State Homeland Security Strategy (2010)

Missouri

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Section 1 > Introduction

Purpose

This State Homeland Security Strategy (Strategy) was developed to provide overarching guidance to the State's Homeland Security programs and initiatives, to include guidance in support of the homeland security governance provided through the Governor's Homeland Security Advisory Council (HSAC) and nine Regional Homeland Security Oversight Committees (RHSOC). This Strategy will help prepare our State for the work ahead in several ways. It provides direction to state government agencies, departments, and offices on activities Missouri plans to undertake in order to sustain existing capabilities in four U.S. Department of Homeland Security mission areas (prevention, protection, response, and recovery) and enhance the emergency preparedness posture statewide between 2009 and 2011. Missouri's Department of Public Safety (DPS), specifically the Office of Homeland Security (OHS) and State Emergency Management Agency (SEMA), will use the Strategy as a mechanism to track progress in implementing and completing security-related projects.

As other priorities at the local, state, and national level emerge that will compete for funding and resources, the strategy will server as a "road map" to help state and local officials establish priorities at all levels and find the proper balance between the competing priorities. The Strategy will also be released to Missouri's Urban Area Security Initiative (UASI) areas of Kansas City and St. Louis, to continue synchronizing activities inclusive of the whole state. The Strategy will be adjusted and amended over time. We must be prepared to adapt to the ever changing threat spectrum, economic climate, and political agendas, yet ensure consistency in our strategy, so that Missouri citizens are well served by their homeland security program.

Starting in 2006, Missouri adopted an all-hazard, capability based approach to homeland security planning to: 1) better assess preparedness; 2) enhance development of preparedness strategies; 3) prioritize use of limited resources; and 4) otherwise guide and measurably improve preparedness planning. The State has adopted an annual, capability-based planning cycle that fosters continuous improvement. This cycle will help with coordination and collaboration efforts to streamline emergency preparedness activities across all levels of government and geographic areas, and to develop a consistent and systematic approach to investing resources. Current improvements have resulted from enhanced training programs, identification of technology development priorities, and performance evaluations during exercises and real incidents. This Strategy—based on the 37 Target Capabilities identified by the United States Department of Homeland Security (DHS)—promises to extend improvements.

While aligned with the DHS Strategic Plan, this Strategy recognizes Missouri's expanded all-hazard view of homeland security. The Strategy recognizes that homeland security embraces more than just the threat to our security from terrorist attack. It also recognizes that while government cannot possibly

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deter or prevent most natural occurring disasters and diseases, and much traditional criminal activity, an aggressive and unified preparedness program allied with vigilance of state, county, and local governments can address the broader threat spectrum Missouri encounters. To achieve its mission, the State of Missouri, through a comprehensive state-wide emergency program, will effectively prepare for, prevent, protect, respond to, and recover from all hazards—including threats identified in the National Planning Scenarios. The State will plan, organize, train, equip, and exercise its resources in a focused effort to sustain its existing capacity, and build additional capabilities required to meet National Preparedness Guidelines and ultimately protect lives and property of Missouri citizens.

As with any strategy, Missouri acknowledges need for adjustment of and amendments to this Strategy as the State's efforts mature. Given the unpredictability of terrorist threats, this Strategy is intended as a "living document" to be continually updated for addressing our changing threats, risks, and capabilities well into our future. We undertake this mission with clear recognition that people—our citizens—are our most valuable assets. We value the contributions and dedication of the personnel who staff the emergency response and management systems. We employ and deploy the best available technologies in support of our mission. Above all, we cherish the men, women, and children of Missouri, and work tirelessly to make our State a safe place to live and prosper.

Vision

The State of Missouri strives to create a seamless and unified approach to homeland security. Missouri's elected officials and executive level management at state, regional, and local levels thoroughly understand the State's current capabilities and limitations, and have applied this knowledge to intelligently direct DHS funding. Specifically, Missouri supports statewide terrorism-prevention and preparedness measures while reducing vulnerabilities to terrorist attacks through continued support of a robust and aggressive approach to dealing with homeland security issues. The goals are to continue developing a Missouri-based approach combining state and local assets through comprehensive planning in order to formulate a viable and sustainable preparedness strategy. Recognizing that the federal strategy is focused on terrorism prevention and response, Missouri's vision has been expanded to meet current and future security needs using an all-hazard approach. The State accomplishes this by building on existing capacities, as well as supporting development of new capacities through across-the-board partnerships with other government entities, academic institutions, and the private sector.

The State of Missouri seeks to broaden the vision of its government officials regarding homeland security. Additionally, it seeks to help every citizen of Missouri feel ownership of, and engagement in, their safety and security through the homeland security program; homeland security requires the preparedness and diligence of more than just emergency management and the first responder communities. This Strategy continues the seamless, unified approach Missouri has taken to connect the top elected official responsible for homeland security in Missouri to every citizen of Missouri, regardless of their stature, race, or creed. This strategy transcends political agendas and is politically neutral.

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Focus

The State has adopted this Strategy aligning all State Initiatives with DHS's eight National Priorities, Mission Areas, and Target Capabilities. This approach is documented in the Fiscal Year 2008 (FY08) State Preparedness Report (SPR), dated March 28, 2008, and is further expanded in this Strategy. State Initiatives, defined for a three-year planning cycle, were developed through consensus-based decision-making by State stakeholders. The initiatives and stakeholders represent the multi-disciplinary approach the State uses to achieve an enhanced state of emergency preparedness. The initiatives hone Missouri's development of a comprehensive homeland security program and their efforts to perform the critical activities required to attain DHS's target capabilities. While the State's homeland security posture has evolved, Missouri recognizes additional efforts and commitments are required to mature and sustain the newly developed capabilities

Missouri's DPS executives have widely accepted that Missouri lacks the resources to complete all the necessary Objectives and Implementation Steps developed in the short term. However, money alone cannot insure Missouri is safe and secure, and Missouri's homeland security program's primary focus is on communication, collaboration, and coordination (C-3). The focus must also remain on the safety and security of Missourians, at the community and local level, and not on bureaucratic processes and policies at the state and federal levels. This being said, to focus the developing initiatives, Missouri has developed six all-encompassing heuristics that demonstrate the federal guidance, State preference, and local requirements alignment:

- Life safety measures take precedence over all other considerations and will always be the number one priority in Missouri's homeland security program.
- Investments should leverage existing programs, initiatives, and processes, wherever possible, in order to maximize the benefit of investments in Missouri's homeland security program.
- Initiative sustainability will be considered at the outset of the initiative, and self-sustaining initiatives will be given preferential consideration over those that require continuing resources and support.
- Investments in prevention and threat mitigation activities will be preferred over response and recovery investments, so long as Missouri maintains a robust response and recovery posture for inevitable disasters.
- The economic impact, as well as other consequences, will be considered when evaluating new initiatives, policies, and plans.
- A lead agency will be designated for initiatives being addressed by multiple stakeholders to link preparedness activities to promote efficiency and consistency.

While the State has needs within each of the 37 target capabilities, OHS determined it was prudent to focus spending on specific initiatives based on a

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continuing trend of decreasing federal grant support and the State's ability to sustain initiatives. Thus, using the five points above, a systematic approach was developed to prioritize funding of State-led efforts referenced in the 17 State Initiatives set out in the SPR. Currently, 13 of the 17 State Initiatives require sufficient capital investment; the other four State Initiatives are approaching sustainment cost only. Capabilities and associated Implementation Steps not specifically referenced in Missouri's 17 State Initiatives will be addressed in future funding cycles. The Strategy links these priorities to the following State Initiatives:

1. Statewide Command and Management*
2. Inter-State Regional Collaboration*
3. Intra-State Regional Collaboration*
4. Critical Infrastructure and Key Resources (CI/KR) Characterization, Assessment, and Planning
5. Intelligence and Information Sharing and Dissemination Capability*
6. Counter-Terror Investigations and Law Enforcement Capability
7. Statewide Interoperable Communications
8. Emergency Public Information and Warning
9. Explosive Device Response Operations
10. Specialized Response Teams
11. Mass Prophylaxis
12. Medical Surge
13. Patient Tracking and Communications
14. Human Services Planning
15. Citizen Evacuation and Sheltering
16. Mass Care
17. Agriculture Risk Mitigation
(*) Denotes sustainment only

The order in which these initiatives are listed is in no way indicative of their priority within Missouri's homeland security program. Missouri's Strategy mirrors the three overarching and five capability-specific National Priorities identified by DHS and one Missouri-specific priority (Agriculture). The following National Priorities and their corresponding State Initiatives will be addressed through a well-coordinated and focused resource allocation approach over the next three years.

Overarching National Priorities

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- National Priority 1: Implement National Incident Management System (NIMS) and National Response Framework (NRF).

Statewide Command and Management Initiative: The initiative has been developed to enable and educate Missouri's responders to the procedures and protocols of the NIMS and the NRF. This includes increased incident support and incident management capabilities, mutual aid agreements (MAA), continued resource typing of state and select local and private assets and development of the Missouri Emergency Resource Information System (MERIS). Training aspects of this initiative will be accomplished through the sustainment of existing Missouri and UASI training and exercise programs.

- National Priority 2: Expand Regional Collaboration.

Inter-State Regional Collaboration Initiative: The initiative focuses on enhancing Missouri's support of other regional and national partners and receipt of support when needed. The initiative involves development and maintenance of partnerships; strategic and operational planning; transfer of critical information to ensure a balanced planning approach; and proper allocation of response resources. Because Missouri's UASIs are bi-state, cross-border initiatives are critical. Specific to this initiative is participation in the Midwestern Fusion Center, Multi-State Agriculture Partnership, and bi-state regional syndromic and reported human disease surveillance efforts.

Intra-State Regional Collaboration Initiative: The statewide synchronization of homeland security initiatives focuses on enhancing collaboration among Missouri's agencies, departments, and offices; the HSAC; two UASIs; and nine RHSOCs. The initiative involves strategic and operational state- and regional-level planning and transfer of critical information to ensure a balanced planning approach and proper allocation of response resources. The initiative builds on Missouri's existing mutual aid system. To accomplish this, Missouri intends to finalize development and implementation of incident management systems, increase incident support and incident management capabilities, support regional CBRNE response and recovery capabilities, develop catastrophic incident annexes to supplement local emergency operation plans, and develop a systemic approach to regional standardization. In addition to the systems and organization, the initiative supports a five-year training and exercise HSEEP-compliant program integrated into the planning cycle to foster continuous improvement.

- National Priority 3: Implement National Infrastructure Protection Plan (NIPP).

Critical Infrastructure and Key Resources (CI/KR) Characterization, Assessment, and Planning Initiative: The initiative addresses Missouri's need to identify, classify, and prepare based on the presence of high-value or high-consequence targets and sectors. The initiative seeks to develop a coordinated, comprehensive CI/KR inventory and risk management process. This process will, in turn, drive targeted, systematic disbursement of HSGP and other

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funds for CI/KR protection to the highest priority needs across all jurisdictions and sectors, rather than responding only to localized, isolated requests. Interdependencies among the sectors will also be examined. Missouri also intends to initiate drills and exercises in order to identify weaknesses in planning, implementation, and response so subsequent activities can address identified deficiencies.

Capability-Specific National Priorities

• National Priority 4: Strengthen Information Sharing and Collaboration.

Intelligence and Information Sharing and Dissemination Capability Initiative: The initiative will facilitate effective and timely information and intelligence sharing across Missouri in order to achieve coordinated awareness of, prevention of, protection against, and response to threats. Specifically, the initiative addresses the relationship between the Missouri Information Analysis Center (MIAC), Kansas City Terrorism Early Warning Group (TEWG), and St. Louis TEWG, and will allow Missouri to continue maturing the State's fusion capabilities including enhanced data collection analysis, sharing, and storage capabilities. Finally, the MIAC is also participating in the Midwestern Fusion Center regionalization effort.

Counter-Terror Investigations and Law Enforcement Capability Initiative: The initiative will increase Missouri's law enforcement capabilities through planning, equipment acquisition, training, and exercise. Major focus areas will be to upgrade the AFIS to include palm-prints and to implement the statewide Mugshot system. Additionally, Missouri will increase improvised explosive device (IED) information sharing and analysis at TEWGs and MIAC. Specific to critical infrastructure, sensing and monitoring equipment will be acquired and the capability of specialized strike forces will be increased. Finally, the State will develop protocols to deter terrorist and other criminal activities.

• National Priority 5: Strengthen Interoperable Communications.

Statewide Interoperable Communications Initiative: The initiative will coordinate the development of interoperable communications systems that allow a continuous flow of critical information among multi-jurisdictional and multi-disciplinary emergency response and recovery operations. Specifically, Missouri will take the actions to govern, plan, coordinate, implement, and sustain interoperable voice and data communications systems for local, regional, and state public safety entities.

