



# Eau Claire County Emergency Management

---

Integrated Preparedness Plan  
Calendar Years 2024-2027

September 2023

## INTEGRATED PREPAREDNESS PLANNING TEAM

**Primary POC:**

Tyler Esh  
Emergency Management Coordinator  
Eau Claire County Emergency Management  
721 Oxford Ave. Rm 3344  
Eau Claire, WI 54703  
715-839-4736  
[tyler.esh@eauclairecounty.gov](mailto:tyler.esh@eauclairecounty.gov)

**Secondary POC:**

Valerie Desio  
Emergency Management Program Assistant  
Eau Claire County Emergency Management  
721 Oxford Ave. Rm 3344  
Eau Claire, WI 54703  
715-839-7631  
[valerie.desio@eauclairecounty.gov](mailto:valerie.desio@eauclairecounty.gov)

## PURPOSE

Eau Claire County's Integrated Preparedness Plan (IPP) will combine the feedback from partner agencies across the whole community, after-action reports and improvement plans from exercises and real-world events, and continuation of available grants to give Eau Claire County Emergency Management a foundation for its work during CY 2024-2027.

Eau Claire County Emergency Management is the lead agency, and the only one that is bound to work on this Integrated Preparedness Plan in Eau Claire County. Other partner agencies may be working on elements of this Plan, and may even have lead roles, but they are not bound to the outputs and outcomes identified.

Eau Claire County's Local Emergency Planning Committee (LEPC) will remain updated on all progress made towards the identified Preparedness Priorities and assist with providing guidance to ensure completion of tasks. Review of the IPP will occur annually with a full revision completed and filed with Wisconsin Emergency Management by December 31, 2027.

## PREPAREDNESS ACTIVITY CONSIDERATIONS

In developing this Integrated Preparedness Plan, Eau Claire County Emergency Management and the Local Emergency Planning Committee (LEPC) identified fifteen potential preparedness priorities for an effective emergency management program. These preparedness priorities are based on improvement plans from past exercises and events, work that the emergency management staff has been doing over the past few years, grant-related work, and emergency preparedness initiatives that partner agencies are conducting.

An online survey was developed for partner agencies to complete and prioritize the identified preparedness priorities. The survey was initially introduced at an Integrated Preparedness Plan Workshop (IPPW) event that occurred during the March Fire Chiefs Meeting. The survey was then sent out to Fire and Police Chiefs, municipal government, academia, and public works, and presented to healthcare and public health partners at a Public Health Emergency Preparedness Committee meeting in July 2023.

Within the identified Preparedness Priorities, it was determined there will be a focus to incorporate individuals with disabilities to better train emergency responders for assisting members of our vulnerable population. Six preparedness priorities were identified by the partner agencies as being critical or high priorities (see graphs on page 5). Working on these preparedness priorities will be the overarching goal and workplan of Eau Claire County Emergency Management through CY 2027. Work will be staggered over the CY 2024-2027 timeframe based on planned work activities, grant opportunities, and partner needs. A rough draft of planned events can be seen within each of the Preparedness Priorities listed below in the Multi-Year Schedule of Preparedness Activities (page 18-23).

### Threats, Hazards, and Risks

A comprehensive list of hazards and their frequency for Eau Claire County can be found in the Multi-Hazard Mitigation Plan, but a few hazards that have been the focus of recent planning and exercises include: active shooter/active assailant, dam failure, severe weather, hazardous materials, and mass casualty events.

### Capability Assessments, Corrective Actions, and Improvement Plans

The identified Preparedness Priorities overlap with similar capabilities in Operational Coordination, Operational Communication, Public Information and Warning, Situational Awareness, and Public Health, Healthcare, and EMS. In addition, these capabilities were also identified in recent After-Action Reports and Improvement Plans (AAR/IP's), as needing strengthening in crisis events. With the opening of a new County Emergency Operations Center (EOC), developing a coordination and communications interface with incident command is a desired outcome prior to disasters.

### External Sources and Requirements

Through a review of past improvement plans, discussion with our Local Emergency Planning Committee (LEPC), and grant work being done by our program and partners throughout the county, potential preparedness priorities were identified, and input was requested from key partners and organizations to ensure inclusion from our whole community.

