



Response

Recovery

Mitigation

Preparedness

2024-2028

Strategic Plan

Poweshiek County Emergency Management Agency

“By failing to prepare, you are preparing to fail.”

- Benjamin Franklin



"Public Safety, Public Trust"

PO Box 166
4802 Barnes City Rd
Montezuma, IA 50171
(641) 623-4357

www.poweshiekready.org

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Letter from Coordinator Brian Paul

Emergency management has come a long way from its inception in the 1950's and 60's when it was commonly known as Civil Defense. As the cold war era came to a close civil defense's focus shifted to recovery work from disasters such as tornadoes and hurricanes. The term emergency management was born after the terrorist attacks on September 11th, 2001, when the federal government placed a focus on an all-hazard approach to our nation's resiliency. Emergency management today is an all-encompassing focus on four mission areas: Preparation, Response, Recovery, and Mitigation. Within these four mission areas every discipline is included in our efforts to react to and prevent emergencies and disasters within Poweshiek County. We have made every effort to leave no one behind in following our agency vision: *A safer future through effective programs, partnerships, resources, and an engaged community committed to saving lives, property, and reducing the impact of disasters.*

This Strategic Plan is the result of several months of discussion, research, planning, lessons learned, and critical thinking. This plan will serve as the blueprint for moving the Poweshiek County Emergency Management Comprehensive Plan forward in a positive manner for the next 5 years. This plan is a solid base for emergency management best practices and allows us to better prepare for, respond to, recover from, and mitigate any disasters that may come.

It is with great pride that I present to you this 2024-2028 Poweshiek County Emergency Management Strategic Plan. It is truly our agency's goal to make Poweshiek County a safe place to live, work, learn, and visit.

Respectfully Submitted,

Brian Paul, IACEM

Coordinator

Poweshiek County Emergency Management Agency



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Letter of Commission Adoption

The Poweshiek County Emergency Management Commission recognizes the efforts made by the Poweshiek County Emergency Management Agency in taking great strides in continuous improvement to our emergency management program. With successful projects completed from the previous Strategic Plan, we move to build upon those efforts to increase our resiliency from disasters and emergencies.

This Letter of Adoption recognizes that this 5-year Strategic Plan is a working document and is subject to updates, changes, and revisions based on agency and/or Commission needs and/or changes.

This 2024-2028 Emergency Management Strategic Plan is hereby approved and adopted by the Poweshiek County Emergency Management Commission to be enacted on January 1, 2024 on this the 20th day of December in the year 2023.

Dawn Hamilton, Chair
Poweshiek County Emergency Management Commission

12-20-23

Date

Dan Agnew, Vice-Chair
Poweshiek County Emergency Management Commission

12/20/23

Date

Brian Paul, Coordinator
Poweshiek County Emergency Management Commission

12/20/23

Date

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Executive Summary

I present to the Emergency Management Commission the 2024-2028 Poweshiek County Emergency Management Agency Strategic Plan. This is not just an internal guide for our agency, but a plan that seeks to unify and further professionalize Emergency Management throughout the county, and we invite the entire community to join us in embracing these priorities. We must all work as one through this strategy to help people before, during, and after disasters or other large-scale events to achieve our vision of “a Nation Prepared”.

This plan reflects the ideas, suggestions, and perspectives that the Commission and other stakeholders have shared. Many meetings, courses, networking with other county coordinators, and day to day conversations have occurred to gain a better understanding of how we can turn great ideas into reality.

This plan is only the beginning and is adaptable as needed for an ever-changing environment. It describes a vision that we can all pursue together to build a better program.

This plan includes the same three goals as the previous plan; however, each goal has been updated to reflect completed projects, changes in needs of the county and program, and new goals to strengthen our program. The Strategic Goals are focused on the FEMA vision: *A Prepared and Resilient Nation*.

Strategic Goal 1: Build a Culture of Preparedness

Strategic Goal 2: Ready the County for Catastrophic Events

Strategic Goal 3: Strengthen Partnerships with All Stakeholders

Each of these goals represents a large undertaking. Poweshiek County Emergency Management Agency will not be able to accomplish them without the help of the entire community. Achieving this vision is a shared responsibility and while recognizing the agency’s essential role, meaningful improvements will occur only when we work in concert across all county agencies, departments, governments, and non-governmental organizations (NGO) and the private sector. Likewise, we need to help individuals and families understand their personal roles in preparing for catastrophic events and taking actions. All disasters start and end locally and the best measure for a successful incident is the preparedness of individuals and families.

This strategic plan is the central document for guiding our actions over the next several years. This is not an “end all, be all” document and it is understood that some ideas within this document may not be achievable within the five-year timeframe, however, working towards progress to achieve that goal is what this document reflects.

The 2024-2028 Strategic Plan provides a framework for supporting the County before, during, and after catastrophic events and improving the agency’s execution of its fundamental mission of helping people. During this strategic plan period, we will focus on the 3 main goals and invite the entire community to adopt these shared priorities as well. Progress will be driven by Strategic Objectives outlined under each of the three main goals. These objectives highlight meaningful ways the agency

can focus on its workforce development, provide enhanced support for incidents and responders, provide enhanced stewardship of funds, and better engage and support the communities.

Introduction

Poweshiek County Emergency Management Agency Vision

A safer future through effective programs, partnerships, resources, and an engaged community committed to saving lives, property, and reducing the impact of disasters.

Poweshiek County Emergency Management Agency Mission

Our mission is to reduce the loss of life and property and protect the people of Poweshiek County through a comprehensive, all-hazards emergency management program through preparedness, response, recovery, and mitigation.

Foundations for the Strategic Plan

In 2024, Poweshiek County Emergency Management Agency will begin another year of helping people before, during, and after disasters. As we continue to support and collaborate with stakeholders, the agency's focus is building and developing a culture of preparedness across the county and collaborating with all levels of government and community resources into an integrated approach to emergency management.

This Strategic Plan outlines the goals and objectives that the Agency should strive for to strengthen the agency and our mission. Each of the three strategic goals build upon one another and coincide with Federal Emergency Management Agency and the Iowa Homeland Security and Emergency Management Department's missions and visions.

Strategic Goal 1: Build a Culture of Preparedness

Resilience is the backbone of emergency management. The ability to weather storms and disasters without experiencing loss significantly reduces our risk. The most successful way to achieve disaster resiliency is through preparedness including mitigation. Building a culture of preparedness within our communities and governments will support the National effort to be ready for the worst disasters at the individual, family, community, local, state and Federal levels.



Strategic Goal 1 promotes the idea that everyone should be prepared when disaster strikes. To be prepared, however, we must all understand our local and community risks, reflect the diversity of those we serve, and foster partnerships that allow us to connect to a diverse society. People who are prepared will be able to act quickly and decisively in the face of disaster, thereby preventing death and injuries and minimizing loss of property and allowing for a more rapid and efficient recovery.

Strategic Goal 2: Ready the County for Catastrophic Disasters

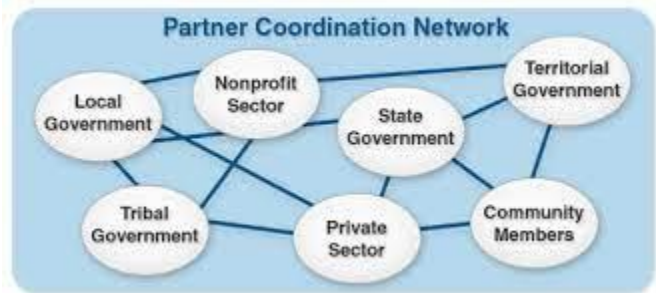
Catastrophic disasters, including low and no notice type of incidents can overwhelm the area resources at all levels of the mission areas: Response, Recovery, Mitigation, and Preparedness. These can be life altering incidents, causing a high number of fatalities, widespread destruction, hurt our communities, and disrupt the daily lives of citizens. A constant state of readiness, a well-trained and equipped workforce is critical for our agency to ensure that response and recovery missions are appropriately executed and successful.



Strategic Goal 2 builds on the preparedness through Goal 1 and focuses on enhancing our collective readiness and ability to respond to catastrophic events whether they be natural or man-made. This requires an equipped, scalable, and capable incident workforce that can adapt and deploy to a changing landscape, greater integration of available technology, acquisition of resources to fulfill the mission needs, interoperability with our partners at all levels, and the ability to communicate and coordinate effectively in every situation.

Strategic Goal 3: Strengthen Partnerships with All Stakeholders

Increasing direct engagement strengthens our understanding of capabilities and gaps and bolsters the connections, cooperation, and communication necessary to improve the County's overall readiness. Increased engagement and presence will also allow us to understand the needs and readiness of our partners and stakeholders while improving the coordination of the assistance we provide. The Agency is also committed to improving our engagement and creating new opportunities for closer coordination with non-governmental organizations, and the private sector.



