Boone County Office of Emergency Management

2025 - 2029 Strategic Plan

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TABLE OF CONTENTS

I. Introduction

a. Promulgation Statement
b. Executive Summary

II. Strategic Goals

a. **Program Management**
    i. Strategic Goal - Create an emergency management program that supports both non-emergency and emergency operations.
b. **Mission Areas**
    i. Prevention
        - Strategic Goal - Foster a community culture of prevention by building a whole community approach.
    ii. Mitigation
        - Strategic Goal - Reduce the potential impact of natural, technological, and human-caused hazards through mitigation efforts.
    iii. Preparedness
        - Strategic Goal - Improve whole community readiness and resilience.
    iv. Response
        - Strategic Goal - Coordinate and support response actions associated with any disasters, emergencies, or special events within Boone County.
    v. Recovery
        - Strategic Goal - Improve Boone County's capacity to efficiently restore community systems and services post-disaster.

III. Appendix

a. Organizational Structure
b. SWOT Analysis
c. Plan Maintenance and Revision
d. Measuring Improvement
e. Action Steps

170 -2025

CERTIFIED COPY OF ORDER

STATE OF MISSOURI } **ea.**
County of Boone

March Session of January Adjourned **Term. 20**

In the County Commission of said county, on the 25th **day of** March **20** 25

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby adopt the Boone County Emergency Management Strategic Plan attached to this order. The Boone County Emergency Management Strategic Plan has been prepared to provide a transparent report of the goals and intentions of the Office of Emergency Management to grow and improve services to meet the mission of preventing, protecting, mitigating, responding to, and recovering from disasters which may impact Boone County. The plan is intended to act as a roadmap for the period of 2025 to 2029 when a new plan will be produced for the next three-year period.

Done this 25th day of March 2025.

Kip Kendrick
Presiding Commissioner

ATTEST:

Brianna L. Lennon
Clerk of the County Commission

Justin Aldred
District I Commissioner

Janet M. Thompson
District II Commissioner

I. INTRODUCTION

PROMULGATION STATEMENT

The Boone County Office of Emergency Management (BCOEM) maintains a 5-year Boone County Emergency Management Strategic Plan to act as a guiding document for BCOEM while carrying out the mission of disaster preparedness, mitigation, response, and recovery.

In 2024, BCOEM reviewed the progress of the actions outlined in the 2022-2024 Strategic Plan and created this updated plan to guide the department through the next five-year time frame.

This plan addendum 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 2025-2029 Boone County Emergency Management Strategic Plan.

Kip Kendrick, Boone County Presiding Commissioner Date

Janet Thompson, Boone County Commissioner, District I Date

Justin Aldred, Boone County Commissioner, District II Date

Christopher Kelley, Boone County Emergency Management Director Date

EXECUTIVE SUMMARY

Boone County Emergency Management is pleased to share its 2025–2029 Strategic Plan, building on the successes of the 2022–2024 plan. This new framework strengthens our commitment to protecting the community's health, safety, and resilience through preparedness, response, recovery, and mitigation.

We prioritize collaboration across all levels. Local government agencies, community organizations, businesses, and residents are encouraged to participate in training, public education, volunteer initiatives, and community discussions to help achieve the plan's goals and strategies.

To ensure alignment with broader county objectives, the 2025–2029 Strategic Plan is closely integrated with the Boone County Emergency Operations Plan, Hazard Mitigation Plan, Disaster Recovery Plan, and Integrated Preparedness Plan. Together, these documents offer comprehensive guidance on risk assessment, resource management, community preparedness, and coordinated emergency response.

By unifying plans, pooling resources, and promoting open communication, Boone County Emergency Management is equipped to meet emerging challenges and seize new opportunities. Ultimately, the 2025–2029 Strategic Plan lays a strong foundation for a safe, prepared, and resilient community—one that can quickly adapt to and recover from any emergency.

Fostering Partnerships. Building Resilience.

Motto:

"Boone County Ready"

Mission Statement

"Forging partnerships to ensure community preparation for all hazards and disasters."

Vision Statement

"Improving upon the past, empowering the present, and preparing for the future to create a strong and resilient Boone County."

Core Values

Ethical

As a publicly funded emergency management department, Boone County Office of Emergency Management will perform all duties and functions with integrity, transparency, and honesty.

Innovative

Boone County Office of Emergency Management will strive to be a leader in the emergency management field by embracing new and emerging technologies and best practices.

Comprehensive

Our emergency management program will provide services consistent with the Four Pillars of Emergency Management – mitigation, preparedness, response, and recovery.

Whole Community-oriented

The Boone County Office of Emergency Management will seek to understand the cultural, spiritual, and physical needs of our community before, during, and after a disaster.

