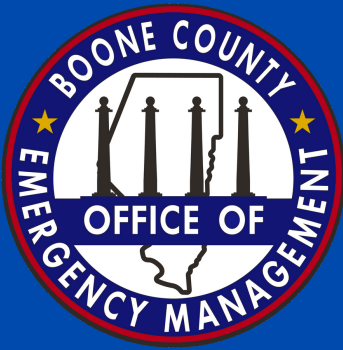




BOONE COUNTY

Comprehensive Emergency Management Plan (CEMP)



2025 - 2026
Revision

Boone County
Office of Emergency Management

RESOLUTION NO. 2025-37

A RESOLUTION OF THE CITY OF ASHLAND, MISSOURI ADOPTING THE BOONE COUNTY EMERGENCY OPERATIONS PLAN (EOP)

WHEREAS the City of Ashland recognizes the importance of preparing for, responding to, recovering from, and mitigating all types of emergencies and disasters that could impact Boone County; and

WHEREAS the City of Ashland has participated in the review and coordination of the Boone County Emergency Operations Plan (EOP), which provides a comprehensive framework for countywide emergency management efforts; and

WHEREAS, the EOP outlines responsibilities, coordination mechanisms, and operational guidelines to support effective emergency response and recovery efforts among all jurisdictions and partners; and

WHEREAS adoption of the EOP ensures that the City of Ashland is aligned with national and state emergency management principles, including the National Incident Management System (NIMS); and

WHEREAS the City of Ashland affirms its commitment to supporting the implementation and maintenance of the EOP as part of Boone County's unified emergency management strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF ASHLAND, in the State of Missouri, THAT:

In accordance with the City of Ashland Codes, the City of Ashland hereby adopts the Boone County Emergency Operations Plan as the guiding document for emergency management coordination and response within its jurisdiction.

ADOPTED by a vote of 5 in favor and ___ against, and ___ abstaining, this 3 day of

June, 2025

By (Sig):



Print name: Dorise Slinker

ATTEST:

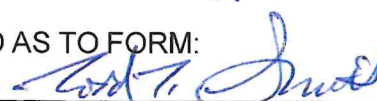
By (Sig.):



Print name: Darla Sapp

APPROVED AS TO FORM:

By (Sig.):



Print name: Todd Smith

Therefore, in recognition of the emergency management responsibilities of the government of Centralia, MO and by the authority vested in this governing body, we do hereby promulgate the attached Boone County Comprehensive Emergency Management Plan on this 19th day of May, 2025.

Date _____

Introduced by Buffaloe Council Bill No. R 85-25

A RESOLUTION

expressing support for promulgation of the Boone County Comprehensive Emergency Management Plan (CEMP), 2025-2026 Revision.

WHEREAS the City of Columbia recognizes the importance of preparing for, responding to, recovering from, and mitigating all types of emergencies and disasters impacting Boone County; and

WHEREAS the City of Columbia Fire Chief has participated in the review and coordination of the Boone County Comprehensive Emergency Management Plan (CEMP), 2025-2026 Revision, which provides a comprehensive framework for countywide emergency management efforts; and

WHEREAS, the CEMP outlines responsibilities, coordination mechanisms, and operational guidelines to support effective emergency response and recovery efforts among all jurisdictions and stakeholders; and

WHEREAS, expressing support for Boone County's promulgation of the CEMP ensures that the City of Columbia is aligned with national and state emergency management principles, including the National Incident Management System (NIMS); and

WHEREAS, the City of Columbia affirms its commitment to supporting the implementation and maintenance of the CEMP as part of Boone County's unified emergency management strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Council of the City of Columbia, Missouri hereby expresses support for Boone County's promulgation of the Comprehensive Emergency Management Plan (CEMP), 2025-2026 Revision. The form and content of the CEMP shall be substantially in the same form as set forth in "Exhibit A" attached hereto.

SECTION 2. The City of Columbia shall utilize the Comprehensive Emergency Management Plan (CEMP), 2025-2026 Revision as the guiding document for emergency management coordination and response within its jurisdiction.

ADOPTED this 16th day of June, 2025.

ATTEST:



City Clerk



Mayor and Presiding Officer

APPROVED AS TO FORM:



City Counselor

630 -2025

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
County of Boone } ea.

December Session of the October Adjourned

Term. 20 25

In the County Commission of said county, on the 16th day of December 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 Comprehensive Emergency Management Plan (CEMP) attached to this order.

Done this 16th day of December 2025.

ATTEST:


Brianna L. Lennon
Clerk of the County Commission


Kip Kendrick
Presiding Commissioner


Justin Aldred
District I Commissioner


Janet M. Thompson
District II Commissioner

RESOLUTION NO. 2025-03

A RESOLUTION OF THE CITY OF HALLSVILLE, MISSOURI ADOPTING THE
BOONE COUNTY EMERGENCY OPERATIONS PLAN (EOP)

WHEREAS, the City of Hallsville recognizes the importance of preparing for, responding to, recovering from, and mitigating all types of emergencies and disasters that could impact Boone County; and

WHEREAS, the City of Hallsville has participated in the review and coordination of the Boone County Emergency Operations Plan (EOP), which provides a comprehensive framework for countywide emergency management efforts; and

WHEREAS, the EOP outlines responsibilities, coordination mechanisms, and operational guidelines to support effective emergency response and recovery efforts among all jurisdictions and partners; and

WHEREAS, adoption of the EOP ensures that the City of Hallsville is aligned with national and state emergency management principles, including the National Incident Management System (NIMS); and

WHEREAS, the City of Hallsville affirms its commitment to supporting the implementation and maintenance of the EOP as part of Boone County's unified emergency management strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF HALLSVILLE, in the State of Missouri, THAT:

In accordance with the Board of Aldermen, the City of Hallsville hereby adopts the Boone County Emergency Operations Plan as the guiding document for emergency management coordination and response within its jurisdiction.

ADOPTED by a vote of 4 in favor and 0 against, and 0 abstaining, this 9 day of June, 2025.

By (Sig): J. Kate Boatright Print name: J. Kate Boatright

ATTEST:

By (Sig): Henrietta Ridgway Sample Print name: Henrietta Ridgway Sample

APPROVED AS TO FORM:

By (Sig.): Jackie L. Rodgers Jr. Print name: Jackie L. Rodgers Jr.

Village of Harrisburg, Missouri RESOLUTION NO. R-24-25

A RESOLUTION OF THE VILLAGE OF HARRISBURG, MISSOURI ADOPTING THE BOONE COUNTY EMERGENCY OPERATIONS PLAN (EOP)

WHEREAS the Village of Harrisburg recognizes the importance of preparing for, responding to, recovering from, and mitigating all types of emergencies and disasters that could impact Boone County; and

WHEREAS the Village of Harrisburg has participated in the review and coordination of the Boone County Emergency Operations Plan (EOP), which provides a comprehensive framework for countywide emergency management efforts; and

WHEREAS, the EOP outlines responsibilities, coordination mechanisms, and operational guidelines to support effective emergency response and recovery efforts among all jurisdictions and partners; and

WHEREAS adoption of the EOP ensures that the Village of Harrisburg is aligned with national and state emergency management principles, including the National Incident Management System (NIMS); and

WHEREAS the Village of Harrisburg affirms its commitment to supporting the implementation and maintenance of the EOP as part of Boone County's unified emergency management strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE OF HARRISBURG, in the State of Missouri, THAT:

In accordance with adoption by vote by the Village of Harrisburg, Missouri Board of Trustees adopts the Boone County Emergency Operations Plan as the guiding document for emergency management coordination and response within its jurisdiction.

ADOPTED by a vote of 5 in favor and 0 against, and 0 abstaining, this 15th day of July, 2025.

By (Sig): [Signature]
Print name: JEFF A. P.

ATTEST:
By (Sig.): [Signature]
Print name: Kathy Wilhite

APPROVED AS TO FORM:

By (Sig.): _____
Print name: _____

PROMULGATION STATEMENT – City of Rocheport, MO

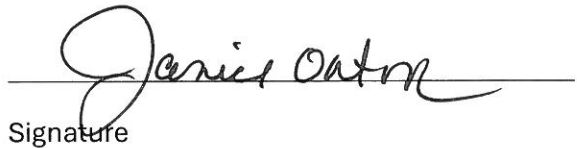
A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. One goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

The Boone County, Missouri Comprehensive Emergency Management Plan (CEMP) provides a framework for a community-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers and community partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

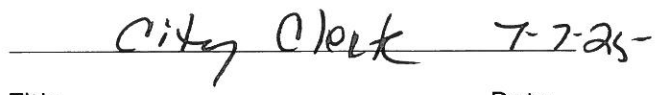
The Boone County Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of the government of Rocheport, MO and by the authority vested in this governing body, we do hereby promulgate the attached Boone County Comprehensive Emergency Management Plan on this seventh day of July, 2025.


