

Sacramento County Office of Emergency Services

Integrated Preparedness Plan 2023 through 2025

September 30, 2022

INTEGRATED PREPAREDNESS PLANNING TEAM

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PREFACE

The *Sacramento County Office of Emergency Services* (OES) Integrated Preparedness Plan (IPP) is the roadmap to accomplish the organizational priorities including the development and maintenance of the overall preparedness capabilities required to facilitate an effective response to all hazards faced by Sacramento County. This organization is pursuing a coordinated preparedness strategy that combines enhanced planning, resource acquisition, innovative training, and realistic exercises to strengthen its emergency preparedness and response capabilities. The trainings and exercises play a crucial role in providing the organization with a means of attaining, practicing, validating, and improving its high-priority capabilities.

The IPP covers a three-year period beginning in 2023 through 2025. This plan outlines broad training and exercise goals that may be refined as funding and staffing resources allow. It sets priorities for the Sacramento Operational Area for training and exercise, as well as informs our regional partners to effect a better exchange of information and shared competencies.

PURPOSE

The Sacramento County IPP contains preparedness priorities, outlining steps designed to build and sustain capabilities while tailoring them to our community's unique needs. The plan provides our community with direction, accountability, and coordination. The plan's priorities encompass goals and objectives that rest primarily with cities and county partners but include collaborative steps that recognize our shared responsibility to prepare, protect, support and assist local governments, and the whole community.

OES administers the IPP under direct coordination with the State of California. All Sacramento County and corresponding jurisdictions follow the IPP. This IPP lays out Sacramento County's threats, hazards, and risks along with other internal and external factors that influence the preparedness priorities for CY 2023-2025. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities.

The Sacramento County IPP is designed to be a living document that will be updated and refined annually or as needed to inform the continuous improvement of our community's ability to build, sustain, and deliver capabilities.

PREPAREDNESS ACTIVITY CONSIDERATIONS

The Sacramento County IPP is a foundational document to guide successful preparedness activities related to Sacramento County's capabilities for responding to, recovering from, and mitigating the effects of the threats, hazards, and risks deemed the most applicable to the area. The IPP establishes priorities and goals that will guide the county's efforts to build, improve, and sustain capabilities across a broad range of mission areas.

The following training priorities are reflective of the need to ensure all existing and newly assigned Emergency Operation Center (EOC) personnel meet the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS)

compliance requirements. Additionally, the state of California has criteria for EOC personnel credentialing, with a high-level priority of having each member of the EOC team credentialed as Type III through the California Specialized Training Institute (CSTI). Further, based on nationally significant disasters and requests through the Emergency Management Assistance Compact (EMAC), Sacramento should identify and qualify individuals for interstate mutual aid.

While credentialing will allow personnel to participate as a mutual aid resource, this minimum criteria also allows OES to establish a baseline of transferable skills for a variety of positions within the organization. Preparing OES personnel serving in the EOC for these minimum training standards will only strengthen the organization's position should credentialing or minimum standards ever become tied to funding or reimbursement. Finally, through proficiency and mastery of training, and demonstration of these proficiencies and improvements during exercises, OES can develop teams that are response-ready and capable of managing expectations during an activation of the EOC.

Threats, Hazards, and Risks

A review of state-declared disasters indicates that Sacramento County received 28 state declarations between 1950 and 2020. Of the 28 state declarations: 19 were associated with severe winter storms, heavy rains, or flooding; 3 were for drought; 2 were from levee failure; 1 was from economic disasters, 1 was from earthquake, 1 was from pandemic; and 1 was from fire. A review of federal disasters shows 21 federal disaster declarations. Of these 21 federal declarations: 14 were associated with severe winter storms, heavy rains, or flooding; 2 were from earthquakes; 2 were from levee breaks; 1 was from drought; 1 was from pandemic; and 1 was for a hurricane (a nationwide declaration for Katrina evacuations).

