



# 2023 Virtual Regional Table Top Exercise: January 25, 2023

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After-Action Report/Improvement Plan

February 27, 2023

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

## EXERCISE OVERVIEW

<b>Exercise Name</b>	Family Reception Center Regional TTX Exercise
<b>Exercise Dates</b>	Virtual Table Top Exercise: Wednesday, January 25, 2023, 0900-1200.
<b>Scope</b>	The exercise was coordinated and controlled through a virtual platform. Partners conducted exercise play at their own facilities or agencies with key leaders and jurisdictional partners.
<b>Mission Area(s)</b>	Response and Recovery
<b>Core Capabilities</b>	Operational Coordination (Emergency Operations Coordination) (EOC) Operational Communication (Information Sharing) (IS) Fatality Management (FM) Public Information and Warning (Emergency Public Information and Warning) (EPIW)
<b>Objectives</b>	(EOC) Demonstrate ability to activate ICS/Command Post/EOC. (EOC) Ensure coordinated response throughout simulated event by activating and sustaining the incident command system. (IS) Ensure situational awareness throughout simulated event by maintaining a common operating picture. (IS) Practice internal and external communication plan. (FM) Demonstrate an understanding of community plans and authorities for emergency resulting in mass fatalities. (FM) Establish Family Reception Center Operations. (EPIW) Determine the need for a Joint Information System. (EPIW) Establish avenues for public interaction and information exchange.
<b>Threat or Hazard</b>	Ferris wheel collapse onto building at County Fair.
<b>Scenario</b>	It is a humid, 80-degree evening during the largest event of your County fair when a Ferris wheel collapses onto other buildings resulting in injuries, fatalities, and unaccompanied minors. Hospitals and dispatch centers are quickly overwhelmed with media requests and family

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	members seeking information about their loved ones. EMS is overwhelmed and victims are self-reporting to hospitals. There are children at the hospital without accompanying adults. The decision has been made to open a Family Reception Center. Even after 24 hours, some family members are still seeking information about patients, not all injured or dead have been identified, and some patients have been transferred to hospitals out of the area and State.
<b>Sponsor</b>	American Red Cross North West Wisconsin Emergency Management Region Northwest Wisconsin Healthcare Emergency Readiness Coalition Western Wisconsin Healthcare Emergency Readiness Coalition West Central Wisconsin Emergency Management Region Western Wisconsin Public Health Readiness Consortium
<b>Participant Feedback</b>	See Appendix A
<b>Participating Organizations</b>	See Appendix B 18 Jurisdictions 329 Participants
<b>Points of Contact</b>	Brittany Fry WWPHRC Director <a href="mailto:Brittany.fry@co.eau-claire.wi.us">Brittany.fry@co.eau-claire.wi.us</a> 715-495-1102  Aimee Wollman Nesseth NWWIHERC Program Coordinator <a href="mailto:coordinator@nwwiherc.org">coordinator@nwwiherc.org</a> 715-379-6664

### ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Demonstrate ability to activate ICS/Command Post/EOC. 2. Ensure coordinated response throughout simulated event by activating and sustaining the incident command system.	Emergency Operations Coordination		(S)		
	Operational Coordination		(S)		

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Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<p>1. Ensure situational awareness throughout simulated event by maintaining a common operating picture.</p> <p>2. Practice internal and external communication plan.</p>	<p>Operational Communication</p> <p>Information Sharing</p>		<p>(S)</p> <p>(S)</p>		
<p>1. Demonstrate an understanding of community plans and authorities for emergency resulting in mass fatalities.</p> <p>2. Establish Family Reception Center Operations</p>	<p>Fatality Management</p>		<p>(S)</p>	<p>(M)</p>	

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Determine the need for a Joint Information System.	Public Information and Warning		(S)		
2. Establish avenues for public interaction and information exchange.	Emergency Public Information and Warning		(S)		

Table 1. Summary of Core Capability Performance

**Ratings Definitions:**

**Performed without Challenges (P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Performed with Some Challenges (S):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

**Performed with Major Challenges (M):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Unable to be Performed (U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

## Core Capability 1:

### Emergency Operations Coordination and 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.

### Objective 1:

Demonstrate the ability to activate ICS/Command Post/EOC.

#### Capability Targets:

1. Recognize the need for ICS activation when asked to support a Family Reception Center.
2. Identify internal and external communication/activation processes.
3. Describe relationship between Family Reception Center and Emergency Operations Center (Liaison) Identify where or how ICS will meet (location, through video conference, etc.)

### Exercise Strengths

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** Diverse partners representing many agencies within the counties participated in this exercise and reaffirmed their commitment to working together in emergency preparedness and response planning.

**Strength 2:** Many counties identified robust plans for Incident Command activation and Emergency Operations Center operations.

**Strength 3:** Many counties identified strong existing partnerships with County Fair Boards, EMS, Emergency Management, Public Health, Law Enforcement, health care, and other community partners.

### Overall Strength:

Participants in the exercise stated many individuals in attendance are trained in Incident Command operations and feel comfortable with their anticipated roles and responsibilities. Some counties routinely open their Emergency Operations Center during large community-wide events and therefore have key incident command positions already filled for the duration of the event. One identified benefit to living and working in small, rural counties is knowing your partners and trusting they will be there to assist in an emergency.

## Areas for Improvement

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** There is an identified need to update, localize, and simplify some Job Action Sheets, particularly for Family Reception Center Operations.

**Area for Improvement 2:** Some facilities expressed the need for more familiarity and training in ICS terminology, roles, and forms, including pre-identifying individuals to fill key roles such as the Public Information Officer and Liaison Officer.

**Area for Improvement 3:** Some counties stated they have identified a need to reestablish relationships with key partners including city officials, public health staff, Emergency Management staff, hospital, and school staff following the COVID response.

## Overall Area for Improvement:

Almost all counties identified the need to provide Incident Command training, including ICS 300 to some individuals, due to the rate of turn over and new organizational staff. In large part due to the COVID response, education and role familiarity for Family Reception Centers has not been a priority.

## Objective 2:

Ensure coordinated response throughout simulated event by activating and sustaining the incident command system.

### Capability Targets:

1. Clearly identify who assumes the role of the Incident Commander given the scenario.
2. Distinguish between on-scene Incident Command and FAC Incident Command.
3. Discuss what other roles from the Incident Command System may need to be activated throughout the event.
4. Utilize the FAC Checklist

## Exercise Strengths

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** Many counties stated they have robust plans with the County Fair Board, EMS, and Emergency Management during large community-wide events.

**Strength 2:** Most counties identified strong well-established relationships and understanding of roles and responsibilities in emergency response to prevent duplication of efforts.

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**Strength 3:** Gathering individuals with broad ICS experience to assist those less familiar with the process during exercises was identified as a strength.

### Overall Strength:

Many counties invited members of the County Fair Board to attend this exercise and were able to discuss how their emergency plans integrate with responder plans in an incident. Gathering individuals who represented many diverse aspects of emergency response was identified as a strength. There is a variety of experience levels within our counties regarding the Incident Command System, however, most counties have leaders within their response structure who have experience and are willing to work for the good of the community. Adaptability and flexibility to the demands of the scenario were recognized as a strength and were credited to knowing each other and working together frequently.

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Small, rural counties lack depth in emergency response personnel for prolonged, multi-day incidents.

**Area for Improvement 2:** There is a need to clarify county overtime pay policies for greater understanding prior to an incident.

**Area for Improvement 3:** There is a need to identify individuals to fill key roles within the ICS structure, train new employees, and expand training and education to smaller towns and municipalities within the county.

### Overall Area for Improvement:

Many counties identified the need to update plans, provide education, training, and exercises for new employees due to significant turn over in the past several years. Preparing for an activation of a Family Reception Center is important, but has not been a priority in the past couple of years. Therefore, creating “go kits”, determining roles and responsibilities, and identifying additional partners in schools, hospitals, and human services was recognized as an opportunity for improvement.

## Core Capability 2:

### Objective 1:

Ensure situational awareness throughout simulated event by maintaining a common operating picture.

#### Capability Targets:

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1. Discuss how to gather information regarding issues/concerns within the organization and how to share this information with Incident Command.
2. Identify and discuss tools for documentation of ongoing actions, needs, and requests.

### Exercise Strengths:

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** Most counties identified strong communication plans within their individual agencies, some of which have improved through previous exercises.

**Strength 2:** Great communication and participation with the exercise team. Some previously unknown resources were identified and shared.

**Strength 3:** Hospital partners have the ability to scan radio traffic and hear when there is an incident prior to official notification.

### Overall Strength:

Nearly all participants in the exercise stated they have an alert or mass communication system that has been put into practice over the past several years. They have used these systems often and are confident in their ability to reach staff in an efficient and timely manner. One county stated they have improved their communications plan through previous exercises. Others named well-established relationships with key partners as a benefit when communicating during a crisis.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** There is a need for cross-agency communication plan sharing including contact lists.

**Area for Improvement 2:** There is a need for better interoperable communications between county partners, including better cell phone services in several counties.

**Area for Improvement 3:** There is a need to clarify which mass notification system works best within the county and to be sure the right people are uploaded into the system for efficient notification if activated.

### Overall Area for Improvement:

Nearly all participants named the importance of updating communication lists frequently and one suggested creating the following type of contact information for all community partners: Primary, Alternate, Contingency, and Emergency contacts (PACE). Others identified the need to build access and familiarity with EMResource, GETS cards, RAVE, or ARES/RACES (Local Ham

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radio operators). Nearly all jurisdictions named the need for additional Crisis Emergency Risk Communication and Public Information Officer training.

### Objective 2:

Practice internal and external communication plan.

#### Capability Targets:

1. Identify the internal Communication Plan as outlined in your organizational Communication Plan. When was it last updated?
2. Identify the external Communication Plan as outlined in your organizational Communication Plan (to off-site staff, community partners). Discuss how to manage calls from the media or worried family/guardians.
3. Discuss sharing of information policies and procedures between hospital partners and the FAC.

### Exercise Strengths:

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** Facilities feel comfortable utilizing the internal mass notification or communication platforms they have available to them.

### Overall Strength:

The majority of participants feel comfortable with internal communication plans that have been utilized often during the past several years of COVID response.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** There is a lack of written communication plans between agencies.

**Area for Improvement 2:** There is a lack of trained Public Information Officers within the majority of the counties that participated in this exercise.

**Area for Improvement 3:** There is a need to ensure all internal and external contacts are up to date in the communication and alerting systems.

**Area for Improvement 4:** There is a need to clarify how information would be shared between a Family Reception Center and hospital that maintains the integrity of HIPAA during Emergency situations.

### Overall Area for Improvement:

The majority of participants had confidence in their own internal agency communication plans, but were less confident in their external plans, particularly around the role and responsibility of the Public Information Officer. There remains much confusion regarding how HIPAA applies in these types of emergency situations. Finally, ongoing education regarding the county-wide mass alerting systems was evident during the exercise.

### Core Capability 3:

**Fatality Management:** Ensure roles are identified, establish family Reception center operations, and address aspects of fatality management.

#### Objective 1:

Demonstrate an understanding of community plans and authorities for an emergency resulting in mass fatalities.

##### Capability Targets:

1. Discuss Medical Examiner or Coroner authority in this type of mass fatality event.
2. Discuss preparation for initial surge of decedents (hospital, and funeral homes).

### Exercise Strengths:

The performed with “**major challenges**” capability level can be attributed to the following strengths:

**Strength 1:** Some counties have Memorandums of Understanding in place with schools, churches, or other locations for reunification or family reception activities.

**Strength 2:** Strong partner relationships, particularly between EMS and law enforcement, for effective problem-solving when faced with challenges in an emergency event that could result in a surge of decedents.

### Overall Strength:

Some participating counties feel confident that the proper authorities would know how to handle this type of situation, even if those in the room for this exercise were less aware of the protocols or plans.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

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**Area for Improvement 1:** There is a need for an awareness of who has the authority to notify family and friends of individuals injured or deceased in this type of incident.

**Area for Improvement 2:** There is a need to clarify what the trigger would be and who has the authority to activate a Family Reception Center plan in each county.

**Area for Improvement 3:** Fatality Management plans including storage capacity and locations for decedents need to be updated in most counties.

**Area of Improvement 4:** Patient tracking systems are not utilized at this time.

### Overall Area for Improvement:

Opportunities for improvement named in this exercise included meeting with and including the county Coroner or Medical Examiner in reviewing Fatality Management plans to have a better understanding of existing policies, authorities, processes, and protocols. There is an identified lack of understanding of how unidentified individuals would be identified, how evidence would be collected or how and where victims would be interviewed following this type of large-scale incident.

### Objective 2:

Establish Family Reception Center Operations

#### Capability Targets:

1. Identify and discuss how request for Family Reception Center operations will occur. Who makes the request and to whom?
2. Discuss coordination between law enforcement, medical examiner, coroner, hospitals, and Family Reception Center operations (may or may not include Red Cross).
3. Discuss initial roles and responsibilities of the Family Reception Center Operations.
4. Discuss and identify additional resource availability for family grief support (i.e. clergy, mental and behavioral health, chaplains).