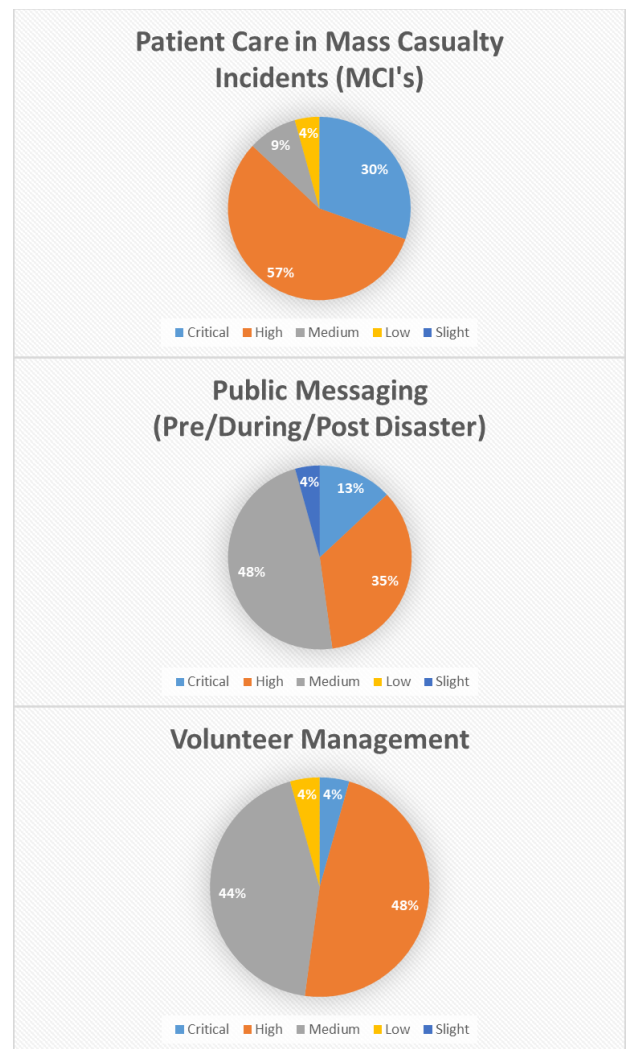
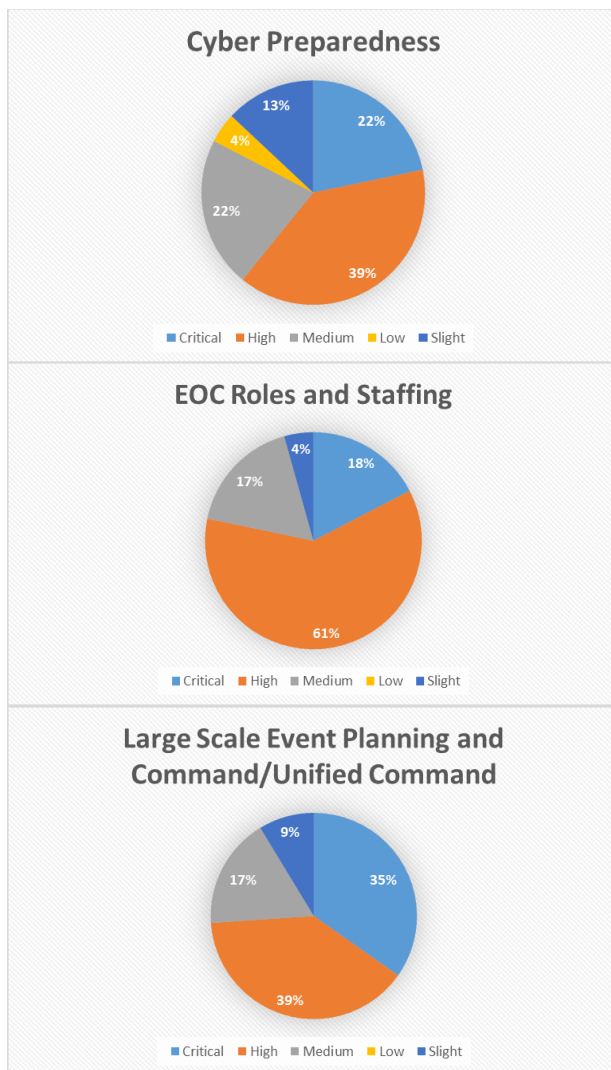
### Accreditation Standards and Regulations

While Eau Claire County Emergency Management is not accredited through the Emergency Management Accreditation Program (EMAP), the program meets requirements under the Emergency Management Performance Grant (EMPG) and Emergency Planning and Community Right to Know Act (EPCRA) Grant. In addition, Emergency Management staff focus on meeting credentials recognized by the Wisconsin Emergency Management Association (WEMA), Wisconsin Emergency Management (WEM), and the International Association of Emergency Managers (IAEM).

## PREPAREDNESS PRIORITIES

Based on the above-mentioned considerations, the survey participants determined the following priorities as critical or high priorities. These preparedness priorities will be the focus for the multi-year cycle of preparedness for CY 2024-2027:

| Preparedness Priorities  |
|--|
| • <i>Cyber Preparedness</i>  |
| • <i>Emergency Operations Center Roles and Staffing</i>                  |
| • <i>Large Scale Event Planning and Incident Command/Unified Command</i> |
| • <i>Patient Care in Mass Casualty Events</i>                            |
| • <i>Public Messaging (Pre/During/Post Disasters)</i>                    |
| • <i>Volunteer Management</i>  |



## Cyber Preparedness

Cyber Preparedness is defined as the process of ensuring that an agency, organization, or jurisdiction has developed, tested, and validated its capability to protect against, prevent, mitigate, respond to, and recover from a significant cyber incident, such as a cyber event with physical consequences to critical infrastructure.