II. Strategic Goals

I. Program Management

a. **Strategic Goal – Create an emergency management program that supports both non-emergency and emergency operations.**
   i. Subgoal 1 – Obtain Emergency Management Accreditation Program (EMAP) accreditation.
   ii. Subgoal 2 – Proactively acquire grant funding to support routine department initiatives, as well as funding post-disaster.
   iii. Subgoal 3 – Develop an effective resource management plan.
   iv. Subgoal 4 – Ensure efficient project management that meets projected deadlines while being fiscally responsive.
   v. Subgoal 5 – Support community-based initiatives deemed to be of strategic value.

b. **Rationale**
   i. EMAP accreditation is the standard for emergency management programs across the nation.
   ii. Grant funding is a fiscally responsible way to reduce personnel and equipment costs, as well as help obtain reimbursement post-disaster.
   iii. Effective resource management guarantees needed supplies, equipment, and space will be available when needed.
   iv. Managing projects efficiently allows teams to complete applicable projects on time, within budget, and to the expected quality of work.
   v. OEM supports community-based projects like the Community Emergency Response Team (CERT), HERricane Camp for high school students, and internship program. These important programs provide important outreach opportunities for our office.

c. **Subgoal Objectives**
   i. Subgoal 1 – Obtain Emergency Management Accreditation Program (EMAP) accreditation.

1. Objective 1 – Maintain a subscription to EMAP.
2. Objective 2 – Have program specialists and department management undergo EMAP training.
3. Objective 3 – Identify a program manager.
4. Objective 4 – Create a project roadmap to direct the accreditation process and inform stakeholders of ongoing progress.
5. Objective 5 – Demonstrate compliance to the EMAP standards.
6. Objective 6 – Track progress in PowerDMS.
7. Objective 7 – Submit EMAP accreditation packet.

ii. Subgoal 2 – Acquire grant funding to support routine department initiatives, as well as obtaining funding post-disaster.
   1. Objective 1 – Procure and manage annual grant funding, such as the Emergency Management Performance Grant (EMPG).
   2. Objective 2 – Procure other types of grants related to the five phases of emergency management.
   3. Objective 3 – Manage federal disaster recovery funding obtained post-disaster.

iii. Subgoal 3 – Develop an effective resource management plan.
   1. Objective 1 – Develop a long-term space management plan.
   2. Objective 2 – Develop a replacement plan for supplies and equipment.
   3. Objective 3 – Evaluate stakeholder needs and obtain equipment and supplies to meet those needs as required.
   4. Objective 4 – Track equipment and supplies in a logistics platform.

iv. Subgoal 4 – Ensure efficient project management that meets project deadlines while being fiscally responsible.
   1. Objective 1 – Create a project management policy and guidelines.
   2. Objective 2 – Use a project management platform for department projects.

v. Subgoal 5 – Support community-based initiatives deemed to be of strategic value.
   1. Objective 1 – Increase the capacity and capability of Boone County CERT through ongoing training, exercise, and collaboration with regional CERTs.
   2. Objective 2 – Continue to expand the HERricane Program to reach high school aged students throughout Boone County.

3. Objective 3 – Develop and maintain a robust internship program to develop future emergency management professionals and support departmental goals.

d. **Measurement**
   i. Submit a packet for Emergency Management Accreditation Program (EMAP) accreditation by December 31, 2026.
   ii. Secure at least one new grant each strategic plan cycle that aligns with a phase of emergency management.
   iii. Required supplies and equipment are available and sufficient for 100% of activations.
   iv. Assure 100% of designated department projects are tracked in a project management tool (e.g., Microsoft Project, Asana) by the end of this 5-year strategic plan cycle.
   v. Continued support for the CERT, HERricane, and internship programs.

e. **Applicable EMAP Standard(s)**
   i. Standard 1.1: EMAP Purpose
   ii. Standard 3.4: Administration and Finance
   iii. Standard 3.5: Laws and Authorities
   iv. Standard 4.7: Resource Management, Mutual Aid, and Logistics
   v. Standard 4.10: Training

II. Mission Areas

a. Prevention

i. Strategic Goal – Create a culture of prevention by fostering a whole community approach.

1. Subgoal 1 – Increase community awareness and participation in emergency management initiatives.
2. Subgoal 2 – Participate in regional and state prevention and preparedness initiatives.
3. Subgoal 3 – Increase prevention activities for critical infrastructure and key resources (CIKR).

ii. Rationale

1. Community involvement is critical to the success of emergency management. The benefits of using a Whole

Community approach include a more informed populus and increased resource availability through community resilience.
2. Involvement in preparedness projects outside of Boone County will give our office more situational awareness of what is occurring in the rest of the state and allow more opportunities for collaboration and response during disasters.
3. Identifying CIKR in Boone County and engaging with CIKR authorities will provide opportunities to protect those vital resources and restore them quickly post-disaster.

iii. Subgoal Objectives

1. Subgoal 1 – Increase community awareness and participation in emergency management initiatives.
    a. Objective 1 – Increase opportunities to promote emergency management initiatives on social media.
    b. Objective 2 – Look for more opportunities to provide in-person outreach to Boone County citizens, regardless of age, gender, race, and socioeconomic status.
    c. Objective 3 – Continue to engage the faith-based community.
2. Subgoal 2 – Participate in regional and state preparedness initiatives.
    a. Objective 1 – Attend regional emergency management meetings as they occur.
    b. Objective 2 – Participate in information sharing with the region.
    c. Objective 3 – Promote state emergency management initiatives.
3. Subgoal 3 – Increase prevention activities for critical infrastructure and key resources.
    a. Objective 1 – Identify critical infrastructure and key resources (CIKR) within Boone County.
    b. Objective 2 – Share information related to CIKR locations with community partners.
    c. Objective 3 – Conduct exercises to identify potential weaknesses or strengths in critical operations or systems.

