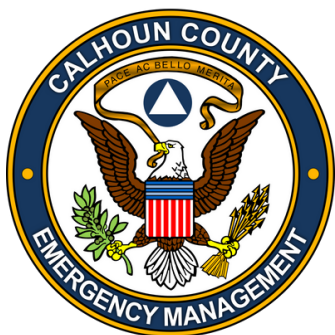


CALHOUN COUNTY EMERGENCY MANAGEMENT AGENCY



STRATEGIC PLAN

2022-2024



www.calhounema.org

GOALS:

Goal 1 Prevention:

Promote a safe and secure environment minimizing all types of threats, hazards and incidents.

Goal 2 Protection:

Enhance protection through planning, training, exercises, and outreach to first responders, support agencies, and community members.

Goal 3 Mitigation:

Enhance the Mitigation System to help reduce the loss of life and property by lessening the impact of future disasters.

Goal 4 Response:

Strengthen and ensure a quick response to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.

Goal 5 Recovery:

Cultivate, develop and sustain a comprehensive recovery system that provides a community that is better and safer than before a disaster.



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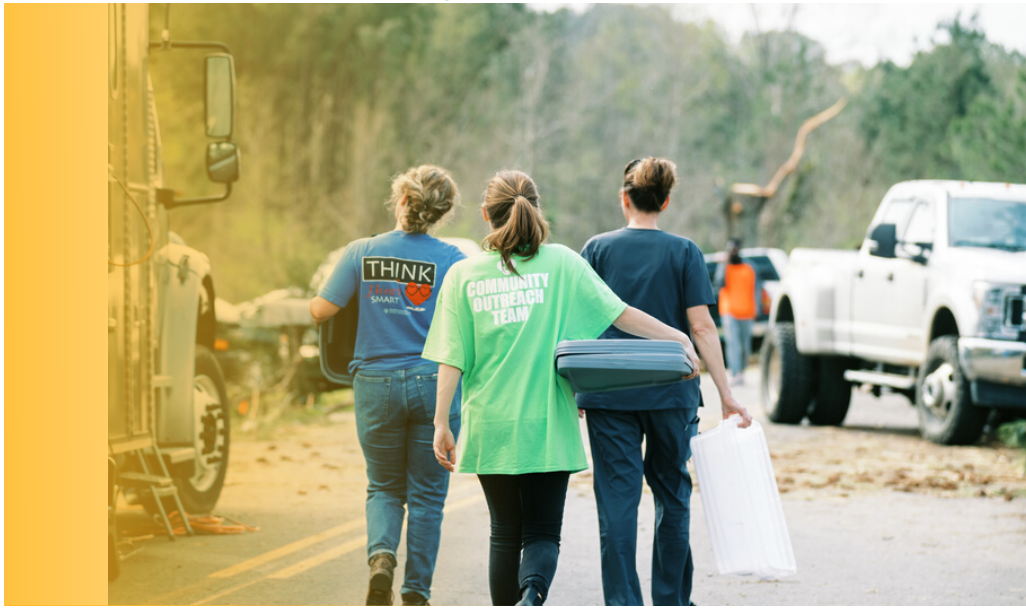
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Executive Summary

Strategic Plan 2022-2024



Calhoun County Emergency Management Agency is committed to developing a coordinated and cooperative program that engages the "whole community" in all efforts to prevent, protect, mitigate, respond and to recover from all identified hazards to build and maintain a more resilient community.

The strategic plan is meant to transform a vision into reality. This document represents a shared vision for what the Calhoun County EMA should work toward over the next few years. It is not intended to be a highly- detailed or checklist- type plan.

Rather, the strategic plan serves as a reminder of what we need to accomplish, of the challenges that must be overcome, and captures the essence of our efforts:

- Helps to define the relationships between the EMA itself and the key partners which make up the community's emergency management workforce and describes how these relationships will be managed and maintained in the long-term.
- Identifies principles to help the EMA negotiate its roles and responsibilities with partners before, during, and after a disaster so that community needs may be effectively served.
- Set goals for how the EMA staff and EMA volunteers will prioritize actions and projects.

Summary of Goals:

Strategic Plan 2022-2024

Goal 1 Prevention:

Promote a safe and secure environment minimizing all types of threats, hazards and incidents.

- Monitor evolving threats and inform and prepare the community accordingly.
- Enhance our all-hazards capabilities through training and exercising as a whole community.
- Enhance Social Media outreach efforts
- Improve the emergency public alerts and warnings process.
- Expand public education/awareness capabilities.

Goal 2 Protection:

Enhance protection through planning, training, exercises, and outreach to first responders, support agencies, and community members.

- Strengthen the Joint Information Center (JIC) and emergency public information
- Enhance planning efforts through collaboration with community partners.

Goal 3 Mitigation:

Enhance the Mitigation System to help reduce the loss of life and property by lessening the impact of future disasters.

- Educate and engage partners in mitigation opportunities through the All-Hazards Planning Committee.
- Increase community education on personal mitigation measures for all hazards.

Summary of Goals:

Strategic Plan 2022-2024

Goal 4 Response:

Strengthen and ensure a quick response to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident

- Enhance response capability through updating the Emergency Support Function annexes.
- Continue 24 hour response capabilities through the duty officer program.
- Foster and encourage participation in EOC activations.

Goal 5 Recovery:

Cultivate, develop and sustain a comprehensive recovery system that provides a community that is better and safer than before a disaster.

- Engage civic groups and the faith-based community in disaster recovery planning, post-disaster sheltering/housing and community needs
- Encourage civic groups and the faith-based community to engage in the Long Term Recovery Committee.



OUR MISSION

Calhoun County EMA serves the citizens of Calhoun County by coordinating a comprehensive emergency management program that protects against, prepares for, mitigates, responds to, and recovers from all hazards and disaster, regardless of cause.



OUR VISION

Our vision is to be the premier county emergency management agency in Alabama. We put people first and help them through difficult times. We are part of a large and diverse team: the whole community. We are professional, reliable, flexible, and respectful. We embrace innovation and strive to be the best so that we can make a difference.

OUR CORE VALUES

- **We believe in each person.** Everyone, regardless of position or background, can help save a life and brings a unique perspective and skillset to the table. Each of us, from top to bottom, volunteer to chief, public or private sector is just as important as everyone else.
- **We believe in unity of purpose and unity of effort.** People see us working alongside them in the community, not sitting on the sidelines. We train as a team, work as a team, and respect each other as a team.
- **We are here to serve.** Regardless of what is going on, who is in charge, and who is involved, we focus on supporting the mission: Help those in need. We shape our processes to meet the needs of others, rather than asking them to fit our processes.
- **We strengthen what works and encourage new ideas.** We focus on solutions. We always want to be better, smarter, faster, and stronger. We want to do what helps people the most. Innovation and improvement are essential to how we work, and we are open to suggestions.
- **We strive to do it right the first time.** We make our best effort to honor our commitments.
- **We learn from past experiences.** When we fail, we adapt and continue moving forward.
- **We are flexible.** We are adaptable, smart and innovative enough to do our jobs anytime, anywhere, and under any circumstances, no matter how difficult things may be.
- **We believe in servant leadership.** Our job is to share information because knowledge is power. By sharing power, we put the needs of others first and help them develop and perform at the highest level possible. We are the change we want to see in others.

