

Strategic Plan

Marshall County

Emergency Operations Plan



Marshall County, Alabama

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I. Introduction

The Marshall County Emergency Management Agency is governed by the Marshall County Commission with guidance and recommendations provided by the Marshall County Local Emergency Planning Committee. The Agency is responsible for preparing the jurisdictions within Marshall County to respond to and recover from non-routine hazards such as tornados, floods and acts of terrorism. The emergency management function is a basic responsibility of local government - not just the name of an agency. Through activities often overlooked, emergency management has a direct positive impact on our quality of life. When fully implemented, this strategic plan will allow mission attainment and vision fulfillment as stated below.

Goals and Objectives identified herein are based on the status of the emergency management program and staffing level. Response to actual hazardous events has not been considered in establishing objective milestones. Any significant real-world response, program or staffing changes, or new priorities will impact scheduling and attainment of strategic goals. Changes will be reflected in future revisions.

II. Authority

- Robert T. Stafford Emergency Assistance and Disaster Relief Act (Public Law 93-288), as amended.
- Code of Alabama 39-9-1, as amended.
- Marshall County Commission Resolution on Emergency Management.

III. Vision

All segments of Marshall County are prepared for hazardous events, whether natural, technological or human-caused.

IV. Mission

To save lives, prevent injury and protect property, the environment and the local economy by taking reasonable and affordable measures to mitigate against, prepare for, respond to and recover from disasters.

The Emergency Management Program is divided into five primary subprograms: Preparedness, Response, Recovery, Mitigation and Administration. Specific FOCUS connections follow.

PREPAREDNESS is the process of ensuring that all segments of our community, public and private, are prepared to manage the threat and consequences of a hazardous and potentially disastrous event. Preparedness includes, but is not limited to, planning, liaison, coordination, education, training, exercises, facility maintenance, warning system maintenance, and development of human resources.

- **Emergency Planning** promotes public safety through development and implementation of a comprehensive program which effectively coordinates community resources to reduce death, injury, and damage to property, the environment and the local economy when disaster strikes. Emergency planning also supports the local governments' priority to promote safer jurisdictions.
- A robust **liaison** program builds the regional and community relationships necessary to have the citizenry and local government best prepared to minimize the impact of hazardous events.
- **Emergency Warning** makes the community a safer and more desirable place to live and work.
- **Training, Education and Exercise** supports the development of a public education and information program through which citizens, civic groups and neighborhoods can be made aware of issues in local emergency management and be provided with an opportunity to influence them.
- A **Command-and-Control** facility (Emergency Operations Center & Multi Agency Coordination Center), including appropriate operating procedures and qualified staff, facilitates information management, decision making and coordination necessary to protect the lives and property of citizens of Marshall County, safeguard the natural environment, and help protect the local economic base when disaster strikes.

RESPONSE and RECOVERY are the manifestations of emergency management in the community. These functions (or activities) protect the public by responding to the consequences of a hazardous event and implementing measures to restore the community to pre-disaster conditions or better.

MITIGATION is the reduction or elimination of exposure to, or the negative impact of, any hazard which could lead to disaster. Mitigation activities make the community a safer and more desirable place to live and work.

ADMINISTRATION is the execution of program administrative and management activities in a responsive, responsible and cost-effective manner. This is particularly important in Emergency Management because of the need for the public to view it as a credible program so they will respond appropriately during major emergencies and disasters.

V. Goals and Objectives

A. Preparedness Goal-Planning

To complete and maintain appropriate plans and related documents consistent with state and federal requirements and community needs.

Objectives

1. Review and revise, as necessary, the Marshall County Emergency Management Program in accordance with the provisions contained in the Basic Plan.
 - a. Review of the Marshall County Emergency Operations Plan (MCEOP). -
 - b. Report results of MCEOP review to the Commission Chairman. -

- c. Complete revision or development of MCEOP Annexes in accordance with the annex development and review schedule maintained by Emergency Management Agency.
 - d. Following each annex completion, review the annex development and review schedule to ensure program priorities are being addressed.
 - e. Review completed annexes, as appropriate, during and following hazard response activities and exercises, and incorporate lessons learned, as appropriate.
 - f. Develop an attachment to the Public Information Annex for augmenting Joint Information Center Staff during emergencies to receive calls from the public and others and to make appropriate referrals.
2. Develop a comprehensive factual risk analysis for the County.
 - a. Develop an objective hazard analysis for the County.
 - b. Develop a vulnerability analysis for the County.
 - c. Using the results of the hazard and vulnerability analyses develop a risk analysis for each hazard which threatens the County.
3. Review and revise the Marshall County Emergency Management Agency Strategic Plan.
4. Support Homeland Security planning, training and exercise efforts as appropriate and feasible.