iv. Measurement

1. Boone County OEM will increase in-person community outreach events by 10% each year, with at least one event developed for the faith-based community.
2. Have representation at 100% of the State Emergency Management (SEMA) emergency management director regional meetings.
3. Participate in at least one exercise every two years to test readiness at or for a CIKR location.

v. Applicable EMAP Standard(s)

1. Standard 4.3: Prevention
2. Standard 4.4: Continuity Planning and Procedures
3. Standard 4.11: Exercises, Evaluations, and Corrective Actions
4. Standard 4.12: Emergency Public Information and Education

b. Mitigation

i. Strategic Goal – Reduce the impact of natural, technological, and human-caused hazards through mitigation efforts.

1. Subgoal 1 – Identify hazards and vulnerabilities that may impact Boone County and/or Region F.
2. Subgoal 2 – Identify community mitigation projects.
3. Subgoal 3 – Implement and maintain mitigation activities.

ii. Rationale

1. Mitigation of area hazards and vulnerabilities supports the National Preparedness Goal of a secure and resilient nation while lessening the impact of disasters.

iii. Subgoal Objectives

1. Subgoal 1 – Identify hazards that may impact Boone County and/or Region F.
    a. Objective 1 – Participate in regional THIRA/HIRA meetings.
    b. Objective 2 – Incorporate the most current hazardous materials flow study into a Boone County THIRA/HIRA.

c. Objective 3 – Assist the Mid-Missouri Regional Planning Commission with developing the upcoming 5-year Hazard Mitigation Plan for Boone County.

2. Subgoal 2 – Identify community mitigation projects.
    a. Objective 1 – Identify stakeholders interested in supporting mitigation efforts.
    b. Objective 2 – Identify repetitive loss properties and other areas ideal for mitigation projects.
    c. Objective 3 – Identify mitigation funding sources.
    d. Objective 4 – Gather information to support mitigation project requests.
3. Subgoal 3 – Implement and maintain mitigation activities.
    a. Objective 1 – Assist stakeholder organizations with implementing mitigation projects.
    b. Objective 2 – Maintain mitigation activities according to grant funding requirements or current best practice.

iv. Measurement

1. Assure the 2025 Hazard Mitigation Plan for Boone County contains the most current hazards for Boone County and municipalities within it.
2. A list of viable hazard mitigation projects will be kept on file with the Mitigation and Recovery Specialist.
3. At least one mitigation project will be implemented per 5-year Hazard Mitigation Plan cycle.

v. Applicable EMAP Standard(s)

1. Standard 4.1: Hazard Identification, Risk Assessment, and Consequence Analysis
2. Standard 4.2: Hazard Mitigation

c. Preparedness

i. Strategic Goal – Improve community readiness and resilience.

1. Subgoal 1 – Continue to improve the Boone County outdoor warning siren network.

2. Subgoal 2 – Support professional growth opportunities for OEM staff.
3. Subgoal 3 – Serve the training and exercise needs for our office, partners, stakeholders, and the community.
4. Subgoal 4 – Ensure required plans are developed and updated on a regular basis.
5. Subgoal 5 – Increase community readiness by providing preparedness education in-person, online, and through traditional media.

ii. Rationale

1. Outdoor warning sirens are a critical part of the broader public emergency notification system. Sirens are used to alert citizens outdoors of a hazardous situation and need to be added as the population of Boone County increases.
2. Continuing education, training opportunities, and extra job duties or projects help staff members gain experience and become more well-rounded employees.
3. Our office supports community resilience by providing necessary training and exercise support to local first responders, government agencies, and the community.
4. Emergency planning is critical to the successful mitigation of disasters, as well as the effective recovery of the community post-disaster.
5. Providing preparedness education ensures residents have the tools and knowledge to respond to emergencies.

iii. Subgoal Objectives

1. Subgoal 1 – Continue to improve the Boone County outdoor warning siren network.
    a. Objective 1 – Extend warning siren coverage as the population of Boone County increases.
    b. Objective 2 – Perform ongoing maintenance of existing sirens.
2. Subgoal 2 – Support professional growth opportunities for OEM staff.
    a. Objective 1 – Advocate for and facilitate internal and external professional growth opportunities for OEM personnel.

