Waukesha County Emergency Management

Integrated Preparedness Plan

January 2026 – December 2028

INTEGRATED PREPAREDNESS PLANNING TEAM

Waukesha County Emergency Management

Alexander Freeman, EM Coordinator
Grant Deal, Deputy EM Coordinator
Taylor Williams, Deputy EM Coordinator

Waukesha County Emergency Management
1621 Woodburn Rd,
Waukesha, WI 53188

Mission

The Waukesha County Office of Emergency Management provides a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards that impact all Waukesha County citizens' welfare, safety and health.

Vision

To enhance community resilience through proactive and collaborative strategic partnerships, fostering a united response to and recovery from emergencies within our county.

MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES
Integrated Preparedness Schedule 2026 - 2028

PURPOSE

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

Waukesha County Emergency Management administers the IPP in cooperation with its municipal partners. All Waukesha County and corresponding jurisdiction government offices follow the IPP. The plan describes Waukesha County's threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for years 2026-2028. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities.

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

PREPAREDNESS ACTIVITY CONSIDERATIONS

The Waukesha County Integrated Preparedness Plan (IPP) is a foundational document to guide successful preparedness activities related to Waukesha County and its municipalities' capabilities for responding to, recovering from, and mitigating the effects of the threats, hazards, and risks deemed the most applicable to the area. The IPP establishes priorities and goals that will guide county efforts to build, improve, and sustain capabilities across the five emergency management mission areas of prevention, protection, mitigation, response and recovery.

METHODOLOGY

To develop this plan, Waukesha County Emergency Management distributed surveys to gather information from both the general public and various stakeholders. Stakeholders included Senior Leaders and others amongst public and private organizations, educational institutions, local government units, non-governmental organizations, police and fire departments, local emergency managers, and critical infrastructure within Waukesha County.

The survey aimed to collect feedback on the previous year's Integrated Preparedness Plan and identify current capability gaps related to hazards threatening our community. The general public consisted of individuals living or working in Waukesha County. The survey focused on participants' lived experiences and perceptions of disasters from the past ten years. It also examined the personal impacts of these events and identified the hazards that participants felt least prepared for.

A total of 60 responses were received, with representation from the following stakeholders:

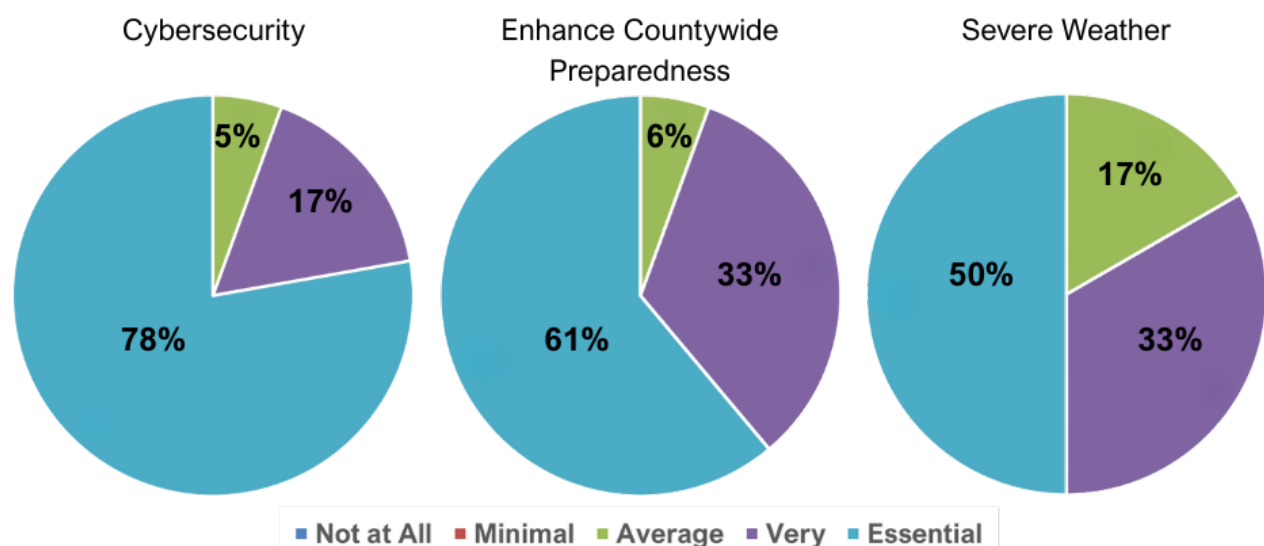|	
City of New Berlin Emergency Management	Rehabilitation Hospital of Wisconsin
Congregational Home	Rogers Behavioral Health
Froedtert ThedaCare Health	School District of Menomonee Falls
Village of Hartland Fire Department	Southeast Incident Management Team
Village of Hartland Police Department	Village of Summit Police Department
Kettle Moraine Fire District	Swallow School District
Kettle Moraine School District	Village of Summit Public Works
Village of Menomonee Falls Police Department	Waukesha County Public Health
	Waukesha County Sheriff's Department

