WAUKESHA COUNTY Comprehensive Emergency Management Plan

March, 2015

Comprehensive Emergency Management Plan (CEMP)

for

Waukesha County, Wisconsin

January, 2013

by

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Waukesha County Executive

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FORWARD

Waukesha County government is continuously striving to protect our County from the range of hazards that threaten our residents, visitors, businesses, and the environment. Responding to emergencies resulting from these hazards poses challenges that cannot be adequately addressed within the routine operations of government.

To meet these challenges, the Waukesha County Emergency Management created the Waukesha County Comprehensive Emergency Management Plan (CEMP). This plan is the result of the collaborative efforts between Waukesha County Emergency Management and the many other governmental, non-profit, and private sector departments and agencies that have assigned roles and responsibilities.

The CEMP provides the framework for the Waukesha County government and partner entities to respond to public emergencies within the local jurisdiction and regionally. The CEMP establishes a unified command and control structure for emergency response operations to ensure a coordinated and effective response. The CEMP also incorporates the concepts and processes of the National Incident Management System as the standard for emergency response operations. The ultimate goal is to protect the public and respond efficiently and effectively to significant incidents that threaten life, property, public safety, and the environment in our communities.

The Comprehensive and Integrated Emergency Management Model, (upon which modern emergency management is based) provides the design for the CEMP. Comprehensive Emergency Management entails a four phase functional structure of: mitigation, preparedness, response, and recovery. This framework allows for a continuous and sustained process of pre-incident, trans-incident, and post-incident activities. Integration ensures a horizontal and vertical unity of effort among all levels of government and all elements of a community.

The CEMP, as a policy document, must remain a dynamic and flexible instrument that will change and mature with each update. In order for the plan to be effective, it must be challenged and tested through real-world operations and local and regional training exercises. Each updated version will reflect the knowledge gained from our experiences and lessons learned. Users of this plan are encouraged to recommend changes that will improve the clarity and use of the plan.

I am confident that it will perform its intended function as a tool to improve coordination and strengthen relationships among local, regional stakeholders, state, and federal agency partners.

William F. Stolte,

Coordinator
Waukesha County Emergency Management

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PROMULGATION LETTER

Letter to be inserted when plan promulgated.

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HOW TO USE THIS DOCUMENT

Waukesha County, Wisconsin has strategically structured this CEMP around its programs that protect the community. The Comprehensive Emergency Management Program includes performing mitigation/prevention, preparedness, response, and recovery activities. The CEMP major components include:

CEMP Basic Plan	Provides a general overview and summary of the purpose, responsibilities, and operational concepts of the Comprehensive Emergency Management Program.
Annex I	Addresses the emergency management mitigation/prevention phase.
Annex II	Addresses the emergency management preparedness phase.
Annex III	Guides the County's response to an emergency. The County engages its staff and manages specific emergency activities, such as response efforts involving transportation or hazardous materials, through the Emergency Support Functions (ESFs). All levels of government – federal, state and local – have adopted the ESF model. Under this model, the County has designated a primary department to coordinate certain emergency activities with other selected departments and the Emergency Operations Center staff. The CEMP also identifies other departments and partners outside County government that support the primary departments. The CEMP outlines the roles that the ESF primary and support departments have in emergency response. While basic response and the concept of operations will always remain the same, the ESFs activated will depend on the type and scope of the emergency.
Annex IV	Addresses the recovery phase. Recovery functions (RFs) identify critical recovery activities that may need to be activated and performed to restore the community back to normal after an emergency. A primary County department is designated to coordinate the emergency support functions as a part of the Emergency Operations Center staff. Support departments and partners outside County government are also identified along with likely tasks to be performed. While the concept of operations should always remain the same, the RFs activated will depend on the type and scope of the recovery efforts needed.

INSTRUCTIONS TO ALL WAUKESHA COUNTY EMPLOYEES AND NON–GOVERNMENTAL ORGANIZATIONS WITH A ROLE IN THE WAUKESHA COUNTY EMERGENCY MANAGEMENT AGENCY:

Please note, this plan refers to all County offices, agencies and departments universally as "departments."

1. Read the "Basic Plan," Section I through VI. Take note of your department's/agency's general responsibilities contained within the "Basic Plan, Part IV, Responsibilities."

2. Look at the "Primary/Support Matrix" found in "Section VI, Attachments," of the Basic Plan. Find the name of your department/agency. Note which ESF(s) your department/agency appears in. Within each ESF that your agency is a part of, you will find additional specific responsibilities and tasks.

3. Your department/agency must develop and maintain "Standard Operating Procedures (SOPs)" in such detail as necessary that will result in successful activation and completion of your responsibilities as stated. Refer to the "Basic Plan Section III, Concept of Operations," for additional information and guidance.

   Helpful Hint: Make a list of your department's general responsibilities (found in Basic Plan Section IV) and specific responsibilities (found in each ESF with which your department is involved). The list of your department's responsibilities is the basis for developing internal, tactical SOPs and personnel action guides.

4. Each ESF contains a "cover tab page summary." This summary lists the departments/agencies/ organizations providing primary and secondary support to this function. The state and federal agencies, who would provide additional assistance if requested, are also shown.

Comprehensive Emergency Management Plan (CEMP)

BASIC PLAN

Waukesha County
EMERGENCY MANAGEMENT
Public Safety, Public Trust

Waukesha County Office of Emergency Management

BASIC PLAN SECTIONS

I. INTRODUCTION.

II. SITUATION.

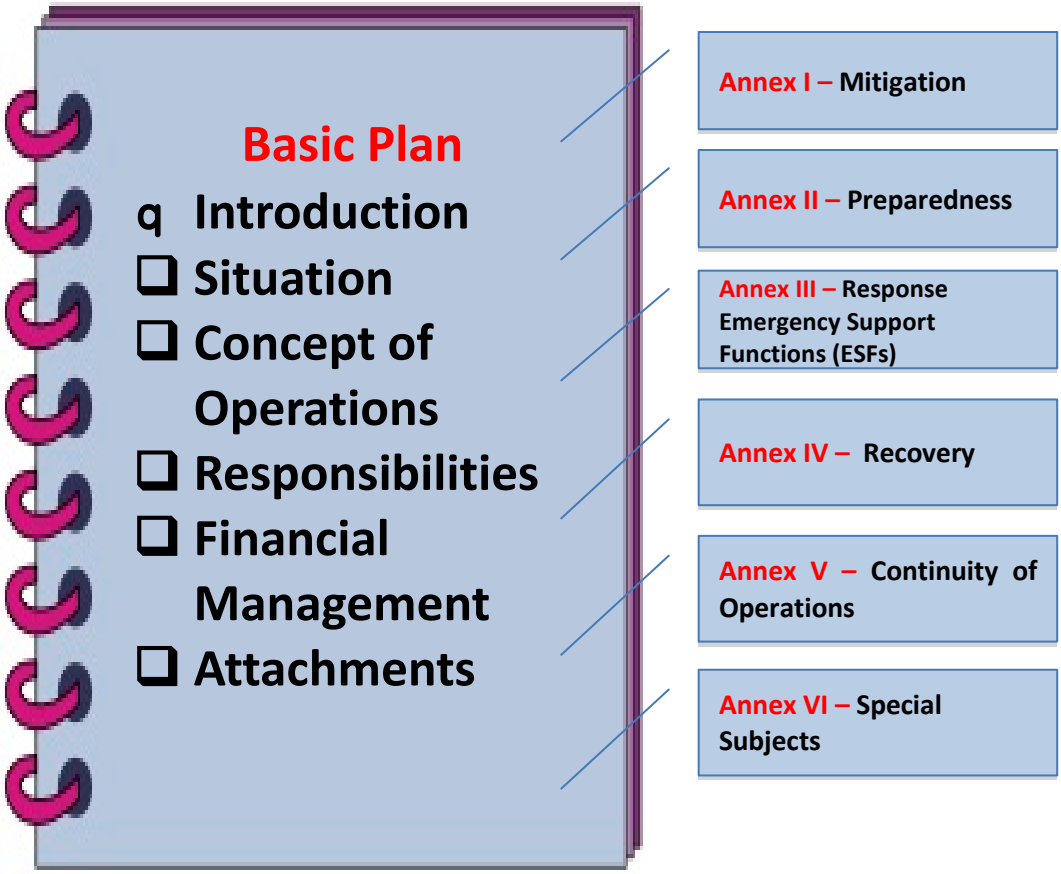
III. CONCEPT OF OPERATIONS.

IV. RESPONSIBILITIES.

V. FINANCIAL MANAGEMENT.

VI. ATTACHMENTS.

CEMP COMPONENT PARTS



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Comprehensive Emergency Management Plan CEMP

Basic Plan

I. INTRODUCTION

I. INTRODUCTION.

A. INTRODUCTION.

1. This CEMP describes the basic strategies, assumptions and mechanisms through which Waukesha County will mobilize resources and conduct activities to guide, coordinate, and support local emergency management efforts. To facilitate effective intergovernmental operations, this Comprehensive Emergency Management Plan (CEMP) adopts a functional approach that groups the type of assistance that the County provides under Emergency Support Functions (ESFs). Each ESF is headed by a primary department, which the County has selected based on its authorities, resources, and capabilities in the functional area. ESFs are the primary mechanisms that manage assistance in an emergency.

2. Each department and non–governmental organization with a role or responsibility in the implementation of the CEMP must become familiar with this CEMP to ensure efficient and effective execution of emergency responsibilities. Each department and participating agency must develop and maintain departmental emergency plans and/or standard operating plans. By being prepared, the Waukesha County can better serve its citizens.

B. PURPOSE, SCOPE, ASSUMPTIONS.

1. Purpose.

   a. To provide:

      √ Guidance in all phases of emergency management: mitigating/preventing, preparing for, responding to and recovering from emergencies that threaten life or property within the Waukesha County.

      √ An organizational framework that will guide response and recovery actions.

      √ A mechanism for interagency and community–wide cooperation and coordination.

2. Scope.

   a. This CEMP:

      (1) Establishes fundamental policies, program strategies, and assumptions for a countywide

comprehensive emergency management program.

(2) Establishes a method of operations that spans the direction and control of an emergency from initial monitoring through post-disaster response, recovery, and mitigation.

(3) Defines the mechanisms to facilitate delivery of immediate assistance, including direction and control of intrastate, interstate and federal response and recovery assistance.

(4) Assigns specific functions to appropriate County agencies and organizations, as well as outlines methods to coordinate with the private sector and voluntary organizations.

(5) Addresses the various types of emergencies that are likely to occur; from local emergencies, to minor, major, or catastrophic disasters.

(6) Identifies the actions that the Emergency Management Coordinator will initiate, in coordination with municipal, state, and federal counterparts as appropriate, regardless of the magnitude of the disaster.

(7) Establishes operational goals and objectives for the preparedness, response, recovery, and mitigation phases of the County's emergency management process.

3. Assumptions.

a. This plan is based upon the concepts that emergency functions for various groups involved in emergency management will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. It is generally true, however, that a disaster is a situation in which the usual way of doing things no longer suffices. It is desirable, and always attempted, to maintain organizational continuity and to assign familiar tasks to personnel. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency. Efforts that would normally be required of those functions will be redirected to accomplish the emergency task by the agency concerned. Assumptions include, but are not limited to:

(1) While it is likely that outside assistance would be available in most major disaster situations affecting the County, and while plans have been developed to facilitate coordination of this assistance, it is necessary for Waukesha County to plan for and to be prepared to carry out disaster response and short-term recovery operations on an independent basis.

(2) A major emergency can exhaust the resources of a single jurisdiction or directly impact more than one jurisdiction. It may require resources from numerous agencies and levels of government.

(3) Incidents will be operated under the Incident or Unified Command System in accordance with the National Incident Management System or NIMS. In keeping with the nationwide strategy of the Integrated Emergency Management System (IEMS), this plan is concerned with all types of emergency situations that may develop. It also accounts for activities before, during, and after emergency operations.

C. OBJECTIVES.

The objectives of the Waukesha County CEMP are to protect public health and safety and prevent loss of life, to preserve property and the environment, to assure continuity of government and government operations, to restore the community to normal, to mitigate/prevent the causes of damage, and prepare the County in advance of an emergency. Specifically, the County strives to:

1. **Protect Public Health and Safety and Prevent Loss of Life:** includes efforts to save human life, treat the injured, warn the public to avoid further casualties, evacuate people from impacted area, direct people to shelter and mass care, coordinate mass prophylaxis (prevention) if warranted, monitor and regulate safety of food and water.

2. **Preserve Property and the Environment:** includes measures to save property from destruction, prevent further loss, provide security for property, especially in evacuated areas, and, prevent contamination to the environment.

3. **Assure Continuity of Government and Government Operations:** provides for lines of succession for elected and appointed officials, and, assures that critical functions of government can be reconstituted and conducted with minimal interruption.

4. **Restore the Community to Pre-incident Conditions:** restore essential infrastructure, the social fabric, as well as the economic basis of the community.

5. **Mitigate/Prevent the Causes of Damage:** implement mitigation measures to prevent damage from a similar emergency that may occur in the future.

6. **Prepare the County in Advance of an Emergency:** includes developing action plans on how to respond to and recover from emergencies, training staff on how to perform the duties and responsibilities, exercising the plans and modifying the plans based on the experiences.

D. METHODOLOGY.

1. This plan was developed by a planning process coordinated by the Waukesha County Emergency Management.

2. This plan is “approved and implemented” by the Waukesha County Executive, the Board of Supervisors, and Waukesha County Emergency Management Coordinator.

3. Departmental letters of acknowledgment accepting the planning process and the plan responsibilities are on file in the County's Waukesha County Emergency Management.

4. A distribution list for the Comprehensive Emergency Management Plan (CEMP) containing department/agency names specifically receiving copies of the CEMP is on file in the Waukesha County Emergency Management. The CEMP is also published on the County’s Emergency Management website and posted under Shared Documents in E-Sponder.

5. Plan maintenance and record of changes. (See Record of Changes Form, this section.)

   a. Waukesha County Emergency Management ensures that necessary changes and revisions to the plan are prepared, coordinated, published and distributed.

   b. This plan will undergo revision whenever:

      (1) Information errors or omissions have been identified;
      (2) Identification of new issues, requirements, or supplementary material which are not adequately addressed;
      (3) Changes occur in information, data, or assumptions forming the basis of the CEMP;
      (4) The nature or magnitude of identified risks changed;
      (5) There are implementation problems, such as technical, political, legal or coordination issues with other agencies;
      (6) Legislative changes affecting organizational structure of local or state agencies;
      (7) Required to incorporate new state or federal guidelines or directives and /or to address significant operational issues;
      (8) Exercises reveal deficiencies or shortfalls.

   c. Waukesha County Emergency Management will maintain a list of individuals and organizations which have controlled copies of the plan. Only those with controlled copies will automatically be provided updates and revisions. Plan holders are expected to post and record these changes. Revised copies will be dated to show where changes have been made.

E. RELATIONSHIP TO OTHER PLANS.

1. The combined homeland security and emergency management authorities, polices, procedures, and resources or the County, regional and state partners, federal government, and other entities (e.g., voluntary disaster relief organization, the private sector) constitute an intergovernmental emergency response network for providing assistance following an emergency.

2. The CEMP may be implemented as the only response plan, or it may used in conjunction with local partner operational plans developed under statutory authorities and/or Memoranda of Understanding (MOUs). It is also supported by tactical policies and procedures of County operational roles. However, the CEMP shall remain the official and primary plan to guide response and recovery activities for Waukesha County.

3. The structure of the CEMP is always in place and available for implementation. When a public emergency occurs, the framework of the CEMP is used to facilitate response of one or more Emergency Support Functions (ESF) as dictated by the requirements of the incident. The EOC may be activated and staffed with a partial or full team at the direction of the EOC Manager. Individual ESF and support agencies may be employed in the response as needed to respond to the emergency situation.

4. Local CEMP and other Local, State or Federal Plans.

   a. The CEMP may also be implemented concurrently with a number of local, state, federal and regional

emergency operation plans without a state or Presidential Declaration. (See Figure 1: Relationship of the CEMP to other Plans). Regardless, the response would be in accordance with the local CEMP, and in accordance with the senior state or federal official for the applicable plan.

b. In certain circumstances, state and/or federal agencies have statutory responsibility and authority to respond directly to incidents without a formal request for assistance from the County. In all cases, however, those agencies should immediately establish contact with Emergency Management and the local incident commander to coordinate the response and/or recovery efforts.

5. Local CEMP and the National Response Framework (NRF).

- The NRF is built upon the premise that incidents are typically managed at the lowest jurisdictional level. The CEMP was designed to be compatible with the NRF based on the planning assumption that for major incidents, it is likely the County Executive and Board of Supervisors would declare a state of emergency, followed by a request for specific types of assistance from the Governor and/or President under the Stafford Act.

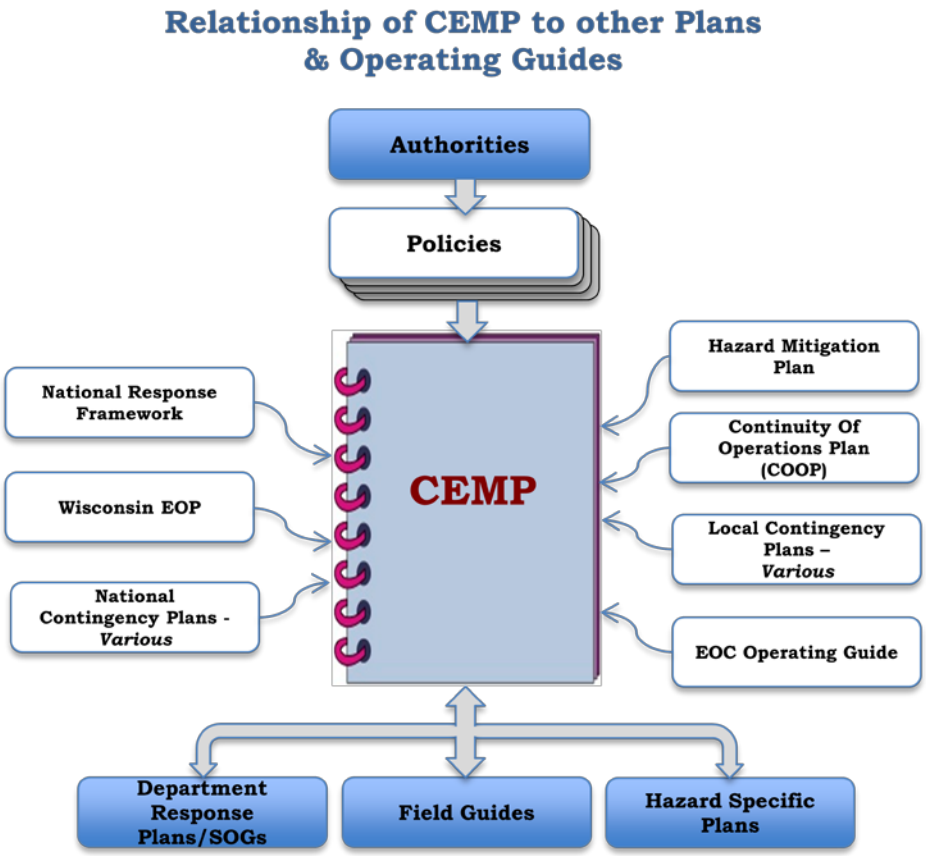


Figure 1: Relationship of the CEMP to other Plans

F. STATEMENT OF LIMITATIONS.

1. Not all emergency situations can be foreseen. The community emergency management system must be able to adapt rapidly to unique conditions. This may include multijurisdictional situations as well as simultaneous events.

2. The multijurisdictional and multidiscipline approach reflected in this Plan is a means of ensuring the best use of local response and recovery resources in time of community crisis. No attempt will be made in this document to specify all the possibilities and intricacies associated with every type of disaster that might conceivably develop.

3. Because the County Comprehensive Emergency Management Plan represents a corporate capability that is constantly altered by changes that occur in the law, public policy, organizations, program funding, systems, and the environment, it is impossible to create, maintain and promise the delivery of a perfect emergency management system.

4. County actions may also be constrained because hazards can create effects that may impair the availability and use of local government assets, along with other essential services provided by the private sector. The disaster response and relief activities of government may be limited by:

   a. An inability of the general citizenry to survive on their own for more than three days without additional supplies of water, food, shelter and medical supplies.

   b. A lack of law enforcement, fire, emergency medical services and public works and other response organizations due to damage to facilities, equipment and shortages of personnel.

   c. The shortage of critical drugs and medicines at medical facilities.

   d. The shortage of specialized response personnel and equipment needed to respond to a disaster.

   e. Damage to or overload of lifelines, such as roads, utilities and communication networks.

   f. The delay of arrival of outside assistance from either the state or federal level.

   g. The limited number of public safety responders in a rural environment.

6. Despite these potentially unavoidable limitations, the County will endeavor to make every reasonable effort within its capabilities to respond to the dangers and hardships imposed by emergency or disaster events, i.e., based on the situation, the information available, and the resources at hand.

7. This Plan is adopted to protect and preserve the public peace, health, safety, and welfare. Its provisions shall be liberally construed for the accomplishment of these purposes. Moreover, nothing contained in this Plan is intended to be nor shall be construed to create or form the basis for any liability on the part of the County or its officers, employees or agents, for any injury or damage resulting from failure of any public official or employee to comply with the provisions of this Plan, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this Plan on the part of the County by any of its officers, employees or agents.

8. The Plan is not intended to limit or restrict initiative, judgment, or independent action required to provide an appropriate and effective emergency and disaster response.

9. It is expressly the purpose of this Plan to provide for and promote the health, safety and welfare of the general public. It is not intended to create or otherwise establish or designate any particular class or group of persons who will or should be especially protected or benefited by its provisions.

G. POLICIES.

1. In order to protect lives and property and in cooperation with other elements of the community (e.g. business, volunteer sector, social organizations, etc.), it is the policy of Waukesha County, to strive to mitigate, prepare for, respond to and recover from all natural and man–caused emergencies and disasters.

2. It is the policy of Waukesha County that it will take appropriate action in accordance with this plan to mitigate any harm to the citizens or property in the County.

3. Because of the nature of emergencies and disasters (causing damages, interruptions and shortfalls to County resources), it is the policy of Waukesha County that citizens are encouraged to be self–sufficient for a minimum of 72 hours should an emergency or disaster occur.

4. NON–DISCRIMINATION. It is the policy of Waukesha County that no services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency or disaster over and above what normally would be expected in the way of municipal services. County activities pursuant to the Federal /State Agreement for major disaster recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), Section 206.11.—Non–discrimination. Federal disaster assistance is conditional on full compliance with this rule.

H. LIABILITY IMMUNITY FOR EMERGENCY WORKERS.

1. See table “Responsibility for Workers Compensation and Liability of State or Local Unit of Government” on the following page.

I. AUTHORITIES AND REFERENCES (PUBLISHED SEPARATELY).

1. County Ordinance 164-69.

2. Emergency Management Policies.

3. State Statute Ch 323, Emergency Management

Responsibility for Workers Compensation and Liability of State or Local Unit of Government (formerly Personnel)) §323.40 §323.41

LIABILITY AND EXEMPTIONS

323.40 Responsibility for worker's compensation.

(1) **EMPLOYEES OF LOCAL UNIT OF GOVERNMENT**. An employee of a local unit of government's emergency management program is an employee of that local unit of government for worker's compensation under ch. 102 unless the responsibility to pay worker's compensation benefits are assigned as provided under s. 66.0313 or under an agreement between the local unit of government and the state or another local unit of government.

(2) **STATE AGENCY VOLUNTEERS.** A volunteer who registers with a state agency to assist the agency without compensation, other than reimbursement for travel, lodging, or meals, during a disaster, an imminent threat of a disaster, or a related training exercise is considered an employee of the agency for worker's compensation under ch. 102, for purposes of any claim related to the assistance provided.

(3) **LOCAL UNIT OF GOVERNMENT VOLUNTEERS.** (a) Except as provided in par. (b), an individual who registers in writing with a local unit of government's emergency management program to provide his or her own labor without compensation, other than reimbursement for travel, lodging, or meals, during a disaster, an imminent threat of a disaster, or a related training exercise is considered an employee of the local unit of government for worker's compensation under ch. 102 for purposes of any claim relating to the labor provided.

(b) This subsection does not apply to an individual's provision of services if s. 257.03 applies. History: 2009 a. 42.

323.41 Liability of state or local unit of government.

(1) EMPLOYEE OF LOCAL UNIT OF GOVERNMENT. An employee of a local unit of government's emergency management program is an employee of that local unit of government under ss. 893.80, 895.35, and 895.46 for purposes of any claim, unless the responsibility related to a claim under ss. 893.80, 895.35, and 895.46 is assigned as provided under s. 66.0313 or under an agreement between the local unit of government and the state or another local unit of government.

(2) STATE AGENCY VOLUNTEERS. Except as provided in s. 323.45, a volunteer who registers with a state agency to assist the agency without compensation, other than reimbursement for travel, lodging, or meals, during a disaster, an imminent threat of a disaster, or a related training exercise is considered an employee of the agency under ss. 893.82 and 895.46, for purposes of any claim related to the assistance provided.

(3) LOCAL UNIT OF GOVERNMENT VOLUNTEERS. (a) Except as provided in par. (b), an individual who registers in writing with a local unit of government's emergency management program to provide his or her own labor without compensation, other than reimbursement for travel, lodging, or meals, during a disaster, an imminent threat of a disaster, or a related training exercise is considered an employee of the local unit of government under ss.

893.80, 895.35, and 895.46 for purposes of any claim relating to the labor provided.