### Corresponding Capabilities:

- Situational assessment
- Cybersecurity
- Intelligence and Information Sharing
- Infrastructure Systems
- Community Resilience

### Rationale:

- Every organization and individual in Eau Claire County rely on technology that is connected to the internet. This includes, but not limited to utilities, banking, hospitals, and governmental organizations. Attacks are usually performed by accessing personal and business computers, mobile phones, gaming systems, and other internet and Bluetooth connected devices.

### Planning Factors:

- Review and update of the Continuity of Operations Plan.
- Review and update of any Cybersecurity Plans maintained by Information Systems department.
- Plan, review, and finalize a new Cybersecurity ESF for the Emergency Operations Plan.

### Organization and Equipment Factors:

- Bolster network infrastructure and enhance network security.

### Supporting Training Courses:

- AWR-136: Essentials of Community Cyber Security (Oct 2023)
- AWR-169: Introduction to Cyber Incident Management
- AWR-383: Cybersecurity Risk Awareness for Officials and Senior Management
- AWR-397: Cybersecurity for Everyone
- MGT-384: Community Preparedness for Cyber Incidents (Oct 2023)
- MGT-452: Physical and Cybersecurity for Critical Infrastructure
- MGT-456: Integration of Cybersecurity Personnel into the EOC for Cyber Incidents
- MGT-465: Recovering from Cybersecurity Incidents

### Supporting Exercises:

- Continuity of operations tabletop and functional exercises with a cyber element.

### Desired Outcomes:

- Develop and implement the appropriate activities to take action regarding a detected cybersecurity event.
- Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that we impaired due to a cybersecurity event.

## Emergency Operations Center Roles and Staffing

Emergency Operations Center (EOC) activations are a low-usage/high-stress event due to the limited number of times the EOC is activated and the skillsets of individuals working in the EOC are utilized. With the new County EOC opening, Emergency Management is working to bring in new practices like the Community Lifelines and Position-Specific Task Books and Checklists. It will be imperative to start getting individuals into the EOC and understanding their roles and responsibilities pre-disaster.

### Corresponding Capabilities:

- Operational Coordination
- Situational Awareness
- Planning
- Operational Communication

### Rationale:

- Eau Claire County Emergency Operations Center opened in August 2023. With this new facility, Emergency Management is researching and implementing best practices for emergency operations centers, especially for mid-sized communities that do not have enough emergency management staff to handle most or all key leadership roles.

### Planning Factors:

- Review and update Emergency Operations Plan and Emergency Operations Center Plan.
- Integrate Community Lifelines into the Operations Section.
- Provide position task books and checklists to personnel to utilize during trainings, exercises, and real-world events.
- Identify means to notify staff of EOC activation.

### Organization and Equipment Factors:

- Equip County EOC to ensure it meets the needs of an EOC partial and full activation.
- Identify funding sources to maintain a mass notification system.
- Integrate GIS tools to support operations and situational awareness unit.

### Supporting Training Courses:

- ICS-300 (offered annually)
- ICS-400 (offered annually)
- G-191 ICS/EOC Interface
- G-402 NIMS for Senior Officials
- G-2300 Intermediate Emergency Operations Center Functions
- G-2302 EOC Leaders Skillsets



- G-2304 EOC Planning Skillsets
- G-2306 EOC Resource Skillsets
- G-2308 EOC Operations and Situational Awareness Skillsets
- MGT-347 Incident Command System Forms Review

#### Supporting Exercises:

- Airport MCI Tabletop and Full-Scale Exercises
- Continuity Tabletop and Functional Exercises
- EOC Activation Drills
- EOC Tabletop and Functional Exercises
- HSGP Tabletop and Full-Scale Exercises
- FEMA Integrated Emergency Management Course
- LEPC Functional Exercise
- VIP Visit Tabletop and Functional Exercises

#### Desired Outcomes:

- A minimum of 6 individuals will work towards completing position task books annually.
- The creation of an EOC training model that has a mix of in-person training, video recorded training, tabletop exercises, Emergency Support Function (ESF) reviews, and functional exercises.
- Activation or inclusion of Emergency Operations Center role in pre-planned events.
- Integrate and provide EOC-related training for members of the Northern Wisconsin Incident Management Team (NOW IMT).

## Large Scale Event Planning and Incident Command/Unified Command

This preparedness priority deals with pre-planned events, as well as major disasters, and provides education and training on how to set up a Unified Command System. While Eau Claire County has experience with the pre-planned events, gaps were identified in this process during exercises in 2022. Incorporating training with the Northern WI Incident Management Team (NOW IMT) will enhance this capability.

### Corresponding Capabilities:

- Operational Coordination
- Operational Communications

### Rationale:

- Eau Claire County experiences visits from political figures running for state and national offices during election years and has a variety of special events such as large concerts that require some sort of Incident Command to manage the event from a public safety perspective.