Threats, Hazards, and Risks

During the development of the 2021 Waukesha County Hazard Mitigation Plan, local municipalities contributed to identifying hazards that could affect communities throughout Waukesha County. The identified hazards are included in the table below. The Planning Team considered the hazards highlighted in the 2021 Waukesha County Hazard Mitigation Plan while developing public and stakeholder surveys and this plan. You can find the 2021 Waukesha County Hazard Mitigation Plan here.

Hazard Event	Probability Factor	Sum of Weighted Impact Factors	Total (Probability x Impact)
Flooding	3	28	84
Tornadoes and High Winds	2	25	50
Winter Storms	2	24	48
Thunderstorms	3	15	45
Hail	3	13	39
Hazardous Materials Release	2	17	34
Extreme Cold	2	15	30
Utility Failure	2	15	30
Lightning	3	9	27
Earthquakes	1	24	24
Droughts and Dust Storms	2	10	20
Extreme Heat	2	10	20
Dam Failure	1	16	16
Forest and Wildfires	1	13	13
Political Hazard (Terrorism & Civil Disturbance)	1	13	13
Fog	2	6	12
Rail Transportation Incident	1	11	11

Survey Data Analysis

Survey respondents provided input as to the level of importance for maintaining the previous year's IPP priorities. When prompted, respondents ranked the following priorities: Enhance Countywide Preparedness (**94%**), Cybersecurity (**95%**), and Severe Weather (**83%**) as '*Very Important*' or '*Essential*' in terms of the importance of continuing these priorities in the plan's

Cybersecurity — 5%, 17%, 78%
Enhance Countywide Preparedness — 6%, 33%, 61%
Severe Weather — 17%, 33%, 50%

Legend: ■ Not at All ■ Minimal ■ Average ■ Very ■ Essential

next cycle. Additionally, responses assisted the Planning Team in identifying hazards based on what stakeholders felt the County was least prepared for and/or identifying capability gaps.

The top three hazards identified were *cybersecurity*, *hazardous materials release*, and *flooding*.

On a scale of 1 to 5, rank the overall preparedness level of your ogranization, department, or municipality in responding to the corresponding hazards.