Table "Responsibility for Workers Compensation and Liability of State or Local Unit of Government

Comprehensive Emergency Management Plan CEMP

Basic Plan

II. SITUATION

II. SITUATION.

A. POTENTIAL EMERGENCY CONDITIONS.

1. A major natural, technological or terrorism related emergency may overwhelm the capabilities of Waukesha County of to provide prompt and effective emergency response and emergency short–term recovery measures. Transportation infrastructure may be damaged and local transportation services could be disrupted. There is the potential for widespread damage to commercial telecommunications facilities which would impair the ability of governmental response and emergency response agencies to communicate.

2. Homes, public buildings, and other critical facilities and equipment may be destroyed or severely damaged. Debris may make streets and highways impassable. The movement of emergency supplies and resources could be seriously impeded. Public utilities may be damaged and either fully or partially inoperable. Some County emergency personnel would be victims of the emergency, preventing them from performing their assigned emergency duties. Numerous separate hazardous conditions as a result of the major event can be anticipated.

3. Thousands of emergency victims may be forced from their homes and large numbers of dead and injured could be expected. Many victims will be in life–threatening situations requiring immediate rescue and medical care. There could be shortages of a wide variety of supplies necessary for emergency survival. Hospitals, nursing homes, pharmacies and other health/medical facilities may be severely damaged or destroyed. Medical and health care facilities that remain in operation will be overwhelmed by the number of victims requiring medical attention. Medical supplies and equipment will be in short supply.

4. Damage to fixed facilities which generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment. Food processing and distribution capabilities may be severely damaged or destroyed. There could be minimal to total disruption of energy sources and prolonged electric power failure.

B. HAZARD ANALYSIS (SUMMARY).

1. The Waukesha County “Hazard Vulnerability Analysis (HVA)” is published separately in the County Hazard Mitigation Plan. It describes the potential threats to Waukesha County, identifies hazard impacts, and proposes mitigation strategies.

2. Hazard Overview:

   - Due to its location and geological features Waukesha County is vulnerable to the damaging effects of certain hazards. A list of these hazards and a summary is found in Table 1: Hazards Affecting Waukesha County.

3. Disaster response efforts are often hampered by equipment and facility damage, communication failures, inclement weather, responder injury and death, and many other limiting factors. In the event of an emergency or disaster that exceeds the available resources, the public should expect and be prepared for a minimum 72 hour delay for emergency response services.

MASTER LIST OF HAZARDS FOR WAUKESHA COUNTY		
NATURAL		
• Agricultural/Hydrologic Drought • Cold, Extreme • Drought • Earthquakes • Epidemic, Animal • Epidemic, Human	• Fire, Rural/Urban • Fire, Wildland • Flooding • Heat, Extreme • Storm, Ice/Hail • Storm, Lightning	• Storm, Severe Thunder • Storm, Snow • Storm, Windstorm • Storm, Winter • Tornado
TECHNOLOGICAL	**HUMAN**	
• Air Pollution • Building/Structure Collapse • Dam/Levee Failure • Energy Emergency • Explosions • Fire: Structural/Forest/Wildfires • Hazardous Material Accident/Incidents, Fixed Facility or Transportation • Mass Casualties • Power/Utility Outage • Radiological, Transportation • Transportation Accident, Aircraft, Marine, Motor Vehicle, Railroad, Trucking, and Waterborne	• Attack at Civic/Sports Events • Civil/Political Unrest/Disturbances • Economic Emergency • Explosives Attack-Bombing Using Improvised Explosive • Municipal Water Supply Contamination • Riot/Demonstration/Violent Protest/Illegal Assembly • Strike • Terrorism: Bomb Blast, Ecological, Economic, Incendiary, Prolonged/Multiple Hostage Situation, Sabotage • WMD: Biological, Chemical, Nuclear, Incendiary, Explosive	

Table 1: Hazards Affecting Waukesha County

C. VULNERABILITY ANALYSIS.

1. Waukesha County could experience a loss of life and property of catastrophic proportion from a series of potential hazards. Specific hazard impacts to people, property, the economy and environment are detailed in Waukesha County Hazard Mitigation Plan.

D. PERSONS WITH ACCESS AND FUNCTIONAL NEEDS.

1. The County recognizes the need to undertake additional and reasonable efforts to protect and assist people with access and functional needs at the time of emergencies and disasters, and especially during evacuations, sheltering and re-entry operations.

2. Waukesha County Health and Human Services Department manages planning for human service needs.

E. EMERGENCY MANAGEMENT CRITICAL FACILITIES.

1. The elements listed on the "Essential Services, Critical Facilities and Infrastructure" in Table 2, comprise the likely available emergency management support facilities or systems. Waukesha County has identified certain "critical facilities" that may be either emergency incident sites due to disaster impacts, or could be used as emergency management support facilities given that they are not impacted. Waukesha County will strive to maintain certain "essential services" and maintain/restore the community's "infrastructure" during times of disaster.

2. This chart provides a "situation summary" of the Waukesha County's essential services, critical facilities and infrastructure. These are defined as follows:

   a. Essential Services: Community services normally determined to be life-saving/preserving and those critical to the immediate economy of the region that need to be maintained or restored immediately. Each of these services are dependent upon certain critical facilities and infrastructure. Waukesha County will also strive to provide these services during disasters through activation of Emergency Support Functions (ESFs) as appropriate.
   b. Critical Facilities: Specific Waukesha County public and private facilities essential for the delivery of vital services and for the protection of the community. The American Society of Engineers classifies critical facilities in the following categories:
      (1) **Category IV** includes buildings and other structures whose failure would represent a low hazard to human life, such as storage facilities.
      (2) **Category III** includes all buildings not specifically included in other categories.
      (3) **Category II** includes buildings and other structures that represent a substantial hazard to human life in the event of failure. They include buildings with higher concentrations of occupants, special population facilities, or special community events.
      (4) **Category I** includes essential facilities such as hospitals, fire and police stations, rescue and other emergency service facilities, power stations, water supply facilities, aviation facilities, and other buildings critical for the national and civil defense.
   c. Infrastructure: "Systems" upon which critical facilities, and hence, essential services are dependent.

ESSENTIAL SERVICES, CRITICAL FACILITIES AND INFRASTRUCTURE

Essential Services

- Alert and Warning
- Commodities Distribution
- Communications
- Community EOC
- Continuity of Government Services
- Emergency Dispatch Services
- Emergency Medical Services
- Emergency Public Information
- Energy/Utilities
- Financial Services
- Fire Services
- Food/Water Distribution
- Health
- Law Enforcement
- Mass Care
- Public Health
- Public Works/Engineering
- Search and Rescue
- Shelter
- Support to Functional and Access Needs Populations or High Occupancy Structures, Facilities, Special Events
- Transportation

Infrastructure

- Computer Systems
- Electrical Systems
- Gas (Propane)
- Natural Gas
- Radio/TV/Print Media
- Roads/Highways
- Telephone Systems
- Water Supplies/Sewer
- Waterways, Navigable: Salt & Fresh Water

Critical Facilities

- Banks/ATMs/Credit Unions
- Bridges
- Business Establishments
- Campgrounds/Parks/Recreation Areas
- Clinics; Pharmacies
- Computer Data Bases/Service Centers
- Detention Center;
- Dispatch Center
- Emergency Operations Center (EOC) Room/Building
- Fire Stations
- Food Storage Facilities
- Fuel Storage
- Government Offices
- High Occupancy Structures
- Hospital/Nursing Homes/Clinics/Pharmacies/Ambulance Stations
- Hotels/Motels/Resort Complexes
- Kitchens
- Light Industry
- Microwave Towers/Satellite Ground Terminals
- Parks/Recreation Areas
- Police Station/Jail
- Power Plant/Sub Stations
- Public Assembly Areas: Civic Center/Theaters
- Pumping Stations
- Restaurants
- Schools
- Shopping Areas
- Shopping Malls
- Sports Fields
- Telephone Switching/Relay Stations
- Transportation Over/Underpasses
- TV/Radio Stations
- Warehouse/Equipment Storage Complexes
- Wastewater/Sewage Treatment Facilities
- Water Treatment Facilities/Pumping Stations

Table 2: Essential Services, Critical Facilities and Infrastructure.

Comprehensive Emergency Management Plan CEMP

Basic Plan

III. CONCEPT OF OPERATIONS

III. CONCEPT OF OPERATIONS.

A. EMERGENCY MANAGEMENT PROGRAM PHASES.

The Emergency Management Program is a comprehensive effort that requires County departments to work and cooperate effectively with many other governmental, non-governmental, and private organizations. Waukesha County will meet its responsibility for protecting life and property from the effects of emergency events by acting within each of the following four phases of emergency management. (Also see Table 3: Waukesha County Comprehensive Emergency Management Program.)

1. Phase 1: Mitigation/Prevention.

   a. Mitigation is any action that prevents an emergency from occurring or reduces the impact of an emergency on people, property and the environment. Mitigation efforts include adopting and enforcing building codes, land use planning, training and education of the public on the need for mitigation, and implementing structural and non–structural safety measures.

   b. Prevention helps protect lives and property before an emergency occurs. Prevention measures help avoid emergencies, or they can intervene to stop an emergency from occurring. Measures involve applying intelligence and other analysis to a range of activities, such as heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source

of the threat; public health and agricultural surveillance; immunizations, isolation or quarantine; and, specific law enforcement operations aimed at deterring or preempting illegal activity.

c. All Waukesha County departments are expected to actively participate in recommending to the County Executive mitigation/prevention strategies intended to improve the emergency resilience of Waukesha County.

d. Waukesha County departments will carry out mitigation/prevention duties in response to a threat. Annex I: Mitigation addresses mitigation and prevention in more detail.

2. Phase 2: Preparedness.

a. Preparedness activities consist of almost any pre–emergency action that will improve the safety or effectiveness of emergency response. Preparedness activities have the potential to save lives, lessen property damage, and increase individual and community control over the subsequent emergency response.

b. Waukesha County departments will prepare for emergencies by maintaining emergency plans and procedures to accomplish the tasks expected of them. Plans and procedures will allow departments to integrate their individual capabilities into the county–wide emergency response and recovery effort. Waukesha County departments will ensure that their employees are trained to implement emergency procedures. Departments will validate their readiness for an emergency through internal training drills and participation in exercises. Other governmental jurisdictions, private, and non-profit organization within and outside Waukesha County boundaries may also be encouraged to participate in these exercises. Exercise results will be documented and recommendations implemented to improve the County's preparedness for an emergency. Waukesha County Emergency Management will revise the CEMP based on continuous planning and exercising. See Annex II: Preparedness addresses preparedness programs in more detail.

3. Phase 3: Response.

a. Response is the use of resources to address the immediate and short–term effects of an emergency. Emergency response efforts can minimize suffering, loss of life, and property damage, as well as maintain or hasten the restoration of essential government services. More information on the restoration of County functions can be found in the County's Continuity of Operations Plan in Section 5 of this plan.

b. When initiating the response operation, Waukesha County will conduct an initial assessment of the situation, determine the need to alert others, and take appropriate actions to reduce the risks and potential impacts of the emergency.

c. Annex III: Response Functions and individual departmental plans describe detailed emergency response activities. Actions may involve activating the Emergency Operations Center (EOC) for coordination of support.

d. Waukesha County departments may assist with issuing and transmitting emergency alert and warnings, supporting first responder efforts to protect lives and property, maintaining or restoring essential services, and protecting vital resources and the environment. Annex III: Response of this CEMP guides responses to declared emergencies.

4. Phase 4: Recovery.

a. Recovery activities return Waukesha County to a pre–emergency state. Examples of recovery efforts, which may include a continuation of ESFs, include conducting detailed damage assessments, removing debris, restoring essential services, critical facilities and infrastructure, rebuilding homes and providing assistance to businesses.

b. There is not a definitive point after the emergency occurs where the response phase ends and the recovery phase begins. In general, most recovery and mitigation efforts occur after the deactivation of the EOC and when Waukesha County departments return to normal operations. Many long–term recovery programs will be integrated into the day–to–day project activities of the departments, rather than be managed from the EOC. Annex IV: Recovery provides more information on recovery roles and responsibilities.

WAUKESHA COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PROGRAM			
Preparedness	**Response**	**Recovery**	**Mitigation**
• All hazards planning • Evacuation planning • Backup and redundant communications • Continuity of government • Emergency Alert System • Interoperable communications • Training and exercises • Mutual aid agreements • LEPC • Emergency partnerships • Warning systems • Strategic planning • Resource inventory • Public education • Public information • Intelligence • Individual responsibility • Corrective actions	• Direction and control • Disaster declarations • Emergency alert • Emergency debris removal • Emergency Operations Center • Emergency power • Emergency public information • Evacuations • Incident command • Mass care • Mass medication • Medical and social needs • Medical surveillance • Medical transport • Mutual aid • Protective actions • Search and rescue • Shelters • Situational awareness • Temporary repairs • Triage	• Claims • Crisis counseling • Damage assessment • Debris removal • Disaster assistance • Donations • Restoration • Disaster loans and grants • Temporary housing • Reconstruction • Public information • Security • Environmental cleanup • Historic Preservation • Long term recovery	• Building codes • Buyouts • Disaster insurance • Hazard analysis • Enforcement • Land use management • Litigation • Monetary Incentives/ • Disincentives • Statutes and ordinances • Vulnerability assessment • Research • Safety codes • Zoning • Planning • Law enforcement • Detection and monitoring • Access control • Outreach activities • Pre–disaster programs

Table 3: Waukesha County Comprehensive Emergency Management Program

B. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS).

1. Waukesha County has formally adopted and uses the National Incident Management System (NIMS). NIMS provides a consistent national approach for federal, state, and local governments and non–governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, and local capabilities, NIMS includes a core set of concepts, principles, terminology, and technologies covering the incident command system; multi–agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

PREPAREDNESS	Effective incident management begins with a host of preparedness activities conducted on a "steady–state" basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification, and certification standards, and equipment certification standards.
COMMUNICATIONS AND INFORMATION MANAGEMENT	Incident response and management rely upon communications and information systems that provide a common operating picture to all command and coordination sites. The NIMS describes the requirement for a standardized framework for communications, information management (collection, analysis and dissemination), and information sharing at all levels of incident management.
RESOURCE MANAGEMENT	Incident managers need resources to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. The NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
COMMAND AND MANAGEMENT	The Command and Management system within NIMS is designed to enable effective and efficient incident management by providing standardized incident management structures. The structure is based on three key organizational systems; (1) the Incident Command System, (2) Multi–agency Coordination Systems, and (3) Public Information System.

2. NIMS provides Waukesha County a framework for interoperability and compatibility, and maintains a balance between flexibility and standardization. NIMS is flexible because the system can be adjusted to manage all types of incidents, and is applicable to any incident regardless of cause, size, or complexity. NIMS provides standardization by using established organization structures (Incident Command System [ICS], Multi–agency Coordination System [MAC], Public Information System) and consistent terminology. The ICS component of NIMS is a toolbox from which incident managers may choose all or some applicable tools necessary to fulfill their functional roles in a full range of events. The flexibility and standardization within NIMS is realized during an incident when Waukesha County departments have previously trained and practiced using these tools.

3. NIMS Components. The NIMS components were not designed to stand alone. The components work together as a system to provide the national framework for incident management. The NIMS does not yield optimal results when one of its components is absent.

4. The National Incident Management System (NIMS) is designed so that local jurisdictional authorities retain command, control and authority over responses. Adhering to the NIMS will allow local agencies to better utilize requested state and federal resources.

5. Incident Command System (ICS). This plan formalizes the NIMS incident command organization and structure as mandatory for all response activities by all departments identified in this plan.

C. EMERGENCY MANAGEMENT ORGANIZATION.

1. This plan establishes the Waukesha County comprehensive emergency management program. Upon promulgation of this plan all officers and employees of Waukesha County are deemed part of the emergency preparedness and response organization.

2. The emergency management plan is always in effect and available for implementation, and works to ensure the County is continually ready to coordinate response activities without formal activation. This is due to the fact that it incorporates principles of response to basic, everyday incidents. However, it should be recognized that an order or proclamation of a local state of emergency or disaster by the County Executive or designee may activate special components of the emergency management plan when deemed necessary.

3. The County Executive is the ultimate authority for disaster preparedness and response and the Emergency Management Coordinator has the responsibility for coordinating the entire emergency management program on behalf of the County Executive.

4. The Waukesha County Emergency Management implements, manages and reports on all actions authorized and taken pertinent to any emergency measures pursuant to this plan.

5. The Emergency Management Coordinator duties include the ongoing planning for and coordination of actions necessary to prepare for and manage all four phases of the emergency management program. The Emergency Management Coordinator also assures there is a duty officer available, on–call, 24 hours a day to oversee the emergency management response program.

6. The Emergency Management Coordinator duties shall include the ongoing planning for and coordination of those actions necessary for the creation and maintenance of an effective emergency response capability to prepare for and manage emergency conditions.

7. By County Ordinance and Wisconsin Code Annotated, the County Executive is delegated executive authority for all emergency operations and powers of Emergency Management.

8. The line of succession for the County Executive's emergency authorities is:

a. County Executive.
b. Director of Administration.
c. Director of Public Works

9. The County Executive or his/her designee may order special, temporary personnel assignments that require individuals to work outside their regular department or job classifications.

D. EMERGENCY/DISASTER DECLARATIONS.

1. Waukesha County Ordinance, Chapter 7, Article II, Division 1, Sec. 7-103 specifies that during emergency conditions, the County Executive may declare an emergency and thereby close county facilities or portions of facilities for specified shifts, or for longer periods of time.
2. The County Board is authorized under Chapter §323.11, Wis. Stats. to declare a state of emergency by ordinance or resolution. §323.14(4) specifies the County Board powers include the authority to order, by ordinance or resolution, whatever is necessary and expedient for the health, safety, protection, and welfare of persons and property within the County.
3. If because of said emergency conditions, the County Board is unable to meet promptly, the Chief Elected Offcial (or designee) may exercise by proclamation all the powers conferred upon the County Board in accordance with §323.14(a-b), Wis. Stats.
4. Emergency proclamations shall be subject to ratification, alternation, modification or repeal by the County Board as soon as that body can meet, however any subsequent action shall not affect the prior validity of the proclamation, as specified in §323.14 (b)

E. EMERGENCY AUTHORITIES.

1. Wisconsin statutes provide local government, principally the chief elected official, with emergency powers to control emergency situations. If necessary, the County shall use these powers during emergency situations. These powers include:

   a. When an emergency situation has caused severe damage, injury, or loss of life or it appears likely to do so, the County Executive and Board of Supervisors may by executive order or proclamation declare a local state of emergency. The County Executive may subsequently issue orders or proclamations referencing that declaration to invoke certain emergency powers in order to cope with the disaster. These powers include:

      (1) To assemble all department heads for the purpose of forming an advisory body to offer advice upon the need for and to supervise emergency services to the impacted area(s).
      (2) Without restricting the power of the sheriff to seek mutual aid, to contract with other units of government for the use of manpower, specialized services, and equipment.
      (3) To contract on a cost basis with private industry, leasing companies or contractors for services, manpower and equipment.
      (4) To order all county employees to immediate active duty.
      (5) To order county departments to concentrate their manpower and equipment in a given area or areas.
      (6) To authorize any county owned or leased property to be made available as emergency shelters,

food and water dispensing areas, hospitals, morgues, bases of operations and the like.

(7) To order county employees and equipment to be utilized in the transportation of equipment, supplies, food, water, materials, messages and the like, from place to place to assist any governmental, Red Cross or like charitable agency operating within the county.

(8) To suspend ordinary county services.

(9) To suspend the operation of any county licensed business.

(10) Without restricting the power of the sheriff, to order a curfew for the general public or any segment of the general public in all or any portion of the county.

(11) To close any street, park or public facility within the county.

(12) To order the evacuation of citizens or take other protective actions deemed necessary within the County.

(13) To declare a state of "Local Emergency" for all or part of the County considered appropriate.

(14) To request further disaster declarations and assistance from the Governor of the State of Wisconsin and the President of the United States, and other agencies, as appropriate.

(15) To administer the county government effectively to meet the needs of the disaster relief. This includes the power to authorize the transfer of funds from and to individual departments and agencies until such time as this can be assumed by the county board or the appropriate committees; serve as chief spokesman for the county and take all steps required to keep the public informed on protection and survival steps that may be needed; take all necessary steps to provide for the safekeeping of all county records and documents essential to the function of government; establish priorities in the procurement of supplies and services; control the resources of all county departments and utilize these resources to the most advantage in dealing with the emergency or recovery efforts; provide for the accounting of all emergency disbursements and review their need based on the priority of the operation; direct the resources of the County anywhere within the State of Wisconsin to insure the well being of county residents; administer the relocation of county government and provide for its functional ability during an emergency; appoint and direct special task groups as required for emergency operations.

(16) To take all steps reasonably necessary to preserve the public health, safety and welfare and property of the citizens and residents of the County.

b. A local disaster declaration activates the recovery and rehabilitation aspects of this plan. A local disaster declaration is required to obtain state and federal disaster recovery assistance.

F. CONTINUITY OF GOVERNMENT.

1. The procedures for Waukesha County and municipal line of succession follow Chapter 59 and 17 of the Wisconsin State Statutes, as well as local charters, ordinances, and resolutions.

2. The line of succession for the Waukesha County Emergency Management Coordinator is from:

   a. Emergency Management Coordinator.
   b. Programs and Policy Analyst.
   c. Director of Emergency Preparedness.

3. The line of succession to each department head is according to the operating procedures established by each department.

4. Preservation of Records.

- Each Waukesha County agency and department shall establish procedures to ensure the selection, preservation, and availability of records essential to the effective functioning of government and to the protection or rights and interests of persons under emergency conditions.

G. EMERGENCY SUPPORT FUNCTIONS (ESFS).

1. Emergency Support Functions (ESFs) represent groupings of types of assistance activities that Waukesha County citizens are likely to need in times of emergency or disaster. During emergencies, the Emergency Management Coordinator and/or EOC Manager determine which ESFs are activated to meet the disaster response needs. See Annex III: Response, for further details.

2. The State Emergency Management plans and the National Response Framework are organized by related emergency functions commonly known as "emergency support functions (ESFs)." The state and federal governments will respond to Waukesha County requests for assistance through the ESF structure. Within the state emergency coordination center (EOC) requests for assistance will be tasked to the particular ESF(s) for completion. A lead agency/department for each ESF is indicated, and will be responsible for coordinating the delivery of that ESF to the emergency area. The lead agency/department will be responsible for identifying the resources within the ESF that will accomplish the mission, and will coordinate the resource delivery. State and federal efforts will be in "support" of Waukesha County.

3. This plan is based upon the concept that the ESFs for the various Waukesha County organizations involved in emergency operations will generally parallel their normal day to day functions. To the extent possible, the same personnel and material resources will be deployed. The day–to–day functions that do not contribute directly to the emergency operations may be suspended for the duration of the emergency.

EMERGENCY SUPPORT FUNCTION MATRIX		
Emergency Support Function	**ESF Lead Agency**	**EOC Functional Area**
ESF # 1 Transportation	Public Works	Situation and Planning Unit
ESF # 2 Communications & Information Technology (IT)	Waukesha County Emergency Preparedness – Radio Services & WCC DOA IT	Situation and Planning Unit
ESF # 3 Public Works	Public Works	Situation and Planning Unit
ESF # 4 Fire Fighting	Fire Departments	Situation and Planning Unit
ESF # 5 Information, Analysis & Planning	Information Technology Emergency Management	Situation and Planning Unit
ESF # 6 Mass Care, Emergency Assistance, Housing & Human Services	Department of Health & Human Services (DHHS)	Situation and Planning Unit

EMERGENCY SUPPORT FUNCTION MATRIX		
Emergency Support Function	**ESF Lead Agency**	**EOC Functional Area**
ESF # 7 **Resource Support**	Emergency Management	Resource Status & Procurement Unit
ESF # 8 **Public Health**	Department of Health & Human Services (DHHS)	Situation and Planning Unit
ESF # 9 **Search & Rescue**	Fire Departments Law Enforcement Agencies	Situation and Planning Unit
ESF # 10 **Hazardous Materials**	Fire Departments	Situation and Planning Unit
ESF # 11 **Agriculture & Natural Resources**	Utilities, Pipeline – Environmental Health Department of Health & Human Services (DHHS) University of Wisconsin-Extension	Situation and Planning Unit
ESF # 12 **Energy & Utilities**	Public Works	Resource Status & Procurement Unit
ESF # 13 **Law Enforcement & Security**	Law Enforcement Agencies	Situation and Planning Unit
ESF # 14 **Long–Term Community Recovery**	Parks & Land Use Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	Resource Status & Procurement Unit
ESF # 15 **Public Information**	County Executive County Public Information Officer (PIO)	Public Information Unit
ESF # 16 **Hospital & Medical Services**	Department of Health & Human Services (DHHS) Fire Departments Medical Services	Situation and Planning Unit
ESF # 17 **Volunteer & Donation Management**	Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	Resource Status & Procurement Unit
ESF # 18 **Animal & Veterinary Services**	Department of Health & Human Services (DHHS) HAWS	Resource Status & Procurement Unit

EMERGENCY SUPPORT FUNCTION MATRIX		
Emergency Support Function	**ESF Lead Agency**	**EOC Functional Area**
	Utilities, Pipeline – Environmental Health	
ESF # 19 **Functional & Access Needs**	Department of Health & Human Services (DHHS)	Resource Status & Procurement Unit
ESF # 20 **Fatality Management**	Department of Health & Human Services (DHHS) Medical Examiner	Situation and Planning Unit
ESF # 21 **Damage Assessment**	Emergency Management	Situation and Planning Unit
ESF # 22 **Public Protection (Warning, Evacuation, Shelter)**	Emergency Management Sheriff	Situation and Planning Unit & Public Information Unit
ESF # 23 **Debris Management**	Public Works	Resource Status & Procurement and Situation & Planning Units

4. A Waukesha County department or agency is normally designated as "the lead or co–lead" for an ESF due to a statutory responsibility to perform that function, or through its programmatic or regulatory responsibilities. In some agencies a portion of the agency's mission is very similar to the mission of the ESF, therefore, the skills to respond in a disaster can be immediately translated from the daily business of that agency. The "lead" agency also has the necessary contacts and expertise to coordinate the activities of that support function.