Strategic Goal 3 builds upon the preparedness goal set in Strategic Goal 1 and builds upon enhancing our readiness and ability to respond to catastrophic events. This can be accomplished by 28E agreements, MOU's and contracts with various entities in the NGO and private sector.

Strategic Environment

The agency is part of a larger team of local government officials that share responsibility for emergency management and national preparedness. This team is known as the Commission and is made up of the senior elected official or their designee from each of the eight communities in Poweshiek County. They are Brooklyn, Deep River, Grinnell, Guernsey, Hartwick, Malcom, Montezuma, and Searsboro. Additionally, the Poweshiek County Sheriff, and a member of the Poweshiek County Board of Supervisors round out the 10-member Commission. The Commission is governed by Iowa Code Chapter 29C and the Commission appoints an Emergency Management Coordinator to guide and oversee the agency and carry out the mission and duties of the Commission and Iowa Code Chapter 29C. The agency serves the 586 square miles of Poweshiek County and the roughly 18,500 residents.

Those closest to impacted areas are the true first responders during any emergency or disaster- individuals, families, neighbors, and the community. The most effective form of emergency management is one in which every member of the community understands his or her important and indispensable role. Likewise, the most effective strategies for emergency management are those that are locally executed, state managed, and federally supported. The emergency management agency's role is to coordinate local, state, and Federal resources to supplement the incident response, assist in recovery and mitigation efforts, and maintain a state of preparedness. This is done by coordinating efforts and resources through the specific jurisdictional departments, response agencies, and local and state government. It is through these layers of government that requests for assistance are made and through which IHSEMD and FEMA coordinates the delivery of resources and assistance.

The Agency's role is to build relationships with our stakeholders, ideally before disasters occur, so that the Agency can understand their unique conditions and needs. The Agency is responsible for identifying best practices and working within the emergency management community to encourage proactive risk assessment, preparedness activities, and mitigation investments. Post disaster, the Agency's responsibilities primarily involve coordinating and assigning assets to support stakeholders and providing grant assistance to help individuals, private non-profit organizations cope with disaster losses and recover. The Coordinator does not and cannot serve as the sole or primary responder to an incident or disaster event.

To that end, pre-disaster coordination and communication among partners and stakeholders is critical to improving response and recovery outcomes. Equally important are mitigation and actions that we can take to enhance the resiliency of our communities before a disaster occurs. In each of the four phases of emergency management: Response, Recovery, Mitigation, Preparedness, success requires the cooperative contributions of the agencies, departments, and communities in Poweshiek County.



Lessons From Previous Disasters

To improve the County's preparedness for catastrophic events and build a culture of learning within the Agency, continuous improvement must be a cornerstone of our work. Large scale, complex incidents such as the ice storm of 2008, flooding of 2013, I80 MCI event of 2018, the Derecho of 2020, and lessons learned from neighboring jurisdictions disaster events underscore the criticality of our shared mission and remind us of the importance of learning from past disasters and emergencies. Incidents of this type highlight the need for a focus on a scaling response for catastrophic events, surge in staffing and equipment, sustained logistics operations, sheltering, and responding to long-term infrastructure outages, especially communications and electrical power. We have integrated these themes within this Strategic Plan and have set aspirational goals to drive change and continuous improvement.

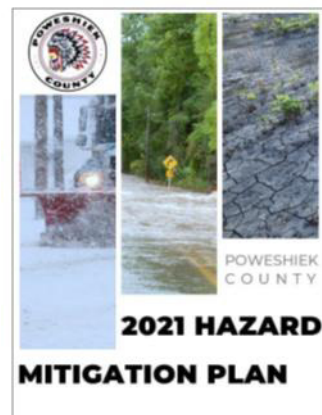
National Security and Department of Homeland Security Strategies

The FEMA and DHS strategic plans advances and expands upon the first pillar of the President’s National Security Strategy: “Protecting the American People, the Homeland, and the American way of life”. Within this pillar is a focus on “Promoting American Resilience”, which speaks to the Nation’s ability to absorb the shock of a disaster and quickly recover. As the National Security Strategy notes: “A democracy is only as resilient as its people”, so as a diverse and united people, we must be prepared.

The President, FEMA, DHS, State of Iowa, and Poweshiek County Emergency Management all recognize the importance of building a culture of preparedness and reducing risk. This requires a dedicated effort by the whole community to ensure that we are working to educate the public regarding their risk, developing methods to mitigate the impact of those risks, and helping people understand how to prepare for, respond to, and recover from disasters when they arise.

Poweshiek County Emergency Management Strategic Planning

PCEM used a methodical strategic planning process to develop this Strategic Plan. These activities included opportunities to hear directly from stakeholders through multiple engagement platforms. Those included County Fire Association meetings, County EMS Association Meetings, Emergency Management Commission meetings, Lessons learned from previous events, mitigation projects identified in the current 5-year Hazard Mitigation Plan, collaboration from other area Emergency Managers, and most importantly general day-to-day conversations on how to improve the Agency and provide a better service to the county.



In addition to improving operations and capabilities in the short term, we look to the future of emergency management. We look at trends, advancing technology, ongoing and emerging threats, and ways we can simplify disaster response processes.

An understanding of the impacts of these strategic goals, trends and how they apply to Poweshiek County, its response agencies, governmental departments, the preparedness of the county all moving forward ensures that the Agency and the county are prepared to face a wide variety of challenges.

Strategic Goal Objectives

To support the purpose, mission, and vision of the Agency the 2024-2028 Strategic Plan outlines three strategic goals. These goals will guide the Agency's planning and implementation efforts for the next five years, working to build a more prepared and resilient Poweshiek County. These three goals are supported by nine objectives.

1. Build a Culture of Preparedness
 - 1.1 help people prepare for disasters
 - 1.2 invest in community preparedness
 - 1.3 better learn from past disasters, improve continuously, and innovate
2. Ready the County for Catastrophic Disasters
 - 2.1 Organize and build a capable incident workforce
 - 2.2 Position the Agency and whole community to provide lifesaving, life sustaining commodities, equipment, and personnel from all available sources
 - 2.3 Improve continuity and resilient communications capabilities
3. Strengthen Partnerships with All Stakeholders
 - 3.1 Identify key entities with an interest to catastrophic events response/recovery
 - 3.2 Enter into 28E agreements and or MOU's for supplies or services
 - 3.3 Include these key stakeholders in the emergency management discussion

Objective 1.1: Help People Prepare for Disasters

Developing solutions, campaigns, and educational opportunities to help the more than 18,000 Poweshiek County residents from the 8 communities and rural setting prepare for disasters starts with including them in the discussion. The Agency must learn to branch out to provide resources and information to the public on what emergency management is and how it is used to help in the event of a disaster. There are various ways to reach the public to make them informed and help them prepare. Tables/booths can be set up to promote the brand and allow individuals and family to gather information on emergency kits, weather radios, warnings and alerts, and a general overall understanding of emergency management in a fun environment.

SG 1.1	Goals Under 1.1 in 2019-2023 Plan	
Goal	Action Item	Completed?
1.1.1	Public Education and Outreach at National Night Out	Yes
1.1.2	Public Education and Outreach at Ag Safety Days	Yes
1.1.3	Preparedness talk and outreach with KGRN “Let’s Talk”	Yes
1.1.4	Community Engagement and Outreach with Social Media	Yes
1.1.5	School Outreach programs (STEM Days, Etc.)	Yes
1.1.6	Touch-A-Truck Event	No
1.1.7	County Fair Booth/Table	No
1.1.8	EMA Smart Phone App	No

SG 1.1	Goals Identified Under Objective 1.1 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
1.1.1	Public Education and Outreach at National Night Out (Carry over action item)	
1.1.2	Public Education and Outreach at Ag Safety Days (Carry over action item)	
1.1.3	Preparedness talk and outreach with KGRN “Let’s Talk” (Carry over action item)	
1.1.4	Community Engagement and Outreach with Social Media (Carry over action item)	
1.1.5	County Fair Booth/Table (Carry over action item)	
1.1.6	School Outreach programs (STEM Days, Etc.) (Carry over action item)	
1.1.7	◊ Park Signage “when Thunder Roars, Go Indoors” and Alert Iowa Signup	
1.1.8	◊ Promote National Weather Service Weather Ambassador Program to business and industry	
1.1.9	◊ Alert Iowa/RAVE Mobile Safety Mailer	

Objective 1.2: Invest in Community Preparedness

All disasters begin and end at the local level. Even with state or federal assistance it is the local level that plays the most important part of disaster management. The need for resources and assistance is borne by the local governments and cascaded up through the state and federal levels. Disaster preparedness begins at the individual level, and therefore investments to community preparedness should be addressed.