### Exercise Strengths:

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** A few counties state they have strong existing and solid plans in place for Family Reception Center operations.

**Strength 2:** Some counties have held previous training on Family Reception Center operations and have adopted tools from the “I Love You Guys” Foundation.

**Strength 3:** Some counties identified strong relationships with children’s services, mental and behavioral resources, and chaplain corps within their jurisdictions.

### Overall Strength:

Previous regional trainings pertaining to Family Reception Centers have been held in recent years. Some tools have been adopted from those trainings. It is recognized that mental, behavioral, and spiritual support services would be essential for people of all ages in this type of incident.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Some counties state they have to create or update an outdated plan for Family Reception Center operations.

**Area for Improvement 2:** There is a need for better definition and delineation of Family Reception Center roles and responsibilities.

**Area for Improvement 3:** There is a need to better identify the trigger points for opening and closing Family Reception Center operations.

### Overall Area for Improvement:

Most counties who participated in the exercise have some plans in place for Family Reception Center operations. However, knowledge of these plans and developing more robust plans across agencies was identified as an opportunity for improvement. There is an additional need to add policies for situations such as reunification of minors with family members, patient tracking, and communication between hospitals and the Family Reception Center.

### Core Capability 4:

**Public Information and Warning (Emergency Public Information and Warning):** Ensure continuous, timely, and coordinated public information dissemination.

### Objective 1:

Determine the need for a Joint Information System.

#### Capability Targets:

1. Identify a public health communication representative, such as a PIO to participate in the jurisdictional EOC to ensure public health messaging capacity is represented.
2. Discuss the following elements of Public Information and Warning: information gathering, information dissemination, operations support, and liaison roles to public information personnel. Ensure coverage for extended operational periods, as applicable.

### Exercise Strengths:

The performed with “some challenges” capability level can be attributed to the following strengths:

**Strength 1:** Some counties have well-trained, identified Public Information Officers.

**Strength 2:** Some counties stated they have clearly designated locations for media within their counties for press briefings and staging.

### Overall Strength:

Some counties have thought through where media representatives would be staged prior to large community events. They also have lists of press contacts and the ability to get messages out quickly when needed through various media platforms.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** There is an identified need to train additional Public Information Officers and to provide education on Crisis Emergency Risk Communications.

**Area for Improvement 2:** There is an identified concern about communication with hospitals in light of HIPAA and concerns about working with hospitals out of the region or State.

### Overall Area for Improvement:

Additional training is needed regarding how a Joint Information Center would become operational considering the number of agencies potentially involved in Emergency Response in this type of scenario. Clarifying and adopting clear policies regarding what private health information may and may not be shared between healthcare providers and Public Health agencies would be beneficial to prevent any delays in information sharing during a response.

### Objective 2:

Establish avenues for public interaction and information exchange.

#### Capability Targets:

1. Discuss the implementation of scalable methods, such as Internet sites, call centers, non-emergency lines, such as 211, and social media to respond to public and media inquiries, as needed, for the incident.
2. Discuss the use of social media platforms and text messaging. Implement social media platforms, such as Twitter and Facebook and opt-in targeted notifications through texting, when and if possible, for messaging to the public.

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3. Discuss how to manage calls from the media requesting information from the FAC or interviews with family members.

### Exercise Strengths:

The performed with “**some challenges**” capability level can be attributed to the following strengths:

**Strength 1:** All counties have access to some form of mass communication system to alert and share messaging with the community either through county emergency management, local public health or school systems.

### Overall Strength:

Many different types of mass notification systems are used within our Regions.

### Areas for Improvement:

The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Increasing visibility and registration for mass notification systems remains a priority for many counties.

**Area for Improvement 2:** There is a need to review and update Crisis Communication Plans across organizations to ensure they are integrated and efficient.

**Area for Improvement 3:** There is a need to pre-script emergency messaging, particularly for social media platforms.

### Overall Area for Improvement:

Planning for social media engagement during this type of incident was identified as an opportunity for improvement as well as planning for the use of tools such as 211 to ensure accurate and timely information sharing with the public. Understanding and developing clear processes to activate these tools for activities such as donations management were identified. It was suggested that identifying a Public Information Officer “on call” for large community-wide events is a good idea.

**Barron County  
Executive Summary and Improvement Plan**

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Date of Exercise:	Name of Agency or Jurisdiction	Name, Phone, Email of PRIMARY POC for this document:	Number of Agencies that participated in this exercise (including your own):	Total number of local participants (people) that participated in exercise:
<b>January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise</b>	<b>Completing this form:</b> Barron County Department of Health & Human Services	Nicole Nelson, RN 715-537-6167 <a href="mailto:nicole.nelson@co.barron.wi.us">nicole.nelson@co.barron.wi.us</a>	Leave Blank  18	29
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b>		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b>		
<ol style="list-style-type: none"> <li>There were multiple organizations that participated in the exercise with some organizations having several staff able to attend.</li> <li>Easy and productive communication was happening with each set of questions that were presented to the group. There was a sense of partnership and willingness to step in and help as needed.</li> <li>Plans are already in place for major events and communication between healthcare and Emergency Management is already in place if there is an event happening in the area where it might impact that healthcare system.</li> </ol>		<ol style="list-style-type: none"> <li>Communicating between the FAC and healthcare systems in reunification of children to caregivers is not clear.</li> <li>It would be helpful to have a mass alerting system for all the organizations in the ICS structure to be able to use during a big event.</li> <li>Our Emergency Manager is a major part of all events. We need a backup plan if he not available during the event.</li> </ol>		

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination</b>	A backup person needs to be identified for the EM if something were to happen and he is not available.	In all plans the Medical Examiner/backup Emergency Manager should be a backup contact person if the EM is not available.	All partners will update plans with this contact information	All	6/30/2023
<b>Operational Communication</b>	There is no clear way to communicate HIPAA information between the FAC and Healthcare to reunite families.	Discussed having a contact person at each facility and updating this information on a shared platform such as WEB EOC.	Healthcare and Public Health to update plans	Healthcare and Public Health	6/30/23
<b>Operational Communication</b>	Each organization has their own way of notifying staff, but there is not a way to send out a mass notification. There is a mass notification system that the fire department uses called I am responding. It may be possible to use this for a major event.	Emergency Management will look further into this and see what the cost would be along with if it will be beneficial.	Emergency Management	Mike Judy	6/30/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Barron County Executive Summary and Improvement Plan

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The exercise scenario took place at the Barron County Fair in the hot summer month of July where a Ferris wheel went into the crowd over many people. This was a virtual/in person exercise where the moderates Aimee-NWWIHERC and Brittany-WWPHRC put together the scenario and questions to display on the screen and local partners were all together in a room 110 at the Barron County Government Center to talk through each set of questions. Partners include Health and Human Services, Public Health, Emergency Management, Medical Examiner, Hospital staff, Police, School staff, and GIS. There were many different partners that could bring different perspective to each set of questions. It was clear that all partners have a great working relationship already, which made the conversations flow well. Many plans are already in place for major events and have been used in past years with events such as the tornado, wind storms, COVID-19 and a missing child event. Some areas to improve on are having a mass alerting system for all partners in the county to make responding to an event smoother. The county already pays for "I am Responding", which is a communication app the fire department currently uses. Our Emergency Manager is going to look more into this app along with cost. Communicating between the hospitals and FAC would be challenging if the event ever happened in real life due to HIPAA laws. A solution to this is to use a platform called WEBEOC and have a point of contact for each healthcare system and the FAC to help connect missing children to families. During the fair our sheriff's department and many staff in emergency roles are at the fair. If our EM were hurt during the event and not able to start the response process, we would need a backup. It was noted that our ME would be the backup for this. This exercise was beneficial and helped answers some questions on how the response would happen and left the group with some ways we can help improve our plans.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Buffalo County  
Executive Summary and Improvement Plan**

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<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Buffalo County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Jamie Weaver <a href="mailto:Jamie.weaver@buffalocountywi.gov">Jamie.weaver@buffalocountywi.gov</a> 608-685-6331	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b>  17	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Participants know area and available resources well, as a group 2. Fast mobilization plan in the beginning of an emergency 3. Participants engaged and passionate about planning and preparedness		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Lack of continued communication around emergency planning 2. No Law Enforcement, Coroner or School representatives attended 3. Communication tree and chain of command (roles in EOC/ICS structure) not well established, uncertainty in roles 4. A lot of turn over causing gaps in updated planning			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination</b>	Incident Command System not well established, a lot of role guessing	Review ICS trainings for relevant staff. Meet with EM to revise written EOC plan/assigned roles	Health Officer, Emergency Management	Emergency Manager	
<b>Operational Communication</b>	Unfamiliar with communication plan due to turnover	Review communication plan and information allowable to provide in emergencies	Health Officer	Health Officer	

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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01/25/23

Representatives from Buffalo County EMS, Fire, Health Department, Human Services, Buffalo County Fair Board, UW-Extension (4-H), and Emergency Management were present for an FAC Tabletop Exercise involving planning for a mass casualty/fatality event at a county fair. The group was able to identify area resources well and had an agreed-upon plan for fast mobilization of people and resources at the beginning of an emergency event. Participants involved in the exercise were engaged and passionate about their response and planning. It became apparent that there was confusion among the group on the roles within the ICS command structure and who would activate or fill certain roles. The group was also lacking knowledge of sharing information policies and procedures. The Communication Plan needs to be reviewed and discussed. Also, key players that would be involved in an emergency event such as this were absent from the exercise (i.e. Law Enforcement, Coroner).

Overall, the exercise was a success, as people were able to build working relationships and learn about each other's roles and resources. There was feedback that more exercises, such as this, would be valuable and attended. Moving forward, we will update the plans and build on what is already established to make our response efforts more organized and robust.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Chippewa County Department of Public Health / Chippewa County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Jennifer Lenbom, 715-726-7900 jlenbom@co.chippewa.wi.us	<b>Number of Counties that participated in this exercise (including your own):</b> 18	<b>Total number of local participants (people) that participated in exercise:</b> 17	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Good representation/partnerships/knowledge sharing 2. Increased awareness of roles and responsibilities of other disciplines/agencies. 3. Large festivals/activities have emergency plans and work with EM and involved agencies prior to events. Additionally, our fair organization is proactive in doing exercises and making improvements to their facilities.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Increase in FAC training and planning is needed 2. Communication across organizations, and to the public. 3. Gaps in finance tracking			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination/EOC</b>	Not all agencies are aware of FAC and roles.	Coordinate/hold FAC training and/or exercise	CCDPH/ EM	Jenny & Allie	06/30/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Chippewa County  
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<b>Operational Coordination/EOC</b>	Not set FAC location	Set up an MOU with Jacob’s Well to be a FAC site	EM	EM Coordinator	06/30/2023
<b>FM/IS</b>	Not all fire districts have the up-to-date SOG for all major events (fair/fests)	Ensure staff at each fire district has current SOG/Emergency plans for events they would respond to.	Fire / EM / Event Organizers	EM coordinator / Fire chiefs	06/30/2023

January 25, 2023 – Fair Mass Casualty/Fatality Table Top Exercise  
 Participants: Jennifer Lenbom, Allie Isaacson, Kristen Kelm, Audra Knowlton, Angela Weideman, (CCDPH)  
 Mark Roshell, Ron Patten, Josh Walters (Chippewa County Coroner’s)  
 Russ Bauer, Marcia Trubshaw (CC EM)  
 Leslie Fijalkiewicz (CC Human Services)  
 Chad Schara (Chippewa Falls Fire)  
 Kathy Shear (Tilden Tire)  
 Randy Knowlton (CFUASD)  
 Chris Wright (HSHS)  
 Ed Orgon (Lake Hallie PD)  
 Rusty Volk (NWSF)

Areas of strengths were identified. These included strong partnerships with the participating agencies. The participants provided great knowledge and feedback throughout the exercise. The exercise helped increase awareness of the roles and responsibilities of other disciplines/agencies. Many learned about the significant planning and safety plans of our local fair. These include having a carnival that exercises for events, making improvements to the facility to increase safety and notification. We also learned that all our large events have an emergency plan and they walk through it prior to each year’s event with the involved responding agencies.

Some areas of improvement include:  
 We found that there is a lack in training/exercising of a FAC. Many agencies identified a need to learn more and then to also update our FAC local plan. Communication was identified as a gap, as with a large event comes many types of communication. This includes between responders, keeping public up to date, who shares what information, communication between coordinating agencies. It was also identified that there is a strong need to track finances.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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This was a great exercise for partners to come together. We learned new things that weren't known to all agencies, like a mass causality trailer, each event has a plan, process for notifying EMS. We continued to build relationships and identified ways to continue to exercise and grow together as a community.