5. Upon activation of the Waukesha County EOC, the activated ESF lead agencies will designate representatives in the EOC to coordinate their assigned ESF(s).

6. The lead agency for the ESF will be responsible for obtaining all information relating to ESF activities and requirements needed for the emergency and disaster response.

7. Waukesha County will respond to requests for assistance through the ESF process. Within the EOC, requests for assistance will be tasked to the appropriate ESF's for completion. The lead agencies will be responsible for coordinating the delivery of that assistance.

    a. With concurrence from the Waukesha County EOC Manager, ESF # 5 will issue mission assignments to the lead agency(s) for each ESF.

    b. The lead agency(s) for the tasked ESF's will be responsible for identifying and tasking the particular resource(s) and will coordinate the delivery of that resource(s).

H. INCIDENT COMMAND SYSTEM (ICS).

1. Waukesha County's on–scene response to emergencies follows the concepts of the National Incident Management System (NIMS) and the Incident Command System (ICS).

2. The person in charge at the incident is the on–scene Incident Commander who is responsible for ensuring each agency on scene can carry out its responsibilities.

3. Waukesha County and/or municipal emergency responders are likely to be the first on the scene of an emergency situation. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry where appropriate.

4. The first local emergency responder to arrive at the scene of an emergency situation will implement the incident command system and serve as the incident commander until relieved by a more senior or more qualified individual.

5. Upon arriving at an incident scene, the Incident Commander shall:

   a. Establish an incident command post and direct the on–scene response.
   b. Isolate the scene.
   c. Assess the situation and identify hazards.
   d. Warn the population in the area of the incident; provide emergency instructions.
   e. Determine and implement protective measures (evacuation or in–place sheltering) for the population in the immediate area of the incident.
   f. Implement traffic control arrangements in and around the incident scene.
   g. Develop objectives (tasks to be done).
   h. Ensure appropriate safety and personnel protective measures.
   i. Develop an action plan and priorities.
   j. In coordination with the EOC, contact appropriate agencies or personnel with expertise and capability to carry out the incident action plan.
   k. Coordinate, as appropriate, with other first responder agencies.
   l. Request additional resources from the EOC.

6. When more than one agency is involved at an incident scene, the agency having jurisdiction and other responding agencies shall work together to coordinate each agency's objectives.

7. Team problem solving should facilitate effective response. Other agency personnel working in support of the Incident Command system will maintain their normal chain of command, but will be under control of the County or municipal on–scene Incident Commander.

8. The on–scene Incident Commander may designate a Public Information Officer to work with the news media at an incident. This may include coordinating agency media releases and arranging contacts between the media and response agencies. If additional support is needed EOC may be activated.

9. During widespread emergencies or disasters, emergency operations with different objectives may be

conducted at geographically separated scenes. Incident command will be established at each site. When this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC. Incident Command Post(s) links to the EOC via radio, landline telephone or cell phone.

10. In emergency situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified Command structure. Principles of Area Command or Multi–Agency Coordinated Systems may also apply. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.

I. INCIDENT RESPONSE LEVELS (LEVELS OF DISASTER).

1. Many emergencies follow some recognizable build–up period during which actions can be taken to achieve a gradually increasing state of readiness. Waukesha County will use a graduated response approach in responding to and managing emergencies and disasters. As the potential severity of the emergency or the demand on local resources grow, there will be an increase in emergency response and coordination activities to meet increasing emergency demands. Readiness Levels will be determined by the County Executive or the Emergency Management Coordinator. See the Readiness / Emergency Action Levels chart, that will be used as a means of increasing the County's alert posture.

2. Defining the Disaster Severity. The County's capabilities define these categories. Select one of the "Categories of Severity" if the hazard results in one or more of the qualifiers found within the level chosen.

   a. **Negligible:** Minor injuries, no deaths; Shutdown of critical facilities for less than 3 days; Less than 10% property damage; No economic effect; No effect on ecological system; No effect on response system.

   b. **Limited:** Less than 10 deaths/injuries; Shutdown of critical facilities for 3–7 days; 10–25% property damage; Temporary effect on economy; Temporary/minimal effects on ecological systems; No effect on response system.

   c. **Critical:** 10–50 deaths/injuries; Shutdown of critical facilities for 8–30 days; 25–50% property damage; Short–term effect on economy; Short term effects on ecological systems; Temporarily (24–48 hours) overwhelms response resources.

   d. **Catastrophic:** More than 50 deaths/injuries; Complete shutdown of critical facilities for 30 days or more; More than 50% property damage; Severe long–term effects on economy; Severe effects on ecological systems; Severely affects state/local/private sectors capabilities to begin or sustain recovery activities; Overwhelms local and state response resources.

READINESS / EMERGENCY ACTION LEVELS	
Watch Condition	Emergency management officials are aware that a heightened state of concern about a potential threat to life or property exists, usually in the form of a concern for a weather related situation. Public safety departments monitor the situation for developments.
Warning Condition	A hazardous condition exists, and there is usually a need for emergency management or public safety officials to issue a public warning.
Level 4 Emergency (Monitoring)	The Waukesha County Emergency Management is on call 24 hours a day to receive calls from county departments and local jurisdictions relating to emergency situations. The Waukesha County Emergency Management continuously monitor events around the county through frequent contacts with the National Weather Service, neighboring jurisdictions and the WEM Duty Officer. When appropriate, County Emergency Management will issue a press statement indicating that even though the EOC is not activated the County is monitoring the situation and that citizens should take precautionary measures
Level 3 Emergency (Minimal EOC Activation, Enhanced Monitoring)	• The Waukesha County Emergency Management, in conjunction with the Sheriff, Fire Chief, or other appropriate officials and/or on-scene incident commander, determines that a minimal activation of the County Emergency Operations Center will be necessary. Though all activities, manpower and resource management will be handled from a field incident command post, the EOC with minimum staffing would actively monitor field operations and conditions. This type of emergency would be small and localized in nature, not having any significant impact on the health and well being of citizens outside of the direct confined area of the emergency. • Examples of a Level 3 Emergency would be: a car/bus accident with multiple injuries; a small localized hazardous material spill; a small localized flooding incident; a small airplane crash in un-populated area; a bomb threat.
Level 2 Emergency (Partial EOC Activation)	• A decision by the Waukesha County Emergency Management, in conjunction with the Sheriff, Fire Chief or other appropriate officials and/or on-scene incident commander, has been made requiring partial activation of the County's Emergency Operations Center. A decision to partially activate the EOC will be made if it is determined that the field incident command post will require additional manpower and resource support or that the media and general citizen interest in the emergency will be great enough to warrant re-direction of media and citizen requests about the incident to the EOC rather than burden the field incident commander with such activity. • Examples of a Level 2 Emergency would be the following: a moderate hazardous material spill requiring evacuation of homes or several blocks around the initial incident; a moderate blizzard or heat wave condition requiring community shelters; moderate severe weather, downbursts or tornado damage localized in a central area.

Level 1 Emergency (Full EOC Activation)	• A decision by the Waukesha County Emergency Management, in conjunction the County Executive, Sheriff, Fire Chief and field incident commander, that a full scale activation of the EOC is warranted. This type of disaster or emergency incident would be one that impacts a large number of citizens throughout the county other than those directly impacted at the disaster scene. Under a Level 1 Emergency, members of each of the emergency management groups would be required to report to the Emergency Operations Center to support field operations. In addition, radio dispatchers, message controllers, message runners, security officers and others to report to the EOC. • The County Executive, as well as other elected officials (if necessary), would report to the EOC to assist the field incident command operations, get a full scale assessment of the disaster and have the PIO handle all media inquiries, press releases, and citizen inquiries. The EOC would also take over all requests from the field for resources, mutual aid, state, and federal assistance as necessary. • Examples of a Level 1 Emergency in Waukesha County would be: a large scale serious hazardous material spill requiring sheltering or evacuation of residents for several miles around the incident; a major airline crash in Waukesha County; large scale severe weather, downburst or tornado damage; large scale flooding on a non-localized basis; large scale civil disturbance; terrorist activities; prolonged, extreme blizzard or heat wave conditions.

J. DIRECTION AND CONTROL.

1. General.

   a. Waukesha County retains decision making authority and control during emergencies. The local responsibility for disaster management cannot be relinquished. Field Incident Commanders exercise this authority in their role as Waukesha County officials. Waukesha County officials operating in the Emergency Operations Center (EOC) retain the coordination and commitment authority for local resources and deploy those resources as appropriate.

   b. When an emergency is confined to a single location within Waukesha County, the Waukesha County department(s) with legal authority will exercise command. The department(s) representative(s) will serve as the on–scene incident commander (or Unified Command if applicable) responsible for the operation. Field Incident Commander(s), assisted by a staff sufficient for the tasks to be performed, will manage the emergency response at an incident site(s).

   c. During emergency operations, department heads retain administrative and policy control over their employees and equipment. However, personnel and allocated equipment will carry out mission assignments directed by the field Incident Commander or EOC Manager. Each department and agency is responsible for having its own operating procedures for response operations, but interagency procedures, such as a common communications plan, may be adopted to facilitate coordinated effort.

2. Role of the Emergency Operations Center.

   a. Once activated as a command entity, the Waukesha County EOC directs and coordinates the County's overall response to emergency events. Individual field departmental supervisors retain tactical control of resources assigned to incidents.

b. The EOC may be partially activated to coordinate support for field Incident Commander(s) without activating the full EOC organization.

c. The Waukesha County Emergency Management is responsible for the proper functioning of the EOC and will also serve as a liaison with state and federal emergency agencies and neighboring jurisdictions. The Waukesha County Emergency Management will advise other emergency officials on courses of action available for major decisions.

3. Role of the State.

a. The State EOC may serve as the liaison and coordinating agency between Waukesha County, other local governments, state private not–for–profit (PNP) agencies, state government and federal government.

b. If state and/or federal resources are made available to Waukesha County, they will be under the operational management of the County Executive and Incident Commanders.

K. EMERGENCY OPERATIONS CENTER – ACTIVATION.

1. General.

a. The EOC may be activated at any time there is an existing or potential threat or any event deemed an Incident of Critical Significance by the County Executive and/or Emergency Management Coordinator. Plan stakeholders should plan on staffing the EOC to the requested scale as soon as possible, but within one hour of notification.

b. The EOC is an essential facility for successful response and recovery operations. With decision and policy makers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished, minimizing duplication of efforts.

c. Depending upon the severity and magnitude of the disaster, activation of the EOC may not be necessary, may only be partially required, or may require full activation. Partial activation would be dictated by the characteristics of the disaster and would involve only those persons needing to interact in providing Waukesha County coordinated response.

- EOC activation levels will generally follow the “emergency levels” as described in Paragraph I in this section.

2. Scheduled Activations.

- A scheduled activation is a predetermined activation in response to various meteorological, geophysical, or planned events. Planned events may include, but are not limited to, protest/demonstrations, political events, parades, and holiday celebrations. Notifications will be made according to established policies and protocols. The type and severity of the event will dictate to which level the EOC is activated and which functions and components should staff the EOC.

3. Unscheduled Activations.

- The EOC may also activate as a response to unanticipated events. Depending upon the incident, the appropriate ESFs, Command or Management components will be notified to staff the EOC as soon as possible but no longer than one hour from notification. The Waukesha County Emergency Management staff will cease conducting their daily activities and report to the EOC and prepare it for activation and operation. The Waukesha County Emergency Management or Waukesha County Communication Center will make appropriate notifications.

4. Role of Emergency Management Staff.

- Initial notification of an unscheduled event may come from several sources such as an on-scene source, media, or the County Warning Point. The County Warning Point will contact the Waukesha County Emergency Management (WKEM) on-call staff for incidents that meet or may escalate to the level requiring an EOC activation. If required, the WKEM Staff will take appropriate action to implement EOC activation procedures. The WKEM Staff may activate the EOC when an event is of such magnitude that the need for activation of the EOC is self-evident. Refer to the Waukesha County Emergency Management Standard Operating Procedures for further details.

5. EOC: Authority to Activate.

a. The following individuals are authorized to activate the EOC for unscheduled events during situations where the need for EOC-level coordination is evident:

(1) County Executive or designee.
(2) County Sheriff or designee.
(3) Emergency Preparedness Director.
(4) Emergency Management Coordinator.

b. Any agency director, partner organization leader, or Incident Commander may request EOC activation to coordinate or support emergencies, or for planned events, being managed by their organization or in anticipation of an emergency event.

c. The Incident Commander/agency director should notify the Emergency Management Staff when:

(1) Needs exceed authority;
(2) Incidents involving mass fatalities or casualties;
(3) Incidents involving severe environmental damage;
(4) Incidents pertaining to reportable hazardous materials;
(5) Resource needs are greater than what is available;
(6) Actions have produced deleterious unanticipated results;
(7) Whenever the Incident Commander believes EOC assistance is advantageous.
(8) Once notified, the WKEM Staff and the Incident Commander will make an assessment to determine what services the Emergency Management and/or EOC can provide.

d. Any Municipality may request the EOC be activated to support an emergency occurring in or affecting

their jurisdiction.

e. When the decision is made to activate the EOC, the Emergency Management Coordinator will notify the appropriate staff members to report to the EOC. The EOC Management staff will take action to notify and mobilize the appropriate organizations and operations centers that they are responsible for coordinating.

- Notifications are also made to the state emergency duty officer or State EOC (SEOC).

f. When the EOC is activated, it is essential to establish a division of responsibilities between the Incident Command Post(s) and the EOC for emergency operations. Common EOC tasks include:

(1) EOC/ICS Interface Management: Coordination of on-scene to EOC interaction.
(2) Situational Awareness and Reports: Assemble accurate information and intelligence on the emergency situation and current resource data to allow officials to make informed decisions.
(3) Incident Prioritization: Collaborate with representatives of emergency service agencies, determine and prioritize required response actions and coordinate their implementation.
(4) Policy Establishment:
- Suspend or curtail government services, recommend the closure of schools and businesses, and cancellation of public events.

(5) Public Protection Measures:
(a) Direct Shelter–In–Place.
(b) Organize and implement large–scale evacuation.
(c) Organize and implement shelter and mass arrangements for evacuees.
(d) Coordinate traffic control for large–scale evacuations.
(6) Resource Management: Provide resource support for the incident command operations.
(a) Acquire and Request;
(b) Allocate and Prioritize;
(c) Cost control analysis measures.
(7) Emergency Public Warning: Issue community–wide warnings.
(8) Record Keeping: Gather, process, analyze, and store incident records.
(9) Emergency Public Information: Issue emergency instructions; provide information to the general public and Joint Information Center Management.
(10) Liaison Coordination: Request and coordinate assistance from the state and other external sources.

L. EMERGENCY OPERATIONS CENTER (EOC): ORGANIZATION, OPERATIONS AND STAFFING.

Note: The "EOC Operations Manual" provides comprehensive details on EOC operations such as detailed job descriptions and checklists of tasks. The EOC Operations Manual is published separately.

1. Overview.

a. The EOC management structure is intended to be flexible and should be modified by the County Executive, the EOC Manager and the EOC Unit Leaders, to meet the demands of any particular situation.

b. The Agency Heads and Command Staff through the EOC Manager will implement policy directives and will have overall management responsibility for the incident.

c. The EOC Manager directs EOC response actions to save lives and protect property and recommends/implements population protective actions. Within the framework of the EOC, all available resources are identified and mobilized as necessary. Tasks are prioritized and resources used within this priority framework.

d. Departments will document appointments and work assignments in an emergency situation. They submit a complete emergency action plan on staffing allocation, equipment distribution, and other emergency–related needs as requested by the EOC Manager. A department carries out its emergency duties as described in the CEMP concurrently with its essential functions as described in its Continuity of Operations Plan (COOP).

e. All Waukesha County officers and employees are part of Waukesha County's emergency management organization and may be called on to perform emergency management functions during an emergency.

2. Use of the National Incident Management System (NIMS) and Incident Command System (ICS).

a. The EOC utilizes a modified organizational structure of the National Incident Management System (NIMS)/ Incident Command System (ICS) in the context of both pre–incident, post–incident and recovery activities. The EOC organization adapts to the magnitude and complexity of the situation at hand, and incorporates the NIMS principles regarding span of control and standard organizational structure.

b. Although the EOC uses a modified ICS structure, the EOC does not generally directly manage on–scene operations. Instead, the EOC focuses on policy decisions, providing multi–agency support to on–scene efforts, develops situational awareness for the entire county, and conducting broader operational management for activities such as mass shelter, catastrophic evacuation, and public information activities.

3. EOC Positions.

a. The County Executive provides overall direction and control, and is responsible for making decisions necessary to meet the emergency/disaster impacts to include management of incident activities, development and implementation of strategic decisions, and approving the ordering and releasing of resources.

b. Agency Heads and Command Staff Policy Group is comprised of department leaders who provide strategic advice and policy recommendations to the County Executive and EOC Manager.

c. The EOC Manager reports to the County Executive and:

(1) Ensures that the EOC is adequately staffed and that appropriate ESFs are activated to meet the emergency tasks and demands.

(2) Implements the County Executive's decisions through the EOC process and ensures that the EOC is structured to meet the event demands.
(3) Supervises the management staff and EOC Unit Leaders.

d. The Public Information Officer (PIO) reports to the EOC Manager and is in charge of implementing ESF # 15: Public Information. The PIO Unit may include various components, such as: Rumor Control; Public Enquiries; Media Enquiries; Social Media monitoring, and Public Warnings, Information and Instruction.

e. The Safety Officer reports to and advises the EOC Manager on EOC and operational safety issues.

f. The Liaison Officer is staffed or assigned by the EOC Manager and functions as the point of contact with other agencies, and:

(1) Coordinates Agency Representatives assigned to the EOC as well as requests from other agencies for sending liaison personnel to other EOCs.
(2) Functions as a central location for incoming Agency Representatives, and will provide workspace and arrange for support as necessary.

g. EOC Unit Leaders.

(1) There are four EOC Units: Policy Group, Situation and Planning Unit, Resource Status and Procurement Unit, and Public Information.
(2) Each of these units will be functionally oriented. The size and functions within this organization will be dictated by the magnitude and nature of the emergency.

i. Policy Group. The EOC Policy Group is responsible for all policy and directive development and/or interpretation to coordinate incident response assets.

(1) The Policy Group Supervisor position is staffed by the situational needs of the emergency, i.e. Fire, Law Enforcement, Public Works, etc.
(2) The Policy Group consists of the upper level personnel from participating agencies, who possess the legal authority to commit their respective departmental resources.

j. EOC Situation and Planning Unit. The EOC Situation and Planning Unit collects, evaluates, disseminates, and documents information about the incident, status of resources, develops the Incident Action Plans, compiles damage assessment, and develops response and recovery plans in support of field based Incident Command Structure(s).

k. EOC Resource Status and Procurement Unit. The EOC Resource Status and Procurement Unit is responsible for monitoring operational status of committed resources, providing all support needs to emergency incident sites, ordering all resources, and providing facilities, supplies, and services. Additionally, this unit is responsible for tracking and recording all incident costs.

l. Public Information Unit. The EOC Public Information Unit is responsible for collecting, coordinating and disseminating emergency public information, as well as coordinating establishment of a Joint

Information Center, and media and public briefing functions.

4. Extended Operations.

a. The EOC may be required to operate on a 24 hour basis for the duration of an emergency. During a 24 hour operation, shifts will normally last 12 hours, but may be adjusted based on the needs created by the emergency.

b. Each position in the EOC must have a total of, at minimum, two people designated to cover shift staffing during a 24 hour period.

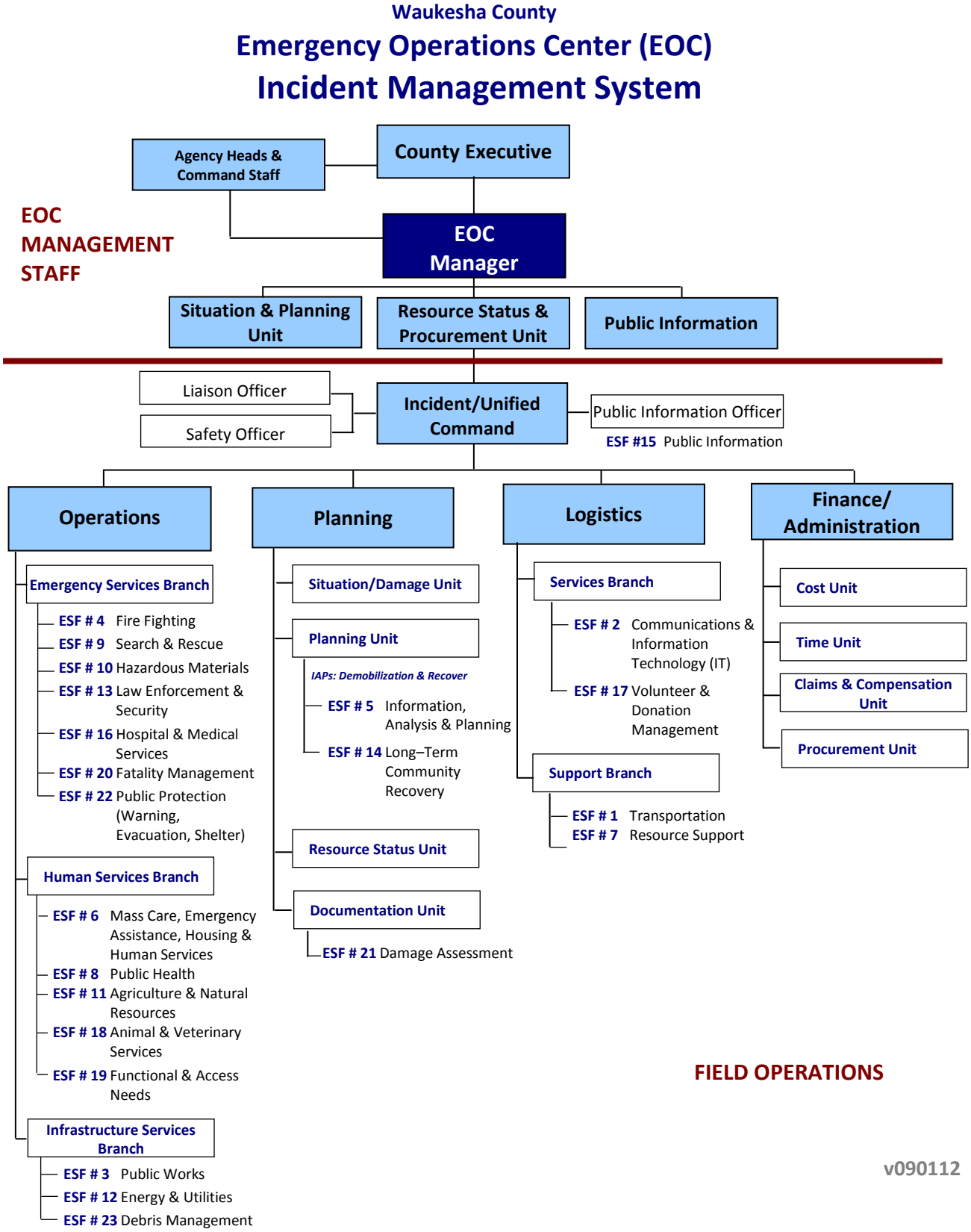
c. Extended operation details are broadly described in the EOC Operating Manual.