   b. Objective 2 – Create a Watch Officer program for emergency management staff.
3. Subgoal 3 – Serve the training and exercise needs for partners, stakeholders, and the community.
   a. Objective 1 – Complete annual assessments of community training and exercise needs.
   b. Objective 2 – Conduct exercises to support interoperability, capability development, and readiness.
4. Subgoal 4 – Ensure required plans are developed and updated on a regular basis.
   a. Objective 1 – Determine which plans and/or annexes need to be developed.
   b. Objective 2 – Determine update cycles for each plan or annex, considering local, state, and federal best practices.
5. Subgoal 5 – Increase community readiness by providing preparedness education in-person, online, and through traditional media.
   a. Objective 1 – Develop and deliver preparedness messages tailored to specific demographics, such as families, seniors, and individuals with disabilities.
   b. Objective 2 – Collaborate with schools, businesses, and community organizations to promote preparedness education.

iv. Measurement

1. OEM has an outdoor warning siren system that is regularly maintained and that keeps pace with population increases in Boone County.
2. To maintain proficiency as emergency management professionals, OEM staff will work to obtain the FEMA Basic Academy, Advanced Professional Series, and any other courses that pertain to their specialization(s).
3. OEM maintains a training and exercise schedule that meets the stated needs of our partners, stakeholders, and community.
4. OEM will create a schedule by which each plan or annex will be updated.
5. Track the number and frequency of educational offerings conducted.

v. **Applicable EMAP Standard(s)**

1. Standard 4.4: Continuity Planning and Procedures
2. Standard 4.5: Operational Planning and Procedures
3. Standard 4.8: Communications and Warning
4. Standard 4.10: Training
5. Standard 4.11: Exercises, Evaluations, and Corrective Actions

d. Response

i. Strategic Goal – Enhance coordination and support for incident response during disasters, emergencies, and special events across Boone County.

1. Subgoal 1 – Ensure effective and efficient operations within the Emergency Operations Center (EOC).
2. Subgoal 2 – Ensure effective communication between partner agencies, local stakeholders, and internal staff.
3. Subgoal 3 – Develop damage assessment capability within Boone County, to include OEM staff.

ii. Rationale

1. The operation of the Boone County EOC is a critical task for our office. Ensuring staff, stakeholders, and other community partners are able to work within an equipped and efficiently run EOC is critical to disaster operations.
2. Effective communication is a key component of successful emergency management.
3. Performing damage assessments is one of the core capacities emergency management agencies need to maintain proficiency in.

iii. Subgoal Objectives

1. Subgoal 1 – Ensure effective and efficient operations within the Emergency Operations Center (EOC).
    a. Objective 1 – Maintain updated Emergency Operations Center (EOC) policies and procedures.
    b. Objective 2 – Create checklists and task books for positions within the EOC.

c. Objective 3 – Look for ways to improve operations within the EOC by improving technology, equipment, and streamlining processes.
d. Objective 4 – Provide EOC training to internal and external stakeholders using current policies, procedures, and position-specific guides.
e. Objective 5 – Construct a secondary EOC to be used as a back-up location.
f. Objective 6 – Contract with an emergency management consultancy firm to help with long-term staffing during disaster or recovery operations.

2. Subgoal 2 – Ensure effective communication between partner agencies, local stakeholders, and internal staff during emergency and non-emergency situations.
    a. Objective 1 – Encourage further development of the Boone County Crisis Communications group.
    b. Objective 2 – Participate in local, regional, and state-wide efforts to gather and disseminate information.
    c. Objective 3 – Improve communication by purchasing equipment and technology.
    d. Objective 4 – Create a Communications annex to the Boone County Emergency Operations Plan (EOP)
3. Subgoal 3 – Develop damage assessment capability within the OEM staff.
    a. Objective 1 – Train OEM staff on how to perform damage assessments.
    b. Objective 2 – Create a damage assessment plan with worksheets and forms.

iv. **Measurement**

1. Boone County has a group of internal and external stakeholders capable of staffing the primary Emergency Operations Center (EOC) and back-up EOC location during an activation.
2. OEM has the ability to notify partner agencies, local stakeholders, and internal staff during emergency and non-emergency situations using several methods.
3. OEM staff will be able to conduct damage assessments using provided technology during exercises and in real-world situations.

v. Applicable EMAP Standard(s)

1. Standard 3.2: Coordination
2. Standard 4.5: Operational Planning and Procedures
3. Standard 4.8: Communications and Warning
4. Standard 4.9: Facilities

e. Recovery

i. Strategic Goal – Strengthen Boone County's ability to quickly and efficiently restore community systems and services.

1. Subgoal 1 – Update the Boone County Disaster Recovery Plan.
2. Subgoal 2 – Increase and improve the mass care capability in Boone County.
3. Subgoal 3 – Improve processes associated with volunteer and donation management during disasters.
4. Subgoal 4 – Create a Community Organizations Active in Disasters (COAD) network.
5. Subgoal 5 – Enhance the resilience of local businesses and organizations by developing and promoting continuity of operations plans (COOP), ensuring they can maintain or rapidly restore critical services during and after a disaster.

ii. Rationale

1. In addition to being a required plan, creating a recovery specific plan with Boone County stakeholder input will increase the resiliency of our community and reduce the time to return to normal post-disaster.
2. Working with community partners like the Red Cross will allow us to increase the capacity for sheltering during a disaster.
3. Developing a volunteer and donation management annex to our Emergency Operations Plan (EOP) will enable our organization to follow best practice during a disaster.
4. Community Organizations Active in Disasters (COAD) are proven to increase community resiliency and reduce the long-term impact of disasters.