■ 1 - Poor ■ 2 - Below Average ■ 3 - Average ■ 4 - Above Average ■ 5 - Excellent
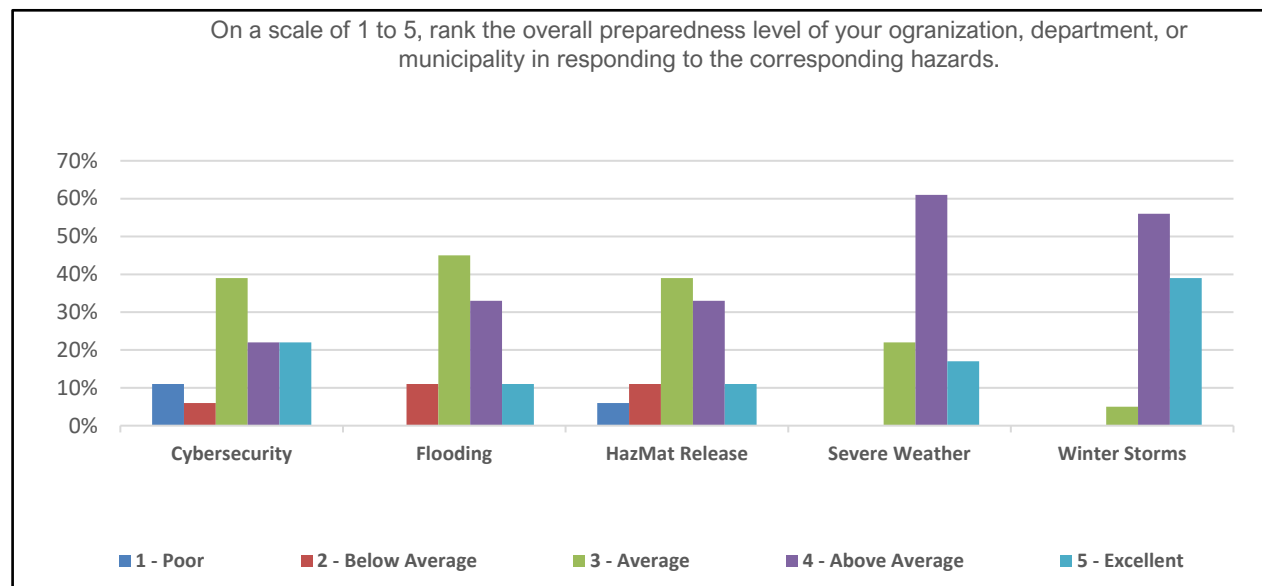
The Planning Team reviewed the identified hazards in conjunction with the priorities that survey respondents identified as essential to carry forward in the next iteration of this plan. Due to similarities in cascading impacts, response and recovery procedures, and required resources, the Planning Team chose to combine Flooding and Severe Weather.

Respondents reporting that they felt their organization, department, or municipality's overall preparedness level to respond to a given hazard was below '*Excellent'*, were required to provide additional input as to what contributing factors led to their decision. Respondents were required to rank their level of agreement with statements spanning the POETE (Planning, Organizing, Equipping, Training, Exercising) Model.

Overall, responses indicated capability gaps in response to specific hazards as a result of:

- Lack of involvement from relevant departments/stakeholders in the process of reviewing and/or updating plans.

- Lack of resources (personnel, equipment, finances) to adequately handle large-scale emergencies.

- Inconsistent training on emergency response procedures for personnel and/or new employees.

- Lack of regularly conducted exercises to provide a comprehensive test of plans, procedures, and response capabilities.

EXTERNAL SOURCES AND REQUIREMENTS

As a recipient of grants under the Emergency Management Performance Grant and Emergency Planning and Community Right-to-Know Act, current external sources and requirements are:

- Wisconsin Statute Chapter 323 Emergency Management
- Waukesha County Code of Ordinances Chapter 17 Emergency Management
- Wisconsin Statutes Chapters 60, 61, 62 (Towns, Villages, Cities)

PREPAREDNESS PRIORITIES

Based on the above-mentioned considerations, the Planning Team determined the following priorities will be the focus for the multi-year cycle of preparedness for years 2026 through 2028:

Priorities	Goals	Core Capabilities
Cybersecurity	Increase awareness and improve incident response procedures to reduce service impact and expedite recovery efforts.	Cybersecurity
		Operational Communications
Enhance Countywide Preparedness	Enhance response capabilities at the county and municipal levels through All-Hazard(s) preparedness activities.	Operational Coordination
		Planning
Hazardous Materials Release	Maintain and improve plans and response capabilities regarding hazardous materials releases.	Environmental Response/Health & Safety
		Planning
Severe Weather	Improve capabilities in responding to and recovering from severe weather incidents.	Planning
		Operational Coordination

IMPLEMENTATION

The Waukesha County Office of Emergency Management will work throughout the scheduled period to address the proposed preparedness priorities according to the plan's timeline. The Planning Team assigned desired outcomes or goals for each preparedness priority, incorporating objectives spanning the POETE (Plan, Organize, Equip, Train, Exercise) Model to maintain capabilities and/or address gaps. The development of the desired outcomes and corresponding objectives was the direct result of survey data collected by the Planning Team.