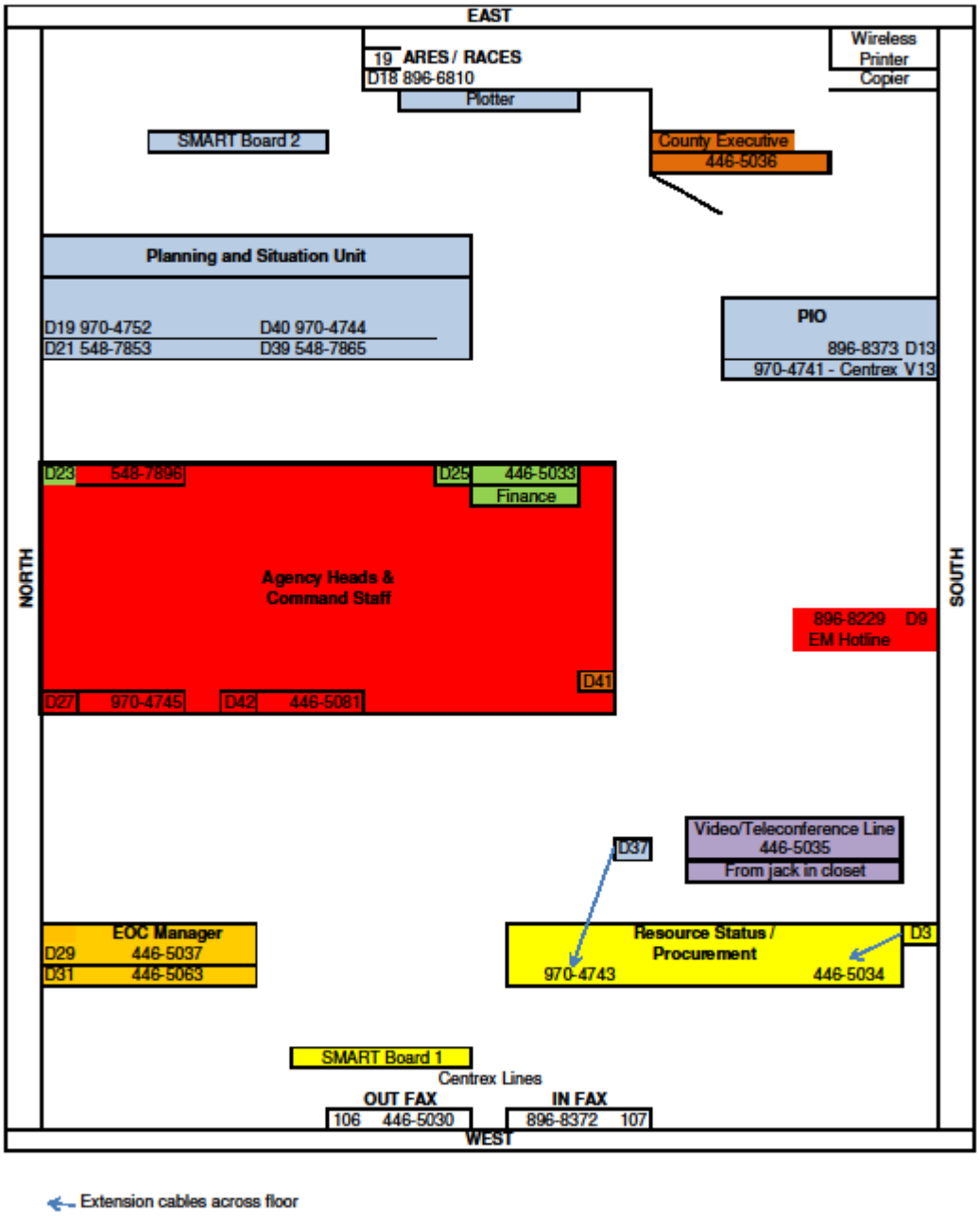
M. FACILITIES.

1. Incident Command Post (ICP).

a. The tactical level, on–scene incident command and management organization is located at the ICP. When multiple command authorities are involved, the ICP may be led by a Unified Command, comprised of officials who have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance, or agreement. The Unified Command provides direct, on–scene control of tactical operations and utilizes a NIMS ICS incident management team organization.

b. The ICP is usually located at or in the immediate vicinity of the incident site. The location is selected by the agency having primary jurisdictional authority for managing the incident at this level. Generally, there is one ICP established for each incident. Depending on the number and location of incidents, there may be multiple ICPs.


Waukesha County
Emergency Operations Center (EOC)
Incident Management System
Agency Heads & Command Staff
County Executive
EOC MANAGEMENT STAFF
EOC Manager
Situation & Planning Unit
Resource Status & Procurement Unit
Public Information
Liaison Officer
Safety Officer
Incident/Unified Command
Public Information Officer
ESF #15 Public Information
Operations
Planning
Logistics
Finance/ Administration
Emergency Services Branch
ESF # 4 Fire Fighting
ESF # 9 Search & Rescue
ESF # 10 Hazardous Materials
ESF # 13 Law Enforcement & Security
ESF # 16 Hospital & Medical Services
ESF # 20 Fatality Management
ESF # 22 Public Protection (Warning, Evacuation, Shelter)
Human Services Branch
ESF # 6 Mass Care, Emergency Assistance, Housing & Human Services
ESF # 8 Public Health
ESF # 11 Agriculture & Natural Resources
ESF # 18 Animal & Veterinary Services
ESF # 19 Functional & Access Needs
Infrastructure Services Branch
ESF # 3 Public Works
ESF # 12 Energy & Utilities
ESF # 23 Debris Management
Situation/Damage Unit
Planning Unit
IAPs: Demobilization & Recover
ESF # 5 Information, Analysis & Planning
ESF # 14 Long–Term Community Recovery
Resource Status Unit
Documentation Unit
ESF # 21 Damage Assessment
Services Branch
ESF # 2 Communications & Information Technology (IT)
ESF # 17 Volunteer & Donation Management
Support Branch
ESF # 1 Transportation
ESF # 7 Resource Support
Cost Unit
Time Unit
Claims & Compensation Unit
Procurement Unit
FIELD OPERATIONS
v090112


EAST
19 ARES / RACES
D18 896-6810
Plotter
Wireless
Printer
Copier
SMART Board 2
County Executive
446-5036
Planning and Situation Unit
D19 970-4752
D40 970-4744
D21 548-7853
D39 548-7865
PIO
896-8373 D13
970-4741 - Centrex V13
D23 548-7896
D25 446-5033
Finance
NORTH
Agency Heads &
Command Staff
SOUTH
896-8229 D9
EM Hotline
D41
D27 970-4745
D42 446-5081
Video/Teleconference Line
446-5035
From jack in closet
D37
EOC Manager
D29 446-5037
D31 446-5063
Resource Status /
Procurement
970-4743
446-5034
D3
SMART Board 1
Centrex Lines
OUT FAX
106 446-5030
IN FAX
896-8372 107
WEST
Extension cables across floor

2. Emergency Operations Center (EOC).

   a. The EOC and alternate addresses are:
      (1) Primary: 1621 Woodburn Road, Waukesha.
      (2) Secondary: 1641 Woodburn Road, Waukesha.
      (3) Tertiary: 515 W. Moreland Blvd, Waukesha.

   b. A Mobile Command Post vehicle, provided and maintained by the Waukesha County Sheriff, is available for deployment as an incident command center or on-scene EOC.

   c. Waukesha County Emergency Management is responsible for the readiness and support of the EOC.

   d. All departments are responsible to ensure that communication systems are in place between EOC representatives and their departments.

   e. Land based phones will be provided to agency representatives at the EOC; redundant telecommunications is facilitated by: cellular phones, satellite telephone and radio communications.

   f. Communications to the general public will be through the media, Emergency Alert System, and internet or telephone based notification systems and are coordinated by the on–scene Public Information Officers (PIOs) and/or the EOC Information Officer. Waukesha County Communications Center Supervisors activate the mass notification system upon request from competent authority.

   g. A Public Inquiry Center ('disaster hotline') operates through the County Executive's Office/or the Emergency Preparedness Department in conjunction with Impact 2-1-1.

   h. Situational awareness, emergency management, and communications software is available in the EOC.

   i. ARES/RACES (Amateur Radio Emergency Services / Radio Amateur Civil Emergency Service) Radio is utilized during emergency/disaster situations where normal governmental communication systems sustained damage or when additional communications are required. An ARES/RACES station is located in the EOC and serves as a primary backup means of communication. Public Health and several hospitals located in the County also have ARES/RACES stations.

3. Department Operating Locations.

   - Each Waukesha County Department will be directed by the EOC to establish a primary location and alternate location from which to establish direction and control of its respective activities in an emergency or disaster. This may be from the EOC, or other location, depending upon the circumstances.

4. 911 Communications.

   a. Fire and Law Enforcement responders involved in disaster operations will maintain operations through the Waukesha County Communications Center until advised to communicate directly through the EOC.

b. Any department operating from an alternate location other than the EOC will maintain contact with the EOC through direct redundant communications, such as telephone, radio, fax or via E-Sponder.

5. Joint Field Office (JFO).

- The JFO is a federal multi–agency coordination center established locally. It provides a central location for coordination of federal, state, local, nongovernmental, and private sector organizations with responsibility for response and incident support.

6. Joint Information Center (JIC).

- The JIC is a location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support. The JIC serves as a focal point for the coordination and dissemination of information to the public and media. This may also include a Public Inquiry Center which is responsible for receiving and responding to public inquiries regarding the disaster. It is normally established and managed by the EOC.

7. Disaster Recovery Center (DRC).

- When established in coordination with state and local jurisdictions, a DRC is a federally established central facility where individuals affected by a disaster can obtain information on disaster recovery assistance programs from various federal, state, local, private sector, and voluntary organizations.

8. Point of Distribution.

- A Point of Distribution (POD) is a centralized location for the receipt of resources and supplies being provided in support of disaster operations. It is at this location that incoming resources will be received, sorted and distributed.

N. ALERT AND WARNING.

1. Alerts and Notifications.

a. Waukesha County may receive initial warnings of a disaster, potential disaster, or other Incidents of Critical Significance, from Waukesha County departments, the National Warning System, neighboring jurisdictions, the state EOC, the National Weather Service, the news media, or the general public.

b. Incidents of Critical Significance are those high-impact events that require a coordinated and effective response by an appropriate combination of County, private-sector, and nongovernmental entities in order to mange an emergency event. Incidents of Critical Significance which require notification to Emergency Management may include, but are not limited to the following:

(1) Any incident which may require a substantial evacuation and/or temporary displacement of multiple persons (>15) or where assistance in coordinating temporary sheltering or providing transportation assistance.

(2) Any event posing a potential or actual threat of a mass casualty incident of level 2 or greater (>11 victims).

(3) Have significant impact and/or require significant information sharing, resource coordination, and/or assistance.

(4) Attract a sizable influx of independent, spontaneous volunteers.

(5) Overwhelm capabilities of government and infrastructure owners and operators.

(6) Any incidents pertaining to significant hazardous material releases.

(7) Events which create substantial media attention that may significantly impact Waukesha County's corporate reputation.

(8) Any severe weather related warning or phenomena indicating or involving serious injury or property damage.

(9) Any incident which close or significantly block major thoroughfares within Waukesha County for an extended time period due to emergency events.

(10) Any prolonged outage of public utilities:

(a) Electrical: sustained electrical outage resulting in loss of power in excess of six hours;
(b) Natural gas: line breaks requiring evacuation of a significant number of the general public and/or closing of a major roadway; or loss of natural gas capacity in excess of six hours for a significant number of residents.
(c) Sewer: any spill involving flow rate in excess of 100 gallons per minute or any spill in excess of 500 gallons into any major body of water; Water: any line break lowering pressure to a point requiring a 'boil water" order or an outage predicted to exceed six hours.

(11) Wildland fires at or near the urban areas that threaten residential structures, utilities, or cause extended road closures.

(12) Any incident where public resources within Waukesha County are depleted, being deployed out of the county (including emergency services mutual aid) or any event posing a major environmental threat.

c. Upon the receipt of notification of any significant event, the Waukesha County Communications Center will:

(1) Notify Waukesha County Emergency Management staff;
(2) Notify county and state warning points as necessary;
(3) Notify appropriate response agencies;
(4) Notify public.

2. Watch, Standby Procedures.

   a. A watch/standby designation is an elevated advisory or response condition in order to make advance emergency preparations. The County Executive and/or Emergency Management Coordinator may issue a watch/standby order if a pending disaster has the potential of affecting Waukesha County. When issued, Waukesha County departments and partner agencies will take the following actions:

      (1) Review this document.
      (2) Notify employees.
      (3) Review agency specific emergency plans.
      (4) Insure that department vehicles and equipment are serviced and ready.
      (5) Inventory existing communication equipment. Be prepared to collect and redistribute radios, portable telephones, chargers, batteries, etc.
      (6) Obtain maps, drawings, and other emergency aids.
      (7) Continue to provide routine service to the public, but plan to change to emergency procedures upon warning notification.

   b. Recall procedures vary by agency and each agency has the responsibility to inform employees of proper recall procedures. Employees who are recalled are expected to secure their families and homes, and report promptly to their assigned positions.

   c. Employees who are recalled should realize that the emergency may be several days or longer in duration. Each employee should report to his/her emergency assignment with personal items necessary for 72 hours (e.g. personal articles, toiletries, change of clothing, medications, special non–refrigerated dietary foods, blankets/sleeping bag, etc.)

   d. The public will be notified that Waukesha County is in a watch/standby situation and will be advised to take appropriate preparedness measures.

   e. Waukesha County Essential Employees Information.

      (1) Essential employees are designated by Department Directors.

      (2) All essential employees shall report to designated area, at the time specified by the County Executive for further instructions.

      (3) Essential employees should come to the designated area prepared for an extended stay of at least 24 hours, perhaps lasting as long as several weeks. Essential employees should come equipped to the designated area with the necessary supplies.

3. Warning.

   a. In the event of an imminent or actual disaster the 911 Communications Center will:

      (1) Notify the Waukesha County Emergency Management staff.
      (2) Notify county and state warning points.

(3) Notify appropriate response agencies.
(4) Notify public.

b. Waukesha County will initiate actions to warn citizens and visitors by all means available. See Table 4: Alert & Warning System for details.

c. Upon notification of a warning (imminent or spontaneous event), each department will initiate internal notification actions to:

(1) Alert employees assigned to emergency duties.
(2) As appropriate to the situation or specific instructions:

(a) Suspend or curtail normal business activities.
(b) Recall essential off duty employees.
(c) Send non critical employees home.
(d) Secure and evacuate the department's facilities.

(3) If requested, augment Waukesha County's effort to warn the public.

4. Emergency Public Information.

a. Rapid dissemination of information is essential and vital for health and safety protection during and after emergencies and disasters. The primary means to do this is by direct contact with the media through prepared statements by the Waukesha County Emergency Management in coordination with the County Executive using press releases, public service announcements, and telephonic or social media networking applications. See Annex III: ESF # 15: Public Information for further details.

b. Citizens have the responsibility to prepare themselves and their families to cope with emergency situations and manage their affairs and property in ways that will aid the government in managing emergencies. Waukesha County will assist citizens in carrying out these responsibilities by providing public information and instructions prior to and during emergency situations.

c. In the event an incident requires comprehensive public information, the Emergency Operations Center may establish a Joint Information Center (JIC). The JIC serves as the location representing various organizations from local, state, or federal jurisdictions to coordinate the dissemination of emergency public information. In coordinating timely and consistent information, the JIC serves to reduce information gaps, misinformation and rumors during an emergency.

WAUKESHA COUNTY ALERT & WARNING SYSTEM	
Waukesha County's Alert and Warning System is comprised of:	Multiple communications systems and methods that include: telephone (landline and cell), radio, internet, web page, social media, email / fax "blast" lists, conference calls, emergency meetings, radio station(s), TV station(s), MyStateUSA Mass Notification System.
The County and County Emergency Management receives alerts, notifications and warnings from:	1. 911 communications center(s). 2. National Warning System (NAWAS) County warning point located at Wisconsin State Patrol District #2 Headquarters. 3. National Weather Service. 4. State EOC. 5. County, municipal departments. 6. Media. 7. General public.
County departments and key officials receive alerts, notifications and warnings by the following means:	1. Though 911 communications center: paging and text messages. 2. Telephone, cell phone. 3. Radio or pager system. 4. Emergency management notification. 5. Email. 6. Emergency meetings.
The County issues alerts, notifications, warnings to municipalities by the following means:	1. Law Enforcement Transaction of Information for the Management of Enforcement (TIME) system teletype. 2. Though 911 communications center: paging and text messages. 3. Telephone, cell phone. 4. Radio or pager system. 5. Emergency management notification. 6. Email. 7. Emergency meetings.
General public receive alerts, notifications and warnings by the following means:	1. Media (coordinated by County Public Information Officer) 2. Emergency Alert System (accessed by WCC). 3. AlertSense Mass Notification System (formerly MyStateUSA) 4. TV, cable TV and radio. 5. Outdoor warning sirens. 6. County Website 7. Law Enforcement and fire mobile public address (PA) system. 8. “Door to door” notifications. 9. Foreign language Closed Caption media messages. 10. Emergency information packets, brochures. 11. Weather alert radio. 12. Social media.

Outdoor Warning Siren System. The following municipalities have outdoor warning systems:	1. City of Waukesha 2. City of New Berlin 3. City of Brookfield 4. Village of Menomonee Falls 5. Village of Big Bend 6. Town of Brookfield 7. Village of Butler 8. Village of Eagle 9. Village of Merton 10. Village of North Lake 11. Village of Okauchee 12. Village of Pewaukee 13. Village of Stone Bank 14. Village of Sussex 15. City of Muskego 16. Village of Mukwonago 17. Village of Elm Grove
Individuals / Groups with Access & Functional Needs receive alerts, notifications, warnings by the following means:	1. Door–to–door warnings for handicapped, visually and hearing impaired. 2. Foreign language and closed–caption media messages. 3. Telephonic community notification system (MyStateUSA). 4. Personal contact. 5. Email. 6. Web site.

Table 4: Waukesha County Alert & Warning System

O. EMERGENCY PROCLAMATION, REQUEST FOR ASSISTANCE AND RESOURCE REQUESTS.

Incident: An incident is an emergency situation that is limited in scope, scale, and potential effects, normally managed successfully through departmental standard operating procedures.

Emergency: An event or occurrence requiring action by emergency personnel to prevent or minimize loss of life or damage to property or natural resources. An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident.

Disaster: The occurrence or imminent threat of widespread or severe damage, injury, loss of life or property resulting from any natural or man–made cause. A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to manage with its traditional resources.

1. Emergency Proclamation.

a. A local "Emergency Proclamation" is the legal method which authorizes extraordinary measures to meet emergencies and/or solve disaster problems. A proclamation allows for the emergency appropriation of monies, emergency use of resources, the by–passing of time consuming requirements such as hearings and the competitive bid process, and activates extraordinary measures as outlined in this plan. A proclamation is typically a prerequisite for state and/or federal assistance and made at the onset of a disaster to allow Waukesha County to do as much as possible to help itself.

b. An emergency proclamation is a prerequisite to the following actions:

(1) Allow the County Executive and Board of Supervisors to issue emergency orders and provide for the expeditious mobilization of County resources in responding to an emergency occurrence to ensure the safety of life, protect property, the environment, and allow economic survival of the community;
(2) Request the Governor to enact specific emergency powers;
(3) Request use of money from the State Emergency and Disaster Fund;
(4) Request state or federal assistance.

c. A written or verbal proclamation may be issued, however, after a verbal proclamation is declared, it must be followed by a written declaration and filed with the Waukesha County Clerk for official documentation as soon as the emergency conditions allow.

d. In preparing a proclamation, a description of the event and the necessary emergency authorizations need to be documented. The State EOC should be informed via the Region Wisconsin Emergency Management Office and the public informed as soon as possible when an Emergency Proclamation is declared and/or signed.

e. The County Executive, Sheriff, or Board of Supervisors may declare a Local State of Emergency to expedite access to local resources needed to cope with the incident. If the needed response exceeds these local capabilities, a disaster has occurred. The County Executive or Board of Supervisors may further ask for a gubernatorial declaration and state and federal assistance.

2. Disaster Declaration.

a. A local "Disaster Declaration" is the legal method which authorizes extraordinary measures to meet emergencies and/or solve the consequences of a disaster. A disaster declaration is normally issued when, in the judgment of the County Executive and Board of Supervisors, the threat or actual occurrence of an emergency is of sufficient severity and magnitude that local resources are insufficient to meet the needs of the event.

b. A Disaster Declaration, with or without a previous State of Emergency Proclamation, is a prerequisite to the following actions:

(1) Allow the County Executive and Board of Supervisors to issue emergency orders and provide for the expeditious mobilization of County resources in responding to an emergency event to ensure the safety of life, protect property, the environment, and allow community economic survival;
(2) Request the Governor to enact specific emergency powers;
(3) Request use of money from the State Emergency and Disaster Fund;
(4) Request state or federal assistance.

3. Request for Assistance.

a. If the situation is beyond local capability, a request for state assistance, and/or federal assistance may be in the original proclamation or included in a second proclamation presented to the Governor through the State EOC. The "Local Proclamation" and the "Request for Assistance" are two separate actions, although they may be combined. Part of this proclamation includes the County Executive and Board of Supervisors proclaiming a state of emergency in Waukesha County or any portion thereof.

b. At the state level, decision making authority and commitment of state resources is retained at the state EOC (SEOC). The SEOC tracks Mission assignments coordinated by the state,.

c. Should federal assistance be granted, a State Coordinating Officer (SCO) will be appointed to interface directly with the federal government and to coordinate federal ESFs mobilized to support local emergency operations.

d. A Federal Coordinating Officer (FCO) works with the SCO to identify requirements. A Joint Field Office (JFO) may be established to coordinate federal resources. A Principal Federal Officer (PFO) may be designated to coordinate federal interagency incident management efforts.

4. Resource Requests.

a. The Waukesha County EOC must validate and approve all Waukesha County resource requests and verify that local resources have been or will be exhausted as a result of the incident, and that resources are not available from the local private sector. The decision making and resource allocation process is illustrated in Figure 3: Emergency Management Resource Assistance Structure.

b. The Waukesha County EOC will attempt to support all requests for resource support from locally or regionally available resources until these have been exhausted. Unmet resource requests will be consolidated and forwarded to the State. The EOC Resource Status and Procurement Unit coordinates Resource/mission requests from the EOC to the State EOC.

P. PUBLIC PROTECTION: EVACUATION AND SHELTER.

1. Evacuation.

a. The purpose of evacuation is to move people, and where appropriate other living creatures, away from an actual or potential danger to a safer place. For this to happen safely, plans must be in place not just for alerting people and moving them, but also to shelter and support them through to their eventual return and recovery.

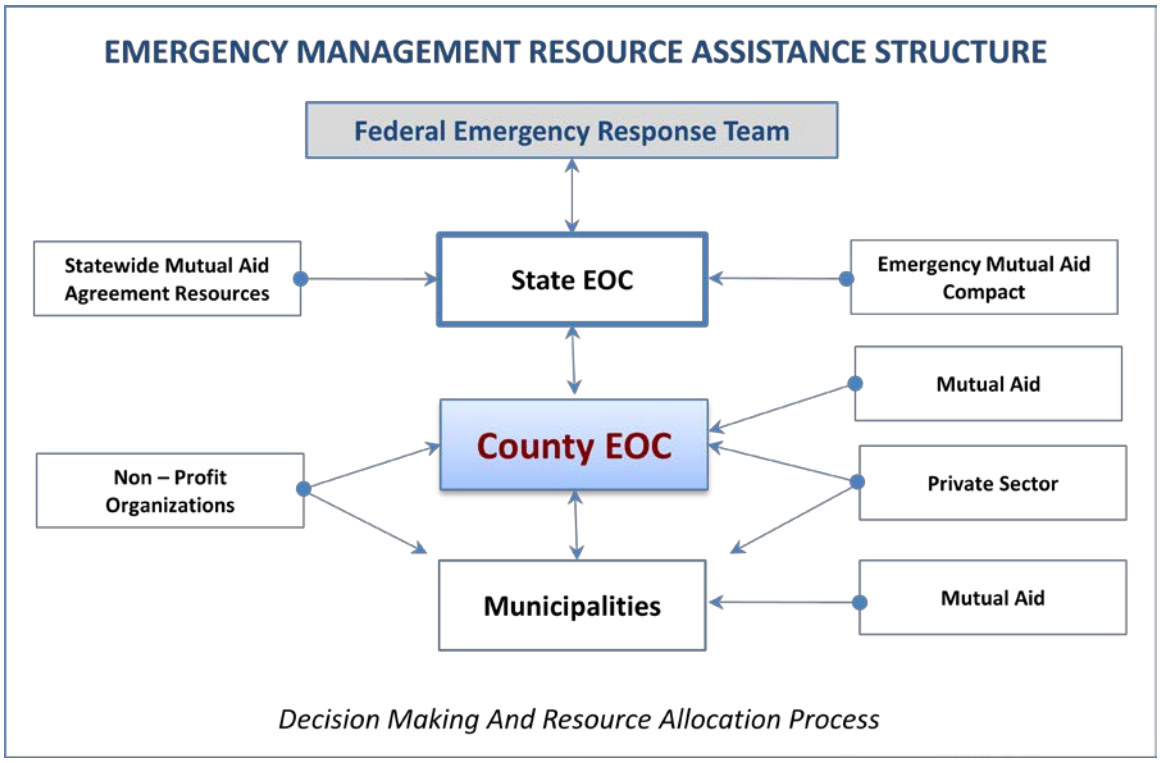


Figure 3: Emergency Management Resource Assistance Structure

b. The overall objectives of emergency evacuation operations and notifications are to:

(1) Expedite the movement of persons from hazardous areas;
(2) Institute access control measures to prevent unauthorized persons from entering vacated, or partially vacated areas;
(3) Provide for evacuation to appropriate transportation points, evacuation points, and shelters;
(4) Provide adequate means of transportation for persons with disabilities, the elderly, other persons with special needs, and persons without vehicles;
(5) Provide for the procurement, allocation, and use of necessary transportation and law enforcement resources by means of mutual aid or other agreements;
(6) Control evacuation traffic;
(7) Account for the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency;
(8) Provide initial notification, ongoing, and re-entry communications to the public through the Joint Information Center; and
(9) Assure the safe re-entry of the evacuated persons.

c. Government must be prepared to manage an evacuation on a range of scales. There are no precise parameters regarding evacuation scale, however for planning purposes, it is helpful to describe evacuations on four levels.

(1) **Site Evacuation:** Is a small-scale, localized operation which may be needed as a result of a severe weather event, hazardous material incident, major fire, bomb threat or civil disturbance. Site evacuation involves a small number of people. This typically includes workers at the site and people from adjacent occupancies or areas. Evacuation holding times are typically short, generally less than an hour or two, and citizens are permitted to return to their businesses or homes.