We identified ways that we can continue to make improvements to our response efforts in our community. It was good to see partners' faces and identify staff that may be involved in collaboration in the future. Many agencies have had staff turnover, so it was good to bring new people to the table and learn about all agencies involved.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Clark County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or                  Jurisdiction                  Completing this form:</b> Clark County Health Department	<b>Name, Phone, Email of PRIMARY POC for                  this document:</b> Corrine Spencer corrine.spencer@co.clark.wi.us	<b>Number of                  Counties that                  participated in this                  exercise (including                  your own):</b>  18	<b>Total                  number of                  local                  participant                  s (people)                  that                  participate                  d in                  exercise:</b> 28	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. CCHD has an FAC plan in place. 2. Numerous partners from all areas of the county participated in the exercise. Participants were very willing and open to learning and participating in the exercise. 3. Clark County is a rural county, allowing for people to have connections throughout the county. Residents are willing to help during times of need.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Too much reliance on cell phone and the internet; need to have back-up plans in place in case of outages, and Clark County has lots of areas that don't have good cell phone service. 2. Due to being rural, Clark County has limited resources (staffing, financial, etc.). 3. There are numerous small towns and municipalities throughout the county; need to get them more involved in the planning and preparation process.			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Public Information</b>	Information is difficult to disseminate due to language barriers and	Explore different avenues of communication – Nixle, school apps,	Public Health and Emergency Management		12/31/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Clark County  
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	large population of plain community members.	Mennonite Disaster Services & plain community hotline.			
<b>Fatality Management</b>	Unsure of the process of opening the FAC. Who makes the final decision/who makes the decision to open? Shared decision? Or okay from one specific person?	Clarify the process of opening an FAC in Clark County. Identify who initiates the request.	Public Health, Emergency Management, Clark Co Coroner, Clark County Board		12/31/23
<p>The FAC exercise took place in the Clark County Board Room on January 25, 2023. Multiple agencies from all over the county participated, with a total of 28 participants. Key partners at the table were representatives from local hospitals, law enforcement, EMS, ARDC, emergency management, school districts, social and community services, along with a few people from local municipalities. Strengths identified during this exercise include the abundant support of partners throughout the county, the willingness and ability for people to help, and the fact that Clark County has a FAC plan in place. Opportunities for improvement include the need for a back-up plan to access information during times of internet and/or cell phone outages and/or lack of cell phone service, lack of resources throughout the county, and the need for more municipalities to get involved in the planning process.</p> <p>Overall, the exercise was a great success, with many lessons learned. The exercise facilitated a lot of in-depth discussion regarding emergency preparedness. Many agencies reported learning a great deal of information today. Moving forward, the Clark County Health Department plans to explore and improve ways to disseminate information to our diverse rural population. The Clark County Health Department will facilitate discussions with EM and the Coroner regarding the process of establishing a FAC, so that the everyone is one the same page in the event of an emergency. This exercise was a wonderful opportunity to meet with local partners to continue working on emergency planning.</p>					

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Crawford County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction Completing this form:</b> Crawford County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Sonya Lenzendorf/Dawn Adams (608) 326-0229 <a href="mailto:slenzendorf@co.crawford.wi.gov">slenzendorf@co.crawford.wi.gov</a> <a href="mailto:dawn.adams@co.crawford.wi.gov">dawn.adams@co.crawford.wi.gov</a>	<b>Number of Counties that participated in this exercise (including your own):</b> 18	<b>Total number of local participants (people) that participate d in exercise:</b> 4	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Our overall plan is pretty solid! 2. The current PIO's are respected in our community and know their role. 3. We have partners outside of our jurisdiction that we can rely on.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Death notification guidance. How to ensure that death notifications are relayed to appropriate next of kin in order to respect privacy and HIPPA compliance. 2. Do we have enough PIO's? Look at current list and provide a PIO training to ensure depts are represented. 3. Internet and cell phone service can be spotty at our fair's location.			
Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Fatality Management</b>	Who specifically is in charge of notifications of death and how are we ensuring correct individuals are notified.	Reach out to partners including but not limited to the Sheriff's Dept, Coroner & Hospital in order to draft guidance.	Public Health	Sonya Lenzendorf/Dawn Adams	06/30/2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Crawford County Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

On January 25, 2022, Crawford County participated in the Northwest Wisconsin Healthcare Emergency Readiness Coalitions' 2023 Virtual Regional Tabletop Exercise. This exercise focused on the operation of a Family Reception Center (FAC) during a mass fatality incident. Numerous jurisdictions throughout the state participated in this Webex exercise. Crawford County joined with 4 individuals: Jim Hackett, Emergency Management Director, Marc Myhre, Emergency Management Specialist, Dawn Adams, Public Health Specialist & Tricia Koeller, Public Health Nurse.

The Tabletop Exercise involved an incident at the local fair. A Ferris wheel collapses into buildings resulting in fatalities, casualties, family separation, unaccompanied minors and also a transient population with no connections to local family or resources. We followed our local fair emergency plan as this tragedy unfolded and were able to identify strengths and opportunities along the way. Overall we found that our plan was pretty solid and felt confident that we had a really good foundation to build on even though we did recognize some opportunities. We also felt that the Public Information Officer (PIO) pool that we now have is strong and well respected in the community. A final strength noted is knowing that we can count on our neighboring jurisdictions to assist as needed with this type of event.

We were able to identify several opportunities. We struggled with who and how death notifications were going to be relayed. This is a tough job and we want to be very careful not only who we assign to carry out these notices, but also to whom these notices should be given to avoid HIPPA violations and to uphold respect for the next of kin. PIO's were also discussed as an opportunity. It has been a couple of years since PIO training was offered in our jurisdiction. Because of turnover, retirements, etc., we will consider another PIO training to ensure that our PIO list is robust. Finally, at our local fair location, internet and cell phone service is mediocre at best. Internet and cell phone service are vital when it comes to communication during such an event. We do have back up technology resources at our fair location but recognize that more advanced technology would be ideal, however, very expensive and not feasible at this time.

This exercise was a success! Even though we were unable to recruit many participants (due to late notice of the event), Emergency Management and Public Health were able to play the exercise out and recognize gaps that we need to fill and to celebrate strengths that we do have. Going forward our jurisdiction will work more closely together and more regularly to discuss our emergency plans so that we will all be optimally prepared when an emergency happens.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Douglas County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<p><b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise</p>	<p><b>Name of Agency or Jurisdiction</b> Completing this form:  Douglas County Public Health</p>	<p><b>Name, Phone, Email of PRIMARY POC for this document:</b>  Lisa Freier, Cindy Freeberg <a href="mailto:Lisa.freier@douglascountywi.org">Lisa.freier@douglascountywi.org</a> <a href="mailto:Cynthia.freeberg@douglascountywi.org">Cynthia.freeberg@douglascountywi.org</a>  715-395-1304</p>	<p><b>Number of Agencies that participated in this exercise (including your own):</b>  18</p>	<p><b>Total number of local participants (people) that participated in exercise:</b>  26 in person, 4 virtual 30 total</p>
<p><b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. Variety of partners participating in the exercise. Key players were represented well.</li> <li>2. Sincere engagement and buy in of all partners and participants.</li> <li>3. Internal preparedness plans that already exist among some of the agencies present at exercise.</li> <li>4. Availability of resources that were discovered among agencies that were not known before.</li> </ol>		<p><b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. Coordination and communication during an actual event among agencies responding, who is in incident command, how are responsibilities assigned, resource request/dispersal process.</li> <li>2. Public information sharing: <ul style="list-style-type: none"> <li>• Not all agencies have identified a trained PIO.</li> <li>• More information is needed on how to create a joint information center (JIC) with unified messaging.</li> <li>• Lack of communication in clarifying who talks about what topics at a press conference.</li> </ul> </li> <li>3. More frequent tabletop exercises for all key players and people within each agency (more time for preparedness exercise, follow up meetings after exercises, etc.).</li> </ol>		

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Douglas County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Public Information and Warning</b>	PIO designation and public information sharing was touched on briefly but needs further discussion and planning as it was identified as a significant gap	<p>PIO designation and training with each agency. Clear communication on who is the PIO for each agency.</p> <p>Having designated PIOs meet together to discuss/practice joint messaging and how to form a Joint Information Center.</p> <p>PIO training to be sought out and offered locally.</p>	<p>All organizations that may have staff who will share information publically.</p> <p>Public Health to facilitate discussions and find trainings.</p>	<p>Managers at organizations, those responsible for media/public relations.</p> <p>Public Health Cindy Freeberg Kathy Ronchi</p>	1/25/2024 and ongoing
	Inadequate training for PIOs for communicating information to the public	Invite agencies to participate in a "Crisis and Emergency Risk Communication (CERC)" training	Public Health to work on organizing and facilitating	Cindy Freeberg Kathy Ronchi	01/25/2024
<b>Operational Communication /Information Sharing</b>	Agencies were not aware of each other's internal preparedness plans (Ex: parent and child reunification plan at hospitals and	Determine how individual agency plans work together during an emergency to create a unified approach. Schedule meetings throughout the year (example: one virtual, one in person) to discuss agency plans.	HHS Emergency Management Hospitals School Districts	Anna Carlson Dave Sletten Essentia Health St. Luke's School Administrators in Douglas County	01/25/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Douglas County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	Douglas County Health and Human Services)				
	Gap in communication across state lines	Inviting agencies from MN to participate in WI exercises and meetings.	Public Health Emergency Management	Kathy Ronchi Cindy Freeberg Dave Sletten	01/25/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Dunn County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<p><b>Date of Exercise:</b> January 25, 2023 0900-1200 <b>2023 Virtual Regional Table Top Exercise</b></p>	<p><b>Name of Agency or Jurisdiction</b> Completing this form: Dunn County Health Department &amp; Dunn County Emergency Management</p>	<p><b>Name, Phone, Email of PRIMARY POC for this document:</b> Autumn Cernohous, Health Educator P: 715-235-6458 E: <a href="mailto:Acernohous@co.dunn.wi.us">Acernohous@co.dunn.wi.us</a>  Kathryn Gallagher, Health Officer P: 715-231-6441 (o), 715-308-5968 (c) E: <a href="mailto:kgallagher@co.dunn.wi.us">kgallagher@co.dunn.wi.us</a></p>	<p><b>Number of Agencies that participated in this exercise (including your own):</b>  18</p>	<p><b>Total number of local participants (people) that participated in exercise:</b>  11</p>	
<p><b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. Strong jurisdictional support of law enforcement in response</li> <li>2. Written emergency plans are in development to support future responses</li> <li>3. Exercised use of EOC room and supportive response equipment (e.g., Salamander)</li> </ol>		<p><b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. Strengthening gaps in community partnerships (e.g., local hospital liaison)</li> <li>2. Strengthen information sharing with hospital partners and public</li> <li>3. Clearly define roles and delegate ICS and UC to responding partners</li> </ol>			
<p><b>Target Capability</b></p>	<p>Identify the Observation you saw that should be corrected</p>	<p>Identified Corrective Action (How should it be fixed?)</p>	<p>Agency Responsible</p>	<p>Individual Responsible</p>	<p>Completion Date</p>
<p><b>Operational Coordination/EOC</b></p>	<p>EOC – no liaison was clearly identified</p>	<p>Schedule follow-up meeting with TTX participants to debrief</p>	<p>Dunn County Emergency Management</p>	<p>New Emergency Management Coordinator, with support from Dunn County Health</p>	<p>Upon hire</p>

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Dunn County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

				Department as needed	
<b>Operational Coordination/EOC</b>	UC – lack of clearly defined entity responsible	Schedule follow-up meeting with TTX participants to debrief	Dunn County Emergency Management	New Emergency Management Coordinator, with support from Dunn County Health Department as needed	Upon hire
<b>Operational Coordination/EOC</b>	Demobilization process was not discussed	Participate in future local hospital exercise(s) – <i>purpose: shifting response culture to multijurisdictional response rather than emphasis on sole law enforcement partners 'crime scene' incident</i>	Dunn County Health Department	Dunn County Health Department – PHEP team	Event date(s) - TBD
<b>Fatality Management</b>	Dunn County Medical Examiners were not present in TTX	Localize Mass Causality template and connect with Medical Ex initiate	Dunn County Health Department	Dunn County Health Department – PHEP team	6/30
<b>Information Sharing</b>	No formalized process in use/known to communicate with hospital partners	Share TTX summary with absent hospital partners; follow-up with local hospital liaison(s) to verify their role in an event	Dunn County Health Department and Dunn County Emergency Management	Dunn County Health Department – PHEP team and Dunn County Emergency Management Coordinator	Upon hire
<b>Information Sharing</b>	Diffusing public (dis)information sharing through social media – e.g., ensuring timely notification(s) of death to family members before media/press briefings	Create template for death notification procedures to integrate into press briefings	Dunn County Health Department	Dunn County Health Department – PHEP team	6/30/2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Dunn County  
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<b>Public Information and Warning/EPIW</b>	Safety planning for FACs/Reception Centers and processes for identifying victims and family members, think about media too	Engage in regional exercise(s) focused on this capability	Dunn County Health Department, Dunn County Emergency Management, Dunn County Human Services	At least one designee from each department	June 2024
<b>Public Information and Warning/EPIW</b>	No dedicated PIO/ gaps in creating unified messaging	Schedule follow-up meeting with TTX participants to debrief; Dunn County ICS staff attend PIO trainings	Dunn County Emergency Mangement, Dunn County Health Deapartment, and other County ICS leadership	Dunn County Emergency Management Coordinator	Upon hire

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Dunn County Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

### *Scenario Overview:*

At 0900 on January 25, 2023, the 911 dispatch center received calls that a Ferris wheel at the Dunn County Fairgrounds collapsed, located less than 5 miles from Mayo Clinic Health System – Red Cedar. There were multiple reports of injuries. The City of Menomonie Police Department was dispatched to the scene, along with surrounding law enforcement jurisdictions, to recover victims. Over 80 injuries and 8 fatalities occurred over the 3-day long incident.