### Planning Factors:

- Review and update Incident Action Plan templates.
- Identify means in which on-scene Incident Command will maintain communication with EOC to support operations.

### Organization and Equipment Factors:

- Update and maintain all radio communication equipment in the County EOC and Mobile Command Post to allow communication between ICP and EOC.
- Equip Mobile Command Post to ensure it meets the needs of on-scene Incident Command/Unified Command.
- Purchase additional SimTac City Tabletop Simulation Modules to enhance preplanning of large-scale events across all partner agencies.

### Supporting Training Courses:

- ICS-300 (offered annually)
- ICS-400 (offered annually)
- G-191 ICS/EOC Interface
- MGT-314 Enhanced All-Hazards Incident Management/Unified Command
- MGT-335 Event Security Planning for Public Safety Professionals
- W-410 Practical Application of Incident Command System – Basic
- W-412 Practical Application of Incident Command System – Intermediate

**Supporting Exercises:**

- A tabletop exercise will be conducted in 2026 to begin preparations for the 2028 election year.
- A functional exercise (between the EOC and Incident Command) will be conducted in 2027 in anticipation of political candidates visiting in 2028.
- This effort may be supported further by a potential airshow that involves the Blue Angels.

**Desired Outcomes:**

- A revised Incident Action Plan template will be available to emergency responders.
- The ICS/EOC Interface will have a developed communications plan with pre-built redundant radio channels and communication modes.

## Patient Care in Mass Casualty Events

Following multiple large exercises between CY 2022-2023, gaps were identified in triage, treatment, and patient care in mass casualty events. This preparedness priority looks to continue to fix those gaps, in addition to tying in additional incident command and unified command training, and continue work being done with family assistance and reunification centers.

### Corresponding Capabilities:

- Public Health, Healthcare, EMS
- Situational Awareness
- Operational Coordination

### Rationale:

- Eau Claire County Emergency Management conducted three tabletop and a full-scale exercise between CY 2022-2023 that had a mass casualty component. Three of the four were active shooter/active assailant related, and one was an aircraft crash. In each of the AAR/IP's developed following these exercises, the patient care component has been identified as an improvement opportunity. Emergency Management staff will pursue any Wisconsin Emergency Management and federal Homeland Security grant funding to continue conducting these exercises that are a National Security priority on behalf of the county and West Central WI Region.

### Planning Factors:

- Review and update of the County Emergency Operations Plan.
- Review and update of ESF-8: Health and Medical and associated plans.
- Review and update of ESF-6: Mass Care and Sheltering and development of the Family Assistance Center Plan for MCIs.
- Review and update of ESF-4: Firefighting and an annual review of each department's Mutual Aid Box Alarm System (MABAS) Life Safety cards.
- Review and update of the Mass Fatality Plan.

### Organization and Equipment Factors:

- Purchase additional SimTac City Tabletop Simulation Modules to enhance training and exercises across all partner agencies.
- Purchase and equip new Mobile Command Center to enhance response of partner agencies in the event of a large-scale incident.
- Purchase equipment and supplies necessary to operate a Family Assistance Center in the event of a large-scale incident.
- Identify funding for ballistic protective equipment in order for Fire/EMS departments to utilize Rescue Task Force and enhance their ability to respond during mass casualty incidents.

### Supporting Training Courses:

- Incident Command System-300 (offered annually)
- Incident Command System-400 (offered annually)
- W-402 Mass Casualty Incident Responder (to be offered in March 2024)
- PER-352 Active Shooter Incident Management
- MCI Triage and TECC Training for Fire, EMS, and Law Enforcement

### Supporting Exercises:

- Building off the active shooter/active assailant tabletop and full-scale exercises conducted in 2022 and 2023, Emergency Management will continue incorporating this scenario in exercises in 2024 and 2025, especially if awarded additional HSGP grants.
- Building off the family assistance center regional public health exercise in 2023, a joint public health emergency preparedness and emergency management exercise will be done in 2024 and 2025 to correct identified gaps.
- A tabletop exercise will be conducted in 2024 and 2025, related to an aircraft crash at the Chippewa Valley Regional Airport.
- A full-scale exercise will be conducted in 2025, related to an aircraft crash at the Chippewa Valley Regional Airport. Patient Care, Family Assistance and Reunification, and Incident Command may be components of this exercise.

### Desired Outcomes:

- Emergency responders will be comfortable with triage and able to triage in a quick, safe, and efficient manner during mass casualty incidents.
- A comprehensive and highly recognized and utilized active threats program will be available regionwide. This will have components for the whole community (i.e., community organizations, emergency response, non-profits, others) and be accessible upon request at minimal cost.
- Emergency responders will gain experience while attending training and exercises for incidents that involve individuals with disabilities.
- Emergency responders will gain experience in dealing with incidents that have an Incident Command structure led by Emergency Medical Services (EMS).