B. *Preparedness Goal-Liaison and Coordination*

To establish and maintain good working relationships and coordinate procedures with applicable public and private entities.

Objectives

1. Partnering
 - a. Identify mutual incentives for partnering.
Partners include:
 - Regional, state and federal government and government affiliated agencies and organizations.
 - The business/industry community and business associations.
 - Community, civic, professional and volunteer groups and organizations.
 - The media.
 - b. Involve partners in emergency management activities.
 - c. Promote program involvement in the relevant activities of partners.
 - d. Encourage partners to develop their own all hazard plans to reduce the impact of, enhance response to, and ensure recovery from disasters.
2. Work with volunteer organizations to develop coordinating procedures and protocols for the provi-

sion of humanitarian services during and following a hazardous event.

3. Work with partners to continually improve communication, information sharing and coordination.
4. Improve citizen involvement in emergency management activities.
 - a. Identify roles for registered volunteers to play in supporting emergency management preparedness, response, recovery and mitigation activities.
 - b. Identify volunteer organizations to support emergency management activities.
 - c. Recruit and train a volunteer coordinator to implement and manage a volunteer program within the Emergency Management Agency.
 - d. Recruit, register and train volunteers to work with the Emergency Management Agency.
 - e. Work with the American Red Cross to develop a plan for utilizing emergent volunteers following a hazardous event.
5. Review and update, as necessary, relevant Mutual Aid Agreements and identify the need for additional agreements.
6. Respond to queries and requests for information related to homeland security when a specific local agency is not otherwise identified.

C. *Preparedness Goal--Public Information and Warning*

To save lives and protect property through speedy dissemination of information during and following disasters

Objectives

1. Maintain the outdoor warning (tornado siren) system.
2. Collect information to characterize local waterways at various flow rates and incorporate into EOC decision making procedures to more efficiently and effectively respond to flood and flash flood events.
3. Work with the Communications and Information Technology Department to improve Emergency Management information on Cable Channel and Jurisdictional Web sites, including the use of webcams or other technology to broadcast live or near-real-time images from key monitoring locations.
4. Establish working relationships with media partners to disseminate emergency information to key audiences.
 - a. Include the capability to 'go live' on local commercial TV and radio outlets from the Emergency Operations Center to expedite delivery of urgent public safety information.
 - b. Execute an agreement with the National Weather Service to provide access to the Emergency

- Alert System (EAS) for disseminating emergency information via Civil Emergency Messages.
- c. Work with media partners to allow local government activation of EAS during emergencies.
- d. Include the capability to activate EAS from the EOC.
- 5. Support project to make NOAA Weather Radios (all hazard radios) available to at-risk populations.

D. *Preparedness Goal-- Education, Training and Exercises*

To prepare emergency management staff, local government and its constituents to respond to disastrous events in a way that minimizes death, injury, damage and other negative consequences.

Objectives

1. Marshall County Emergency Operations Plan (MCEOP)
 - a. Develop and implement a comprehensive employee training program, consistent with the MCEOP, which supports EOC activation and operation.
 - (1) Provide awareness level training to all local government employees and advanced training to those involved with emergency management operations.
 - (2) Develop a list of recommended courses for departmental representatives to complete in support of emergency operations. Include course descriptions, costs, application procedures, and recommended number of graduates per department.
 - (3) Sponsor local offerings of emergency management related courses and training available from outside agencies and organizations.
 - (4) Budget for and sponsor selected out-of-area training that supports and/or enhances city wide response capabilities or coordination.
 - (5) Develop an interdepartmental training management system to help ensure necessary training has been conducted and documented and that continuing education is provided.
 - b. Develop and implement a comprehensive drill and exercise program that promotes familiarity with the MCEOP, EOC operations and local training objectives and meets state and federal exercise requirements.
 - (1) Design and conduct an exercise to familiarize staff with the EOC.
 - (2) Prepare and submit a proposal for the Alabama Emergency Management Agency (AEMA) to revise exercise requirements to better meet the needs of state and local government.
 - (3) Develop policy for assisting local departments, other government entities, businesses and others when they request support for designing, controlling or evaluating exercises not included in the drill and exercise schedule.
 - (4) Attend a Community Specific Integrated Emergency Management Course

2. Community Outreach and Public Education

- a. Develop and implement a comprehensive all hazard emergency management educational strategy focusing on the readiness and self-reliance of vulnerable populations.
 - (1) Support expansion of Public Safety/Be Ready Day to become the county Outreach and Public Education program.
 - (a) Obtain or develop a series of standardized lesson plans, presentations and training aids to promote hazard awareness and preparedness to schools, the business community and the public.
 - (b) Design and implement a hazardous weather Poster Contest.
 - (c) Participate in community events, when possible, encouraging residents to be informed and prepared.
 - (d) Develop a program for using volunteers to provide public education presentations.