### *Agencies Represented:*

Local Law Enforcement, Public Health, Emergency Management, Fire Department, Human Services, County Administration

### *Observed Strengths:*

- I. Strong support of exercise by local Law Enforcement partners – Roles and responsibilities explored
- II. Dunn County Emergency Management practiced use of Salamander tracking of participants
- III. Dunn County Human Services involvement – Staff turnover/new relationship to PH/EM
- IV. Dunn County Health Department has PHEP local planning documents in development/review to help support response if involved

### *Priority Areas for Improvement and Recommendations:*

- I. Need to practice UC with partners to define roles
- II. Request access to EMResource to enhance communication between FAC/Reception Center and surrounding hospital partners
- III. Strengthening community partnerships – many organizations, such as the City of Menomonie and a local hospital administrator, were not present, though has the vested interest of a large percent of the total population of the county
- IV. Develop greater understanding and partnership with local HAM radio operator group for Reception with information sharing to community and/or responding jurisdictions
- V. Dedicate staff to technical roles for hybrid/virtual exercises in the future (e.g., running virtual meeting platform; notetaking) to ensure seamless participant experience/activity transitions.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Eau Claire County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Eau Claire City-County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Joe Kalscheur, 715-577-2567, <a href="mailto:joe.kalscheur@eauclairecounty.gov">joe.kalscheur@eauclairecounty.gov</a>	<b>Number of Counties that participated in this exercise (including your own):</b> 18	<b>Total number of local participants (people) that participated in exercise:</b> 22 total (16 in-person; 6 virtual)	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> <ol style="list-style-type: none"> <li>1. Institutional knowledge and professional proficient public safety staff throughout the jurisdiction</li> <li>2. Inter-agency, Inter-departmental cooperation and coordination remains ongoing.</li> <li>3. This exercise was impactful in establishing some baseline roles and responsibilities among response partners and supporting a clearer operational picture across response partners.</li> </ol>		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> <ol style="list-style-type: none"> <li>1. Ongoing sharing and learning and collaborative planning needed with local/regional response partners to advance FAC coordination/execution, support situational awareness, and reduce redundancies/major sticking points.</li> <li>2. Develop a communications Primary, Alternate, Contingency, and Emergency (PACE) plan for Inter-agency communications during emergencies/disasters.</li> <li>3. Review HIPAA restrictions during mass casualty/fatality FAC operations. Update policies and training as appropriate. Development of Sharing/Distribution pathways of patient information within industry standards/policies during mass casualty/fatality events.</li> </ol>			
Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Eau Claire County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Operational Communication/Information Sharing</b>	Uncertainty around how HIPAA pertains to information sharing in a mass casualty incident. HIPAA considerations are likely to slow or eliminate information sharing.	<ul style="list-style-type: none"> <li>Reaching out with EMS and HC agencies to identify what their requirements/limitations are as it relates to information sharing during an MCI.</li> <li>Develop an updated plan for information sharing at an FAC based on what EMS and HC agencies are able to share within the identified policies.</li> </ul>	Eau Claire City-County Health Department & Emergency Management	Joe Kalscheur	6/30/2024
<b>Operational Communication/Information Sharing</b>	Further clarification/follow up needed on how JIC/EOC could be activated via the RAVE system or if other activation processes/tools would be used.	<ul style="list-style-type: none"> <li>Updating EOC call list by end of December 2023.</li> <li>Clarify with partners how they would be alerted.</li> </ul>	Eau Claire County Emergency Management	Tyler Esh	12/29/2023
<b>Operational Coordination/EOC</b>	Clarification of roles and positions with specific people/agencies identified with shared agreements (formal/informal) and understanding of expectations.	<ul style="list-style-type: none"> <li>Update of County Emergency Operations Plan ESF 6 (Mass Care and Sheltering) by end of 2024.</li> </ul>	EC County Emergency Management & EC County DHS	Tyler Esh	12/27/2024
<b>Operational Coordination/EOC</b>	Consider use, customization to local needs, and ways to	<ul style="list-style-type: none"> <li>Update FAC Checklist as part of ESF 6 by end of 2024.</li> </ul>	EC County Emergency Management	Tyler Esh	12/27/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Eau Claire County  
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	operationalize/integrate the FAC Checklist		& EC County DHS		
<b>Operational Coordination/EOC</b>	Gaps in understanding how donation management would work including who would be responsible, what systems would be used, accountability structure, etc.	<ul style="list-style-type: none"> <li>• Provide training for response partners and develop shared plans for how this would work within local context with key agencies and response personnel identified.</li> <li>• Explore/identify systems that would be used to support these response capabilities</li> <li>• Address as part of EOP updates.</li> </ul>	EC County Emergency Management	Tyler Esh	12/27/2024
<b>Fatality Management</b>	Unclear what ME authorities/responsibilities would be in this type of incident (was not present but was invited), and not sure if current plans are still valid.	<ul style="list-style-type: none"> <li>• Connect with our Medical Examiner to reassert role and responsibilities within the Fatality Management Plan.</li> <li>• Update capacity figures in old plan based on what we learned from COVID.</li> </ul>	Eau Claire City-County Health Department	Joe Kalscheur	6/30/2024
<b>Fatality Management</b>	There was some confusion about community lead FACs and Hospital lead FACs and when to transition from Hospital FACs to Community based FACs to reduce congestion at Hospitals.	<ul style="list-style-type: none"> <li>• Identify trigger point for when FAC is needed beyond the normal operational picture/capacities of hospitals (e.g. # of fatality or injured patients).</li> <li>• Update as part of Fatality Management Plan.</li> </ul>	Eau Claire City-County Health Department	Joe Kalscheur	6/30/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Eau Claire County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Public Information and Warning</b>	Clarify plans for rolling out public messaging and use of JIC in this emergency.	<ul style="list-style-type: none"> <li>Update as part of ESF 15 and Crisis Comms Plan update.</li> </ul>	EC County Emergency Management	Tyler Esh	12/30/2024
<b>Public Information and Warning</b>	Formalize list of PIOs county-wide and re-affirm a calling/alerting structure pathway.	<ul style="list-style-type: none"> <li>Will update as part of EOC Call List. Will reference COVID lists.</li> </ul>	EC County Emergency Management	Tyler Esh	12/29/2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Eau Claire County Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

On Wed, January 25<sup>th</sup>, 2023, a collection of preparedness and response partners from the Eau Claire Area participated in a Regional Tabletop Exercise focused on Family Reception Centers. The tabletop exercise was facilitated in a virtual form allowing jurisdictions to convene their local partners separately in person and/or using virtual breakout rooms. The NWWI HERC Coordinator and the WWPHRC Director facilitated this tabletop. Locally the meeting was organized by the ECCCHD and was hosted by the Altoona Fire Department, where we had 16 in-person participants attend (6 additional partners joined virtually). The scenario for this exercise was a mass casualty event caused by a Ferris Wheel collapse during primetime at our local County Fair. Consequently, this incident led to serious injury, death, family separation, and unaccompanied minors. Our local jurisdictional partners were then asked to collectively work through a series of question prompts within our local breakout rooms that were provided by the regional facilitators.

Overall, this exercise and the discussions it prompted our local partners to think through together was highly beneficial and helped identify key gaps, strengths, and ideas for improvement. Some of the strengths we identified from this exercise included (1) a recognition and appreciation of the knowledgeable and proficient public safety and health professionals we have in our jurisdiction, (2) strong partnerships across agencies and sectors that will continue to be necessary to grow and maintain for ongoing success, (3) establishing some baseline situational awareness across response partners regarding some of the roles and responsibilities involved in this type of response (while also recognizing we still have much more room for growth in this area, nonetheless). For areas of improvement, our jurisdictional partners identified (1) information sharing and having a better understanding of HIPAA requirements within and between key response partners during an MCI and how we can most securely and effectively accomplish data sharing needs to adequately run a FAC. Additional areas for improvement included (2) the development of communications Primary, Alternate, Contingency, and Emergency (PACE) plans, and (3) the need for more cross-agency collaboration to further develop of FAC plans and to support ongoing situational awareness. Following this exercise, our jurisdictional partners will continue to review and update our FAC plans and build up capacity for this type of work as part of our per-established Public Health Emergency Preparedness (PHEP) Committee Meetings and will seek to chip away at some of the identified improvement areas (identified above) throughout that collaborative space.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Jackson County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	Jackson County Public Health	Kathy Rumsey 715-284-4301 <a href="mailto:Kathy.rumsey@jacksoncountywi.gov">Kathy.rumsey@jacksoncountywi.gov</a>	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b> 29, (19 not with PH) 9 agencies with a total of 17 different Departments represented. 29 total people, plus Bill from HERC Region 4.	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Partnerships and willingness to help and collaborate. 2. Broad and extensive Leadership and community participation in this exercise. 3. Strong internal plans and procedures within our partner agencies. 4. Strong Readiness Coalition exists for collaboration and plan sharing. 5. Established Communications within each agency.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Clarification of roles and assistant plans. 2. Who might be the main players after 48 hours; who would be the backup if the center needs to run 24 hours a day? 3. This incident would require a criminal investigation, and people would be unable to leave the scene. We might need to set up a reception center nearby for attendees to wait at and an FIC outside of the zone for families and friends. 4. Clarification regarding communication handoffs and processes with external partners is unclear.			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination</b>	A number of staff are new to ICS and haven't been trained in ICS 300.	Staff registered for ICS 300 training this spring.	JCPH PHEP Coordinator PH Manager	Kathy Tammy	6/30/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Jackson County  
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<b>Operational Coordination</b>	Same staff unfamiliar with the Reception Plan in place.	Review Reception Plan at staff meetings	JCPH PHEP Coordinator PH Manager	Kathy Tammy	2/8/23
<b>Operational Coordination</b>	JCPH staff haven't been trained in Incident Command roles and responsibilities; and are unclear what role they would play in a Reception Center	Provide role-specific training to staff once ICS 300 is completed; assign staff to ICS roles and related Assistant Center roles.	JCPH PHEP Coordinator PH Manager	Kathy Tammy	Assign staff to roles and provide orientation to roles- 12/31/23  Role specific training 6-30-25
<b>Operational Coordination</b>	Weakness identified on who are partners would be if AC needed to be 24 hours	1. Further conversation with JC-leadership. 2. Collaboration with partners	PH Manager JCPH PHEP Coordinator	Tammy Kathy	6-3-23 12-31-23
<b>Operational Coordination</b>	This incident would require a crime investigation and people not being able to leave the scene. We might need to set up a reception center nearby for attendees to wait at and an FIC outside	Further conversation between JC-DHHS and EM.	PH Manager JCPH PHEP Coordinator	Tammy Kathy	6-3-2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Jackson County  
Executive Summary and Improvement Plan**

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	of the zone for families and friends.				
<b>Operational Communication</b>	Weak communication plan with partners.	Further conversation between JC-DHHS EM. Further conversation with Key partners at a JCERC meeting; ongoing. Updating of contact information.			3-31-23  5-31-23 and ongoing
<p>Jackson County participated in a tabletop exercise on 1-25-2023. The goal was to exercise county Mass Fatality, and Family Reception Center plans. Jackson County DHHHS, ADRC, Behavioral Health, Business Services, Children and Families, Economic Support, Public Health, Sherriff, and Emergency Management, Black River Memorial Hospital, Alma Center School District, Melrose-Mindoro School District, Black River Falls Schools District, Ho-Chunk Nation Environmental Health, Preparedness, and Emergency Management and Black River Falls City Police Department Participated. EMS/ Fire was invited but did not make the tabletop exercise. The event exercised was a mass casualty event at the Jackson County Fairgrounds; a Ferris Wheel collapsed on a building. We were given 4 sit-rep opportunities to discuss some outlined questions. This was the first time most individuals came together in years to discuss the process. It quickly became clear we would not have enough time to discuss the questions provided, and the group discussed what was key to them regarding the newly updated sit rep. All discussion was productive still, and the tabletop was successful. It has started the key conversations, our key strength is existing partnerships, and we identified areas of improvement. As we move forward, we will use time at Public Health Staff meetings to continue conversations with public health staff and Jackson County Readiness Coalition to continue collaboration with key partners.</p>					

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**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Pepin County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Pepin County Health Department	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Meghan Sickel (715) 279-3242 <a href="mailto:msickel@co.pepin.wi.us">msickel@co.pepin.wi.us</a>	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b>  11	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Good communication executed by participants throughout the exercise 2. Participants were aware of key partners (internal and external) 3. Adapted to the situation well for a small county by using internal and external partnerships		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Lack of redundancies in contacts 2. Lack of awareness of plans between departments and within job actions due to staff turnover 3. No representation from municipality organizations, or law enforcement			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Information Sharing</b>	Lack of knowledge of the phone tree being updated; other departments have their own contact lists so contacts get duplicated.	Updating the phone tree and sending it out to partners. Discussion of a shared folder across agencies also occurred during hotwash to improve awareness of changes.	Pepin County Government-Zoning	Maria Nelson	Ongoing

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Pepin County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Operational Coordination</b>	New staff members are not familiar with emergency plans within and across agencies	Communicating during Community Preparedness meetings when staff turnover occurs and what needs to be updated in plans. Additionally, make sure new staff complete ICS trainings and read over their agency's preparedness plan.	All participating agencies	Department heads, HR, supervisors, trainers	Ongoing
<b>Fatality Management</b>	No participants were from law enforcement or municipality groups	Continue inviting law enforcement to preparedness activities. Look into inviting city workers based on the event (i.e. village hall workers, water works, etc.). Making sure contact information stays updated for partners.	Pepin County Health Department	Meghan Sickel	Ongoing

A regional virtual exercise was held on January 25<sup>th</sup>, 2023 from 9 AM to 12 PM. A total of 11 individuals were in attendance and 7 agencies were in representation for Pepin County. Agencies represented included: Pepin County Health Department, Pepin County Human Services, Pepin Area Public Schools, Durand/Arkansas District Schools, Pepin County Zoning, Pepin County Coroners, and Advent Health Hospital and Clinics.