## Public Messaging (Pre/During/Post Disaster)

This preparedness priority identifies the gap that exists with Eau Claire County, which does not have a dedicated Public Information Officer (PIO) that can develop relationships with a variety of internal and external agencies. Emergency Management maintains ESF 2: Communications and Warnings and ESF 15: External Affairs which highlights communication during disasters, but there is a need for a dedicated PIO to ensure consistent messaging before, during, and after disasters and to manage the partnerships to ensure that one message is being used.

### Corresponding Capabilities:

- Operational Coordination
- Operational Communication
- Public Information and Warning

### Rationale:

- This preparedness priority has been identified by multiple internal and external partners in conversation when discussing county reputation during non-disaster times and the lack of a County PIO forced emergency management staff to utilize partner agencies during disaster events that required coordinated messaging to the community.

### Planning Factors:

- Review and update of ESF-2: Communications and Warnings and associated plans, including the creation of message templates for frequent hazards.
- Review and update of ESF-15: External Affairs and associated plans.
- Develop Public Information and Social Media communications strategies.
- Determine how new technology like Artificial Intelligence (AI) can assist with social and traditional media messaging.
- Develop strategies to utilize mass notification system for internal and external notifications of public, key stakeholders, and partner agencies.

### Organization and Equipment Factors:

- Identify additional partners/funding to sustain a public mass notification system.
- Identify additional trained public information officers to support EOC during activations.
- Hire a County Public Information Officer.

### Supporting Training Courses:

- NDPTC Social Media Courses (offered in 2023)
- AWR-209 (Scheduled May 2024)
- L-0105 Public Information Basics
- E-0388 Advanced PIO
- FEMA Master PIO

**Supporting Exercises:**

- EOC Exercise with PIO/JIC Component (2024)
- LEPC Functional Exercise (2024)
- Airport MCI Exercises
- HSGP Active Shooter/Active Threat Exercises

**Desired Outcomes:**

- Creation of a network of PIO's within the county and region.
- Identify funding, ideally grant-related, for the hiring of a County PIO.

## Volunteer Management

Following a disaster, members of the community will have an inherent need to want to help, either by volunteering or providing donations. Without proper planning, this can create a second disaster. This preparedness priority was identified with a need for developing a strategy for incorporating spontaneous and affiliated volunteers into the response and recovery efforts. This is a joint preparedness priority with the Eau Claire City-County Health Department's Public Health Emergency Preparedness Specialist and their affiliated Medical Reserve Corps.

### Corresponding Capabilities:

- Logistics and Supply Chain Management (Volunteer Management & Donations)
- Operational Communications

### Rationale:

- A variety of agencies like volunteer organizations active in disasters (VOADs), volunteer fire departments, Amateur Radio in Emergency Services/Radio Amateur Communication Emergency Services (ARES/RACES), Northern Wisconsin Incident Management Team (NOWIMT), and the Medical Reserve Corps are active in Eau Claire County. Identifying ways to incorporate these agencies in preparedness, response, and recovery will better improve community resilience and our ability to recover more quickly with less impact on community members during disaster.

### Planning Factors:

- Develop new ESF to address volunteer and donation management, including Volunteer Reception Centers (VRC) and Points of Distributions (PODs).
- Develop Family Assistance Center Plan to include the utilization of affiliated volunteers to assist in the setup and operations.

### Organization and Equipment Factors:

- Identify volunteer agencies to assist with volunteer and donation management and provide training opportunities.
- Purchase equipment and supplies for the implementation of VRC and PODs.
- Identify additional grants to continue to sustain and grow volunteer programs in Eau Claire County.

### Supporting Training Courses:

- IS-244.a Developing and Managing Volunteers
- G-0288 Donations and Volunteer Management
- G-0489 Management of Spontaneous Volunteers in Disasters
- MGT-425 Introduction to Managing Public, Private, and NGO Partnerships to Prepare for and Solve Critical Logistics and Supply Chain Challenges During Large Scale Disasters
- MGT 489 Managing Public, Private and NGO Partners to Prepare for and Solve Critical Logistics and Supply Chain Challenges During Large Scale Disasters



### Supporting Exercises:

- Volunteers are needed during most functional and full-scale exercises planned during the 2024-2027 timeframe.
- Building off the family assistance center regional public health exercise in 2023, a joint public health emergency preparedness and emergency management exercise will be done in 2024-2025 and incorporate the utilization of affiliated volunteer agencies.
- Volunteer Reception Center (VRC) Tabletop and Full-Scale Exercises

### Desired Outcomes

- Trained and credentialed volunteers that are able to assist with trainings, exercises, outreach events, and real-world incidents.

## PROGRAM REPORTING

Emergency Management staff will be transparent in updating the whole community partners on the status of the IPP and individual preparedness priorities. Throughout the year, staff will be expected to give an update at various meetings, including but not limited to: County Fire Chiefs meetings; Public Health Emergency Preparedness Committee meetings; County Board Committee meetings (provides oversight of the EM program); and LEPC meetings. The Local Emergency Planning Committee is expected to provide feedback and input to help ensure the IPP is on track to meet goals and objectives outlined.

