

BOONE COUNTY EMERGENCY MANAGEMENT STRATEGIC PLAN 2022-2024



Boone County Office of
Emergency Management
2145 County Drive
Columbia, Missouri 65202

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MAINTENANCE AND REVISION

This plan will undergo evaluation and revision during 2024, at which time the Boone County Office of Emergency Management (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.

PROMULGATION STATEMENT

The Boone County Office of Emergency Management (BCOEM) has developed this Boone County Emergency Management Strategic Plan to guide the actions of the BCOEM while carrying out the mission of disaster preparedness, mitigation, response and recovery.

The Strategic Plan outlines a 3-year strategy to increase and improve emergency management services, while continuing to provide the already established coordination and support to the Boone County community and stakeholders. This plan, in conjunction with other plans maintained by the Boone County Office of Emergency Management, intends to support Boone County and its municipalities in responding to and recovering from the effects of natural and man-made disasters.

The Boone County Emergency Management Strategic Plan also incorporates the principles and processes of the National Incident Management System (NIMS) and the Incident Command System (ICS) in accordance with Boone County Resolution 406-2005. The Boone County Order of Resolution is legally executed and non-expiring.

This plan and its provisions are official immediately as signed and dated below by the concurring government officials.

Therefore, with the authority vested in this Commission as the executive governing body of Boone County, in agreement with the appointed Emergency Management Director, we hereby promulgate the Boone County Emergency Management Strategic Plan 2022-2024.

_____ Daniel K. Atwill - Presiding Commissioner Boone County, Missouri	_____ Date
_____ Justin Aldred - Commissioner, 1 st District Boone County, Missouri	_____ Date
_____ Janet M. Thompson - Commissioner, 2 nd District Boone County, Missouri	_____ Date
_____ Chad Martin - Emergency Management Director Boone County Office of Emergency Management	_____ Date

MISSION STATEMENT

The mission of the Boone County Office of Emergency Management 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 human-caused hazards that may impact the county.

VISION

The Boone County Office of Emergency Management will become a nationally accredited emergency management agency providing a framework for a safer, less vulnerable community with the capacity to respond to and recover from all hazards and disasters. By building a culture of preparedness and fostering whole community partnerships, Boone County will increase its resilience to respond to and recover from any disaster, hazard or emergency threatening the community.

CORE VALUES

Our Values Guide Our Decisions and Actions

Service * Partnership * Communication * Improvement * Integrity * Community * Stewardship

Service – We exist to serve the citizens of Boone County before, during and after disasters.

Partnership – We drive the emergency management capabilities of Boone County forward by coordinating stakeholders and partners during all phases of emergency management.

Communication – We strive for accurate, timely and pertinent communication with citizens and partner stakeholders.

Continuous Improvement – We proactively strive for excellence through planning, professional development, training and innovative practices.

Integrity – We value transparency in our workings with all partners and community members, and will be ethical, fair, sincere and accountable.

Community/Teamwork/Collaboration – We achieve results by valuing diversity, innovation and partnerships, and by cultivating strong engagement, trust and collaboration within our organization, and with stakeholders and community partners.

Stewardship – We are accountable for the resources and responsibilities entrusted to us by the community.

EXECUTIVE SUMMARY

The Boone County Emergency Management Strategic Plan for 2022-2024 is intended 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 is designed to serve as a guide that can direct both short and long-term efforts of BCOEM to accomplish emergency management and homeland security missions. This effort aligns with the National Preparedness Goal to ensure a secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk to our communities.

This strategic planning effort is designed to assist leadership in directing programmatic efforts and prioritizing decisions, actions and use of resources with the goal of advancing emergency management in the community.

This plan is intended to be a roadmap that addresses internal growth in the Boone County Office of Emergency Management while addressing planning needs at a county-wide level. The Strategic Plan expresses BCOEM's continued commitment to provide the best possible stewardship in making the community better prepared for, and resilient to, all hazards. Communicating these strategic goals and incorporating them into the day-to-day activities of the agency with support from all partnering agencies will undoubtedly strengthen the County's disaster response capability.

Companion planning documents include the Boone County Emergency Operations Plan, Boone County Hazard Mitigation Plan and Boone County Integrated Preparedness Plan.

With the support of talented and dedicated staff, creative partners and committed leadership, we will continue to build on and maintain Boone County's path of increasing resilience and excellence.

BACKGROUND STATEMENT

The Boone County Office of Emergency Management evolved from an emergency management program that was created and overseen by the City of Columbia. The activities of the program were coordinated by the director of Columbia/Boone County Joint Communications as an additional function to managing the 911 and dispatch operations. Emergency management support was provided by 911 dispatchers and administrative staff with an interest in emergency management.

In 2013, the emergency management program was incorporated by the County of Boone. At that time, a three-eighths cent Boone County 911 dispatch and emergency management services sales tax was passed. The revenue from the sales tax supported the construction of a new building to be co-occupied by Boone County Joint Communications and – for the first time in Boone County history - dedicated full-time emergency management staff. The sales tax contained no sunset clause and will continue to support the program as it grows and responds to the needs of Boone County.

ORGANIZATIONAL STRUCTURE

The Boone County Office of Emergency Management is one of 20 Boone County government departments and elected official offices and falls under the governance of the Boone County Commission.



Illustration 1

Seven full-time employees and one part-time employee fill the positions depicted in Illustration 2. Each position also fills one or more correlated roles in the Emergency Operations Center when it is activated for an emergency, planned event or disaster.

In addition to the dedicated funding provided by the Boone County sales tax, 50% of salary costs for qualified personnel positions are funded through yearly grant awards from the Emergency Management Performance Grant (EMPG) program.

County of Boone Office of Emergency Management

Organizational Chart

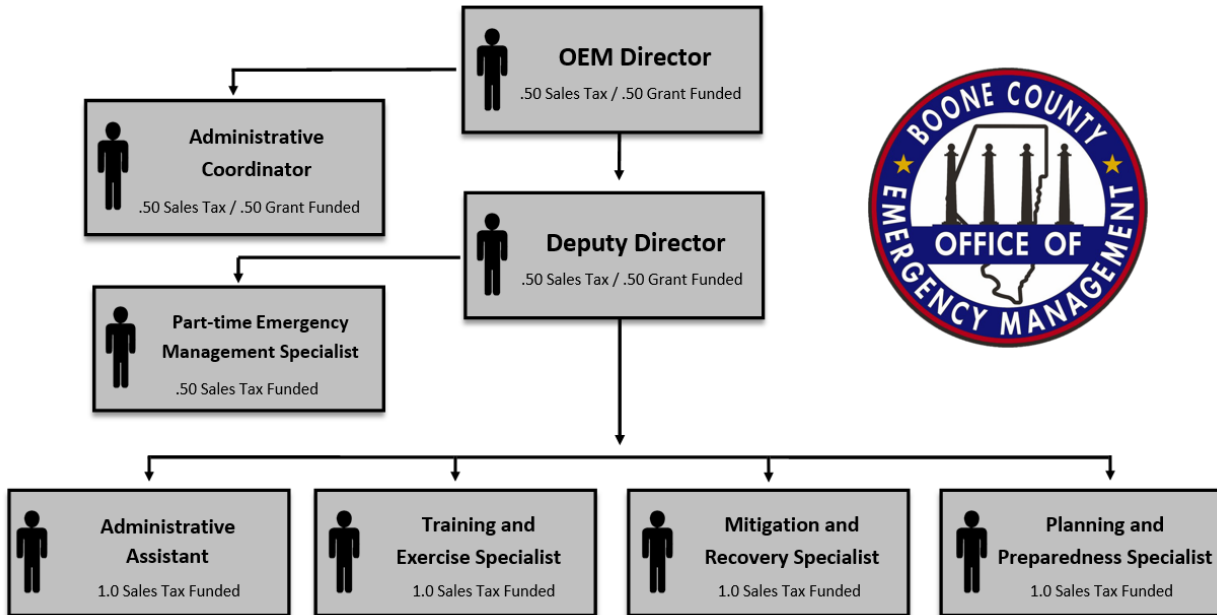


Illustration 2

PROVISION OF SERVICE

The Office of Emergency Management provides emergency management services not only to the unincorporated areas of Boone County, but also to the municipalities within the geographic confines of the county who have letters of agreement with BCOEM. These municipalities include: Centralia, Ashland, Sturgeon, Harrisburg, Hallsville and Rocheport.