5. Continuity of operations planning ensures an organization can maintain essential functions and rapidly recover during and after any disruption, safeguarding mission-critical operations and resources.

iii. Subgoal Objectives

1. Subgoal 1 – Complete the Boone County Disaster Recovery Plan.
    a. Objective 1 – Continue to host stakeholder meetings to build the main recovery plan.
    b. Objective 2 – Continue to encourage individual Recovery Support Function (RSF) meetings developing the RSF sections.
    c. Objective 3 – Update the Disaster Recovery Plan document as needed.
    d. Objective 4 – Submit the draft plan for approval to the stakeholder group for feedback.
    e. Objective 5 – Submit the draft plan for approval to the Boone County Commission.
2. Subgoal 2 – Increase the disaster sheltering capability in Boone County.
    a. Objective 1 – Work with the Red Cross and local faith-based organizations to increase the number of shelter agreements in Boone County.
    b. Objective 2 – Exercise plans related to mass sheltering to identify any needs or gaps.
3. Subgoal 3 – Improve processes associated with volunteer and donation management during disasters.
    a. Objective 1 – Identify partners, facilities, and strategies to develop a volunteer and donation management system in Boone County.
    b. Objective 2 – Develop a volunteer and donations management plan, with input from local stakeholders.
4. Subgoal 4 – Create a Community Organizations Active in Disasters (COAD) network.
    a. Objective 1 – Use the Disaster Recovery Plan stakeholder working group to discuss the COAD concept.
    b. Objective 2 – Create COAD structure.

c. Objective 3 – Approve COAD guidance documents (policies and bylaws).
d. Objective 4 – Create basic COAD plan.

5. Subgoal 5 – Enhance the resilience of local businesses and organizations by developing and promoting continuity of operations plans (COOP), ensuring they can maintain or rapidly restore critical services during and after a disaster.
    a. Objective 1 – Maintain a continuity of operations plan for the OEM office.
    b. Objective 2 – Assist County Government with maintaining continuity of operations plans.
    c. Objective 3 – Assist local municipalities with maintaining continuity of operations plans.
    d. Objective 4 – Assist local businesses and non-profits with maintaining continuity of operations plans.