If an identified gap requires either one-time or long-term funding to fix, a presentation should be given to the County Board prior to the start of the budget cycle where the request is made (i.e., update is provided at the December County Board meeting for a budget request for the fiscal year starting 13 months afterwards). For funding needs in CY 2026, the presentation should be conducted before December 2024.

Program reporting should address:

- Compiling and recording areas for improvement from exercises and real-world incidents;
- Determining actions and linking capabilities needed to address identified areas for improvement and associated corrective actions;
- Prioritizing, assigning, tracking, reporting, and updating corrective action progress; and
- Incorporating changes, completed corrective actions, identified potential best practices, and lessons learned into future iterations of the Integrated Preparedness Cycle and Integrated Preparedness Plan.

## MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES

Preparedness Priority: Cyber Preparedness

| 2024 | Planning                                | Operations                 | Equipment | Training | Exercise         |
|------|---|----------------------------|-----------|----------|------------------|
| Q1   | Initiate review of cyber security plans |                            |           |          |                  |
| Q2   | Initiate review of COOP                 |                            |           |          |                  |
| Q3   |   |                            |           | AWR-383  | Continuity Drill |
| Q4   | Initiate creation of Cybersecurity ESF  | Identify and pursue grants |           |          |                  |

| 2025 | Planning                                | Operations                 | Equipment | Training | Exercise         |
|------|---|----------------------------|-----------|----------|------------------|
| Q1   | Initiate review of cyber security plans |                            |           |          |                  |
| Q2   | Initiate review of COOP                 |                            |           | AWR-169  |                  |
| Q3   |   |                            |           |          | Continuity Drill |
| Q4   |   | Identify and pursue grants |           |          | Continuity TTX   |

| 2026 | Planning                                | Operations                 | Equipment | Training | Exercise         |
|------|---|----------------------------|-----------|----------|------------------|
| Q1   | Initiate review of cyber security plans |                            |           | AWR-397  |                  |
| Q2   | Initiate review of COOP                 |                            |           |          |                  |
| Q3   |   |                            |           |          | Continuity Drill |
| Q4   |   | Identify and pursue grants |           |          |                  |

| 2027 | Planning                                | Operations                 | Equipment | Training | Exercise                       |
|------|---|----------------------------|-----------|----------|--------------------------------|
| Q1   | Initiate review of cyber security plans |                            |           |          |                                |
| Q2   | Initiate review of COOP                 |                            |           |          |                                |
| Q3   |   |                            |           |          | Continuity Drill               |
| Q4   |   | Identify and pursue grants |           | MGT-456  | Continuity Functional Exercise |

Preparedness Priority: EOC Staffing and Roles

| 2024 | Planning            | Operations                  | Equipment   | Training   | Exercise                 |
|------|---------------------|-----------------------------|---|--|--------------------------|
| Q1   | Initiate EOP review |                             | Review equipment needed for EOC activation<br>Install Notification Software | Notification software familiarization<br>ICS-400 | EOC Activation Drill     |
| Q2   |                     |                             | Tech Check/ Replacement Schedule  |  | LEPC Functional Exercise |
| Q3   | EOP finalization    | Conduct EOC Exercise AAR/IP |   | ICS 300, ICS 400                                 | Airport MCI TTX          |
| Q4   |                     | Identify and pursue grants  |   |  | EOC TTX                  |

| 2025 | Planning            | Operations                  | Equipment                                  | Training            | Exercise                        |
|------|---------------------|-----------------------------|--|---------------------|---------------------------------|
| Q1   | Initiate EOP review | Conduct EOC Exercise AAR/IP | Review equipment needed for EOC activation | EOC Skillset Course | EOC Activation Drill            |
| Q2   |                     |                             | Tech Check/ Replacement Schedule           |                     | HSGP FSE with EOC/FAC component |
| Q3   | EOP finalization    | Conduct EOC Exercise AAR/IP |  | ICS 300, ICS 400    | Airport MCI TTX & FSE           |
| Q4   |                     | Identify and pursue grants  |  | G-191               | EOC Functional Exercise         |

| 2026 | Planning                  | Operations                  | Equipment                                  | Training             | Exercise             |
|------|---------------------------|-----------------------------|--|----------------------|----------------------|
| Q1   | Initiate EOP review       | EOC Exercise AAR/IP         | Review equipment needed for EOC activation | G-2300 Series Course | EOC Activation Drill |
| Q2   |                           | FEMA IEMC                   | Tech Check/ Replacement Schedule           | MGT 347              | EOC TTX              |
| Q3   | EOP finalization          | Conduct EOC Exercise AAR/IP |  | ICS 300, ICS 400     | Airport MCI TTX      |
| Q4   | Initiate EOC forms review | Identify and pursue grants  |  | G402                 | VIP Visit TTX        |

| 2027 | Planning            | Operations                  | Equipment                                  | Training            | Exercise                       |
|------|---------------------|-----------------------------|--|---------------------|--------------------------------|
| Q1   | Initiate EOP review | Conduct EOC Exercise AAR/IP | Review equipment needed for EOC activation | EOC Skillset Course | EOC Activation Drill           |
| Q2   |                     |                             | Tech Check/ Replacement Schedule           |                     | VIP Functional Exercise        |
| Q3   | EOP finalization    | Conduct EOC Exercise AAR/IP |  | ICS 300, ICS 400    | Airport MCI TTX                |
| Q4   |                     | Identify and pursue grants  |  | G-191               | Continuity Functional Exercise |