GUIDING PRINCIPLES

The Boone County Office of Emergency Management strategic planning effort was based on an inclusive “whole community” approach incorporating the organization’s core values and the following principles:

- Understand community complexity.
- Recognize community capabilities and needs.
- Foster relationships with community leaders.
- Build and maintain diverse partnerships.
- Encourage citizen participation.

These values and principles guided the development of the strategic goals and objectives included in this plan which:

- Consider all hazards, all phases, all stakeholders and all impacts relevant to disasters.
- Are informed by data, evidence and knowledge.
- Align with the National Incident Management System principals and the National Preparedness Goal.
- Acknowledge risks, resources and needs.
- Acknowledge the requirement of unity of effort among government and community partners to achieve the common goals of preparedness, mitigation and response to, and recovery from, emergencies and disasters.
- Are derived from collaborative partner relationships.
- Allow creative and innovative approaches to solving emergency management challenges.
- Have support from governing bodies, partner agencies and emergency/disaster stakeholders who have a role as decision-makers during disaster planning, mitigation, response and recovery.
- Incorporate the Missouri Homeland Security regionalization¹ concepts, where applicable.

STRENGTH, WEAKNESS, OPPORTUNITIES, THREATS/CHALLENGES (SWOT) ANALYSIS

An analysis of BCOEM mission critical services identified the following strengths, weaknesses, opportunities and challenges which were considered during the Boone County Office of Emergency Management strategic planning effort.

Critical services include:

- Educating the public on planning and preparing for emergencies.
- Coordinating and implementing training programs and exercises.
- Providing emergency notifications and updates.
- Providing key decision makers and the community with situational awareness and recommendations.
- Developing and maintaining up-to-date and accurate emergency plans.
- Coordinating and supporting mitigation and resiliency efforts.
- Planning and coordinating with local, state and federal agencies.
- Coordinating interagency communications to share information and to plan response.
- Managing the Boone County Community Emergency Response Team (CERT).
- Coordinating logistics support of responses to incidents.
- Monitoring and supporting response to emergency situations and potential incidents that may impact, or are impacting, the County and/or one or more municipalities located within the county.
- Operating and maintaining the BCOEM Emergency Operations Center (EOC).

¹ Missouri Department of Public Safety Homeland Security Regionalization
<https://dps.mo.gov/dir/programs/ohs/regionalization/>

SITUATIONAL ANALYSIS (SWOT)	
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
Effective and efficient emergency response plan.	Reliant on partner participation. Incomplete recovery plan.
Cohesive idea-driven BCOEM team with good follow through.	Incomplete continuity plans. Need alternate site and cross-training of personnel.
Consistent and abundant funding source.	Underdeveloped fiscal and commodity donations management plan. Need for a COAD/VOAD type of organization, or better understanding and participation in human services, mass care and long-term recovery.
Resource rich community in terms of public safety and emergency/disaster response.	Incomplete processes and procedures to accomplish EOC functions – specifically roles and responsibilities.
Active, effective (though still developing) relationships with governmental and non-governmental partner stakeholders.	Ensuring equitable attention to, and representation of, all municipalities. Continued progress on relationships and participation.
Strong cooperative relationships with regional surrounding jurisdictions.	Lack of outreach and partnerships with business community. Lack of visibility/awareness on needed MOUs/MOAs for services and supplies.
Significant progress made on plans, programs and relationships since 2016.	Internal cohesion – lack of collaboration and group planning; a need for cross capabilities.
	Need for personnel to have a complete knowledge of equipment – what we have, how to use it, how to move it. Need equipment sharing policy finalization and inventory management process.
	Lack of policies: admin/personnel, building, equipment, programs.
	Other agencies over-relying on BCOEM for planning processes and to provide all of their exercise needs.
	Need to optimize use of personnel and more effectively distribute workload.
	Need to implement improvement planning. Need to improve follow up and accountability.

EXTERNAL FACTORS

OPPORTUNITIES (+)	THREATS (-)/CHALLENGES
Many opportunities to further engage partner stakeholders.	Boone County is subject to a wide variety of hazards.
Continuing opportunities to plan for, coordinate and manage incidents and disasters as a community and as a region.	Reaching vulnerable populations.
Numerous opportunities for public outreach. Increase use of social media; use social media to boost LEPC activity.	Need to further identify EOC position staffing – stakeholder partnerships for EOC positions.
Increase BCOEM GIS/mapping fluency to include software and app proficiency, and application of data to meet incident needs.	Resistance to change.
More participation with schools including school safety and preparedness. Ex. - Safety Coalition/MU/Safe Kids’ Day.	Need for more comprehensive interoperability between agencies’ PIOs/JIS.
Smart 911, Smart Prepare, Smart Facility – target community groups.	Need more buy in from local officials, stakeholders and the community.
Increasing CERT capacity; facilitate development of other CERTS i.e. high school CERT.	Poor physical layout of the EOC.
Increase outreach to underserved populations; increase multilingual messaging.	
Expanding relationships with external partners.	
Using resources/knowledge/expertise of partners for training for BCOEM staff, i.e. GIS.	
Expansion of community training, development of a training group.	
Opportunities to develop policies that are a good fit and meet the need of BCOEM.	
Use AARs to influence development of capabilities – COAD/VOAD/LTRC/BEOC, etc.	
LEPC improvements.	

SWOT ANALYSIS

Boone County is prepared for emergency events. There are attainable improvements possible.

STRATEGIC GOALS

In-depth scrutiny and analysis of BCOEM values, critical processes, gaps, strengths and weaknesses resulted in the following strategic goals which outline the forward motion and growth targeted by Boone County BCOEM. Goal and objective development was informed by the 2019 Emergency Management Accreditation Program (EMAP) standards included below, and to which BCOEM strives to meet.

EMAP STANDARD FOR MULTI-YEAR STRATEGIC PLAN:

The jurisdiction has a multi-year Strategic Plan, developed with input from stakeholders, that includes the following:

- (1) vision statement for emergency management;
- (2) mission, goals, objectives, and milestones for the Emergency Management Program;
- (3) a method for Plan implementation; and
- (4) a maintenance process, which includes a method and schedule for evaluation and revision.

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.
2. Procure and manage annual grant funding.
3. Manage federal disaster recovery funding as required due to associated disasters.
4. Obtain Emergency Management Accreditation Program (EMAP) accreditation on or before December 31, 2024.
5. Continue to execute administrative responsibilities in support of the LEPC.
6. Implement a BCOEM branding initiative to be fully implemented by December 2024.

Discussion/Justification:

1. A comprehensive set of policies and procedures for the Office of Emergency Management is under construction but not yet completed.
2. Historically and currently, the Office of Emergency Management has supported operations by offsetting personnel costs and specific operating expenses with grant funding from the FEMA Emergency Management Performance Grant (EMPG). 50% of personnel costs for the Director, Deputy Director and Administrative Coordinator are covered through an annual application for EMPG funding which requires a 50% local match and required emergency management training by the funded employees. Additional expenses able to be reimbursed through this grant include essential emergency operations center supplies, equipment and operating expenses, and essential emergency management travel.

Additional Homeland Security Grant Program (HSGP) funds are available annually in a pass through process managed by the Missouri Office of Homeland Security and the Regional Homeland Security Oversight Committees (RHSOC). Funding provided to local jurisdictions through this process requires the utilization to benefit and be available to the entirety of Region F.