EMA OVERVIEW

What Does the EMA Do?



To help communicate its mission and programs, the EMA has developed the message map with three main points and nine supporting points that can be used as a guide for an "elevator pitch" to accurately and briefly describe what the EMA does before, and after a disaster.

3 Main Points:

1. We provide information and resources to protect lives and property during a disaster.
2. We develop emergency plans to help the whole community prepare for and respond to disasters.
3. In an emergency, we are the link between the county, the state, and FEMA.

WHAT DOES THE EMA DO?

FIRST MAIN POINT:



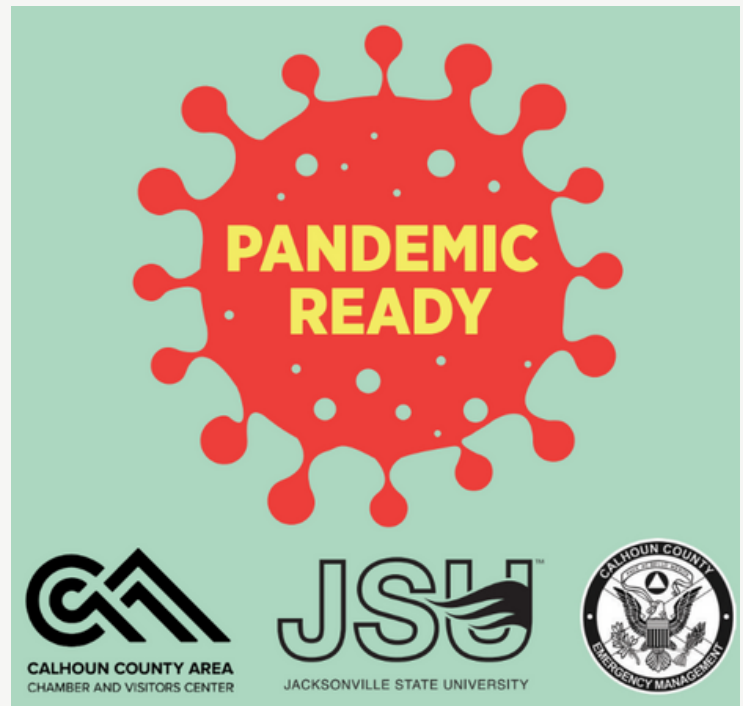
**WE PROVIDE INFORMATION AND
RESOURCES TO PROTECT LIVES AND
PROPERTY DURING A DISASTER.**

1. When first responders need extra help in an emergency, they call the EMA (similar to how citizens call 9-1-1 when they have an emergency).
2. We do outreach and training by working with the media and using social media to help the public prepare for emergencies.
3. During an emergency, we notify the public by using outdoor warning sirens, the Emergency Alert System (EAS), and by working with new media and social media.

WHAT DOES THE EMA DO?

SECOND MAIN POINT

We develop emergency plans to help the whole community prepare for and respond to disasters.



1. We recruit volunteers and provide training to help local groups like churches and disaster relief organizations work together with first responders.
2. We work with FEMA and Homeland Security to make sure local responders have access to the best training available.
3. We put together emergency drills and exercises so that local agencies can test their emergency plans.

WHAT DOES THE EMA DO? THIRD MAIN POINT

**IN AN EMERGENCY, WE ARE THE LINK
BETWEEN THE COUNTY, THE STATE, AND FEMA.**

1. We work with partners like the National Weather Service to keep the community informed about hazards, how to prepare for them, and what actions to take during an emergency.
2. We help local organizations access resources from outside the county through mutual aid agreements and the Alabama EMA.
3. After a disaster, we work with FEMA to survey damage and help affected local residents access disaster assistance, capture lessons learned, improve our emergency response, and continue preparing the community for the next event.



HOW THE EMA OPERATES

The EMA exists to help any and all jurisdictions with their efforts pre-event, during, or post-event. The assistance offered comes in many forms such as:

- Resource ordering and tracking/ mutual aid
- Information gathering and dissemination
- Interoperable communications
- Coordination of volunteers and donations
- Assistance with management of disaster recovery programs.

The Calhoun County EMA is charged with developing and overseeing an integrated emergency management system for Calhoun County, Alabama under the supervision of the Calhoun County Commission. This is achieved by assisting and coordinating the numerous local, state, federal, and non-governmental organizations.

Primarily, the EMA is support and coordination agency. The EMA works to support, but does not control, the emergency response actions of the county's local governments and organizations. The agency also works to increase the community's disaster preparedness and resilience through coordinated training and planning programs. In addition, during a disaster, the EMA serves as a single-point-contact for emergency and disaster issues, working to coordinate and streamline the flow of information and resources to the county from the state and federal governments.

STATISTICS AND POPULATIONS

Calhoun County Overview

Calhoun County was founded December 18, 1832.

Calhoun County is in the east central part of the state of Alabama. It was named in honor of John C.

Calhoun, a politician and US Senator for the state of South Carolina. The population as of 2020 is 116,441.

Places of interest within Calhoun County include:

- Jacksonville State University (JSU)
- Anniston Museum of Natural History
- Berman Museum of World History
- Portion of the Talladega National Forest.

GEOGRAPHY

According to the US Census Bureau, Calhoun County has a total area of 612 square miles. Of the 612 square miles, 606 square miles is land and 6.4 square miles is water. The Coosa River runs along the western edge of Calhoun County and several of its tributaries, including Cane, Ohatchee, and Choccolocco creeks intersect the area.

Calhoun County is bordered by the following counties:

- Cherokee County (Northeast)
- Cleburne County (Southeast)
- Talladega County (Southwest)
- St. Clair County (West)
- Etowah County (Northwest)

WHAT MAKES UP CALHOUN COUNTY

- 7 municipalities
- 2 military installations
- 3 College campuses
- 7 police departments
- 17 fire departments
- 5 school systems
- 8 water utilities
- 8 public works/ transportation agencies

WHAT THE EMA IS WORKING TO ACCOMPLISH

The EMA exists to ensure that the people of Calhoun County, their local governments, and the community's institutions and infrastructure are ready to respond to and recover from emergencies and disasters, whatever their cause, as a team. It is collaborative effort to ensure public safety and welfare.

Emergencies and disasters are different. Disasters overwhelm the resources of a community and have significant personal, social, and economic effects. In order to manage disasters, emergency managers typically organize their activities using a four step cycle. The EMA is tasked with helping the residents of Calhoun County in the areas of disaster and emergency preparation, response, recovery, and mitigation.

KEY ISSUES FOR LOCAL OFFICIALS

This strategic plan outlines how the EMA itself will operate over the next few years to achieve its mission. The EMA is only one part of larger meta-organization that drives community disaster response and recovery efforts. The effectiveness of the EMA itself is dependent upon how successful other stakeholders are in meeting each of their own missions. Important limitations to be overcome include financial constraints on local government infrastructure vulnerabilities, cultural and community traits that can both increase and decrease the Calhoun County community's resilience to various hazards.

Key issues that local officials should bear in mind include

- Funding for public safety agency staffing, professional development, and the equipment and infrastructure required to support public safety efforts should be prioritized in local budgets.
- Prudent investment in hazard mitigation, like tornado safe-rooms and flood control, can prevent future losses of life, property, and capital outlay for recovery.
- Decreasing levels of disaster funding and support available from state and federal sources will increase the financial burden on local governments and the citizens themselves after a disaster.
- Encouraging each person to take responsibility for his or her own personal safety, the safety of his or her family, and promoting participation in community safety efforts is the most important message local officials can relay to their constituents.