Emergency Public Information and Warning Initiative: The initiative supports emergency management's capability to receive and transmit coordinated, prompt, useful, and reliable information regarding threats to health, safety, and property, through clear, consistent information-delivery systems. Missouri will implement a statewide standardization of emergency management public information and warning systems by developing standard operating guidelines to formalize the joint information system (JIS). Missouri will also expand the use of automatic warning systems to convey urgent messages to

targeted communities.

- National Priority 6: Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response, and Decontamination.

Explosive Device Response Operations Initiative: The initiative supports current levels of response capabilities at both the state and local levels. The initiative will sustain and enhance Explosive Ordinance Device (EOD) response capabilities for the entire State, promote standardized training and exercises, and ensure equipment serviceability and availability in accordance with NIMS resource-typing criteria. The initiative also increases the emphasis on IED preparedness activities and response capabilities.

Specialized Response Teams Initiative: The initiative supports State, regional, and local teams (hazardous materials, SWAT, and wide area search and rescue, and urban search and rescue [USAR]) that comprise Missouri's Homeland Security Regional Response System (HSRRS) and UASI hazardous materials response and decontamination capabilities. The initiative also addresses specialized response equipment for fire, emergency medical services (EMS), and law enforcement disciplines across the State. The initiative sustains and enhances detection capability to include personnel, equipment, exercises, training, and laboratory capabilities in accordance with NIMS resource-typing criteria, strengthens preventative radiological/ nuclear detection capability and supports syndromic surveillance for human disease.

- National Priority 7: Strengthen Medical Surge and Mass Prophylaxis.

Mass Prophylaxis Initiative: The initiative will identify the personnel Missouri needs to support priority and mass prophylaxis (such as, medical service providers, points of distribution [POD] security, and patient transporters) and to manage spontaneous volunteers and donated resources in support of mass prophylaxis. Missouri intends to sustain its prophylaxis capability through a system of open and closed points of distribution and pre-placement of medicines. To augment the system, staff recruitment and legislative changes must be completed. Missouri will also purchase essential equipment to establish PODs, deliver prophylaxis, and monitor adverse events.

Medical Surge Initiative: The initiative expands Missouri's catastrophic emergency health care system to accommodate medical surge demands during large-scale incidents. Missouri will explore the use of alternative care sites through development of the Modular Emergency Medical System (MEMS) to expand its capability. Missouri will also focus on functional and medical support shelters. Missouri will continue to engage critical partners and stakeholders to develop MOUs and acquire resources that providers need pre-incident. In addition, DHSS intends to refine its Emergency Systems for Advanced Registration of Volunteer Health Professionals (ESAR-VHP) program and Medical Reserve Corps. Finally, Missouri will explore the development of alternative standards of care.

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Patient Tracking and Communications Initiative: The initiative will develop a statewide patient tracking system that links with those used by the Kansas City and St. Louis UASIs and the border states of Kansas and Illinois. Missouri will explore use of tracking systems to track other persons affected by the disaster.

- National Priority 8: Strengthen Emergency Operations Planning and Citizen Protection.

Human Services Planning Initiative : The initiative will refine Missouri's Emergency Human Services Planning specific to Federal Emergency Support Functions (ESF) 6, 8, 11, 14, and Missouri ESF-17. Missouri will build regional planning communities comprised of Citizen Corps Council (CCC), non-governmental organizations (NGO), Faith-based organizations, and Missouri Private-Public partnership (MOP3) to increase general population sheltering, special needs management, affiliated volunteer recruitment, and maintaining trained staff for Human Services response and recovery disaster missions. To hone operational efficiency, non-traditional response organizations will be incorporated into and educated on NIMS/ICS principles and included in a series of training and exercise opportunities. Missouri will also strengthen formal and informal data sharing agreements. Missouri will also continue its multi-media approach to provide outreach and educational opportunities. Finally, Missouri intends to hone the use of ADMATRIX (resource-tracking system) contained within MERIS and similar capabilities in Virtual Emergency Operations Center (St. Louis) and Metropolitan Emergency Information System and WebEOC (Kansas City) to support logistics and resource management.

Citizen Evacuation and Sheltering Initiative: The initiative will establish Statewide plans to manage citizen evacuation and sheltering. Once plans are complete, Missouri will focus on the capability to assist the general and special needs populations (such as, residents of group homes, long-term care facilities, and dialysis clinics) for both evacuation and shelter-in-place scenarios. Missouri will address human and material resource deficiencies to execute its human services plans. The initiative will also focus on educating individuals to help them avoid need for human service assistance during disasters. Missouri will identify special needs populations and individuals who may require assistance through a statewide and regional registry. Finally, Missouri will establish public information announcements to be issued as part of evacuation/shelter-in-place orders.

Mass Care Initiative: The initiative focuses on managing volunteers who provide critical human resources needed for shelter and feeding and the capability to manage and provide bulk distribution of critical supplies needed to execute ESF 6, 11, 14, and 17 roles and responsibilities. Missouri will increase the capability to provide emergency shelter facilities and fixed/mobile feeding stations. This includes the State's ability to establish general population functional and medical support, and companion animal shelters. Because this activity is locally executed, Missouri will focus on volunteer recruitment, retention, and ability to deliver resources to the population and animals during disasters. Once operational, Missouri will assist with security, communications, and coordination of multiple responding, disaster-based, logistics resources necessary to provide sheltering, feeding, and bulk distribution for 20 percent of Missouri's general population. Missouri will work with local NGO partners to identify and implement volunteer and donations management systems. Finally, Missouri will complete development and delivery of training programs for mass care personnel.

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Missouri Capability-Specific Priority

State Priority 1: Agriculture Risk Mitigation Initiative: The initiative will continue development of the Missouri Department of Agriculture's (MDA) Agricultural Strike Teams to respond to, identify, contain, and eradicate agriculture-related outbreaks. The initiative supports development of guidance, governance, credentialing, and training related to deployment and specific equipment activation by the State. Missouri will also engage in Partnership activities and initiatives. Finally, Missouri will continue to provide training for producers and critical agricultural personnel.

National Preparedness Guidelines

These priorities are demonstrated through Mission Areas that support the National Preparedness Guidelines. The following Mission Areas have been established as Goal Areas for this Strategy:

- Prepare (Common) Area
- Prevent Mission Area
- Protect Mission Area
- Respond Mission Area
- Recover Mission Area.

Within each Goal, the corresponding Target Capabilities have been established as Objectives for this Strategy.

Coordination

The Governor's HSAC has been tasked to provide overall direction of the operational initiatives carried out by OHS, as well as the grant funding and support of other agencies and jurisdictions by the State Administrative Agent (SAA). Starting in 2009, OHS now serves as the SAA and SEMA will continue to provides administrative support to the State's homeland security program. Finally, the HSAC coordinates emergency preparedness efforts across state agencies, departments, and offices; nine RHSOCs; and two UASIs. The HSAC, established by Governor's executive order, will coordinate state preparedness plans, procedures, policies, resources, and capabilities necessary to fulfill the State's responsibilities in prevention, protection, response, and recovery activities. DPS leadership, including OHS and SEMA representatives, reviewed and approved the final Strategy.

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Effort

The State of Missouri continues to build upon state and regional partnerships that have historically driven assessment and strategy development process. SEMA and OHS have opted to continue their contract with Tetra Tech EMI (Tetra Tech), a national consulting firm, to coordinate grant management, revise the Strategy, and meet the State's requirements for DHS. To enhance the Strategy, OHS intends to embark on a project in 2009 to validate how well current state activities have supported the National Preparedness Guidelines, the eight National Priorities, and the 37 Target Capabilities. This process will include a statewide capabilities assessment using Federal Emergency Management Agency's (FEMA) Pilot Capabilities Assessment (PCA) methodology. The PCA is a self assessment designed for implementation at the regional level. Each of the 37 Target Capabilities will be addressed using a series of measures rated on a 0-10 scale. The scores will be averaged for each capability and will be included in the Strategy so Missouri can quantify current capacity in order to perform activities outlined within each capability allowing for measurement of improvements. While the PCA is not yet completed, this strategy has been designed in a manner that will allow quick inclusion of assessment scores when completed. Missouri's future planning efforts will be documented in subsequent revisions. In the meantime, scores are denoted as incomplete.

Within the Strategy, Implementation Steps associated with each of the 37 Target Capabilities were scored using the same 0-10 measurement scale. The scores only reflect the status of each Implementation Step and have no relation to the State's ability to perform the activities within the Target Capability. The scores are included in the Strategy so Missouri can quantify current progress within each Implementation Step allowing for measurement of improvements. In addition to the 0-10 measurement scale, a score designated as "S" indicates the Implementation Step objective is fully achieved with regard to the capability. However, sustainment cost will continuously be incurred to maintain the capability. Finally, a score designated as "NA" indicates no Implementation Steps have been identified that need funding to initiate or sustain the objective.

Description of Jurisdictions

Missouri is divided into 114 counties. The five counties around St. Louis and four counties around Kansas City were organized into UASIs. Both St. Louis and Kansas City UASI strategies were compiled and submitted independent of the State Strategy. The HSAC provides governance structure for the remaining 105 Missouri counties.

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Description of Regions

Since 2003, the existing nine Missouri State Highway Patrol (MSHP) Troop Areas have been Missouri's regional model. The existing alphabet letters identifying the existing Troop Areas (A through I) identify these regions. Because Missouri's two large metropolitan areas receive separate DHS funding (UASI grants), Missouri has altered the existing Regional Troop Structure for Regions A and C. Kansas City and St Louis will be referred to as A-1 and C-1, a subset of their respective regions.

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Section 2 > Goals, Objectives, and Implementation Steps

Goal: GOAL 1: (COMMON [PREPARE] MISSION AREA) – The State is capable of continuous efforts at all levels of government and among government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources; and ensure that capabilities required to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from all hazards domestic incidents are developed; and ensure plans are available when and where they are needed.

Objective OBJECTIVE 1.1: PLANNING. The State has the capability to ensure that: preparedness plans incorporate an accurate hazard analysis and risk assessment; capabilities required to prevent, protect, and mitigate against, respond to, and recover from acts of all-hazards are available when and where they are needed; plans are vertically and horizontally integrated with appropriate departments, agencies, and jurisdictions; and where appropriate, plans incorporate a mechanism for requesting state and federal assistance with a clearly delineated process for seeking and requesting assistance from appropriate agencies.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 1.1.1.1 Update State Emergency Operation Plan (SEOP) annually to ensure National Incident Management System (NIMS) compliance; incorporate Special Needs Annex.

Step: 1.1.1.2 Support local and regional planning initiatives by providing relevant NIMS documents through website to ensure local emergency operation plans (EOP) meet NIMS planning requirements.

Step: 1.1.1.3 Push out NIMSCAST to local jurisdictions and regions to assist attaining NIMS compliance metrics on a statewide level.

Step: 1.1.1.4 Attend workshops with other state agencies regarding revisions to Annex Y (Catastrophic Disaster) of SEOP; incorporate revisions as necessary.

Step: 1.1.1.5 Develop and disseminate Standard Operating Guidelines (SOG) for shelter operations to local

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jurisdictions.

Step: 1.1.1.6 Finalize ESF-17 (Animal Protection) documents and disseminate to local jurisdictions.

Step: 1.1.1.7 Help local agencies prepare Continuity of Operations (COOP) plans to address all hazards, including pandemic influenza, by training SEMA's Area Coordinators; and Area Coordinators will assist local emergency management agencies (EMA) to develop COOP plans.

Step: 1.1.1.8 Identify and secure alternate funding sources needed to acquire Planner II positions within SEMA to conduct various planning activities.

Step: 1.1.1.9 Update Missouri Homeland Security Strategy.

Step: 1.1.1.10   Complete transition of NIMS ICS compliance monitoring from state to Regions.

Step: 1.1.2.1 Develop local catastrophic disaster annexes relating to the New Madrid Seismic Zone.

Objective   OBJECTIVE 1.2: COMMUNICATIONS. A continuous flow of critical information is maintained as appropriate among multi-jurisdictional and multi-disciplinary emergency responders, command posts, lead and support agencies, and the governmental officials for the duration of the emergency response operation in compliance with National Incident Management System.

National Priority: Strengthen Communications Capabilities

Step: 1.2.1.1 Establish state governance structure preconditions that will enable Missouri to implement the Statewide Communication Interoperability Plan (SCIP) Methodology (Version 2.0) per the SAFECOM program. The State will evaluate current governance structure, develop plans, and make recommendations to modify governance charter and rules, and to facilitate improvements to governance structure.

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Step: 1.2.1.2 Develop and conduct a statewide communications technology and needs assessments to guide the statewide system design, prioritize improvements, and deploy a basic interoperable mutual aid network.

Step: 1.2.2.1 Conduct statewide training on SOGs, existing interoperable communications capability (ICC), and day-to-day use of systems. Trainings will include all users (operations, technical, dispatch, and non-traditional participants) and will culminate in regional exercises.

Step: 1.2.2.2   Develop a statewide emergency alert network to notify administrators of state, local, and federal agencies of significant occurring/developing incidents in order to enhance response readiness among public safety agencies and cross-border partners.