As identified in the Sacramento County Local Hazard Mitigation Plan and the Sacramento County Operational Area Emergency Operations Plan, the county is vulnerable to the following hazards:

- Agricultural Hazards
- Dam Failure
- Disease Outbreak/Epidemic/Pandemic
- Drought and Water Shortage
- Earthquake/Liquefaction
- Flood
- Hazardous materials incident/release
- Levee Failure
- Severe weather (heat, storms)
- Severe weather (wind tornadoes)
- Smoke from wildfires
- Subsistence
- Urban and Wildland Interface Fires
- Utility Disruptions (communications, power, water, sewer)

Capability Assessments, Corrective Actions, and Improvement Plans

During the After-Action Reviews (AAR) for severe weather, heat and cold and other events, it was identified that the following functions related to the events were inadequate:

- Alert and Warning

- Heat and Cold Lessons learned (internal)
- Animal Care and Shelter AAR
- VOAD Coordination all advocacy groups
- COVID19 Hotwash
- October 2021 Storms Lessons learned (internal)
- RD Coordination/Notice of potential emergencies/disasters

External Sources and Requirements

As a recipient of grants under the State Homeland Security Grant Program (SHSP), current requirements include four priority areas:

- Cybersecurity
- Soft target and crowded places
- Information and intelligence sharing
- Emerging threats

As a recipient of grants under the Emergency Management Preparedness Grant Program (EMPG), current requirements include:

- Logistics – Distribution management planning
- Evacuation Plan/Annex
- Disaster Financial Management
- Catastrophic Disaster Housing
- Resilient Communications

In addition, EMPG subrecipients should consider funding projects that fall into the state, regional, and national priority areas:

- Mass care
- Housing
- Economic Recovery

Accreditation Standards and Regulations

Emergency Management Standard by EMAP

Sacramento County has decided to utilize this program and the next multi-year's cycle to prepare for the Emergency Management Accreditation Program (EMAP) accreditation starting in Q3 of 2023.

CalOES Fact Sheet: Updates to County Emergency Plan Legislation

Between 2016 and 2021, there have been six bills amending or adding to Government Code regulating county emergency plans. These bills introduce new requirements regarding: county emergency plans (1) submission; (2) content and planning process; and, (3) review. The [Updates to County Emergency Plan Legislation Fact Sheet](#) lists the bills and summarizes the new requirements.

State of California Alert and Warning Guidelines (2019)

The State of California [Alert and Warning Guidelines \(2019\)](#) The Legislature finds and declares that the safety of local communities requires designated alerting authorities to ensure they have multiple operators, adequate testing and training, and functional equipment and software. It is therefore the intent of the Legislature that, to the extent designated alerting authorities have difficulty acquiring or maintaining adequate alert and warning resources, those designated alerting authorities may consult with the Office of Emergency Services on best practices to achieve those goals.

PREPAREDNESS PRIORITIES

Based on the above-mentioned considerations, the following priorities were determined to be the focus for the multi-year cycle of preparedness:

Preparedness Priorities
<ul style="list-style-type: none"> • <i>Logistics and Supply Chain Management</i> – Increase Sacramento County’s ability to provide effective resource tracking and logistics support. Additionally, increase the ability to manage the National Qualification System (NQS) measures and tracking for deployable individuals.
<ul style="list-style-type: none"> • <i>Mass Care Services</i> – Expand Sacramento County’s capacity to provide sheltering and care for evacuated animals. Further, provide a coordinated system that supports the care of agriculture animal operations.
<ul style="list-style-type: none"> • <i>Public Information and Warning</i> – Validate Sacramento County’s ability to execute public information and warning actions in notice, and no-notice events. Ensure inclusion of cultural competency and appropriate linguistic use.
<ul style="list-style-type: none"> • <i>Operational Coordination</i> – Reinforce and continue Sacramento County’s capacity to ensure a coordinated emergency response in a disaster.
<ul style="list-style-type: none"> • <i>Community Resilience</i> - Empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Logistics and Supply Chain Management

Increase Sacramento County’s ability to provide effective resource tracking and logistics support. Additionally, increase the ability to manage the National Qualification System (NQS) measures and tracking for deployable individuals.

Corresponding Capabilities:

- Situational Assessment
- Operational Coordination
- Operational Communications

Rationale:

Sacramento County recently developed a Logistics Functional Annex and Standard Operating Procedures.

- California Law AB 1568 (Committee on Emergency Management, Ch. 8, Stats. 2022)

Planning Factors:

- Areas identified in the recent Sacramento-San Joaquin Delta Flood Exercise with Reclamation Districts and county EOCs across the five Delta counties involved the resources ordering process from the Reclamation District level to the Operational Area and directly to the State Department of Water Resources. These processes revealed gaps in training at all levels.