Signature


Signature


Title
Date
7-7-25


Title
Date
7-7-25

RESOLUTION NO. 2025-02

**A RESOLUTION OF THE CITY OF STURGEON, MISSOURI ADOPTING THE BOONE COUNTY
EMERGENCY OPERATIONS PLAN (EOP)**

WHEREAS the City of Sturgeon recognizes the importance of preparing for, responding to, recovering from, and mitigating all types of emergencies and disasters that could impact Boone County; and

WHEREAS the City of Sturgeon has participated in the review and coordination of the Boone County Emergency Operations Plan (EOP), which provides a comprehensive framework for countywide emergency management efforts; and

WHEREAS the EOP outlines responsibilities, coordination mechanisms, and operational guidelines to support effective emergency response and recovery efforts among all jurisdictions and partners; and

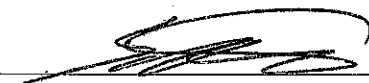
WHEREAS adoption of the EOP ensures that the City of Sturgeon is aligned with national and state emergency management principles, including the National Incident Management System (NIMS); and

WHEREAS the City of Sturgeon affirms its commitment to supporting the implementation and maintenance of the EOP as part of Boone County's unified emergency management strategy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF STURGEON, in the State of Missouri, THAT:

The City of Sturgeon hereby adopts the Boone County Emergency Operations Plan as the guiding document for emergency management coordination and response within its jurisdiction.

ADOPTED by a vote of 4 in favor and 0 against, and 0 abstaining, this 22nd day of September, 2025.



Mayor, Seth Truesdell

ATTEST:



City Clerk, Melissa Boots

APPROVED AS TO FORM:



City Attorney, Jackie L. Rodgers Jr.

PROMULGATION STATEMENT – Village of Hartsburg, MO

A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. One goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

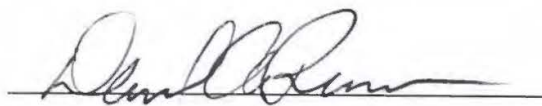
The Boone County, Missouri Comprehensive Emergency Management Plan (CEMP) provides a framework for a community-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers and community partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

The Boone County Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of the government of Hartsburg, MO and by the authority vested in this governing body, we do hereby promulgate the attached Boone County Comprehensive Emergency Management Plan on this 6th day of August, 2025.



Signature



Signature

Hartsburg Board Chairman 8/6/25

Title

Date

BOARD MEMBER 8-6-25

Title

Date

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CHANGE LOG, REVIEW LOG, AND DISTRIBUTION RECORD

For reference, the historical record of changes, the review log, and distribution records are located in the appendix of this document. This placement facilitates streamlined document navigation and ensures ease of access to critical historical data.

Change Log			
Change #	Date of Change	Individual(s) Making Change	Description of Change
11	January 2025	Jake Waller	Comprehensive review and reworking of the plan.
12	April 2025	Jake Waller	Incorporating suggested changes from stakeholders
13	May 5, 2025	Jake Waller	Incorporating suggested changes from SEMA Coordinator Elizabeth Thompson
14	June 10, 2025	Jake Waller	Correct page numbering

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
All Elements	2/4/25; 4/28/25	• Brian Schaefer, CFD • Rebecca Estes, PHHS • Chuck Doss, MU Health Care • Elizabeth Thompson, SEMA
Base Plan	March 2025	• Kenyetta Ridgway-Sample, City of Hallsville • Trynton Roberts, City of Hallsville • Carol Rhodes, City of Columbia • Tara Strain, City of Centralia
ESF-1	March 2025	• Thaddeus Yonke, BCRM • Bill Florea, BCRM • Jeff McCann, BCRM • Michael Parks, COU
ESF-2	March 2025	• Stirling Williams, BCJC • Beth Boos, Boone County IT • Christie Davis, BCJC
ESF-3	March 2025	• Thaddeus Yonke, BCRM • Bill Florea, BCRM • Jeff McCann, BCRM • Andrew Petri, Boone Electric Co-Op • Jimmy Goodnight, Boone Electric Co-Op • Chad Henry, Consolidated Water #1 • Daniel Cunningham, Boone County Regional Sewer District • Brenden Smith, Public Water Supply District #9 • Roger Ballew, Public Water Supply District #9

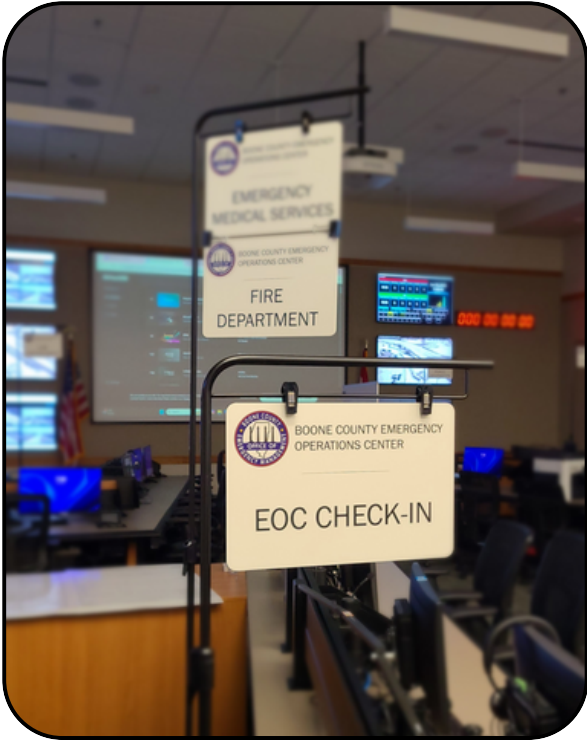
Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-4	March 2025	• Olsen, Scott, BCFPD • Jim Bullard, SBCFPD • Brady Sandker, Columbia Airport • Denny Rusch, Centralia Fire Dept. • John Ambra, Columbia Fire Dept. • Doug Westhoff, BCFPD • Gale Blomenkamp, BCFPD
ESF-5	2/14/25	• Jerry Jenkins, University of Missouri • Dale Chambers, MU Health Care • Anthony Gallaher, Truman VA Hospital • Joe Bayer, Boone Health
ESF-6	2/14/25	• Ed Barnhill, MO Baptist Disaster Relief • Rebecca Roesslet, PHHS • Joanne Nelson, Community Services • Kristin Cummins, Community Services • John Dungan, Red Cross • Melissa Wilding, Red Cross • Michelle Casey, CMHS • Jody Dickhaut, SEMA • Becky Thompson, Housing & Neighborhood Services • Kevin Cedervall, Salvation Army • Emili Pezall, City of Refuge • Courtney Simmons, United Way
ESF-7	March 2025	• Melinda Bobbit, Boone County Procurement • Kyle Rieman, Boone County Auditor • Aaron Neugarten, Boone County Auditor's Office • Jenna Redel, Boone County Treasurer • Alissa Marlow, Boone County Treasurer's Office • Lynn Cannon, City of Columbia • Cale Turner, City of Columbia

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-8	2/14/25	• Josh Creamer, MU Health Care • Troy McAdams, MU Health Care EMS • Shawn Gerstner, Boone Health EMS • Andrea Wiggins, Truman VA • Scott Olsen, BCFPD • Brady Sandker, Columbia Airport • Carisa Kessler, Burrell • Kara Amann, Missouri Hospital Assoc. • Jim Bullard, SBCFPD • Denny Rusch, Centralia Fire Dept. • Rebecca Roesslet, PHHS • Becky Thompson, Housing & Neighborhood Services
ESF-9	2/14/25	• Olsen, Scott, BCFPD • Jim Bullard, SBCFPD • Brady Sandker, Columbia Airport • Denny Rusch, Centralia Fire Dept. • John Ambra, Columbia Fire Dept. • Brian Weimer, MUPD • Jeffrey Voss, Ashland PD • Andrew Worrall, Ashland PD • Scott Young, Ashland PD • Gary German, BCSO • Jim Perkins, BCSO • Jill Schlude, Columbia PD • Harlan Hatton, Centralia PD • Tom Crawford, Hallsville PD
ESF-10	March 2025	• Sean Counihan, MO DNR • Doug Westhoff, BCFPD • Gale Blomenkamp, BCFPD

Review Log		
Elements Reviewed	Date of Review	Individual(s) Conducting Review
ESF-11	March 2025	- Chris Campbell, Boone County Historical Society - Gerald Hirsch, State Historical Society - Annie Kittrell-Poehlein, MDC
ESF-12	March 2025	- Claire Eubanks, MO Public Service Commission - Andrew Petri, Boone Electric Co-Op - Scott Thieret, Boone Electric Co-Op - Jimmy Goodnight, Boone Electric Co-Op - Jim Busch, MO Public Service Commission - John Wulff, City of Columbia
ESF-13	March 2025	- Brian Weimer, MUPD - Brady Sandker, COU - Jeff Voss, APD - Andrew Worrall, APD - Scott Young, APD - Gary German, BCSO - Jim Perkins, BCSO - Jill Schlude, Columbia PD - Harlan Hatton, Centralia PD
ESF-14	March 2025	- Becky Thompson, Housing & Neighborhood Services - Jody Dickhaut, SEMA - Kevin Cedervall, Salvation Army - Emili Pezall, City of Refuge - Courtney Simmons, United Way
ESF-15	2/12/25	- Sydney Olsen, City of Columbia - Nick Tietsort, University of Missouri - Eric Maze, MU Health Care - Christian Basi, Boone Health

Distribution Record		
Date of Distribution	Method of Distribution	Name, Title, Organization of Receiver

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SECTION I: BASE PLAN

PROMULGATION STATEMENT

A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. One goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

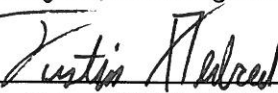
The Boone County, Missouri Comprehensive Emergency Management Plan (CEMP) provides a framework for a community-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers and community partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

The Boone County Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of Presiding Commissioner Kip Kendrick and within his authority vested by the citizens of Boone County, MO, we do hereby promulgate the attached Boone County Comprehensive Emergency Management Plan on this 16th day of December, 2025.