Step: 1.2.3.1 Upgrade call center and public safety answering points (PSAP) based on designs of the new VHF and 700/800 MHz as the statewide network is installed in each region.

Step: 1.2.4.1 Procure and install equipment based on consultant recommendations. The system design will determine equipment needed and indicate components to be provided by network participants.

Step: 1.2.6.1 Expand functionality of communication networks for emergency management, public health, hospital, law enforcement, fire services, and human services.

Step: 1.2.7.1 Establish regional communication caches of pre-positioned assets to develop a Strategic Technology Reserve (STR).

Objective OBJECTIVE 1.3: COMMUNITY PREPAREDNESS AND PARTICIPATION. There is a structure and a process for ongoing collaboration between government and nongovernmental resources at all levels; volunteers and nongovernmental resources are incorporated in plans and exercises; the public is educated and trained in the four mission areas of preparedness; citizens participate in volunteer programs and provide surge capacity support; nongovernmental resources are managed effectively in disasters; and a process is in place to evaluate progress.

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National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 1.3.1.1 Build planning communities and complete design, development, and implementation of regional coordination and guide/plan in the RHSOCs.

Step: 1.3.1.2 Achieve consensus on Regional Emergency Coordination Plan and Concept of Operations.

Step: 1.3.1.3 Sustain HSAC, RHSOCs, and UASI mechanisms to promote regional collaboration.

Step: 1.3.2.1 Maintain Disaster Recovery Partnership

Step: 1.3.2.2 Support Emergency Management Assistance Compact (EMAC) requests and use of the system.

Step: 1.3.2.3 Develop protocols for hospitals and health care facilities regarding communications equipment consistent with Missouri P25 standards.

Step: 1.3.2.4 Create and maintain partnerships to assist in coordination of Missouri's NGO including private and faith-based organizations.

Step: 1.3.2.5 Encourage COOP Plan development for associations and NGOs.

Step: 1.3.2.6 In communities, strengthen planning capabilities to address emergency human services issues by developing strong partnerships among Community Organizations Active in Disaster (COAD), SEMA, and local EMAs.

Step: 1.3.2.7 Create a program to develop local COADs/Citizen Corps Councils.

Step: 1.3.2.8 Support local public health agencies through the CDC Public Health Preparedness Grant in order to

purchase standardized communications equipment consistent with Missouri standards.

Step: 1.3.2.9 Develop interoperable communications capabilities using voluntary agencies and volunteer resources with a focus on mass care function.

Step: 1.3.3.1 Continue "Ready in 3" awareness campaign to include 100% state agency employee participation.

Step: 1.3.3.2 Establish sector-specific metrics to measure progress and assess effectiveness.

Step: 1.3.3.3 Conduct local and regional citizen preparedness planning through development of a Citizen Preparedness Annex within the Local Emergency Operations Plan (LEOP).

Step: 1.3.3.4 Enhance citizen/community disaster educational strategies and systems to include the general and special needs populations.

Objective   OBJECTIVE 1.4: RISK MANAGEMENT. State, regional, local, and private sector entities, in coordination with federal participation, identify and assess risks; prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk; monitor outcomes of allocation decisions; and undertake corrective actions.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: No Implementation Steps identified.

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Goal: GOAL 2: (PREVENT MISSION AREA) – The State is capable of taking actions to avoid an incident or to intervene to stop an incident from occurring in order to protect lives and property through applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Objective OBJECTIVE 2.1: INFORMATION GATHERING AND RECOGNITION OF INDICATORS AND WARNINGS. Threats and other criminal and/or terrorism-related information are identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: 2.1.1.1 Establish a fully functioning 24/7-fusion center that meets or exceeds all baseline capabilities established by DHS.

Step: 2.1.1.2 Complete final review of Formal privacy policy from MIAC SOP.

Step: 2.1.1.3 Establish policies and procedures for reporting suspicious activity based on federal guidance.

Step: 2.1.1.4 Complete research and implementation of facial recognition software package.

Step: 2.1.2.1 Establish analytical training for new employees, and advanced analytical training for Terrorism, Law Enforcement Intelligence Unit (LEIU), and International Association of Law Enforcement Intelligence Analysts (IALEIA) specialized employees.

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Step: 2.1.2.2 Train local law enforcement and public and private partners on intelligence definitions, awareness, processes, and capabilities.

Step: 2.1.2.3 Complete update for privacy policy and procedures training, with guidance from DOJ.

Step: 2.1.2.4 Expand terrorism liaison officer (TLO) position within each RHSOC.

Step: 2.1.3.1 Evaluate and incorporate appropriate state and local information/intelligence databases to enhance information collection efficiency and increase accessibility for all stakeholders.

Step: 2.1.5.1 Complete DHS-funded renovation to add space at the MIAC for additional classified/Secret/Top Secret networks and work space.

Objective   OBJECTIVE 2.2: INTELLIGENCE ANALYSIS AND PRODUCTION. Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: 2.2.1.1 Develop new SOP Annex for domestic terrorism.

Step: 2.2.1.2 Develop policies and procedures for domestic terrorism operatives.

Step: 2.2.1.3 Dedicate analysts to focus on domestic terrorism via additional assignments to existing positions.

Step: 2.2.1.4 Task specific analysts to provide strategic products with specific focus on domestic terrorism.

Step: 2.2.1.5 Complete Missouri Data Exchange (MoDEX) incorporation into intelligence analysis and production

processes upon system installation and IT system approval.

Step: 2.2.2.1 Research, assign, and complete basic and advanced analysts training.

Step: 2.2.3.1 Develop SOP for State and UASIs based on technological capabilities and basic operations.

Step: 2.2.3.2 Integrate Kansas City and St. Louis TEWG into MIAC operations via liaison officer exchange and periodic (SOP-defined) data exchange meetings.

Step: 2.2.3.3 Host annual, DHS-sponsored law enforcement training dealing with intelligence operations and sustainment, and current fusion cell roles.

Step: 2.2.5.1 Develop policies and procedures on need-to-know/ right-to-know bases emphasizing area of operations, feedback requested from supported community, and interactions that have proven helpful.

Step: 2.2.6.1 Enhance detection and security surrounding events of national significance.

Step: 2.2.6.2 Identify states with no/minimal fusion center capability with DHS guidance and offer assistance to further software lifecycle construction implementation.

Step: 2.2.6.3 Assess staff shortage and hire new employees to effectively address 60% increase in tactical information requests over past year.

Step: 2.2.6.4 Finalize tactical reporting and incorporate monthly threat assessments for DPS senior executives.

Objective OBJECTIVE 2.3: INTELLIGENCE INFORMATION SHARING AND DISSEMINATION. Effective and timely sharing of information and intelligence occurs across federal, state, local, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: 2.3.2.1 Develop standards for training, equipment, and exercises to achieve intelligence-led policing. Curriculum for training is profession-specific.

Step: 2.3.2.2 Expand recruitment and training of multi-disciplinary Zone Terrorism Officers (ZTO) to provide intelligence support and linkage to local agencies.

Step: 2.3.3.1 Align SEOP and State Area Coordination Center (SACC) SOG statewide with the NRF and catastrophic plans of surrounding states to ensure comprehensive response coverage and universal, standardized tactics and procedures during large incidents.

Step: 2.3.3.2 Complete implementation of MoDEX and statewide data repository for law enforcement agencies in order to share case management information.

Step: 2.3.3.3 Fully cross-reference intelligence partners' requirements against available data, data exchange, and interoperability standards.

Step: 2.3.3.4 Construct data development and data sharing agreements with state, regional, and local organizations and jurisdictions.

Step: 2.3.3.5 Coordinate information gathering and sharing with local, state, and federal entities—specifically JTTF and DHS components (e.g., Immigration and Customs Enforcement [ICE])—using DHS intelligence analysts or liaison officers.
2

Step: .3.4.1 Develop SOG for timely dissemination of information and intelligence regarding statewide situational awareness, including emerging threats and/or long-term intelligence and security issues.

Step: 2.3.5.1 Collaborate with inter- and intra-state fusion centers to facilitate development and implementation of

shared interstate tactical and strategic intelligence information.

Step: 2.3.5.2 Develop and maintain a dedicated statewide Tips/Leads information collection portal to share information among the MIAC and two TEWGs.

Step: 2.3.5.3 Identify and incorporate statewide management from Kansas City TEWG to facilitate and finalize the incorporation of MEMEX software.

Objective   OBJECTIVE 2.4: LAW ENFORCEMENT INVESTIGATION AND OPERATIONS. Suspects involved in criminal activities related to homeland security are successfully deterred, detected, disrupted, investigated, and apprehended.

National Priority: Implement the NIPP

Step: 2.4.1.1 Purchase adequate computer systems, peripherals, and support equipment for State data warehouse to complete implementation of statewide Records Management System (RMS).

Step: 2.4.1.2 Complete terrorism screening center procedures to facilitate cooperation with federal watch list program.

Step: 2.4.1.3 Upgrade Automated Fingerprint Identification System (AFIS) capability to include palm-prints.

Step: 2.4.1.4 Develop statewide interoperable communications SOG for data and voice systems.

Step: 2.4.1.5 Purchase new technologies to aid with intelligence and law enforcement operations.

Step: 2.4.2.1 Conduct terrorism awareness training for state and local law enforcement agencies and private sector groups.

Step: 2.4.2.2 Conduct annual MSHP troopers and staff 3-day in-service training, including training on domestic

terrorism.

Step: 2.4.2.3 Conduct functional exercise to validate design completeness and operational functionality of new command vehicle.

Step: 2.4.2.4 Conduct semi-annual, 5-day, multi-agency clandestine laboratory certification patterned after DEA course for all selected troopers and staff.

Step: 2.4.3.1 No Implementation Steps identified.

Step: 2.4.4.1 Develop electronic, near-real-time event log within Missouri pharmacies to track pseudoephedrine purchases.

Step: 2.4.4.2 Implement statewide RMS, which includes assigning initial data feeding sites.

Step: 2.4.4.3 Send funded personnel to JTTF counter-terrorism training under FBI program in Washington, D.C., to enhance State's intelligence analysis capability.

Step: 2.4.5.1 Complete development of Missouri Gateway Task Force integration with Federal ICE Agency to process immigration-related criminal and administrative violations.

Objective   OBJECTIVE 2.5: CBRNE DETECTION. Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected and characterized at borders, critical locations, events, and incidents.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 2.5.1.1 Develop a long-term strategy to systematically improve CBRNE detection and deterrence methodologies for vehicles traveling the roads and highways in Missouri.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Step: 2.5.1.2 Develop and implement a state-level Radiological/Nuclear Incident Prevention Plan (RIPP) focused on prevention of and response to radiological/nuclear (R/N) incidents.

Step: 2.5.1.3 Conduct an assessment of state, federal, and local agencies R/N detection capabilities to include advanced detection equipment, trained operators, and technical support staff available for response and reach back activities.

Step: 2.5.1.4 Develop a Missouri statute limiting quantity and type of R/N material that can be legally possessed by non-licensed entities; and establish statutory authority of Missouri's law enforcement agencies to detain, question, and hold suspected violators possessing unknown R/N sources.

Step: 2.5.1.5 Develop a Missouri statute designating fees related to radiological waste shipments in Missouri which would be used to support training and equipment to local and state agencies.

Step: 2.5.2.1 Enhance basic and advanced R/N detection capabilities at all response levels, including first responders.

Step: 2.5.3.1 Maintain and enhance R/N detection capabilities provided through mobile and portable systems.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Goal: GOAL 3: (PROTECT MISSION AREA) – Missouri is capable of actions to reduce the vulnerability of Critical Infrastructure or Key Resources (CI/KR) in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies through coordinated action on the part of federal, state, and local governments; the private sector; and concerned citizens that includes: continuity of government and operations planning; awareness elevation and understanding of threats and vulnerabilities to their critical facilities, systems, and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector, as well as between government and private entities.

Objective OBJECTIVE 3.1: CRITICAL INFRASTRUCTURE PROTECTION
The risk to, vulnerability of, and consequences of attacks on CI/KR are reduced through the identification and protection of CI/KR.

National Priority: Implement the NIPP

Step: 3.1.1.1 Develop a critical infrastructure protection strategy to include a software system that builds on the existing state CI/KR database and integrates into the Urban Area Security Initiatives systems.

Step: 3.1.1.2 Continue to implement Emergency Response Information Plan (ERIP) statewide.

Step: 3.1.1.3 Build security partnerships (MOP3) to facilitate risk management programs and maximize the efficient use of resources.

Step: 3.1.1.4 Develop and maintain operational pandemic influenza plans recognizing the important role of CI/KR during a pandemic and providing mechanisms for engaging and communicating with this infrastructure to ensure continued functionality during the pandemic

Step: 3.1.2.1 Develop a CI/KR training program with information relevant to Missouri's 18 sectors.

Step: 3.1.2.2 Develop and provide CI/KR training for data collection.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Step: 3.1.2.3 Host critical infrastructure protection-focused exercises.

Step: 3.1.3.1 Continue to develop a state CI/KR Steering
Committee and working/advisory group.