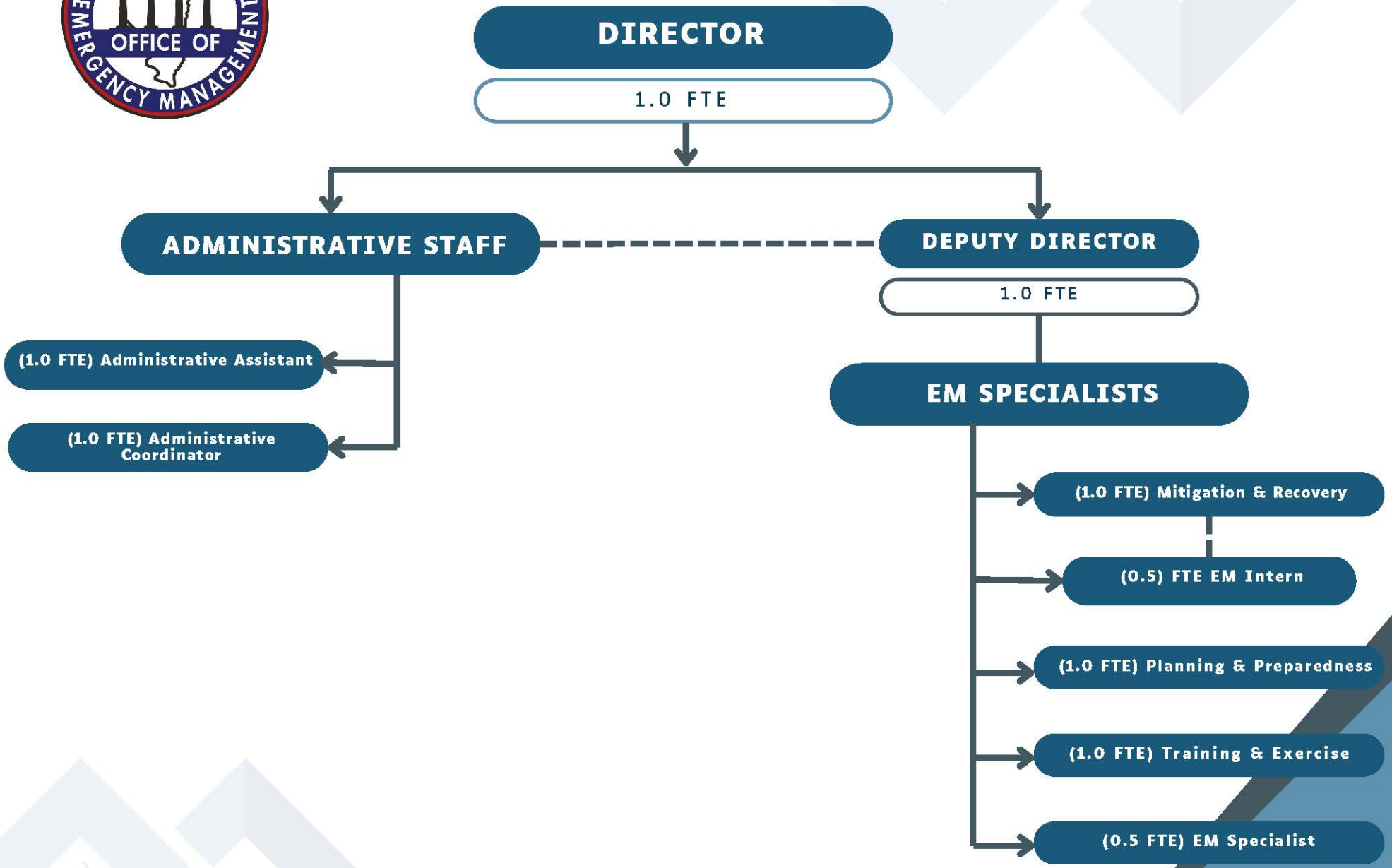
iv. Measurement

1. The draft Boone County Disaster Recovery Plan is submitted for Commission approval by December 31, 2024.
2. Disaster sheltering capacity in Boone County is increased to provide emergency shelter to 10% of the population.
3. Creation of a Volunteer and Donations Management annex to the Boone County Emergency Operations Plan (EOP), that has been validated through exercise.
4. Have a Community Organizations Active in Disasters (COAD) network in Boone County by December 31, 2027.
5. Increase the percentage of departments, organizations, or agencies that have a formally adopted, up-to-date continuity of operations plan each year.

v. Applicable EMAP Standard(s)

1. Standard 4.4: Continuity Planning and Procedures
2. Standard 4.5: Operational Planning and Procedures
3. Standard 4.6: Incident Management
4. Standard 4.7: Resource Management, Mutual Aid, and Logistics

ORGANIZATIONAL STRUCTURE



B. SWOT Analysis

Strengths	Opportunities
• All budgeted positions are filled with experienced staff members that are passionate about emergency management. • Staff size allows each employee to concentrate on core job responsibilities. • The sales tax allows for a budget that supports both routine and emergency operations. • The Boone County area has a lot of resources that can be leveraged. • Buy-in from our local officials is high. • Lots of available training.	• Improvement in communication. • Project management software and guidelines • Cross-training on key roles and responsibilities for OEM staff. • Building an understanding of what OEM does as a department and what our capabilities are. • Updating policies and procedures. Team building exercises. • Salary reassessment for Boone County employees. • Updating the strategic plan. • Joint training with external agencies.
Weaknesses	**Threats**
• OEM does not have statutory authority and operates in an advisory capacity only. • Employee turnover. • Communication breakdowns. • Resistance to new ideas. • Complex budgetary process.	• Staff retention/staff turnover. • Exclusivity/silos between agencies. • Change fatigue. • Decline in morale and motivation.

C. Plan Maintenance and Revision

This plan is a "living document." Accordingly, BCOEM will review, revise, and redistribute it frequently, and on an as-needed basis.

The document will be formally reviewed annually as part of the annual work plan development, with addendums added. Every five years the strategic plan will be reviewed.

As the mission, scope, vision, capabilities, and technologies of emergency management as a discipline, and OEM as a department evolve, this document should also evolve in a reflective and relevant manner.

- 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 5-year plan to the Boone County Commission in December of 2024.

D. Measuring Improvement

As BCOEM addresses each of the goals in this strategic plan, methods for measuring improvement and meeting objectives include ongoing documentation of the target action steps included in the appendix.

The ownership of each objective has been updated and changed to represent job position instead of specific employees' names, to account for any changes in staffing throughout the planning period. The abbreviations below will be substituted for names:

- DIR = Director
- DD = Deputy Director
- AC = Administrative Coordinator
- PP = Planning and Preparedness Specialist
- TE = Training and Exercise Specialist
- MR = Mitigation and Recovery Specialist
- AA = Administrative Assistant
- ALL = All BCOEM staff members

E. Action Steps

Program Management			
Strategic Goal – Create an emergency management program that supports both non-emergency and emergency operations.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Obtain Emergency Management Accreditation Program (EMAP) accreditation.			
• Objective 1: Maintain a subscription to EMAP.	AC	Ongoing	N/A
• Objective 2: Have program specialists and department management undergo EMAP training.	DD	Ongoing	N/A
• Objective 3: Identify a program manager.	DIR	1/1/25	
• Objective 4: Create a project roadmap to direct the accreditation process and inform stakeholders of ongoing progress.	DD	1/1/25	5/1/25
• Objective 5: Demonstrate compliance to the EMAP standards.	ALL	1/1/25	12/31/26
• Objective 6: Track progress in PowerDMS.	DD	1/1/25	12/31/26
• Objective 7: Submit EMAP accreditation packet.	DD	1/1/25	12/31/26
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Acquire grant funding to support routine department initiatives, as well as obtaining funding post-disaster.			
• Objective 1: Procure and manage annual grant funding, such as the Emergency Management Performance Grant (EMPG).	AC	Ongoing	N/A
• Objective 2: Explore and procure other types of grants related to the five phases of emergency management.	ALL	Ongoing	N/A