Organization and Equipment Factors:

- OES Warehouse
- Logistics software and resources ordering process for in-county and out-of-county resources
- Development of NQS training WebEOC Board

Supporting Training Courses:

- Flood training for Reclamation Districts/Sacramento County OES in the Delta
- L 967 NIMS ICS All-Hazards Logistics Section Chief
- L 969 NIMS ICS All-Hazards Communications Unit Leader
- L 973 NIMS ICS All-Hazards Finance/Administration Section Chief
- Situation and Resource Tracking System Training (WebEOC)

Supporting Exercises:

- Flood TTX and Workshops for Reclamation Districts/Sacramento County OES in the Delta
- Sacramento Urban Wildfire Conflagration Tabletop Exercise (TTX)
- Sacramento Urban Wildfire Conflagration Functional Exercise (FE)
- Alert and Warning Seminar
- Annual Alert and Warning Regional Test (FSE)

Mass Care Services

Expand Sacramento County's capacity to provide sheltering and care for evacuated animals. Further, provide a coordinated system that supports the care of agricultural animal operations.

Corresponding Capabilities:

- Public Alert and Warning
- Situational Assessment
- Operational Coordination
- Housing

Rationale:

During the review of After-Action Reports (AAR) from severe weather winter storms and extreme heat events it was identified that increases in capabilities regarding sheltering animals is needed. Further, recent legislation requires counties to identify a program for agricultural businesses to gain access to their animals to care and feed them when the community is otherwise ordered to evacuate.

- California Law AB 1103 (Dahle, Ch. 609. Stats. 2021): Livestock Pass Program
- California Law AB 2238 (Rivas, Ch. 264. Stats. 2022): Extreme Heat
- California Law AB 2645 (Rodriguez, Ch. 247. Stats. 2022): Community Resilience Centers

Planning Factors:

In compliance with AB 1103, Sacramento County Office of Emergency Services in coordination with the Department of Agriculture are drafting a plan that would meet the intent of the legislation. Further, the Department of Agriculture will implement the plan through preparedness education, training and credentialing of agricultural businesses.

Organization and Equipment Factors:

- Sacramento County must identify an appropriate and secure credentialing system to create the "Agriculture Passes Just-in-time training" will need to be developed for a rapid credential process during an emergency.
- Sacramento County is looking to augment climate-controlled kennel trailers to deploy to sheltering locations especially as weather extremes impact the health and safety of animals in outdoor confined areas.

Supporting Training Courses:

- Ag Pass Training Program
- Animal Mass Care and Shelter Training
- L 967 NIMS ICS All-Hazards Logistics Section Chief

Supporting Exercises:

- Sacramento Urban Wildfire Conflagration Tabletop Exercise (TTX)
- Sacramento Urban Wildfire Conflagration Functional Exercise (FE)
- Alert and Warning Seminar

- Annual Alert and Warning Regional Test (FSE)

Public Information and Warning

Validate Sacramento County's ability to execute public information and warning actions in notice, and no-notice events. Ensure inclusion of cultural competency and appropriate linguistic use. Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard as well as the actions being taken and the assistance being made available, as appropriate.

Corresponding Capabilities:

- Public Information and Warning
- Community Resilience
- Long-Term Vulnerability Reduction

Rationale:

California Law SB 160 (Jackson, Ch. 402. Stats. 2019) requires that the next update of a county emergency plan, counties must include cultural competence into emergency plans by addressing, at a minimum, how culturally diverse communities within a county are served by the following (Gov. Code §8593.3.5, subd. (a)(1), (2), (3), (4), & (5))

State of California [Alert and Warning Guidelines](#) state that it is an inherent responsibility of local government organizations and officials to keep the public informed about natural, human-caused, and technological disasters in addition to what actions they need to take to protect themselves and their families.

Planning Factors:

- Sacramento County Emergency Operations Plan
- Joint Information System Plan
- Alert and Warning Annex

Organization and Equipment Factors:

Sac OES provides, and makes available, an Alert and Warning system to jurisdictions county-wide. The County maintains an *Integrated Public alert & Warning System* Certificate for dissemination of Wireless Emergency Alerts (WEA) and conducts an annual alert and warning test with the public.

Supporting Training Courses:

- PER 304 Social Media for Natural Disaster Response and Recovery
- L 952 NIMS ICS All-Hazards Public Information Officer
- L 105 Public Information and Warning
- L 197 Integrating Access and Functional Needs Into Emergency Management
- L 948 Situation Awareness and Common Operating Picture
- E 388 Advanced Public Information Officer
- G 290 Basic Public Information Officer
- IS-247.a Integrated Public Alert and Warning System (IPAWS)
- Vendor specific training for the Alert and Warning System

Supporting Exercises:

- Sacramento Urban Wildfire Conflagration Tabletop Exercise (TTX)
- Sacramento Urban Wildfire Conflagration Functional Exercise (FE)
- Alert and Warning Seminar
- Annual Alert and Warning Regional Test (FSE)

Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Corresponding Capabilities:

- Situational Assessment
- Logistics and Supply Chain Management
- Operational Communications

Rationale:

The Sacramento County Emergency Operations Plan lays out roles and responsibilities, authorities, direction and control, and many other important factors to ensure a coordinated response in an emergency or disaster. Past training and exercises as well as actual proclaimed emergencies (Floods, Extreme Weather etc.) have provided opportunities for improvement, which have been documented in several after-action reports and improvement plans. Additionally, new guidance from Cal OES, such as the State of California Alert and Warning Guidelines, Draft Best Practices for County Emergency Plans and several laws ((Government Code 8593.2, subdivision (c) and Government Code 8610, subdivision (c), Assembly Bill 2968 –requiring the California Governor’s Office of Emergency Services to “develop best practices for counties developing and updating a county emergency plan” by January 1, 2022)) among other things, continues to require plan updates and revisions..

Planning Factors:

- Sacramento County Emergency Operations Plan
- Operational Area Emergency Plan
- Alert and Warning Annex
- Evacuation Annex
- Logistics Annex
- Flood Response Annex

Organization and Equipment Factors:

- Area participation in Operational Area Council Meetings
- Work with National Weather Service beta testing probabilistic statistics for severe weather decision making support
- WebEOC board upgrades
- EOC Equipment to improve common operational picture

Supporting Training Courses:

- Cal OES/CSTI Essential Emergency Management Concepts Course
- Fundamentals of Action Planning
- G 191 ICS/EOC Interface
- G 205 Disaster Recovery
- G 235 Emergency Planning

- G 288 Local Volunteer and Donations Management
- G 606: SEMS Orientation
- G 611 EOC Section Position
- G 626E Essential EOC Action Planning
- G 775: EOC Management and Operations
- G 191 ICS/EOC Interface
- ICS 300
- ICS 400
- ICS/SEMS/NIMS Combined Course
- [IS 100.C: Introduction to Incident Command System](#)
- [IS 200.C: Basic Incident Command System for Initial Response](#)
- [IS 42 Social Media in Emergency Management](#)
- [IS 700.B: National Incident Management System \(NIMS\)](#)
- [IS 706: NIMS Intrastate Mutual Aid, An Introduction](#)

Supporting Exercises:

- Sacramento Urban Wildfire Conflagration Tabletop Exercise (TTX)
- Sacramento Urban Wildfire Conflagration Functional Exercise (FE)
- Alert and Warning Seminar

Community Resilience

Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Corresponding Capabilities:

- Logistics and Supply Chain Management
- Economic Recovery
- Long-Term Vulnerability Reduction

Rationale:

There are several new pieces of legislation designed around community resiliency centers throughout our community with additional requirements to create transportation plans to facilitate access to those centers. Additionally, the below legislation is contained in the State Emergency Plan crosswalk and is a requirement for emergency planning in California.

- California Law AB 2311 – (Brown, Ch. 283, Stats. 2021): Access and Functional Needs
- California Law AB 477 – (Cervantes, Ch. 218, Stats. 2019): Access and Functional Needs
- California Law SB 160 – (Jackson, Ch. 402, Stats. 2019): Cultural Competence
- California Law AB 2645 (Rodriguez, Ch. 247, Stats. 2022): Community Resilience Centers

Planning Factors:

- Sacramento County Emergency Operations Plan
- Operational Area Emergency Plan
- Logistics Annex
- Mass Care and Shelter Annex
- Recovery Annex

Organization and Equipment Factors:

- Area participation in Operational Area Council Meetings
- EOC Equipment to improve common operational picture
- Meet with VOAD and advocacy groups

Supporting Training Courses:

- Cal OES/CSTI Essential Emergency Management Concepts Course
- Fundamentals of Action Planning
- G 191 ICS/EOC Interface
- G 205 Disaster Recovery
- G 235 Emergency Planning
- G 288 Local Volunteer and Donations Management
- G 606: SEMS Orientation
- G 611 EOC Section Position

- G 626E Essential EOC Action Planning
- G 775: EOC Management and Operations
- G 191 ICS/EOC Interface
- ICS 300
- ICS 400
- ICS/SEMS/NIMS Combined Course
- [IS 100.C: Introduction to Incident Command System](#)
- [IS 200.C: Basic Incident Command System for Initial Response](#)
- [IS 42 Social Media in Emergency Management](#)
- [IS 700.B: National Incident Management System \(NIMS\)](#)
- [IS 706: NIMS Intrastate Mutual Aid, An Introduction](#)

Supporting Exercises:

- Sacramento Urban Wildfire Conflagration Tabletop Exercise (TTX)
- Sacramento Urban Wildfire Conflagration Functional Exercise (FE)
- Alert and Warning Seminar

PROGRAM REPORTING

By continuously monitoring improvement actions, Sacramento County can periodically examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the county and can inform future Integrated Preparedness Cycle activities.