COMMUNICATION, COOPERATION, AND COLLABORATION

The first question local officials should answer during a disaster is "how much and what type of help do we need?" The EMA exists to help local stakeholders answer this question. Requests can come in the form of a phone call, text, email or simply word of mouth. It does not have to be a complicated process when support becomes a necessity. Support only needs to be readily available and easy to gain access to.

The most important part of emergency management is relationships. It is much easier to communicate with people we are familiar with, so the overarching goal of all the EMA's work is to build and foster relationships with people at all levels across all disciplines before a disaster occurs. Relationships work because they foster trust- trust that, in a time of need, the person at the other end of the line is ready to help with whatever needs arise. While this is a simple concept, it works well. It also means that not everyone needs to be an expert on disasters or emergency management; they just need to know who to call for help.

While the EMA offers support for emergency and non-emergency conditions this is not the only support offered. Various types of training and exercises are sponsored ranging from general classes such as the National Incident Management System (NIMS) and the Incident Command System (ICS) to more specialized training like Public Information Officer (PIO) training. Classes are also sponsored for more specific functions such as search- and -rescue, homeland security, and critical infrastructure protection. Every effort is made to ensure the local responder community, as well as surrounding communities, are given the opportunity to enhance their knowledge through classroom and practical exercises designed to mimic real life situations in a safe but realistic training environment.



Program Analysis and Key Challenges



Emergency management continues to evolve as disasters increase in impact. EMA office activities will be subject to increasing scrutiny by the public, the media, and will need to deliver consistent service to local agencies and officials.

Training and education requirements for professionals working in emergency management will continue to increase. Attendance at remote training and conferences will continue to burden the program with travel costs and personnel shortfalls. Time away from work will detract from other important obligations in the EMA office.

Funding for emergency management activities will be restricted. EMA personnel will need to creatively seek grant funding opportunities and work to secure local revenue streams to offset decreasing federal EMPG awards. Municipal funding to offset county expenses for emergency management is likely to be very limited.

Increasing federal and state regulations and more restrictive planning standards will burden local emergency management programs with new and increased planning and preparedness requirements.

Budget cuts and other challenges at the state level will continue to impair the state's ability to support local emergency managers with equipment and technical assistance (planning support). The county EMA office will need to be self-reliant as assistance from the state EMA will likely not be forthcoming during a major emergency or disaster. It will be critical for local EMA programs to enhance cross-training and mutual aid assistance agreements to fill this gap.

Program Analysis and Key Challenges (contd.)



Constant turnover among other local emergency management program staff throughout the state will pose a continuing challenge as relationships are developed and then lost. County EMA personnel will need to network constantly in order to keep up-to-date on changing personnel and to cultivate necessary partnerships.

Volunteerism will continue to decline while cause-oriented community activism will likely increase. The number of volunteers willing to affiliate (on a long-term basis) with established disaster relief groups will continue to dwindle, but spontaneous (unaffiliated) volunteers and activists should be expected to turn out in large numbers to assist with disaster response and relief efforts. To accommodate this paradigm shift, the EMA program must shift away from the steady-state training and planning habits and instead lean more toward "just-in-time" programs to be implemented as soon as a disaster occurs. EMA personnel will need to develop the capacity to quickly identify, develop relationships with, and integrate emergent community groups and their leaders in the aftermath of a disaster. The involvement of these emergent groups is critical to the success of disaster recovery efforts but should also be expected to create tension with established interests and institutions.

STRATEGIC PRIORITIES

The strategic priorities below embody the leading concerns of the EMA program as a whole:

- 1. Enable key partners to develop and enhance their communities' ability to prepare, respond, mitigate, and recover.**
 - Be a force multiplier by helping others achieve their goals.
 - Increase coordination by enhancing networking and cultivating relationships.
 - Streamline internal and external information flows to enhance information sharing.
- 2. Provide targeted engagement, education, and outreach opportunities.**
 - Increase stakeholder and community ownership and awareness of the EMA program.
 - Enhance recruitment, training, utilization, and retention opportunities for volunteers, interns, and community organizations.
 - Emphasize community disaster preparedness in parallel with stakeholder preparedness.
- 3. Be fast, effective, organized, and self-reliant**
 - Coordinate a rapid, robust emergency response.
 - Ensure command, control, and coordination capabilities are streamlined and survivable.
 - Embrace a forward-leaning logistics posture.
 - Pursue additional revenue streams to increase stability and enhance operational capabilities.
- 4. Deliver response-focused plans and operations that instill confidence while maximizing flexibility.**
 - Enhance operational readiness by building confidence in capabilities.
 - Ensure plans are response-enabled and ready to execute.
 - Enhance flexibility and uniformity during emergency and disaster operations.
 - Embrace new technology and maintain modern systems and equipment.
- 5. Deliver a robust training program that meets real-world operational needs.**
 - Emphasize disaster response interoperability through joint training.
 - Provide realistic and useful training and exercises.
 - Stay current with evolving standards and best practices.



FOCUS AREA STRATEGIES



EMA PROGRAM ACTIVITIES FOR THE TERM OF THIS STRATEGIC PLAN ARE DIVIDED INTO SEVEN STRATEGIC FOCUS AREAS

1. **Planning**
2. **Logistics**
3. **Disaster Recovery**
4. **Operations**
5. **Community Preparedness**
6. **External Affairs**
7. **Program Development & Training**

PLANNING STRATEGY



The Calhoun County EMA will maintain several key documents and plans to organize program activities.

Key Documents Include:

Calhoun County Emergency Operations Plan (EOP)

- Reviewed and updated yearly, pursuant to FEMA EMPG guidance.

Calhoun County Hazard Mitigation Plan

- Reviewed and updated every five years, pursuant to Disaster Mitigation Act 2000.