Kip Kendrick, Presiding Commissioner


Chris Kelley, Emergency Management Director


Justin Aldred, District I Commissioner


Janet Thompson, District II Commissioner

APPROVAL AND IMPLEMENTATION

This Comprehensive Emergency Management Plan (CEMP) for Boone County, Missouri will become effective and considered approved upon signing by the Boone County Commission, any participating municipality elected officials, and the Emergency Management Director. When approved, this plan will supersede all previous plans for emergency management.

The Boone County Presiding Commissioner authorizes certain Boone County officials to make modifications to this plan without the express written approval of the Presiding Commissioner. These modifications must be recorded in the Change Log section of this plan.

Authorized modifications include:

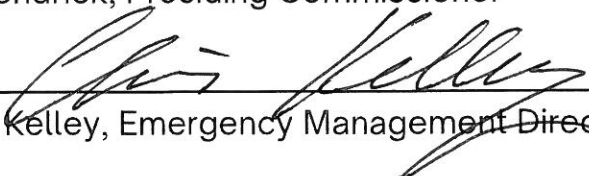
- Changes to contact information
- Formatting and other structural changes
- Updates to content resulting from changes to operational policies and guidelines

The following Boone County officials have the authority to make the above-named changes.

1. Emergency Management Director
2. Emergency Management Deputy Director
3. Planning and Preparedness Specialist
4. Mitigation and Recovery Specialist



Kip Kendrick, Presiding Commissioner



Chris Kelley, Emergency Management Director

PLAN REVISION, MAINTENANCE AND DISTRIBUTION

The Boone County Office of Emergency Management (BCOEM) is responsible for updating, maintaining, and distributing the Boone County Comprehensive Emergency Management Plan (CEMP). In this capacity, BCOEM ensures that officials understand their assigned roles under the plan and provides training for personnel. Stakeholders develop and maintain the sections of the CEMP that relate to their functions, agree to follow the plan's directives, and ensure their staff receive the necessary training.

The CEMP is thoroughly reviewed every two years by participating stakeholders and the Missouri State Emergency Management Agency (SEMA), and then adopted by county resolution. During each review, stakeholders verify the accuracy of their sections and submit updates to BCOEM for incorporation. Between full revisions, plan components may be modified based on lessons learned from real incidents, exercises, or organizational changes.

The CEMP may be tested in whole or in part through emergency exercises, including the possible activation of the Emergency Operations Center (EOC). These exercises help identify improvements in disaster response operations. The most current CEMP is publicly available on the BCOEM website. Stakeholders with responsibilities under the plan receive electronic copies of updated versions when revisions are completed or upon request.

SECURITY AND PRIVACY STATEMENT

This document is **For Official Use Only (FOUO)**. Certain sections may be exempt from mandatory disclosure under the Missouri Sunshine Law (Chapter 610, RSMo). It must be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with all applicable local, state, and federal laws and regulations. Release of this document, in whole or in part, requires prior approval from the Boone County Commissioners or an authorized representative acting on their behalf.

INTRODUCTION

When a disaster impacts a community, the community must organize to provide coordinated, comprehensive response and recovery actions and resources. Resource needs must be determined and prioritized; response elements identified and dispatched; reports and records maintained in an organized fashion.

The Boone County Comprehensive Emergency Management Plan (CEMP) is structured to incorporate all of the strategic, operational, and tactical plans developed by Boone County Office of Emergency Management into one unifying document system [See CEMP Appendix 2]. This base plan, appendixes and supporting functional annexes follow federal guidance from FEMA's Comprehensive Planning Guide (CPG) 101, the National Response Framework (NRF), and the Emergency Management Accreditation Program (EMAP) standards.

The CEMP base plan also references related plans such as the Boone County Disaster Debris Management Plan, the Boone County Regional Hazard Mitigation Plan, and the Missouri Region F Threat Hazard Identification and Risk Analysis (THIRA).

The CEMP outlines the emergency responsibilities of Boone County Government and its partners, detailing their capabilities and resources needed to fulfill emergency missions.

- Formulates policies designated to protect life and property during incidents affecting or threatening life or property within the community.
- Provides guidance for strategic thinking and decision-making as it relates to emergency operations.
- Assigns department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the community.
- Officially establishes NIMS and the Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the community.
- Identifies lines of authority and community policy related to emergencies and disasters.

PURPOSE

The Boone County Comprehensive Emergency Management Plan (CEMP) coordinates the community's response to all hazards—natural, technological, or human-caused. It integrates all levels of government, assigning responsibilities, outlining processes, and identifying resources to support a comprehensive emergency management approach. The goal is to save lives, minimize injuries, and protect property through efficient and coordinated use of available resources.

While aligned with the normal functions of agencies and departments, the CEMP is designed to guide operations during disasters or major emergencies. It meets state and federal requirements but is not a checklist of actions or a replacement for agency-specific plans and procedures. Agencies and individuals with responsibilities in the CEMP may need to adapt its provisions using available resources to meet the needs of an incident. The CEMP serves to provide flexible guidance, not rigid instructions.

SCOPE AND LIMITATIONS

This plan provides the framework for Boone County's response to natural and human-caused threats and hazards and is based on the best available information and planning assumptions at the time of preparation. It is a whole-community plan involving all participating departments, agencies, and community partners within the county. As the official Comprehensive Emergency Management Plan for Boone County, it supersedes previous versions.

The CEMP allows for the use of good judgment and common sense in situations not explicitly addressed within its contents or annexes. It does not guarantee a flawless response to all incidents during major emergencies or disasters. Recognizing that response resources may be overwhelmed and essential systems impaired, Boone County will make every reasonable effort to respond based on the situation, information, and resources available at the time.

SITUATION

Boone County, a Class 1 non-charter county, is located in central Missouri between Kansas City and St. Louis and serves as a key regional hub for government, education, healthcare, and transportation. Established in 1820, it has grown to encompass both rural and urban communities, characterized by diverse industries and a steadily increasing population.

The county spans 685.43 square miles with an elevation of 758 feet, measuring approximately 22 miles wide (east to west) and 42 miles long (north to south).

Boone County is a part of Homeland Security Region F and is bordered by seven counties: Randolph (north), Audrain (northeast), Callaway (east), Cole (south), Moniteau (southwest), Cooper (west), and Howard (northwest). The Missouri River forms its southwestern border, and Cedar Creek marks its southeastern boundary.

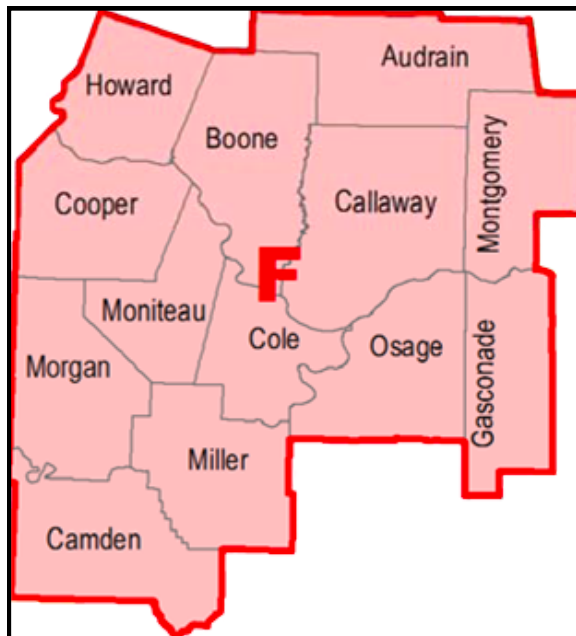


Figure 1: Map of Missouri Homeland Security Region F
(Courtesy of Missouri State Emergency Management).

Boone County has a population of approximately 183,610 residents, with the largest concentration living in Columbia. This population is diverse in terms of age, socioeconomic status, and cultural background. A significant portion of residents are affiliated with the University of Missouri or other higher education institutions, reflecting a substantial student demographic. Additionally, Boone County is home to at-risk groups—including individuals with disabilities, the elderly, children, pregnant women, lower-income families, marginalized communities, immigrants, and non-English speakers—who may be disproportionately affected by disasters.

Other incorporated municipalities include Ashland (4,747), Centralia (4,541), Hallsville (1,614), Harrisburg (271), Hartsburg (133), Huntsdale (29), McBaine (17), Pierpont (64), Rocheport (201), and Sturgeon (907). Unincorporated areas account for 44,832 residents, or 24.4% of the population.

The local economy is driven by higher education, research, healthcare, agriculture, manufacturing, government, and insurance. The University of Missouri system, including the University of Missouri Health Care, is the region's largest employer, supporting approximately 17,000 faculty, staff, and administrators. In 2023, the county's gross domestic product (GDP) was estimated at \$12.6 billion across all industries (Source: U.S. Bureau of Economic Analysis).

This economic diversity provides resilience but also introduces various hazards, particularly with respect to industrial processes, healthcare facilities, and research activities.