(2) **Intermediate Level Evacuation:** involves a larger number of citizens and a larger area may be necessary if the event impacts a larger geographic area. This level affects off-site homes and businesses and normally affects fewer than 100 people. People may remain out of the area for two to four hours or more. Collecting, documenting and managing the evacuees becomes more difficult. Off-site collection sites or shelter areas will need to be determined and managed.

(3) **Large Scale Evacuation:** could be required in the event of a significant natural or technological disaster or a local terrorist threat or attack. Thousands of people could be evacuated. Evacuees may be out of their homes and businesses for many hours if not days. Evacuation completion time frames will be extended. Evacuation shelters will need to be located, opened and managed. Documentation and tracking of evacuees becomes more important as well as more difficult. Site and evacuation perimeters become extended and require many more resources to maintain. Security of the evacuated area will be a significant concern.

(4) **Mass Evacuation:** could be required due to an event that may cause or has caused a major disaster. The situation may require the implementation of regional, multi-jurisdictional evacuation and sheltering operations. Many thousands of people may need to be evacuated for an extended period of time. Large-scale reception operations would be required and sheltering needs would be regional in nature. Local resources would most likely be exhausted and significant state and federal assistance would be required to support the evacuation and sheltering operation.

(a) Evacuations, other than limited site or intermediate evacuations ordered by authorized response agencies to protect lives will be initiated following an evacuation order from the County Executive, Incident Commander or designee.

(b) A number of Waukesha County citizens will require special assistance during the evacuation and recovery phases of a disaster. This population will be encouraged to notify appropriate shelters, family, Waukesha County agencies and transportation representatives of their needs.

(c) The EOC, Waukesha County Emergency Management and Law Enforcement have lead responsibility for organizing and mobilizing evacuation operations.

(d) In the event of a multi–jurisdictional or regional evacuation, the County Executive may issue a declaration of a state of emergency and an evacuation order. This decision will be made following consultation with the County Executive, the Emergency Management Coordinator, and representatives of the jurisdictions involved or other coordinating entity.

(e) All assistance and support of such actions will be coordinated from the Waukesha County EOC. Decisions on issues, such as: deploying and re–deploying personnel; determining evacuation routes; directing people trapped on evacuation routes to safe shelter; ensuring the sufficiency of fuel, and addressing any matters relative to the ordered protective actions will be made by the EOC Situation and Planning Unit in coordination with the State EOC.

(f) Businesses. In the event of incidents requiring regional evacuation orders, consideration will be given to designating a specific time for businesses within an evacuation zone to close and evacuate personnel. This time should be subsequent to the issuance of a general evacuation order. It is the policy of Waukesha County to refrain from issuing a mandatory evacuation order for businesses unless absolutely necessary in an effort to maximize the available resources to the general public prior to the incident or disaster.

(g) The Emergency Support Function structure promulgated in this plan will be used as appropriate to support evacuation operations.

d. Security and Access Control.

- Incident Command must control access, ingress, and egress to the affected areas in order to limit the security risk to the damaged locations, and to minimize the impact on emergency response and recovery operations.

e. Re-entry into Emergency Areas

- Emergency operations such as search and rescue, damage assessments, preliminary debris removal, and other tasks will need to be performed in order to assure some degree of stability and safety. Premature permanent re-entry of the general public into evacuated areas could complicate emergency response operations and leave the returning population vulnerable due to a lack of support services or safety issues.

f. Re-entry into evacuated areas shall be restricted until sufficient levels of safety, services and infrastructure are available for the returning population. The incident commander or EOC Policy Group, depending on the incident, may permit re-entry into an area using the following guidelines:

(1) No damages reported: Upon cancellation of all warnings/watches for the local jurisdiction, and when no damage has been reported, re-entry will be authorized.

(2) Substantial damages and/or injuries: After a local emergency which resulted in substantial injuries or harm to the population or substantial damage or loss of property, the evacuation order within those areas will be rescinded to the degree appropriate. An orderly return may be implemented in accordance with the categories and in order of priority as established below:

(a) Category One: Search and Rescue Teams, fire personnel, law enforcement personnel, transportation crews, utilities personnel, and Public Health officials.

(b) Category Two: Damage assessment teams dispatched by the EOC for the purpose of developing preliminary damage, accessibility and safety hazard assessments.

(c) Category Three: Clean-up teams for the purpose of clearing and repairing roads, restoring utilities, and eliminating safety hazards to the degree necessary to allow re-entry.

(d) Category Four: Individuals who possess and exhibit appropriate residency documentation shall be determined "priority class parties". Priority Class parties will be permitted a reasonable time to return to their property. A re-entry identification system should be established to accelerate the re-entry process.

(e) Category Five: Complete accessibility shall be restored as soon as practicable.

2. Sheltering.

a. One of the most important roles of government is to protect people from harm, including helping people obtain food and shelter in major emergencies. When disasters occur, victims are often provided safe refuge in temporary shelters located in schools, community centers, office buildings, tents or other facilities. The opening of shelters is a coordinated effort between Waukesha County EOC, Waukesha County Department Health and Human Services, shelter providers, and the American Red Cross (ARC).

b. Waukesha County may utilize five types of sheltering options; shelter-in-place, protective, special medical needs, pet, and host shelters.

(1) Shelter-in-Place. This a protective action process for taking immediate shelter in a location readily accessible to the affected individual(s). Shelter-in-place is generally intended as a short term strategy for responding to disasters.
(2) Protective General Population Shelters. These shelters are selected to provide the maximum available protection from known hazards and threats. They are open to the general public upon activation and attempts will always be made to staff with trained shelter management teams.
(3) Special Medical Needs Shelter. These shelters provide additional care for those individuals that meet the requirements of the access and functional needs program criteria. Due to the critical care required for a Special Medical Needs Shelter operation, such a shelter should be the last option for the public during an emergency incident. Such shelters shall be co-located with general population shelters, but have available additional staff and equipment to meet functional needs individuals. Those individuals whose needs exceed the capabilities of the Special Medical Needs Shelter should be transported to appropriate emergency medical facilities.
(4) Pet Shelter. Provides protection for domestic pets (dogs and cats) and their owners. Animals housed in pet shelters will not be housed directly with occupants but will be accessible.

(5) Host Shelter. These shelters support the temporary housing of displaced persons from other regions of the State.

(a) Once activated, shelters will work closely with the Waukesha County EOC to coordinate information and resources needed to operate the shelter.
(b) Some shelters may be opened by ARC and some may be opened by County staff and then turned over to ARC as additional resources become available to help with local response.
(c) County run and community-run shelters should report their operational status as soon as possible to the EOC so they can track shelter capacity throughout the county and forecast needs for mass care and feeding such as food, supplies, equipment, personnel, etc.
(d) The ARC liaison in the EOC will provide coordination between ARC and the County.
(e) Making emergency sheltering programs generally accessible is required by the Americans with Disabilities Act of 1990 (ADA).
- State and local governments must comply with Title II of the ADA in the emergency and disaster related programs, services and activities they provide. This requirement applies to programs, services and activities provided directly by state and local governments as well as those provided through third parties, such as the American Red Cross, private nonprofit organizations and religious entities.
- The ADA generally does not require state or local emergency management programs to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

(f) All established shelters will require security and access control measures.

Q. RECOVERY FRAMEWORK.

1. Waukesha County has the primary role in planning for and managing all aspects of its recovery. State and federal officials will look to the County to clearly articulate its recovery priorities and develop recovery plans. Post disaster recovery activities begin in the early stages of the response operations and may last for years.

2. Requests for immediate recovery and relief supplies and resources will be made by the County to the State EOC.

3. The County's recovery organization follows the concepts of the National Incident Management System (NIMS).

- Depending upon the severity and magnitude of the disaster, full activation of the County's Recovery Incident Management System may not be necessary, may only be partially required, or may require full activation. Partial or full activation would be dictated by the characteristics of the disaster and would involve only those departments and organizations needing to interact in providing the necessary recovery activities and programs.

4. A County Disaster Recovery Manager (DRM) may be appointed to implement policy directives and manage recovery activities. The DRM ensures that the appropriate recovery support functions are identified and activated, that appropriate tasks are identified and prioritized, and that resources are applied within this priority framework.

5. The County may establish a "Recovery Task Force" to oversee the recovery and reconstruction process, serve as an advisory committee to the Disaster Recovery Manager and chief elected officials, and to identify mitigation opportunities, identify resources, and ensure maximum control over the recovery process.

6. Recovery planning begins when the Waukesha County EOC is activated. Recovery planners begin an assessment of the disaster impacts and determine which Recovery Support Functions (RSFs) will be activated to meet the County's recovery needs.

   a. Just like ESFs, Recovery Support Functions represent groupings of types of recovery activities and programs that the County and its citizens are likely to need following disaster. A "primary" agency/department for each RSF will be responsible for coordinating the implementation of the recovery activity or programs. The primary agency/department will be responsible for identifying the resources (support departments and organizations) within the RSF that will accomplish the post disaster activities. The primary agency/department is also responsible for coordinating the resource delivery. (See Table 5: Recovery Support Functions (RSFs) Example.)

Recovery Support Functions (RSFs) Example	
RSF # 1	Impact Assessment/Impact Analysis
RSF # 2	Continuation of Government (Restoration of Government Services)
RSF # 3	Debris Management
RSF # 4	Individual Assistance
RSF # 5	Unmet Needs
RSF # 6	Human Services
RSF # 7	Safety and Risk Management
RSF # 8	Public and Environmental Health
RSF # 9	Repair and Restoration of Public Infrastructure, and Services and Public Buildings
RSF # 10	Emergency Permitting and Inspections
RSF # 11	Rebuilding, Construction, Repairs, Restoration
RSF # 12	Housing (Temporary / Replacement)
RSF # 13	Redevelopment
RSF # 14	Public Information/Community Relations
RSF # 15	Volunteers and Donations
RSF # 16	Re-Entry, Security
RSF # 17	Economic Restoration and Development

RSF # 18	Environmental Concerns
RSF # 19	Mitigation
RSF # 20	Recovery Administration and Finance
RSF # 21	Cultural and Historic Concerns
RSF # 22	Mutual Aid

Table 5: Recovery Support Functions (RSFs) Example

7. The County's response to and recovery disaster impacts will follow a "phased approach" that includes three general phases: short-term (days); intermediate (weeks-months); long-term and long-term (months-years). See Table 6: Recovery Phases/Tasks.

RECOVERY PHASES/TASKS		
Short-term (days)	**Intermediate (weeks-months)**	**Long-term (months-years)**
❑ Providing essential health and safety services ❑ Providing congregate sheltering or other temporary sheltering solutions ❑ Providing food, water and other essential commodities for those displaced by the incident. ❑ Providing disability related assistance/functional needs support services. ❑ Developing impact assessments on critical infrastructure, essential services, and key resources. ❑ Conducting initial damage assessments. ❑ Conducting community wide debris removal, including clearing of primary transportation routes of debris and obstructions. ❑ Restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care. ❑ Establishing temporary or interim infrastructure systems. Supporting family reunification.	❑ Continuing to provide individual, family-centered, and culturally appropriate case management. ❑ Providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long-term housing solutions. ❑ Returning of displaced populations and businesses if appropriate. ❑ Reconnecting displaced persons with essential health and social services. ❑ Providing supportive behavioral health education, intervention, including continuing to provide crisis, grief, and group counseling and support. ❑ Providing access and functional needs assistance to preserve independence and health. ❑ Updating hazard and risk analyses to inform recovery activities. ❑ Establishing a post-disaster recovery prioritization and planning process. ❑ Developing an initial hazard mitigation strategy responsive to needs created by the disaster.	❑ Identifying of risks that affect long-term community sustainment and vitality. ❑ Developing and implementing disaster recovery processes and plans, such as a long term recovery plan and/or reflecting recovery planning and mitigation measures in the community's land use planning and management, comprehensive plans, master plans, and zoning regulations. ❑ Rebuilding to appropriate resilience standards in recognition of hazards / threats. ❑ Addressing recovery needs across all sectors of the economy and community, and addressing individual and family recovery activities and unmet needs. ❑ Rebuilding educational, social, and other human services and facilities according to standards for accessible design. ❑ Reestablishing medical, public health, behavioral health, and human services systems. ❑ Reconfiguring elements of the community in light of changed needs and opportunities for

RECOVERY PHASES/TASKS		
Short-term (days)	**Intermediate (weeks-months)**	**Long-term (months-years)**
❑ Supporting return of medical patients to appropriate facilities in the area. ❑ Providing basic psychological support and emergency crisis counseling. ❑ Providing initial individual case management assessments. ❑ Providing security and reestablishing law enforcement functions. ❑ Building an awareness of the potential for fraud, waste and abuse, and ways to deter such activity, such as developing Public Service Announcements and publicizing ways to report allegations of waste, fraud and abuse. ❑ Begin assessment of natural and cultural resources.	❑ Ensuring that national and local critical infrastructure priorities are identified and incorporated into recovery planning. ❑ Developing culturally and linguistically appropriate public education campaigns to promote rebuilding to increase resilience and reduce disaster losses. ❑ Complete assessments of natural and cultural resources and develop plans for long-term environmental and cultural resource recovery.	"smart planning" to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources. ❑ Implementing mitigation strategies, plans, and projects. ❑ Implementing permanent housing strategies. ❑ Reconstructing and/or relocating, consolidating permanent facilities. ❑ Implementing economic and business revitalization strategies. ❑ Implementing recovery strategies that integrate holistic community needs. ❑ Implementing plans to address long-term environmental and cultural resource recovery. ❑ Ensuring there is an ongoing and coordinated effort among local, state, tribal, and federal entities to deter and detect waste, fraud and abuse. ❑ Identifying milestones for the conclusion of recovery for some or all non-local entities.

Table 6: Recovery Phases/Tasks

R. STATE OF WISCONSIN RESPONSE.

1. The State of Wisconsin provides assistance to impacted counties when the resources of the affected county and its municipalities have been exhausted. Requests for and deployment of resources are approved and coordinated by the State Emergency Operations Center.

2. The Governor has the inherent responsibility, constitutional and statutory authority for overseeing the state's response to any emergency or disaster. When directed, state agencies will take the appropriate actions to mobilize and deploy resources to assist in life, safety, and property protection efforts.

3. Wisconsin Emergency Management (WEM) is responsible for the coordination of the State response to an emergency or disaster. WEM will make recommendations to the Governor on matters pertaining to State Declarations, requests for federal assistance, and ongoing response and recovery activities. See Figure 4: State Emergency Response Concept of Operations. Other responsibilities of the state include:

a. Receive, evaluate and issue information on emergency operations.

b. Coordinate the activities of all state agencies.

c. Coordinate the receipt, allocation and delivery of resources supplied by the state or federal government or other states.

d. Coordinate emergency operations mutual aid with other states.

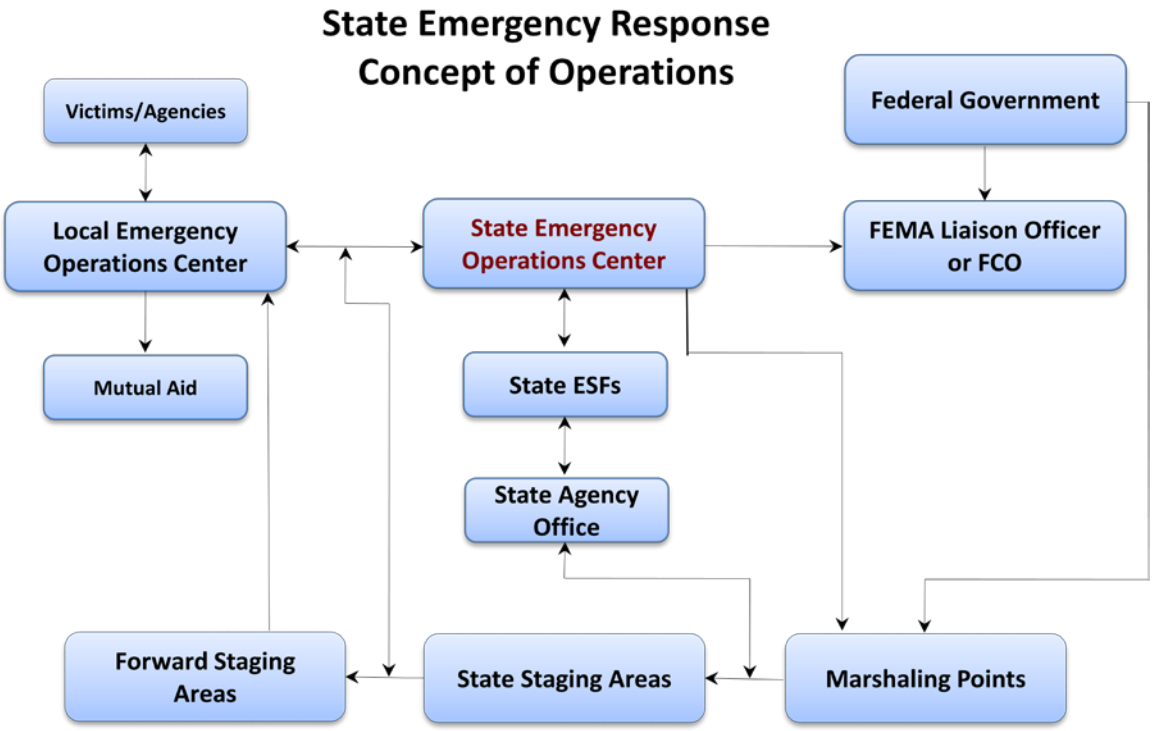


Figure 4: State Emergency Response Concept of Operations

S. FEDERAL GOVERNMENT RESPONSE.

The federal government provides assistance to affected communities when the capabilities of the local and state governments are exceeded. The State EOC will advise FEMA Region V that a formal request for federal assistance is to be submitted. FEMA may deploy a FEMA liaison to the SEOC, and if a Presidential Declaration of State of Emergency is made, will deploy an Emergency Response Team (ERT). See Figure 5: Federal Disaster Response Flowchart.

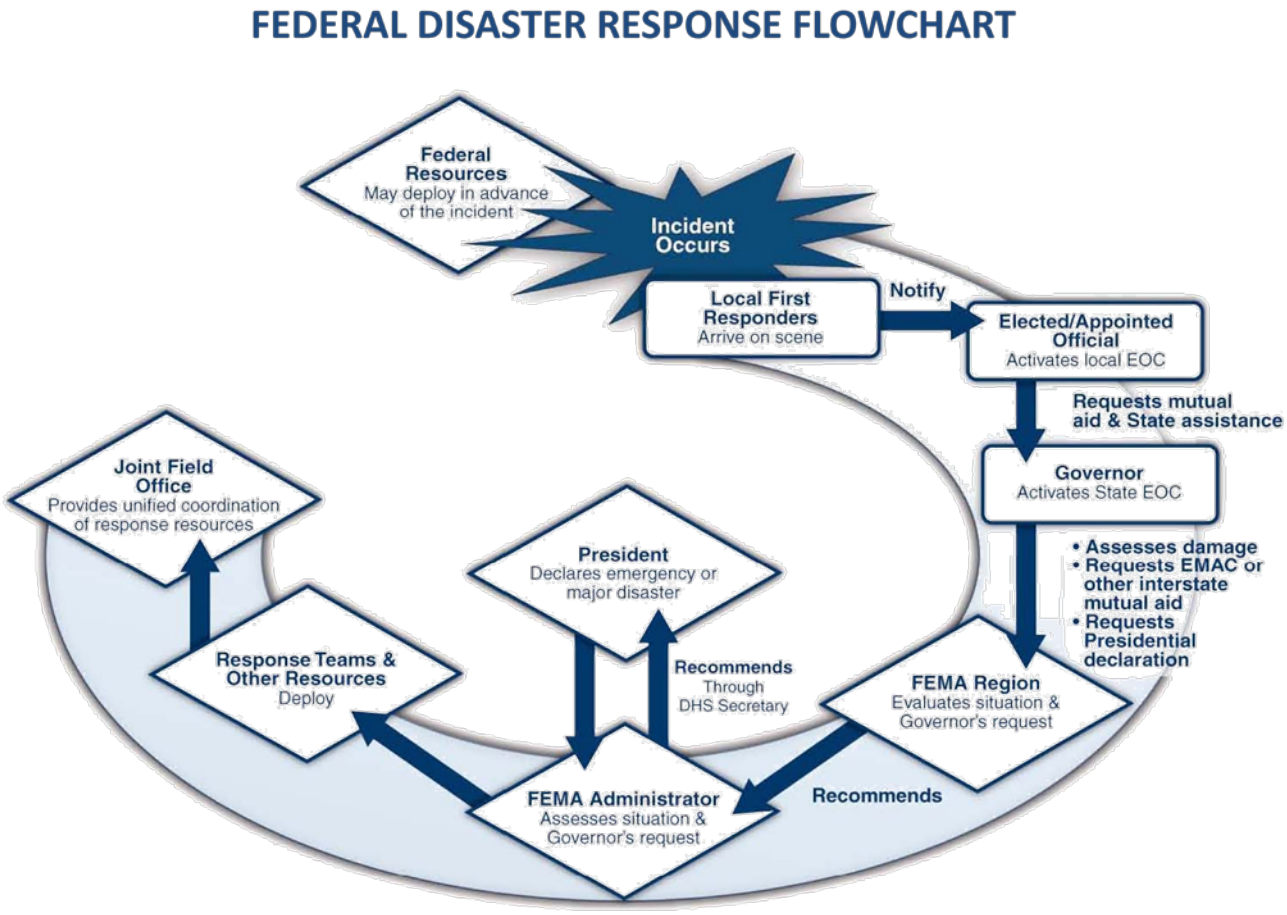


Figure 5: Federal Disaster Response Flowchart.

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Comprehensive Emergency Management Plan CEMP

Basic Plan

IV. RESPONSIBILITIES

IV. RESPONSIBILITIES.

A. GENERAL EMERGENCY MANAGEMENT RESPONSIBILITIES.

1. The following common responsibilities are assigned to each department listed in this CEMP.

   a. Participate as requested in mitigation and prevention, preparedness, response and recovery activities.

   b. Provide staff members with training and exercise opportunities adequate to prepare them to carry out the responsibilities identified in this CEMP.

   c. Upon receipt of an alert or warning of an emergency, initiate notification actions to alert employees on assigned response duties.

   d. As appropriate during an alert or warning:

      (1) Suspend or curtail normal business activities as appropriate.
      (2) Recall needed off–duty employees.
      (3) Send employees that are not needed home so they can protect their families and possessions.
      (4) Secure and protect departmental facilities.
      (5) Evacuate departmental facilities if appropriate.

   e. As requested, augment the EOC's effort to warn the public through use of vehicles equipped with public address systems, sirens, employees going from door to door, etc.

   f. Keep the EOC informed of field activities and maintain a communications link to the EOC.

   g. If appropriate or requested, send a representative to the EOC.

AGENCIES SHOULD ENSURE THAT STAFF MEMBERS TASKED TO WORK IN THE EOC HAVE THE AUTHORITY T0 COMMIT RESOURCES, AND HAVE A BROAD UNDERSTANDING OF ALL THE CAPABILITIES AND FUNCTIONS OF THE DEPARTMENT

   h. Activate a Department Operations Center (DOC) if appropriate to support and facilitate department response activities, maintain events log, and report information to the EOC.

   i. Report damages and status of critical facilities to the EOC.

j. If appropriate or requested, send a representative to the EOC.

k. Coordinate with the EOC to establish protocols for interfacing with state and federal responders.

l. Coordinate with the EOC Public Information Officer before releasing information to the media.

m. Submit reports to the EOC detailing departmental plans, emergency expenditures and obligations.

B. GENERAL PREPAREDNESS RESPONSIBILITIES.

1. Many Waukesha County departments may have emergency–related functions in addition to their normal daily functions. Each department director is responsible for the development and maintenance of their respective department emergency and continuity of operations (COOP) plans and procedures for each division and section, and performing such functions as may be required to effectively cope with and recover from any emergency affecting their respective areas of responsibility. Specifically, the following common responsibilities are assigned to each department listed in this CEMP.

a. Create emergency and COOP plans for their department.

b. Create and maintain a department calling tree or other method for notification.

c. Establish department and individual responsibilities (as indicated in these plans); identify emergency tasks.

d. Work with other Waukesha County departments to enhance cooperation and coordination, and eliminate redundancy. Departments having shared responsibilities should work to complement each other.

e. Establish education and training programs so that each division, section, and employee will know exactly where, when and how to respond.

f. Develop site specific emergency plans for department facilities as necessary.

g. Ensure that employee job descriptions reflect their emergency duties.

h. Train personnel to perform emergency duties/tasks as outlined in the CEMP or individual department plans.

i. Identify, categorize and inventory all available department resources.

j. Develop procedures for mobilizing and employing additional resources.

k. Establish uninterrupted communication capabilities with the EOC.

l. Prepare to fill positions in the emergency organization as requested by the County Executive or Emergency Management Coordinator acting in accordance with this CEMP.

m. Prepare to provide internal logistical support to department operations during the initial emergency response phase.

C. GENERAL RESPONSE RESPONSIBILITIES.

1. Implement department emergency and COOP plans when necessary:

   a. Be responsible for the call back of all personnel they intend to use in both their routine and assigned functions and directing such personnel where to report and their respective assignment.

   b. Be responsible for the safety of vital records, files and equipment assigned to their respective department/ divisions.

   c. Ensure that vital records are protected and maintained.

   d. Ensure that activity logs are initiated as a matter of record.

   e. Coordinate, where appropriate, to ensure that each of their facilities and buildings are secure before an emergency strikes.

D. SPECIFIC RESPONSIBILITIES BY DEPARTMENT.

1. The general emergency preparedness responsibilities of all County government organizations and non-government organizations are outlined in the previous sections and in the letter of agreement to this plan.