The schedule of preparedness priority objectives spans this plan's 3-year cycle, detailed in the MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES. Regarding the fulfillment or completion of preparedness priority objectives, Waukesha County Office of Emergency Management will:

Plan
Coordinate the development and update of County plans related to emergency management, and/or templates, guides, and aids for stakeholder use.

Organize
Research, develop, and/or promote emergency management best practices, and coordinate the development and maintenance of organizational groups, relationships, and structures that enable the preparedness capabilities within this plan.

Equip
Seek, apply for, and share situational awareness on funding opportunities and/or develop, promote Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs) to supplement County and municipal equipment needs.

Train
Identify, coordinate, participate in, deliver, and/or support the delivery of applicable training that enables the preparedness capabilities.

Exercise
Coordinate, develop, request, and facilitate a range of exercises (workshop, game, tabletop, functional, and full-scale) to test and validate applicable emergency management plans for the county and stakeholders.

Priority 1 - Cybersecurity

Increase awareness and improve incident response procedures to reduce service impact and expedite recovery efforts.

Corresponding Capabilities

- Cybersecurity
- Operational Communications

Rationale

Cyberattacks are a growing, ever-present threat that can compromise critical services and infrastructure. Survey responses indicated gaps in equipment, infrastructure, alternate systems, and adequately trained staff, indicating potential cyber-incident response impediments. Improvements to corresponding capabilities can be made through planning efforts focused on response and recovery functions, as well as the acquisition of necessary equipment and training.

Planning Objectives

- Develop Lines of Effort for cybersecurity response

Equipment Objectives

- Replace Waukesha County Emergency Management staff and cache radios

Training Objectives

- Promote Cyber 101 TEEX Courses
- Host L/K 1301 Continuity Planning Course
- Host COML/COMT Course

Exercise Objectives

- Explore hosting interoperable communications workshop

Priority 2 - Enhance Countywide Preparedness

Enhance response capabilities at the county and municipal levels through various preparedness activities.

Corresponding Capabilities

- Operational Coordination
- Planning

Rationale

Given Waukesha County Emergency Management's limited capacity to fully support multiple municipalities during a widespread incident, enhancing county and municipal emergency management programs is essential. Enhancing countywide preparedness promotes resilience and strengthens emergency management programs, increasing the ability to manage disasters effectively. Survey results and After-Action Reports/Improvement Plans identified the need to address gaps in fully trained personnel, plan development and update, and readily available training to test stakeholders' plans and procedures.

Planning Objectives

- Develop EOP Development Workshop
- Update County EOC Guidebook
- Update County Debris Management Plan
- Update and finalize County Emergency Fuel Management Plan
- Update County Hazard Mitigation Plan
- Develop IT Liaison EOC Position Checklist

Organization Objectives

- Review County Emergency Management program for compliance with current NIMS implementation objectives

Equipment Objectives

- Explore and develop "mobile EOC" kit

Training Objectives

- Encourage all responders to take ICS-100, ICS-200, ICS-700, ICS-800
- Host MGT-312 Senior Officials Workshop for All-Hazards Preparedness Course
- Host ICS-300 and ICS-400 Course(s)
- Host MGT-347 ICS Forms Review Course
- Jurisdictional Crisis Emergency Management Training - TEEX
- Host USFA O0337 Command and General Staff Functions for Local IMTs Course
- Host Social Media Tools and Techniques (PER-344) Course
- Host EOP Development Workshop
- Host G-191 EOC/ICS Interface Course
- Host G/K-2300 Intermediate EOC Functions Course

Exercise Objectives

- Develop Tabletop Exercise Kit to be used by municipal agencies and departments

Priority 3 - Hazardous Materials

Maintain and improve plans and response capabilities regarding hazardous materials releases.