Step: 3.1.4.1 Continue to vet sites listed in the database.

Step: 3.1.4.2 Adjust site-specific classifications as site functionality or security posture changes.

Step: 3.1.5.1 Work with the RHSOCs/MSHP TLO to conduct vulnerability assessments (VAs) at the 4,300 identified
sites.

Step: 3.1.5.2 Analyze data to define risk, prioritization, criticality, links, matching resource, and identifying foreseen
need.

Step: 3.1.5.3 Conduct data validation to ensure correctness and completeness of collected data parameters.

Step: 3.1.5.4 Geo locate site data using graphic information system (GIS) parameters.

Step: 3.1.6.1 Develop state specific asset tiering criteria for 18 CI/KR sectors.

Step: 3.1.6.2 Prioritize CIP investments based on risk

Step: 3.1.7.1 Implement protective measures based on prioritized risk profiles.

Step: 3.1.7.2 Encourage private sector to implement – each of 18 CI/KR sectors based on best business practice.

Step: 3.1.8.1 Establish a working group to develop periodically review AAR and IPs.

Objective   OBJECTIVE 3.2: FOOD AND AGRICULTURE SAFETY AND DEFENSE

Threats to food and agriculture safety are prevented, mitigated, and eradicated; trade in agricultural products is restored; affected products are disposed of; affected facilities are decontaminated; public, animal, and plant health are protected; notification of the event and instructions of appropriate actions are effectively communicated to all stakeholders; and confidence in the U.S. food supply is maintained.

National Priority: Implement the NIPP

Step: 3.2.1.1 Conduct annual review and maintenance of state level foreign animal disease (FAD) plan and internal FAD plan specific to MDA's roles and responsibilities.

Step: 3.2.1.2 Produce a statewide Catastrophic Animal Mortality Plan to pre-identify burial locations for diseased livestock.

Step: 3.2.1.3 Develop and maintain a Missouri food defense plan outlining the key roles and functions of response agencies.

Step: 3.2.2.1 Continue to develop Animal Agriculture Producer Training statewide.

Step: 3.2.2.2 Participate in regional planning and exercises with neighboring states to improve collaboration and training for Missouri Volunteer Veterinary Corps (MOVVC) and other agriculture response partners.

Step: 3.2.2.3 Identify liaison to work between MDA and Volunteer Vet Corp.

Step: 3.2.2.5 Continue to provide CARVER + Shock and similar food defense awareness training to state and local

health inspectors and industry.

Step: 3.2.2.6 Continue training exercises to maintain readiness of the Environmental Public Health Emergency Response Teams (EPHERT) to ensure continued response capability to conduct control measures (including product embargo and facility closure as needed) in the event of a food contamination incident.

Step: 3.2.3.1 No Implementation Steps identified.

Step: 3.2.4.1 Provide continued enhancements to ESSENCE to maintain heighted surveillance and awareness of food-borne illness potentially signifying an attack on the food supply.

Step: 3.2.5.1 Increase FAD awareness training for state food inspectors.

Objective OBJECTIVE 3.3: EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION
Potential exposure and disease are identified rapidly (determine exposure, mode of transmission and agent, and interrupt transmission to contain the spread of the event and reduce number of cases); confirmed cases are reported immediately to all relevant public health, food regulatory, and environmental regulatory and law enforcement agencies; suspected cases are investigated promptly, reported to relevant public health authorities, and accurately confirmed to ensure appropriate preventative or curative countermeasures are implemented; outbreaks are defined and characterized; new suspect cases are identified and characterized based on case definitions on an ongoing basis; relevant clinical specimens are obtained and transported for confirmatory laboratory testing; the source of exposure is tracked; methods of transmission are identified; effective mitigation measures are communicated to the public.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 3.3.1.1 Maintain epidemiological surveillance and investigation staff, capabilities, and infrastructure.

Step: 3.3.1.2 Develop a zoonotic disease surveillance system, beginning regionally and expanding statewide to increase surveillance capabilities and capacity.

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Step: 3.3.1.3 Expand human syndromic surveillance system from current level (85 hospitals) by adding 35 small and rural hospitals and at least one urgent care center per county (approximately 114 urgent care centers).

Step: 3.3.1.4 Establish an Epidemiological Rapid Response Team to provide field surveillance and investigation support.

Step: 3.3.1.5 Enhance Volunteer Veterinary Corps to maximize zoonotic surveillance reporting.

Step: 3.3.1.6 Update DHSS website to address changes in reportable disease information.

Step: 3.3.1.7 Work with law enforcement to evaluate and revise loosely-defined SOG for containment – communicate updated SOG.

Step: 3.3.2.1 Continue to produce and deliver "Principles of Epidemiology" training course to maintain competencies of local health care practitioners.

Step: 3.3.2.2 Ensure sufficient staffing of epidemiological surveillance and investigation response activities.

Step: 3.3.2.3 Perform a joint exercise with law enforcement to evaluate enforcement of human and agricultural quarantines (avian flu scenario).

Objective   OBJECTIVE 3.4: PUBLIC HEALTH LABORATORY TESTING. Chemical, radiological, and biological agents causing, or having the potential to cause, widespread illness or death are rapidly detected and accurately identified by the public health laboratory within Missouri or through network collaboration with other appropriate local, state, and federal laboratories; and the public health laboratory, working in close partnership with public health epidemiology, environmental health, law enforcement, agriculture and veterinary officials, hospitals, and other appropriate agencies produces timely and accurate data to support ongoing public health investigations and implementation of appropriate preventative or curative counter-measures.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 3.4.1.1 Maintain Missouri State Public Health Laboratory (MSPHL) emergency response capabilities and infrastructure.

Step: 3.4.1.2 Continue to develop and maintain MPSHL emergency response plans—internally and with partners—to ensure accurate and timely laboratory testing.

Step: 3.4.1.3 Develop, implement, and expand laboratory chemical analysis screening methodologies to support state and national food surveillance, safety, and security programs.

Step: 3.4.1.4 Develop and implement new polymerase chain reaction (PCR) methodology using an ABI 7500 FAST instrument to ensure more rapid, sensitive, and specific responses to biological laboratory testing used to identify and monitor food outbreaks.

Step: 3.4.1.5 Develop and implement the capability to conduct PCR and sub-typing for all influenza specimens.

Step: 3.4.1.6 Increase MSPHL radiological testing for state-level emergency response resources.

Step: 3.4.1.7 Investigate, develop, and implement the capability to conduct analyses of radiological contamination in human matrices at the MSPHL.

Step: 3.4.1.8 Update MSPHL radiological analysis instrumentation (e.g., liquid scintillation counter, gamma detection system software) for laboratory radiological response.

Step: 3.4.1.9 Continue to develop, implement, and maintain the Laboratory Information Management System (LIMS) and other MSPHL electronic communication systems.

Step: 3.4.1.10   Develop and maintain an inventory of necessary chemical reagents and back-up laboratories (laboratory network) to ensure sufficient resources are available for emergency, confirmation, and proficiency

testing related to water system tampering and other CBRNE events.

Step: 3.4.1.11 Upgrade/replace chemical detection instrumentation for emergencies related to water tampering and CBRNE events to stay current with evolving analytical methods and detection limits.

Step: 3.4.1.12 Maintain Environmental Protection Agency (EPA) certification as the Missouri primacy lab for resolving drinking water issues, particularly related to emergencies, water tampering, and CBRNE events.

Step: 3.4.1.13 Continue to develop ESP's laboratory emergency response plans, both internally and in coordination with response partners (i.e., DHSS, EPA-Region 7, St. Louis County Health, and contract labs).

Step: 3.4.2.1 Maintain MSPHL emergency response capabilities

Step: 3.4.2.2 Develop, implement, and maintain a LIMS and other electronic communication systems at MSPHL.

Step: 3.4.2.3 Continue to train laboratory personnel on new and existing chemical analysis equipment.

Step: 3.4.2.4 Continue to participate in EPA Laboratory Response Network exercises and maintain functionality as an active part of the network.

Step: 3.4.2.5 Assist MERC to coordinate state laboratory services among Missouri's response partners to effectively resolve CBRNE alarms, including the MDNR laboratory.

Step: 3.4.5.1 Increase laboratory support of food testing surveillance.

Step: 3.4.5.2 Increase MSPHL radiological testing for emergency response.

Step: 3.4.9.1 Provide rapid influenza test results to Missouri pandemic influenza stakeholders, using PCR and subtyping to rule out non-human influenza specimens.

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Step: 3.4.9.2 Continue to implement LIMS in MSPHL testing areas.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Goal: GOAL 4: (RESPOND MISSION AREA) – Missouri is capable of immediate actions to save lives, protect property, and meet basic human needs, including: executing emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes; applying intelligence and other information to lessen the effects or consequences of an incident; increasing security operations; continuing investigations into nature and source of the threat; maintaining public health and agricultural surveillance and testing processes; implementing immunizations, isolation, or quarantine; establishing specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice

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Objective OBJECTIVE 4.1: ON-SITE INCIDENT MANAGEMENT. Missouri is capable of ensuring incidents are managed safely, effectively, and efficiently through the integration of facilities, resources (personnel, equipment, supplies, and communications), and procedures using a common organizational structure that is the Incident Command System (ICS), as defined in the National Incident Management System.

National Priority: Implement the NIMS and NRP

Step: 4.1.1.1 Create an Emergency Resource Response Coordinator position.

Step: 4.1.1.2 Establish state standardization to develop certifications for emergency management (SEMA) and response disciplines and specialized capabilities (DFS) including swift water tech, technical rescue tech, search and rescue tech, hazmat tech and Incident Support Team (IST) personnel.

Step: 4.1.1.3 Establish universal-credentialing systems based on adopted certifications.

Step: 4.1.1.4 Develop mechanism to credential non-State employee responders during catastrophic disasters, and issue temporary incident-specific identification.

Step: 4.1.1.5 Develop link with MERIS to expand capability of Search Engine System.

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Missouri

Status: Approved by FEMA

Step: 4.1.1.6 Conduct FEMA resource typing.

Step: 4.1.1.9 Maintain/develop IST capability within each of the Homeland Security Regions.

Step: 4.1.1.10   Assist with development of the Regional IST SOG for each region.

Step: 4.1.1.11   Work with Missouri legislature to devise a mechanism to reimburse entities responding under mutual aid during a catastrophic disaster prior to authorization of federal funding.

Step: 4.1.2.1 Establish cadre of IST personnel available for deployment.

Step: 4.1.2.2 Exercise Missouri's Mutual Aid System.

Step: 4.1.2.3 Provide education to local jurisdictions on capabilities for use and request of ISTs at the annual Missouri Emergency Management Conference and other opportunities.

Step: 4.1.2.4 Educate all local emergency managers and emergency response managers regarding availability, limitations, and processes for requesting mutual aid reimbursement at the annual Missouri Emergency Management Conference and other opportunities.

Step: 4.1.3.1 Provide graphic information system support to each of the nine ISTs.

Step: 4.1.3.2 Purchase equipment required to establish or enhance IST capability or functionality.

Step: 4.1.3.3 Define funding to support sustainment of the IST system.

Step: 4.1.4.1 Continue to refine State Area Coordination Center (SACC) functionality

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Step: 4.1.4.2 Memorialize final SACC operations in the SACC SOG.

Step: 4.1.5 Define process to support and establish communications among local emergency operation centers, incident command, SACC, and SEOC.

Step: 4.1.6 Enhance development of Regional Multi-agency Coordination to link with SACC and/or SEOC.

Step: 4.1.7.1 Adopt FEMA ICS forms as the state standard format.

Step: 4.1.7.2 Provide standardized ICS forms (ICS 200 through 226) for use by ISTs.

Step: 4.1.7.3 Designate MERIS as warehouse for Missouri ICS forms available to all state responders with appropriate user rights.

Objective OBJECTIVE 4.2: EMERGENCY OPERATIONS CENTER MANAGEMENT. Missouri has the capability to assure events are effectively managed through multi-agency coordination for a pre-planned or no-notice event through the Emergency Operations Center Management.

National Priority: Implement the NIMS and NRP

Step: 4.2.1.1 Conduct annual review and revision of hazard analysis and SEOP.

Step: 4.2.1.2 Review contact lists and required notification information in the MERIS and GroupCast.

Step: 4.2.1.3 Implement and enhance use of unified incident management software (MERIS) platforms for portal statewide while incorporating UASI interface systems (Virtual Emergency Operations Center [VEOC] and WebEOC).

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Step: 4.2.1.4 Establish concept of operations for establishing alternate SEOC and develop corresponding SOG.

Step: 4.2.1.5 Test activation and use of Alternate SEOC.

Step: 4.2.1.6 Conduct annual review and revision of SEMA's COOP Plan.

Step: 4.2.1.7 Further develop concept of operations for establishing a SACC.

Step: 4.2.1.8 Conduct annual review and revision of SEOC and SACC SOGs.

Step: 4.2.2.1 Conduct training of train-the-trainer and users for the MERIS.