SG 1.2	Goals Under 1.2 in 2019-2023 Plan	
Goal	Action Item	Completed?
1.2.1	Coordinate Community Wide CPR and Stop the Bleed Training	Partial
1.2.2	OWS Project with STORM/STAR Monitoring	Yes
1.2.3	NOAA Weather Alert Radio program	No
1.2.4	MyEMA App for Cellphones and Smart Devices	No
1.2.5	County-Wide NWS StormReady® Designation	Yes
1.2.6	SkyWarn Weather Spotter Training	Yes

SG 1.2	Goals Identified Under Objective 1.2 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
1.2.1	Community Wide CPR & STB Training Events (Carry over action item)	
1.2.2	NOAA Weather Radio program for those in need (Carry over action item)	
1.2.3	◊ Additional Public AED's and PulsePoint® App Integration	
1.2.4	◊ Weather Stations installed at Schools and Sports Fields	
1.2.5	◊ Expansion of the OWS System	

Objective 1.3: Better Learning From Past Disasters, Improve Continuously, and Innovate

Building a culture of preparedness requires continuous learning, improvement, and innovative ideas. The Agency and Commission share a responsibility to leverage the collective knowledge and diverse experiences of its members, first responders, and government/department officials. The Agency must acknowledge both successes and failures, as both provide opportunities to improve for the next disaster. This includes promoting gaps and lessons learned from exercises and disasters, which allow communities to prioritize investments and anticipate known challenges during a disaster. To do this we must share ours and others successes and challenges and gain valuable insight from after action reports, feedback, and evaluations from stakeholders.

SG 1.3	Goals Under 1.3 in 2019-2023 Plan	
Goal	Action Item	Completed?
1.3.1	Trainings, workshops, seminars for local officials on disaster response, preparedness, recovery, and mitigation	Partial
1.3.2	Disaster and Emergency Exercises for city/county officials	Yes
1.3.3	COOP/COG Development and Update for City and County	No
1.3.4	County EOC Upgrade Project	Yes

SG 1.3	Goals Identified Under Objective 1.3 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
1.3.1	Trainings, workshops, seminars for local officials on disaster response, preparedness, recovery, and mitigation	
1.3.2	Disaster and Emergency Exercises for city/county officials	
1.3.3	◊ Conduct a Hazardous Materials Flow Study Through Poweshiek County	
1.3.4	◊ Grinnell EOC Upgrades with County EOC Integration	
1.3.5	◊ Strengthen Recovery Planning and Preparedness Efforts	

Strategic Goal 1 Summary

We have been able to complete 12 of 18 goals (66%) from the 2019-2023 plan. Several trainings in ICS, G level and MGT level courses were held within Poweshiek County in each year of the 5-year plan (minus COVID-19 years when no courses were offered). A minimum of 2 exercises per year were conducted that ranged from natural disaster to hazardous materials spills and involved several agencies and government officials. Our largest setback in this goal was the nearly 3 years of COVID that hampered our ability to conduct trainings, exercises, and be out in the community doing public education. We will continue to look for opportunities to continue carry-over goals and fulfill our new objectives in this current plan.

Objective 2.1: Organize and Build a Capable Incident Workforce

Just as the County's greatest asset to confront disasters is the prepared population that we seek to promote in Strategic Goal 1, the people serving in the incident workforce are the government's greatest assets. These personnel supplement the work of the individuals, neighbors and communities. They are the teams of first responders that are trained to a level to save lives, stabilize an incident, and conserve property. To be effective, we must quickly mobilize, scale, and integrate this workforce to meet the needs of the incident. We will strengthen the incident workforce by utilizing FEMA's "BEST" (Build. Empower. Sustain. Train) approach.

SG 2.1	Goals Under 2.1 in 2019-2023 Plan	
Goal	Action Item	Completed?
2.1.1	Increase the number of Hazardous Materials Technicians in the County	Yes
2.1.2	Increase the number of specialty Response Personnel (US&R, Drone, Wide Area S&R, Shelter Ops)	Partial
2.1.3	Develop and Train a Disaster Task Force and Strike Teams	Yes
2.1.4	Develop and Train DTF and Strike Team Leaders	Partial

SG 2.1	Goals Identified Under Objective 2.1 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
2.1.1	Continue to increase hazardous materials response Capabilities with education, equipment, and training.	
2.1.2	Continue to increase the number of Specialty Rescue/Response personnel (US&R, Drone, Wide Area Search, Shelter Ops, Confined Space, Rope Rescue, EMS, etc.)	
2.1.3	◊ Develop a CERT Program	
2.1.4	◊ Strengthen Volunteer and Donations Management Plan	
2.1.5	◊ Strengthen Partnerships with Volunteer Organizations Active in Disaster (VOAD)	

Objective 2.2: Position Agency and County to Provide Lifesaving, Life-sustaining Commodities, Equipment, and Personnel From All Available Resources

No one agency or organization can store enough equipment, supplies, and commodities or gather enough internal teams to quickly and fully meet all the needs of a catastrophic event. These incidents require the collective assets and contributions of many supporting organizations aligned through a coordinated structure. The Agency's role is to strategically stock the essential items needed to jumpstart a response. Consequently, the Agency must consider the appropriate balance of what and where it keeps these items, what can quickly be acquired through contracts, and what can be acquired by other agencies or organizations. Likewise, the Agency must position themselves to meet the immediate supply requirements of a catastrophic event.

SG 2.2	Goals Under 2.2 in 2019-2023 Plan	
Goal	Action Item	Completed?
2.2.1	Purchase additional hazardous material response equipment	Yes
2.2.2	Emergency Management Drone Upgrade to Thermal	No
2.2.3	Purchase Specialty Response Equipment (Rescue Boat, EMA Vehicle, Hazmat Trailer, Command Vehicle, etc.)	Partial
2.2.4	Purchase Specialty Recovery Equipment (Generators, Sheltering supplies/equipment, Debris Removal Equipment, etc.)	Partial
2.2.5	Build an EMA Storage Facility for supplies and equipment	Yes

SG 2.2	Goals Identified Under Objective 2.2 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
2.2.1	Continue to increase hazardous materials response Capabilities with equipment	
2.2.2	Continue to purchase Specialty Response Equipment	
2.2.3	Continue to Purchase Specialty Recovery Equipment	
2.2.4	◊ Place backup Generators at Designated Shelter sites not having a backup power source	
2.2.5	◊ Equip CERT Program with equipment	

Objective 2.3: Improve Continuity and Resilient Communications Capabilities

If we cannot effectively and reliably communicate with our partners, we cannot coordinate with them and we cannot direct resources to where it is needed most. Communications enable operational success by supporting connectivity among key government leadership, organizations, agencies, and the public under all conditions. The inability to communicate hinders operational coordination, creating confusion, gaps, misallocation and over or under utilization of resources.

SG 2.3	Goals Under 2.3 in 2019-2023 Plan	
Goal	Action Item	Completed?
2.3.1	Purchase a Communications/Command Vehicle	No
2.3.2	Public Safety System Upgrade and Integration of other Public Services	Yes
2.3.3	Broadband (Firstnet) Implementation in First Responder Organizations	No
2.3.4	County EOC Activation Plans and Notification Procedures Development	Yes
2.3.5	Emergency Management Coordinator Activation, Notification, and Response Policy/Procedure Development	Yes
2.3.6	Migrate to RAVE Mobile Safety as Part of Alert Iowa	Yes

SG 2.3	Goals Identified Under Objective 2.3 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
2.2.1	Continue to strengthen redundant communications and technology with first responder dedicated Broadband networks	
2.2.2	◊ Conduct routine notification exercises/drills to EOC Team	
2.2.3	◊ Purchase and Implement a Dedicated Phone System for the County EOC with Integration to the Grinnell EOC.	
2.2.4	◊ Place backup Generators at Designated Shelter sites not having a backup power source	
2.2.5	◊ Equip CERT Program with equipment	

Strategic Goal 2 Summary

This strategic goal was our most successful as we completed 12 of 15 goals (80%). In the 2019-2023 plan we were successful in adding 12 additional hazardous materials personnel, 4 trained divers to a regional response team, a shelter trailer, pet/animal shelter trailer, hazardous materials response trailer, EMA Coordinator vehicle, and development and implementation of our Disaster Task Force and Strike Teams among other projects. A large focus for this next plan will revolve around supplemental power equipment in terms of backup generators as we learned firsthand the need for them during the 2020 Derecho. We will look for ways to purchase other equipment that can be used for response or recovery type efforts and look for innovative ways to partner with other entities on dual-purpose equipment that could serve in other day-to-day rolls that may offer cost savings to both entities (i.e., message board trailers, light towers). While we are very fortunate to have many people willing to volunteer their time to help others in need as we also saw in the derecho and during a boil advisory in Grinnell, we will look at outreach opportunity to develop a CERT program to bring some organization, structure, and training to individuals that want to serve the county in times of need.