3. Emergency Management Staff Professional Development

- a. Promote an environment that supports responsible risk taking.
- b. Develop a functional (emergency management) and managerial (leadership and management) professional curriculum for EM staff.
 - (1) Complete the FEMA Professional Development Series of courses within four years of accepting employment.
 - (2) Participate in state and federal training and exercise activities, as scheduled and appropriate.
 - (3) Promote staff completion of the Human Resources Management courses as scheduling allows.
 - (4) Attend appropriate EM related conferences and symposia to maintain or improve knowledge and skill levels, develop important contacts to enhance working relationships and coordination, learn from case study presentations, share information with peers and colleagues, obtain new training and productivity material and information.
 - (5) Identify additional training and educational opportunities from any source and encourage staff participation as scheduling and budget allow.

E. *Preparedness Goal—Facilities and Equipment*

To ensure that EM facilities can accommodate mission and program requirements and provide a safe and secure work environment.

Objectives

1. Assess EM facilities.
 - a. Identify office and operational furnishings needed. Configure the facility to meet the needs of responding agencies and to facilitate collaboration and coordination.
 - b. Contract for purchase and installation of office and operational furnishings.
 - c. Identify technologies and equipment to facilitate training, information management, emergency public information, decision-making, and quick and effective communications with internal and external partners.
 - d. Develop RFPs for technological components and contract for purchase and installation.
2. Investigate the feasibility of key jurisdictional EOCs being connected by audio, video and data sharing technologies to support their combined use as a virtual EOC and JIS during regional disasters.
3. Evaluate the Basement of the Marshall County Courthouse facility as an alternate EOC. Review layout and equipment for appropriate functionality. Recommend changes as appropriate.
4. Evaluate other facilities as alternate EOCs.
5. Develop and implement checklists for EOC activation.

F. *Response and Recovery Goal*

To respond to and recover from hazardous situations in such a way as to minimize death, injury and damage to property, the environment and the economy.

Objectives

1. Establish positions for optimal Emergency Operations Center (EOC) staffing.
 - a. Define positions. –
 - b. Recruit and train sufficient staff to activate and operate the EOC.
 - c. Design and implement a rapid EOC activation procedure.
2. Develop and implement EOC standard operating procedures (SOG's) consistent with the MCEOP.
3. Assist local organizations in the development of departmental plans to support both the MCEOP and departmental continuity of operations.
4. Provide training to departments regarding state and federal documentation standards and requirements with a view to maximizing reimbursement of disaster response costs and recovery assistance.

G. *Mitigation Goal*

To assist local government departments in planning for mitigation activities and in identifying, implementing and securing funding for beneficial mitigation strategies.

Objectives

1. Promote the use of insurance as a mechanism to reduce the risk of economic loss. Apply for the Community Rating System which will result in lower flood insurance premiums for the citizens of all jurisdictions within Marshall County.
2. Advise local government departments of the availability of beneficial mitigation programs, as identified and appropriate.
3. Maintain appropriate liaisons with all levels of government to identify relevant grant sources.
4. Assist local government departments in the development of a natural hazard mitigation plan as required by AEMA/FEMA.
5. Assist the Marshall County Engineer who is the Flood Plain Manager for the county with information.

H. *Administration and Management Goal*

To create a motivating and challenging work environment and to complete program administration and management activities in a responsive, responsible and cost-effective manner.

Objectives

1. Develop near-term and long-term staffing patterns and have new positions authorized. Recruit a capable, motivated and diverse workforce.
2. Develop the budget in accordance with guidance from the Marshall County Commission.
3. Capture all appropriate costs in the annual Emergency Management Program Grant (EMPG) application.
4. Investigate AEMA distribution of EMPG funds to determine if Marshall County is getting its fair and equitable share. Take measures to address any disparities.
5. Identify and apply for, as appropriate, other Emergency Management Grant opportunities.
6. Review and revise, as necessary, program performance measures to identify those that best measure program productivity and efficiency.
7. Develop an annual work plan/scope of work for use in budget planning and grant applications.
8. Assess potential initiatives using business case tools and methods before making investment decisions.
9. All written and verbal communications with the public will be courteous, timely and professional.

10. EMA staff will strive to identify inefficient or unproductive processes and methods and eliminate them.
11. EMA staff will strive to identify efficient, effective and productive processes and methods and develop them.
12. Incorporate overhead required to deal with routine, day-to-day administrative and program activities (Administration) into all other planned activities.

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