Step: 4.2.2.5 Continue to adhere to SEMA's 5-year training and exercise schedule adopted at the annual Training and Exercise Planning Workshop.

Step: 4.2.3.1 Establish wireless telecommunications capabilities for the SEOC.

Step: 4.2.3.2 Reconstruct the SEOC air handling system to provide biological and chemical protection.

Step: 4.2.4.1 No Implementation Steps identified.

Step: 4.2.5.1 Integrate MERIS with EM System, Red Cross National Shelter System (NSS), and Missouri Emergency Notification System.

Step: 4.2.5.2 Develop blank geodatabase templates for compliant, standards-based data development.

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Step: 4.2.5.3 Develop standard sharing agreements and compliance elements generated to detail data types, definitions, accuracy, metadata, maintenance, and exchange.

Step: 4.2.7.1 Expand functionality of SEOC GIS system to allow data exchange with local jurisdictions through MERIS.

Objective   OBJECTIVE 4.3: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION. Missouri has the capability to ensure critical resources are available to incident managers and emergency responders upon request for proper distribution and to aid disaster victims in a cost-effective and timely manner.

National Priority: Implement the NIMS and NRP

Step: 4.3.1.1 Obtain Memorandum of Agreement (MOA) with local vendors for contingency and emergency procurement (services, equipment) to improve coordination with MOP3.

Step: 4.3.1.2 Obtain final approval for Missouri Disaster Military Mission Analysis.

Step: 4.3.1.3 Develop E-Team-compatible, GIS-focused equipment tracking system database to monitor critical deployed assets with CIP-focused mission.

Step: 4.3.1.4 Develop SOG manual for management and oversight of contracted resources.

Step: 4.3.1.5 Finalize contracted resources oversight SOG.

Step: 4.3.1.6 Develop EMAC SOG with procedures incorporating volunteer personnel interview questions, duty assignments, accountability, equipment issue, procedural checklists, duty logs, and current point of contact (POC) information.

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Step: 4.3.1.7 Finalize EMAC SOG.

Step: 4.3.1.8 Enhance SEOC SOG to identify separation and definition of recovery versus demobilization operations.

Step: 4.3.1.9 Develop field safety abstract manual from Disaster Logistics Plan and SOG.

Step: 4.3.1.10   Develop and implement the State Emergency Resource Registry (SERR), a secure, capabilities-based database, as a public/private asset management system to quickly connect emergency managers to private resources.

Step: 4.3.2.1 Conduct HSEEP-compliant exercises to test critical resource management.

Step: 4.3.2.2 Exercise Disaster Logistics Plan and SOG to evaluate and validate the preparedness and availability of equipment operations.

Step: 4.3.2.3 Conduct exercise to validate EMAC activation policies and procedures in SEOC SOG for requested interstate mutual aid.

Step: 4.3.2.4 Conduct exercise to validate Missouri Disaster Military Mission Analysis upon final approval.

Objective   OBJECTIVE 4.4: VOLUNTEER AND DONATIONS MANAGEMENT. Coordination of unaffiliated volunteers and unsolicited donations is maximized and does not hinder response and recovery activities.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.4.1.1 Integrate volunteer recruitment and management systems across disciplines.

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Step: 4.4.1.2 Promote affiliated volunteerism and capacity to manage spontaneous volunteers.

Step: 4.4.1.3 Create volunteer management and donations management systems.

Step: 4.4.1.4 Develop volunteer-focused SOG.

Step: 4.4.2.1 Develop and standardize just-in-time training packets for non-health care, spontaneous volunteers providing support duties.

Step: 4.4.3.1 Maximize Salvation Army's and other support agencies' ability to conduct donations management.

Step: 4.4.5.1 Identify lead agencies to locate and support volunteer management.

Objective OBJECTIVE 4.5: RESPONDER SAFETY AND HEALTH. Missouri has the capability to ensure no illnesses or injury occurs to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical and emotional stress after the initial incident or during decontamination and incident follow-up.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 4.5.1.1 Maintain responder safety and health capabilities and infrastructure.

Step: 4.5.1.2 Streamline weapons of mass destruction (WMD) teams to maximize consistent regional response capabilities.

Step: 4.5.2.1 Establish training standards and requirements for HSRRS.

State Homeland Security Strategy (2010)

Missouri

Status: Approved by FEMA

Objective   OBJECTIVE 4.6: PUBLIC SAFETY AND SECURITY RESPONSE. Missouri has the capability to ensure each incident scene is assessed and secured, access is controlled, security support is provided to other response operations (and related critical locations, facilities, and resources), and emergency public information is provided—while protecting first responders, mitigating any further effect on the public at risk, and addressing any crime/incident scene preservation issues.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.6.2.1 Develop strategy to provide weapons of WMD awareness-level training, including recognition and evidence preservation for all state and local responders.

Step: 4.6.2.2 Conduct a series of joint state/federal exercises with a law enforcement/terrorist-based scenario.

Objective   OBJECTIVE 4.7: ANIMAL HEALTH EMERGENCY SUPPORT. Missouri has the capability to assist the Federal Government to prevent foreign animal disease from entering the U.S. by protecting the related critical infrastructure and key assets; and, in the event of an incident, animal disease is detected as early as possible, exposure of livestock to foreign diseases is reduced, immediate and humane actions to eradicate the outbreak are implemented, continuity of agriculture and related business is maintained, economic damage is limited, and public and animal health and the environment are protected; trade in agriculture products and domestic and international confidence in the U.S. food supply are maintained and/or restored; and agricultural industries are returned to their prior productivity, to include replenishment of the domestic livestock and other domesticated animals.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.7.1.1 Conduct awareness campaign to involve industry, and state and local agencies regarding their responsibilities during a FAD incident.

Step: 4.7.1.2 Conduct awareness campaign to educate the producers on FAD events

Step: 4.7.1.3 Continue to ensure that plans for the protection of human health are operational and well-integrated (ability for detection, communications, mitigation, response, recovery) with animal health plans in the event of an outbreak of animal disease with the potential to impact human health (i.e. zoonotic) such as avian influenza, plague, anthrax and so forth.

Step: 4.7.2.1 Develop and conduct a series of local FAD exercises.

Step: 4.7.2.2 Develop and conduct a state-wide FAD exercise.

Step: 4.7.2.3 Continue to refine plans for the protection of human health through active involvement in exercises involving zoonotic agents.

Step: 4.7.3.1 Develop strategy to deploy additional FAD incident management resources following initial FAD team response (currently limited to 3 days).

Step: 4.7.3.2 Obtain interoperable communications equipment to support FAD response.

Step: 4.7.4.1 No Implementation Steps identified.

Step: 4.7.5.1 Cross-train MDA personnel for epidemiological investigation and surveillance studies.

Objective   OBJECTIVE 4.8: ENVIRONMENTAL HEALTH. Missouri has the capability to ensure that after the primary event, disease and injury are prevented through quick identification of associated environmental hazards to include exposure to infectious diseases that are secondary to the primary event and secondary transmission modes; the at-risk population (e.g., exposed or potentially exposed) receives the appropriate treatment or protection (countermeasures) in a timely manner; rebuilding the public health infrastructure, removing environmental hazards, and appropriately decontaminating the environment enable the safe re-entry and re-occupancy of the impacted area; and continued monitoring occurs throughout the re-building process to identify hazards and reduce exposure.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 4.8.1.1 Establish a full-time Disaster Management Coordinator (DMC) position responsible for: (1) developing programs to meet homeland security preparedness measures promulgated through DHS; (2) represent MDNR in disaster-related response activities, including SEOC activations; (3) lead the exercise and training committee; and (4) liaise with state and local agencies engaged in homeland security preparedness activities relevant to MDNR.

Step: 4.8.1.2 Ensure the Environmental Health Emergency Response Coordinator position in the Center for Emergency Response and Terrorism is maintained along with the current Environmental Health Disaster manual and toolkit for state and local environmental health professionals.

Step: 4.8.2.1 Continue training and exercises to maintain readiness of the EPHERTs to ensure response capability to provide environmental health disaster response activities.

Step: 4.8.3.1 Maintain active engagement of the Department Situation Room (DSR) Field Investigations/ Surveillance team and of the Field Team Commander of the EPHERTs to ensure continued direction and activation of environmental health activities.

Step: 4.8.4.1 No Implementation Steps identified.

Step: 4.8.5.1 Acquire funding to procure water quality testing equipment needed to ensure effectiveness of portable water purification systems used in the field during disaster recovery operations.

Objective OBJECTIVE 4.9: EXPLOSIVE DEVICE RESPONSE OPERATIONS. Missouri has the capability to ensure threat assessments are conducted, the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards; and measures are implemented in the following priority order: public safety; safeguarding of officers on the scene (including the bomb technician); protection and preservation of public and private property; collection and preservation of evidence; and accommodation of public/restore services.

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Missouri

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National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: 4.9.1.1 Acquire equipment and training to expand Missouri bomb squad's response capability to Type I systematically across the state.

Step: 4.9.1.2 Develop formal MOU with eastern Missouri sector (St. Louis City, St. Louis County Police, Sikeston DPS, and St. Charles County Sheriff's Office) to organize and share EOD response information, effective practices, and lessons learned.

Step: 4.9.1.3 Develop EOD training and demolition range SOP for new facility.

Step: 4.9.2.1 Provide IED response training to the first responder community to incorporate scene security and preservation, hazard awareness and safety, and CBRNE complexities.

Step: 4.9.2.2 Provide IED awareness training to MODOT personnel.

Step: 4.9.2.3 Attend standardized training to counter terrorist events involving CBRNE, suicide bombers, Vehicle Borne Improvised Explosive Devices (VBIED), and Radio Controlled Improvised Explosive Devices (RCIED).

Step: 4.9.2.4 Provide IED awareness training to all appropriate stakeholders in Missouri.

Step: 4.9.2.5 Develop and present bomb threat and search awareness training to private and public sectors.

Step: 4.9.2.6 Conduct HSEEP-compliant, EOD-specific, practical, hands-on tabletop, drill, and functional exercises.

Step: 4.9.6.1 Adequately equip statewide deployable EOD response assets to include purchasing an EOD-specific command truck to enhance render safe procedure operations, transport response equipment, and provide security for x-ray interpretation for the MSHP Bomb Squad.

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Step:	4.9.7.1 Identify and secure adequate numbers of approved disposal sites and training ranges to support state-wide EOD operations
Step:	4.9.7.2 Purchase single-vent EOD trailer for handling and transportation of IED- and unexploded ordnance (UXO)-related hazards.

Objective   OBJECTIVE 4.10: FIREFIGHTING OPERATIONS/ SUPPORT. Missouri has the capability to ensure dispatch and that safe arrival of the initial fire suppression resources occurs within jurisdictional response time objectives. The initial arriving unit initiates the Incident Command System (ICS), assesses the incident scene, communicates the situation, and requests appropriate resources. Firefighting activities are conducted safely and fires are contained, controlled, extinguished, investigated, and managed in accordance with emergency response plans and procedures.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step:	4.10.1.1	Test and refine Missouri Systems Concept of Operational Planning for Emergencies (MoSCOPE)
Step:	4.10.1.2	Research options to establish notification for mutual aid system, including dispatch centers.
Step:	4.10.1.3	Select most viable option to establish mutual aid notification system.

Objective   OBJECTIVE 4.11: WMD/ HAZARDOUS MATERIALS RESPONSE DECONTAMINATION. Missouri has the capability to ensure hazardous materials releases are rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

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Step: 4.11.1.1   Integrate the HSRRS with the other emergency response teams and assets (to include hazmat teams, bomb squads, Special Weapons and Tactics [SWAT], and EMS in training, exercise, and response activities)—recognizing HSRRS is not normally the first specialized resource on scene.

Step: 4.11.1.2   Secure sustainment funding through DHS and other funding streams for HSRRS and specialized response teams to maintain current capabilities.

Step: 4.11.1.3   Implement the HSRRS framework to maximize statewide response capabilities and maintain governance structures.

Step: 4.11.1.4   Procure interoperable communications equipment for field teams to establish reliable connectivity among DHSS units, DSR, and partner response agencies.

Step: 4.11.1.5   Update/replace radio nuclide identification equipment; identify equipment performance requirements; procure two hand-held units.

Step: 4.11.1.6   Maintain the capability of DHSS Radiological Emergency Response Program (RERP) vehicles and response equipment (e.g., field sampling kits, meters/monitors, PPE, etc.).

Step: 4.11.1.7   Develop and implement the Radiological Incident Response Surge Protection Program to identify, educate, and minimally equip responders to provide post-event radiological data in the geographic areas near Missouri's nuclear power plants.

Step: 4.11.1.8   Ensure HSRRS components and other specialized CBRNE/WMD response teams meet regulatory requirements pertaining to their specific areas of response operations.

Step: 4.11.1.9   Identify specialized capabilities to successfully address incidents involving unique response environments, including high rise structures, large venues, ports, waterways, etc.