3. During the period 1973 to 2020, Boone County has been included in 26 federally declared disasters, 20 of which have occurred within the past 20 years. Federal disaster declarations provide an opportunity for the County and local governments to recover costs associated with responding to the disaster. BCOEM is the facilitator for these FEMA reimbursement grants.
4. EMAP is an independent non-profit organization which fosters excellence and accountability in emergency management programs by applying credible standards in a peer review accreditation process. EMAP is currently the internationally recognized gold standard for emergency management accreditation. Boone County BCOEM has the capability to meet EMAP standards and ultimately obtain EMAP accreditation.
5. In 2017, administrative coordination of the LEPC was assigned to BCOEM per the Boone County Commission. The roles associated with the assignment were undefined and, in subsequent years, there was confusion within BCOEM and the LEPC as to whom was accountable for completing responsibilities and tasks. In May 2021, the LEPC and Boone County government approved a finalized service agreement outlining the responsibilities of a BCOEM appointed LEPC Coordinator.
6. The BCOEM branding initiative reflects the goal to increase public awareness of the BCOEM mission, and boost engagement with our services, website and social media. A brand strategy and initiative were necessary to increase public awareness of what the BCOEM has to offer. Increasing the community's overall exposure to the organization will assist in developing partnerships as well as increasing awareness of local hazards, preparedness opportunities and resources for building personal and community resilience.

EMAP References/Standards:

“The Emergency Management Accreditation Program (EMAP), as an independent non-profit organization, fosters excellence and accountability in Emergency Management and Homeland Security Programs by establishing credible standards applied in a peer reviewed Assessment and Accreditation Process....The Emergency Management Standard by EMAP and the voluntary accreditation process are intended to promote consistent quality in Emergency Management Programs, thus providing tangible benefits to the community and public infrastructure these Programs serve....The Emergency Management Standard is a rigorous yet scalable industry standard for Emergency Management Programs. The Standard is flexible in design so that programs of varying sizes, with different populations, risks, and resources, can use it as a blueprint for improvement and can attain compliance with the Standard. The Standard was collaboratively developed through a series of working groups of emergency management stakeholders from government, business, and other sectors, and continues to evolve to represent the best in emergency management.” (2019 Emergency Management Accreditation Program, Preface, p.3)

1.1 Purpose

The Emergency Management Standard establishes the baseline performance criteria for an Emergency Management Program and intends that the Standard be fair and equitable for all who choose to adopt it.

3.4.1 Administration and Finance

The Emergency Management Program has administrative and financial procedures for use before, during, and after an emergency/disaster.

3.4.2 Administration and Finance

The administrative and financial procedures provide the ability to request, receive, manage, and apply funds in emergency situations for the delivery of assistance and cost recovery.

3.5.1 Laws and Authorities

The Emergency Management Program's authorities and responsibilities are established and executed in accordance with statutes, regulations, directives, or policies.

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.
2. Ensure stakeholder and partner participation in ongoing plan development, and in annual review and approval processes.
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.
4. Incorporate GIS and technology on an ongoing basis to support planning, preparedness, mitigation, response and recovery.

Discussion/Justification:

1. When the Boone County Office of BCOEM began operations in 2016, existing plans included an EOP that was incomplete and contained outdated information, and a mitigation plan incorporating a hazard assessment which was due for revision in 2020. No COOP, strategic or recovery plans existed in any form. Current standards and accreditation programs require the development, evaluation, and maintenance of these essential emergency management documents. With the inclusion of a planning specialist in the BCOEM cadre of personnel, it was possible in 2016 to begin efforts to update and develop these critical plans.
2. Boone County BCOEM embraces the concept of whole community disaster planning, preparedness, response, recovery and mitigation. Plans developed by BCOEM are derived from actual partner and community practices, policies, procedures, capabilities and goals. Visible and documented input and approval are key not only to partner ownership of the plans, but are also a standard for EMAP accreditation.
3. Analyzing the realistic hazards that threaten Boone County and its municipalities is key to appropriate and substantive planning and preparedness. Identifying and filling capability gaps relies on a good understanding of potential impacts.
4. Standards for disaster management include the use of accessible, interoperable and accurate GIS data collection, analysis and viewing tools.

“GIS integration into disaster management enables higher levels of planning, analysis, situational awareness, and recovery operations.” [<https://www.gislounge.com/how-gis-is-used-in-all-phases-of-emergency-management>]. Boone Co BCOEM has the resources and capacity to fully incorporate GIS into all levels of emergency and disaster management in collaboration with Boone County IT.

EMAP References/Standards:

4.1 Hazard Identification, Risk Assessment and Consequence Analysis

Overview

An Accredited Emergency Management Program has a Hazard Identification, Risk Assessment (HIRA), and Consequence Analysis.

4.1.1 Hazard Identification, Risk Assessment and Consequence Analysis

The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction using multiple sources. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards.

4.4 Operational Planning and Procedures

Overview

An Accredited Emergency Management Program has operational plans and procedures that are developed, coordinated, and implemented among all stakeholders. The plans and procedures describe emergency response, continuity of operations, continuity of government, and recovery from emergencies/disasters.

4.4.1 Operational Planning and Procedures

The Emergency Management Program, through formal planning processes involving stakeholders and by addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

- (1) Emergency Operations;
- (2) Recovery;
- (3) Continuity of Operations; and
- (4) Continuity of Government.

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.
2. Evaluate needs and identify opportunities to purchase, or otherwise obtain, and sustain equipment on an ongoing basis.
3. Maintain and oversee caches of equipment to support preparedness, mitigation, response and recovery throughout the planning period.
4. Identify and obtain additional GIS supporting technology and applications.

Discussion/Justification:

1. Outdoor warning sirens are still one of the most effective methods to warn large portions of the population of impending dangerous weather in the shortest amount of time. Ongoing Boone County growth and development is resulting in extension of the population further out into unincorporated and annexed areas of the county. Warning area coverage has to extend as well, requiring continued acquisition, placement and maintenance of sirens.
- 2/3. BCOEM stakeholder partners – including local municipalities – rely on BCOEM to fill resource needs during times of emergency/disaster. Assessment of resource gaps, and opportunities to fill those gaps, is an ongoing objective. Commonly requested items have been identified as appropriate resources for BCOEM to have cached and available for deployment as needed.
6. An objective included in this plan addresses GIS integration into all levels of disaster management, planning, analysis, information sharing and recovery. Collaboration with Boone County IT to ensure access to enabling technology and applications has been identified as a high priority.

EMAP References/Standards:

4.6 Resource Management, Mutual Aid and Logistics

Overview

An Accredited Emergency Management Program includes systematic identification of resource requirements, shortfalls, and inventories consistent with the Hazard Identification and Risk Assessment (HIRA), and agreements needed in preparation for an emergency/disaster and as needed during response and recovery.

4.6.1 Resource Management, Mutual Aid and Logistics

The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

- (1) identification;
- (2) location;
- (3) acquisition;
- (4) storage;
- (5) maintenance;
- (6) testing;
- (7) distribution; and
- (8) tracking.

4.7 Communications and Warning

Overview

An Accredited Emergency Management Program has communications, alert and notification, and warning plans that provide for using, maintaining, and augmenting the equipment necessary for efficient preparation for, response to, and recovery from emergencies/disasters.

4.7.1 Communications and Warning

The Emergency Management Program has a plan, designed for the hazards identified in Standard 4.4.1, to:

- (1) communicate internally and externally with higher, lateral, and subordinate stakeholders and emergency personnel;
- (2) initiate, receive and relay notifications to alert key decision makers and emergency personnel;
- (3) disseminate emergency alerts and warnings to the public potentially impacted by an actual or impending emergency, and to communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
- (4) address potential operating environments.

4.7.2 Communications and Warning

The Emergency Management Program has a communications, notification, and alert and warning system(s) that:

- (1) supports all Plans identified in Standard 4.4.1;
- (2) includes alternative system(s) in case of failure of primary system(s);
- (3) addresses potential operating environments; and
- (4) is tested on an established schedule with results documented and corrective actions addressed.

4.7.3 Communications and Warning

The Emergency Management Program has operational procedures for the communications, notification, and alert and warning system(s) that address the following:

- (1) hazards identified in Standard 4.1.1;
- (2) potential operating environments; and
- (3) decision-making processes or pre-determined criteria.