Objective 3.1: Identify Key Entities With an Interest in Catastrophic Events Response/Recovery

This includes a particular focus on the “last mile” where a complex network of local, voluntary, and commercial organizations integrates capabilities to put food, water, clothing and other items into the hands of impacted people. No plan can perfectly predict the resource needs stemming from a catastrophic event. However, relationships, organizational discipline, and logistics options that result from the planning process improve our collective ability to adapt to emerging logistics and supply chain challenges and deliver resources to impacted communities.

SG 3.1	Goals Under 3.1 in 2019-2023 Plan	
Goal	Action Item	Completed?
3.1.1	Develop MOU's with local business for goods needed during and after a disaster (food, water, clothing, etc.)	No
3.1.2	Develop a voucher Program for hotel/motel stay for individuals not able to return home after an emergency or small-scale disaster	No
3.1.3	Develop MOU's with Private business and industry for services, goods, resources, and personnel that can be used during or after a disaster or emergency	No

SG 3.1	Goals Identified Under Objective 3.1 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
3.1.1	Identify key private sector business and resources which would be available to assist the public sector during a response or recovery effort.	

Objective 3.2: Enter 28E agreements, MOU's and Contracts for services/supplies.

Obtaining what is needed in a disaster is only the first step. To be useful, the resource must be physically delivered when and where it is needed. A preplanned and agreed upon price for services or supplies prior to a catastrophic event, or an understanding of the amount and type of resource that will be delivered at no cost or pre-determined cost shall be agreed upon by both parties involved.

SG 3.2	Goals Under 3.2 in 2019-2023 Plan	
Goal	Action Item	Completed?
3.2.1	Develop MOU's with local business for goods needed during and after a disaster (food, water, clothing, etc.)	No
3.2.2	Develop a voucher Program for hotel/motel stay for individuals not able to return home after an emergency or small-scale disaster	No
3.2.3	Purchase a Logistics Trailer that can be utilized to pick up and deliver equipment and supplies if necessary.	Yes

SG 3.2	Goals Identified Under Objective 3.2 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
3.2.1	Develop MOU's with local business for goods needed during and after a disaster (food, water, clothing, etc.) Carry over action item	
3.2.2	Develop a voucher Program for hotel/motel stay for individuals not able to return home after an emergency or small-scale disaster. Carry over action item	

Objective 3.3: Include these Stakeholders in the Emergency Management Discussion

Government and private sector engagement is a critical factor in developing and maintaining effective continuity planning and recovery operations. The continued integration of continuity subject matter expertise and coordination into response and recovery operations enable informed decision-making, improves responder safety, safety to the public especially those impacted by an event, and increases mission resilience. For those impacted, the aftermath of a disaster is a challenging time and can be difficult to meet essential immediate needs while beginning the longer process to recovery.

SG 3.3	Goals Under 3.3 in 2019-2023 Plan	
Goal	Action Item	Completed?
3.3.1	Learn and understand about engaging and implementing public-private sector partnerships	Partial

SG 3.3	Goals Identified Under Objective 3.3 in 2024-2028 Plan (◊ Indicates a newly identified goal)	
Goal	Action Item	
3.3.1	◊ Invite and include private sector business and industry with a value to disaster response and recovery to drills and exercises.	
3.3.2	◊ Develop LEPC marketing material and send to local business and industry to join the LEPC for more collaboration.	

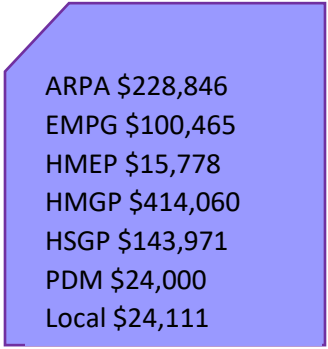
Strategic Goal 3 Summary

Strategic Goal 3 was our least successful goal as we were only able to complete 1 of the 7 identified objectives (14%). Some of the failures within this goal can be attributed to a large response focus on the 3 years of COVID, and the many efforts from the 2020 derecho. The new plan will focus on developing more public-private partnerships and resources to help our communities and their people in their time of need. There are a lot of resources available in the private sector that can translate to the public sector for use during emergency and disaster response/recovery.

Implementation of the Strategic Plan

As the emergency management environment shifts and changes, we must remain flexible and adaptable with how we define success. This includes soliciting and accepting stakeholder feedback on a regular basis. Each strategic objective describes what outcomes will be measured to assess the progress. The Agency should consider potential challenges and risks to the strategic plan and success against the performance measures throughout the life of the 2024-2028 Strategic Plan. Ongoing refinement of the strategic direction over the next five years will ensure that Poweshiek County is well positioned and adaptable to the future of emergency management and the risks we face.

Many of these objectives within the Strategic Plan can seem like expensive investments. Many of what can be acquired can be done over several budget cycles, through local, regional, and private grants, and federal grants like the Hazardous Materials Emergency Preparedness (HMEP) grant, the Emergency Management Performance Grant (EMPG), Homeland Security Grant Program (HSGP), and Building Resilient Infrastructure and Communities (BRIC) grant. During the 2019-2023 plan, Poweshiek County Emergency Management received \$951,231 in grant funds.



ARPA	\$228,846
EMPG	\$100,465
HMEP	\$15,778
HMGP	\$414,060
HSGP	\$143,971
PDM	\$24,000
Local	\$24,111

Conclusion

This Strategic Plan is not only the Agency’s path forward, but also describes the future state to which the entire emergency management community aspires to obtain. When achieved, it will change the way the agency does business and improve the support it provides before, during, and after catastrophic events. It can and will affect outcomes and impact lives. We have set big goals and defined lofty challenges, but they are all achievable when the emergency management commission and its partners work together.

That is what this Strategic Plan is about. *Helping people. Together.* Significant efforts in strategy, planning and resource allocation have begun to advance this plan to make it achievable.

Providing support to our responders and assisting those impacted by catastrophic events is what this plan represents. This Strategic Plan present an outstanding opportunity for our agency to improve by building a culture of preparedness, preparing the county for catastrophic events, and building new and stronger partnerships, all working together to *help people before, during, and after catastrophic events* to create a *more prepared and resilient Poweshiek County Iowa*

Appendix 1

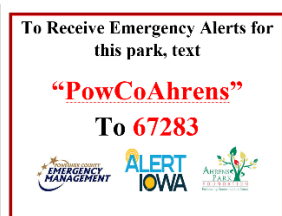
Goals Identified in Strategic Goal 1: Build a Culture of Preparedness

Park Signage



Many community members and visitors from outside Poweshiek County visit our parks for recreational activities. Having signs posted encouraging visitors to be weather prepared is essential in the chain of survival and encourages building a culture of preparedness across the county. The signs could be placed near main entrances of parks as a way to promote weather safety and awareness.

Description	Cost	Estimated Need	Total Cost
12" x 18" rust free aluminum 0.063" sign	\$25.90/sign	20	\$518
8' galvanized square sign post	\$81.50/post	20	\$1,630
Tamperproof hardware installation kit	\$3.75/kit	20	\$75
			\$2,223



These signs would be placed in larger recreational parks that often host sports tournaments or camping such as Ahrens Park in Grinnell and Diamond Lake in Montezuma. These signs feature a keyword that can be texted from any smart phone and users will automatically be enrolled to receive weather alerts from our Alert Iowa platform for a period of 3 days (typical sports weekend or camping timeframe) at the end of that 3-day period they would

no longer receive alerts, and they can opt out at any time within that 3 day period if they no longer wish to receive alerts. This allows those visiting from other communities to get the same warnings issued to area residents. Additionally, a sign like this could be placed at the Poweshiek County Fairgrounds for fair goers to receive alerts that they may normally not receive during the week of the fair.