Step: 4.11.1.10   Upgrade/replace biological, chemical, and radiological detection instrumentation of the EER system used to support HSRRS response efforts and EPA cleanup operations.

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Step: 4.11.1.11   Enhance communications (e.g., satellite, phone, and amateur radio) capabilities of the department's emergency operations center and response staff to achieve interoperability with other local, state, and federal partners.

Step: 4.11.1.12   Establish a mechanism to procure emergency chlorination equipment for use at public water supply systems.

Step: 4.11.1.13   Procure contractor support to review water systems' security needs, conduct assessments, and draft/update emergency plans.

Step: 4.11.1.14   Procure contractor support to assess water systems' backflow prevention and cross-connection control programs.

Step: 4.11.2.1   Maintain trained and exercised HSRRS personnel in accordance with HSRRS SOG and local protocols.

Step: 4.11.2.2   Provide regional training opportunities to increase the number of Technician-Level personnel available through the HSRRS.

Step: 4.11.2.3   Conduct at least one state-sponsored, multi-regional, HSEEP-compliant exercise each year.

Step: 4.11.2.4   Identify resources to allow expand HSRRS response capacity beyond current capabilities, and address teams' deficiencies based on local findings and risk assessments.

Step: 4.11.2.5   Expand MERIS to track relevant trainings and certifications associated with HSRRS team members, and issue credentials.

Step: 4.11.3.1   Coordinate with FBI, state laboratory services, other state resources, and private sector technical support functions to enhance CBRNE response operations.

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Objective   OBJECTIVE 4.12: CITIZEN EVACUATION AND SHELTER-IN-PLACE. Missouri has the capability to ensure affected and at-risk populations (and companion animals) are safely sheltered-in-place and/or evacuated to safe refuge areas—in order to obtain access to medical care, physical assistance, shelter, and other essential services—and are subsequently effectively and safely reentered into the affected area, if appropriate.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.12.1.1   Establish a Special Needs Recovery Taskforce (SNRT) to develop plans and procedures needed to better serve special needs populations and provide support to long-term recovery committees (LTRC). The SNRT will be tasked with: (1) developing individual, family, and student preparedness programs, (2) coordinating activities with Citizen Corps, postsecondary institutions, and other entities as appropriate, (3) implementing disaster preparedness education efforts, and (4) developing and distributing tool kits with information needed to effectively evacuate or shelter-in-place special needs persons.

Step: 4.12.1.2   Acquire additional SEMA Emergency Human Services (EHS) staff and reorganize the EHS structure to better meet organizational needs.

Step: 4.12.1.3   Develop and maintain comprehensive plans and SOPs to manage evacuations and sheltering-in-place for the general public and special needs populations.

Step: 4.12.1.4   Establish a registry of special needs populations requiring assistance during evacuation operations and/or shelter-in-place events.

Step: 4.12.2.1   Convene a statewide conference to conduct training and exercise opportunities for voluntary, governmental, faith-based, and Community Partnership agencies to better coordinate citizen preparedness activities, including citizen evacuation and shelter services.

Objective   OBJECTIVE 4.13: ISOLATION AND QUARANTINE. Missouri has the capability to ensure that individuals who are ill, exposed, or

likely to be exposed are separated, movement is restricted, basic necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza); that legal authority for these measures is clearly defined and communicated to the public; and that logistical support is provided to maintain measures until danger of contagion has elapsed.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.13.1.1 Conduct a review of local, regional, and State isolation and quarantine (I&Q) plans to ensure adequate regulatory authority.

Step: 4.13.2.1 Conduct training for DHSS, LPHA, and local response agencies' staffs to review protocols/ procedures and the regulatory frame work.

Objective OBJECTIVE 4.14: SEARCH AND RESCUE. Missouri has the capability to ensure the greatest numbers of victims (human and animal) are rescued and transferred to medical or mass care capabilities, in the shortest amount of time, while maintaining rescuer safety.

National Priority: Implement the NIMS and NRP

Step: 4.14.1.1 Establish a formal MOA with Missouri Task Force 1 (MO-TF1) and two UASI search and rescue teams for intra-state deployment.

Step: 4.14.1.2 Coordinate large-area search roles and responsibilities among Missouri National Guard (MONG), Civil Air Patrol, and DFS.

Step: 4.14.1.3 Establish a concept of operations for large area searches within Missouri.

Step: 4.14.1.4 Develop resource list of all search and rescue components by resource type statewide.

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Step: 4.14.1.4.2   Integrate local department search and rescue data into MERIS.

Step: 4.14.1.5   Adopt a standardized statewide search and rescue grid system.

Step: 4.14.1.6   Establish minimum state-level supported search and rescue capabilities for air, canine, swiftwater, urban, and wilderness operations.

Step: 4.14.1.7   Identify a funding source to provide reimbursement of expended items from local search and rescue equipment cache following state activation.

Step: 4.14.2.1   Establish minimum certifications\credentials for the following search and rescue (S&R) disciplines: air (wide area), canine, swift water, urban, and wilderness.

Step: 4.14.2.2   Approve and conduct search and rescue courses in conjunction with state sponsored training institutes.

Step: 4.14.2.3   Maintain search and rescue credential records within MERIS.

Objective   OBJECTIVE 4.15: EMERGENCY PUBLIC INFORMATION AND WARNING. Missouri has the capability to ensure government agencies and public and private sectors receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety, and property through clear, consistent information delivery systems. This information is updated regularly and outlines protective measures that individuals and their communities can implement.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.15.1.1   Enroll all Missouri's elementary, secondary, and higher education institutions in the Schools Emergency Alert Network.

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Step: 4.15.1.2   Develop notification system for all education levels.

Step: 4.15.1.3   Develop system for an emergency alert network for all state administrators and public safety agencies.

Step: 4.15.1.4   Develop official Rumor Control Policy and Procedures SOG to expand on established supervisory roles and responsibilities.

Step: 4.15.2.1   Offer MGT318 Public Information in WMD/Terrorism Incident class to State Public Information Officer (PIO) staff.

Step: 4.15.2.2   Establish state agency educational awareness program depicting joint information center/system (JIC/JIS) capabilities and limitations.

Step: 4.15.2.3   Research additional PIO training opportunities for local and state PIOs.

Step: 4.15.3.1   Develop checklist to ensure Missouri and surrounding states' PIOs share uniform information across state media markets.

Objective   OBJECTIVE 4.16: TRIAGE AND PRE-HOSPITAL TREATMENT. Missouri has the capability to ensure Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: 4.16.1.1   Complete the design, deployment, and implementation of a victim/patient tracking system.

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Step: 4.16.1.2   Enhance the State's EMS surge capability through establishment of additional EMS strike teams.

Step: 4.16.1.3   Update POC lists for mobile EMS resources, and provide information to appropriate agencies—including agencies staffing SEOC Emergency Support Functions 4-Firefighting, 7-Logistics, and 8-Public Health and Medical Services.

Step: 4.16.1.4   Integrate NIMS/ICS courses into training curriculums as requirements for Missouri certifications as an emergency medical technician (EMT) and paramedic.

Step: 4.16.2.1   Continued collaboration among partners and provide educational opportunities to all entities on Psychological First Aid during disasters.

Step: 4.16.2.2   Integrate mental health and substance abuse professionals or paraprofessionals into response planning, exercise, and drills.

Objective   OBJECTIVE 4.17: MEDICAL SURGE. Missouri has the capability to ensure injured or ill from an event are rapidly and appropriately cared for; and continuity of care is maintained for non-incident-related illness or injury.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: 4.17.1.1   Develop and deliver training sessions to educate health care professionals and volunteers who dispense medications during Strategic National Stockpile (SNS) operations.

Step: 4.17.1.2   Continue updating regional hospital plans by reviewing plans, progress toward Office of the Assistant Secretary for Preparedness and Response (ASPR) requirements, and capability assessment.

Step: 4.17.1.3   Identify and recruit additional healthcare volunteers including nurses, paramedics, EMTs, and other medically-trained personnel to assist with special needs sheltering.

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Step:	4.17.1.4	Expand the capabilities of the Medical Reserve Corps (MRC).
Step:	4.17.1.5	Develop a Statewide MRC Coordinator position.
Step:	4.17.1.6	Enhance the statewide system for managing volunteers that links with local, regional, and national systems.
Step:	4.17.1.7	Enhance statewide trauma and burn care capacity to ensure capability to provide care to at least 50 severely injured adult and/or pediatric patients per million of population.
Step:	4.17.1.8	Develop mobile medical surge systems and other equipment needed to provide medical surge capability, and coordinate planning and response.
Step:	4.17.1.9	Develop alternate care standards needed during a mass casualty incident or public health crisis.
Step:	4.17.2.1	Identify, establish, support, and deliver medical surge training focused on the needs of RHSOC/ rural areas of Missouri.
Step:	4.17.2.2	Develop and provide curriculum materials for medical surge training.

Objective   OBJECTIVE 4.18: MEDICAL SUPPLIES MANAGEMENT AND DISTRIBUTION. Missouri has the capability to procure and maintain pharmaceuticals and medical materials prior to an incident, and to transport, distribute, and track these materials during an incident.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step:	4.18.1.1	Develop a deployment and dispensing plan for statewide distribution of locally stored pharmaceutical caches and medical surge caches.

Step: 4.18.2.1 Test availability of response staff and medical surge resources in a no notice drill.

Objective OBJECTIVE 4.19: MASS PROPHYLAXIS. Missouri has the capability to ensure that appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon onset of an event in order to prevent development of disease in exposed individuals; and that public information strategies include recommendations on specific actions individuals can take to protect their family, friends, and themselves.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step: 4.19.1.1 Develop and deliver mass prophylaxis trainings in rural areas of Missouri.

Step: 4.19.1.2 Develop a strategy to staff and equip open and closed PODs.

Step: 4.19.1.3 Enhance local capabilities to conduct effective mass prophylaxis operations in coordination with state agencies.

Step: 4.19.1.4 Enhance local agencies' awareness and purpose of CHEMPACK Program.

Step: 4.19.2.1 Increase efforts to exercise PH and health care response teams and volunteers in performing various duties required of statewide mass prophylaxis initiative.

Step: 4.19.2.2 Establish an exercise design committee to assess needs for exercise, assist exercise design, and coordinate PH-related exercise activities on a state-wide level.

Step: 4.19.2.3 Participate in and track all PH-related exercise activities in UASI regions, and coordinate these activities with cross-border partners, when appropriate.

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Step:	4.19.2.4	Conduct one full-scale exercise focused on mass prophylaxis operations in a non-UASI region.
Step:	4.19.2.5	Include military partners in mass prophylaxis exercise activities at least once a year.
Step:	4.19.3.1	Identify additional pharmaceutical caches of antibiotics for priority prophylaxis of state-level first responders. These state-level responders will include federally qualified health centers.

Objective	OBJECTIVE 4.20: MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES). Missouri has the capability to ensure that mass care services (sheltering, feeding, bulk distribution) are rapidly provided for the population and companion animals within the affected area.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Step:	4.20.1.1	Partner with and support higher education institutions to develop relevant mass care and sheltering training programs in rural areas of Missouri.
Step:	4.20.1.2	Form oversight committee, with DSS as coordination and resource acquisition lead, to consolidate private and public mass care lead agencies identified to address mass care operational deficiencies.
Step:	4.20.1.3	Research, develop, and implement notification strategies for general and special needs populations.
Step:	4.20.1.4	Identify and contract with businesses and organizations to increase the capacity of general population shelters.
Step:	4.20.1.5	Explore, identify, and develop contractual MOUs for locations and facilities to develop and increase capacity for functional and medical support shelters.

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Step: 4.20.1.6   Explore companion animal needs during mass care incidents and develop necessary SEOC SOG policy.

Step: 4.20.1.7   Continue integration of faith-based organizations into response and recovery operations through Faith-based Organization Disaster Initiative (FBODI).

Step: 4.20.1.8   Identify improvements to the existing information tracking system for individuals evacuated or sheltered-in-place.

Step: 4.20.1.9   Obtain interoperable communication equipment for shelters, distribution, and volunteer coordination centers to augment amateur radio network.

Step: 4.20.1.10   Identify need for state-owned or state-contracted equipment purchase for mass feeding and bulk distribution capabilities.

Step: 4.20.1.11   Continue RHSOCs purchase plan for sleeping cots, blankets, and other support items to enhance area stockpiles for disaster response and recovery.

Step: 4.20.2.1   Develop and deliver training programs to include sheltering, feeding, and bulk distribution for general and special needs populations.

Step: 4.20.2.2   Develop and implement exercise programs for mass care personnel to include sheltering, feeding, and bulk distribution for general population.

Step: 4.20.2.3   Improve training for maintaining security at shelter operations.

Step: 4.20.2.4   Schedule integration training and incorporation of mass care entities into regional exercises.

Step: 4.20.2.5   Conduct training on animal shelter operations.

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Step: 4.20.2.6   Integrate any newly identified additional organizations into mass care operations, including faith-based organizations and post-secondary education institutions.