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

Discussion/Justification:

1. Hazard mitigation includes planning and actions taken to help reduce or eliminate negative impacts caused by hazards or disasters. Post-disasters repairs and reconstruction often restore damaged property to pre-disaster conditions. While these efforts may get the community back to a functioning normal, the restoration of pre-disaster conditions may result in a recurrence of damage for subsequent disasters. Hazard mitigation breaks this repetitive cycle by taking a long-term view of rebuilding and recovering following disasters which leads to building stronger, safer and more resilient smarter communities that are better able to withstand future hazard occurrences.
2. Per a 2018 FEMA Fact Sheet, natural hazard mitigation saves \$6 on average for every \$1 spent on federal mitigation grants, according to an analysis by the National Institute of Building Sciences. https://www.fema.gov/sites/default/files/2020-07/fema_mitsaves-factsheet_2018.pdf

EMAP References/Standards:

4.1 Hazard Identification, Risk Assessment and Consequence Analysis

Overview

An Accredited Emergency Management Program has a Hazard Identification, Risk Assessment (HIRA), and Consequence Analysis.

4.1.1 Hazard Identification, Risk Assessment and Consequence Analysis

The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction using multiple sources. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards.

4.1.2 Hazard Identification, Risk Assessment and Consequence Analysis

The Emergency Management Program conducts a consequence analysis for the hazards identified in Standard 4.1.1. to consider the impact on the following:

- (1) public;
- (2) responders;

- (3) continuity of operations including continued delivery of service;
- (4) property, facilities, and infrastructure;
- (5) environment;
- (6) economic condition of the jurisdiction; and
- (7) public confidence in the jurisdiction's governance

4.2 Hazard Mitigation

Overview

An Accredited Emergency Management Program has a mitigation program that regularly and systematically utilizes resources to mitigate the effects of emergencies/disasters associated with the risks identified in the Hazard Identification and Risk Assessment (HIRA).

4.2.1 Hazard Mitigation

The Emergency Management Program has a plan to implement mitigation projects and sets priorities based upon loss reduction. The plan:

- (1) is based on the natural and human-caused hazards identified in Standard 4.1.1. and the risk and consequences of those hazards
- (2) is developed through formal planning processes involving Emergency Management Program stakeholders; and
- (3) establishes interim and long-term strategies, actions, goals, and objectives.

4.2.2 Hazard Mitigation

The Emergency Management Program documents project ranking based upon the greatest opportunity for loss reduction and documents how specific mitigation actions contribute to overall risk reduction.

4.2.3 Hazard Mitigation

The Emergency Management Program has a process to monitor overall progress of the mitigation activities and documents completed initiatives and their resulting reduction or limitation of hazard impact on the jurisdiction.

4.2.4 Hazard Mitigation

The Emergency Management Program, consistent with the scope of the mitigation program, does the following:

- (1) identifies ongoing mitigation opportunities and tracks repetitive loss;
- (2) provides technical assistance in implementing mitigation codes and ordinances; and
- (3) participates in jurisdictional and multi-jurisdictional mitigation efforts.

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 EOC to support incident response by identifying roles, responsibilities and supporting tools, and incorporating training and exercise throughout the planning period.
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.
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.
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.

Discussion/Justification:

1. A primary role of BCOEM is providing and managing the EOC to support our stakeholder partners and community in response to emergencies and disasters in Boone County. To ensure successful operations, staff and partners need to have common understanding and training regarding EOC functions and processes.
2. As a vital adjunct to the EOC, viable staffing avenues for an auxiliary call center must be identified to ensure this capability can be made operable in a suitable time frame to support the incident.
- 3/4. An effective EOC supports incident management with processes for information collection, analyzing and sharing; prioritization of incident objectives; and obtaining and allocation of resources. Information sharing is most effective when there is are common operating platforms and processes accessible and familiar to the staff and partners involved in incident management. Pre-planned identification of potential resources and resource management methods also enhance the likelihood of successful incident support.

EMAP References/Standards:

4.4.8 Operational Planning and Procedures

The Emergency Management Program has procedures to guide situation analysis, damage assessment, situation reporting, and incident action planning.

4.5 Incident Management

Overview

An Accredited Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery.

4.5.1 Incident Management

The Emergency Management Program has formally adopted an incident management system. The system includes, but is not limited to, the following concepts:

- (1) modular organization;
- (2) unified command;
- (3) multi-agency coordination;
- (4) span of control;
- (5) common terminology;
- (6) action planning process;
- (7) comprehensive resource management;
- (8) integrated communications; and
- (9) pre-designated facilities.

4.5.2 Incident Management

The Emergency Management Program has procedures that address coordination activities among all personnel with emergency response roles including higher, lateral, and subordinate elements, as well as neighboring jurisdictions.

4.5.3 Incident Management

The Emergency Management Program's incident management system identifies specific organizational roles and responsibilities for each incident management function.

4.5.4 Incident Management

The Emergency Management Program identifies personnel eligible to fill specific incident management system roles.

4.5.5 Incident Management

The Emergency Management Program personnel receive training on its incident management system.

4.6 Resource Management, Mutual Aid, and Logistics

Overview

An Accredited Emergency Management Program includes systematic identification of resource requirements, shortfalls, and inventories consistent with the Hazard Identification and Risk Assessment (HIRA), and agreements needed in preparation for an emergency/disaster and as needed during response and recovery.

4.6.1 Resource Management, Mutual Aid, and Logistics

The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

- (1) identification;
- (2) location;
- (3) acquisition;
- (4) storage;

- (5) maintenance;
- (6) testing;
- (7) distribution; and
- (8) tracking.

4.6.2 Resource Management, Mutual Aid, and Logistics

The resource management system procedures further address the following:

- (1) mobilizing resources prior to and during an emergency;
- (2) dispatching resources prior to and during an emergency; and
- (3) demobilizing or recalling resources during or after an emergency

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.
2. Assess needs and increase service to underserved and vulnerable populations on an ongoing basis.
3. Continue to increase capacity and capability of Boone County CERT through ongoing monthly and annual training, exercise, qualification and credentialing.
4. Promote regional readiness and resilience as needed and on an ongoing basis.

Discussion/Justification

1. Community resilience in the face of disaster relies heavily on individual, family and business preparedness in conjunction with government planning and response. Engaging citizens at all levels and in all phases of emergency management can only strengthen Boone County's overall resilience and ability to recover from the impacts of disaster.
2. The National and local preparedness doctrines and statutes include the acknowledgement of, and responsibility to, the diverse needs of citizens to include those with access and functional needs. Ongoing assessment of, and strategies to address, these needs must be incorporated into all BCOEM planning, preparedness and response activities.
3. The Community Emergency Response Team (CERT) has had a presence in Boone County for many years but was comprised of two separate groups without common coordination. When oversight of CERT transitioned to BCOEM, the program achieved a consistency in standards, training and coordination. BCOEM wants to continue fostering the program's development to achieve the team's highest capacity in serving the community. BCOEM recognizes CERT is an underutilized resource that can fill many gaps during planned events and disasters. With continued training and integration into current response plans, CERT can act as a force-multiplier to the county's first responders and in turn, increase the community's preparedness and resiliency.
4. The State of Missouri has created a model for emergency management and homeland security based on subdividing the state into nine regions which correspond to the established boundaries of the Missouri State Highway Patrol troops. Grant funding, reporting, resource allocation, and cooperative regional disaster planning is managed based on this regional approach. Boone County falls within Region F which encompasses 13 total counties, of which Boone County is one of the most resource and capability rich.

EMAP References/Standards:

4.11 Emergency Public Information and Education

Overview

An Accredited Emergency Management Program has a Public Information and Education function that outlines public education and information activities for the different hazards to which the Program responds.

4.11.1 Emergency Public Information and Education

The Emergency Management Program has a plan for its crisis communications, public information, and education functions. The plan is designed to inform and educate the public through various media about the hazards identified in Standard 4.1.1, threats to public safety, and risk reduction. The plan provides for dissemination of information to protect public health and safety, including response to public inquiries and rumors.

4.11.3 Emergency Public Information and Education

The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1., for the public, including at-risk populations.