Corresponding Capabilities
- Environmental Response/Health & Safety
- Planning

Rationale
Hazardous materials releases remain a potential threat in Waukesha County. Maintaining and improving plans and response capabilities for hazardous materials release assists response agencies in effectively responding to and mitigating potential cascading effects. Survey respondents identified staffing, equipment, and training gaps in relation to responding effectively.

Planning Objectives
- Update Waukesha County's Comprehensive Emergency Response Plan (CERP)
- Develop CHEMPACK Education & Awareness Program
- Develop Lines of Effort for Hazardous Materials Release response

Training Objectives
- Host TRANSCAER Sponsored Course
- Distribute CHEMPACK Education & Awareness Program
- Promote IS-5.a: An Introduction to Hazardous Materials

Priority 4 - Severe Weather

Improve capabilities in responding to and recovering from severe weather incidents.

Corresponding Capabilities

- Planning
- Operational Coordination

Rationale

Dependent on severity, severe weather incidents can quickly overwhelm a local municipality's ability to respond and recover. After-Action Reports/Improvement Plans, lessons learned from real-world incidents, and survey data indicate gaps in staffing, trained personnel, and resources to support response and recovery operations adequately. Updating and testing plans and procedures, acquiring training, and seeking alternative means to supplement or replace equipment/resource needs will be required to improve response and recovery capabilities.

Planning Objectives

- Develop Lines of Effort for Flooding response
- Update Waukesha County Recovery Plan (Waukesha County CEMP Annex IV)

Organization Objectives

- Staff Countywide Damage Assessment Team

Equipment Objectives

- Replace Countywide Mobile Command Post
- Replace Mobile Generators

Training Objectives

- Host Countywide Damage Assessment Team Training
- Host G-556: Damage Assessment Course
- Host Social Media Platforms in Disaster Management - WBT (PER-304-W) Course

Exercise Objectives

- Conduct Damage Assessment Tabletop Exercise

PROGRAM MAINTENANCE

While continuously monitoring improvement actions, the Waukesha County Office of Emergency Management will periodically examine capabilities to ensure they are sufficient, accurate, and effective in addressing the threats, hazards, and risks facing the county and to inform future Integrated Preparedness Cycle activities.

Jurisdictions in Waukesha County are encouraged to consider this plan for their preparedness program and reporting efforts.

Waukesha County Emergency Management will compile and document areas for improvement, lessons learned, and potential best practices identified from exercises and real-world incidents.

Annually, the Integrated Preparedness Team will identify which actions are needed to address areas for improvement using the following questions:

- What changes should be made to plans and procedures?
- Are there recommendations for required changes to organizational structures?
- Should any changes to equipment or resources occur?
- What training can be leveraged to increase knowledge?
- What exercises will best validate preparedness or reveal opportunities for improvement?

All actions should align with capabilities to allow measurement of the effect on the corresponding capabilities. When deemed necessary, corrective actions should be prioritized and directed to a single stakeholder, if possible. Corrective actions should be documented and reported in an annual summary report.

This plan will be updated annually or as needed, based on the above as well as exercise or incident outcomes as appropriate.

MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES
Integrated Preparedness Schedule 2026 - 2028

Enhance Countywide Preparedness	Cybersecurity	Hazardous Materials Release	Severe Weather