Description	Cost	Estimated Need	Total Cost
18" x 24" rust free aluminum 0.063" sign	\$71.00/sign	5	\$355
8' galvanized square sign post	\$81.50/post	5	\$407.50
Tamperproof hardware installation kit	\$3.75/kit	5	\$18.75
			\$781.25

Weather Ambassador Program



The National Weather Service (NWS) is transforming its operations to help America act against extreme weather, water, and climate events. The NWS is shifting its focus to not just delivering the forecast, but also to providing more information that enables its partners, and the public, to make fast, smart decisions to save lives and property and enhance livelihoods. The goal of the Weather-Ready-Nation (WRN) Ambassador initiative is to foster innovative, stronger collaborations across the government, non-profits, academia, and private industry to help make the nation more ready, responsive, and resilient against extreme environment hazards. As an ambassador, organizations commit to working with the NOAA and NWS and other Ambassadors to strengthen resiliency against extreme weather. Ambassadors serve as change agents and leaders in their communities. They inspire others to be better informed and prepared, helping to minimize or even avoid the impacts of these natural disasters. There are no costs associated with the NWS/WRN Ambassador program.

Sign up Mailer



The current number of residents in Poweshiek County that have signed up to receive alerts is only 1,062, which equates to 5.7% of the total population. We are not alone in this low enrollment as other counties have the same issue. Through various campaigns on social media, press releases, advertisement and other forms of engagement we can increase those numbers. One way to perform this outreach would be to send a mailer out with local utility bills (water/sewer, etc.) with some information regarding the Alert Iowa-Poweshiek County Emergency Notification System (PCENS) and how to sign up to receive alerts.

Description	Cost	Estimated Need	Total Cost
EDDM Card Design	\$150	1	\$150
EDDM Card Cost	\$0.09/ card	7,626 cards	\$686.34
EDDM 50112 Grin	\$0.198/card	5,055	\$1,000.89
EDDM 50171 Monte	\$0.198/card	902	\$178.60
EDDM 52211 Brook	\$0.198/card	863	\$170.87
EDDM 50157 Malc	\$0.198/card	270	\$53.46
EDDM 52221 Guern	\$0.198/card	91	\$18.02
EDDM 52222 DR	\$0.198/card	178	\$35.24
EDDM 50242 Sears	\$0.198/card	176	\$34.85
EDDM 52232 Hart	\$0.198/card	91	\$18.02
			\$2,346.58

PulsePoint App



PulsePoint is a 911-connected phone app that can immediately inform people of emergencies in their community regarding the need for CPR nearby. This service is required to be adopted in the local area, but can be extremely valuable in saving lives-especially in the rural communities that do not have EMS or first responders within that town and must rely on neighboring town services. This

app is connected to the 911 system and anytime CPR is needed the app will give a notification of where the need for CPR is. CPR and AED trained community members then have the ability to “respond” and provide CPR and AED (if one is near) until other responders arrive. Public use AED’s can also be added into the app to show the location of the nearest AED that could be used to help save a cardiac arrest victim.

Description	Cost	Estimated Need	Total Cost
Pulse point Integration	\$10,000 initial \$8,000 annual	1	\$18,000 initial cost

Weather Stations in Schools/stadiums



By placing weather stations in every school we provide an additional means of weather observation and decision making capabilities for schools. These weather stations coupled with the NOAA weather alert radios provides an additional means of warning and safety to our school children. Many STEM programs utilize weather observation as a basis for getting kids into the science of meteorology and other related fields. These stations can also be linked with local news outlets and the National Weather Service to collect and see real time data in the field as things are occurring. If weather cameras are

placed with them, then real time information can actually be seen through the lens of the camera rather than just the screen of the radar.

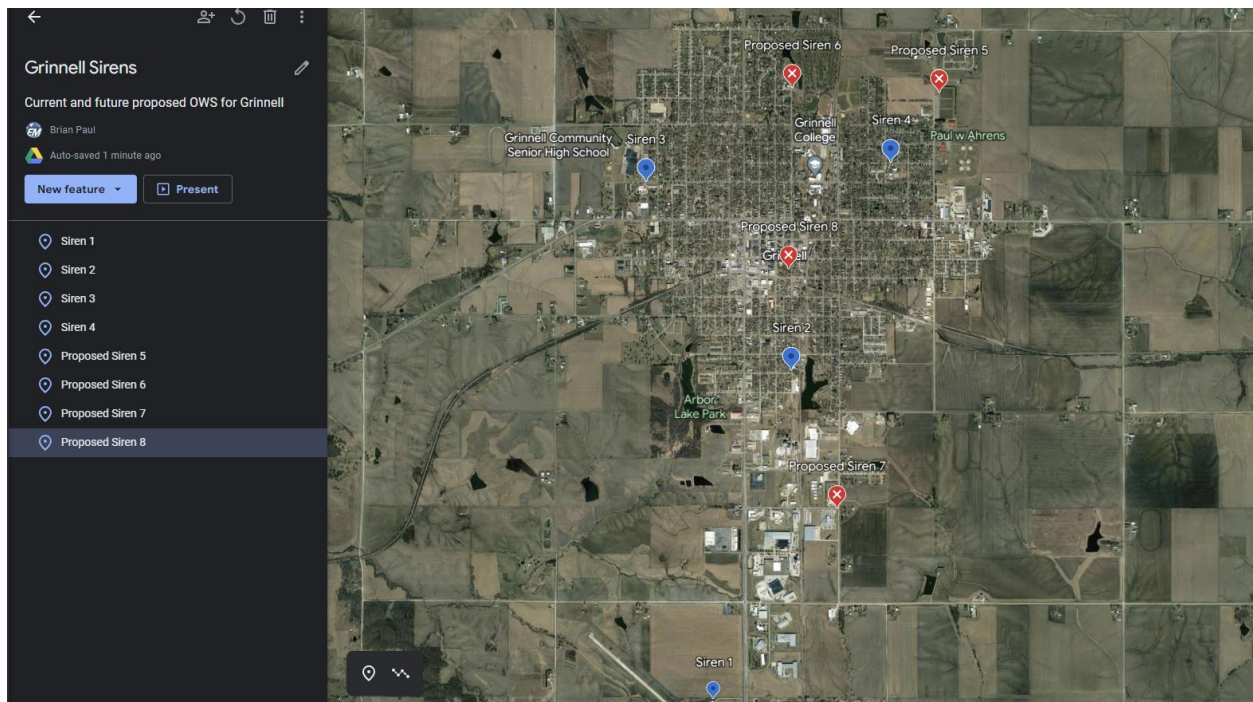
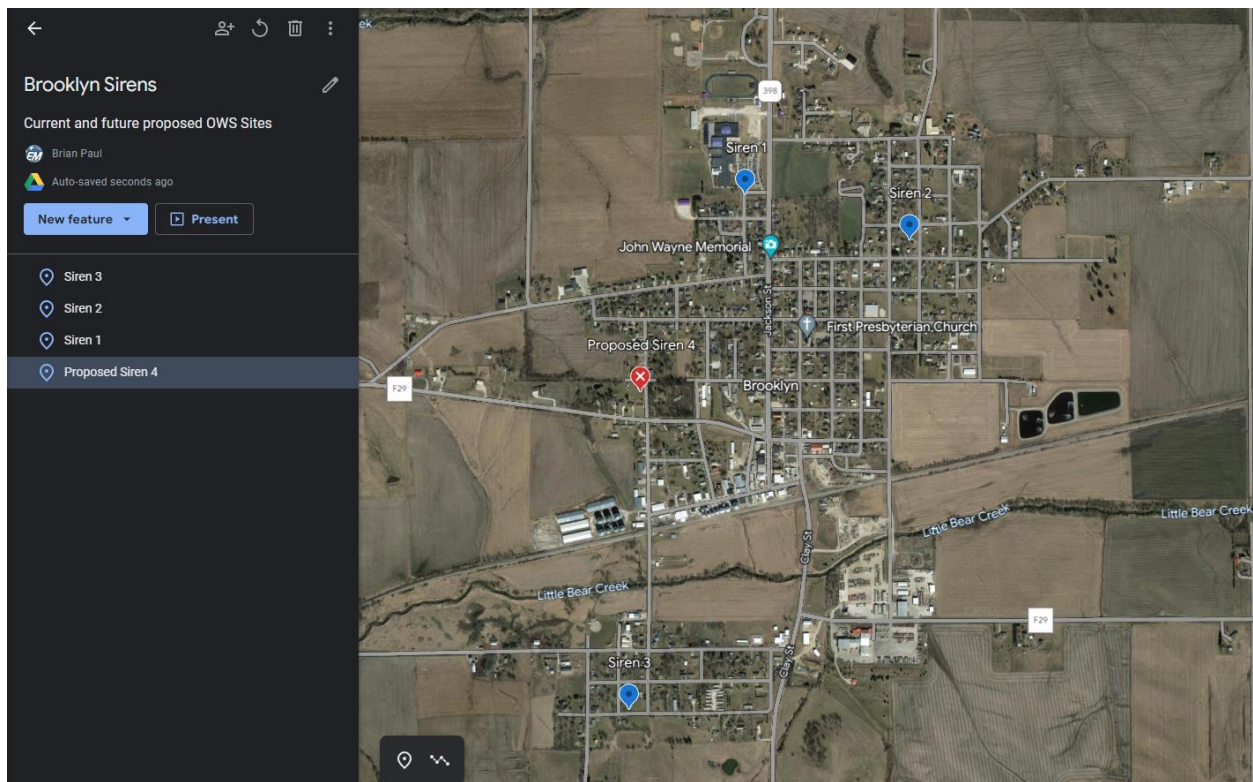
Description	Cost	Estimated Need	Total Cost
Davis Vantage Pro2 Weather Station	\$1,400/ea	7	\$9,800

