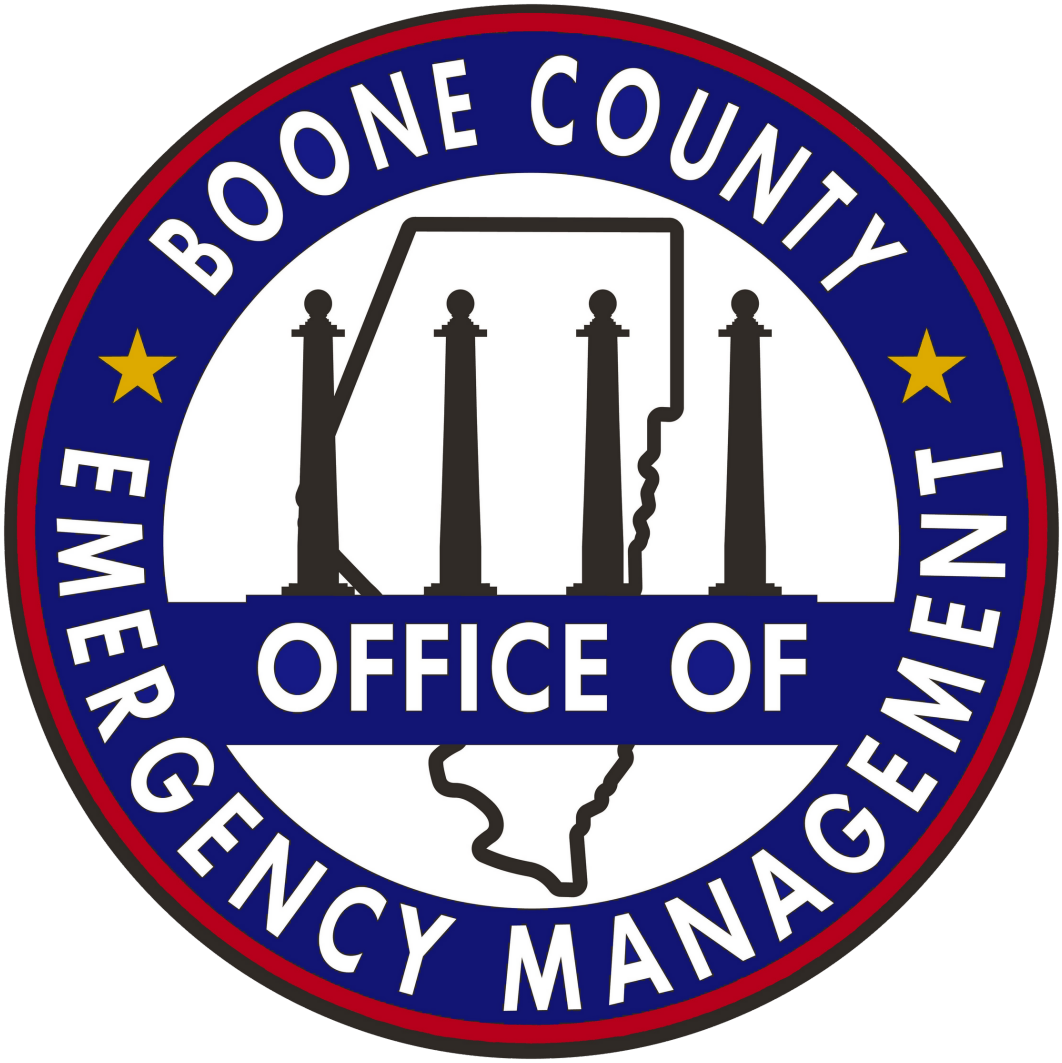

Boone County
Office of Emergency Management
2145 E. County Drive
Columbia, MO 65202
https://www.showmeboone.com/oem/