• Objective 3: Manage federal disaster recovery funding obtained post-disaster.	MR; DIR; AC	Ongoing	N/A
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Develop an effective resource management plan.			
• Objective 1: Develop a long-term space management plan.	ALL	1/1/25	
• Objective 2: Develop a replacement plan for supplies and equipment.	ALL	1/1/25	
• Objective 3: Evaluate stakeholder needs and obtain equipment and supplies to meet those needs as required.	ALL	1/1/25	
• Objective 4: Track equipment and supplies in a logistics platform.	ALL	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 4 – Ensure efficient project management that meets project deadlines while being fiscally responsible.			
• Objective 1: Create a project management policy and guidelines.	DD	1/1/25	
• Objective 2: Use a project management platform for department projects.	ALL	1/1/25	12/31/29
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 5 – Support community-based initiatives deemed to be of strategic value.			
• Objective 1: Increase the capacity and capability of Boone County CERT through ongoing training, exercise, and collaboration with regional CERTs.	PP; TE	1/1/25	
• Objective 2: Continue to expand the HERricane Program to reach high school aged students throughout Boone County.	MR	1/1/25	
• Objective 3: Develop and maintain a robust internship program to develop future emergency management professionals and support departmental goals.	DD; MR	1/1/25	

Prevention			
Strategic Goal – Create a culture of prevention by fostering a whole community approach.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Increase community awareness and participation in emergency management initiatives.			
• Objective 1: Increase opportunities to promote emergency management initiatives on social media.	DD; MR	Ongoing	N/A
• Objective 2: Look for more opportunities to provide in-person outreach to Boone County citizens, regardless of age, gender, race, and socioeconomic status.	DIR; DD; MR	Ongoing	N/A
• Objective 3: Continue to engage the faith-based community.	ALL	Ongoing	N/A
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Participate in regional and state prevention and preparedness initiatives			
• Objective 1: Attend regional emergency management meetings as they occur.	ALL	Ongoing	N/A
• Objective 2: Participate in information sharing with the region.	ALL	Ongoing	N/A
• Objective 3: Promote state emergency management initiatives.	ALL	Ongoing	N/A
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Increase prevention activities for critical infrastructure and key resources.			
• Objective 1: Identify critical infrastructure and key resources (CIKR) within Boone County.	PP	Ongoing	N/A
• Objective 2: Share information related to CIKR locations with community partners.	PP	Ongoing	N/A

• Objective 3: Conduct exercises to identify potential weaknesses or strengths in critical operations or systems.	TE; PP	1/1/25	

Mitigation			
Strategic Goal – Reduce the impact of natural, technological, and human-caused hazards through mitigation efforts.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Identify hazards and vulnerabilities that may impact Boone County and/or Region F.			
• Objective 1: Participate in regional THIRA/HIRA meetings.	DIR; DD; PP; MR	Ongoing	
• Objective 2: Incorporate the most current hazardous materials flow study into a Boone County THIRA/HIRA.	PP; DIR; MR	1/1/25	
• Objective 3: Assist the Mid-Missouri Regional Planning Commission with developing the upcoming 5-year Hazard Mitigation Plan for Boone County.	MR; DIR	10/1/24	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Identify community mitigation projects.			
• Objective 1: Identify stakeholders interested in supporting mitigation efforts.	MR; DIR	1/1/25	
• Objective 2: Identify repetitive loss properties and other areas ideal for mitigation projects.	MR; PP	1/1/25	
• Objective 3: Identify mitigation funding sources.	MR; AC	1/1/25	
• Objective 4: Gather information to support mitigation project requests.	MR	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Implement and maintain mitigation projects.			

• Objective 1: Assist stakeholder organizations with implementing mitigation projects.	MR	1/1/25	
• Objective 2: Maintain mitigation activities according to grant funding requirements or current best practice.	MR	1/1/25	

Preparedness			
Strategic Goal – Improve community readiness and resilience.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Continue to improve the Boone County outdoor warning siren network.			
• Objective 1: Extend warning siren coverage as the population of Boone County increases.	DIR	Ongoing	
• Objective 2: Perform ongoing maintenance of existing sirens.	DIR; AC	Ongoing	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Support professional growth opportunities for OEM staff.			
• Objective 1: Advocate for and facilitate internal and external professional growth opportunities for OEM personnel.	ALL	Ongoing	
• Objective 2: Create a Watch Officer program for emergency management staff.	DD	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Serve the training and exercise needs for our office, partners, stakeholders, and the community.			
• Objective 1: Complete annual assessments of community training and exercise needs.	TE; MR; PP	1/1/25	
• Objective 2: Conduct exercises to support interoperability, capability development, and readiness.	TE	Ongoing	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**