THE DUTIES AND ASSIGNED RESPONSIBILITIES FOR EMERGENCY OPERATIONS MAY VARY DEPENDING ON THE TYPE AND SCOPE OF THE INCIDENT. THE ORGANIZATION OF PARTICIPATING AGENCIES IS DISCUSSED IN MORE DETAIL IN ANNEX III OF THIS DOCUMENT.

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Comprehensive Emergency Management Plan CEMP

Basic Plan

V. FINANCIAL MANAGEMENT

V. FINANCIAL MANAGEMENT.

A. GENERAL.

1. During and after emergency/disaster events normal fiscal and administrative functions and regulations may need to be temporarily modified or suspended in order to support emergency operations in a timely manner. Additionally, if certain emergency costs can be documented, certain reimbursements from state and federal sources may be possible.

2. Waukesha County emergency response and recovery costs must be properly documented so that eligible reimbursements from state and federal sources may be possible.

B. POLICIES.

1. All departments will make every effort possible to assure the safety of cash, checks, accounts receivable, and assist in the protection of other valuable documents/ records.

2. Departments will designate personnel to be responsible for documentation of disaster operations and expenditures. Emergency expenditures will be incurred in accordance with existing County emergency purchasing procedures.

3. During the emergency operations, non–essential administrative activities may be suspended, and personnel not assigned to essential duties may be assigned to other departments to provide emergency support.

4. Each department will keep an updated inventory of its personnel, facilities, and equipment resources as part of their emergency plans and procedures.

C. ADMINISTRATION.

1. During an emergency or disaster, administrative procedures may have to be suspended, relaxed, or made optional in the interest of protecting life or property. Departments are authorized to take necessary and prudent actions in response to disaster emergency incidents. Emergency services officers have independent authority to react to emergency situations.

2. Normal procedures which do not interfere with timely accomplishment of emergency tasks, will continue to be used. Those emergency administrative procedures which depart from "business–as–usual" will be described in detail in department emergency and disaster policies, procedures, and instructions or in their incident action plan during an EOC activation.

3. Departments are responsible for keeping records of the name, arrival time, duration of utilization, departure time and other information relative to the service of emergency workers, as well as documentation of any employee or authorized volunteer injuries, lost or damaged equipment, and any associated or extraordinary costs.

4. Preservation of Records.

   a. In order to continue normal government operations following an emergency situation disaster, vital records must be protected. These include legal documents as well as property and tax records. The principal causes of damage to records are fire and water; therefore, essential records shall be protected accordingly. Each agency responsible for preparation of annexes to this plan will include protection of vital records in its SOPs.

   b. If records are damaged during an emergency situation, Waukesha County will seek professional assistance to preserve and restore them.

5. Post–Incident and Exercise Review.

   - The County Executive and Emergency Management Coordinator are responsible for organizing and conducting a critique following the conclusion of a significant emergency event/incident or exercise. The critique will entail both written and verbal input from all appropriate participants. Where deficiencies are identified, an individual, department, or agency will be assigned responsibility for correcting the deficiency and due date shall be established for that action.

D. FISCAL.

1. Department of Administration and Purchasing Division personnel shall facilitate the acquisition of supplies, equipment, and services necessary to support the emergency response actions of County departments.

2. When circumstances dictate, emergency response field personnel may be given purchasing authority after coordination with the Purchasing Manager. A record of all purchases shall be reported to the Purchasing Division in accordance with County purchasing policies. A complete and accurate record of all purchases, a complete record of all properties commandeered to save lives and property, and an inventory of all supplies and equipment purchased in support of the emergency response shall be maintained.

3. Though certain formal procedures may be waived, this in no way lessens the requirement for sound financial management and accountability. Departments will identify personnel to be responsible for documentation of disaster costs and utilize existing administrative methods to keep accurate records separating disaster operational expenditures from day–to–day expenditures. Documentation will include: logs, formal records and file copies of all expenditures, receipts, personnel time sheets. Department Directors will be held responsible for deviations from the emergency purchasing procedures.

4. A separate Emergency Operations Center (EOC) "Finance Strike Team" may be formed to handle the monetary and financial functions during large emergencies, disasters under the Resource Status & Procurement Unit. See the County EOC Manual for details.

5. The County may qualify for reimbursement of certain emergency costs from state, federal disaster recovery programs. The County may also collect damages from its insurance carriers. Successful documentation of expenditures will maximize the reimbursements and assistance that the County and its citizens will receive. All County departments and agencies are expected to include requirements for emergency fiscal record keeping in their emergency plans and procedures.

E. LOGISTICS.

1. Departments responding to emergencies and disasters will first use their available resources. When this plan is implemented, the EOC becomes the focal point for procurement, distribution and replacement of personnel, equipment and supplies. Scarce resources will be allocated according to established priorities and objectives of the Incident Commander(s).

2. Logistics will be needed to support the field operations, the Emergency Operations Center (EOC) operations, and disaster victims.

3. All departments are expected to maintain an inventory of all non–consumable items, to include their disposition after the conclusion of the emergency proclamation. Items that are not accounted for, or that are placed in County inventory as an asset will not be eligible for reimbursement.

F. REFERENCES.

1. Emergency Purchasing Guidelines, Rules.

2. Emergency or disaster expenditures-restrictions.

3. Levying emergency tax-disposition of surplus.

4. Finance and Budget Department Control Activities Procedures.

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Comprehensive Emergency Management Plan CEMP

Basic Plan

VI. ATTACHMENTS

VI. ATTACHMENTS.

A. PRIMARY/SUPPORT MATRIX.

B. GLOSSARY AND ACRONYMS.

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A. PRIMARY / SUPPORT MATRIX

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
911 Communications Center													S									S	
Aging and Disability Resource Center						S																	
Air Operations									S														
Airport, Airfields (Commercial, Private)	S																						
Ambulance Services: Public and Private	S												S							S			
American Red Cross				S		S		S			S			S	S		S		S		S	S	
Area Manufactures & Commerce																					S		
ARES/RACES		S				S			S				S				S					S	
Assessor														S							S		
Attending Emergency Room Physicians																S							
Care Wisconsin						S																	
Caterers/Grocery Stores/Restaurants						S																	
Chamber of Commerce					S																		
Chief Elected Official(s)														S								S	
Citizens & Organizations Active In Disaster (COAD) / VOAD's & Non Governmental Organizations (NGOs)	S	S				S	S				S		S	P			P		S	S		S	
Civic & Community Center(s)						S																	

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Civil Air Patrol									S														
Clerk/Treasurer (EOC Finance/ Administration Section)											S												
Clinics																S							
Code Enforcement/ Building Inspector						S								S							S		
Commercial and Private Sector Transportation Companies	S																					S	
Commercial Phone Companies		S																					
Commercial Print Media															S							S	
Commercial Radio & Television Stations															S							S	
Community Development Agency (&/or Planning & Zoning)					S							S		S									
Community Leaders																	S						
Corporation Counsel					S		S							S								S	
Correctional Facilities	S												S	S									
County Clerk					S																S		
County Executive					S										P							S	
County Public Information Officer (PIO)					S									S	P		S					S	
Debris Management Contractors																							S
Department of Health & Human Services (DHHS)					S	P	S	P		S	P	S		S	S	P	S	P	P	P		S	

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Departments, All County		S			S		S								S		S				S	S	
Disaster Recovery Manager														S									
DMORT																							
DOA – IT		P			S																		
DOA – Purchasing			S				S																
Economic Development														S									
Emergency Management		S			P	S	P		S	S	S			S	S	S	S		S	S	P	P	
Emergency Medical Services								S								S							
Environmental Clean Up Contractors										S													
Facilities Management Division		S				S			S														
Facilities: Public/ Private										S													
Finance Department							S							S							S		
Finance – Purchasing					S																		
Fire Departments	S	S	S	P			S	S	P	P			S		S	P	S	S	S		S	S	S
Fire Departments/ EMS											S									S			
Fire Rehab Units				S																			
Funeral Directors/ Association																				S			
GIS						S																	
HAWS						S												P					
Highway Departments											S												
Highway, Facilities,																					S		

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Risk Management																							
Home Builders & Contractor's Associations																							S
Hospitals						S		S		S						S				S			
Hotels						S																	
Housing Authority														S									
Human Resources							S										S						
Human Services								S						S									
Human Services, County														S									
Information Technology		S			P	S	S						S				S				S		
Law Enforcement Agencies	S	S	S	S	S	S	S	S	P	S	S	S	P	S	S	S	S	S		S	S	S	S
Local Contractors			S																				
Local Cooperative Extension Service											S												
Local Food Producer/ Processors											S												
Managed Care Organizations & Waukesha County Service Providers Group	S					S													S				
Medical Examiner								S								S				P			
Medical Reserve Corps																	S						
Medical Services										S						P							
Military – National Guard																S							
Mutual Aid Box Alarm System (MABAS)				S																			

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
National Weather Service															S								
Parks & Land Use – Environmental Health Division						S		S															
Parks & Land Use – GIS		S			S				S					S			S				S		S
Parks & Land Use – Planning & Zoning														P									
Parks, Recreation and Cultural Resources														S									
Participating Civic Associations																			S				
Ports and Harbors	S																						
Private Sector Fuel Suppliers												S											
Public Service Answering Points (PSAPs)		S					S								S	S							
Public Works	P	S	P	S	S	S	S	S	S	S		P	S	S			S			S	S	S	P
Purchasing		S										S		S			S						
Recovery Task Force														S									
Risk Management							S							S									
Salvation Army				S		S											S						
School Districts	S					S	S	S							S	S							
Search and Rescue Units									S														
Telecommunications												S											
U.S. Coast Guard/Auxiliary									S														
University of Wisconsin – Extension											P												
Utilities				S										S								S	S

Departments, Agencies & Organizations	Transportation	Communications & IT	Public Works	Fire Fighting	Information, Analysis & Planning	Mass Care, Emergency Assistance, Housing & Human Services	Resource Support	Public Health	Search and Rescue	Hazardous Materials	Agriculture and Natural Resources	Energy & Utilities	Law Enforcement & Security	Long-Term Community Recovery	Public Information	Hospital & Medical Services	Volunteer and Donation Management	Animal and Veterinary Services	Functional and Access Needs (AKA Special Needs)	Fatality Management	Damage Assessment	Public Protection (Warning, Evacuation, Shelter)	Debris Management
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Utilities, Pipeline – Environmental Health											P							P					
Utilities, Pipeline – GIS					S																		
Utilities: Electric, Telephone, Gas			S									S									S		S
Utilities: Natural Gas												S											
Water Rescue Teams									S														
Waukesha County Emergency Preparedness – Radio Services & WCC		P																					
Waukesha County Sheriff																						P	
Wisconsin State Historical Society														S									
Wisconsin Veterinary Corps/Humane Society									S														

B. GLOSSARY AND ACRONYMS.

GLOSSARY

– A –	
Access/Accessible	The suitability or adaptability of programs, services, activities, goods, facilities, privileges, advantages or accommodations provided by a public or private (for-profit or not-for-profit) entity, or by any entity to which it contracts for all members of the population, including individuals with disabilities.
Access and Functional Needs	Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency, non-English speaking; or transportation disadvantaged.
Activation	A process by which a facility is brought up to emergency mode from a normal mode of operation. Activation is completed when the facility is ready to carry out full emergency operations.
Agency	A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).
Agency Representative	A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the agency leadership.
Aid Agreements, Mutual (Pacts)	Written or unwritten understandings among jurisdictions, which cover methods and types of assistance available during an emergency.
Alternate EOC	A site located away from the primary EOC from which civil government officials exercise direction and control in an emergency or disaster.
Area Command (Unified Area Command)	An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.
Available Resources	Resources assigned to an incident, checked in, and available for use, normally located in a Staging Area.

– B –	
Base Camp	A resource staging area for personnel and equipment.
Business Continuity (BC)	The capability to maintain or return to normal provision of day-today services.
– C –	
Catastrophic Incident	Any natural or man-made incident, including terrorism that results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and / or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.
Chain of Command	A series of command, control, executive, or management positions in hierarchical order of authority.
CHEMTREC	"Chemical Transportation Emergency Center," a public service of the Chemical Manufacturers Association located in Washington, D. C. CHEMTREC provides immediate advice for emergency personnel at the scene of an accident or spill. A telephone hotline for emergencies is 1–800–424–9300.
Civil Disturbance	Any incident intended to disrupt community affairs and requiring law enforcement intervention and emergency management assistance to maintain public safety. These include, but are not limited to, terrorist attacks, riots, and strikes which result in violence, and demonstrations requiring police intervention and arrests.
Clean Sweep Program	An organized campaign to collect and properly dispose of toxic or hazardous household chemicals (pesticides, solvents, paints, etc.)
COAD	Citizens and Organizations Active in Disaster: an organized group of community resources (personnel and equipment) available to assist government agencies before, during and following disaster occurrence.
Command Staff	In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Community Recovery	In the context of the NRF and its annexes, the process of assessing the effects of an Incident of National Significance, defining resources, and developing and implementing a course of action restore and revitalize the socioeconomic and physical structure of a community.
Comprehensive Emergency Management	An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery),

(CEM)	for all types of emergencies and disasters (natural, man–made, and attack), and for all levels of government (local, state, and Federal) and the private sector.
Comprehensive Emergency Management Plan (CEMP)	Contains policies, authorities, concept of operations, legal constraints, responsibilities, and required emergency functions. Strategic document to guide development of Agency response plans, SOPs, and specific incident action plans.
Congregate Care	Refers to the provision of temporary housing and basic necessities for evacuees.
Consequence Management	Predominantly an emergency management function and included measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The requirements of consequence management and crisis management are combined in the NRF. See also Crisis Management.
Continuity of Government (COG)	All measures that may be taken to ensure the continuity of essential functions of the three branches of government—executive, legislative and judicial—in the event of an emergency or disaster.
Continuity of Operations Plan (COOP)	The plan includes all measures that may be taken to ensure the continuity or return to continuity of daily functions of the three branches of government—executive, legislative and judicial—in the event of an emergency or disaster. Often referred to a s Business Continuity Plan (BCP)
Credible Threat	A potential terrorist threat based on a threat assessment evaluated as credible and likely to involve WMD.
Crisis Action Team (CAT)	A flexible, supporting / coordinating service that could be One person at home facilitating the coordination of personnel and resources to an incident scene; Several people convening in the Emergency Operations Center (EOC) or on–scene to assist the “Incident Manager” as needed.
Crisis Counseling Grants	Funded by FEMA under the Stafford Act to address the counseling needs of a community following a presidentially declared disaster in which individual assistance is authorized.
Critical Facilities	Specific structures or facilities that support the delivery of essential services. Critical facilities can also be defined as locations having large concentrations of people either temporarily or permanently such as high occupancy structures, special population facilities, or special community events.
Critical Infrastructures	Systems and assets, whether physical or virtual, so vital to the United States that incapacity or destruction of such systems and assets would have a debilitating impact on security, nation economic security, national public health or safety, or any combination of those matters.
Cultural Resources	Cultural resources include historic and prehistoric structures, archeological sites, cultural, landscapes, and museum collections.
Cyber	Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

– D –	
Damage Assessment	Damage assessment is the systematic process of describing in general terms the location, nature, and severity of damage sustained by the public and private sectors in an emergency or disaster and estimating the cost of repair and restoration or replacement; Estimation of damages made after a disaster has occurred which serves as the basis of the Governor's request to the President for a declaration of Emergency or Major Disaster.
Decontamination	The reduction or removal of contaminating chemical or radioactive material from a structure, area, object or person.
Defense Support of Civil Authorities (DSCA)	Refers to *DOD* support, including Federal military forces, *DOD* civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.
Deputy	A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.
Direction and Control	The assignment of missions, tasks and procedures to operate government during emergency operations; The provision of overall operational control and/or coordination of emergency operations at each level of the statewide emergency organization, whether it be direction of field forces or the coordination of joint efforts of governmental and private agencies in supporting such operations.
Disaster	Any occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from a Natural, Technological, and / or National Security incident, including but not limited to earthquake, explosion, fire, flood, high water, hostile military actions, hurricanes, landslide, mudslide, storms, tidal wave, tornado, wind–driven water, or other disasters.
Disaster Analysis	The collection, reporting and analysis of disaster related damages to determine the impact of the damage and facilitate emergency management of resources and services to the stricken area.
Disaster Assessment	Quick, initial assessment of disaster impacts on people, property, and environment.
Disaster Field Office (DFO)	The primary federal field location in or near the disaster area for the coordination of the federal response and recovery operations; a point of coordination and control for state and federal governmental efforts to support disaster relief and recovery operations. It houses the Federal Coordinating Officer (FCO), Emergency Support Function (ESF) staff and other staff comprising the Emergency Response Team (ERT). It will operate 24 hours a day, as needed, or with a schedule sufficient to sustain the federal response operations. Except where facilities do not permit, the FCO will be co–located with the State Coordinating Officer (SCO) at the DFO. A DFO will be established in each affected State.

Disaster Recovery Center (DRC)	A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.
Distribution	The process of delivering a commodity from convenient points to the customers.
– E –	
Emergency	Any incident which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster. (PL 93–288); Any occasion or instance for which, in the determination of the Governor, state assistance is needed to supplement local efforts and capabilities to save lives and protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the state.
Emergency Alert System (EAS)	Formally the Emergency Broadcast System. Consists of broadcasting stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies.
Emergency Communication Vehicle	An emergency management vehicle providing the capabilities to communicate and exercise direction and control over an emergency.
Emergency Information	Material designed to improve public knowledge or understanding of an emergency.
Emergency Instructions	Information provided to the general public during an emergency pertaining to recommendations for actions such as evacuation and sheltering.
Emergency Management	The preparation for and the carrying out of all emergency functions, other than functions for which the military forces are primarily responsible, to minimize injury and repair damage resulting from disasters caused by enemy attack, sabotage, or other hostile action, or by fire, flood, storm, earthquake, or other natural causes, and to provide support for search and rescue operations for persons and property in distress; Organized analysis, planning, decision–making, assignment, and coordination of available resources to the mitigation of, preparedness for, response to, or recovery from major community–wide emergencies. Refer to local and state emergency legislation.
Emergency Management Plans	Those plans prepared by federal, state and local governments in advance and in anticipation of disasters for the purposes of assuring effective management and delivery of aid to disaster victims, and providing for disaster prevention, warning, emergency response, and recovery.
Emergency Operations Center (EOC)	A protected site from which public officials issue warnings and exercise direction and control during an emergency / disaster. It is equipped and staffed to provide support in coordinating and guiding emergency / disaster operations.
Emergency Protective Measures	Those efforts to protect life and property against anticipated and occurring effects of a disaster. These activities generally take place after disaster warning (if any) and throughout the incidence period.

Emergency Public Information	Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.
Emergency Public Information (EPI)	Information disseminated to the public by official sources during an emergency, using broadcast and print media, in anticipation of an emergency, or at the actual time of an emergency; in addition to providing information as such, frequently directs actions, instructs, and transmits direct orders. Includes rumor–control processes.
Emergency Response Plan (ERP)	The "steady-state" plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.
Emergency Response Provider	Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel. Agencies and authorities. (See section 2(6), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).) Also known as "emergency responder."
Emergency Response Team (ERT)	An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The ERT provides a forum for coordinating the overall Federal response, reporting on the conduct of specific operations, exchanging information, and resolving issues related to ESF and other response requirements. ERT members respond to and meet as requested by the FCO. The ERT may be expanded by the FCO to include designated representatives of other Federal Departments and agencies as needed.
Emergency Support Function (ESF)	A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents.
Emergency Support Team (EST)	An interagency group operating from the Federal Emergency Management Agency (FEMA) headquarters. The EST oversees the national–level response support effort and coordinates activities with the ESF primary and support agencies in supporting Federal response requirements in the field.
Emerging Infectious Diseases	New or recurring infectious diseases of people, domestic animals, and/or wildlife, including identification, etiology, pathogenesis, zoonotic potential, and ecological impact.
Energy Management	The technology involving the analysis of energy use resulting in appropriate techniques and methods to ensure more efficient utilization of energy resources.
Environment	Natural and cultural resources and historic properties as those terms are defined in this glossary and in relevant laws.

Environmental Response Team	Established by EPA, the Environmental Response Team includes expertise in biology, chemistry, hydrology, geology and engineering. The Environmental Response Team provides technical advice and assistance to the OSC for both planning and response to discharges and release of oil and hazardous substances into the environment.
Essential Services	Services which local government must at a minimum strive to provide at all times.
Evacuation	Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.
Exercise	Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and / or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of the CEMP.
– F –	
Facility Management	Facility selection and acquisition, building services, information systems, communications, safety and health, and physical security.
Federal / State Agreement	The agreement signed by the Governor and the Regional Director of the Federal Emergency Management Agency, specifying the manner in which federal assistance will be made available for a Presidential Declaration of Emergency, Fire Suppression, or Major Disaster, and containing terms and conditions consistent with applicable laws, executive orders, and regulations as the Administrator of FEMA may require.
Federal Assistance	Aid to disaster victims or state or local governments by federal agencies authorized to provide assistance under federal statutes.
Federal Coordinating Officer (FCO)	The person appointed by Federal Emergency Management Agency to coordinate all federal disaster assistance programs to ensure their maximum effectiveness and take appropriate action to help local citizens and public officials obtain the assistance to which they are entitled.
Federal Disaster Assistance	Aid to disaster victims or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93–288) as amended.
Federal Hazard Mitigation Officer (FHMO)	Person appointed by the FCO responsible for managing federal hazard mitigation programs and activities.
Federal Interagency Hazard Mitigation Team (I–Team)	Activated by the FHMO immediately following a Presidential Disaster Declaration, and made up of appropriate federal, state, and local government representatives to identify opportunities for hazard mitigation.

Federal On-Scene Coordinator (FOSC or OSC)	The Federal official pre-designated by the EPA or the USCG to coordinate responses under subpart D of the NCP, or the government official designated to coordinate and direct removal actions under subpart E of the NCP.
FEMA	Federal Emergency Management Agency.
First Responder	Local and nongovernmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as described in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal, or nongovernmental organizations.
Functional Needs	The needs of an individual who under usual circumstances is able to function on their own or with support systems. However, during an emergency, their level of independence is challenged.
– G –	
Governor's Authorized Representative (GAR)	That person named by the Governor in the Federal / State Agreement to execute on behalf of the state all necessary documents for disaster assistance following the declaration of an emergency or a major disaster, including certification of applications for public assistance.
Grantee	The state agency that is eligible to receive federal dollars in a Presidential Disaster.
– H –	
Hazard	Any situation that has the potential for causing damage to life, property, and / or the environment.
Hazard Mitigation	Any cost-effective measure which will reduce the potential for damage to a facility from disaster event.
Hazard Mitigation Grant Program	Federal government may contribute up to 75 percent of the cost of hazard mitigation measures which the President has determined are cost–effective and which substantially reduce the risk of future damage, hardship, loss, or suffering in any area affected by major disaster. (Stafford Act, Sec. 404)
Hazard Mitigation Plan	Section 409 of the Stafford Act requires the state and affected local governments to prepare a hazard mitigation plan that evaluates the natural hazards within the disaster area(s) and recommends appropriate measures to reduce the risks from future disasters.
Hazardous Materials (HazMat)	A substance or material in a quantity or form that may pose an unreasonable risk to health and safety or property when released to the environment.

Hazardous Substance	As described by the NCP, any substance designated pursuant to section 311 (b)(2)(A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant section 102 of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any hazardous waste having the characteristics identified under or listed pursuant to section 3001 the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act (42 U.S.C. § 6901 et seq.) has been suspended by act of Congress); any toxic pollutant listed under section 307(a) of the Clean Water Act; hazardous air pollutant listed under section 112 of Clean Air Act (42 U.S.C. § 7521 et seq.); and any imminently hazardous chemical substance or mix with respect to which the EPA Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act (15 U.S.C. § 2601 et seq.).
Hazards, Natural	"Acts of God" such as earthquakes, tornadoes, floods, hurricanes, wildfires, landslides, or avalanches.
Hazards, Technological	Man–made incidents such as toxic chemical releases, nuclear power plant accidents, dam failures or bridge collapses.
Historic Property	Any prehistoric or historic district, site, building, structure, or object included in or eligible for inclusion in the National Register of Historic Places, including artifacts, records, and remains which are related to such district, site, building, structure, or object [16 U.S.C. § 470(w) (5)].
Host Area	A specified area relatively unlikely to experience direct effects of a hazard or an area designated for evacuees following a major event.
– I –	
Incident Command System (ICS)	A standardized on scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, or organized field-level incident management operations.
In-Kind Donations	Donations other than cash (usually materials or professional services) for disaster survivors.
Incident	An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan IAP)	Contains objectives reflecting the overall incident strategy(ies) for the next operational period, includes specific actions, assignments, and supporting information as appropriate.
Incident Command Post (ICP)	The field location for performance of the primary tactical-level, on-scene incident command functions.
Incident Commander	The person responsible for the management of all operations at the incident site.
Incident Management Team (IMT)	The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.
Incident Mitigation	Actions taken during an incident designed to minimize impacts or contain the damages to property or the environment.
Incident of National Significance	Based on criteria established in HSPD-S (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/ or private sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities.
Incident Period	For Emergencies or Major Disasters declared pursuant to PL 93–288, those days or parts thereof officially designated by the President or a representative as the dates upon which damages occurred.
Individual Assistance	Financial or other aid provided to private citizens to help alleviate hardship and suffering intended to facilitate resumption of a normal way of life prior to disaster.
Individual Assistance Officer	State Human Services officer designated to coordinate individual assistance programs.
Infrastructure	The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.
Initial Actions	The actions taken by those responders first to arrive at an incident site.
Initial Response	Resources initially committed to an incident.
Intermediate Recovery	Phase of recovery which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.
– J –	
Joint Field Office (JFO)	A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO, and the JIC within a single Federal facility.