Step: 4.20.3.1   Develop shelter agreements, feeding site agreements, and bulk distribution site agreements to attain capability to shelter 10% of the county population.

Step: 4.20.3.2   Increase volunteer capacity to manage mass care operations sufficient to serve 10% of population in every county.

Step: 4.20.3.3   Arrange MOAs/MOUs with partner agencies to include DSS, Department of Corrections (DOC), University of MO Southern Baptist, Convoy of Hope, The Salvation Army, Red Cross, DHSS, American Radio Relay League (ARRL), and others.

Step: 4.20.4.1   Complete plans and SOGs for SEOC Emergency Human Services Branch operations to include ESF6-Mass Care and Human Services (includes animal shelters).

Step: 4.20.5.1   Establish plans for coordination with public information functions and 211 Information and Referral system.

Step: 4.20.6.1   Complete plans for addressing special needs populations through special needs population shelter planning and SOGs.

Step: 4.20.7.1   Establish MOU with Missouri Humane Society (MHS) and other animal welfare organizations.

Step: 4.20.7.2   Ensure necessary equipment for animal shelters is acquired and/or available.

Step: 4.20.7.3   Assist voluntary agencies to develop sufficient volunteer and paid staff to support animal shelter operations.

Step: 4.20.8.1   Establish MOU with faith based organizations such as the and other not-for-Profit organizations

such as the Southern Baptists, The Salvation Army, University of Missouri, etc., for feeding operations.

Step: 4.20.8.2   Identify existing mass feeding equipment and capacity. Determine further needs and necessary equipment and facilities to meet needs. Acquire necessary equipment.

Step: 4.20.8.3   Establish plans and SOGs for feeding operations.

Step: 4.20.9.1   Prepare MOAs/MOUs with organizations and vendors to address special needs diets and nutrition.

Step: 4.20.9.2   Prepare MOAs/MOUs with DHSS to support and maintain compliance of mass care agencies with sanitation and hygiene requirements.

Step: 4.20.10.1   Establish MOAs/MOUs with key organizations such as the Convoy of Hope and others to develop bulk distribution capacity.

Step: 4.20.10.2   Create training program for PODs.

Step: 4.20.11.1   Complete plans and SOGs for bulk distribution.

Step: 4.20.11.2   Involve new organizations in bulk distribution sub-function.

Objective   OBJECTIVE 4.21: FATALITY MANAGEMENT. Missouri has the capability to ensure that complete documentation and recovery of human remains, personal effects, and items of evidence occur (except in cases where the health risk posed to personnel outweigh the benefits of recovery of remains and personal effects); that remains receive surface decontamination (if indicated) and, unless catastrophic circumstances dictate otherwise, are examined and identified, and released to the next-of-kin's funeral home with a complete certified death certificate; that reports of missing persons and antemortem data are efficiently collected; that victims' family members receive updated information prior to the media release; that all hazardous material regulations are reviewed and any restriction on the transportation and disposition of remains are made clear by those with the authority and responsibility to establish the standards.
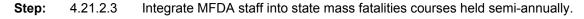
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National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 4.21.1.1 Conduct mass fatality management planning to review and enhance current State SOG, plans, and annexes.

Step: 4.21.1.2 Assist Missouri Funeral Directors Association (MFDA) with formal MOU development and SEMA incorporation.

Step: 4.21.1.3 Develop mobile morgue capabilities.

Step: 4.21.1.4 Obtain fatality management operations support equipment.

Step: 4.21.1.5 Obtain crises-related consumables for fatality management.

Step: 4.21.1.6 Finalize SOG and scope of work with the MFDA Disaster Response Team to provide equipment, supplies and management oversight to ensure state ability to conduct morgue operations, manage ante mortem data, conduct victim identification, and conduct final disposition of human remains.

Step: 4.21.2.1 Conduct functional exercises focused on activation, mobilization, and demobilization.

Step: 4.21.2.2 Conduct tabletop exercise to validate fatality management operations from activation to demobilization.

Step: 4.21.2.3 Integrate MFDA staff into state mass fatalities courses held semi-annually.

Step: 4.21.3.1 Identify and locate fatality management and family assistance centers.

Step: 4.21.3.2 Develop contractual MOUs with private sector for fatality management and/or family assistance

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centers.

Step: 4.21.3.3   Organize statewide university medical centers, specifically those with forensics capabilities, to assist with fatality management responses.

Step: 4.21.4.1   Identify medical examiners and medical-legal authority personnel to mobilize as a state resource.

Step: 4.21.4.2   Develop MOU with medical examiners and coroners already incorporated into state association to assist with state fatality management operations.

Step: 4.21.5.1   No Implementation Steps identified.

Step: 4.21.6.1   Evaluate DMAT decontamination capabilities.

Step: 4.21.6.2   Evaluate MFDA Disaster Recovery Team (DRT) decontamination capabilities.

Step: 4.21.7.1   Research and purchase necessary equipment for event documentation, i.e., digital cameras and system hardware for IT support.

Step: 4.21.8.1   Integrate MIAC and related public safety database systems for tracking and identifying victims.

Step: 4.21.8.2   Develop policy for victim tracking and identification database systems and integration enhancements.

Step: 4.21.9.1   Integrate mental health and related support after disaster and mass care incidents.

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Goal: GOAL 5: (RECOVER MISSION AREA) – Missouri is capable of the development, coordination, and execution of service- and site-restoration plans; reconstitution of government operations and services; individual, private- sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Objective OBJECTIVE 5.1: STRUCTURAL DAMAGE AND MITIGATION ASSESSMENT. Missouri has the capability to ensure accurate situation needs and damage assessments occur; the full range of engineering, building inspection, and enforcement services are implemented, managed, and coordinated in a way that maximizes use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions; and mitigation projects to lessen the impact of similar future events are identified and prioritized.

National Priority: Implement the NIMS and NRP

Step: 5.1.1.1 No Implementation Steps identified.

Objective OBJECTIVE 5.2: RESTORATION OF LIFELINES. Missouri has the capability to ensure sufficient lifeline services are available to safely support ongoing recovery activities.

National Priority: Expand Regional Collaboration

Step: 5.2.1.1 No Implementation Steps identified.

Objective OBJECTIVE 5.3: ECONOMIC AND COMMUNITY RECOVERY. Missouri has the capability to ensure economic impact is estimated, priorities are set for recovery activities, business disruption is minimized and returned to operation, and individuals and

families are provided with appropriate levels and types of relief with minimal delay.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Step: 5.3.1.1 Identify role and responsibility definitions, statutory limitations, relief assistance capabilities, and accurate staff contact/recall information.

Step: 5.3.1.2 Establish community recovery assistance program, i.e., restitution/reimbursement claim processing and state/federal aid coordination.

Step: 5.3.2.1 Research federal or contract training opportunities focused on economic and community recovery.

Step: 5.3.2.2 Provide training for recovery experts and specialists.

Step: 5.3.2.3 Develop notification roster of recovery personnel and specialties.

Step: 5.3.3.1 Identify appropriately trained and experienced recovery experts and specialists.

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Section 3 > Evaluation Plan

Evaluation Plan

HOMELAND SECURITY STRATEGY AND STRATEGY EVALUATION PLAN

1.0 INTRODUCTION

Events of September 11, 2001, increased national efforts to assess our vulnerability to weapons of mass destruction (WMD) terrorism incidents?and to prepare for and respond to them. The newly formed U.S. Department of Homeland Security (DHS), Office for Domestic Preparedness (ODP) embarked on the mission of refining the State Homeland Security Assessment and Strategy (SHSAS) program originally established in Fiscal Year (FY) 1999. In 2003, ODP added an Urban Area Security Initiative (UASI) Program to achieve the same goals within larger urban areas. Essential to the SHSAS mission are grants from the ODP to enhance preparedness for WMD terrorism incidents at state and local levels.

Complying with an ODP grant requirement, the Missouri State Administrative Agency (SAA) has formulated a Missouri Homeland Security Strategy (State Strategy) to address the SHSAS mission; the State Strategy quantifies needs, mitigates deficiencies, and reinforces capability to prevent and respond to acts of terrorism. Upon award of ODP grant funds, the SAA must provide ODP an Initial Strategy Implementation Plan (ISIP). The ISIP is an electronic template that outlines how grant funding is obligated through retention of funds by the State. It identifies projects to be funded for implementing the State Strategy?including details on subcategories and disciplines.

The SAA?s State Strategy aims to satisfy local interests and state agencies as it complies with ODP requirements. The SAA must work closely with local jurisdictions and local interests that seek funding as sub-grantees to address local deficiencies; the SAA also must achieve consensus among various state agencies whose areas of responsibility may overlap.

The Missouri State Emergency Management Agency (SEMA) has responsibilities to: (1) process ISIP grants from counties, cities, and local jurisdictions; and (2) implement the State Strategy. To satisfy these responsibilities, SEMA has developed the Evaluation Plan described in this document. The Evaluation Plan ensures that projects described in current and future ISIP grants meet goals, objectives, and implementation steps of the State Strategy in accord with the ODP?s mission.

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The following sections describe SEMA?s Evaluation Plan.

2.0 PROGRAM MANAGEMENT STRUCTURE

Though the SEMA is ultimately responsible for implementing the State Strategy, evaluating the State Strategy is the task of the Missouri State Homeland Security Council (MSC) and the Missouri State Homeland Security Deputies Council (Deputies). The Missouri Office of Homeland Security serves as the liaison coordinating review and analysis activities with the MSC, Deputies, and the SEMA. In addition, the SEMA may procure a qualified consultant to assist with the Evaluation Plan.

Members of the MSC are shown below.

MEMBERS OF THE MISSOURI STATE HOMELAND SECURITY COUNCIL (MSC)

Agency	Name	Title
Office of the Governor	Governor Bob Holden	Chairman of MSC
Office of Homeland Security	Director Tim Daniel	Sub-Chairman of MSC
Office of Administration	Jackie White	Commissioner
Office of Information Technology	Gerry Wethington	Chief Information Officer
Department of Agriculture	Peter Hofherr	Director
Department of Health & Senior Services	Dick Dunn	Deputy Director
Department of Mental Health	Dorn Schuffman	Director
Department of Natural Resources	Steve Mahfood	Director
Department of Public Safety	Charles Jackson	Director
Department of Transportation	Dave Snider	Interim Director
Division of Fire Safety	Bill Farr	State Fire Marshall
Missouri National Guard	Brigadier General Dennis Shull	Adjutant General
Missouri State Highway Patrol	Colonel Roger Stottlemyre	Superintendent
Missouri State Water Patrol	Colonel Jerry Adams	Commissioner
Public Service Commission	Steve Gaw	Chairman

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State Emergency Management Agency   Jerry Uhlmann   Director

Members of the Deputies are shown below

MEMBERS OF THE MISSOURI STATE HOMELAND SECURITY DEPUTIES COUNCIL

Agency	Name	Title
Department of Agriculture	Dave Dillon	Deputy Director
Department of Agriculture	Ed Gladden	Staff Veterinarian
Department of Health & Senior Services	Ron Cates	Chief Information Officer
Department of Mental Health	Lynn Carter	Disaster Readiness Coordinator
Department of Natural Resources	Jeff Staake	Deputy Director
Department of Public Safety	Julie Fox	Deputy Director
Department of Transportation	Don Hillis	Director of Operations
Division of Fire Safety	Randy Cole	Assistant Fire Marshall
Missouri National Guard	Colonel Todd Higgins	Director, Strategic Planning & Policy
Missouri State Highway Patrol	Major James Keathley	Director, Criminal Investigation Bureau
Missouri Water Patrol	Colonel Jerry Adams	Commissioner
Office of Administration	Carl Greeson	Director, Division of Facilities Management
Office of Administration	Joyce Murphy	Deputy Commissioner
Office of Information Technology	Michael Elley	Technician Specialist
Public Service Commission	Wess Henderson	Director, Division of Utilities
State Emergency Management Agency	Buck Katt	Deputy Director

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The following paragraphs describe roles and responsibilities of key management staff who will review and evaluate implementation of the State Strategy.

1. ODP.

The ODP Program Manager coordinates with the Missouri SAA to ensure that the Missouri SEMA complies with all ISIP grant reporting requirements, and that grant projects are applied toward the State Strategy. The ODP Program Manager works with the Missouri SAA to resolve any problems and has the authority to terminate the grant if requirements cannot be satisfied.

2. Missouri SAA. The Missouri SAA is responsible for:

? Ensuring compliance with all ISIP grant reporting requirements specified in
  Section VII of the U.S. Department of Homeland Security, Office of Domestic
  Preparedness, Fiscal Year 2004, Homeland Security Information Technology and
  Evaluation Program, May 2004.

? Coordinating with the Missouri SEMA management, MSC, and Deputies to ensure
  that ISIP projects are implemented in accordance with the State Strategy. In
  addition, he/she reports progress implementing the State Strategy and any
  issues to the SEMA management, MSC, and Deputies.