It is an 80-degree humid summer day at the county fair (Fun Fest) and the Ferris wheel detaches and collapses injuring and killing participants. This resulted in a total of 68 casualties and 10 fatalities. The goal of this exercise was to open a Reception Center for those affected by the incident in a timely manner. We identified 3 strengths in this exercise which were: (1) Communication across agencies (2) Awareness of key partners (3) Adapting to the situation by using internal and external partnerships. There were 3 identified areas of opportunity for improvement which were: (1) Lack of communication redundancies (2) Staff turnover (3) No representation from law enforcement and municipality workers. This was both a success and a lesson learned for our county. Participants realized the extent of staff turnover within agencies, and the importance of communicating changes in plans due to this. We were able to adapt to these changes, however, to ensure the efficiency of future plans, Pepin County will continue to uphold internal and external partnerships through team building trainings, cross-agency communication, and participating in community preparedness drills.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Pierce County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<p><b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise</p>	<p><b>Name of Agency or Jurisdiction Completing this form:</b> Pierce County</p>	<p><b>Name, Phone, Email of PRIMARY POC for this document:</b> AZ Synder Phone: 715-273-6782 Email: <a href="mailto:ayslinn.snyder@co.pierce.wi.us">ayslinn.snyder@co.pierce.wi.us</a></p>	<p><b>Number of Counties that participated in this exercise (including your own):</b>  18</p>	<p><b>Total number of local participants (people) that participate d in exercise:</b>  20</p>	
<p><b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. Having nuclear power plant plan as a reference.</li> <li>2. Have many partners at the table to discuss and participate to acknowledge areas of strength and improvement.</li> <li>3. EMS has strong processes and systems to communicate with each other and law enforcement.</li> <li>4. Communication system in place to notify internal partners is robust.</li> </ol>		<p><b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b></p> <ol style="list-style-type: none"> <li>1. In need of a more specific plan that lays out:             <ol style="list-style-type: none"> <li>a. Roles and resources (annexes).</li> <li>b. Identify names of emergency positions with job action sheets and backups.</li> <li>c. Clarification in plans on how reunification will work with FAC, hospitals, EMS, etc.</li> <li>d. Identify how JIC will handle donation calls.</li> <li>e. Follow up on how emergency staff are paid overtime with administration.</li> </ol> </li> <li>2. Interoperable radio communications for county partners to communicate together.</li> <li>3. Modify and expand MOUs with school districts and backup locations for reception center needs.</li> <li>4. Include and add resources to recovery plans/annex (ex: Metro CISM)</li> </ol>			

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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Executive Summary and Improvement Plan**

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Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
Operational Coordination/EOC	<ol style="list-style-type: none"> <li>1. In need of a more specific plan that lays out:               <ol style="list-style-type: none"> <li>a. Roles and resources (annexes).</li> <li>b. Identify names of emergency positions with job action sheets and backups.</li> <li>c. Clarification in plans on how reunification will work with FAC, hospitals, EMS, etc.</li> <li>d. Identify how JIC will handle donation calls.</li> <li>e. Follow up on how emergency staff are paid overtime with administration.</li> </ol> </li> </ol>	<p>Reach out to consortium counties for a more specific FAC plan with JAS.</p> <p>Revise county Annex F and look over Annex E and H.</p> <p>Having a supplement plan from the nuclear power plant plan to inform emergency staff for more generic emergencies.</p> <p>Contact county administration and human services to clarify overtime pay policies.</p>	<p>Public Health will reach out to WWPHERC</p> <p>Public Health, Emergency Management, and Human Services will make revisions to annexes and develop supplemental plan</p> <p>Emergency Manager will contact county administrator regarding overtime pay.</p>	Health Officer, PHEP Coordinator, Human Services Director, and Emergency Manager	5/31/23
	<ol style="list-style-type: none"> <li>2. Interoperable radio communications for county partners to communicate together.</li> </ol>	<p>County fire and EMS agencies will apply for a collaborative grant under emergency management in early 2024. Potential grants opportunities include state grants from the DOJ as well as federal grants (AFG, SAFER, PSGP).</p>	Allina EMS, Ellsworth EMS, Emergency Management will	Emergency Manager, Director	2/15/2024

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Pierce County  
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			apply for funding to obtain radios.	of EMS Allina, Director of EMS Ellsworth, County Fire Chief	
	3. Modify and expand MOUs with school districts and backup locations for reception center needs.	Contact Ellsworth and River Falls school districts to modify MOUs to include use of facilities as reception center, in addition to POD.	Public Health, Human Services, Ellsworth School District, and River Falls School District will revise individual MOUs.	Health Officer, Human Services Director, Ellsworth Administrator, River Falls Administrator	8/31/2023
	4. Include and add resources to recovery plans/annex (ex: Metro CISM)	Reach out to Pierce County EAP.  Contact Metro CISM team for more information on available recovery services for first responders.	Human Services Director will reach out to EAP.  Emergency Manger will contact Metro CISM Team.	Human Services Director, Emergency Manager	5/31/2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

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	<p>5. Provide information and opportunities for participants to receive specialized training and practice for reception centers.</p>	<p>Reach out to WEM to discuss holding a functional exercise to practice a mass casualty event.</p> <p>Research potential reception center trainings hosted by FEMA and share information with participants.</p> <p>Share information with participants about upcoming local opportunities:          -ICS 400 course March 8-9, UWRF          -ICS 300 course May 31-June 2, Eau Claire Fire Dept.          -PIO course L0105 March 7-8, Pierce County Sheriff's Office</p>	<p>Emergency Manager will contact WEM, research reception center trainings, and share local training opportunities.</p>	<p>Emergency Manager</p>	<p>2/29/2023</p>
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**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Pierce County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

On January 25th, 2023, several Pierce County partners, including EMS, hospitals, public health, human services, United Way, and emergency management, gathered to discuss how we would respond if a mass casualty event occurred in our county. The scenario involved the Ferris wheel at the county fairgrounds collapsing into other buildings and causing a fire. The incident resulted in dozens of injuries, several deaths, and chaos among fair attendees as they searched for loved ones and helped others. Allina EMS and Ellsworth EMS transported the injured to nearby hospitals while law enforcement and the medical examiner attended to the deceased. Human Services and Public Health activated a family reception center at Ellsworth Elementary school, where fair attendees were transported by bus. United Way connected members of the public to services provided at the reception center, including reunification, hospital and EMS liaisons, and belonging pick-up.

The top three strengths Pierce County displayed in this scenario included drawing on the experience of radiological drill preparation, participation from key partners, and having robust communication systems already in place that allow for emergency notifications to partners and the public. The three opportunities to work on include revitalizing the existing emergency operations plan annexes to clarify roles and logistics and adding information specific to a mass casualty event, improving interoperability of communication across organizations, and modifying existing agreements with school districts to include utilizing their facilities for a reception center during such an event. Overall the exercise was a success because it brought together key partners and prompted us to have difficult conversations and work together to identify gaps. Moving forward, Pierce County will update our emergency operations plan (annexes and partner agreements), improve interoperability of communications, and support partners with emergency response training and recovery needs.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Rusk County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Rusk County Health & Human Services	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Virginia Jacobs 715-532-2299 vjacobs@ruskcountywi.uw	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b>  10	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Communication of roles 2. Transition of roles over time 3. Notice of exit strategy-where ongoing services founds		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Have list of “smaller roles” ready to reach when needed 2. List of job action sheets 3. Have trained staff for Command Roles 4. Have grab Center tubs that have all supplies for all the Centers/Stations			
Target Capability	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
EPIW	Our new Administrator Ashley Heath (and possibly others)	PIO training will be provided to new adm. and possibly others EM (Tom Hall) to set -up	EM will coordinate	Tom Hall	7/1/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Rusk County  
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<b>EOC</b>	Go Tubs	Prepare "go tubs" for FAC and IC so they can grab when needed, list of what contains and updated bi-annually	Local Preparedness staff	Lisa Wicik	6/30/23
<b>EOC</b>	Job Action Sheets	Update Job Action Sheets	Local Preparedness Staff	Lisa Wicik	6/30/23

**WRITE YOUR EXECUTIVE SUMMARY HERE**

Rusk County Health Department participated in Virtual Regional Table Top Exercise on 1/25/23. The scenario was a breakdown of the Ferris wheel at the county fair. The partners at the table included Mayor, County coroner, EM, Public Health nurse, ADRC representative, County Clerk, Administrator of RC, Rusk Co. Sheriff's office public transportation person eland EMS. Our community holds both a county fair as well as our summer event Mardi Gras so this exercise was very valuable for future planning. Participants at Mardi Gras/County Fair called in the incident to dispatch. Dispatch notifies staff on site and Emergency Management Coordinator, who notifies City or jurisdiction where the event it held. Additional staff and Community partners were notified of plan locations of Centers. We were able to talk through and identify with each step given strengths and weaknesses. We felt that due to location of each event we had options to set up our FAC/MARC, Incident command as well as private space for coroner. Location also helped with the speed of response from emergency personnel identified a need for more support in the area of Fatalities and storage. We also identified that with the number of injured there would be an increased need for transportation and additional EMS/ambulance service to transport to other hospitals in Eau Claire, Rice Lake and possibly The Cities. We also identified a need for a good tracking system for where all of these people went so that we could best respond to families and friends. This exercise was very helpful.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Sawyer County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction Completing this form:</b> Sawyer County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Julia Lyons Health Officer <a href="mailto:jlyons@sawyerhs.hayward.wi.us">jlyons@sawyerhs.hayward.wi.us</a> Cell: 715-590-4218  Julie McCallum Public Health Nurse <a href="mailto:jmccallum@sawyerhs.hayward.wi.us">jmccallum@sawyerhs.hayward.wi.us</a> Cell: 715-934-9042	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participate d in exercise:</b>  22	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. A clear understanding of partner roles and responsibilities (each department understanding what the other would do to accomplish the goal) which benefits notification and communication. 2. Initial response to incident included good connection and communication with our partners. We have worked on past exercises and real events together and have established partnerships. 3. Having someone in the room that is closely familiar with ICS and command structure was beneficial with organization and incident management.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. Plan to have predesigned PIO locations for press releases, predetermined radio channels for response, need to review Public Health radio channels available. 2. Turnover in the PIO role has left a gap. Have a predetermined PIO (training), templates for messaging to the public (Nixle, social media), preplan standard time of updates 3. Critical Incident Stress Debrief team formation is in process currently.			
<b>Target Capability</b>	<b>Identify the Observation you saw</b>	<b>Identified Corrective Action (How should it be fixed?)</b>	<b>Agency Responsible</b>	<b>Individual Responsible</b>	<b>Completion Date</b>