Joint Information Center (JIC)	Integrates incident, information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.
Joint Operations Center (JOC)	The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident, and is managed by the SFLEO. The JOC becomes a component of the JFO when the NRF is activated.
Jurisdiction	A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).
– K – L –	
LEPC	Local Emergency Planning Committee: A committee appointed by the State emergency response commission (SERC), as required by Title III of SARA, to formulate a comprehensive emergency plan to deal with Hazardous Materials for its district. (See SARA)
Liaison Officer	A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
Local Emergency	The duly proclaimed existence of conditions of a disaster or of extreme peril to the safety or health of persons and property within local jurisdictional boundaries. The emergency may be declared by a mayor or his/her designee and would normally be issued concurrent with a county declaration by the board of County Commissioners prior to requesting state and / or federal assistance.
Local Government	A county, municipality, city. town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization; or a rural community, unincorporated town or village, or other public entity. (As defined in section 2(10) of the Homeland Security Act of 2002, Public Law 107- 296, 116 Stat. 2135, et seq. (2002).)
Long-Term Recovery	Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability and resilience.

– M –	
Major Disaster	As described by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
Materiel Management	Requisitioning and sourcing (requirements processing); acquisition, asset visibility (resource tracking), receipt, storage, and handling; security and accountability; inventory, deployment, issue, and distribution; and recovery, reuse, and disposition.
Mitigation	Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.
Mobile Command Post	A transportable command cell capable of exercising direction and control from a forward deployed location during an emergency. The emergency communications vehicle normally provides the necessary equipment to perform this role.
Mobilization	The process of marshaling appropriate resources.
Mobilization Center	An off-site temporary facility at which response personnel and equipment are received from the Point of Arrival and are pre-positioned for deployment to an incident logistics base, to a local Staging Area, or directly to an incident site, as required. A mobilization center also provides temporary support services, such as food and billeting, for response personnel prior to their assignment, release, or reassignment and serves as a place to out process following demobilization while awaiting transportation.
Monitoring	The procedure of locating and measuring radioactive contamination by the use of survey instruments capable of detecting and measuring ionizing radiations.
Multiagency Coordination System (MACS)	The combination of personnel, facilities, equipment and procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within the MACS. (as defined by NWCG National Training Curriculum)

Multijurisdictional Incident	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.
Mutual Aid Agreement	Written agreement between agencies, organization, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.
– N –	
National Disaster Medical System (NDMS)	A coordinated partnership between DHS, HHS, DOD, and the Department of Veterans Affairs established for the purpose of responding to the needs of victims of a public health emergency. NDMS provides medical response assets and the movement of patients to health care facilities where definitive medical care is received when required.
National Incident Management System (NIMS)	A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set *of* concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
National Response Center	A national communications center *for* activities related to oil and hazardous substance response actions. The National Response Center, located at DHS/USCG Headquarters in Washington, DC, receives and relays notices *of* oil and hazardous substances releases to the appropriate Federal OSC.
National Response System	Pursuant to the NCP, the mechanism for coordinating response actions by all levels of government (40 CFR § 300.21) for oil and hazardous substances spills and releases.
National Response Team (NRT)	The NRT, comprised of the 16 Federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating Federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized Federal oil and hazardous substance emergency response network. EPA serves as the NRT Chair, and DHS/USCG serves as Vice Chair.
National Security and Emergency Preparedness (NS/EP)	Telecommunications. NS/EP telecommunications services are those used to maintain a state of readiness or to respond to and manage any event or crisis (local, national, or international) that causes or could cause injury or harm to the population or damage to or loss of property, or could degrade or threaten the NS/EP posture of the United States.

National Special Security Event (NSSE)	A designated event that, by virtue of its political, economic, social, or religious significance may be the target of terrorism or other criminal activity.
National Strike Force	The National Strike Force consists of three strike teams established by DHS/USCG on the Pacific, Atlantic, and Gulf coasts. The strike teams can provide advice and technical assistance for oil and hazardous substances removal, communications support, special equipment, and services.
National Warning System (NAWAS)	A nationwide, dedicated, voice warning network. Its primary purpose is to provide the American population with information of an impending attack upon the United States.
National Weather Service (NWS)	Under the National Oceanic and Atmospheric Administration (NOAA), of the Department of Commerce, the NWS is responsible for providing weather service to the nation. It is charged with responsibility for observing and reporting the weather and with issuing forecasts and warnings of weather and floods in the interest of national safety and economy.
Natural Resources	Natural resources include land, fish, wildlife, domesticated animals, plants, biota, air, water. Water means salt and fresh water, surface and ground water, including water used for drinking, irrigation, aquaculture, and recreational purposes, a well as in its capacity as fish and wildlife habitat, including coral reef ecosystems as defined in 16 U.S.C. 64501. Land means soil, surface and subsurface minerals, and other terrestrial features.
Nongovernmental Organization (NGO)	A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.
Nuclear Incident Response Team (NIRT)	Created by the Homeland Security Act to provide DHS with a nuclear/radiological response capability. When activated, the NIRT consists of specialized Federal response teams drawn from DOE and/or EPA. These teams may become DHS operational assets providing technical expertise and equipment when activated during a crisis or in response to a nuclear/radiological incident as part of the DHS Federal response.
– O –	
On-Scene Coordinator (OSC)	See Federal On-Scene Coordinator.
Operating Conditions (OPCONS)	Increasing levels of preparedness (from 5 to 1) requiring performance of predetermined actions in response to a real or perceived threat.

– P –	
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.
Prevention	Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.
Principal Federal Official (PFO)	The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance.
Private Sector	Organizations and entities that are not part of any governmental structure. Includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, private emergency response organizations, and private voluntary organizations.
Public Assistance	Financial or other aid provided to political subdivisions and Indian tribes to facilitate restoration of public facilities to pre–disaster functions and capabilities.
Public Assistance Officer	State Infrastructure Officer designed to facilitate, manage restoration of public facilities to pre–disaster functions and capabilities.
Public Assistance Program	The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, or restoration of disaster damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.
Public Facility	Any flood control, navigation, irrigation reclamation, public power, sewage treatment and collection, water supply and distribution, watershed development, airport facility, non–federal aid street, road or highway, and any other public building, structure or system including those used exclusively for recreation purposes.
Public Health	Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals and wildlife.

Public Information Officer (PIO)	An individual responsible for releasing accurate official information to the public through the news media.
Public Service Announcements (PSA)	Media announcements usually of ten, twenty, or thirty second duration providing timely information to the public. This is normally provided by the media as a public service.
Public Works	Work, construction, physical facilities, and services provided by governments for the benefit and use of the public.
– Q – R –	
Radiological Emergency Response Teams (RERTs)	Teams provided by EPA's Office of Radiation and Indoor Air to support and respond to incidents or sites containing radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics, and risk assessment. RERTs can provide both mobile and fixed laboratory support during a response.
Rapid Response Teams (RRT)	Teams comprised of trained individuals in specific fields (law enforcement, fire, public works, building officials, etc.). RRT's are organized from local governments when activated, operates under the state as an operating unit of the State Emergency Response Team.
Re–entry	Return to evacuated areas by resident populations which may be constrained by time or function based on the existing situation.
Recovery	The development, coordination, and execution of service and site restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.
Regional Response Teams (RRTs)	Regional counterparts to the National Response Team, the RRKs comprise regional representatives of the Federal agencies on the NRT and representatives *of* each Stat within the region. The *RRTs* serve as planning and preparedness bodies before a response, and provide coordination and advice to the Federal OSC during response actions.
Resources	Personnel and major items of equipment supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and *of* incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat, ongoing public health and agricultural surveillance testing processes; immunizations, isolation, or quarantine; and specific law enforcement operation aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.
– S –	
Shelter	Pre–identified sites in existing structures or temporary facilities used to house personnel displaced as a result of an emergency evacuation or the effects of a natural or man–made disaster.
Shelter Management	The internal organization, administration and operation of a shelter facility by either pre–trained or emergent leadership.
Short-Term Recovery	Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery organizations and resources including restarting and/or restoring essential services for recovery decision making.
Situation Assessment	The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision-making.
Situation Report	Initial impact, damage assessment report.
Special Populations	People who feel they cannot comfortably or safely access and use standard resources offered in disaster preparedness relief and recovery. They include, but are not limited to those who are physically or mentally disabled, blind, and deaf, cognitively disabled, mobility limited, non-English speaking, geographically/culturally isolated, medically or chemically dependent, homeless, frail/elderly and children.
Stafford Act ("Robert T. Stafford Disaster Relief and Emergency Assistance Act" P.L. 93–288, as amended)	Provides authority for response assistance under the Federal Response Plan, and which empowers the President to direct any federal agency to utilize its authorities and resources in support of state and local assistance efforts.

Staging Area	Facility located in the disaster impact area at the local jurisdictional level where arriving personnel and resources are staged pending assignment to an operational site within the affected jurisdiction.
Standard Operating Procedure (SOP)	A ready and continuous reference to those roles, relationships and procedures within an organization which are used for the accomplishment of broad or specialized functions which augment the Comprehensive Emergency Management Plan; Set of instructions having the force of a directive, covering features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness, and implemented without a specific direct order from higher authority.
State Coordinating Officer (SCO)	The person appointed by the Governor for the purpose of coordinating state and local disaster assistance efforts with those of the federal government.
State Emergency Plan	As used in Section 201(b) of PL 93–288; that state plan which is designed specifically for state–level response to emergencies or major disasters and which sets forth actions to be taken by the state and local governments including those for implementing federal disaster assistance. (Known as the Comprehensive Emergency Management Plan or State Emergency Operations Plan) Execution of the State Comprehensive Emergency Management Plan is a prerequisite to the provision of federal assistance authorized by PL 93–288.
State Hazard Mitigation and Recovery Team (SHMART)	Representatives from key state agencies, local governments, and other public and private sector organizations that influence development and hazard management policies within the state.
State Hazard Mitigation Officer (SHMO)	State official responsible for coordinating the preparation and implementation of the State Hazard Mitigation Plan (pursuant to Section 409 of the Stafford Act) and implementation of the Hazard Mitigation Grant Program (pursuant to Section 404 of the Stafford Act).
State of Emergency	An emergency proclaimed as such by the Governor pursuant to state law.
Strategic	Strategic elements of incident management are characterized by continuous, long term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.
Strategic Plan	A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.
– T –	
Telecommunications	The transmission, emission, or reception of voice and/or data through any medium by wire, radio, other electrical electromagnetic or optical means. Telecommunications includes all aspects of transmitting information.

Telecommunications Service Priority (TSP) Program	The *NS/EP* TSP Program is the regulatory, administrative, and operational program authorizing and providing for priority treatment (i.e., provisioning and restoration) of *NS/EP* telecommunications services. As such, it establishes the framework for *NS/EP* telecommunications service vendors to provide, restore or otherwise act on it priority basis to ensure effective *NS/EP* telecommunications services.
Transportation Management	Transportation prioritizing, ordering, sourcing, and acquisition; time-phasing plans; fleet management; and movement coordination and tracking.
Tribe	Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.
– U – V – W –	
Unaffiliated Volunteer	An individual who is not formally associated with a recognized voluntary disaster relief organization; also known as a "spontaneous" or "emergent" volunteer.
Unified Command	An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.
Uniform Disaster Situation Report (UDSR)	The damage assessment reporting form.
Unsolicited Goods	Donated items offered by and/or sent to the incident area by the public, the private sector, or other source, that have not been requested by government or nonprofit disaster relief coordinators.
Urban Search and Rescue (USAR)	The process of locating, extricating and providing immediate medical treatment of victims trapped in collapsed structures.
Vulnerability or Risk	The degree to which people, property, environment, and social and economic activity are susceptible to injury, damage, disruption, or death.
Warning	The alerting of public officials, emergency support services, and the general public to the threat of extraordinary danger and the related effects of both technological and natural disasters.
Watch	Usually issued by the National Weather Service when some type of weather hazard is possible in your area, i.e. flood, tornado, thunderstorm. Means “be on the lookout for —.” A watch is upgraded to a “warning” when the hazard has been sighted or is indicated on weather radar.
Wireless Priority Service (WPS)	WPS allows authorized NS/EP personnel to gain priority access to the next available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

– X – Y – Z –	
Voluntary Organizations Active in Disaster (VOAD)	A VOAD coordinates planning efforts by the many voluntary organizations responding to disaster.
Volunteer	Any individual accepted to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.
Volunteer and Donations Coordination Center	Facility from which the Volunteer and Donations Coordination Team operates. It is best situated in or close by the State EOC for coordination purposes. Requirements may include space for a phone bank, meeting space, and space for a team of specialists to review and process offers.

ACRONYMS

– A –

AAR	After Action Report.
ARC	American Red Cross

– B –

BC	Business Continuity
BCP	Business Continuity Plan

– C –

CAP	Civil Air Patrol
CEMP	Comprehensive Emergency Management Plan
CIS	Crisis Intervention Support
COAD	Citizens and Organizations Active in Disaster

– D –

D & C	Direction and Control.
DATCP	Department of Agriculture, Trade & Consumer Protection
DFO	Disaster Field Office
DHS	Department of Health Services
DMA	Department of Military Affairs
DNR	Department of Natural Resources
DO	Duty Officer
DOA	Department of Administration
DOC	Department of Commerce
DOC	Department of Corrections
DOJ	Department of Justice
DOT	Department of Transportation
DPI	Department of Public Instruction
DRC	Disaster Recovery Center
DSCA	Defense Support of Civil Authorities
DSP	Wisconsin State Patrol
DTSD	Division of Transportation Systems Development
DWD	Department of Work Force Development

– E –

EAD	Emergency Animal Disease
EAS	Emergency Alert System
ECB	Educational Communications Board
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operating Center
EPS	Emergency Police Services
ERP	Emergency Response Plan
ERT	Emergency Response Team
ESF	Emergency Support Function

– F –

FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	Federal Drug Administration
FEMA	Federal Emergency Management Agency
FOSC	Federal On-Scene Coordinator

– G – H – I –

GIS	Geographic Information System
HF	High Frequency
HMP	Hazard Mitigation Plan
HMT	Hazard Mitigation Team
IAP	Incident Action Plan
IAP	Individual Agency Plans
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team

– J – K –

JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operation Center
JTTF	Joint Terrorism Task Force

– L –

LOS Line of Succession

– M –

MACS Multi-Agency Coordination System
MCC Mobile Command Center
MOU Memorandum of Understanding

– N –

NAWAS National Warning System
NDMS National Disaster Medical System
NGO Nongovernmental Organization
NIMS National Incident Management System
NIRT Nuclear Incident Response Team
NOAA National Oceanic & Atmospheric Administration
NRF National Response Framework
NRT National Response Team
NS/EP National Security and Emergency Preparedness
NSSE National Special Security Event
NWS National Weather Service

– O –

OIC Officer in Charge
OSC On-Scene Coordinator

– P –

PDA Preliminary Damage Assessment
PDM Pre-Disaster Mitigation Plan
PFO Principal Federal Official
PIO Public Information Officer
POWTS Private Onsite Waste Treatment Systems
PSC Public Service Commission

– Q – R –

RACES Radio Amateur Civil Emergency Services
RERTs Radiological Emergency Response Teams
RRCC Regional Response Coordination Center
RRP Regional Response Plan
RRTs Regional Response Teams

– S – T –

SAR Search and Rescue
SEOC State Emergency Operations Center
SHMT State Hazard Mitigation Team/Task Force
SOP Standing Operating Procedure
TIME Transaction Information for Management of Enforcement (Law Enforcement Teletype System)
TSP Telecommunications Service Priority Program

– U – V –

UC Unified Command
UDSR Uniform Disaster Situation Report
UHF Ultra High Frequency
USAR Urban Search and Rescue
USCG United States Coast Guard
USDA United States Department of Agriculture
UW University of Wisconsin
VHF Very High Frequency
VMAT Veterinary Medical Assistance Team
VOAD Volunteer Organizations Active in Disasters

– W – X – Y – Z –

WCC Waukesha County Communications Center
WKEM Waukesha County Office of Emergency Management
WEM Wisconsin Emergency Management
WERP Wisconsin Emergency Response Plan
WHMT Wisconsin Hazard Mitigation Team
WI NG Wisconsin National Guard
WMD Weapon of Mass Destruction
WPS Wireless Priority Service
WSP Wisconsin State Patrol

Comprehensive Emergency Management Plan (CEMP)

Annex I
MITIGATION

Waukesha County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

I. MITIGATION

I. MITIGATION.

A. GENERAL.

1. Hazard mitigation planning is the process of developing a set of actions designed to reduce or eliminate risk to people and property from hazards and their effects. Mitigation efforts include activities that will prevent or reduce the impact of emergency/disaster results on people, property and environment. Efforts include building codes, land use planning, training and education, structural and non–structural safety measures.

2. Philosophically, there are three things we can do to mitigate. We can:

   a. Act on the hazard (the cause of the emergency).
   b. Act on the people (the population effected by the emergency).
   c. Act on the interaction between the hazard and the people.

3. Mitigation activities may be undertaken before a hazard event or afterwards. Pre–event mitigation activities are highly desirable, since the period immediately following a hazard event is often a difficult one in which to make mitigation decisions. If put in place soon enough, mitigation activities can reduce the damage caused by the next event. Also worth noting is mitigation can break the cycle of repeated destruction resulting from hazard events.

4. Federal policies require a formal mitigation program implementation plan any time an area is subject of a Presidential Disaster Declaration and federal disaster monies are received.

B. SUMMARY OF WAUKESHA COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES (TABLE 7).

SUMMARY OF WAUKESHA COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES	
1. Emergency Management and Emergency Services	a. County Executive. (1) Responsible for all of the County departments and programs. (2) In charge of emergency/disaster. (3) Serves in the EOC Policy Group. (4) Declares State of Local Emergency. (5) Establishes project funding priorities and authorizes application to state and federal funding sources.

	b. Emergency Management. (1) Prepares and updates the County Comprehensive Emergency Management Plan (CEMP). (2) Coordinates the activities of all departments within the County organization during an emergency or disaster, serving as a conduit of information and ensuring the most efficient use of resources. (3) Establishes, equips, and maintains the County EOC; Identifies required EOC staffing; Coordinates preparation and maintenance of maps, displays, databases, reference materials, and other information needed to support EOC operations; Identifies and stocks supplies needed for EOC operations; Develops and maintains procedures for activating, operating, and deactivating the EOC. (4) Maintain the County's Hazard Mitigation Plan. c. Fire Department(s). • Provide rapid, effective, and efficient response to all resident's and visitor's requests for emergency assistance, including fire, pre–hospital emergency medical, and rescue services. d. County Sheriff and municipal Police Departments. • Provide law enforcement, and other duties as outlined in the CEMP. e. Public Health Department(s). • Provide community health and disease prevention programs. f. Public Works, Parks and Land Use • Provide personnel, equipment and facilities to support emergency response operations.
2. Public Protection	a. County Communications Center (County Warning Point). (1) Initiate actions to warn local residents and visitors by all means available. (2) Alert key officials and activate the public warning system. b. Emergency Management. (1) Ensure maintenance and tests: warning system, emergency communications, emergency public information system, emergency power systems. (2) Maintain warning, sheltering, evacuation plans. c. School District(s). (1) Develops district and building hazard mitigation and emergency plans in accordance with state and district guidance and policy. (2) Provides school facilities for use as shelters. d. Public Information Officer • Provide emergency public information services to Incident Command, EOC and general public. Coordinate information releases to media.
3. Public Information	a. Emergency Management. (1) Promotes the Community Emergency Response Team (CERT) program that provides training to citizens to enable them to provide immediate response to their neighborhood in the event of a disaster. (2) Provides numerous public outreach projects, including presentations to community groups, mail-outs and seminars to encourage the citizens to

	prepare for a disaster. (3) Distributes emergency preparedness information through radio and TV interviews, web site, newspaper articles, cable access TV channel, brochures, and presentations to community groups. (4) Encourages businesses to develop their emergency and business continuity plans. b. Fire Department(s). • Provide fire safety and education outreach projects. c. Sheriff and Police Departments. • Provide public safety and crime prevention projects, including "citizens police academy," neighborhood crime watch programs, etc. d. County Parks and Land Use Department • Administers the National Flood Insurance Program and provides numerous public information activities that includes: provision of Flood Insurance Rate Map (FIRM) map information; encourages real estate agents to disclose flood hazard information; ensures that the library contains reference materials on hazard mitigation; and offers information on environmental and flood hazard issues as requested. e. Human Services and Employees Safety Committees. • Coordinates work safety/hazard mitigation activities for County employees occupying County facilities.
4. Property Protection/ Mitigation	a. County Parks and Land Use Department (1) Prepares and administers the County Comprehensive Plan that contains zoning goals, objectives, and policies. (2) Advises all flood zone inquiries that federally backed mortgages require flood insurance for those properties having structures located in a "A" or a "V" Flood Zone on the National Flood Insurance Program (NFIP) Flood Insurance Rate Map (FIRM). (3) Advises that flood insurance may be obtained at a reduced rate for properties having structures located in "B" or "C" flood zones. (4) Promote building attributes such as elevations and substantial improvements. b. Code Enforcement and Building Inspection Departments. • Apply the state and local building codes, the County's "Use and Development Regulations", and FEMA (flood) regulations to all building permit applications. c. Fire Department(s). (1) Administer the "International Fire and Building Codes." (2) Provide fire safety inspections. d. Public Works. • Provides public drainage system maintenance. e. Wisconsin Department of Natural Resources, County Planning Department, and Municipalities. • Enforce County codes forbidding littering and dumping in creeks, streams and vacant lots.

	f. All Departments. • Identify potential mitigation projects that will reduce future damage. g. County Mitigation Committee. (1) Establishes, reviews, evaluates mitigation projects and activities. (2) Identifies community mitigation personnel and resources; and roles and responsibilities. (3) Reviews the goals, policies, and objectives of the County's Comprehensive Growth Management Plan. Identifies goals that should be included that address hazard mitigation and long–term recovery.
5. Environmental Protection	a. County Environmental Health Division • Addresses natural resource and wetlands protection. Municipal Land Use and Comprehensive Plans also address these issues. b. Wisconsin Department of Natural Resources and private contractors. • Provides control and cleanup of hazardous material incidents. c. Municipal Water Utilities. • Provides monitoring of water quality and discharging of waste. f. County Parks and Land Use, and Municipalities. • Assists in wetlands protection and hazardous material contamination prevention.
6. Hazard Studies and Mapping	a. Emergency Management (1) Manages the "Emergency Planning and Right to Know" (hazardous materials) prevention program to include: identification of hazardous material sites, plotting plumes (GIS), encouraging facility emergency plans, warning, etc. (2) Maintains the County's Hazard Assessment. (3) Completes, maintains risk and threat assessments as required by state and federal. b. Information Systems (GIS). (1) Provides geographic mapping and analysis. (2) Provides a multi–hazard map of the community. (3) Establishes a GIS "critical facilities database" to be used, in part, to identify mitigation needs and opportunities.

Table 7: Summary Of Waukesha County General Mitigation Programs And Department Responsibilities

C. WAUKESHA COUNTY HAZARD MITIGATION PLAN.

Waukesha County Emergency Management maintains a FEMA approved County-wide Hazard Mitigation Plan (HMP). The HMP contains a detailed Hazard Analysis, identification of historical problem areas, and a listing of potential mitigation strategies applicable to identified hazards. The HMP Plan is incorporated herein by reference.

D. REFERENCES.

1. Federal.

   a. The Disaster Mitigation Act of 2000.
   b. Section 409 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-228, as amended).
   c. 44 CFR Part 206 Subpart M for implementing Section 409.
   d. FEMA Mitigation Assistance Unified Guidance (Hazard Mitigation Grant Program, Pre-Disaster Mitigation Program, Flood Mitigation Assistance Program, Repetitive Flood Claims Program, Severe Repetitive Loss Program) June 1, 2010

2. State.

   a. Hazard Analysis for the State of Wisconsin
   b. State of Wisconsin Hazard Mitigation Plan

3. County.

   a. Waukesha County Pre-Disaster Hazard Mitigation Plan.
   b. Waukesha County Comprehensive Plan.
   c. County Codes: Land Use, Zoning, Building.
   d. Municipal Codes: Fire Prevention, Land Use, Zoning, Building.

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Comprehensive Emergency Management Plan (CEMP)

Annex II
PREPAREDNESS

Waukesha County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

II. PREPAREDNESS

II. PREPAREDNESS.

A. GENERAL.

The Waukesha County Comprehensive Emergency Management Plan (CEMP) contains departmental emergency responsibilities and tasks that translate to actions found within the ESF schedule, and within each department's emergency plans and standing operational procedures. County departments having emergency/disaster responsibilities must educate, train, and equip their personnel to insure that planned responsibilities become reality. Further, emergency preparedness education programs for the general public will reduce disaster demands. An informed general public will also be more self reliant.

B. POLICIES.

1. Each department will budget for adequate training on such topics as necessary to ensure that they and their personnel are prepared to carry out their stated responsibilities and tasks.

2. Waukesha County Emergency Management formalizes and maintains the majority of applicable emergency plans and standard operating procedures. Additionally, Waukesha County Emergency Management maintains various supportive documents applicable to diverse county agencies and departments for their utilization.