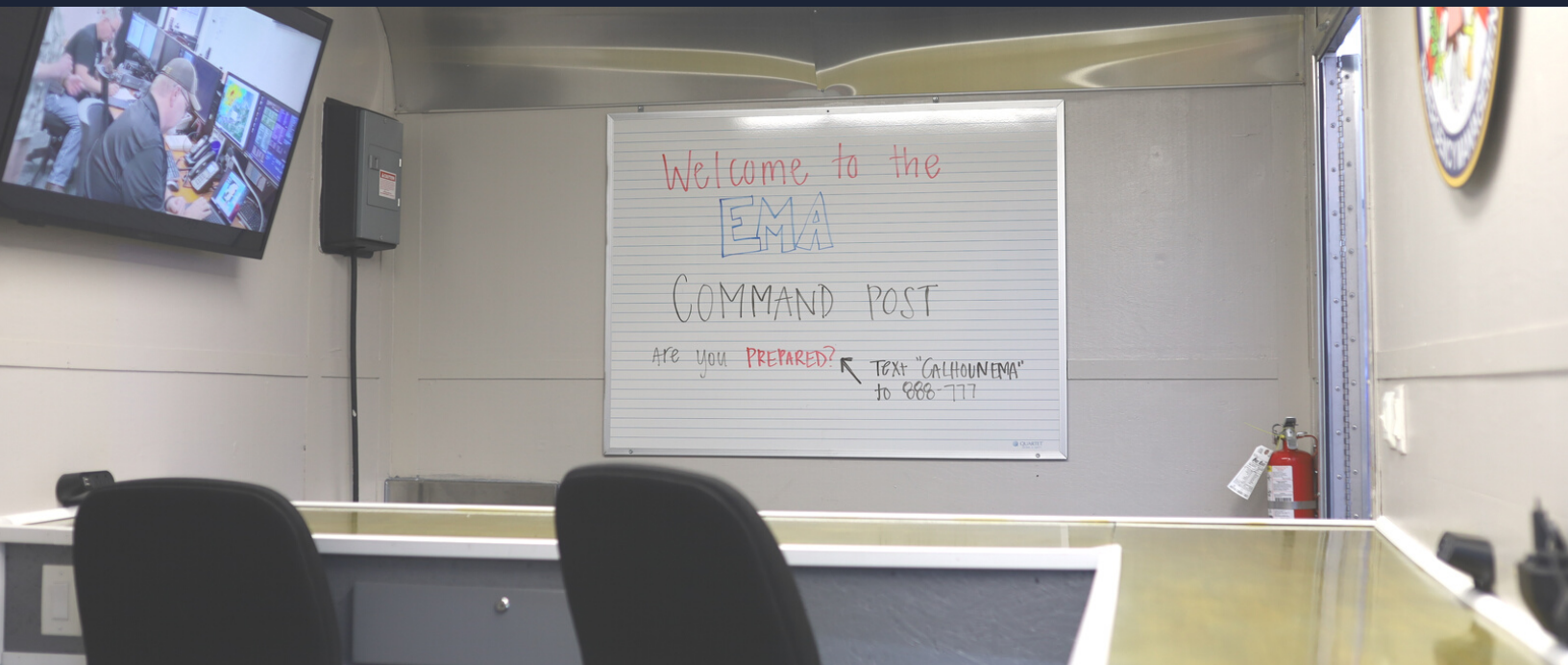
Calhoun County Multi-Year Integrated Preparedness Plan (IPP)

- Reviewed and updated every year, Pursuant to FEMA EMPG guidance.

Calhoun County Threat and Hazard Identification Risk Assessment (THIRA)

- Reviewed and updated every two years, pursuant to FEMA EMPG guidance.

PLANNING STRATEGY



The EOP provides operational guidance for disaster-related emergency management activities performed *during* and *after* disaster events.

The Mitigation Plan outlines mitigation goals for local agencies to reduce disaster exposures and losses.

The THIRA and the IPP each provide targets for the ongoing, day-to-day activities of the EMA.

Other documents that provide support and context for the county's overall plans include:

- Municipal and special district EOP's
- Facility emergency plans and contingency plans
- Memoranda of Understanding (MOU)'s and Mutual Aid Agreements (MAA)'s.
- AEMA State Emergency Operations Plan (EOP) and CONOPS
- Internal EMA/EOC SOG manuals.

Key partners will be invited to participate in the All-Hazards Planning Committee (AHPC) meetings which occur twice a year to provide input and share information regarding community-wide emergency preparedness efforts.



Specific Planning Goals Include:



Phase 1: (Partially Complete/ In Progress) Development of essential (core) municipality emergency management capability for each of the county's seven municipalities.

- Development and adoption of municipal EOP's (Initial Operating Capability)
- Establishment of EOC's within each municipality.
- Designation of municipal EOC staff teams.
- Training and exercising of municipal EOC staff teams.
- Targeted emergency management (ex: response and recovery functions) for key municipal officials and department heads.



SPECIFIC PLANNING GOALS INCLUDE:

Phase 2:

Transition of county EOP CONOPS to a comprehensive framework.

- Refocus on "team" concept utilizing expertise from around the community and emphasizing interoperable units of people and equipment (mission ready packages).
- Further enhance and revise municipal EOP's to be more self-sufficient and strengthen linkages (mutual-aid coordination) with other operational areas in the county.
- Transition county EOC staff to Countywide Incident Management Team (IMT) format.
- Reinforce well-defined responsibilities and authorities within each of the county's emergency Operational areas.

LOGISTICS STRATEGY



Disaster logistics involves more than providing men and material. It requires the ability to rapidly identify needs, identify suppliers, establish priorities, and coordinate the provision of resources. The disaster logistics strategy will focus on three key themes:

1. An integrated logistics cell at the County EOC
2. Deploy logistical support items through dependable agencies for incident response support.
3. Streamlining logistics support capability through integration of local logistical assets (trailers, generators, tents, etc.) under the umbrella of countywide special operations efforts.

SPECIFIC LOGISTICS GOALS INCLUDE:



-
- Attain a comprehensive disaster logistics capability among the County EOC staff that leverages procedures, agreements, and relationships to rapidly access resources.
 - Pre-planned resource management tactics to ensure quick access to and deployment of assets, such as increasing capability to pre-position assets and develop support caches.
 - Spearhead the development of a regional mutual aid plan and coordinating system.
 - Obtain additional space for logistics motor-pool and equipment staging
 - Increase participation of Emergency Management Support Facility (EMSF) site representatives in VOAD and pre-planning.

DISASTER RECOVERY STRATEGY

Disaster Recovery involves not only cleaning up and rebuilding, but also a return to financial normalcy after local governments incur large, unusual costs. Private Citizen's recovery will revolve around non-governmental organizations (NGO's) and privately donated funds, in addition to limited assistance that may be available from disaster relief programs like those of FEMA and Red Cross.

Organizing an effective disaster recovery requires rapidly engaging outside contract support, managing the disruption to local cash flows caused by unusual and large expenses, and enabling affected local residents to access the services and funds made available by NGO's and private foundations.



The community disaster recovery strategy is centered on three goals:

1. Encouraging pre-event contracting for disaster-related work (specifically, debris removal, debris monitoring, and public assistance administration support) as well as for common disaster logistical needs.

2. Intensive functional training for financial and administrative officials from public assistance eligible entities regarding AEMA and FEMA procedures for disaster assistance administration.

3. Maintaining the viability of the Long Term Recovery Committee (LTRC) by identifying and training individuals from local agencies likely to be involved in the long term recovery process, including:

- Overhauling the Voluntary Organizations Active in Disaster (VOAD) to be more inclusive and sustainable over the long-term during the non-disaster interval periods.
- Pre-identifying a core group of case managers to create a Case Management Response Team (CMRT) with the capability to provide just-in-time surge training to other local NGO's and social organizations after a disaster.



OPERATIONS STRATEGY

Disaster operations are fundamentally different from day-to-day emergencies. Existing dispatch procedures will be overwhelmed. Local officials and the public will be much more interested in knowing what is occurring what the local governments are doing to respond to the problem, and what specific actions the public should take.