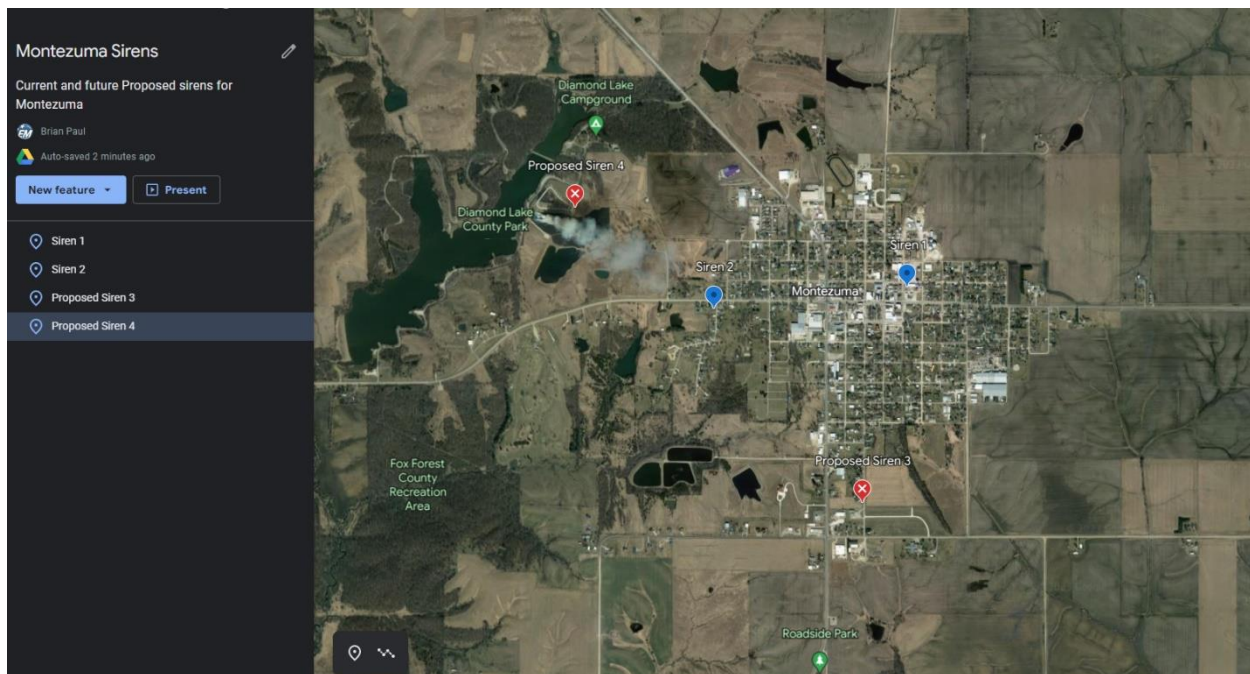
OWS System Expansion



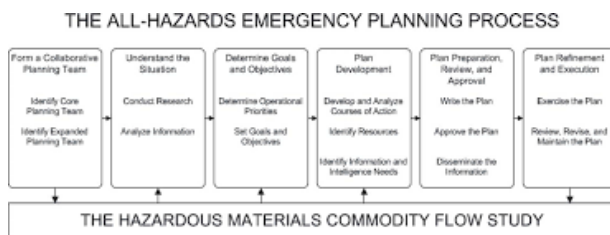
The Keller-Weirsen Outdoor Warning System was installed and completed in late 2022. This all-new siren system replaced every siren across the county with new omni-directional Sentry Sirens and each feature battery backup. The system is directly tied into the NWS office in Des Moines to provide further advanced warning immediately as they are issued by the office. Now that the county-wide system is up and operational, we can place a focus on expanding the system to communities that have grown since the placement of the original sirens. These new sirens would be the same as the current ones in operation and feature the same battery backup system and advanced warning features.

Description	Cost	Estimated Need	Total Cost
Grinnell Siren Expansion	\$35,000/siren	3-4	\$140,000
Montezuma Siren Expansion	\$35,000/siren	1	\$35,000
Diamond Lake Siren Expansion	\$35,000/siren	1	\$35,000
Brooklyn Siren Expansion	\$35,000/siren	1	\$35,000
			\$245,000





Hazardous materials Commodity Flow Study



The last known commodity flow study through Poweshiek County was conducted in 2013. It is recommended that a study be done every 5-10 years to be aware of what types and the amount of hazardous materials comes through routinely. Having this information can help guide responses to

known high volume high hazard chemicals and tailor response and mitigation activity by being further prepared for the most common chemicals we have.

Description	Estimated Cost	Estimated Need	Total Cost
Commodity Flow Study Contractor-LEPC	\$10,000	1	\$10,000

EOC Integration



Interoperability between EOC's is key in the successful outcome of many disasters where municipal and county resources are needed to recover from an incident. By integrating technology that can combine both EOC's as one network can increase operational

coordination, resource management and information sharing. By installing a video conferencing system, linkable monitors, and sharing network drives with the Grinnell EOC effectively linking both EOC's into one aids in increased response and recovery capabilities and also offers a redundancy should an EOC become compromised and need to relocate or evacuate.

Description	Estimated Cost	Estimated Need	Total Estimated Cost
Grinnell EOC Upgrades	\$10,000	1	\$10,000

Strategic Goal 1: Build a Culture of Preparedness			
Goal 1.1	Help People Prepare for Disasters		
	Action Item	Responsible Party	Estimated Cost
1.1.1	Public outreach and engagement-social media platforms, KGRN Radio, farmer's market, Ag Safety Days, National Night Out, Poweshiek County Fair, business/community expo's. <i>Mission Area: Preparedness</i>	Poweshiek County EMA	\$0
1.1.2	Park Signage- "thunder roars, go indoors" and Alert Iowa opt in signs. <i>Mission Area: Preparedness</i>	Poweshiek County EMA with assistance from parks/rec dept's and County Conservation	\$2,500
1.1.3	NWS Weather Ambassador Program- promote weather safety and awareness to business and industry. <i>Mission Area: Preparedness</i>	Poweshiek County EMA with assistance from Economic Development and Chambers of Commerce.	\$0
1.1.4	RAVE Mobile Safety/Alert Iowa sign up mailer- increase program participation and further increase awareness and warning notifications. <i>Mission Area: Preparedness</i>	Poweshiek County EMA	\$2,400
Goal 1.2	Invest in Community Preparedness		
	Action Item	Responsible Party	Estimated Cost
1.2.1	Community Wide Heartsaver CPR Training & Stop the Bleed Training- lay person CPR and first aid is crucial in the chain of survival. Allows the general public to be more prepared to care for friends, family, or the general public. <i>Mission Area: Preparedness</i>	Poweshiek County EMA with assistance from local EMS and healthcare facilities.	\$7,500

1.2.2	NOAA Weather Radios- handing these out at public events and providing a program for the elderly and/or disadvantaged is key to being weather ready and prepared. Mission Area: Preparedness	Poweshiek County EMA	\$12,000
1.2.3	Weather Station Installation-Taping into STEM programs at our local schools to harness technology and promote weather safety and preparedness as well as decision making capabilities for schools. Mission Area: Preparedness/Response	Poweshiek County EMA with assistance from local school districts	\$10,000
1.2.4	Warning Siren System Expansion- adding to the current new siren system to account for growth in the communities. Mission Area: Mitigation/Preparedness/Response	Poweshiek County EMA	\$245,000
Goal 1.3	Better Learning and Preparedness From Past Disasters, Improve and Innovate		
	Action Item	Responsible Party	Estimated Cost
1.3.1	EOC and Disaster Response Trainings for local governments- these trainings help guide efforts in planning and preparation prior to an incident happening. Mission Area: Preparedness	Poweshiek County EMA	\$0
1.3.2	Conduct exercises with community and county officials- based on above trainings and current plans, exercises should be more frequent to test plans and answer questions, and find and close any gaps that may be present prior to a disaster occurring. Mission Area: Preparedness	Poweshiek County EMA	\$0