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Sawyer County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	that should be corrected				
<b>Operational Coordination/EOC</b>	Call lists have not been created Active 911 groups not in place Need 24-hour transportation contacts in dispatch (Namekagon, Hurricane) Need visual ID of command structure	Gather call list information for dispatch and Public Health contacts	Sheriff's Office, Public Health	Nicole/Julia	2/28/23
		Create Active 911 groups based on command structure	Sheriff's Office	Nicole	3/31/23
		Contact busing companies for emergency contact info	Sheriff's Office	Nicole	3/31/23
		Purchase vests with insertable position tags	Public Health	Julia	6/30/23
<b>Operational Communication/Information Sharing</b>	Lack of trained PIO's No pre-established press release locations	Assign staff to PIO position and attend training	Sheriff's Office	Nicole	6/30/23
		Meet with area businesses to receive permission for pre-established press release locations (Veteran's Center, etc.)	Sheriff's Office	Nicole	6/30/23
<b>Fatality Management</b>	Does ME have space for numerous fatalities? Lack of out of state notification process Lack of plan to store belongings (casualty/fatality)	Meet with ME for backup plan	Sheriff's Office	Nicole	6/30/23
		Meet with ME to create plan	Sheriff's Office	Nicole	6/30/23
		Develop storage plan	Sheriff's Office	Nicole	6/30/23
<b>Public Information and Warning</b>	No preset public messaging in place	Develop public messaging	Sheriff's Office/ Public Health	Nicole/ Julia	4/30/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Sawyer County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	No process to determine family or friend status	Gather requirements from hospital process	Public Health	Julia	6/30/23
<p>On January 25, 2023 the Sawyer County Emergency Management Unit conducted an exercise. The basis of this exercise was the collapse of a Ferris wheel at the Sawyer County Fair. The occupied Ferris wheel collapsed into two buildings on the fairgrounds. Incident Command was initiated by the law enforcement officer on scene. Sawyer County Dispatch notified the Emergency Manager who activated the emergency plan for law enforcement, fire and EMS to respond to the fairgrounds. Those not injured were evacuated from the fairgrounds and transported by local busing companies away from the area. After determining a need for a Reception Resource Center, Public Health was notified and a Resource Reception Center was established.</p> <p>The initial response to assist those injured, triage the scene and evacuate others was well thought through. The emergency management experience as well as knowledge of ICS of officers during the exercise, as well as the discussion of roles, responsibilities and actions of those outside law enforcement contributed to a better understanding of the efforts required by each department. The exercise defined a need for trained Public Information Officers, predetermined areas for press releases, four predetermined buildings for Reception Resource Centers as well as available messaging for social media, radio and the news. Additionally, the need for a Critical Incident Stress Debriefing team was recognized and is in the process of being developed. The exercise was a success and the objectives of rescue, triage and restoring order were achieved but lessons were learned to enable better communication and response. We will establish predetermined locations for Reception Resource Centers and releases of information to the public. We will also create more detail in the emergency plan to include contact information and options available in our area for diverse responses.</p>					

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**St. Croix County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: St. Croix County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Natasha Cardinal 715-381-4911 Natasha.Cardinal@sccwi.gov	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b>  14	14 EM Hosp PH County Board SO Dispatch ME Chaplain
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Each agency's wealth of resources, communication and no "turf" issues 2. Having Children's Services at the table from HHS, along with Mental/Behavioral Health to become more familiar with their programs, staff and resources. 3. Knowing that our county fair has an EOP, along with all the other departments own SOP's. 4. Knowing limitations and resources 5. Appreciation knowing how larger events unfold while doing day-to-day operations. 6. HHS has a buffet of people and have ICS scope/understanding to help.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. How would we identify people with no valid id on them? 2. Social media concerns bogging down communications and in general communication/radio/channels. 3. More workshops/TTX like these to get to know one another better and not be strangers when the time comes, we are all in the same room. 4. More ICS/GETS/WPS training in general. 5. Do we know where other resources are? 6. Ham radio? 7. List of locations for reception centers.			
<b>Target Capability</b>	<b>Identify the Observation you saw</b>	<b>Identified Corrective Action (How should it be fixed?)</b>	<b>Agency Responsible</b>	<b>Individual Responsible</b>	<b>Completion Date</b>

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**St. Croix County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	that should be corrected				
<b>Fatality Management</b>	What does the ME, EOP and PHEP all have for fatality management roles/responsibilities? Are we working in silos?	Information sharing of plans	HHS/PH/EM/ME	EM	7/30/23
<b>Operational Coordination/EOC</b>	FAC Plan – where is it? Has it been localized? Who and what responsibilities different departments/agencies play in the FAC.	FAC Training, information sharing, exercises.	HHS – PH	PHEP	7/30/23
<b>Operational Communication/Info Sharing</b>	Concerns over radio/channels in GWC where there are many hills and poor communications	Testing, training, Ham Radio Operators inclusion into plans.	EM/Communications	EM	7/30/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Taylor County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction Completing this form:</b> Taylor County Health Department	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Michelle Cahoon (Health Officer) 715-748-1410	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participate d in exercise:</b>  24	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. Good communication and input from the group. 2. The hospital hears emergency pages directly so can send out their own message internally to call in staff and get the word out. 3. Knowledgeable people who are leading preparedness efforts, and are willing to work together for the community.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. The need to understand the roles that everyone would play. 2. Clarity on the go to for who to contact when something happens for the different resources. Communication systems. 3. Ensuring the new partners within the community have been contacted to have them help in resource efforts. Ensuring MOUs are set up.			
<b>Target Capability</b>	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination</b>	New local Health Care facilities haven't been contacted to join resource efforts	Taylored Family and Aurora need to be contacted and included for community emergency planning efforts	Kaci Klemm with Aspirus planned on reaching out to get MOU's put in place		

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Taylor County Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

On January 25, 2023 there was a mass casualty event that unfolded as the result of a Ferris wheel collapsing at the Taylor County Fair Ground. Multiple agencies from Taylor County including, but not limited to Fire, EMS, Police both County and local authorities, Emergency Management, Health Department, DNR, Aspirus, COA, Human Services, Red Cross, amateur Radio came together to help manage the incident on all levels. Emergency Management made the call to set up an EOC, and designated the Medford High school as the Reception Center for people to be able to gather at. Media was directed to go to the Medford Library for Press Release Information as no media would be allowed within the High School to allow people and families to have privacy. There was an assigned PIO to obtain all information and present this to the public. In the beginning it was unsure how many people would be needing medical attention or the extent of their injuries. Aspirus Medford was contacted with a report of what had happened and that a large number of people would soon be coming to their facility seeking services injuries unknown. Over the course of three days there was a total of 68 people seen in the ER and 10 accounted for fatalities. There was a mass communication sent out to the public through the Emergency Management System - Hyper-Reach and as a backup the message was also sent out using the school system in efforts of reaching more people in the community. Within the EOC there was a person assigned at the door to direct people coming in to designated areas based on their need for being there.

There were great communication efforts made within the resources groups that were utilized. The trust and willingness to help within the organizations made the process smooth and efficient. A couple of areas of improvement would be to create an accessible list of resource contacts and ensuring that each resource knows their roll in emergency situations. Another would be reaching out to new local providers to create MOUs with such as Taylored Family and Aurora Clinic. It is also critical to ensure more frequent meetings with all resources to help keep all parties in the know what of is going on, and make sure everyone has the same information as things change within a community. Overall, the group participated and was involved to help make the experience and training more meaningful.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Trempealeau County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b> January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction</b> Completing this form: Trempealeau County	<b>Name, Phone, Email of PRIMARY POC for this document:</b> Gabrielle Lentz, 715-538-2311 ext. 387, <a href="mailto:gabrielle.lentz@co.trempealeau.wi.us">gabrielle.lentz@co.trempealeau.wi.us</a>	<b>Number of Counties that participated in this exercise (including your own):</b> 18	<b>Total number of local participants (people) that participated in exercise:</b> 19	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> 1. There are good established partnerships already and a willingness to work together. 2. Trempealeau County has enough resources to handle initial response through mutual aid agreements. 3. Every organization has some form of internal plan for their own organization operations.		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> 1. There is a lack of a county-wide Family Reception Center (FAC) plan. Many existing plans are outdated. 2. There is a lack of a communication plan between different agencies that would be a part of an emergency response (ex. if an emergency happens, there is not a plan of who will contact who. How are health and human services notified/when are they brought in). 3. There is a lack of a plan on how notification to family members of injured/deceased individuals would occur. There are many questions about how to share HIPAA sensitive information in an emergency.			
<b>Target Capability</b>	<b>Identify the Observation you saw that should be corrected</b>	<b>Identified Corrective Action (How should it be fixed?)</b>	<b>Agency Responsible</b>	<b>Individual Responsible</b>	<b>Completion Date</b>
<b>Operational Communication/ Information Sharing</b>	There is no written plan on who to notify and how.	Create a written plan on who will notify who in an emergency and how. Possibly use Nixle to	Trempealeau County Emergency Management, Dispatch, Health	Emergency Manager and Public Health Planner	12/31/23

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Trempealeau County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

		notify stakeholders at the time of an emergency.	Department, Human Services Department		
<b>Fatality Management</b>	There is a lack of an existing county-wide FAC plan.	Additional meetings needed amongst agencies to create a written county-wide FAC plan.	Trempealeau County Emergency Management, Dispatch, Health Department, Human Services Department, Healthcare	Emergency Manager and Public Health Planner	12/31/23

On January 25, 2023, 19 stakeholders in Trempealeau County came together in-person to work through a preparedness exercise. There was representation from Trempealeau County Coroner, Emergency Management Director, Sheriff's Department, Health Department, Human Services Department, and Gundersen Tri-County Hospital and Clinics. The scenario was that a Ferris wheel collapsed at a county fair on other buildings that resulted in fatalities and casualties and a Family Reception Center (FAC) needed to be opened and sustained. Partners present worked through a series of questions discussing what that response would look like in Trempealeau County.

There were a number of strengths and opportunities for improvement identified in the exercise. Three key opportunities for improvement identified include creating a county wide FAC plan, creating a written communication plan of who will notify who in an emergency and how, and how to communicate and share HIPAA sensitive information in an emergency. Three key strengths identified include already established partnerships throughout the county, having enough resources available for initial emergency response, and agencies already having some form of an internal emergency response plan. Overall, the exercise was a great opportunity to bring partners together to work through what an emergency response in our community would look like. It was a great opportunity to figure out what our county strengths and weaknesses are. With the strengths and weaknesses identified, Trempealeau County will have ongoing conversations to work through updating our emergency response plans and filling in gaps that were identified throughout the exercise.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Vernon County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

Date of Exercise:	Name of Agency or Jurisdiction	Name, Phone, Email of PRIMARY POC for this document:	Number of Counties that participated in this exercise (including your own):	Total number of local participants (people) that participated in exercise:
<b>January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise</b>	<b>Completing this form:</b> Vernon County Emergency Management and Vernon County Health Department	Amy Kleiber, RN, BAN Director/Health Officer	18	10
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b>		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b>		
<ol style="list-style-type: none"> <li>1. Vernon County Emergency Management had pre-existing emergency management plans established with our county Fair Board and EMS.</li> <li>2. Potential events unique to Vernon County Fair were discussed and planned for with fair board members. Established relationships and understanding of duties makes for efficient communications.</li> <li>3. Health Department staff and Emergency management have attended one training previous to this table top. We have established tools to set up a family and friends resource center. We use the "I love you guys" model for planning.</li> </ol>		<ol style="list-style-type: none"> <li>1. More work can always be done to establish and maintain community partnerships. Post-covid many positions have new staff and faces to get to know. We will work towards collaborations with city officials involved in the EOC.</li> <li>2. Vernon County Health Department staff will delineate some generalized roles to staff in preparation for opening a family resource center. We hope that by having people understand their roles, things will flow smoothly in a real-life event.</li> <li>3. Vernon County Emergency management will be hosting a mock drill of a family and friends resource center in Feb. 2023. We will partner with Monroe County Health Department in combining resources for potential mass emergency events.</li> </ol>		

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Vernon County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	Identify the Observation you saw that should be corrected	Identified Corrective Action (How should it be fixed?)	Agency Responsible	Individual Responsible	Completion Date
<b>Operational Coordination</b>	Hiring of new staff will occur in this month. New training and restructuring of our on-call preparedness staff	<ul style="list-style-type: none"> <li>Send staff to incident command training</li> <li>Develop a policy and procedure for staff needed to ramp up on a mass casualty event/emergency response.</li> </ul>	Vernon County Health Department	Health Officer	6-30-2023
<b>Operational Coordination</b>	Identification of potential staff roles within a family and friend center	<ul style="list-style-type: none"> <li>Staff meeting to delineate roles within the family and friend center</li> <li>Predetermined duties within the roles to make incident command flow at optimal functioning</li> </ul>	Vernon County Health Department and Vernon County Emergency Management	Health Officer and Emergency Manager	6-30-2023
<b>Operational Coordination</b>	Update of "go Kits"	<ul style="list-style-type: none"> <li>Need to update and keep "go Kit's" ready to use</li> </ul>	Same as above	Same as above	6-30-2023

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## Vernon County Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

Vernon County Emergency Management (VCEM) and Vernon County Health Department (VCHD) staff attended a virtual tabletop exercise on 1-25-2023. In this exercise the situation to discuss was that at the local fair, a Ferris wheel falls into a fair building with injuries sustained at fatality levels.

VCEM and VCHD staff talked through what response roles would be within our department. We talked about chain of command and identified that there would be a joint Incident command between the Vernon County Fair Board, Viroqua City EOC and Emergency Management.

VCHD staff would assume the role of set up and management of a family and friends center. We would identify a phone line to the Viroqua City EOC to direct family members to call. VCHD staff would call to the table partners to assist in the center. These would include the Red Cross, Monroe County Health Department Staff

The center would be open for a 24-hour period for those needing a place to stay. We would work with the Red Cross to provide food and shelter and identify any other needs that may be occurring. We would work in collaboration and as directed by the city EOC to provide service to the community.

VCHD staff will also work with Monroe County health Department staff to have a templated schedule already prepared if needed. This schedule could be used for other events such as flooding or natural disaster events that we may have to partner with in the future.

Please see the above section for identified strengths and areas of improvement.