EMA will work to build a network of self-sustaining teams who have the training, equipment, plans, procedures, and authority to manage incidents at the lowest possible level. This includes establishing designated EOC's and ICP's within the county's municipalities and special districts. EMA will also work to strengthen communications with surrounding counties and the state agency EOC's

The operations strategy seeks to augment the community's ability to rapidly build critical communications and coordination links to utilize the maximum amount of available local resources after a disaster, Specific goals include:

- Enhance emergency operations coordination:
 - Establish fully-functional EOC's within the county's municipalities.
 - Develop capability for county EOC staff to be mostly self-supporting and self-guiding without extensive EMA support or guidance during the first 72 hours of an incident.
 - Enhance EMA continuity of operations (COOP) capability with Alternate EOC and off-site redundant backup systems.
 - Develop and maintain steady-state communications links with EOC's inside the county and with surrounding county EMA's (Division G counties)
 - Streamline communications with 9-1-1 dispatch through utilization of CAD systems.
- Enhance capability to deploy mutual aid assets within the county.
 - Develop enhanced procedures under provisions of countywide mutual aid agreement.
 - Improve information sharing about local resources and supplies.
- Enhance capabilities to rapidly meet unusual, disaster-related needs.
 - Develop pre-scripted mission assignment requests for emergency planning scenarios to be used in the EOC by operations, logistics, and planning personnel.
 - Educate and train local officials and municipal personnel for emergency operations.
 - Increase local government capabilities for mass care and sheltering.
 - Enhance first responders' ability to perform rapid evacuations (ex: medical facilities)
 - Educate local officials about damage assessment procedures and information needs.
 - Expand available resources for disaster communications support.
- Create a functioning and sustainable countywide special operations organization to coordinate the provision of specialized capabilities such as
 - Countywide multi-agency Incident Management Team (IMT)/integrated EOC team
 - Hazardous Materials response
 - Logistics support capability
 - Technical rescue

COMMUNITY PREPAREDNESS STRATEGY

Community preparedness is the cornerstone of Calhoun County's disaster resilience. Residents and lay citizens will be the "true" first responders to any incident. As such, EMA will continue efforts to encourage emergency preparedness for all hazards among the county's residents. Since many other stakeholders are also encouraging emergency preparedness for all hazards among the county's residents. Since many other stakeholders are also encouraging emergency preparedness (such as local police and fire departments, the media, the National Weather Service, and other partners), the EMA will work to enhance, but not duplicate or compete with, the efforts of our partners.





COMMUNITY PREPAREDNESS GOALS INCLUDE:

- **Implementing best practices for preparedness, such as:**
 - Maintaining National Weather Service (NWS) Storm Ready Certification.
 - Continue participation in the Weather-Ready Nation (WRN) Ambassador program
 - Work toward Emergency Management Accreditation Program (EMAP) Certification.
 - Ensure all community preparedness activities are useful, adequately coordinated with key partners, and do not duplicate other efforts and initiatives.
- **Pursue active engagement with key partners for preparedness**
 - Encourage public safety employees to practice good emergency preparedness principles for themselves and their families, such as Critical Employee Emergency Planning (CEEP).
 - Enhance Continuity of Operations Planning (COOP) capabilities in local agencies
 - Continue to pursue mitigation options through comprehensive hazard mitigation planning and grant opportunities for mitigation actions.
 - Target new agency heads, directors, chiefs, and rising mid-level managers for orientation to the EMA and its programs in order to develop and maintain relationships in the long term.
- **Overhaul Citizen Corps initiative to enhance coordination and community ownership**
 - Support champions for community preparedness by integrating them with the larger network of stakeholders and key partners.
 - Continue working with the Chamber of Commerce on workshops and training opportunities
 - Encourage business owners to take part in the Planning Partners Program.
- **Engage the public in preparedness**
 - Emphasize public use of available alert and warning systems, such as Nixle text message alerts, Everbridge alerts, Wireless Emergency Alerts (WEA), NOAA Weather Radio (NWR), and smartphone apps.
 - Encourage citizen volunteerism for public safety through existing organizations, such as involvement in Volunteer Fire Departments, church groups, and civic clubs.

Text
CALHOUNEMA
to
888-777

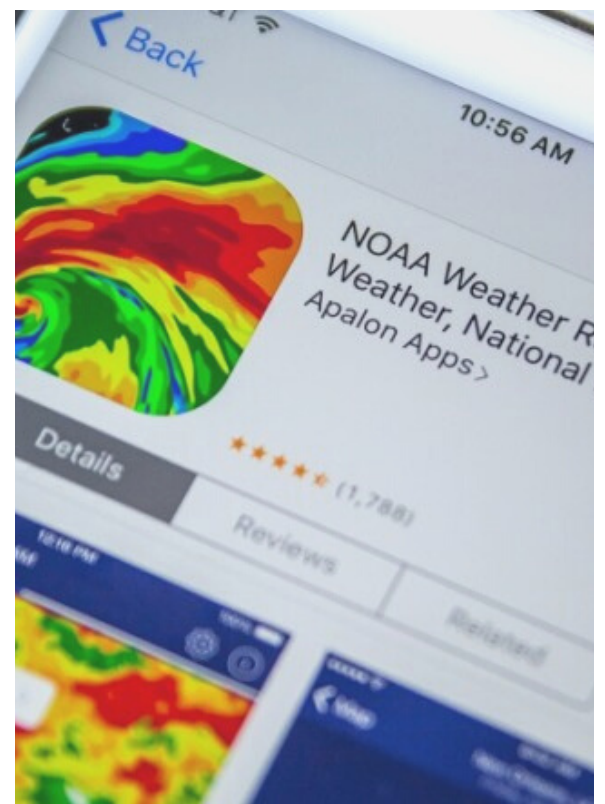
OR Scan QR Code
sign up
EVERBRID



 **CALHOUN
COUNTY EMA**

Receive emergency alerts for Calhoun County.

256-435-05
<http://www.calhounema>





EXTERNAL AFFAIRS STRATEGY



External Affairs refer to activities undertaken in partnership with the media and officials from state and federal government that require expert coordination and execution. Professionally representing the interests of Calhoun County, its citizens, and it officially requires a dedicated pool of personnel with extensive training and diverse skill set. It also involves providing emergency public information (EPI) and crisis/risk communications support before, during, and after an emergency or disaster.

To accomplish these tasks, the EMA will work to:

- Deliver a comprehensive public outreach and education campaign:
 - Social media (including ad buys, if appropriate, before or after major events)
 - Partnering with local media outlets to encourage preparedness messaging
 - Target public events for community engagement displays
 - Target delivery of public training such as:
 - NWS SkyWarn Training
 - Youth preparedness and senior preparedness seminars
- Continue to cultivate a professional cadre of trained Public Information Officers (PIO's) the External Affairs Support Team (EAST) to be rapidly deployed as adjuncts and assistants to agencies and officials in need of support during and after emergency events.
- Leverage social media before, during, and after emergencies and disasters to crowd-source accurate information about relevant events and to engage the community as a force-multiplier for response and recovery efforts.
- Provide regular on-site, briefings for local stakeholder officials, such as elected officials, agency heads, utility department executives, and school officials.



PROGRAM DEVELOPMENT AND TRAINING STRATEGY

The EMA is tasked with coordinating a comprehensive emergency management program for Calhoun County. This is essentially a tasking without end: emergency preparedness is a moving target. As such, it is critical to maintain program development over the long term. This includes:

- Continually recruiting, training, and retaining qualified and capable personnel and volunteers in conjunction with local stakeholder agencies.
- Ensuring the emergency management program keeps up with stakeholder demands and maintains relevance in the eyes of local stakeholders, officials, and the public
- Capitalizing on opportunities to collaborate with local partners in achieving program goals.