? Managing and coordinating the State Strategy with SEMA financial management
  staff and/or a consultant to ensure that ISIP projects are applied toward the
  State Strategy, projects are completed within allocated budgets and
  schedules, and State Strategy activities are documented for any audit or
  modification purposes. The SAA?with approval by the SEMA management, MSC,   a
  and Deputies?can change the State Strategy?s goals and objectives, or adjust
  the implementation process as necessary to accomplish Missouri Homeland
  Security and ODP missions.

3. MSC, Deputies, and SEMA Management.

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The MSC, Deputies, and SEMA management staff are responsible for reviewing and analyzing implementation activities, including ISIP projects, to ensure compliance with State Strategy goals and objectives. They are also responsible for resolving any issues and changes in the State Strategy as necessary. Moreover, they are to help local jurisdictions, disciplines, state agencies, and UASIs implement ISIP projects.

4. Consultant.

The Missouri SEMA may solicit bids from vendors to procure a qualified consultant for assistance with the Evaluation Plan. The consultant will work under direction of the Missouri SAA.

3.0 PROGRAM OBJECTIVES AND EVALUATION MEETING SCHEDULE

The MSC, Deputies, and SEMA management have met regularly to discuss and resolve issues related to the State Strategy. Review and evaluation of State Strategy implementation are performed by the entire MSC, Deputies, and SEMA management?not by a subcommittee or work group.

The Deputies meet quarterly, while the MSC meets semi-annually. At these meetings, SEMA personnel or appointed subject matter experts present State Strategy implementation progress reports. During the meetings, the groups review and analyze technical and financial progress toward strategic goals; they discuss the extent of information sharing with intent to more effectively use this in strategic planning. The objectives of meetings are to:

? Link processes of grant application, evaluation, approval, and reimbursement
  to the State Strategy
? Track where and how specific funds are used within jurisdictions, counties,
  regions, UASIs, or statewide
? Discuss and resolve any issues related to implementing the State Strategy
? Bi-annually review technical and financial progress reports.

4.0 EVALUATION PROGRAM IMPLEMENTATION PLAN

The SEMA can use a Web database as a tool to help implement the State Strategy. The following paragraphs describe the Web database system.

4.1 Employ Existing ?State-of-the-Market? Information Technology

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A Web-based interface and a central database can be used to store all information associated with the application, evaluation, approval, reimbursement, and reporting processes for homeland security grants. Various security levels based on user roles and responsibilities are built into the system. The security measures?including SSL encryption, firewalls, and user authentication?ensure that information can be shared appropriately within the necessary security parameters. The Missouri SAA uses a secure login to access the system through any desktop computer with an Internet connection. Decisionmakers from multiple levels of government, jurisdictions, responder communities, and the private sector can access information and run reports from the system.

Management of the entire grant process can be monitored through the Web database. The grant administrator can manage the workflow of processes such as data entry, grant review, grant validation/rejection, ISIP submittal, and reimbursement. By using automated processing, the Web-based system can associate each item in a grant application with the appropriate strategic goals and objectives. The Web-based system can then display a report that helps the grant administrator decide whether to approve or reject a requested item. Once the decision has been made, the Web-based system can generate a form letter informing the subgrantee of the outcome of the application and reasons for any rejection. The grant administrator then can sign the letter via authentic digital signature and send it to the subgrantee. The accompanying diagram shows how an online grant moves through the process.

As the grant proceeds, the administrator can monitor progress, track the current location of the grant within the workflow, and determine who is working on the grant at any time. The workflow portion of the Web-based system can track and report the current status of any grant application and associated ISIP template. This capability streamlines administration of grant applications, because it eliminates need for cumbersome tracking of thousands of individual ISIP templates and associated paperwork.

Subgrantees have the option to use web-based forms to submit grant applications and reimbursement requests directly to the Web-based system. Advantages of submitting the application and reimbursement request on line include: (1) application deadline can be enforced by locking the forms after the deadline; (2) data entry is minimized once a form is received; (3) automated functionality creates a link between the ISIP projects and Strategy Plan based on customized criteria?speeding the evaluation and approval process; and (4) approved and requested reimbursement items are reconciled. While all reimbursement requests must be submitted to the grant administrator in hard copies, the Web-based system can assist the grant administrator in verifying and validating requested reimbursement amounts.

Grant Applications Linked to ISIPs and Strategy Plans

?Tie the grant to goals/objectives and implementation steps of the State Srategy.
?Provide statewide inventory of HLS capacity.

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?Track where and how specific funds are used within the jurisdictions, counties, regions, UASIs, or statewide.
?Track progress of projects and spending associated with implementation of the State Strategy.
?Streamline the grant application, approval, and reimbursement processes.
?Create and monitor status of the ISIP.
?Provide reporting and auditing functionality.
?Provide standardized equipment operation guides and maintenance information.
?Provide GIS information on specialty resources.

4.2 Overcome Barriers to Information Sharing and Benefits to Homeland Security Mission

Use of a Web database overcomes several challenges that Missouri faces in its critical missions to enhance preparedness and response capabilities. The web database overcomes the administrative challenge of tracking grant money and accounting for its distribution. More importantly, innovative use of information technology allows Missouri to assess its security posture at a statewide, regional, or local level. Using the Web database, Missouri can produce an accurate picture of resource distribution, it can conduct audits of localities to ensure effective use of funds in accordance with the State Strategy, and it can maintain equipment in accordance with applicable Federal Acquisition Regulations.

The Web database provides the Missouri SAA ability to integrate administration of homeland security grant funds with existing information systems. Because the Web database allows collection of all grant information into one central database, various statewide assessments can proceed by geography, discipline, demography, and vulnerability. Data from the Web database can be shared with other state and national information systems as needed.

Essential to the mission of the U.S. Office of Homeland Security is the capacity to respond to terrorist attacks. The Web database applies geographic information system (GIS) technology to accomplish critical resource sharing and assessment capabilities. Through the Web interface, decisionmakers can:

?   Track and display distribution of resources
  - Equipment
  - Training
  - Expertise
?   Develop resource usage and sharing plans across regions and
   jurisdictions
?   Display equipment and training provided in each jurisdiction

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?   Estimate and assess equipment maintenance needs statewide
?   Audit selected jurisdictions based on database records
?   Prepare planning budgets.

The Web database design should accomplish the following:

Application of Lessons Learned: Lessons learned during implementation and evaluation of the State Strategy will be used to improve the Web database system?ultimately enhancing implementation and evaluation of the State Strategy.

Long-term Sustainability: Once system development is completed and fully functional, long-term costs will only be for system maintenance and refinement. SEMA staff or a consultant can be used to maintain and upgrade the system.

Benefits to National Strategy for HLS: The system must be aligned with national strategy goals. These include using innovative, market-ready information technologies; allowing information sharing and security; and providing a one-stop shop for HLS resources and data. It must also remove traditional barriers to effective grant management and provide maximum accessibility to users. GIS linkages allow tracking and visualization of equipment availability, preparedness needs, and existing capabilities. In time, the SEMA will use the system for tracking a range of other data elements that likely will evolve with further identifications and resolutions of mission needs.

4.3 Tracking and Measuring Progress of State Strategy Implementation

The Evaluation Plan is based on the following five goals that describe the results SEMA expects to achieve. The plan includes performance metrics that will help Missouri measure progress of State Strategy implementation; monitor and improve results; report progress; integrate with local jurisdictions; and coordinate with agencies of other states and UASIs.

Goal 1. Maximize Administration of ODP Grant Funds to Implement the State
      Strategy.

Goal 1 Objectives:
1. By FY 2005 grants, ensure that each approved line item is associated with a
   specific unfulfilled need identified in the Missouri?s SHSAS assessment.

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2. Beginning with FY 2004 grants, monitor strategy implementation progress by measuring ratio of grant awards to funds reimbursed to grantees.

Goal 1 Activities:
? Centralize grant application, evaluation, and approval data.
? Develop tracking system for line item reimbursement.
? Associate all approved reimbursements with the State Strategy.

Goal 1 Results:
? State avoids redundant allocation of funds.
? State monitors status of implementation steps.
? Local jurisdictions receive funds for planning, equipment, training, and exercises that align with goals of the State Strategy.

Goal 1 Performance Metrics:
? Number of implementation steps completed.

Goal 2. Link the grant application, evaluation, approval, and reimbursement processes to the State Strategy

Goal 2 Objectives:
1. By FY 2005, manage the entire grant process through a secure web-based application.

2. For FY 2005 grants, create integrity constraints in the application process to automate decision processing, screen out ineligible applicants, and reduce the burden of evaluators.

3. For FY 2005 grants, integrate strategy implementation status with grant evaluation process.

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Goal 2 Activities:
? Develop web-based grant application forms.
? Monitor and direct grant administration workflow through web-based
  application.
? Develop standard criteria and guidelines for approval of grants based on the
  State Strategy.

Goal 2 Results:
? Reduced burden for local jurisdictions and state agencies to submit
  reasonable and fundable grant applications.
? Reduced burden for state administrators to evaluate applications.
? Direct association between grant applications and the State Strategy.

Goal 2 Performance Metrics:
? Number of state goals, objectives, and implementation steps successfully
  completed versus money spent.
? Percentage of grant applications rejected.
? Reduced percentage of time and resources expended by SAA to evaluate and
  approve grant applications.

Goal 3. Provide reporting and auditing capabilities for state administrating
        authorities.

Goal 3 Objectives:
1. By FY 2005, automatically generate potential ISIPs on the basis of strategy
   implementation progress and previous grant awards.

2. By FY2005, make available to state and local authorities progress reports
   showing completed implementations of State Strategy at state, regional,
   county, and jurisdictional levels.

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3. Beginning in FY 2005, provide reports of finances, technical progress, and equipment inventory.

Goal 3 Activities:
? Measure the progress of strategy implementation by tracking funds expenses and resources acquired through grants.
? Design future projects to address unmet needs.
? Develop web-based capacity and audit reports for state agencies and local jurisdictions.

Goal 3 Results:
? Web-based reports tracking strategy completion versus money spent.
? Geographic distribution of reimbursed funds.
? Progress toward completion of goals.
? Automated generation of ISIPs for ODP reporting requirements.

Goal 3 Performance Metrics:
? Reduced percentage of time and resources expended by SAA to comply with the ODP ISIP reporting requirements.

Goal 4. Improve ability for state administrators to share information with local jurisdictions and facilitate interdisciplinary coordination.

Goal 4 Objectives:
1. By FY 2005, make available to state agencies through a secure web interface lists of equipment and training provided in each jurisdiction.
2. By FY 2005, use geographic information to implement mutual agreement contracts among various jurisdictions to maximize resource usage.
3. By FY 2005, make available to decisionmakers statewide maps that track and display distribution of resources through a secure web-based interface.

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Goal 4 Activities:
? Conduct training of local jurisdictions on web applications.
? Promote appropriate sharing of resources.

Goal 4 Results:
? All state and local emergency response agencies have access to current
  information about resources and response capacity.
? Resources shared across jurisdictions.

Goal 4 Performance Metrics:
? Number of jurisdictions that implement mutual agreements to share resources.
? Percentage of jurisdictions, UASIS, and state agencies using the Web database.

Goal 5. Enhance capacity to monitor the statewide inventory of equipment and
        resources needed for responding to security threats and incidents

Goal 5 Objectives:
1. Beginning with FY 2004 grants, integrate tracking of line items approved
   through grant applications with existing state equipment databases.
2. By FY 2005, provide standardized equipment guides and maintenance
   information.
3. By FY 2005, develop capability for real-time assessment of inventory of HLS
   capacity.

Goal 5 Activities:
? Establish standards and guidelines for reporting usage of equipment.
? Develop web-based tracking system.
? Create online equipment maintenance guides.

Goal 5 Results:
? Distribution of resources tracked and displayed.

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? Online equipment guides and maintenance information available.
? Audits of jurisdictions based on database records provide rapid vulnerability
  assessments.

Goal 5 Performance Metrics:
? Number of equipment guides available to jurisdictions.
? Percentage of jurisdictions using web application to report usage of
  equipment.

5.0 MID-COURSE ADJUSTMENTS

Protecting the homeland requires involvement and collaboration of all levels of government. For this reason, Missouri will continue to solicit feedback from state agencies, jurisdictions, and safety communities using the Web database. All levels of government concerned with homeland security can benefit from the ability of the Web database to provide a window through which to share information about critical resources. Via the application process, the Web database will alert local authorities to critical needs and vulnerabilities. By directly relating the State Strategy to needs of local jurisdictions, the Web database system will help improve Missouri?s preparation for preventing and responding to terrorist attacks.

The SEMA will consult with the MSC and Deputies to arrive at appropriate proposed response actions and associated timeline?based on results of the aforementioned performance matrixes, new information received from ODP, and/or other situations that require adjustment to the strategy implementation process or modifications of State Strategy goals or objectives. These proposed mid-course adjustments then will be submitted to ODP for review. Any input from ODP will be reviewed by the MSC, Deputies, and the SEMA for appropriateness to the State of Missouri; if deemed necessary, it will be incorporated in the revised State Strategy.