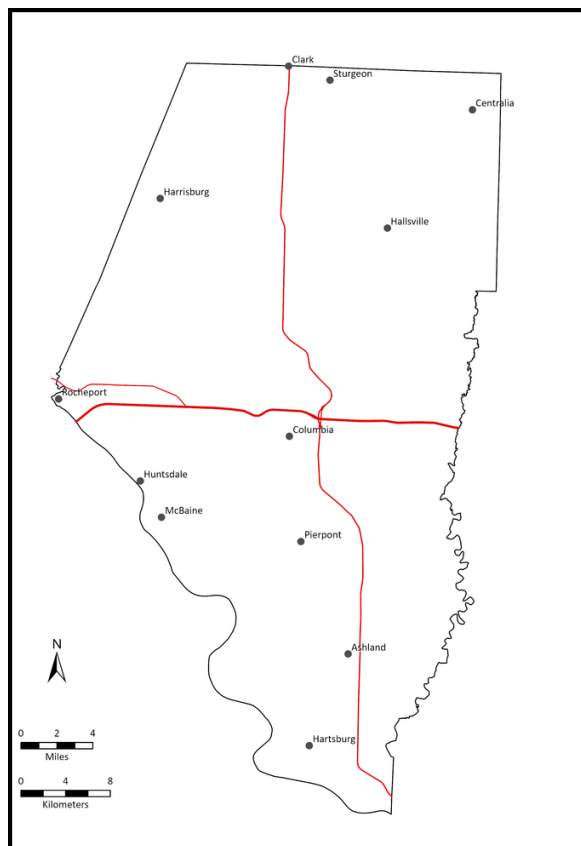


Figure 1: Outline map of Boone County, Missouri, showing municipalities and major thoroughfares (Image courtesy of Boone County IT and GIS Department).



Photo: Photo of the University of Missouri-Columbia campus (Courtesy of the University of Missouri).

Columbia hosts the University of Missouri's flagship campus, Missouri's only public land-grant research and doctoral-level institution. The city is also home to two private colleges, Stephens College and Columbia College, along with satellite campuses of other area institutions like Moberly Area Community College (MACC). During academic terms, Boone County's population increases by over 30,000 due to students, faculty, and staff.

Boone County is traversed by several key transportation routes, including Interstate 70, U.S. Highway 63, and State Highways 124 and 22. These corridors experience significant interstate truck traffic, carrying goods that can include hazardous and radioactive materials. Additionally, three rail lines—COLT Railroad, Norfolk Southern Railway, and Canadian Pacific Kansas City Railway—serve or cross the county, transporting a wide variety of cargo, including hazardous and radioactive materials.

The presence of these transportation routes demands robust emergency planning and coordination among multiple jurisdictions and service agencies.

The county's landscape features a mix of rolling hills, farmland, and urban development, creating diverse challenges for emergency management. Potential hazards include severe weather (tornadoes, floods, winter storms), industrial accidents, hazardous materials incidents, wildfires in rural areas, and public health emergencies.

The county's capabilities in emergency response, combined with mutual aid agreements, help mitigate these risks. However, ongoing assessments, resource allocation, and training are essential to ensure rapid, coordinated responses to disasters and major emergencies.



Photo: The McBaine bur oak, a nearly 400 year old oak tree that serves as a local landmark (Credit: Heath Cajandig).



Photo: The Missouri River forms the southwestern border of Boone County and is a source of both recreation and seasonal flooding (Credit: Aimee Castenell).

THREAT, HAZARD AND VULNERABILITY ANALYSIS SUMMARY

Boone County faces numerous hazards that can disrupt the community, cause damage, and result in casualties. This plan addresses threats and hazards identified in the Region F Threat and Hazard Identification and Risk Assessment (THIRA) and the Boone County Hazard Mitigation Plan, as detailed below. Those documents can be found as functional annexes to this CEMP.

Natural Hazards

Natural Hazards are defined as naturally occurring events - such as riverine flooding, aerial flooding, hurricanes, tropical storms, coastal flooding, earthquakes, tornadoes, wildland fires, pandemics, and severe winter storms - that have the potential to harm people, property or the environment. The following natural hazards can cause impacts in Boone County:

- Drought
- Earthquake
- Extreme heat
- Flood
- Human or animal epidemic
- Land subsidence/sinkhole.
- Severe thunderstorm
- Tornado
- Wildland Fire
- Winter weather

Technological Hazards

Technological Hazards generally refer to hazardous materials, petroleum, natural gas, synthetic gas, acutely toxic chemicals and other toxic chemicals at fixed facilities or in transport. The following technological hazards can cause an impact in Boone County:

- Hazardous materials releases, spills, and exposures

- Levee/dam failure
- Transportation incident
- Urban fire
- Industrial fire
- Utility service disruption

Transportation Hazards

Transportation hazards are risks associated with a community's transportation networks, including roads, railways, waterways, and airfields used to transport hazardous materials. More information about Boone County's transportation hazards is available in ESF 1 and its appendices.

Human-Caused Hazards

Man-Made Hazards generally refer to hazards which are caused by humans, either accidentally or intentionally. These could include, but are not limited to, cyber threats, chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) threats, and terrorism. The following man-made hazards can cause an impact in Boone County:

- Chemical, biological, radiological, nuclear, explosive (CBRNE) incident
- Civil unrest
- Cyber attack
- Terrorist attack

Critical Facilities and Infrastructure Summary

Below is a summary of critical infrastructure that is likely to be impacted by one or more of the hazards defined above.

Utilities

Water supply service is provided to Boone County residents by City of Columbia Water & Light Department, Consolidated Public Water Supply

Districts No. 1, and Public Water Supply Districts 4, 9, and 10, and the water departments of the smaller municipalities [See ESF-3 Appendix 1]. Boone County's water comes from groundwater and wells supplied by the McBaine aquifer, which is a part of the Missouri River alluvial aquifer.

Electric power providers in Boone County include the City of Centralia Public Works and Utilities, City of Columbia Water & Light Department, Boone Electric Cooperative, and Ameren Missouri. Ameren Missouri is also the primary provider of natural gas.

Sewage and wastewater services are provided by the Boone County Regional Sewer District, City of Columbia Sewer Utility, and the sewer services of the smaller municipalities.

More information on the utility facilities found in Boone County can be found in the Operations Section under Emergency Support Functions 3, 10, and 12, as well as their supporting appendices.

Special Facilities

Special facilities include schools, day cares, assisted living, camps, halfway houses, mobile home parks, nursing homes, jails and prisons, and other buildings housing vulnerable populations. More information on special facilities can be found in the Boone County Hazard Mitigation Plan.

Critical Facilities and Infrastructure

Critical facilities and infrastructure include public safety buildings, bridges, tunnels, police and fire stations, water and wastewater treatment plants, public works buildings, power plants, pumping stations, communication towers, and other critical infrastructure. More information on the critical facilities and infrastructure found in Boone County can be found in the Boone County Hazard Mitigation Plan.

Hazardous Materials Facilities

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the community that would be classified as otherwise

hazardous. More information on the hazardous materials found in Boone County can be found in ESF 10 and its supporting appendices.

Health and Medical Facilities

Health and medical facilities include hospitals, clinics, treatment centers, hospice centers, mental health centers, renal care centers, respites, and any other applicable facility that provides critical medical or healthcare services. More information on the health and medical facilities found in Boone County can be found in ESF-8 and its supporting appendices.

Access and Functional Needs Populations

The needs of children, the elderly, and individuals with disabilities, chronic health conditions and other access and functional needs are important planning consideration in the development of this CEMP. According to the Federal Emergency Management Agency, Access and Functional Needs populations are defined as:

“Populations whose members may have additional requirements for support before, during, and after an emergency, including, but not limited to maintaining independence, communication and access to information, transportation and medical care. Access and functional needs populations may include individuals with disabilities, persons living in institutionalized settings, the elderly, children, people from diverse cultures, individuals who do not speak English fluently, and individuals without access to transportation.”

Provisions for people with various function-based needs have been incorporated into this plan where applicable, thereby ensuring functional needs considerations are an integral part of this CEMP.

PLANNING ASSUMPTIONS

- Disasters can occur anytime, from various hazards, with or without warning.
 - Disasters may affect multiple jurisdictions and levels of government.
 - The public expects their government to coordinate disaster response and recovery and to keep them informed.
-

- County and municipal officials understand potential emergencies and their responsibilities under this plan.
- Proper plan implementation will reduce or prevent loss of life and property.
- Major emergencies or disasters can cause injuries, fatalities, property loss, and service disruptions.
- Such events may require immediate coordination of resources and responses.
- A severe disaster could overwhelm local agencies, requiring help from neighboring jurisdictions, volunteer organizations, the private sector, mutual aid agreements, the state, or the federal government.
- Disasters in the county may draw a large number of spontaneous volunteers and donations.
- Individuals and organizations assigned roles in the CEMP will train and maintain proficiency in those roles.
- **The CEMP cannot cover every potential disaster. Responders will use this plan as a guide but may adapt procedures based on incident specifics and their experience.**

AUTHORITY

Under Missouri State Law, Chapter 44, RSMo 44.08015, Boone County designates the Boone County Office of Emergency Management (BCOEM) as the entity responsible for all emergency management functions within its boundaries. Letters confirming BCOEM's authority for each participating municipality are on file with the county government.