Specific goals include:

- Increase awareness of the community's emergency management program through participation in public safety agency basic training courses and rotation through public safety agencies for on-site training delivery.
- Increase recruitment, participation, and involvement across all levels and stakeholder sectors by:
 - Developing and cultivating well-organized and well-trained support teams (FAST, EAST, EOC, VOAD)
 - Increase involvement and retention
 - Increase the quality and quantity of volunteers and participants in special activities
 - Increasing operational confidence of EOC staff team and special response teams
 - Working to better integrate some stakeholder sectors into operations (ex: public works, healthcare, and schools) who have been on the periphery in the past.
 - Increasing operational capability and skills of EOC staff team members.
 - Applying multi-level/interagency "team" concept to all emergency functions (Mass care, Damage Assessments, etc.)
 - Emphasizing disaster response interoperability through joint training
- Enhance exercise and training opportunities by:
 - Utilizing a progressive exercise program to provide "real world" equivalent experiences
 - Developing a continuous training plan for municipal personnel
 - Facilitating exercises for each municipality on a regular basis.
- Better utilize interns and EMA volunteers
 - Utilize existing intern and volunteer application processes to track these personnel
 - Require interns to commit to a specific work-plan and ensure they are supervised.

KEY PARTNERS

Achieving true partnerships with the entities listed here is essential to emergency management.

GOVERNMENT

State and federal legislators, County Commissioner (5), Mayors (7), county and city administrators/managers, ADECA/ServeAlabama, Anniston Army Depot, Fort McClellan Army National Guard Training Center (FM-ARNGTC)/ Pelham Range, DHS/FEMA Center for Domestic Preparedness (CDP) Alabama EMA, Alabama DHR.

PUBLIC SAFETY

Fire Departments (5 municipal, 10 volunteer, 1 ANAD, 1 Pelham Range), Alabama Fire College, East Central Alabama Training Association (ECATA) Police departments (6), ALEA, Sheriff, Coroner, Fire and Law enforcement special operations activities, Calhoun County 9-1-1 district, Civil Air Patrol, Alabama Forestry Commission, US Forest Service, Alabama Department of Conservation and Natural Resources, ARES

HEALTHCARE

EMS Agencies (4), East Alabama EMS, Hospitals (3), Nursing homes and assisted living facilities, Alabama Department of Public Health, renal dialysis centers.

BUSINESS AND INDUSTRY

Calhoun County Chamber of Commerce, Tier II reporting industries, Economic Development, and large employers

UTILITIES AND PUBLIC WORKS

County and city street and public works/ utility departments, Alabama Power, Coosa Valley Electric Co-op, Cherokee Electric Co-Op, Calhoun County Water Authority, Anniston Water Works and Sewer Board, Colonial Pipeline, Plantation pipeline, Spire Energy, AMTRAK, Norfolk Southern, ALDOT

COMMUNITY ORGANIZATIONS

Northeast Alabama Crisis Response Team (Critical Incident Stress Management (CISM) Team, Municipal PARD's, East Alabama Regional Planning and Development Commission, The Salvation Army, American Red Cross, Southern Baptist Disaster Relief, United Way of East Central Alabama, Calhoun County Long Term Recovery Committee, Voluntary Organizations Active in Disaster (VOAD), organizations (local churches and faith-based groups), the media(TV, radio, electronic, and print), civic clubs and organizations

EDUCATIONAL INSTITUTIONS

Jacksonville State University, Gadsden State Community College, local independent school districts (5), private schools

CONCEPT OF OPERATIONS

OVERVIEW

Calhoun County EMA will work to implement this plan over the three- year term of the plan. The plan will be revisited regularly to examine progress and areas of opportunity. Activities will be adjusted and refocused as appropriate to best achieve the vision and intent of this plan.

OVERSIGHT AND INPUT

Calhoun County EMA operates under the direction of the chairman of the county commissioners on EMA activities, programs, and projects. The EMA also benefits from bi-yearly meetings of its All-Hazards Planning Committee (AHPC), a loosely-organized group of local agencies, organizations, municipalities, and private sector entities which provides a useful forum to share information and to gather input on EMA programs.

Other important groups with advisory roles include Calhoun county Voluntary Organizations Active in Disaster (VOAD) group and the Healthcare Coalition (HCC). As a rule, EMA personnel routinely seek out and incorporate guidance from key partners through direct conversations and ad hoc committees for special projects and concerns.

EXECUTION

EMA will work to educate its key partners about this plan and its role in guiding the activities of the agency and program; the EMA will also work to gain partners and supporters in achieving the objectives set out in the plan.

Specific goals include:

- *Educate local elected officials about the strategic plan*
- *Educate local public safety agency chiefs and heads of key partner agencies about the plan*
- *Incorporate the plan into daily operations by:*
 - *Aligning work with the focus area strategies*
 - *Using the plan as a tool to guide the evolution of programs and projects over time*
- *Set benchmarks for achieving goals and track progress toward those goals.*

FINANCIAL PROJECTIONS

- Budgetary constraints will at best be level funded going forward. Projects will have to be prioritized by order of need taking into account cost and time to completion.
- Other considerations are rising costs of utilities and/or services that are vital to the functionality of the EMA and EOC. These costs should be evaluated when the opportunity presents itself in an effort to lower costs over the long term.
- Pursuit of new technologies to replace existing or outdated ones is encouraged and should be analyzed to show immediate and long term cost savings. Projects may not always show an initial savings but over time may become a viable, less costly option. No projects should be considered too costly without a proper evaluation.
- Development of partnerships with the local business community is also an area of opportunity. To pursue the support of these stakeholders, the purposes and processes of emergency management must be communicated in a strategic context to promote long-term, mutually-beneficial relationships.
- To better manage these contingencies, EMA will develop a life Cycle Cost Estimate (LCCE) for critical systems including:
 - Outdoor Warning Siren System
 - Motor-pool
 - EOC automation systems (computers)
 - Public alerting Systems
 - Fixed infrastructure and facilities
- The list below includes projects that should be considered in a new LCCE.

Short/Medium Term (<7 Years)

ITEM

PRICE

Multi-media/audio-visual upgrades to EOC	\$15k-\$25k
EMA Motor pool/Truck transport emergency support trailers	\$35k-\$45k
EMA motor pool/ fleet replacements	\$80k-\$100k
EOC Computer replacement	\$15k-\$25k
EOC VOIP telephone replacement	\$5k-\$10k
Storage building renovation/ equipment room	\$5k-\$10k
Logistics facility/property acquisition/storage barn	\$50k-\$150k

Long Term (7+ Years)

ITEM

PRICE

Radio Replacement for Sirens (111 units)	\$175k-\$225k
Portable radio Replacements for personnel (60 units)	\$150k-\$15k
EOC upgrades/ renovations for future needs	\$200k-\$500k
Siren Control cabinet/ head replacement (108 units)	\$1.5m-\$2.5m



PLAN MAINTENANCE AND UPDATES



Revisions

The strategic Plan will be revised on an ongoing basis, and incremental updates may be reviewed in conjunction with the county budget cycle.

Updates

Updates to the plan will be made by a strategic planning group assembled by the EMA director, which should be representative of all stakeholder sectors and key partners.



New Versions

A new version of the Strategic Plan will be issued every three years.