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.
2. Encourage and coordinate situation information and intelligence sharing among partner stakeholders as needed throughout the planning period.
3. Identify and participate in regional prevention strategies and initiatives as opportunities arise during the planning period.
4. Increase prevention activities regarding critical infrastructure and key resources (CIKR) throughout the 2022-2024 planning period.

Discussion/Justification:

- 1/2. The environment in which the nation operates grows ever more complex and unpredictable. The National Preparedness Goal includes Prevention as one of its five preparedness mission areas to achieve the goal of a secure and resilient nation, and to prevent an imminent terrorist attack within the United States. A well-established capability to quickly collect, analyze and further disseminate intelligence is critical. The responsibility for prevention is shared, from the individual and the community to local jurisdictions, region, state and federal agencies.
3. Division of the state into nine homeland security planning regions encourages joint planning and preparedness between neighboring jurisdictions in order to enhance capabilities and strengthen resilience. As a part of Region F, Boone County benefits from strong partnerships with the other counties in the region to build capabilities, share resources and knowledge, and work cooperatively throughout all phases of planning, preparedness, mitigation, response and recovery.
4. Potential for impact to CIKR from intended or unintended causes requires very intentional mitigation and protection strategies. BCOEM and stakeholder partners must continue to identify and incorporate these strategies to ensure the safety and operations of those resources.

EMAP References/Standards:

4.3 Prevention

Overview

An Accredited Emergency Management Program encompasses prevention responsibilities, strategies and procedures.

4.3.1 Prevention

The Emergency Management Program has a process(s) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) the hazards identified in Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks;
- (5) surveillance programs; and
- (6) information obtained from internal and external stakeholders

4.3.2 Prevention

The Emergency Management Program has procedures to implement the prevention processes identified in Standard 4.3.1 and to exchange information among internal and external Emergency Management Program stakeholders.

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 EFFECTIVELY 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.
2. Continue to provide public education and outreach for Smart911 and Rave Alert as opportunities arise throughout the planning period.
3. Foster a comprehensive preparedness partnership with schools and existing school outreach programs to be implemented annually.
4. Sustain an ongoing strategy to maintain a comprehensive social media presence with maximum engagement for information sharing.
5. Optimize relationships with media outlets to reach broadest audience by engaging at least once a quarter.

Discussion/Justification:

1. Community outreach is vital to support the mission of emergency management. Engaging the community increases the potential for successful partnerships and provides an avenue to educate and provide the community with life-saving tools, services and information.
2. Partnering with Boone County Joint Communications (BCJC) to educate Boone County citizens about Smart911 and Rave Alert has a direct positive impact on community preparedness and resilience.
3. While a partnership exists between the school districts of Boone County and BCOEM, there is greater opportunity for direct impact through increased ongoing educational and planning activities with administration, teachers and students.
4. The current information sharing environment is heavily dependent on media and social media. In order to maximize reach to as much of our customer base as possible, BCOEM must fully utilize all appropriate media and social media avenues as a means of communication.

EMAP References/Standards:

4.11 Emergency Public Information and Education

Overview

An Accredited Emergency Management Program has a Public Information and Education function that outlines public education and information activities for the different hazards to which the Program responds.

4.11.1 Emergency Public Information and Education

The Emergency Management Program has a plan for its crisis communications, public information, and education functions. The plan is designed to inform and educate the public through various media about the hazards identified in Standard 4.1.1, threats to public safety, and risk reduction. The plan provides for dissemination of information to protect public health and safety, including response to public inquiries and rumors.

4.11.2 Emergency Public Information and Education

The Emergency Management Program has the following:

- (1) a central contact for the media;
- (2) trained spokespersons designated to deliver the Emergency Management Program's message, appropriate to hazard and audience; and
- (3) pre-scripted information bulletins about hazards, preparedness measures, and protective actions.

4.11.3 Emergency Public Information and Education

The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1., for the public, including at-risk populations.

4.11.4 Emergency Public Information and Education

The Emergency Management Program has joint information system procedures to:

- (1) coordinate and authorize information for release;
- 2) communicate with at-risk populations;
- (3) interface with public officials/VIPs; and
- (4) respond to public inquiries and provide rumor control.

4.11.5 Emergency Public Information and Education

The Emergency Management Program has procedures to:

- (1) activate;
- (2) operate; and
- (3) deactivate a joint information center.

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.
2. Provide annual and as needed training to partners, stakeholders and the community.
3. Ensure opportunities for BCOEM staff for annual and ongoing training to support position responsibilities and remain current on emergency management performance standards.
4. Coordinate exercises to support ongoing learning, improvement and readiness annually and as appropriate opportunities are identified.

Discussion/Justification:

1. Procuring and providing training to the whole community is vital to ensuring the County's overall preparedness and resiliency to respond to, and recover from, disasters and emergencies. To identify the training needs of the community, Boone County BCOEM will host at least one annual workshop to provide a forum for partner agencies to voice their priorities and identified gaps. BCOEM leverages the identified priorities of Boone County with those of regional, state and federal partners to secure training opportunities.
2. Trainings include, but are not limited to, public education offerings such as severe weather awareness and emergency preparedness, as well as advanced training for elected officials, agency and department executives, first responders and other community response partners. Engaging a spectrum of diverse stakeholders in the training and exercise process will support buy-in for the overall strategy.
3. BCOEM values and supports the professional development of its team members, and strives to ensure opportunities to gain industry knowledge and information on best practices through the attendance of conferences, classes, workshops, seminars, etc.
4. Reinforcing training and validating planning through regular exercising is another vital function to support BCOEM's mission to build a culture of preparedness and community resiliency. BCOEM believes in the Homeland Security Exercise and Evaluation Process (HSEEP) methodology which follows a progressive approach of tabletop discussions through functional and inclusive full-scale exercises. Included in this methodology are guidelines to retain records and capture lessons learned through after-action reports (AAR) and improvement planning.

EMAP References/Standards

4.9 Training

Overview

An Accredited Emergency Management Program has a training program that includes the assessment, development, and implementation of training for Program officials, emergency management response personnel, and the public.

4.9.1 Training

The Emergency Management Program has a training program that addresses the hazards identified in Standard 4.1.1 and includes the following:

- (1) goals and objectives;
- (2) training needs assessment;
- (3) curriculum;
- (4) course evaluations;
- (5) training records; and
- (6) a records retention schedule.

4.9.2 Training

The training needs assessment addresses the following:

- (1) all personnel with responsibilities in the Emergency Management Program;
- (2) key public officials; and
- (3) internal and external requirements.

4.9.3 Training

The Emergency Management Program training is regularly scheduled and is based on the following:

- (1) training needs assessment;
- (2) internal and external requirements; and
- (3) goals and objectives of the training program.

4.9.4 Training

Personnel receive and maintain training consistent with their current and potential responsibilities.

4.10 Exercises, Evaluations, and Corrective Actions

Overview

An Accredited Emergency Management Program has an exercise, evaluation, and corrective action process that regularly tests the knowledge, skills and abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities.

4.10.1 Exercises, Evaluations, and Corrective Actions

The Emergency Management Program has an exercise, evaluation, and corrective action program based on the hazards identified in Standard 4.1.1.

4.10.2 Exercises, Evaluations, and Corrective Actions

The Emergency Management Program evaluates personnel, plans, procedures, equipment, and facilities through a variety of initiatives, which can include:

- (1) periodic reviews;
- (2) testing;
- (3) post-incident reports;
- (4) lessons learned;
- (5) performance evaluations;
- (6) exercises; and
- (7) real-world events.

Products of these evaluations are documented and disseminated within the Emergency Management Program, including to stakeholders and selected partners

4.10.3 Exercises, Evaluations, and Corrective Actions

The Emergency Management Program has a process for corrective actions that prioritizes and tracks the resolution of deficiencies.

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.
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.
3. Increase disaster sheltering capacity in Boone County to 20% of the population by December 2023 through relationship building and additional MOUs.
4. Prepare and finalize a pre-disaster Boone County Recovery Plan by the end of 2022.
5. Develop an BCOEM damage assessment capability no later than December 2023, with ongoing annual refresher training.