Sacramento County jurisdictions will use the following actions as part of program reporting procedures:

- Sacramento County Emergency Management Corrective Action Program, overseen by the Emergency Operations Coordinator, will compile and record areas for improvement, lessons learned, and potential best practices identified from exercises and real-world incidents;
- Identify which actions are needed to address areas for improvement using the following questions:
 - What changes need to be made to plans and procedures?
 - What changes need to be made to organizational structures?
 - What changes to equipment or resources are needed?
 - What training can be leveraged to increase knowledge?
 - What legal changes have occurred that impact plans, operations, or best practices?
- Align actions to capabilities to allow for the measurement of the effect on corresponding capabilities;
- Prioritize and assign SMART corrective actions to one primary stakeholder to the greatest extent possible; and
- All corrective actions will be tracked and reported on a summary report provided to Sacramento County senior leaders and applicable stakeholders on a semi-annual basis.

MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES

Integrated Preparedness Schedule Q1 Y1 2023

January 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan			Alert and Warning template creation	CUPA Conference Public Health Preparedness Conference	
Organize			Alert and Warning Social Media Campaign	Operational Area Council Meeting	
Equip	Flood Fight Supplies and Equipment Conex Boxes		Finalize implementation of Alert & Warning software		
Train			Alert & Warning software training	ICS 300 ICS420 WebEOC G606 G775 G191	
Exercise				FAA Part 107 IMT Type 3 Active Shooter TTX Unified Response to Violent Incidents FSE	

February 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize			Alert and Warning Social Media Campaign		
Equip					
Train					
Exercise				EOC TTX Tactical Lifesaver HazMat IC Active Shooter TTX SWMHE TTX	Cyber Security Seminar

March 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan	Review Delta FE AAR, incorporate changes	Preparedness Conference		Preparedness Conference	
Organize			Alert and Warning Social Media Campaign		
Equip					
Train				Rescue Boat Operations G611 G626	
Exercise					

Integrated Preparedness Schedule Q2 Y1 2023

April 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize				Operational Area Council Meeting	
Equip					
Train				Swift Water Rescue Regional Emergency Management Conference	
Exercise	Finance Functional Annex Seminar				

May 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan				Radiological TTX (Spring/Summer 2023)	
Organize					
Equip					
Train				Essential Emergency Management Concepts HAZWOPER Refresh	

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Exercise				Urban Conflagration Exercise FE Tactical Lifesaver HazMat IC Active Shooter TTX SWMHE FSE	

June 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan				Hazmat Response Plan Update	
Organize					
Equip					
Train				DSW Training / CHEMPACK Training	
Exercise					

Integrated Preparedness Schedule Q3 Y1 2023

July 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Organize				Operational Area Council Meeting	
Equip					
Train					
Exercise					

August 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize					
Equip					
Train				Intentional MCI Event Training Interdrone Conference	
Exercise			Alert and Warning FSE	Active Shooter TTX	

September 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize					
Equip					

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Train				L 969 Communication Unit L 948 SA/COP Suspect Tactics and Perimeter Continuing Challenge Hazmat WKSH	
Exercise					

Integrated Preparedness Schedule Q4 Y1 2023

October 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize	Flood Preparedness			Operational Area Council Meeting	
Equip					
Train				Cybersecurity (CIKR) DJI Airworks Conference	
Exercise			Regional Alert & Warning FSE	MPOD Safety TTX Pan Flu FSE	Damage Assessment Drill

November 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize		Coordinate with State guidance on Resilient Centers			
Equip					
Train				Tactical Lifesaver Explosive Ordinance Disposal Equip. Training	
Exercise				Active Shooter TTX Pan Flu FSE	

December 2023

Activity	Priority 1 Logistics	Priority 2 Mass Care	Priority 3 Public Information, Alert and Warning	Priority 4 Operational Coordination	Priority 5 Community Resilience
Plan					
Organize					
Equip					
Train			PIO Training (UASI)	Health Care Coalition Conference	
Exercise				RAND Drills	