Preparedness Priority: Large-Scale Event Planning and Incident Command/Unified Command

| 2024 | Planning                              | Operations                 | Equipment                           | Training         | Exercise |
|------|---------------------------------------|----------------------------|-------------------------------------|------------------|----------|
| Q1   |                                       |                            |                                     | ICS-400          |          |
| Q2   | Participate in concert venue planning |                            | Review equipment needed for MCT     |                  |          |
| Q3   |                                       |                            |                                     | ICS-300, ICS-400 |          |
| Q4   |                                       | Identify and pursue grants | Update radio equipment in EOC & MCT |                  |          |

| 2025 | Planning                              | Operations                 | Equipment                           | Training         | Exercise |
|------|---------------------------------------|----------------------------|-------------------------------------|------------------|----------|
| Q1   |                                       |                            |                                     |                  |          |
| Q2   | Participate in concert venue planning |                            | Review equipment needed for MCT     | MGT-314          |          |
| Q3   |                                       |                            |                                     | ICS-300, ICS-400 |          |
| Q4   |                                       | Identify and pursue grants | Update radio equipment in EOC & MCT | G-191            |          |

| 2026 | Planning                              | Operations                 | Equipment                           | Training         | Exercise      |
|------|---------------------------------------|----------------------------|-------------------------------------|------------------|---------------|
| Q1   |                                       |                            |                                     | MGT-475          |               |
| Q2   | Participate in concert venue planning |                            | Review equipment needed for MCT     |                  |               |
| Q3   | Initiate review of IAP templates      |                            |                                     | ICS-300, ICS-400 |               |
| Q4   |                                       | Identify and pursue grants | Update radio equipment in EOC & MCT |                  | VIP Visit TTX |

| 2027 | Planning                              | Operations                 | Equipment                           | Training                  | Exercise                      |
|------|---------------------------------------|----------------------------|-------------------------------------|---------------------------|-------------------------------|
| Q1   | Finalize IAP templates                |                            |                                     |                           |                               |
| Q2   | Participate in concert venue planning |                            | Review equipment needed for MCT     |                           | VIP Visit Functional Exercise |
| Q3   |                                       |                            |                                     | ICS 300, ICS-400, MGT-335 |                               |
| Q4   |                                       | Identify and pursue grants | Update radio equipment in EOC & MCT | G-191                     |                               |

Preparedness Priority: Patient Care in Mass Casualty Events

| 2024 | Planning                                     | Operations                 | Equipment                               | Training         | Exercise                    |
|------|--|----------------------------|---|------------------|-----------------------------|
| Q1   | Initiate EOP, ESF-8, ESF-6, and ESF-4 review |                            |   | ICS-400, W-402   |                             |
| Q2   | Finalize FAC Plan                            |                            | Review equipment needed for MCT and FAC |                  | HSGP TTX with FAC component |
| Q3   |  |                            |   | ICS-300, ICS-400 | Airport MCI TTX             |
| Q4   | Update MABAS life safety cards               | Identify and pursue grants |   |                  |                             |

| 2025 | Planning                       | Operations                 | Equipment                               | Training         | Exercise                    |
|------|--------------------------------|----------------------------|---|------------------|-----------------------------|
| Q1   | Initiate EOP review            |                            |   |                  |                             |
| Q2   |                                |                            | Review equipment needed for MCT and FAC |                  | HSGP FSE with FAC component |
| Q3   |                                |                            |   | ICS-300, ICS-400 | Airport MCI TTX & FSE       |
| Q4   | Update MABAS life safety cards | Identify and pursue grants |   |                  |                             |

| 2026 | Planning                                     | Operations                 | Equipment                               | Training         | Exercise        |
|------|--|----------------------------|---|------------------|-----------------|
| Q1   | Initiate EOP, ESF-8, ESF-6, and ESF-4 review |                            |   | W-402            |                 |
| Q2   | Initiate review of Fatality Management Plan  |                            | Review equipment needed for MCT and FAC |                  |                 |
| Q3   |  |                            |   | ICS-300, ICS-400 | Airport MCI TTX |
| Q4   | Update MABAS life safety cards               | Identify and pursue grants |   |                  |                 |

| 2027 | Planning                       | Operations                 | Equipment                               | Training         | Exercise        |
|------|--------------------------------|----------------------------|---|------------------|-----------------|
| Q1   | Initiate EOP review            |                            |   |                  |                 |
| Q2   |                                |                            | Review equipment needed for MCT and FAC |                  |                 |
| Q3   |                                |                            |   | ICS-300, ICS-400 | Airport MCI TTX |
| Q4   | Update MABAS life safety cards | Identify and pursue grants |   |                  |                 |