Discussion/Justification:

1. Boone County is subject to frequent destructive events requiring comprehensive plans and capabilities to provide for recovery and relief efforts. Gaps identified by BCOEM in this mission area include comprehensive processes and adequate partnership for donations and volunteer management. Influx of donations and volunteers during a disaster, while vital to the recovery process, must be managed appropriately to prevent overwhelming a community already taxed and creating a “disaster within a disaster”.
2. In order to meet a target capability to shelter 20% of the population of Boone County during a disaster, BCOEM must be vigilant in identifying and partnering with as many potential shelter providers as possible. As most shelter providers are volunteer and have no statutory basis for offering their services, it is vital to pre-plan for additional depth of resource availability in this capability area.
3. While ESF-14 of the Boone County Emergency Operations Plan has historically addressed some recovery activities, the current national standard is for local jurisdictions to have a stand-alone plan that specifically outlines recovery missions and responsibilities under six defined Recovery Support Functions (RSFs).
4. While BCOEM has managed relatively minor damage assessments in response to flooding and severe weather events, the team must be prepared to address much larger-scale disasters. Effective processes must be developed that incorporate the most current GIS tools that are now the standard for supporting damage assessment.

EMAP References/Standards

- 4.4 Operational Planning and Procedures

Overview

An Accredited Emergency Management Program has operational plans and procedures that are developed, coordinated, and implemented among all stakeholders. The plans and procedures describe emergency response, continuity of operations, continuity of government, and recovery from emergencies/disasters.

4.4.1 Operational Planning and Procedures

The Emergency Management Program, through formal planning processes involving stakeholders and by addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

- (1) Emergency Operations;
- (2) Recovery;
- (3) Continuity of Operations; and
- (4) Continuity of Government.

4.4.4 Operational Planning and Procedures

The Recovery Plan establishes short and long-term recovery priorities. The Plan identifies and assigns the following:

- (1) critical functions;
- (2) services/programs;
- (3) vital resources;
- (4) facilities; and
- (5) infrastructure.

4.4.8 Operational Planning and Procedures

The Emergency Management Program has procedures to guide situation analysis, damage assessment, situation reporting, and incident action planning.

4.6.4 Resource Management, Mutual Aid, and Logistics

The resource management system addresses acceptance and management of donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited.

MEASURING IMPROVEMENT

As BCOEM addresses each of the goals in this strategic plan, methods for measuring improvement and meeting objectives include ongoing tracking and documentation of the progress of target action steps. The target action steps are included in the appendix below along with start and projected completion dates.

Internal evaluation tracking the progress of the target action steps will be completed quarterly. Documentation to support these evaluations is as follows, and is required for, and will be used to support, EMAP accreditation audits.

- Completed checklists.
- Plan drafts and/or final signed plans.
- Spreadsheets of community outreach events, trainings and exercises.
- After-action reports.
- Certificates of completed training.

An annual report summarizing the progress of the plan will be made to the Boone County Commission during the first quarter of the year following the year which the report covers.

Appendix: Target Action Steps

ADMINISTRATION

Strategic Goal - Establish and maintain a robust administrative structure that supports routine non-disaster and emergency/disaster operations.

Objective 1 - Develop and maintain a framework of policies and procedures to guide performance during routine non-disaster and emergency/disaster operations.	Start Date	Completion Date	Owner(s)
1.1 Draft, get approval for and implement policies and procedures utilizing PowerDMS for policy development, maintenance and record management. Include policies for building and equipment use, program management, personnel, resource management and incident response/incident management.	2021	12/22	CK
Objective 2 - Procure and manage grant funding.	Start Date	Completion Date	Owner(s)
2.1 Complete application to, and meet requirements for, the Emergency Management Performance Grant (EMPG) each fiscal year to support personnel costs.	by annual deadline		CK, DL
2.2 Apply annually for and - upon award - manage Homeland Security Grant Program (HSGP) funding for identified projects and resources.	by annual deadline		CK, DL
Objective 3 - Manage federal disaster recovery funding.	Start Date	Completion Date	Owner(s)
3.1 Act as County applicant for recovery funds associated with disasters.	As needed		HW, CM, CK
3.2 Manage awarded recovery funds throughout the lifecycle of the project.			HW, CM, CK, DL
Objective 4 - Obtain Emergency Management Accreditation Program (EMAP) accreditation on or before December 31, 2024.	Start Date	Completion Date	Owner(s)
4.1 Maintain currency of EMAP subscription.	2021	annually	DL
4.2 Obtain program manager certification for BCOEM deputy director.	2023	2023	CK
4.3 Compile documentation to evaluate for and demonstrate compliance for each of 64 EMAP standards.	2021	2024	All BCOEM staff
4.4 Record progress and compliance in online program assessment tool.	at least quarterly		SG
Objective 5 - Continue to execute administrative responsibilities in support of the LEPC.	Start Date	Completion Date	Owner(s)
5.1 Ongoing LEPC budget and expense management in conjunction with the LEPC and the Boone County Treasurer.	1/22	12/24	HW, DL
5.2 Ongoing administrative support for LEPC activities as outlined in the service level agreement.	1/22	12/24	HW
Objective 6 - Implement a BCOEM branding initiative.	Start Date	Completion Date	Owner(s)
6.1 Increase community-wide distribution of BCOEM information.	6/21	12/24	HW

PLANNING

Strategic Goal - Increase resilience of Boone County and support mitigation, preparedness, response and recovery by supporting all-inclusive planning capabilities and processes.

<i>Objective 1 - Complete and maintain Continuity of Operations (COOP) Plans for all Boone County departments and elected officials' offices.</i>	Start Date	Completion Date	Owner(s)
1.1 Develop and maintain a BCOEM Continuity of Operations (COOP) Plan.	in progress	1/22	SG
1.2 Develop template for basic plan and department/office specific annexes.	1/22	4/22	SG
1.3 Develop and implement a document review and revision process and schedule.	1/22	4/22	SG
1.4 Develop and schedule a series of workshops to work with departments and offices to support plan development.	1/22	12/23	SG
<i>Objective 2- Ensure stakeholder and partner participation in plan development, review and approval processes.</i>	Start Date	Completion Date	Owner(s)
2.1 Create a plan review schedule and signatory process to be implemented annually.	1/22	Annually	ET
<i>Objective 3 - Complete data-driven Boone County Threat Hazard Identification and Risk Assessments (THIRA) to support planning, funding requests and asset acquisition.</i>	Start Date	Completion Date	Owner(s)
3.1 Participate in Region F THIRA development.	Annually as required		ET, SG
3.2 Develop Boone County specific THIRA.	1/22	12/22	ET, SG
<i>Objective 4 - Incorporate GIS and technology to support planning, preparedness, mitigation, response and recovery.</i>	Start Date	Completion Date	Owner(s)
4.1 Engage County GIS to develop usable GIS tools to support data collection and facilitate information sharing.	Current	Ongoing	BCOEM
4.2 Increase BCOEM knowledge and skills in usable GIS platforms; incorporate consistent and ongoing quarterly training with County GIS.	Current	Ongoing quarterly	BCOEM
4.3 Include map product updates in annual plan reviews.	Current	Annually	ET

EQUIPMENT

Strategic Goal - Increase resilience of Boone County and support mitigation, preparedness, response and recovery through acquisition and sustainment of equipment.