1.3.3	Conduct hazardous materials flow study through Poweshiek County- increases response and preparedness initiatives to the most common hazards we face. Mission Area: Preparedness/Response	Poweshiek County EMA and Poweshiek County LEPC	\$10,000
1.3.4	Grinnell EOC upgrades and Integration with County EOC- increased operational coordination and redundancy. Mission Area: Preparedness/Response	Poweshiek County EMA with assistance from City of Grinnell	\$10,000
1.3.5	Increase Recovery Planning- better partnerships and planning through the new state mandated Recovery Support Functions (RSF) Mission Area: Recovery/Preparedness	Poweshiek County EMA with assistance from partnering agencies and communities.	\$0
Total Estimated Funds to Support Strategic Goal 1			\$299,400
Funding Resources: • Local Budgets • Local Grants • Hazard Mitigation Grant Program (HMGP) • Pre-Disaster Mitigation Fund (PDM) • Building Resilient Infrastructure and Communities Grant (BRIC) • Hazardous Materials Education Program Grant (HMEP)			

Appendix 2

Goals Identified in Strategic Goal 2: Ready the County for Catastrophic Events

Shelter Team Expansion



Currently Poweshiek County has 8 American Red Cross Shelter Operations Management trained personnel that are part of the Grinnell Fire Department Auxiliary. These members are supported with a 12-foot enclosed trailer that is stocked with enough supplies to open and operate a shelter for 100 people. Staff can eventually be supported by additional Red Cross personnel. The intent of this goal is to increase the local capability by opening training to the general public for those that would want to fill this role during times of disaster. By increasing the number of shelter trained personnel locally, we increase our resiliency and decrease our reliance on outside sources-especially sources that may already be limited. Training for this has no local cost.

CERT Development



The Community Emergency Response Team (CERT) program helps educate volunteers about disaster preparedness and organization skills that may be called upon during times of large emergencies or disasters. The nationwide CERT approach helps local professional responders focus on more complex tasks during emergencies and disasters while still supporting response or recovery efforts. CERT is generally designed for individuals that do not want to volunteer as a responder in their community but still want to fill a role in certain areas. CERT typically assists in damage assessments, light area search, property recovery efforts, damage/debris cleanup, volunteer and donations management, rehab of first responders, first aid, and more. Costs to develop a team are generally small with getting equipment for the team to utilize during a response. Training events are generally no cost.

Description	Cost	Estimated Need	Total Cost
CERT Development Instruction Materials	Manual \$50.59/ea Guide \$13.69/ea	30	\$1,928.40
CERT kits (deployment bags, uniform shirt)	Bag \$134.62/ea Shirt \$22.50/ea	30	\$4,713.60
Support Items (coolers, canopies, etc.	Canopy tent \$936.23 Table 8 ft \$150.00 Cooler 150Qt \$90.00	1 each	\$1,176.23
			\$7,818.23

VOAD Partnerships



Volunteer Organizations Active in Disasters is a 501c3 nonprofit organization that brings together faith-based, voluntary and government organizations together during times of disaster to foster a more effective response and recovery. This organization can be tapped into to assist communities and their residents when needed and is essentially a “one stop shop” for services that may be needed in a community. Rather than reaching out to organizations individually, one call to the state VOAD can access a large number of resources to help support Poweshiek County. By increasing participation in exercises and local coordination with this group we position ourselves to be better prepared in times of need. There are no costs associated with this goal.

Specialized Response and Recovery Equipment

Part of the Agency’s role is to have and provide or locate and resource equipment that will be needed and utilized for emergency response and recovery efforts. While oftentimes this equipment is not used routinely it is important to have as it becomes essential in the time of need. While renting or borrowing certain equipment can be done, it comes at a cost with rental agreements and often is placed on a schedule for delivery and return and is not immediately available with an open-end return date. By purchasing certain equipment outright the ability to immediately deploy the resource becomes available and can be utilized for as long as it is needed. There are no additional costs for setup, delivery, rental, etc. with purchasing the equipment outright. Routine maintenance is performed to make sure the equipment is always ready.

Search, Rescue, Recovery Boat



Poweshiek County responders have 5 lakes within their jurisdictions totaling 1,154 acres (1.8 square miles). Many of our response agencies have jurisdiction within neighboring counties like Jasper and Mahaska that have public lakes and portions of river they cover and respond to incidents at. This doesn’t take into account the large number of private ponds and the proposed Sapphire Lake that would increase the coverage area and increase the need for watercraft. Additionally, assistance can be provided to neighboring counties during large flooding events, river incidents, and to help promote water recreation safety.

Description	Cost	Estimated Need	Total Cost
Rescue One Boat	\$38,720	1-3	\$38,720-\$116,160

Mobile Command Unit



Incident operational coordination and decision making is the top priority for emergency management during large scale emergencies and disasters. Currently, responders of an incident of any size do not have a reliable place to meet as part of the Incident Command Team (unified command) to coordinate resources and make strategic decisions for an incident. Many times these decisions are made at the back of a pickup truck or other vehicle where the commanders are exposed to the elements, interruptions, noises, and other factors that can have an impact on the overall incident. Having a place that is safe, secure, and away from possible interruptions and the elements helps the incident operate more smoothly and provides for better interoperability. Having a van style command center with 3-4 positions within it along with radios, computers, cameras, etc. make running and operating large scale emergencies, disasters, and even planned events more smoothly.

Description	Cost	Estimated Need	Total Cost
Van style Command	\$175,000-\$185,000	1	\$175,000-\$185,000

Mobile Generators



Power outages are all too familiar in our area following a disaster. Some of our communities are fortunate to have community-wide power backup generators, while others do not, including the largest city of Grinnell. Many locations in Grinnell that are considered essential or critical facilities such as shelter locations, dialysis clinics, pharmacies, and others do not have a backup power source. As learned in the 2020 derecho, communities can be without power for several days at a time and the need to power some of these critical facilities is large. With having 1 or 2 mobile generators, the unit could be brought to the area of need such as a shelter location, medical facility, etc. and placed into service to operate until power can be restored. This eliminates putting people further at risk from receiving care and treatment or whatever additional services may be necessary.

Description	Cost	Estimated Need	Total Cost
35kW mobile generator	\$45,000	1	\$45,000

Mobile Light Towers



As already stated, power outages are no stranger during times of disaster. During these power outages work may not necessarily stop once the sun goes down, therefore the need to have portable light towers exists for worker safety, security of impacted areas, and overall incident success. These towable light towers often offer a generator package that can be a dual purpose providing light and/or

backup power to an affected location. Having these on hand for disasters and emergencies or even large scale planned events is beneficial due to the ability to respond immediately and without delay and without having to set an end date for use.

Description	Cost	Estimated Need	Total Cost
Mobile light tower	\$15,000	1-2	\$15,000-\$30,000
Mobile light tower w/20Kw generator	\$35,000	1-2	\$35,000-\$70,000

Message Board Trailers



Whether it is an incident where traffic may need diverted for a long period of time, a disaster that has an area closed or has caused a diversion in an area, or it's a planned community event or exercise that is occurring having a message board trailer can be invaluable to safely and effectively moving traffic. These solar powered options come with cones and other traffic control devices that can help control the flow of traffic in or out of an area or provide advanced notice or other information on the LED screen. Messages can be done at the trailer or remotely from a smartphone/device with the included software to the board.

Description	Cost	Estimated Need	Total Cost
Message Board IRT	\$25,000	1-2	\$25,000-\$50,000

Broadband Capabilities



First Responder and government employee dedicated band width for emergency and disaster response and recovery is crucial for the success of any incident. Many times communication is lost or overloaded in times of disaster making phone calls, texts, and internet use come to a screeching halt. By connecting devices to a critical asset only network and giving priority and preemption to our local responders gives them the communications tools they need to serve their communities and save lives. There are a few services out there that carry a dedicated service like this-Verizon Frontline, AT&T Firstnet, and TMobile. Rates vary by carrier.

EOC Phone System



Currently there is no dedicated phone system in the county EOC. EOC users must utilize a personal or work cell phone for communication purposes and that cell phone during times of disaster may not work well. Having a dedicated phone system at the ready in the EOC allows users to do their job functions and communicate reliably without having to use or share a personal phone number with others. By using a dedicated VOIP phone we tie into an already robust and redundant phone network at the SO that ties directly into the Grinnell EOC phone system for interoperability.

Description	Cost	Estimated Need	Total Cost
VoIP Phone System 10 position setup	\$5,000	1	\$5,000

Rapid Deployment Shelter



A rapid deployment shelter can be utilized in any number of incidents and disasters as a command post, work area, medical/first aid tent, clinic, evacuation shelter, and any other use deemed necessary. These units come fully equipped as a standalone package that includes a 15Kw generator for powering electrical equipment and the included HVAC unit as well as two 18 ft shelter tents.