Preparedness Priority: Public Messaging (Pre/During/Post Disaster)

| 2024 | Planning  | Operations  | Equipment                     | Training                              | Exercise                            |
|------|---|---|-------------------------------|---------------------------------------|-------------------------------------|
| Q1   | Develop strategies to utilize notification software | Identify trained PIO's to support EOC during activation     | Install notification software | Notification software familiarization |                                     |
| Q2   | Initiate review of ESF 2 & ESF 15                   | Public messaging for severe weather week                    |                               | AWR-209                               | LEPC Functional Exercise            |
| Q3   |   | Public messaging during NNO and National Preparedness Month |                               |                                       | Airport MCI TTX                     |
| Q4   |   | Identify and pursue grants                                  |                               |                                       | EOC Exercise with PIO/JIC component |

| 2025 | Planning                          | Operations  | Equipment | Training | Exercise                        |
|------|-----------------------------------|---|-----------|----------|---------------------------------|
| Q1   | Develop strategies for AI use     |   |           |          |                                 |
| Q2   | Initiate review of ESF 2 & ESF 15 | Public messaging for severe weather week                    |           |          | HSGP FSE with EOC/FAC component |
| Q3   |                                   | Public messaging during NNO and National Preparedness Month |           | MGT-902  | Airport MCI TTX & FSE           |
| Q4   |                                   | Identify and pursue grants                                  |           |          | EOC Functional                  |

| 2026 | Planning                          | Operations  | Equipment | Training | Exercise        |
|------|-----------------------------------|---|-----------|----------|-----------------|
| Q1   |                                   | Hire County PIO   |           | L-0105   |                 |
| Q2   | Initiate review of ESF 2 & ESF 15 | Public messaging for severe weather week                    |           |          | EOC TTX         |
| Q3   |                                   | Public messaging during NNO and National Preparedness Month |           |          | Airport MCI TTX |
| Q4   |                                   | Identify and pursue grants                                  |           |          | VIP Visit TTX   |

| 2027 | Planning                          | Operations  | Equipment | Training | Exercise                      |
|------|-----------------------------------|---|-----------|----------|-------------------------------|
| Q1   |                                   |   |           |          |                               |
| Q2   | Initiate review of ESF 2 & ESF 15 | Public messaging for severe weather week                    |           | E-0388   | VIP Visit Functional Exercise |
| Q3   |                                   | Public messaging during NNO and National Preparedness Month |           |          | Airport MCI TTX<br>VRC FSE    |
| Q4   |                                   | Identify and pursue grants                                  |           |          | Continuity FSE                |

Preparedness Priority: Volunteer Management

| 2024 | Planning   | Operations  | Equipment                             | Training | Exercise                    |
|------|--|---|---------------------------------------|----------|-----------------------------|
| Q1   |  |   |                                       |          |                             |
| Q2   | Finalize ESF for Volunteer & Donation Management | Identify volunteer agencies to assist with volunteer and donations management |                                       |          | HSGP TTX with FAC component |
| Q3   |  | Assist volunteer recruitment during NNO                                       |                                       |          |                             |
| Q4   |  | Identify grants   | Review equipment needs for VRC & PODs | IS-244.a |                             |

| 2025 | Planning | Operations                              | Equipment                             | Training | Exercise                        |
|------|----------|---|---------------------------------------|----------|---------------------------------|
| Q1   |          |   |                                       | G-0288   |                                 |
| Q2   |          |   |                                       |          | HSGP FSE with EOC/FAC component |
| Q3   |          | Assist volunteer recruitment during NNO |                                       | G-0489   |                                 |
| Q4   |          | Identify grants                         | Review equipment needs for VRC & PODs |          |                                 |

| 2026 | Planning | Operations                              | Equipment                             | Training | Exercise |
|------|----------|---|---------------------------------------|----------|----------|
| Q1   |          |   |                                       |          |          |
| Q2   |          |   |                                       |          | VRC TTX  |
| Q3   |          | Assist volunteer recruitment during NNO |                                       |          |          |
| Q4   |          | Identify grants                         | Review equipment needs for VRC & PODs | MGT-425  |          |

| 2027 | Planning | Operations                              | Equipment                             | Training | Exercise |
|------|----------|---|---------------------------------------|----------|----------|
| Q1   |          |   |                                       | MGT-489  |          |
| Q2   |          |   |                                       |          |          |
| Q3   |          | Assist volunteer recruitment during NNO |                                       |          | VRC FSE  |
| Q4   |          | Identify grants                         | Review equipment needs for VRC & PODs |          |          |