<i>Objective 1 - Increase Boone Co preparedness and effectiveness of warning and response through a comprehensive outdoor warning siren plan/process.</i>	Start Date	Completion Date	Owner(s)
1.1 Identify additional locations for siren placement.	1/22	12/24	DL, CK, CM
1.2 Purchase and place 5 new sirens each year for a total of 15 over a 3-year period contingent on commission approval.	1/22	12/23	DL, CK, CM
1.3 Plan, budget for, and complete siren maintenance and part replacement as required.	1/22	As needed	DL, CK, CM
<i>Objective 2 - Evaluate needs and identify opportunities to purchase/obtain and sustain equipment.</i>	Start Date	Completion Date	Owner(s)
2.1 Identify and utilize funding sources to obtain and sustain equipment including RHSOC, EMPG and newly sourced grant opportunities.	1/22	Ongoing/Annual	DL, CK
<i>Objective 3 - Maintain and oversee caches of equipment to support preparedness, mitigation, response and recovery.</i>	Start Date	Completion Date	Owner(s)
3.1 Maintain and oversee disposition of a cache of active shooter supplies to be used to replenish used and expired items from kits assigned to first responders.	1/22	Ongoing/ As needed	DL, BF
3.2 Obtain and maintain a cache of flood mitigation equipment and supplies.	1/22	12/24	DL, BF, HW
3.3 Continue to implement policies and procedures to support inventory management, including a maintenance and replacement schedule.	1/22	12/24	CK
3.4 Ensure capability of BCOEM personnel to support equipment use and deployment through an ongoing training strategy.	1/22	12/24	CK, CM
<i>Objective 4 - Identify and obtain additional GIS supporting technology and applications.</i>	Start Date	Completion Date	Owner(s)
4.1 Work with IT and GIS to meet hardware and software needs to address emerging and best practice emergency management technological support.	1/22	12/24	BCOEM

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.

<i>Objective 1 - Identify community mitigation projects.</i>	Start Date	Completion Date	Owner(s)
1.1 Identify repetitive loss properties and areas for potential mitigation projects	1/23	12/23	HW
1.2 Identify mitigation funding sources.	1/23	Annual	HW
1.3 Identify studies that need to be done to support mitigation project requests.	1/22	12/24	HW
1.4 Foster buy-in for mitigation projects from jurisdictional and community partners.	1/22	12/24	CM, CK, HW
<i>Objectives 2 - Sustain ongoing mitigation planning as a whole community effort.</i>	Start Date	Completion Date	Owner(s)
2.1 Transition maintenance of the Boone County Hazard Mitigation Plan back to BCOEM.	8/21	12/23	HW
2.2 Continue ongoing review and updates to the HMP in preparation for 5-year review.		12/24	HW
2.3 Incorporate hazardous materials flow study information for I70, Highway 63, railroads and navigable waterways into ESF-10 by the end of 2023 and every 2 years ongoing.	1/23	12/23	HW, ET

INCIDENT MANAGEMENT

Strategic Goal - Provide coordination and support for effective and efficient incident management in response to emergencies and disasters in Boone County.

<i>Objective 1 - Ensure effective and efficient management of the EOC to support incident response.</i>	Start Date	Completion Date	Owner(s)
1.1 Identify and define responsibilities and processes for BCOEM and ESF liaison personnel.	1/22	12/22	ET, CK, CM
1.2 Train and cross train BCOEM personnel to function in multiple EOC roles.	1/22	12/24	MB, CK, BCOEM
1.3 Offer training opportunities for ESF liaisons in expected EOC functions.	1/22	12/24	MB
1.4 Create job aids to support processes for BCOEM and ESF liaison personnel.	1/22	12/22	ET
1.5 Ensure all specialists, director and deputy director are proficient in IAP/EAP development.	1/22	12/22	ET, SG, MB
1.6 Initiate and sustain quarterly training program for EOC processes and technology use.	1/22	12/24	MB, ET
1.7 Ensure the appropriate tools are available to support EOC functions.	1/22	12/24	ECC
1.8 Exercise EOC activation annually.	1/22	12/24	MB, CK, ET
<i>Objective 2 - Ensure ability to effectively staff and manage an auxiliary call center in support of incident management.</i>	Start Date	Completion Date	Owner(s)
2.1 Identify call center staffing sources.	1/22	12/23	ET, CK
2.1.a. Create MOUs with agencies/organizations which can be a source of staffing.	1/22	12/23	ET, CK, BC Legal
2.2 Create job aides to support call center activities.	1/22	12/23	ET
<i>Objective 3 - 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.</i>	Start Date	Completion Date	Owner(s)
3.1 Identify and type commonly utilized disaster resources.	1/22	12/24	ET, DL
3.2 Perform ongoing gap analysis of potential needs versus available resources.	1/22	12/24	BCOEM
3.3 Identify protocols for acquisition of additional resources needed during a major disaster from other government entities, NGOs and the private sector.	1/22	12/24	ET, CK, CM
3.3.a. Ensure MOUs and MOAs exist for needed resource acquisition.	1/22	12/24	CK, CM, BC Legal
<i>Objective 4 - Ensure a robust information management capability to inform decision making.</i>	Start Date	Completion Date	Owner(s)
4.1 Define processes and procedures for the collection, analysis and dissemination of information in support of incident management.	1/22	12/23	ET, BCOEM
4.2 Incorporate information management processes and procedures into training and exercises.	1/22	12/24	ET, MB

PREPAREDNESS

Strategic Goal – Promote community readiness and resilience by fostering a whole community approach to preparedness for disasters and emergencies.

<i>Objectives- Identify opportunities and methods for increasing community awareness about, and participation in, preparedness activities.</i>	Start Date	Completion Date	Owner(s)
1.1 Conduct an Integrated Preparedness Planning Workshop and develop associated plan annually.	4th Qtr. 2021	Annually	MB, ET
1.2 Include public and private partners in planning, outreach, training and exercise.	1/22	12/24	ET, ET, HW
1.3 Foster and promote participation in the LEPC.	2021	12/24	HW, ET
1.4 Continue fostering faith-based preparedness and identifying resources available from the faith-based community.	1/22	12/24	ET
1.5 Organize a Community Organization Active in Disaster (COAD) or Volunteer Organization Active in Disaster (VOAD).	1/22	1/23	ET, HW
1.6 Promote business emergency and continuity of operations planning.	1/22	12/24	ET
<i>Objective 2 - Assess needs and increase service to underserved and vulnerable populations.</i>	Start Date	Completion Date	Owner(s)
2.1 Identify opportunities to provide language alternative informational materials.	1/22	Ongoing	BCOEM
2.2 Establish and continue relationships with agencies providing social services to underserved and vulnerable populations.	1/22	Ongoing	ET, HW
2.3 Identify and establish MOUs with accessible transportation providers to be used during disasters.	1/22	12/23	ET, CK, CM
<i>Objective 3 - Continue to increase capacity and capability of Boone County CERT.</i>	Start Date	Completion Date	Owner(s)
3.1 Finalize CERT credentialing/qualification policy.	2019	12/22	ET, CM
3.2 Identify training and response opportunities for CERT members to enhance capabilities and promote member retention.	1/22	12/24	ET, MB
3.3 Develop strategies for recruitment and retention of CERT volunteers.	1/22	12/24	ET, B
3.4 Perform annual audit of equipment to inform yearly budget development.	1/22	Annually	ET
<i>Objective 4 - Promote regional readiness and resilience.</i>	Start Date	Completion Date	Owner(s)
4.1 Support ongoing development/ increase capabilities of the Reg. F Multi-Agency Coordination Center (F-MACC).	as needed	BCOEM	
4.2 Maintain Boone County information contained in regional plans including, but not limited to, regional interoperability and mass fatality plans.	as needed		BCOEM

PREVENTION

Strategic Goal - Promote community readiness and resilience by fostering a whole community approach to prevention of, and response to, threatened or actual acts of terrorism.

<i>Objective 1 – Identify opportunities and methods for increasing community awareness and participation.</i>	Start Date	Completion Date	Owner(s)
1.1 Utilize media and social media to promote the "See Something, Say Something" initiative.	1/22	12/24	HW
1.2 Continue fostering faith-based safety and security planning.	1/22	12/24	ET
1.3 Promote business safety, security and continuity of operations planning.	1/22	12/24	ET, HW, MB
1.4 Promote cyber security.	1/22	12/24	BCOEM
<i>Objective 2 - Encourage and coordinate situation information and intelligence sharing among partner stakeholders.</i>	Start Date	Completion Date	Owner(s)
1.1 Promote opportunities for Terrorism Liaison Officer training with stakeholder partners.	1/22	12/24	BCOEM
1.2 Create and maintain an intelligence sharing network and process among stakeholder partners, to include cyber security intelligence	1/22	12/24	BCOEM
<i>Objective 3 - Identify and participate in regional prevention strategies and initiatives.</i>	Start Date	Completion Date	Owner(s)
3.1 Identify regional resources to strengthen prevention measures.	1/22	12/24	BCOEM
<i>Objective 4 - Increase prevention activities regarding CIKR</i>	Start Date	Completion Date	Owner(s)
4.1 Identify CIKR in Boone County.	1/22	12/24	BCOEM
4.2 Identify opportunities to plan in conjunction with, and encourage security planning, with CIKR authorities.	1/22	12/24	BCOEM

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 effectively respond to and recover from disasters.