Overall, the exercise was very helpful. We shared the findings with our staff internally and will work on developing further planning with Monroe County staff and Emergency Management.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Washburn County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

<b>Date of Exercise:</b>  January 25, 2023 0900-1200 2023 Virtual Regional Table Top Exercise	<b>Name of Agency or Jurisdiction Completing this form:</b>  Washburn County Health Department	<b>Name, Phone, Email of PRIMARY POC for this document:</b>  Mary Slisz-Chucka, 715-645-0176, msliszch@co.washburn.wi.us	<b>Number of Counties that participated in this exercise (including your own):</b>  18	<b>Total number of local participants (people) that participated in exercise:</b>  12	
<b>Please identify the 3 Greatest Strengths You Observed During this Exercise:</b> <ol style="list-style-type: none"> <li>Emergency Operations Coordination is a strength in Washburn County as Emergency Management and Emergency Responders initiate and staff an Incident Command Post during large events. Hospitals and partners have plans in place to initiate additional staffing resources as necessary to handle mass casualty/mass fatality incidents.</li> <li>Family Reception Center plans are a strength in Washburn County as the county has solid plans in place that are well organized.</li> <li>Community Recovery is a strength as Washburn County is a close-knit community and partners work well together, many have the same goals. Partnerships exist with agencies prepared to provide community recovery support resources and services.</li> </ol>		<b>Please identify the top 3 Areas of Improvement You Observed During this Exercise:</b> <ol style="list-style-type: none"> <li>Fatality Management needs improvement as no patient tracking system exists between partners.</li> <li>Emergency Public Information and Warning is an area of improvement as many participants were unaware of a mass notification system.</li> <li>Information Sharing is an area of improvement as key partners did not attend the event and agencies lack designated trained public information officers.</li> </ol>			
<b>Target Capability</b>	<b>Identify the Observation you saw</b>	<b>Identified Corrective Action (How should it be fixed?)</b>	<b>Agency Responsible</b>	<b>Individual Responsible</b>	<b>Completion Date</b>

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Washburn County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

	that should be corrected				
<b>Fatality Management Information Sharing</b>	No patient tracking system exists between partners.	Identify and facilitate access to public health resources to support fatality management operations. Develop plan and documents for sharing missing person information between response partners.	Health Department	Elise Anderson	By December 2023
<b>Emergency Public Information and Warning</b>	Many participants in the exercise were unaware of a mass notification system.	Increase the number of county residents signed up for CodeRED.	Washburn County Emergency Management	Carol Buck	By March 2023 partner meeting.
<b>Information Sharing Emergency Public Information and Warning</b>	Partner communication needs improvement. Key partners did not attend the virtual event. The need to initiate quarterly meetings with partners was addressed.  Lack of trained PIOs from each facility was discussed. Proposed quarterly meetings with partners to include agenda to identify lack of trained PIOs and establish a group of trained PIOs to collaborate between facilities.	Identify stakeholders that should be incorporated into information flow and define information sharing needs.  Activate the emergency public information system. Notify and assemble key public information personnel and potential spokespersons identified prior to an incident to provide information to the public during an incident. Identify public information officers (PIOs), spokespersons, and trained support personnel, such as subject matter experts to implement jurisdictional public information and communication strategies. Initiate PIO training and	Emergency Management and Public Health	Carol Buck and Elise Anderson	By March 2023 partner meeting.

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

**Washburn County  
Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

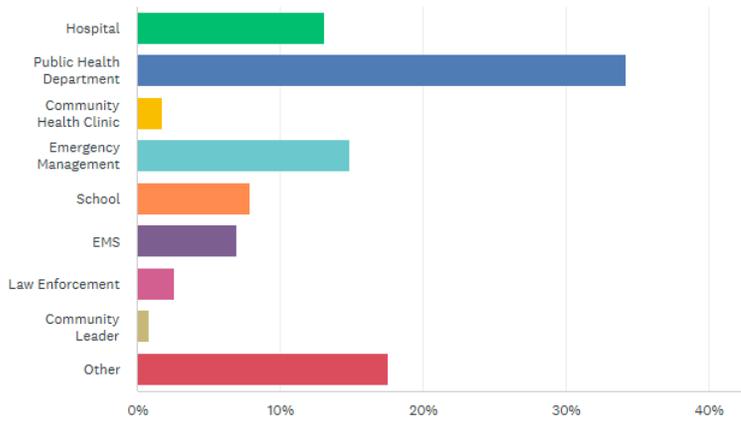
		invite partners to send several individuals to training.			
<p><b>WRITE YOUR EXECUTIVE SUMMARY HERE</b></p> <p>On January 25, 2023, a Virtual Regional Table Top Exercise occurred in the County Board Room in Shell Lake with several agencies attending virtually from many counties in the region and Washburn County partners attending both in person and virtually. The Washburn County partners included staff from Washburn County Public Health, Minong Ambulance Essentia Health, Essentia Health Spooner, Indianhead Medical Center, Washburn County Emergency Management, Spooner Health, and Washburn County Health and Human Services. The scenario involved a mass casualty/mass fatality incident occurring due to a Ferris wheel collapsing into a building during a fair. Breakout sessions were provided for Washburn County partners to discuss the incident at a local level.</p> <p>The participants in the Washburn County group recognized the immediate need for response in such an event. Washburn County Emergency Management and Emergency Responders initiate and staff an Incident Command Post during large events. This post ensures communication is maintained with emergency service personnel during the event. This Command Post provides continuous event surveillance and is a strength in Emergency Operations Coordination. The hospitals are also well prepared in Emergency Operations Coordination with plans in place to call in additional staff as necessary for an incident involving mass casualty/mass fatality. Washburn County Health and Human Services has well-organized solid plans in place for Family Reception Centers. Community Recovery in such an event would be a strength as the partners work well together. In addition, partnerships with Red Cross, Salvation Army, chaplains, and additional mental health resource providers are strong.</p> <p>The areas of improvement identified during this exercise were Fatality Management, Emergency Public Information and Warning, and Information Sharing. Participants realized that no patient tracking system existed between partners, possibly creating a difficult situation for notifying families of the location of victims. Several participants were unaware of a mass notification system. Hospital staff indicated they may or may not hear scanner transmission indicating an incident had occurred. Several key partners in emergency response did not attend the virtual exercise. In addition, there are no designated trained PIOs from each partner agency in Washburn County. There is a need for PIO training to prepare several trained personnel prior to an incident.</p> <p>This exercise proved to be a lesson learned. Bridget Gnad, Emergency Preparedness Coordinator for the Health and Human Services Department, Waukesha County, shared lessons learned from the 2021 Waukesha Christmas Parade Incident. Bridget identified several areas of improvement during the Waukesha incident that correlated with Washburn County areas of improvement. On April 23, 2019, the NWWIHERC &amp; WWPHRC Exercise provided a scenario similar to the real incident that occurred in Waukesha. Several of the areas of improvement identified during the 2019 exercise are the same areas of improvement identified during this recent exercise.</p> <p>Moving forward, the need for quarterly collaboration between partners was recognized. Participants plan to develop agendas and continue meetings during the year to enhance Washburn County partner communication. In addition, the need for designated PIOs from each agency will continue to be a priority to establish direct links with trained personnel to improve information sharing between partner agencies.</p>					

**Target Capabilities for this exercise include:** Operational Coordination/EOC, Operational Communication/Information Sharing, Fatality Management, and Public Information and Warning/EPIW.

## PARTICIPANT FEEDBACK SURVEY RESULTS

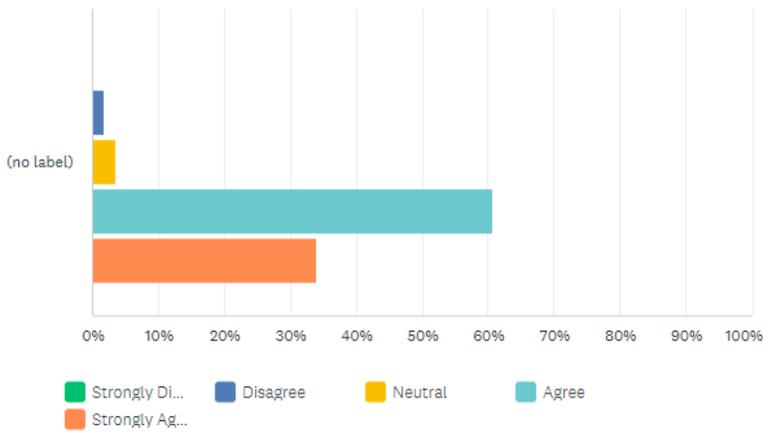
### Question 1: What type of agency do you represent?

Answered: 114 Skipped: 0



### Question 2: The exercise scenario was plausible and realistic.

Answered: 112 Skipped: 2

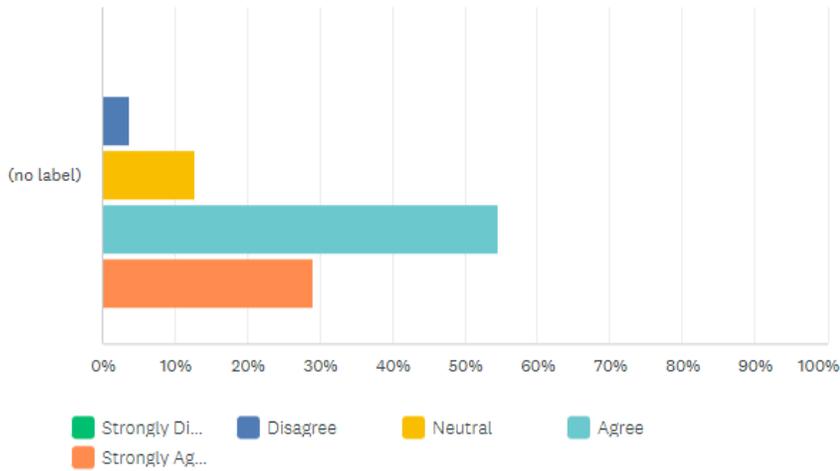


**Appendix A**  
**Executive Summary and Improvement Plan**

January 25, 2023 Virtual Regional TTX

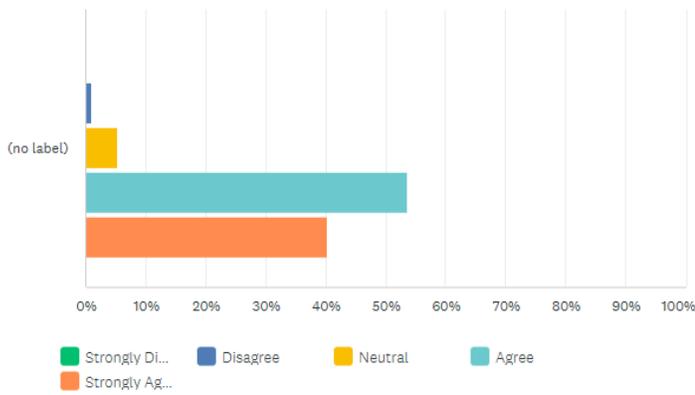
**Question 3: Exercise participants included the right people in terms of disciplines.**

Answered: 110 Skipped: 4



**Question 4: Exercise participation was appropriate for someone in my field and level of experience.**

Answered: 112 Skipped: 2

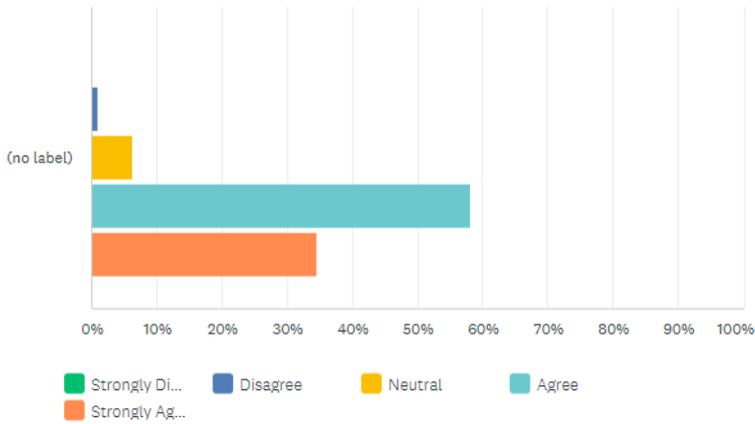


**Appendix A**  
**Executive Summary and Improvement Plan**

January 25, 2023 Virtual Regional TTX

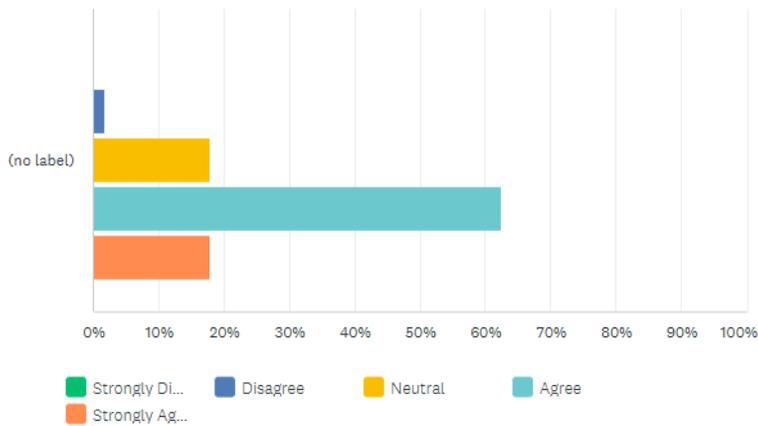
**Question 5: The exercise provided an opportunity to discuss significant issues to the support of Family Reception Center Operations and the unique roles of responding agencies.**