Appendix A- Program Review and Analysis

The analysis of strengths, weaknesses, opportunities, and threats (SWOT) helps to determine the best opportunities for achieving agency goals. It also helps identify which strengths need to be cultivated in order to improve agency effectiveness.

The analysis presented here captures key concerns and ideas of the EMA staff based on latent goals and constructive feedback from community stakeholders.



OVERALL ANALYSIS:

Strengths

- Good training program
- Effective and dedicated core group of volunteers
- Good reputation, rapport, buy-in, and credibility from peers and stakeholders
- Flexibility and adaptability
- Entire program structured toward structured toward community buy-in
- Dedicated staff
- EMA program functions well when politically-neutral and able to maintain open lines of communications with all stakeholders without taking sides on divisive public safety issues.

Weaknesses

- Lack of participation by volunteers in special activities.
- Poor retention of qualified volunteers
- Internally-developed training needs to be streamlined.
- Too many technologies that aren't integrated (standalone systems)

Opportunities

- Increase the quality and quantity of volunteers and participants in special activities
- Increase exposure and awareness of EMA programs in order to increase recruitment and participation across all levels and stakeholder sectors
- Increase community ownership of the EMA program
- Streamline technology use and build-in backup and redundant systems

Threats

- Limited funding for special activities or growth (especially capital purchases)
- Burn-out and over-taxing of core volunteers
- Loss of support from elected officials
- Change of command in stakeholders
- Technological failure
- Failure to anticipate and adapt to encroachment or enhancement of the EMA mission area by other agencies that is brought about by the natural evolution or growth of those agencies.

Operations, Response, and

Recovery Functions

Operation, Response, and Recovery include:

- Special activities (response team program development and management), such as:
 - EOC staff, damage and impact assessment, planning, response coordination
 - Family Assistance Support Team (FAST)
 - External Affairs Support Team (EAST)
- Long Term Community Recovery Programs and Processes:
 - FEMA Individual Assistance and other disaster assistance programs
 - Long Term Recovery Committee (LTRC)
 - FEMA Public Assistance and disaster reimbursement

Strengths

- Response CONOPS is solid
- Core EMA staff are well-trained and knowledgeable
- Existing in-house position-specific training program
- By and large, first responders are professional, well-trained, and understand the importance of having a capable county EMA program and strong multi-agency EOC staff with the role of supporting and coordinating response operations.

Weaknesses

- EOC staff training is at "crawl" stage and EOC staff require intensive guidance from EMA
- Overall municipalities have little or no EOC capabilities of their own
- Trained staff in the county are not necessarily part of a single interoperable unity
- Existing special teams are discipline-specific (ex: law, fire)
- General lack of real-world disaster experience across the community
- Some stakeholder sectors are less engaged than others (ex: education)

Opportunities

- Increase operational capability and skills of EOC staff team members
- Increase operational confidence of EOC staff and special response teams
- Apply multi-level/interagency "team" concept to all emergency functions (Mass Care, Damage Assessment, etc.)
- Develop countywide multi-agency Incident Management Team (IMT)
- Increase exercise program to provide "real world" equivalent experiences.
- Better integrate some stakeholder sectors into operations (ex: public works, healthcare, and schools)

Threats

- Turnover of designated EOC staff from key agencies
- "Dual-rostering" of team members across all agencies- not enough depth in special teams
- Increasing bureaucratization of "recovery" process and procedures
- Loss of existing knowledgeable personnel in Long-Term Recovery Committee (LTRC) due to outside agency turnover.
- Loss of good leadership and motivation from within special teams and emergency support groups.

Planning and Preparedness Functions

Planning and Preparedness includes:

- Response plans and procedures:
- Emergency Operations Plan (EOP) and supporting plans/ procedures
- Mutual aid agreements (MAA)/ Memoranda of Understanding (MOU)
- Threat/ Hazard Identification & Risk Assessment (THIRA)
- Response planning, procedure/guideline development, and associated training

Hazard Mitigation Plan and associated programs:

- Hazard Mitigation Grant Program (HMGP)/ Pre-Disaster Mitigation Program (PDM)

Preparedness

- All-Hazards Planning Committee (AHPC)
- Training & exercise program
- Public Outreach and education program
- Community Preparedness and Citizen Corps initiatives:
 - Ready Business, Planning Partners, Voluntary Organization Active in Disaster (VOAD), Medical Reserve Corps (MRC), etc.

Strengths

- Strong county base EOP and SOG's
- Emergency Preparedness Plan outlining activities and metrics for program
- Strong and innovative training program
- Good intra-county comprehensive MOU
- Emergency Management Support Facility (EMSF) MOU project is beneficial to all programs
- Continued utilization of free training available from DHS/FEMA and National Domestic Preparedness Consortium (NDPC)
- Solid THIRA core document, with good planning scenarios, useful capability targets, and operations-focused gap analysis

Weaknesses

- Need more people to participate in planning and preparedness functions to achieve "whole community" vision
- Training could be more focused on "position-specific" training
- There are multiple roadblocks to churches, clubs, etc., becoming more involved in VOAD and emergency preparedness
- Existing Mitigation Plan excludes some HMGP- eligible agencies

Opportunities

- Complete development of municipality and special district EOP's to support county EOP CONOPS
- Focus training to specific stakeholder needs and functions
- Increase connections between EMSF sites and their participation in VOAD
- Revise Hazard Mitigation Plan to include special district stakeholders
- Provide for "rolling" gap analysis of capability targets and work to fill gaps
- Make the AHPC more useful
- Make Community Preparedness a core priority

Threats

- Inadequate time and resources to manage and deliver a solid exercise program
- Ongoing NFIP and other regulatory changes pushed down by federal government
- Lack of funding for mitigation projects
- Changes in state/federal planning mandates (ex: LEPC SARA Title III)

Finance and Administration Functions

Finance and Administration includes:

- Internal agency organization
- Personnel and intern management and support
- Grants and claims processing, such as for:
 - FEMA grants (EMPG and HMGP)
 - DHS and other intermittent grants
- County departmental budgeting and accounting tasks



Strengths

- Strong support from County administration
- Current EMA Personnel Merit System, job descriptions, and agency organization are good
- EMA staff feel that span-of-control is good, assignments are equally distributed, and office environment is fair and open
- EMA team is well-motivated and cooperative

Weaknesses

- Finance/admin functions take time away from core EM work
- Purchasing procedures/processes are often inefficient
- Federal and state guidance (such as EMPG workplans and reporting forms) and processes are time-consuming but add very little value to the EM program

Opportunities

- Identify ways to increase cost-saving and efficiency in admin/finance tasks
- Increase use of email and paper-less workflows
- Better utilize interns and EMA volunteers
- Increase internal cross-training for personnel on key functions

Threats

- Reduction in funding (local, state, and federal)
- Shift of political priorities away from emergency management
- Reduction/change in staffing
- Diminishing DHS budget

Logistics Functions

Logistics include:

Systems

- Communications systems
- Alert/notification systems
- Computers/ Automation/IT
- Facilitates (ex: EOC and Alternate EOC)
- Emergency support equipment and caches
- Community resource management



Strengths

- Large and robust outdoor warning siren network
- Solid computer systems and IT support(result of sharing with 9-1-1)
- High quality automation systems (ex: WebEOC and Nixle)