<i>Objective 1 - Create and implement preparedness outreach campaigns for Severe Weather Week, Earthquake Awareness Month, The Great ShakeOut, Fire Prevention Week, etc.</i>	Start Date	Completion Date	Owner(s)
1.1 Budget annually for, and maintain, a ready supply of outreach promotional items.	Annually - May	Annually - June	HW
1.2 Promote the purchase and use of NOAA radios.	1/22	12/24	HW
1.3 Promote Ready-in-3 and other preparedness materials.	1/22	12/24	HW
1.4 Attend at least 6 community outreach events per year (post COVID).	Annually - April	Annually - October	BCOEM
1.5 Hold a Preparedness Fair every September to kick off Preparedness Month. Select a recipient and present a Tom Hurley Public Service Award.	9/21	Annually	BCOEM
<i>Objective 2 - Continue to provide public education and outreach for Smart911 and Rave Alert</i>	Start Date	Completion Date	Owner(s)
2.1 Increase Smart911 subscriptions to 7 percent of the County's total population over the next 3 years.	1/22	12/24	HW
2.2 Increase Rave Alert subscription to 3 percent of the County's total population over the next 3 years.	1/22	12/24	HW
2.3 Identify and engage targeted audiences for Smart911 and Rave Facility outreach.	1/22	12/24	HW
<i>Objective 3 - Foster a comprehensive preparedness partnership with schools and existing school outreach programs.</i>	Start Date	Completion Date	Owner(s)
3.1 Provide <i>Student Tools for Emergency Planning (STEP)</i> training to 4th and 5th graders in the County annually.	2nd Qtr. 2023	Annually	HW, MB
<i>Objective 4 - Sustain an ongoing strategy to maintain a comprehensive social media presence with maximum engagement for information sharing.</i>	Start Date	Completion Date	Owner(s)
4.1 Request social media boost cost in annual budget request.	Annually - May 2023	Annually - June 2024	HW
4.2 Identify additional social media applications to increase engagement options.	1/22	12/24	HW
4.3 Increase engagement with BCOEM's social media accounts by 20% over the next 3 years.	1/22	12/24	HW
4.4 Utilize giveaways to increase engagement.	Monthly - 1/22	Monthly - 12/24	HW
4.5 Increase video instructional and informational postings, and utilization of Facebook Live.	1/23	12/24	HW
4.6 Post to social media platforms 5 times per week.	1/22	12/24	HW
4.7 Utilize media and social media to promote Smart 911, Rave Facility, Ready-in-3 and RAVE opt-in.	1/22	12/24	HW
<i>Objective 5 - Optimize relationship with media outlets to reach broadest audience.</i>	Start Date	Completion Date	Owner(s)
5.1 Engage with media in a joint project at least once a quarter.	1/22	12/24	BCOEM

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.

<i>Objective 1 - Assess whole community training and exercise needs for disaster preparedness.</i>	Start Date	Completion Date	Owner(s)
1.1 Assess community/stakeholder training & exercise priorities through facilitation of annual Integrated Preparedness Planning Workshops (IPPW).	7/22	Annual	MB, ET
1.2 Participate in Regional workshops and planning sessions to advocate for training and exercise needs annually.	3rd Qtr. 2022	Annual	MB, ET
1.3 Review incident and exercise after-action reports/improvement plans and develop quarterly reports to track program progress.	1/22	Quarterly	MB, ET
<i>Objective 2 - Provide training to partners, stakeholders and the community.</i>	Start Date	Completion Date	Owner(s)
2.1 Provide Community Emergency Response Team (CERT) Basic Training annually to educate citizens on disaster preparedness and response.	3/22	Annual	MB, ET
2.2 Provide severe weather awareness and safety training to county and municipal departments, local businesses, community organizations and citizens annually.	2/22	Annual	MB, ET
2.3 Provide FEMA <i>Organization Preparing for Emergency Needs (OPEN)</i> training to one community-based organization per quarter annually.	2nd Qtr. 2022	Quarterly	MB, HW
2.4 Provide <i>Student Tools for Emergency Planning (STEP)</i> training to all 4th and 5th graders in the County annually.	2nd Qtr. 2023	Annual	MB, HW
<i>Objective 3 - Ensure BCOEM staff complies with required training to support position responsibilities and remain current on emergency management performance standards.</i>	Start Date	Completion Date	Owner(s)
3.1 Ensure personnel meet Emergency Management Performance Grant (EMPG) exercise and training requirements.	1/22	Annual	MB, DL
3.2 Ensure personnel meet requirements for attaining FEMA Professional Development and Advanced Professional Development Series (PDS, APS) recognition.	1/23	12/24	MB
3.3 Collectively identify and participate in opportunities for employee professional development.	1/22	12/24	BCOEM
<i>Objective 4 - Coordinate exercises to support learning and readiness.</i>	Start Date	Completion Date	Owner(s)
4.1 Conduct an EOC functional exercise for stakeholders annually to maintain emergency readiness.	10/23	Annual	MB,CM, CK
4.2 Conduct an annual exercise to support hazardous materials response capabilities in collaboration with LEPC.	2nd Qtr. 2022	Annual	MB, HW
4.3 Conduct a recovery exercise for stakeholders annually to maintain emergency readiness.	1/23	Annual	MB, HW

RECOVERY

Recovery Strategic Goal #1 - Increase Boone County's capacity for recovery and relief efforts following a disaster or emergency.

<i>Objective 1 - Ensure capacity to manage influx of requested and spontaneous volunteers into Boone County in response to a disaster.</i>	Start Date	Completion Date	Owner(s)
1.1 Identify partners, facilities and strategies to develop a comprehensive volunteer management system.	1/22	12/23	BCOEM
<i>Objective 2 - Ensure capacity to manage requested and spontaneous monetary and commodity donations during, and in response to, disasters in Boone County.</i>	Start Date	Completion Date	Owner(s)
2.1 Identify partners, facilities and strategies to develop a comprehensive donations management system.	1/22	12/23	BCOEM
<i>Objective 3 - Increase disaster sheltering capacity in Boone County.</i>	Start Date	Completion Date	Owner(s)
3.1 Ensure enough shelter agreements in place to shelter 20% of the population of Boone County.	1/22	12/23	ET, HW
3.2 Identify disaster pet sheltering partners and strategies.	1/22	12/23	ET, HW
<i>Objective 4 - Prepare and finalize a pre-disaster Boone County Recovery Plan.</i>	Start Date	Completion Date	Owner(s)
4.1 Form a collaborative planning team.	10/21	12/21	ET, HW
4.2 Develop and implement a stakeholder and partner engagement strategy.	10/21	ongoing	ET, HW
4.3 Determine the community's risks, impacts, and consequences.	12/21	6/22	ET, HW
4.4 Assess community's capacity and identify capability targets.	12/21	6/22	ET, HW
4.5 Determine leadership positions and define operations necessary for post-disaster recovery planning and management efforts.	2/22	9/22	ET, HW
4.6 Establish processes for post-disaster decision making and policy setting, to include processes for development and use of a long-term recovery group.	2/22	9/22	ET, HW
4.7 Write the local pre-disaster recovery plan.	6/22	10/22	ET, HW
4.8 Prepare, review, and approve the plan.	8/22	12/22	ET, HW
<i>Objective 5 - Develop BCOEM damage assessment capability.</i>	Start Date	Completion Date	Owner(s)
5.1 Complete training for BCOEM employees on damage assessment.	1/22	12/23	BCOEM
5.2 Train on technology for damage information collection. Maintain ongoing refresher training.	1/22	12/24	BCOEM w/IT, GIS
5.3 Create and utilize a written damage assessment plan including worksheets and forms.	1/22	12/23	ET, HW