2026	Q1 Jan - Mar	Q2 Apr - Jun	Q3 Jul - Sep	Q4 Oct - Dec
Plan	Update Waukesha County's Comprehensive Emergency Response Plan (CERP)			
	Update Waukesha County Recovery Plan (Waukesha County CEMP Annex IV)			
	Develop CHEMPACK Education & Awareness Program			
	Develop EOP Development Workshop			
	Update County EOC Guidebook			
	Update County Debris Management Plan			
			Develop IT Liaison Position Checklist for EOC Guidebook	
Organize	Staff Countywide Damage Assessment Team			
Equip			Explore development of "mobile EOC" kit	
	Replace Waukesha County Emergency Management staff and cache radios			
Train	Encourage all responders to take ICS-100, ICS-200, ICS-700, ICS-800			
			Promote Cyber 101 TEEX Courses	
	MGT-312 Senior Officials Workshop for All-Hazards Preparedness			
	TRANSCAER Sponsored Course			
	L/K 1301 Continuity Planning Course			
	Countywide Damage Assessment Team Training			
			Promote IS-5.A An Introduction to Hazardous Materials	
	ICS-300 and ICS-400 Course(s)			
			G/K-2300 Intermediate EOC Functions Course	
	MGT-347 ICS Forms Review Course			
	G556 Damage Assessment Course			
Exercise				

MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES
Integrated Preparedness Schedule 2026 - 2028

| Enhance Countywide Preparedness | Cybersecurity | Hazardous Materials Release | Severe Weather |

2027	**Q1 Jan - Mar**	**Q2 Apr - Jun**	**Q3 Jul - Sep**	**Q4 Oct - Dec**
Plan	Develop Lines of Effort for cybersecurity response			
		Develop Lines of Effort for Hazardous Materials Release response		
		Develop Lines of Effort for Flooding response		
		Update County Hazard Mitigation Plan		
	Update and Finalize County Emergency Fuel Management Plan			
	Update Waukesha County's Comprehensive Emergency Response Plan (CERP)			
Organize	Staff Countywide Damage Assessment Team			
	Review County Emergency Management program for compliance with current NIMS implementation objectives			
Equip	Replace Waukesha County Emergency Management staff and cache radios			
	Develop "mobile EOC" kit			
Train	Encourage all responders to take ICS-100, ICS-200, ICS-700, ICS-800			
	Host USFA 00337 Command and General Staff Functions for Local IMTs Course			
			Promote Cyber 101 TEEX Courses	
			Social Media Platforms in Disaster Management - WBT (PER-304-W)	
			Distribute CHEMPACK Education & Awareness Program	
		MGT-312 Senior Officials Workshop for All-Hazards Preparedness Course		
		EOP Development Workshop		
		L/K 1301 Continuity Planning Course		
		COML/COMT Course		
	Countywide Damage Assessment Team Training			
			Promote IS-5.A An Introduction to Hazardous Materials	
	G-191 ICS/EOC Interface			
	MGT-347 ICS Forms Course			
	Social Media Tools and Techniques (PER-344) Course			
	ICS-300 and ICS-400 Course(s)			
Exercise	Develop Tabletop Exercise Kit to be used by municipal agencies and departments			
	Explore hosting interoperable communications workshop			

MULTI-YEAR SCHEDULE OF PREPAREDNESS ACTIVITIES
Integrated Preparedness Schedule 2026 - 2028

Enhance Countywide Preparedness	Cybersecurity	Hazardous Materials Release	Severe Weather

2028	Q1 Jan - Mar	Q2 Apr - Jun	Q3 Jul - Sep	Q4 Oct - Dec
Plan	Update County Hazard Mitigation Plan			
	Update Waukesha County's Comprehensive Emergency Response Plan (CERP)			
Organize	Staff Countywide Damage Assessment Team			
Equip	Replace Countywide Mobile Command Post			
	Replace Mobile Generators			
Train	Encourage all responders to take ICS-100, ICS-200, ICS-700, ICS-800			
			L/K 1301 Continuity Planning Course	
			MGT-312 Senior Officials Workshop for All-Hazards Preparedness	
			Promote Cyber 101 TEEX Courses	
			Jurisdictional Crisis Emergency Management Training - TEEX	
	COML/COMT Course			
	Countywide Damage Assessment Team Training			
		MGT-347 ICS Forms Review		
			Promote IS-5.A An Introduction to Hazardous Materials	
	ICS-300 and ICS-400 Course(s)			
Exercise	Damage Assessment Tabletop Exercise			