Weaknesses

- Alternate EOC site needs IT/communications upgrades
- Need to enhance communications with key facilities (ex: City, EOC's, Departmental Operations Centers (DOC's), nursing homes, etc.)
- Ability to activate alert & notification systems remotely is limited
- There is no useful, lightweight, and comprehensive community resource list
- Maintaining existing systems and IT infrastructure requires a lot of "hands on" attention and care

Opportunities

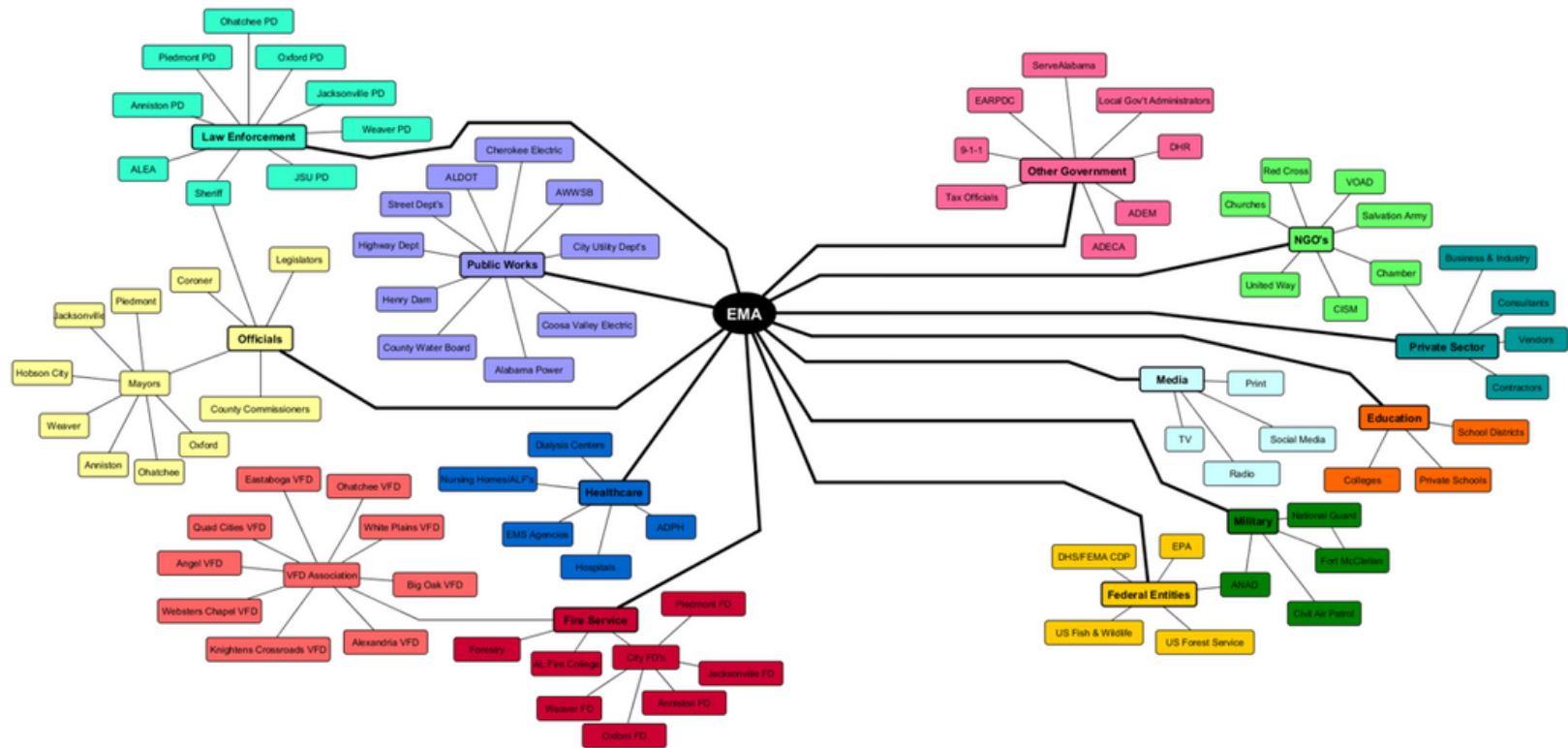
- Increase continuity of operations (COOP) capability with Alternate EOC and off-site redundant backup systems
- Develop strategic priorities for acquiring new logistics and support equipment
- Develop pre-scripted mission assignment requests for emergency planning scenarios
- Increase use of pre-event contracts for response and recovery
- Streamline communications and info-sharing with 9-1-1 and dispatch
- Increase capability to pre-position supplies and develop support caches

Threats

- All EMA data/servers at main EOC site with no off-site backup
- Lack of available funding, especially for capital projects
- No existing Life-Cycle Replacement Plan for EMA systems.
- Aging EOC and EMA infrastructure (power, water, alert and notification system, etc.)



APPENDIX B- FUNCTIONAL NETWORK MAP



WHO DOES THE EMA WORK WITH?

The Calhoun County EMA has many working relationships within the county in order to ensure that the County's residents are taken care of. The graphic above shows the groups that work with the Calhoun County EMA and those that fall under those groups as well. It is the EMA's job to ensure that these relationships continue to grow and improve.

APPENDIX B-FUNCTIONAL NETWORK MAP BREAK DOWN

PUBLIC WORKS

- Cherokee Electric
- ALDOT
- Street Dept.'s
- Highway Dept.
- Henry Dam
- County Water board
- Alabama Power
- Coosa Valley Electric
- City Utility Dept.'s
- AWWWSB

FIRE SERVICE

- Piedmont FD
- Jacksonville FD
- Anniston FD
- Oxford FD
- Weaver FD
- AL Fire College
- Forestry
- Ohatchee VFD
- White Plains VFD
- Big Oak VFD
- Alexandria VFD
- Knightens Crossroads VFD
- Websters Chapel VFD
- Angel VFD
- Quad Cities VFD
- Eastaboga VFD

LAW ENFORCEMENT

- Weaver PD
- Jacksonville PD
- Ohatchee PD
- Piedmont PD
- Anniston PD
- ALEA
- Sheriff
- JSU PD

OFFICIALS

- Coroner
- Sherriff
- Legislators
- County Commissioners
- Mayors
 - Oxford
 - Ohatchee
 - Anniston
 - Weaver
 - Hobson City
 - Jacksonville
 - Piedmont

NGO'S

- Churches
- Red Cross
- VOAD
- Salvation Army
- Chamber
- CISM
- United Way

MEDIA

- Print/ Digital
- Social Media
- Radio
- TV

HEALTHCARE

- Dialysis Centers
- Nursing Homes/ALF's
- EMS Agencies
- Hospitals
- ADPH

OTHER GOVERNMENT

- ServeAlabama
- Local Gov't Administration
- DHR
- ADEM
- ADECA
- Tax Officials
- 9-1-1
- EARPDC

PRIVATE SECTOR

- Business & Industry
- Consultants
- Vendors
- Contractors

EDUCATION

- School Districts
- Private Schools
- Colleges

MILITARY

- National Guard
 - Fort McClellan
- Civil Air Patrol
- ANAD

FEDERAL ENTITIES

- EPA
- ANAD
- US Forest Services
- US Fish & Wildlife
- DHS/FEMA CDP