Activities conducted by BCOEM support the following priorities:

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate public information regarding emergency situations
- Coordinate support for the immediate needs of disaster survivors
- Acquire, assess and disseminate emergency information
- Support the restoration of essential utilities and functions
- Work to mitigate potential hazards
- Coordinate the provision of resources supporting responder and community mental health
- Coordinate recovery post-disaster

Plan Activation

The CEMP and its associated annexes will be executed in whole or in part as directed by the Presiding Commissioner, the Emergency Management Director, or other duly authorized representative in response to both an existing or anticipated emergency or hazard. This plan may also be activated under the following circumstances:

- At the time of an actual disaster.
- When the Presiding Commissioner has declared a local state of emergency.
- When an affected agency or jurisdiction within Boone County requests it.
- When the Governor of Missouri has declared a State of Emergency for areas that include Boone County; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include Boone County.

Plan Integration

- Departmental Plans: Individual agencies and departments may have their own guidelines and procedures on how they respond to routine emergencies, and how efforts are coordinated during disasters.
- Municipal Plans: Municipalities may adopt the Boone County Comprehensive Emergency Management Plan as their disaster guidance document or maintain plans specific to their municipality.
- Regional and State Plans: The Missouri State Emergency Operations Plan is the document that describes how the State of Missouri will coordinate its resources and efforts in response to disasters in Missouri. This CEMP aligns with the best practices found in that document to provide a coordinated disaster response.

EMERGENCY MANAGEMENT MISSION AREAS

The Boone County's comprehensive emergency management program addresses all mission areas of emergency management for all types of incidents, including prevention, mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying measures to limit or avert bodily injury, loss of life, or property damage from disasters. This includes policy decisions and structural projects in both the public and private sectors. Although preventive measures seek to provide lasting protection, not all disasters are preventable.

Mitigation aims to eliminate or reduce future risks and connects recovery with preparedness. Mitigation activities can occur before or after an emergency.

- Pre-emergency mitigation seeks to prevent an event, lessen its likelihood, or reduce its impact.
- Post-emergency mitigation targets hazards revealed during the event and is part of the recovery process.

Preparedness

Preparedness includes activities undertaken before an emergency or disaster to develop the capability to respond effectively. These activities—such as planning, organizing, training, equipping, exercising, evaluating, and implementing corrective actions—help build operational capacity.

Preparedness also involves collaborating with government agencies, private-sector partners, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning, laying the groundwork for a unified response.

Response

Response is the delivery of emergency services during a crisis, including resource coordination and management to support response operations. These efforts aim to reduce casualties, minimize damage, and speed recovery. Response activities may include:

- Alerting and notifying the public
- Coordinating resources and logistics

- Addressing immediate life safety issues
- Stabilizing the incident
- Providing public information

Boone County responds by activating the Comprehensive Emergency Management Plan and the Emergency Operations Center, collaborating with public, private, and volunteer organizations, managing resources in support of emergency operations, and preparing for recovery.

Recovery

Recovery includes both short-term and long-term activities, such as damage assessment, debris removal, restoring critical facilities and utilities, and aiding communities in rebuilding. Recovery efforts may also incorporate mitigation measures to prevent future hazards. Recovery begins as soon as possible after an incident and can overlap with the response phase.

DIRECTION, CONTROL AND COORDINATION

National Incident Management System

Boone County's emergency management organization follows the National Incident Management System (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework, ensuring interoperability and compatibility among public and private organizations [See Base Plan Appendix 3: Boone County Commission Order 406-2005].

NIMS achieves this through a core set of concepts, principles, procedures, organizational structures (ICS, multi-agency coordination, and joint information systems), terminology, and standards. By balancing flexibility with standardization, NIMS enables organizations at all levels to work together effectively to manage domestic incidents—regardless of their cause, size, location, or complexity.

Incident Command System

Boone County uses the Incident Command System (ICS) to coordinate emergency management and incident response. ICS integrates facilities, equipment, personnel, procedures, and communications under a common structure to manage near- and long-term operations for incidents ranging from small to complex, natural or manmade. It is employed by all levels of government—federal, state, regional, and local—as well as many private-sector and non-governmental organizations.

All activities under the Comprehensive Emergency Management Plan (CEMP) follow ICS and the National Incident Management System (NIMS), in accordance with Homeland Security Presidential Directive (HSPD) 5.

Incident Command

Single Incident Commander - Most incidents involve a single incident commander. In these incidents, a single person commands the response to the incident and is the decision-making authority.

Unified Command

A Unified Command involves two or more individuals sharing the authority normally held by a single incident commander. Unified Command may be used during larger incidents, or incidents involving multiple agencies or jurisdictions.

A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions. A Unified Command acts as a single entity. It is important to note that in Unified Command the command representatives will appoint a single Operations Section Chief.

Area Command

During a situation involving multiple incidents, an Area Command may be established to provide for Incident Commanders at separate locations. Generally, an Area Commander will be assigned - a single person - and the Area Command will operate to provide logistical and administrative support to the separate incidents and their incident commanders. Area Command usually does not include an Operations function.

Transfer of Command

Command responsibility can be transferred during an incident for various reasons:

- Growth of the incident: A more qualified individual may be needed as the complexity increases.
- Reduction of the incident: Command may transfer to a less qualified (but still capable) person when the situation becomes more manageable.
- Jurisdictional changes: If the incident moves to a different location or area of responsibility.
- Extended incidents: Normal turnover of personnel over long durations.

Every transfer of command includes a briefing (oral, written, or both) between the departing and incoming Incident Commanders, and is announced on all radio and communication networks.

Incident Coordination and/or Response Locations/Facilities

Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. Boone County may operate one or more of the following incident coordination and/or response facilities during an emergency or disaster:

- Incident Command Post
- Emergency Operations Center
- Staging Area
- Points of Distribution
- Evacuation Assembly Points
- Evacuation Transportation Hubs

Incident Command Post

An Incident Command Post (ICP) is the field location from which the Incident Commander oversees on-site response and identifies resource needs. There is only one ICP per incident, though it may relocate as the situation changes. The ICP can be set up in a vehicle, trailer, tent, or building, positioned outside the immediate hazard zone but close enough for the Incident Commander to maintain oversight and authority over all resources at the scene.

Emergency Operations Center (EOC)

The Boone County Office of Emergency Management's Emergency Operations Center (EOC) serves as the central point for coordination of the community's emergency management and response activities, maintaining situational awareness about the emergency situation, and facilitating requests for deployment of resources.

Primary EOC: Emergency Communications Center - EOC
2145 County Drive
Columbia, MO, 65202

In the event that the primary EOC is rendered or deemed unusable, emergency operations will relocate to the alternate EOC.

Alternate EOC: Backup Emergency Communications Center - EOC
Columbia, MO, 65201

The Emergency Management Director (EMD) often serves as the EOC Manager and has the responsibility and authority for managing the EOC and coordinating the community's emergency management organization during an emergency or disaster. The EOC Manager has the authority to make necessary decisions and is charged with advising chief elected officials when major decisions need to be made. The EOC Manager serves as a liaison with the State and Federal emergency agencies.

EOC Objectives

The following are the general objectives for the emergency operations center. These objectives can be adjusted by the EOC Manager/Emergency Management Director, in coordination with the chief municipal officer and the incident commander, when the EOC is activated.

- Obtain and maintain situational awareness of the incident and ensure responders have a common operating picture.
- Establish an incident planning cycle.
- Mobilize and deploy resources and assets to support emergency response, guided by the set priorities.

- Establish a seamless transition into recovery operations.
- Provide emergency notification and warning to responders and residents.
- Assess and document impacts from events for recovery process.

EOC Activation Levels

The Boone County Office of Emergency Management's EOC has designated four activation levels that increase in intensity, ranging from modest emergency effects associated with Level 4, to catastrophic emergency effects associated with Level 1.

- Level 4: EOC minimally staffed with key personnel to monitor the situation. This activation level may also be performed remotely.
- Level 3: EOC partially staffed to monitor the situation, facilitate occasional resource requests, and maintain situational awareness
- Level 2: Fully staffed with local stakeholders present to monitor the situation, facilitate large volumes of resources requests, and maintain situational awareness.
- Level 1: Fully staffed with local stakeholders present to monitor the situation, facilitate larger volumes of resources requests, and maintain situational awareness. State and Federal partners may also be present.

EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment, which is tested on a continual basis to ensure its readiness, includes:

- Crestron Control System
- Overhead projector
- 14 televisions
- 10 laptop computers
- 32 desktop computers
- 1 mobile videoconferencing station
- 48 VOIP phones
- 7 Ranger radio stations
- 2 printers
- 1 copier/scanner/fax machine
- 1 plotter

EOC Staffing

The Emergency Management Director or designee will maintain a current list of EOC positions. The Boone County Office of Emergency Management staff will have primary responsibility for staffing those positions. The EMD will also coordinate with department heads to identify and train staff to serve in EOC positions. Department heads or their designees will develop and maintain a contact list of personnel that would be available to fill needed positions within the EOC. Each department will maintain these lists and provide a status update to Emergency Management if requested.

EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via telephone call, text alert, or Bridge4PS message, the primary notification systems for EOC activations. This notification system will be activated by the EMD or designee. Each EOC member will be notified that the EOC has been activated and will be provided with the time to report to the EOC and method to verify receipt of the notification.

EOC Deactivation

The EOC Manager/EMD, in consultation with the Presiding Commissioner and the Incident Commander, is responsible for the decision to deactivate the EOC. As response phase operations wind down, EOC personnel and other staff will be released from the EOC when they are no longer needed to support response efforts.