Subgoal 4 – Ensure required plans are developed and updated on a regular basis.			
• Objective 1: Determine which plans and/or annexes need to be developed.	PP; DIR	1/1/25	
• Objective 2: Determine update cycles for each plan or annex, considering local, state, and federal best practices.	PP; MR	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 5 – Increase community readiness by providing preparedness education in-person, online, and through traditional media.			
• Objective 1: Develop and deliver preparedness messages tailored to specific demographics, such as families, seniors, and individuals with disabilities.	DD; MR; PP	Ongoing	
• Objective 2 – Collaborate with schools, businesses, and community organizations to promote preparedness education.	DD; MR; PP	Ongoing	

Response			
Strategic Goal – Enhance coordination and support for incident response during disasters, emergencies, and special events across Boone County.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Ensure effective and efficient operations within the Emergency Operations Center (EOC).			
• Objective 1: Maintain updated Emergency Operations Center (EOC) policies and procedures.	PP	Ongoing	
• Objective 2: Create checklists and task books for positions within the EOC.	DD; PP; TE; MR	11/1/23	3/21/24
• Objective 3: Looks for ways to improve operations within the EOC by improving technology, equipment, and streamlining processes.	ALL	Ongoing	

• Objective 4: Provide EOC training to internal and external stakeholders using current policies, procedures, and position-specific guides.	TE	Ongoing	
• Objective 5: Construct a secondary EOC to be used as a back-up location.	DIR; DD	1/1/25	
• Objective 6: Contract with an emergency management consultancy firm to help with long-term staffing during disaster or recovery operations.	DIR; DD	8/16/24	11/22/24
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Ensure effective communication between partner agencies, local stakeholders, and internal staff during emergency and non-emergency situations.			
• Objective 1: Encourage further development of the Boone County Crisis Communications group.	DIR	Ongoing	
• Objective 2: Participate in local, regional, and state-wide efforts to gather and disseminate information.	ALL	Ongoing	
• Objective 3: Improve communication by purchasing equipment and technology.	ALL	Ongoing	
• Objective 4: Create a communications annex to the Boone County Emergency Operations Plan (EOP).	PP	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Develop damage assessment capability within Boone County, to include OEM staff.			
• Objective 1: Train OEM staff on how to perform damage assessments.	TE	1/1/25	
• Objective 2: Create a damage assessment plan with worksheets and forms.	PP; TE	1/1/25	

Recovery			
Strategic Goal – Strengthen Boone County's ability to quickly and efficiently restore community systems and services.			
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 1 – Update the Boone County Disaster Recovery Plan.			
• Objective 1: Continue to host stakeholder meetings to build the main recovery plan.	MR	9/2023	
• Objective 2: Continue to encourage individual Recovery Support Function (RSF) meetings developing the RSF sections.	MR	9/2023	
• Objective 3: Update the Disaster Recovery Plan document as needed.	MR	9/2023	
• Objective 4: Submit the draft plan for approval to the stakeholder group for feedback.	MR	1/1/25	
• Objective 5: Submit the draft plan for approval to the Boone County Commission.	MR; DIR	1/1/25	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 2 – Increase the disaster sheltering capability in Boone County.			
• Objective 1: Work with Red Cross and local faith-based organizations to increase the number of shelter agreements in Boone County.	PP; MR	1/1/25	
• Objective 2: Exercise plans related to mass sheltering to identify any needs or gaps.	TE	Ongoing	
Subgoals and Objectives	**Personnel Assigned**	**Start**	**Completion**
Subgoal 3 – Improve processes associated with volunteer and donation management during disasters.			
• Objective 1: Identify partners, facilities, and strategies to develop a volunteer and donation management system in Boone County.	PP; MR	1/1/25	
• Objective 2: Develop a volunteer and donations management plan, with input from local stakeholders.	PP; MR	1/1/25	

Subgoals and Objectives	Personnel Assigned	Start	Completion
Subgoal 4 – Create a Community Organizations Active in Disasters (COAD) network.			
• Objective 1: Use the Disaster Recovery Plan stakeholder working group to discuss the COAD concept.	MR	1/1/25	
• Objective 2: Create COAD structure.	MR	1/1/25	
• Objective 3: Approve COAD guidance documents (policies and bylaws).	MR; DIR	1/1/25	
• Objective 4: Create basic COAD plan.	MR	1/1/25	

Subgoals and Objectives	Personnel Assigned	Start	Completion
Subgoal 5 – Enhance the resilience of local businesses and organizations by developing and promoting continuity of operations plans (COOP), ensuring they can maintain or rapidly restore critical services during and after a disaster.			
• Objective 1: Maintain a continuity of operations plan for the OEM office.	PP; DD	11/12/24	1/1/25
• Objective 2 – Assist County Government with maintaining continuity of operations plans.	PP; DD	1/1/25	
• Objective 3 – Assist local municipalities with maintaining continuity of operations plans.	PP; DD	1/1/25	
• Objective 4 – Assist local businesses and non-profits with maintaining continuity of operations plans.	PP; DD	1/1/25	

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