Description	Cost	Estimated Need	Total Cost
GET-X HX Trailer with X-24 Shelter	\$100,000	1	\$100,000

Permanent Backup Generator



Poweshiek County has dedicated shelter/evacuation locations for people needing temporary shelter or evacuation due to a disaster or other type of emergency that may cause people to evacuate a home or business. Two of these sites do not have a means to provide backup power should there be a power outage. This then requires rental agreements to be enacted and the associated delivery and setup process to take place at these locations. By having backup generators at these locations, we can use these locations immediately.

Description	Cost	Estimated Need	Total Cost
45Kw Natural Gas Backup Generator	\$45,000/ea	2	\$90,000

Strategic Goal 2: Ready the County for Catastrophic Disasters/Emergencies			
Goal 2.1	Build a Capable Incident Workforce		
	Action Item	Responsible Party	Estimated Cost
2.1.1	Increase the number of Hazardous Materials Technicians and Increase Hazmat response capability Mission Area: Response	Poweshiek County EMA	\$50,000
2.1.2	Increase the number of specialty rescue personnel and equip (US&R, Confined Space, Trench, Rope Rescue, Wide Area Search, Drone Pilot, Divers, EMT/Paramedic, Shelter Support, etc.) Mission Area: Response/Preparedness	Poweshiek County EMA with assistance from local first response agencies	\$10,000
2.1.3	Develop and implement a county-wide Community Emergency Response Team (CERT) Mission Area: Response/Recovery/Preparedness	Poweshiek County EMA	\$8,000
2.1.4	Increase partnerships with Volunteer Organizations Active in Disaster (VOAD) by bringing them in to more exercises and drills. Mission Area: Response/Preparedness/Recovery	Poweshiek County EMA	\$0
Goal 2.2	Position the County with Equipment to Respond to and Recover From Emergencies and Disasters		
	Action Item	Responsible Party	Estimated Cost
2.2.1	Purchase and equip a Mobile Command Vehicle-Van or Box truck style with 3-4 working positions. Mission Area: Response	Poweshiek County EMA	\$185,000
2.2.2	Purchase and equip boat for water related emergencies. Mission Area: Response	Poweshiek County EMA	\$116,160

2.2.3	Purchase Mobile Generators- 1 or 2 generators for emergency use after power outages. Mission Area: Mitigation/Preparedness/Response	Poweshiek County EMA	\$45,000
2.2.4	Purchase and install backup generators at dedicated shelter sites (GARC, County Fair Building) Mission Area: Mitigation/Preparedness/Response	Poweshiek County EMA	\$75,000
2.2.5	Purchase and implement mobile light towers Mission Area: Response	Poweshiek County EMA	\$20,000
2.2.6	Purchase and implement LED message board with traffic control devices (cones/barrels) Mission Area: Response	Poweshiek County EMA	\$25,000
2.2.7	Purchase and implement Rapid Deployment Shelter Mission Area: Response	Poweshiek County EMA	\$100,000
Goal 2.3	Improve Continuity and Resilient Communications		
	Action Item	Responsible Party	Estimated Cost
2.3.1	First Responder Broadband implementation-Firstnet, Verizon Frontline for resilient and redundant communications. Increased operational coordination. Mission Area: Preparedness/Response	Poweshiek County EMA	\$0
2.3.2	County EOC Dedicated Phone System-VoIP EOC phone system for increased operational coordination, improved communication and resiliency. Mission Area: Preparedness	Poweshiek County EMA	\$5,000
2.3.3	Purchase and implement a non-public safety radio set for CERT use, event use, and citizen assisted S & R. Mission Area: Preparedness/Response	Poweshiek County EMA	\$10,000
2.3.4	Increased implementation of SARA Network with non-public safety entities within Poweshiek County (Sec rds, utilities, Public works, schools, etc.) Mission Area: Preparedness/Response/Recovery	Poweshiek County EMA with assistance from dept heads.	\$0

Total Estimated Funds to Support Strategic Goal 2		\$649,160
Funding Resources: • Local Budgets • Local Grants • Hazard Mitigation Grant Program (HMGP) • Pre-Disaster Mitigation Fund (PDM) • Building Resilient Infrastructure and Communities Grant (BRIC) • Hazardous Materials Education Program Grant (HMEP) • Homeland Security Grant Program (HSGP) • Emergency Management Performance Grant (EMPG)		

Appendix 3

Goals Identified in Strategic Goal 3: Strengthen Partnerships with All Stakeholders

Pre-incident Collaboration & Agreements



Identifying and strengthening relationships with private sector industry and business that can play a key role in emergency response or recovery efforts is vital to overall mission success. By identifying these key resources and bringing them to drills, exercises, and planned events we build a model of increased operational coordination and target key resources that are needed in the community during or after a disaster has occurred. By planning with collaboration with these partners we increase our ability to understand exactly what is needed and who the players are, as well as possible have pre-determined agreed upon agreements (MOU/MOA) that speed up the response and/or recovery process.

Local Engagement



Developing and implementing a voucher type program for those that may have been impacted by an emergency or disaster that may need a “helping hand” with getting on the road to recovery. These people impacted may be just a few individual citizens or a few households that do not warrant larger scale resources such as opening a shelter. These people may be impacted by a fire or other type of scenario that has destroyed their personal belongings and they may not have the ability to replace them immediately such as food, clothing, medications, etc. With developing a fund or voucher program with local business those impacted by these types of situations can receive a voucher to “pay” for some food items, shelter, clothes, medications, and personal hygiene products from local resources like grocery stores, clothing stores, pharmacy, hotels, etc.

Strategic Goal 3: Strengthen Partnerships with all Stakeholders			
Goal 3.1	Identify Key entities with an interest to catastrophic events related to Response and/or Recovery		
	Action Item	Responsible Party	Estimated Cost
3.1.1	Identify key private sector businesses and resources which would be available to assist the public sector during response and recovery. Mission Area: Preparedness	Poweshiek County EMA with assistance from local Business Development/Chambers of Commerce and LEPC	\$0
Goal 3.2	Collaborate and Form Pre-Disaster Agreements for Resources to be used During or After a Disaster (MOU/MOA)		
	Action Item	Responsible Party	Estimated Cost
3.2.1	Develop and implement a voucher program for food, shelter, clothing, and hygiene products from local business for post emergency/disaster needs. Mission Area: Response/Recovery	Poweshiek County EMA with assistance from local business sector	\$1,000
3.2.2	Develop and engage in MOU's or MOA's for private-public sector needs during a response or recovery operations. Mission Area: Preparedness/Response/Recovery	Poweshiek County EMA with assistance from local business and local elected officials.	\$0
Goal 3.3	Include these Stakeholders in the Emergency Management Discussion		
	Action Item	Responsible Party	Estimated Cost
3.3.1	Invite and include private sector industry to drills and exercises to be part of the overall emergency management plan. Mission Area: Preparedness	Poweshiek County EMA with assistance from local business sector	\$0
Total Estimated Funds to Support Strategic Goal 3:			\$1,000

Appendix 4

Funding

Total Estimated Funds to Support Strategic Goal 1:	\$299,400
Total Estimated Funds to Support Strategic Goal 2:	\$649,160
Total Estimated Funds to Support Strategic Goal 3:	\$1,000
Total Estimated Funds to Support 2024-2028 Strategic Plan:	\$949,560

Emergency Management Performance Grant (EMPG)

This grant is designed to assist in the development, maintenance, and improvement of local emergency management capabilities. It provides support to local governments to achieve measurable results in key functional areas of emergency management.

Hazardous Materials Emergency Preparedness Grant (HMEP)

This grant is intended to provide financial and technical assistance as well as direction and guidance to enhance local hazardous materials emergency planning and training.

Homeland Security Grant Program (HSGP)

This grant's purpose is to support local efforts to build, sustain, and deliver capabilities necessary to prevent, prepare for, protect against, and respond to acts of terrorism.

Emergency Management Budget

Funds allocated to the EMA budget may be used to purchase resources identified in this plan and/or serve as matching fund requirements for grant programs.

Hazard Mitigation Grant Program (HMGP)

Funding becomes available when a Presidential Disaster Declaration is made. Funding for local governments requires that a FEMA-approved local hazard mitigation plan is in place prior to FEMA awarding funds.

Hazard Mitigation Assistance (HMA)

Provides funding opportunities both pre-and post-disaster. The two non-disaster grants are the Building Resilient Infrastructure and Communities (BRIC) program and the Flood Mitigation Assistance (FMA) program.

Local Grants

Provides funding opportunities for emergency management and public safety projects that enhance and strengthen our mission areas.