Staging Area

A staging area is a location where resources needed to support emergency response operations are aggregated and readied for deployment. A staging area, which could be co-located with an ICP, should be located close enough to the incident to allow a timely deployment of assets to the area of the incident, but far enough away to be out of the immediate impact zone. There may be more than one staging area supporting an incident.

Points of Distribution

Points of Distribution (PODs) are centralized locations where the public can obtain critical commodities following a disaster or emergency. PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through) and/or mass transit traffic (bus or rail). Typical critical commodities provided to impacted populations through PODs can include but are not limited to, shelf-stable food, bottled water, ice, tarps and/or blankets.

Shelters

Boone County has designated facilities that can be used to shelter evacuees or displaced persons in emergency situations. Shelter facilities will be managed by the Central & Northern Missouri Chapter of the Red Cross and will provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the EMD or EOC Manager; shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

Evacuation

The Boone County Presiding Commissioner has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations, and issue evacuation orders under a Gubernatorial Declaration of Emergency.

In the event that an evacuation is recommended or mandated, the population designated for evacuation will leave the affected area using their own private vehicles or be transported from Evacuation Assembly Points with transportation assets coordinated/obtained by Boone County. Depending upon the hazard and other circumstances, shelters for evacuees may be located within or outside of the Community.

Evacuees are expected to follow the direction and guidance of trained emergency workers, traffic coordinators, and other assigned emergency officials.

Evacuation routes should be pre-identified by the Emergency Management Director in coordination with other community officials.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes the organizational structure Boone County employs to respond to an emergency. It articulates the roles and responsibilities that various members of the emergency management organizational structure have in any response.

Organization

Leadership

Boone County has designated emergency management leads who may be involved in response and coordination depending on the severity of the event. These leads include the Presiding Commissioner, municipal elected officials, the Emergency Management Director and Deputy Director, key county staff supporting the emergency operations center, municipal officials, and response partners from the private sector, volunteer organizations, and regional, state, and federal agencies. Some or all of these individuals may form an emergency management coordination or policy group to help guide the community's response.

Boone County Commission

The Boone County Commission will not supersede the authority of the elected officials or designees of any of the incorporated subdivisions unless (1) requested to do so by those elected officials, (2) the local subdivisions' governmental body is incapacitated or ceases to exist, or (3) empowered to do so by the governor under the authority of Chapter 44, RSMo.

The Boone County Presiding Commissioner provides leadership and direction in setting objectives and priorities during emergencies and disasters. The

Presiding Commissioner may declare a local state of emergency, call for the activation of the CEMP, call for the activation of the emergency operations center (EOC) and/or direct the evacuation of populations from threatened areas. These decisions are typically made collaboratively and in consultation with the local Emergency Management Director.

If the Boone County Presiding Commissioner, in consultation with the emergency management director, identifies the need for additional emergency response resources, requests for mutual aid/assistance agreement will be submitted to the mutual aid partners or to the Missouri State Emergency Management Agency/State Emergency Operations Center.

Municipalities

Responsibility for the safety and welfare of Boone County residents rests with local governments. Within each jurisdiction, ultimate authority resides with its duly elected or appointed officials, who have the legal mandate to protect public health, safety, and property.

During a disaster, it is primarily the responsibility of these elected officials to determine priorities and objectives for response and recovery. In doing so, they rely on input and support from the Incident or Unified Command and the Boone County Emergency Management Director. Each municipality and its emergency response organizations typically maintain separate, though compatible, emergency operations plans, safety protocols, and other emergency management policies tailored to their community's specific needs.

Incident Commander/Unified Command

The Incident Commander serves as the on-scene commander for tactical response operations. Agencies within Boone County may expand its incident command to unified command for incidents that require coordinated response among multiple on-site lead response partners. The Incident Commander/Unified Command receives strategic guidance from the Policy Group/Multiagency Coordination Group, and as needed, coordinates with the Emergency Management Director and the Emergency Operations Center on response strategies and any resource needs.

Emergency Management Director

The Revised Statutes of Missouri, RSMo Section 44.080 requires each political subdivision in the state to appoint a coordinator having direct responsibility for organization, administration, and operation of local emergency management operations.

The Boone County Emergency Management Director (EMD) is responsible for maintaining and managing the activation of Boone County's comprehensive emergency management plan and operating the emergency operations center.

On a day-to-day basis, the EMD coordinates emergency planning for Boone County, working with the leadership of local stakeholders and others as required to share situational awareness and mobilize needed resources. During emergencies, the EMD manages EOC operations, coordinates response efforts, and advises elected officials on available courses of action.

Emergency Management Organization

Boone County's Office of Emergency Management supports the functions of the emergency operations center, and is comprised of partners from government agencies, non-governmental organizations, and the private sector.

The positions identified to support the emergency management organization and the EOC are designated as emergency positions. Boone County stakeholders, staff and emergency management partners will be identified and trained to serve in these emergency positions.

Government Organizations

Boone County government departments may have designated emergency responsibilities alongside their regular duties and must maintain their own emergency procedures. Local municipalities, hospitals, first responders, and the university also contribute vital resources, expertise, and coordination to support Emergency Operations Center (EOC) operations.

Non-Governmental Organizations

Several non-governmental organizations, such as the American Red Cross, Salvation Army, and United Way collaborate with Boone County to support EOC operations and fulfill sheltering operations and mass care needs.

State of Missouri

The Missouri State Emergency Management Agency (SEMA) coordinates state level emergency operations. During an emergency or disaster, SEMA may provide direct support to Boone County and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the Federal Emergency Management Agency (FEMA)), and/or from outside the state through the Emergency Management Assistance Compact (EMAC). SEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

EMERGENCY OPERATIONS CENTER ORGANIZATION

An Emergency Operations Center (EOC) should be organized to best facilitate effective operations for the jurisdiction. The Boone County Office of Emergency Management's EOC can be organized in an Incident Command System (ICS), Incident Support Model (ISM), functional, or any other model that fits the incident and ensures the ability to acquire, analyze, and act on information, and coordinate resources to effectively and efficiently support emergency response operations in a timely manner.

Incident Command System

The Boone County Office of Emergency Management's EOC can be organized under an ICS structure with designated emergency roles to facilitate activities. The key ICS positions and sections within the EOC are as follows:

- EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations.

The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organization and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
- **Operations Section Chief:** The Operations Section Chief is responsible for coordination EOC activities focused on mitigating the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. This includes assisting the EOC Manager in activating the EOC, making recommendations on the prioritization of resource requests based upon operational needs, providing operational support throughout the duration of emergency response and recovery operations, and supporting situational awareness. The Operations Section is typically supported by designated Emergency Support Functions that are staffed with representatives from police, fire, emergency medical services, public works, public health and organizations responsible for shelter operations.
- **Planning Section Chief:** The Planning Section Chief oversees the collection and evaluation incident information and intelligence, and the dissemination of this information to the EOC Manager, other incident management personnel, key local and state officials, and the State Emergency Operations Center/SEMA.

The Planning Section Chief is also responsible for coordinating with the Operations Section Chief to develop Incident Action Plans (IAP) and situation reports (SitReps).

- Logistics Section Chief: The Logistics Section Chief oversees the coordination and provision of all service support requirements needed to facilitate effective and efficient emergency response operations and EOC operations, tracking the status of resources, and coordinating with the Staging Area and Points of Distribution.
- Finance and Administration Section Chief: The Finance/Administration Section is responsible for tracking expenditures related to incident response, including personnel time, procurement of resources, activation and management of vendor contracts, administration of compensation and claims, and overall cost analysis for the incident, as required.
- Multiagency Coordination (MAC) Group: Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Under ICS, the EOC Manager, Public Information Officer, and Liaison Officer are known as Command Staff; the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance and Administration Section Chief are known as General Staff.

Functional Structure

The Boone County Office of Emergency Management's EOC can also be organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

- EOC Manager: The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations.

The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Law Enforcement Representative:** The Law Representative is responsible for coordinating law enforcement resources to support emergency response operations and providing situational awareness to the EOC Manager and to the different law enforcement agencies in the county.
- **Fire Services Representative:** The Fire Services Representative is responsible for coordinating fire services resources to support emergency response operations and providing situational awareness to the EOC Manager and to the fire departments in the county.
- **Public Health Representative:** The Public Health Representative is responsible for coordinating public health and medical resources to support emergency response operations and providing situational awareness to the EOC Manager and the Public Health Department.
- **Emergency Medical Services Representative:** The Emergency Medical Services (EMS) Representative is responsible for coordinating EMS resources to support emergency response operations and providing situational awareness to the EOC Manager and to the EMS organizations and/or fire departments.
- **Public Works Representative:** The Public Works Representative is responsible for coordinating transportation, public works and engineering resources to support emergency response operations and providing situational awareness to the EOC Manager and to the utilities, road and bridge, and public works departments in the county.