Answered: 110 Skipped: 4



**Question 6: The use of the virtual platform to facilitate this exercise was beneficial.**

Answered: 112 Skipped: 2

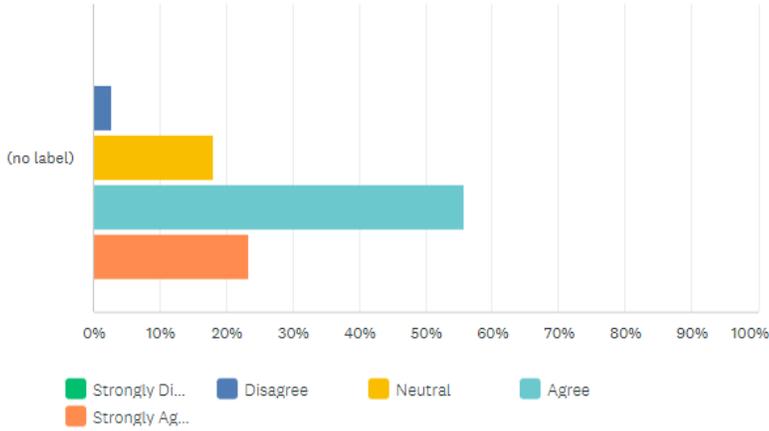


**Appendix A**  
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January 25, 2023 Virtual Regional TTX

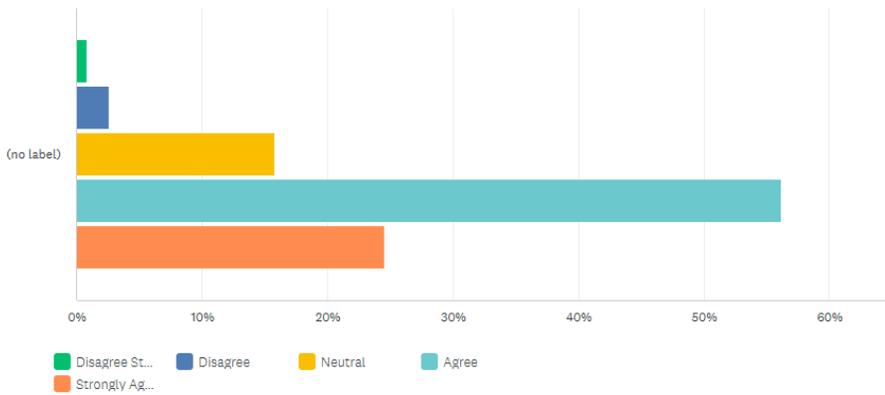
**Question 7: A hybrid model of local in-person participation with a virtual option through break out rooms was beneficial to the success of this exercise.**

Answered: 111 Skipped: 3



**Question 8: The Waukesha Parade Tragedy presentation helped my jurisdiction consider new ideas when planning for a Family Reception Center.**

Answered: 114 Skipped: 0



**Appendix A**  
**Executive Summary and Improvement Plan**

**January 25, 2023 Virtual Regional TTX**

**Question 9: Please provide recommendations on how this exercise or future exercises could be improved or enhanced.**

- It shed light on the how well our departments work together, but also which departments/entities in our community we should have more involvement with.
- There was some confusion initially with who was coordinating this exercise at the local level, other than organizing a space, since 4 different organizations were on the flyer. Was not quite sure what that meant or looked like. Glad it worked out!
- I would have liked to have seen the Waukesha presentation condensed so that more time could have been spent on the SIT REP questions, particularly set 1 and 2. We barely touched the set 2 questions to get into specifics of roles for FAC.
- Allow for more time to discuss at the local level
- I wasn't clear on what the exercise was going to be. While I think it is beneficial to have school representation, we have protocols (at least our district does) in place for tragic events. It is still good conversation, but the school role is a bit different in a community event.
- I think you will need to plan follow up meetings to help answer questions that still remain. I feel the discussion was very useful and allowed me to apply some of the things learned to our local plan.
- We needed a lot more time between the questions.
- Great training.
- Biggger Time jumps.....get further into the incident.
- Seems like we need more work and collaboration from different partners in this jurisdiction.
- Nothing to add.
- Having presenter turn her camera on would have helped the presentation. Fully in person is valuable but there is a lot of cost savings with virtual and with that approach, we can afford to do more of these - which would be good.
- Make sure that any presentations are clearly laid out ahead of time and adjust the time accordingly. Walking into the exercise I was unaware that there was going to be an hour (+) long conversation about Waukesha and then not have enough time to discuss the injects and questions.
- Maybe narrow the scope of the exercise to better allow for the time allotted.
- There was NOT enough time, but you already know that, as it was mentioned in the meeting several times. More time would have been extremely beneficial and perhaps we would have gotten to the FAC part if there was more time.
- Give more time for each step of the exercise.
- More time would be helpful.
- I was a "lay person" who attended. This was an eye opener about how many entities must come together to be prepared for any disaster. Thank you to all of you for what you do and the dedication it takes to be such a resource to the community.
- More time for discussion.
- Don't let this be a one-time thing for FAC's. I know in my county we have some opportunities coming up to enhance and reinforce this discussion and planning.
- This was kind of an exercise within an exercise. Next time each jurisdiction should get the first 10 minutes to talk with their team. The presentation from Waukesha was excellent but many of our attendees had been in multiple meetings where this was already reviewed. It was a waste of an hour for them. The exercise was very complex and taking an hour for the Waukesha AAR was frustrating. Either exercise should have been extended an hour or AAR presented at another time. That would have given 10 minutes for each jurisdiction to do an intro, and added 10 minutes to each sit rep (still not enough time) and 10 min to hot wash. It was acknowledged that there wasn't enough time, but there were questions from the previous sit rep we didn't get through that the group insisted on starting at beginning of the new section which ultimately pushed the exercise farther off track.
- Better laptop microphone so people online could hear people in conference room better
- Really liked it.
- The virtual option absolutely can work, but does require more time.
- I believe the college setting would help increase partnerships across counties.
- Helps you look at things that can be improved upon.
- Unsure.
- Include all agencies into tabletop exercise some were missing.
- Please host these more often with local, in person gathering. The collaboration is so valuable.

## Appendix A

### Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

- The timing wasn't ideal as we participated in a County exercise the week before which made it a little difficult for a few community resources to attend.
- The speaker from Waukesha was hard to follow. She seemed to jump around a lot and it was a hard to glean learning points from her. From her long bio I was expecting something different.
- Very nice exercise, well planned, appropriate and realistic content. Thank You!
- The Waukesha event was quite local. The Pow-wow, and the Birkie, involve participants from many states and countries. Embassy lists, and Tribal Government lists, from upper Midwest groups should be compiled.
- Maybe just a LITTLE more time to discuss in breakout sessions.
- Some key players were not in attendance for our county which left a few unanswered questions.
- In person
- I thought it was good.
- Breakout rooms were very beneficial. Glad we could offer that locally.
- I think overall this meeting went well; I would like to see us as a group do more of these tabletop exercises. An exercise like this gets everyone thinking and makes us all review our operational plans to see where we all can improve our departments.
- I was impressed with the turnout of people and agencies represented. Well done!
- Improvement - have the training throughout the county to meet the needs of EMS and Fire groups. This way everyone will know what to do if this should occur in their area. It's great to come to Chippewa for the training, but most of the time the training is held during the day when most people who are part of EMS and Fire are working their full-time jobs and not able to attend. These are the real heroes when responding to an incident. More focus on training the volunteer EMS & Fire groups so they have the knowledge what the other partners are doing.
- The time allotted for the exercise was too short, we should have spent the entire day with this event, especially since we had all the players at the table.
- More time.
- The Waukesha presentation felt a bit long and drawn out. I appreciated the information, but more information about the actual event and what happened would have helped as I was not that aware of it.
- I think it was great and we learned a ton. Thank you.
- I would extend the exercise out to maybe 5-6 hours to cover more. It seemed that all the questions did not get answered and they were important questions. Very good practice exercise presented.
- I think it would have been more effective to receive the questions in advance and walk our group through them when we were ready to move on instead of on a specific time frame. I think partners were frustrated they didn't always have the chance to be heard.
- Nothing I can think of, thank you for inviting me.
- More time for group discussions.

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#### Question 9: Please share topics or themes for future exercises.

- Everyone agreed at the end of the exercise that having more like this would be extremely beneficial to all players in the room, particularly having HHS (mental/behavioral services) at the table.
- A power outage during the winter months.
- I would like to have a meeting with local agencies to discuss reunification plans for local schools.
- Overview of how Waukesha Committee dealt with the funds sent to them.....more in depth.....Recovery aspects.
- What about a mass casualty incident at Carson Park? Although it would be unlikely, it would certainly create unusual problems.
- I would appreciate participating in anything like this in the future. Many good points were noted and brought up.
- Mass power outage in mid-winter.
- Natural disaster, large scale power outages.
- Follow HSEEP, work this type of exercise through to the end. Maybe see if ARC or a DHS agency can provide FAC training to show set up, communication, etc.
- Just need more frequent meetings like this.
- We've been having a lot more hurricanes in recent years. Maybe we could try a hurricane in rural settings?
- Head Start and Early Head Start - emergency preparedness for infants and toddlers.
- No ideas at present.
- Unsure.

## Appendix A

### Executive Summary and Improvement Plan

January 25, 2023 Virtual Regional TTX

- N/A
  - Significant weather event- local tornado.
  - Similar exercises are good to repeat annually due to turnover in staff or resources available.
  - Prep for poison gas attack in crowded venues.
  - Full Functional Exercise.
  - School shooting or shooting in a mass outdoor setting like what happened in Las Vegas.
  - Sheltering.
  - I think at one of the meetings each department could give a brief synopsis of what their department has to offer and give an immediate emergency contact person with number for the head of each department to have in their contact list. That way the department heads will know each other and the limitations of each department prior to the very stressful call of multiple injuries or death.
  - I would love a Table Top on a school shooting. Maybe I just need to organize that. Because this exercise today was so well done and insightful suggestions helped me understand all the capabilities and Reception in our county.
  - Present this information to the rural EMS & Fire departments and have a discuss on how they would handle the incident when they would be dispatched to incident. Include dispatch center group on this training. They have a lot of knowledge on what is available to give back to an incident.
  - This exercise was an excellent start, we should continue the exercise focusing on some of the gaps that were identified.
  - Shooting incident.
  - I think we should have an exercise that may involve other neighboring counties so that we could have a break out session to include regions to discuss the questions. I see that there were counties that did not have more than 1 attending and this would have grouped those individuals by region. I was a solo county today so I am very fortunate that I joined the group that I did as they were well prepared and experienced! I learned so much from this group.
  - County wide communication plans in emergency situations.
  - None
  - A community evacuation. Railway car on the spur on river street malfunctions with unknown contents.
  - Information Sharing
  - PHSEI, PHLT, a tornado or flooding scenario.
  - Anything! More, more, more! Please!
  - Passenger train derailment in a populated area, not just PH focus. - Break up the TTX into smaller events; i.e., how does a PH department decide if and when to activate a FAC/FIC, etc. Too often conversation was focused on what PH should already know how to do. With many personnel changes, may need to look at taking baby steps with some of the departments. Conduct trainings on various phases of activation of an EOC prior to the actual exercise, gives participants who are struggling on what to do a chance to have a better understanding of what is expected.
  - Weather related off hours (11pm snow ice storm WINK WINK)
  - This was a really great topic and has brought some light to our agency.
  - I think Information Sharing and EPIW should always be part of these as I think those are ongoing issues.
  - Active shooter. Significant HAZMAT event in an urban setting (burns, chem. exposure, evacuation, etc.). Total hospital evacuation related to a significant community event.
  - Animal emergency response, pet sheltering etc. or management of animal responses with human components (avian flu with crossover to humans etc.) evacuation with rural component of access/functional needs. how do we find and relocate remote residents with access and functional needs? transport of these residents, how to shelter them etc. there is a large population segment that's over 60 in this area, and a lot of people who are electricity dependent. managing this segment for long term power outage would prove challenging.
  - Haz mat topic.
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## APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
American Red Cross- Northwest Wisconsin Chapter
Barron County
Buffalo County
Chippewa County
Clark County
Crawford County
Douglas County
Dunn County
Eau Claire City-County
Jackson County
North West Wisconsin Emergency Management Region
Northwest Wisconsin Healthcare Emergency Readiness Coalition
Pepin County
Pierce County
Rusk County
Sawyer County
St. Croix County
Taylor County
Trempealeau County
Vernon County
Washburn County
West Central Wisconsin Emergency Management Region
Western Wisconsin Healthcare Emergency Readiness Coalition
Western Wisconsin Public Health Readiness Consortium