- **Mass Care and Shelter Operations Representative:** The Mass Care and Shelter Operations Coordinator is responsible for coordinating resources to support shelter operations and mass care services, and providing situational awareness to the EOC Manager, partnering non-governmental organizations, and operating shelters.
- **School District Representative:** The School Department Representative is responsible for coordinating resources to support school operations and/or evacuations, sharing information with schools, and providing situational awareness to the EOC Manager.
- **University of Missouri Representative:** The University of Missouri Representative is responsible for coordinating university resources to support emergency response operations, providing situational awareness to the EOC Manager, and acting as a liaison between the university and the EOC. This role ensures alignment of university capabilities and needs with broader incident management efforts and facilitates communication and collaboration across departments.
- **Multiagency Coordination (MAC) Group:** Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Incident Support Model

The Boone County Office of Emergency Management's EOC can also be organized under an Incident Support Model structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

- **EOC Manager:** The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response.

The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Boone County Commission, local municipalities and/or Policy Group, the Missouri State Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate.

- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Liaison Officer:** The Liaison Officer is responsible for coordinating with agencies, organization and departments that are not in the EOC throughout the duration of response and recovery operations. This position acts as the primary point of contact and information conduit for local, state and federal elected officials.
- **Situational Awareness Section:** The Situational Awareness Section gathers, analyzes, and shares incident information. They produce products for EOC leadership, public affairs, and other stakeholders, including reports, briefings, geospatial data, and materials for public warnings. In an EOC, this section functions similarly to the ICS Planning Section's Situation Unit but reports directly to the EOC director.
- **Planning Support Section:** The Planning Support Section develops current and future plans, including contingency, deactivation, and recovery plans. They help shape and implement shared goals across multiple jurisdictions and organizations, ensuring a unified planning process for EOC leadership. The Planning Support Section also coordinates with the ICS Planning Section so both on-scene and EOC personnel have appropriate contingency plans.
- **Resources Support Section:** The Resources Support Section combines logistical, financial, and administrative support into one section. Responsibilities include ordering and tracking of resources, purchasing, contracting, leasing, funding, reimbursement, and external government requests.
- **Center Support Section:** The Center Support Section identifies and fulfills requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics, ensuring all EOC personnel have the resources they need.

- Multiagency Coordination (MAC) Group: Also referred to as a Policy Group, MAC Group members are typically agency administrators, executives or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations such as businesses and volunteer organizations. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, and make cooperative multi-agency decisions.

Support Functions

Emergency and Recovery Support Functions are frameworks designed to organize and streamline how resources and assistance are provided during and after disasters. They group key capabilities and responsibilities into functional areas, ensuring a comprehensive, coordinated approach among various government agencies, non-governmental organizations, and the private sector.

- Emergency Support Functions align categories of resources and types of assistance available to support emergency response operations to provide strategic objectives for their use. Some or all of the Emergency Support Functions may be activated depending upon the size, scope and needs of emergency response operations. The Boone County Office of Emergency Management has designated the following Emergency Support Functions:
- Recovery Support Functions are the coordinating structure for key functional areas of recovery assistance. Their purpose is to support the local community by facilitating problem-solving, improving access to resources, and fostering coordination between government agencies, community partners, and stakeholders on issues vital to effective recovery.

Line of Succession

The line of succession for the Boone County Office of Emergency Management will be as follows:

- Order 1: Presiding Commissioner (Authority Delegated to Emergency Management Director)

- Order 2: Emergency Management Director
- Order 3: Emergency Management Deputy Director
- Order 4: Emergency Management Administrative Coordinator (Temporary)
- Order 5: Commission-appointed successor, to be determined

INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Situational Awareness

There are five elements that are the backbone of good situational awareness:

- Define your information requirements
- Determine how to gather information
- Decide who will analyze that information
- Determine how that information will be shared
- Choose the technology that will help communicate and manage information

During the initial period of an emergency, efforts should be focused on gaining an understanding of the situation and establishing incident priorities. Information collection provides situational awareness to leadership and promotes informed decision-making. The Community has designated a process to collect, analyze and disseminate information during an emergency to both internal and external response partners as well as the public.

Essential Elements of Information (EEI)

Essential Elements of Information (EEI) are the critical data points that decision-makers and responders need to effectively manage an incident. By identifying and collecting EEI in a timely manner, organizations can allocate resources accurately, anticipate evolving threats, and coordinate efforts across multiple agencies. A list of common EEI data points can be found in the appendix [See Base Plan: Appendix].

Information Collection

Information will be collected from a variety of sources. The EOC Manager or their designee at the EOC will be charged with collecting information. The following list contains examples of potential sources of operational information:

- On-scene responders
- Community departments and agencies
- WebEOC (SEMA's primary platform for real-time information sharing)
- SEMA Situational Awareness Reports
- Public agencies and non-governmental partners
- Television, radio and print media
- Social media
- Victims of the emergency and the general public
- Subject matter experts

Community Lifelines

After information has been collected, it must be analyzed to determine its credibility and operational relevance. The EOC Manager or designee will analyze information that is received and prepare intelligence reports for leadership. One way to organize information is to use community lifelines.

Community lifelines are the essential services that enable continuous operation of government and critical business functions and are vital to human health, safety, and economic security. Developed by FEMA, these lifelines help responders and decision-makers identify the most urgent needs during an emergency and prioritize resources to stabilize the incident. The community lifelines are:

- Safety and Security
- Food, Water, Shelter
- Health and Medical
- Energy (Power and Fuel)
- Communications
- Transportation
- Hazardous Materials
- Water Systems

By focusing on lifelines, emergency managers can more effectively coordinate with multiple agencies and organizations, reduce service disruptions, and restore communities to normal operations as quickly as possible.

Dissemination

Message dissemination is categorized into internal messaging and public messaging. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to messages crafted for public dissemination.

Internal Messaging

EOC Manager or designee in the EOC will assist in conveying information as necessary to responders, community departments and agencies and other partners. Additionally, EOC Manager or designee will maintain and update the Incident Action Plan (IAP), which will contain critical information and intelligence updates.

Public Messaging

Various methods of public information dissemination are available. The decision to use a particular medium will be based on the urgency and the intended audience. Some methods of distribution include:

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Local or regional public information systems such as Reverse 911 systems and web/application-based notification systems

To ensure one consistent and accurate voice, all public information releases will be coordinated through EOC Manager or designee.

Local Declaration of Emergency

In general, a Declaration of Emergency is made only by a Chief Elected Official and may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

A local Declaration of Emergency may be declared by the Chief Elected official or as permitted by local charter, bylaw or ordinance, or state law. Whenever a local emergency has been declared the EMD will notify the Missouri State Emergency Management Agency (SEMA) through WebEOC or their regional coordinator.

When all emergency activities have been completed, the EMD will coordinate with the Chief Elected Official to terminate the declared emergency. All Community departments, agencies and organizations will receive notifications of emergency declarations and terminations through press release and email.

COMMUNICATIONS

Effective communication is critical to successful response and recovery operations. Coordination among emergency personnel across disciplines and jurisdictions depends on their ability to share information. To support this, response partners must have access to all available communication tools. This section outlines the systems used for internal, external, and public communication. The community maintains the following systems to ensure operational communication among municipal staff and with other jurisdictions.

Communications between community agencies occur through the use of several types of communications equipment including land mobile radios, cellular and landline phones, email, and satellite phones. In addition, Missouri uses two systems for external notifications and to provide situational awareness - WebEOC and the Missouri Health Notification System (MO-HNS). WebEOC is used as the primary platform for real-time information sharing, situational awareness, and resource tracking during emergencies. It enables coordinated decision-making across local, regional, and state partners by providing a common operating picture through customizable boards and live data updates.

Public communications range from the Emergency Alert System to the community's website and social media.

Alerting and Notifications

Emergency notification of community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The jurisdiction has several means of notifying emergency response partners. In most situations, the Emergency Operations Center or Joint Communications have the capability to warn departments and agencies on a 24-hour basis.

Notification of Key Officials

When an emergency requires the notification of key community officials, the Boone County Office of Emergency Management will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone
- Satellite Phone
- 2-way radio systems (during normal business hours)
- Dispatch a vehicle for in-person notification
- Face-to-face communication

EOC Communications

The community's EOC is equipped with, maintains and is capable of operating, the following communication systems:

- The Boone County Outdoor Warning Siren system
- Wireless Emergency Alerts using the IPAWS system
- Local public safety land mobile radio frequencies

The Boone County Joint Communications conducts periodic communications tests to ensure that its systems are operational, and its personnel are capable of operating the systems. Boone County OEM staff conduct emergency communication tests on the Ranger Stations in the EOC on an as needed basis.

Emergency Alert and Warning Systems

Emergency alert and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable.

Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate the Emergency Management Director will coordinate the development of public warning messages. The Emergency Management Director will implement the dissemination of the messages via the public warning systems.

Public Warning

Public warning is accomplished using the following methods as appropriate:

- Emergency Alert System (EAS)
- Wireless Emergency Alerts using the IPAWS system
- Local TV
- Website notifications
- Press release
- Outdoor Warning Sirens
- Social media
- Door-to-door notifications
- Boone County Ready/Rave Mobile notifications

Emergency Alert System (EAS)/Wireless Emergency Alerts (WEAs)

The Emergency Alert System (EAS) is a national public warning system that enables federal, state, and local authorities to broadcast critical alerts like severe weather warnings and AMBER alerts using television and radio. Managed through the Integrated Public Alert & Warning System (IPAWS) platform, EAS participants (including radio and television stations, cable systems, satellite providers, and wireline services) must carry Presidential alerts and may voluntarily transmit state and local alerts.

Most EAS activations in Boone County originate from the National Weather Service (NWS) in response to severe weather events, or from the Missouri Highway Patrol notifying of an Amber Alert situation. The Federal Emergency Management Agency (FEMA) coordinates national-level alerts and routine tests.

Wireless Emergency Alerts (WEAs) are also disseminated through IPAWS and deliver geographically targeted messages directly to compatible mobile devices. WEAs typically include a distinct tone and vibration, ensuring users receive critical information, even if their phones are silenced.

The Boone County Office of Emergency Management is the Collaborative Operating Group (COG) responsible for local emergency alerting in Boone County, and is able to send WEAs using the Rave Mobile platform as needed or as requested by public safety agencies. COG documentation and individual staff training records are on file with Boone County OEM.

By partnering with the Federal Communications Commission (FCC), FEMA maintains both EAS and WEA as key components of the national public warning system, providing timely, consistent, and accessible emergency communications across multiple platforms.

Boone County Ready/Smart911 Alerts

Boone County Ready is a community preparedness campaign by cooperative agreement between the Boone County Office of Emergency Management and Boone County Joint Communications. This campaign is intended to enhance community preparedness, foster collaboration and build resilience by engaging our citizens in actively preparing for emergencies and disasters.

Through the use of Smart911, an internet-based platform powered by Rave Mobile, citizens can opt in for weather, traffic and other emergency notifications using phone call, text message and/or email. Boone County Joint Communications originates Rave Alerts based off of public safety agency request or evolving emergency situations.

Registration is available through the Boone County's emergency management website. During registration, users can choose preferred contact methods and types of alerts they wish to receive.

Outdoor Warning Siren System

Boone County maintains fixed outdoor warning sirens at locations throughout the county intended to alert people who are outdoors to severe weather in the shortest possible time. While the sirens can sometimes be heard indoors, their primary purpose is to reach those who are outside and may not have immediate access to news media.

These sirens are typically activated by radio control, with Boone County Joint Communications having primary responsibility and Boone County Office of Emergency Management. The siren system is tested at noon on the first Wednesday of each month, weather permitting. Boone County also tests the sirens during Missouri's annual statewide tornado drill, typically held in early March. Maps of Boone County outdoor warning siren locations, zones and coverage areas are located in the appendix.

Emergency Alert and Warning for Persons with Access and Functional Needs

Access and functional needs populations will be warned of emergencies by available methods, including the following:

- Visually impaired: EAS messages on radio, sirens, NOAA Weather Radio, Rave Mobile notification, and door-to-door notification.
- Hearing impaired: Captioned EAS messages on television, TTY on reverse telephonic notification systems, and door-to-door notification.
- Non-English speaking: Language messages on radio and/or TV, NOAA Weather Radio, Rave Mobile notification, and door-to-door notification.

ADMINISTRATION, FINANCE, AND LOGISTICS

Finance and Administration

Because emergencies often require quick financial decisions, routine procedures may need to be modified or bypassed as allowed by law and policy. This does not diminish the need for responsible financial management.

A local emergency declaration can sometimes waive normal budget and finance requirements to fund response and recovery efforts. A Presidential Disaster or Emergency Declaration may allow communities to apply for federal funding and seek reimbursement for eligible costs.

Timely financial support is crucial for successful response and recovery. While rapid procurement methods may be necessary, lawful and sound financial principles must be followed to prevent fraud, waste, and abuse.

Each community agency is responsible for putting in place proper funding controls, segregating duties, and ensuring costs align with the objectives in this plan. Carefully documenting all expenditures, including personnel time sheets, is essential for accountability and for future reimbursement requests.

Records

Accurate, detailed financial records must be maintained for every emergency or disaster the community manages. Such records are essential for successful recovery efforts and are required for receiving federal reimbursement under the Stafford Act when disasters and emergencies are declared at the Presidential level. Documentation should include personnel hours, equipment costs, expenditures or procurements, and any other costs incurred by the County or municipality.

All records related to the allocation and disbursement of funds must comply with the Code of Federal Regulations (Title 44: Emergency Management Assistance) as well as all applicable Missouri Statutes regarding state financial matters and emergency management powers and responsibilities.

Record Retention

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of seven years from the date of occurrence by the Boone County Emergency Management Director. In addition, records regarding hazardous materials exposures will be maintained by the Emergency Management Director per Missouri Revised Statutes Chapter 109.

TRAINING, EXERCISE, AND AFTER-ACTION REVIEWS

Training

Baseline NIM/ICS Training

NIMS/ICS baseline training includes ICS 100 (Introduction to ICS), ICS 200 (Basic ICS for Initial Response), IS 700 (Introduction to NIMS), and IS 800 (National Response Framework, An Introduction). ICS 100 is required for all personnel who have an emergency management or support role, while ICS 200 is required for those serving in supervisory or leadership roles in the field.

IS 700 introduces the fundamentals of NIMS, and IS 800 offers an overview of the National Response Framework to help personnel understand how local efforts align with national strategies.

Intermediate/Advanced ICS Training

For expanded leadership roles and larger or more complex incidents, ICS 300 (Intermediate ICS for Expanding Incidents) and ICS 400 (Advanced ICS for Command and General Staff) are required. These courses address higher-level coordination, command, and resource management responsibilities. ICS 300 focuses on mid-level management during expanding incidents, while ICS 400 prepares participants to effectively manage large-scale, multi-agency responses.

Continuing and Specialist Training

Some personnel may require additional courses specific to their roles, such as hazardous materials response, public health preparedness, or specialized rescue operations. These advanced or technical trainings are determined by the needs of individual departments and agencies. All staff are encouraged to periodically refresh their ICS and NIMS training to stay current on changes in doctrine and best practices.

Roles and Responsibilities

Boone County Office of Emergency Management coordinates, provides, and maintains records for the collaborative training partner organizations and community stakeholders request. Each individual County and Municipal department and agency are responsible for ensuring their personnel complete the required ICS and NIMS coursework and any other specialized training. Partner organizations and whole community stakeholders are also able to participate in collaborative training opportunities, thereby contributing to the overall preparedness culture in the County and the communities served.

Exercise

Exercises provide an opportunity to apply and validate skills, knowledge, and established plans through training controlled conditions, help to identify gaps in resources or capabilities, and strengthen coordination among responding organizations.

Boone County designs, conducts, and evaluates exercises following the Homeland Security Exercise and Evaluation Program (HSEEP) methodology. This approach ensures a standardized process for designing realistic exercise scenarios, collecting meaningful evaluation data, and incorporating feedback into future preparedness efforts. Exercises may range from seminars and tabletop discussions to functional and full-scale events, progressively building operational proficiency and interagency cooperation.

Integrated Preparedness and Planning Workshop (IPPW)

Each year, or as otherwise determined by County policy, Boone County OEM hosts an Integrated Preparedness and Planning Workshop (IPPW).

During the IPPW, stakeholders review potential threats, discuss recent incidents, and identify training or exercise priorities for the coming cycle. The discussions culminate in an Integrated Preparedness Plan (IPP) that aligns training and exercises with operational objectives, grant requirements, and community needs over a multi-year period.

Boone County OEM also participates in the Missouri Region F Integrated Preparedness and Planning Workshop coordinated by the Missouri State Emergency Management Agency, which is used to inform state-wide training coordinated by SEMA.

Roles and Responsibilities

The Boone County Office of Emergency Management will coordinate, provide, and maintain records for exercises upon request by partner agencies and stakeholders. Boone County and Municipal departments and agencies provide subject matter expertise, personnel, and resources needed to carry out the exercise objectives. If able, community partners can contribute facilities, volunteers, and valuable insight into local capabilities and vulnerabilities, ensuring that exercises remain realistic and beneficial to all participants.

Exercise documentation, such as exercise plans, attendance records, evaluator notes, and final reports, are maintained by the OEM in accordance with County policies and grant requirements.

After-Action Reviews

After-Action Reviews (AARs) are conducted following both real-world incidents and training/exercises. They serve as the foundation for continuous improvement, helping to assess what went well, where challenges arose, and how to strengthen capabilities moving forward through improvement.

The AAR process begins by collecting data and feedback from all involved stakeholders, including first responders, government agencies and departments, volunteers, and community partners. Analysis of planning, operations, coordination, communications, and resource utilization is used

to identify both successes and shortcomings. These findings are compiled into an official AAR document that highlights key lessons, best practices, and areas needing improvement. Action items are created based off that document.

This cycle of review, planning, and action sustains a culture of continuous improvement. Lessons learned are shared with partner agencies and community stakeholders to enhance transparency and encourage broader resilience across the entire jurisdiction.

Roles and Responsibilities

The Boone County Office of Emergency Management will coordinate, provide, and maintain records for After-Action Reviews upon request by partner agencies and stakeholders. Participating departments and partner organizations are expected to actively provide feedback, implement recommendations relevant to their operations, and track progress on assigned action items.

Appendices

- Appendix 1: Historical Change Log, Review Log, and Distribution Record
- Appendix 2: Boone County CEMP Structure
- Appendix 3: Boone County Commission Order 406-2005
- Appendix 4: Boone County Commission Order 224-2003
- Appendix 5: Boone County CEMP Distribution List
- Appendix 6: Essential Elements of Information (EEI)
- Appendix 7: Policies, Authorities, and References
- Appendix 8: Disaster Declaration Template A
- Appendix 9: Disaster Declaration Template B
- Appendix 10: Acronyms
- Appendix 11: Glossary