3. Waukesha County Emergency Management conducts annual training for all relevant agencies and personnel which includes, but is not limited to EOC operations, divisional/departmental and personnel preparedness. The Office also coordinates training through Wisconsin Emergency Management and National Emergency Training Center-Emergency Management Institute.

4. Review of departmental plans and procedures are to be conducted annually. Agencies who have emergency support functions will provide the Waukesha County Emergency Management with their operation procedures and applicable revisions.

5. Waukesha County developed a five-year strategic plan based on a self-assessment of its capabilities. Strategies with measurable milestones to identify and correct deficiencies are outlined in the strategic plan and will be reviewed annually to include new trends and initiatives related to Waukesha County.

6. Each division/department Head is responsible for the preservation of vital records and documents deemed essential for continuing government functions and conducting post-disaster operations.

C. GENERAL PREPAREDNESS ACTIVITIES.

1. The Waukesha County Emergency Management undertakes a constant year–round approach in preparing a response, recovery, and mitigation effort.

2. On–going community emergency preparedness activities coordinated by the Waukesha County Emergency Management include:

   a. Encouraging critical facilities (hospitals, schools, nursing homes, utilities) to develop and maintain response, recovery plans.
   b. Response resource development (developing enhanced capability).
   c. Equipment, supply acquisition for emergency response to include terrorism.
   d. Disaster drills and exercises.
   e. Warning system tests.
   f. Emergency communications system tests.
   g. Emergency public information system tests.
   h. Emergency power tests.
   i. Public information and education.
   j. Emergency Operations Center readiness.
   k. Development and maintenance of plans and procedures.

3. Waukesha County Emergency Management provides numerous public outreach projects including presentations to community groups, and seminars to encourage the citizens to prepare for disaster.

D. SPECIFIC HAZARD PREPAREDNESS ACTIVITIES.

1. The Waukesha County Emergency Management engages in numerous training sessions dealing with a variety of emergency management system related topics, coordinates with Wisconsin Emergency Management Training Section, FEMA's Emergency Management Institute and other training providers in delivery of pertinent training to responders and the public.

2. Terrorism/WMD Preparedness Programs.

   - The County is participating in state and federal terrorism programs as they become available, to include both training and exercise programs dealing with these issues.

3. Waukesha County Emergency Management actively promotes specific hazard preparedness programs to include: tornado, hazardous materials, winter storms, and heat emergency.

E. TRAINING.

1. It is the responsibility of the Waukesha County Emergency Management to work with all department heads, elected officials, and municipalities to insure that all emergency response agencies and members of the Emergency Management Organization receive sufficient training in the County's Comprehensive Emergency Management Plan (CEMP), and other specific disaster contingency plans to insure their proper response when required.

2. National Incident Management System (NIMS).
   - Waukesha County's response to emergencies follows the concepts of NIMS and appropriate training is encouraged and provided as shown in the following Table 8: NIMS Training Guidelines.

NIMS TRAINING GUIDELINES	
Audience	**Required Training**
Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include: *Entry level first responders & disaster workers* • Emergency Medical Service personnel • Firefighters • Hospital staff • Law Enforcement personnel • Public Health personnel • Public Works/Utility personnel • Skilled Support Personnel • Other emergency management response, support, volunteer personnel at all levels	• FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent
Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include: *First line supervisors,* single resource leaders, field supervisors, and other emergency management/response personnel that require a higher level of ICS/NIMS training.	• FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent
Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include: *Middle management* including strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, and multi-agency coordination system / emergency operations center staff.	• FEMA IS-700: NIMS, An Introduction • FEMA IS-800: National Response Framework, An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent • ICS-300: Intermediate ICS or equivalent
Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include: *Command and general staff,* select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, and multi-agency coordination system/emergency operations center managers.	• FEMA IS-700: NIMS, An Introduction • FEMA IS-800: National Response Framework, An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent • ICS-300: Intermediate ICS or equivalent (FY07 Requirement) • ICS-400: Advanced ICS or equivalent • Position specific courses

Table 8: NIMS Training Guidelines

3. State and federal agencies offer a variety of training and education programs available to local government. Training opportunities are provided and coordinated by the Wisconsin Emergency Management and the Federal Emergency Management Agency (FEMA), and include:

   a. Emergency management training and education programs for first responders, emergency workers, emergency managers, public/private officials, and others.

   b. Preparedness information/programs for the general public.

4. Waukesha County Emergency Management will:

   a. Encourage departments to provide personnel training in specific emergency management skills and related professional development.

   b. Ensure training for Emergency Operations Center (EOC) staff.

   c. Encourage public education efforts for schools, community groups, businesses, County and municipal employees, and the general public.

   d. Prepare and coordinate drills and exercises.

5. County departments are expected to:

   a. Ensure that their employees are trained in the concepts of the County's Comprehensive Emergency Management Plan (CEMP), and in their particular department/agency emergency plans and standing operational procedures.

   b. Encourage their employees to develop personal preparedness plans and supplies.

   c. Encourage department public education programs to include emergency preparedness and emergency management information.

   d. Participate in pre–evacuation activities, packing, etc.

6. Other on-going training programs include:

   a. The Southeast Wisconsin Homeland Security Partnership and Southeast Wisconsin Citizens and Organizations Active in Disaster (COAD) in conjunction with Waukesha County Emergency Management promotes business and industry emergency preparedness and planning.

   b. The Southeast Wisconsin Citizens and Organizations Active in Disaster (COAD), American Red Cross and American Heart Association provide public information on first aid, Cardio Pulmonary Resuscitation (CPR), emergency prevention, and disaster preparedness.

   c. Wisconsin Emergency Management provides disaster preparedness and emergency management training.

F. EXERCISES.

1. Waukesha County will adhere to the Homeland Security Exercise and Evaluation Program (HSEEP) to plan,

conduct and evaluate disaster exercises. HSEEP is both doctrine and policy for designing, developing, conducting and evaluating exercises. HSEEP is a threat- and performance-based exercise program that includes a cycle, mix and range of exercise activities of varying degrees of complexity and interaction.

2. The County's Waukesha County Emergency Management will coordinate involvement of the County and municipal staff in situational drills, tabletop or functional exercise to test the Comprehensive Emergency Management Plan (CEMP), and the County's capability to respond to emergencies. City/County departments and agencies that participate in these programs vary by type of exercise.

3. Waukesha County Emergency Management is also responsible to insure that all state and federally mandated exercises are carried out on schedule including the following:

   a. One full scale exercise and one functional exercise during the four–year period. In addition, at least two tabletop exercises are required each year of the four–year cycle.

   b. To comply with EPCRA requirements, Waukesha County is required at a minimum to conduct two tabletop and one full–scale or functional exercise per four–year cycle.

4. Waukesha County conducts annual hazard specific drills and exercises. These exercises are usually scheduled in conjunction with the Wisconsin Emergency Management and other various county, state, and federal agencies.

5. Other exercises will be attempted and coordinated by the Waukesha County Emergency Management as time, resources and conditions permit.

G. PUBLIC AWARENESS AND EDUCATION.

1. The Waukesha County Emergency Management works closely with other local agencies to promote public awareness and education.

2. Public education programs and materials will be made available upon request, as time and resources permit, to all segments of the community. Program goals are to increase awareness of hazards, explain how best to safely respond, and promote self–preparedness. Efforts are focused on schools, community groups, businesses, and Waukesha County and municipal employees.

3. Public awareness programs conducted throughout the year include:

   a. Winter Awareness.

   b. Heat Awareness.

   c. Tornado Awareness.

   d. Hazardous Materials Awareness.

   e. Flood Awareness

   f. Family Preparedness.

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Comprehensive Emergency Management Plan (CEMP)

Annex III
RESPONSE FUNCTIONS – EMERGENCY SUPPORT FUNCTIONS (ESFs)

Waukesha County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

III. RESPONSE FUNCTIONS – EMERGENCY SUPPORT FUNCTIONS (ESFs)

III. RESPONSE FUNCTIONS – EMERGENCY SUPPORT FUNCTIONS (ESFs)

ESF #1 – Transportation

ESF #2 – Communications & Information Technology

ESF #3 – Public Works

ESF #4 – Fire Fighting

ESF #5 – Information Analysis & Planning

ESF#6 – Mass Care, Emergency Assistance, Housing & Human Services

ESF #7 – Resource Support

ESF #8 – Public Health

ESF #9 – Search & Rescue

ESF #10 – Hazardous Materials

ESF #11 – Agriculture & Natural Resources

ESF #12 – Energy & Utilities

ESF #13 – Law Enforcement & Security

ESF #14 – Long Term Community Recovery

ESF #15 – Public Information

ESF #16 – Hospital & Medical Services

ESF #17 – Volunteer & Donation Management

ESF #18 – Animal & Veterinary Services

ESF #19 – Functional & Access Needs

ESF #20 – Fatality Management

ESF #21 – Damage Assessment

ESF #22 – Public Protection (Warning, Evacuation, Shelter)

ESF #23 – Debris Management

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Emergency Support Function (ESF) # 1

Transportation

Preface

During emergencies the disruption of normal transportation services is likely. Roadway, rail, maritime, air and pipeline infrastructure and the vehicles that use them can be impaired, damaged or destroyed. Coordinating the restoration of transportation infrastructure and resources is vital to emergency response.

Primary Agency

Public Works

Emergency Operations Center ESF # 1 – Transportation

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Public Works** **Support** **Airport, Airfields (Commercial, Private)** **Ambulance Services: Public and Private** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Commercial and Private Sector Transportation Companies** **Correctional Facilities** **Fire Departments** **Law Enforcement Agencies** **Ports and Harbors** **School Districts**	***Primary Agency*** • WI DOT – WI Department of Transportation ***Support Agencies*** • WI DMA – WI Department of Military Affairs • WI DOA – WI Department of Administration

Federal	
Primary Agency • Department of Transportation ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Homeland Security • Department of the Interior • Department of Justice • Department of State • General Services Administration • U.S. Postal Service ***Likely Agency Activities*** • Monitor and report status of and damage to the transportation system and infrastructure.	***(Likely Agency Activities Continued)*** • Identify temporary alternative transportation solutions when systems or infrastructure are damaged, unavailable, or overwhelmed. • Perform activities conducted under the direct authority of DOT elements as these relate to aviation, maritime, surface, railroad, and pipeline transportation. • Coordinate the restoration and recovery of the transportation systems and infrastructure. • Coordinate and support prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders within the authorities and resource limitations of ESF # 1 agencies. • NOTE: ESF # 1 is not responsible for movement of goods, equipment, animals, or people.

Emergency Support Function (ESF) # 1

Transportation

A. PURPOSE.

1. The purpose of Emergency Support Function # 1 is to provide, in a coordinated manner, the resources (human, technical, equipment, facility, materials and supplies) of participating agencies to support emergency transportation needs and service restoration activities during emergency or disaster situations.

2. Enables agencies, and emergency support functions requiring use of the transportation systems to perform their missions following an emergency. In the context of this plan, transportation refers to the resources and assets necessary to move goods and people.

B. POLICIES.

1. All transportation resources will be utilized on a priority basis to protect lives, property and environment.

2. Transportation planning will be directed toward satisfying the needs of responding agencies requiring transportation routes to perform their assigned emergency missions.

3. Transportation planning will include the utilization of available primary and support agency capabilities.

4. In a major emergency, the relaxation of certain restrictions (waive weight, height, and load requirements for vehicles transporting critical items) is essential to allow rescue and relief equipment into affected areas.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Identify and prioritize critical transportation infrastructure. 3. Develop inventory and sources of transportation resources, staffing resources and equipment to include supplies and maintenance. 4. Secure contracts for emergency supply of combustible fuel, from outside of the immediate area, for use in vehicles. 5. Develop emergency action checklists and Standard Operating Procedures (SOPs).
Emergency	1. When requested report to the EOC. 2. Provide coordination of transportation assistance to other Emergency Support

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	Functions (ESFs), departments and community based organizations requiring transportation capacity to perform emergency response missions. 3. Pre–order fuel and top off storage tanks. 4. Coordinate availability of motor fuels and vehicles involved in emergency operations. (Coordinate with Purchasing.) 5. Coordinate storage of equipment and vehicles in a safe place. 6. Ensure that support agencies are on alert as appropriate and that their transportation resources, equipment supplies and staff are placed in the appropriate readiness status. 7. Coordinate fuel for vehicles. 8. Coordinate maintenance and repairs to vehicles.
Emergency Operations Center (EOC)	1. Staff ESF # 1 position in the EOC. 2. Determine condition, status of transportation resources. • Develop comprehensive list of available vehicles and equipment. 3. Coordinate with support agencies in providing sufficient fuel supplies to agencies, emergency response organizations, and areas along evacuation routes. 4. Maintain liaison with all support departments and communication with field personnel. 5. Determine present and future need for transportation resources. 6. Continually assess the situation to address the most critical transportation needs and develop strategies. 7. Receive, prioritize and coordinate requests for transportation resources from field incident commanders. Sources can include: a. Departments. b. Private companies: bus, taxi, trucking, car/truck rentals. c. NGOs. d. Commercial carriers. e. Ambulance companies. 8. Coordinate procurement of rental vehicles and other needed equipment with operators and independent maintenance locations as required. 9. Ensure field maintenance support, to include, but not limited to, fuel, lubricants, tires and vehicles parts. 10. Ensure a continuous source and supply of food, water and ice for ESF # 1 personnel. 11. Provide transportation services to assist in damage assessment operations. 12. Coordinate needs with other regional EOCs and the State EOC, as necessary. 13. Coordinate with other regional EOCs and the State EOC to provide evacuation transportation assistance where necessary. 14. Determine condition, status of transportation systems and routes. Develop and maintain status map showing: a. Routes that are open unconditionally;

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	b. Routes that are closed; c. Routes that have not yet been inspected; d. Bridges that are open without restriction; e. Bridges that are open with restrictions; f. Bridges that are closed until replaced; g. Bridges that have yet to be inspected; and h. Bridges that have been visually inspected but require engineering tests to make further determinations. 15. Close infrastructure determined to be unsafe. 16. Post signing and barricades. 17. Prioritize and/or allocate the resources necessary to maintain and restore the transportation infrastructure and services to support other ESFs. 18. Provide traffic control assistance and damage assessment of the transportation infrastructure. 19. Determine the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks. 20. Identify, prioritize, procure, and allocate available resources to maintain and restore the use of the transportation infrastructure. 21. Make available personnel, equipment and other assets to assist in the restoration and maintenance of the transportation infrastructure. 22. Provide frequent updates to the EOC Logistics Section Chief as to the status of the transportation infrastructure. 23. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 24. Participate with the Joint Information Center operations as assigned. 25. Provide vehicles and drivers to assist. 26. Provide maintenance mechanics and fuel for vehicles and equipment. 27. Provide road repair equipment. 28. Record costs and expenditures and submit as requested.
Recovery Actions	1. Upon request, provide transportation resources to assist recovery activities. 2. Develop recovery actions and strategies. 3. Prepare and submit emergency requisition for goods and services necessary to restore operations. Contact the Purchasing Division for assistance. 4. Long Term: Restore critical transportation routes, facilities, and services.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Airport, Airfields (Commercial, Private)	1. Coordinate and report damage assessment of air transportation capabilities. 2. Identify alternate emergency air transportation facilities and resources.

	3. Manage emergency medical air transportation logistics at airport. 4. Record costs and expenditures and submit as requested.
Ambulance Services: Public and Private	1. Provide vehicles and personnel for emergency use. 2. Provide medical transport. 3. Record costs and expenditures and submit as requested.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Provide vehicles and drivers to assist. 2. Record costs and expenditures and submit as requested. 3. Record costs and expenditures and submit as requested.
Commercial and Private Sector Transportation Companies	1. Provide vehicles and drivers to assist. 2. Provide maintenance mechanics and fuel for vehicles. 3. Provide damage assessment information. 4. Record costs and expenditures and submit as requested.
Correctional Facilities	1. Provide transport vehicles and personnel.
Fire Departments	1. Provide vehicles and personnel for emergency use. 2. Provide medical transport.
Law Enforcement Agencies	1. Provide traffic control assistance. 2. Assist with determining the most viable transportation networks to, from and within the emergency area and regulate the use of these transportation networks. 3. Provide situational information to the ESF primary department when a significant change in the transportation infrastructure is found. 4. Provide frequent updates to the Operations Section Chief at the EOC as to the status of the transportation infrastructure. 5. Record costs and expenditures and submit as requested.
Ports and Harbors	1. Provide emergency service maritime vessels and personnel.
School Districts	1. Provide vehicles and drivers to assist with transportation requirements as available. 2. Provide maintenance mechanics and fuel for vehicles. 3. Record costs and expenditures and submit as requested
ATTACHMENTS	None.
REFERENCES	1. Evacuation Plan.

Emergency Support Function (ESF) # 2

Communications & Information Technology

Preface

Voice and data communications infrastructure may be severely compromised during a catastrophic emergency. This infrastructure is vital for communications to/from emergency responders in the field, between incident sites and the Emergency Operations Center (EOC), and for the County government to maintain linkages to the general public, NGOs and other levels of government.

Primary Agency

Waukesha County Emergency Preparedness – Radio Services & WCC DOA – IT

Emergency Operations Center ESF # 2 – Communications & Information Technology

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Waukesha County Emergency Preparedness – Radio Services & WCC** **DOA – IT** **Support** **ARES/RACES** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Commercial Phone Companies** **Departments, All County** **Emergency Management** **Facilities Management Division** **Fire Departments** **Information Technology** **Law Enforcement Agencies** **Parks & Land Use – GIS** **Public Service Answering Points (PSAPs)** **Public Works** **Purchasing**	***Primary Agency*** • WEM – WI Emergency Management ***Support Agencies*** • NWS – National Weather Service • WI ARES/RACES – WI Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Human Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOA – WI Department of Administration • WI DOJ – WI Department of Justice • WI DOT – WI Department of Transportation • WI ECB – WI Education Communications Board • WI State Capitol Police

Federal	
Primary Agencies • Department of Homeland Security/National Protection and Programs/Cybersecurity and Communications/ National Communications System • Department of Homeland Security/Federal Emergency Management Agency ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Homeland Security • Department of the Interior • Federal Communications Commission • General Services Administration	***Likely Agency Activities*** • Coordinate federal actions to assist industry in restoring the public communications infrastructure. • Assist state, tribal, and local governments with emergency communications and restoration of public safety communications systems and first responder networks. • Provide communications support to the JFO and any JFO field teams. • Address cyber security issues that result from or occur in conjunction with incidents. (See NRF Cyber Incident Annex.)

Emergency Support Function (ESF) # 2

Communications & Information Technology

A. PURPOSE.

1. Support public safety and the operation of government agencies by maintaining continuity of information and telecommunication infrastructure equipment and other technical resources. The emergency communications, notification and warning system is described in the Alert & Warning Emergency Support Function ESF # 22: Public Protection.

B. POLICIES.

1. Normal communications systems will be utilized as much as possible during an emergency. Some communications needs will be met by utilizing available mutual aid channels and back–up systems.

2. Priority will be given to restoration of communications systems in the event of an emergency.

3. In the event of an emergency, all departments will ensure the security of computer equipment and printers located in their areas.

4. Information Technology (IT) and other departments will have regularly scheduled computer back up programs in effect for critical computer applications and data.

5. IT will ensure that all network data is adequately backed up and secured in an offsite location.

6. Facilities will coordinate with Information Technology (IT) and other departments to ensure the necessary emergency power systems are in place to keep the voice and data communications infrastructure operating when there is a commercial power outage.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
WAUKESHA COUNTY EMERGENCY PREPAREDNESS – RADIO SERVICES & WCC; DOA – IT	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Identify information technology facilities and resources available for use. 3. Ensure that the EOC and backup is equipped with the appropriate voice and data equipment. 4. Identify communication facilities and resources available for use (800 Mhz., VHF Radios, Cell Phones, etc.). 5. Develop inventories of equipment.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
WAUKESHA COUNTY EMERGENCY PREPAREDNESS – RADIO SERVICES & WCC; DOA – IT	
	6. Ensure redundant communications between Waukesha County EOC and other local, regional and state EOC's. 7. Ensure that backup power generation is in place or planned for. 8. Maintain list of radio frequencies. 9. Develop frequency use procedures and protocols. 10. Develop a data recovery plan. 11. Assure incremental backups are performed everyday with full backups performed on weekends. 12. Copy mission critical databases to offsite location every evening. 13. Schedule tests, exercises. 14. When notified, make contact with Emergency Management staff and report to the EOC. 15. Develop network mutual aid agreements. 16. Develop a prioritized list of networks to be restored in the event of failure. 17. Develop emergency action checklists.
Emergency	1. When notified report to Waukesha County EOC. 2. Respond to requests for local communications assistance, identify required support agencies, begin mobilization of resources and personnel, and prepare to activate. 3. Coordinate activities of support agencies. 4. Prior to activation, set up and check the EOC telephone system as provided, for use by the EOC staff, and information line personnel.
Emergency Operations Center (EOC)	1. Staff ESF # 2 position in the EOC. 2. Determine condition, status of the communication and technology systems. • Contact dispatch centers and request operational status. 3. Ensure EOC internal communications and technology systems are adequate. • Support the communications unit in the EOC Logistics Section. 4. Support Joint Information Center communications operations, as requested. 5. Prioritize and coordinate restoration of communications and technology systems with public utility communication providers. 6. Assess damages to communication and technology systems. • Provide installation/restoration and repairs. 7. Provide voice and data support to recovery operations. 8. Coordinate with Facilities and IT to restore power to the networks. 9. Establish and maintain communications links with operational units and field incident commanders. 10. Establish and maintain communications to local, regional and state EOC's. 11. Coordinate, acquire and deploy additional resources (normal or backup such as amateur radio), equipment and personnel technicians to establish point–to–point communications as required. 12. Obtain and coordinate communication resources as requested by field incident

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
WAUKESHA COUNTY EMERGENCY PREPAREDNESS – RADIO SERVICES & WCC; DOA – IT	
	commanders, and Waukesha County Common Communications Plan. 13. Sources for resources can include: a. All departments. b. State EOC. c. Amateur Radio. d. Commercial vendors. e. WISCOM – VHF Trunking Radio System 14. Establish, maintain contact with State EOC. a. Provide information on status of communications systems. b. Request additional communications and technology resources, as requested. 15. Ensure communication links to/from shelters. 16. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Communication and IT personnel will establish communications with IT Recovery Team. 2. IT Recovery Team evaluates initial condition of the network infrastructure and equipment and reports status to IT Director. 3. Telecommunications Group Supervisor reports status of systems to EOC Manager. 4. Conduct a safety inspection and document damages photographically. 5. IT Recovery Team establishes communications with network, application and workstation Recovery Teams to begin network infrastructure recovery. 6. Contact power company to restore power if necessary. 7. Contact telephone company to re–connect data circuits. 8. Contact necessary vendors to assist in recovery efforts. 9. Accumulate damage information obtained from assessment teams, the local emergency operations center and other departments specific to: a. Damaged or missing antenna structures. b. Damaged or missing radio transmission systems. c. Damaged or inoperable power generation sources at radio transmitter sites. 10. Damaged telephone systems, critical cellular telephones and pagers. 11. Other local agencies with communications assets may be requested to contribute assets to the response efforts. Availability, operational condition and duration of need must be considered. 12. Restore systems in accordance with predefined priorities. 13. Begin setup of departmental computer equipment based on priorities set by administration.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
2–1–1	1. Distribute emergency public information in coordination with the Public Information Officer before, during and following a disaster.
ARES/RACES	1. Coordinate with ESF # 2 to provide communications support. 2. Provide assistance to enhance emergency communications capabilities when requested. 3. Augment emergency communications section in the EOC. 4. Support JIC/JIS operations as requested. 5. Provide communications links to areas outside local area for transmission of critical information. 6. Provide backup communications to critical areas within Waukesha County as requested.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Provide volunteers as needed to support this ESF.
Commercial Phone Companies	1. Provide cell phones. 2. Provide phone service in EOC.
Departments, All County	1. Coordinate dispatch operations for their respective personnel by identifying who goes where and when. 2. Source for cell phones, mobile and portable radios.
Emergency Management	1. Ensure that the emergency communications section in the EOC is equipped with the appropriate voice and data equipment. 2. Develop inventories of equipment, including telephone, radio and data. 3. Ensure necessary backup power generation to building and facilities. 4. Maintain list of radio frequencies.
Facilities Management Division	1. Ensure necessary backup power generation to building and facilities.
Fire Departments	1. Provide back–up communications. 2. Source for mobile communications on VHF and UHF frequencies, cross band repeaters, VHF and 800 MHz hand held radios, cellular capabilities, three VHF repeaters spread throughout Waukesha County.
Information Technology	1. Provide computer, telephones, and data support to disaster operations and recovery. a. Assess damages to data system. b. Provide installation/restoration and repairs. 2. Secure off site storage for back–up of County computer system.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	3. Provide voice and data support to disaster recovery operations.
Law Enforcement Agencies	1. Source for mobile and portable radios. 2. Source for 2–way radios and cell phones.
Parks & Land Use – GIS	1. Maintain Geographic Information System mapping capabilities. 2. Provide maps of potential or actual critical infrastructure or environment damage areas, or other relevant data.
Public Service Answering Points (PSAPs)	1. Responsible for all public safety communications, to include 911 dispatch center and Police and Fire Dispatch. 2. Receives emergency calls for service and directs police, fire, and public works (when necessary) units to scene locations. 3. Maintain list of radio frequencies. 4. Distribute emergency warning and information via mass notification systems (MyStateUSA).
Public Works	1. Source for 2–way radios and cell phones.
Purchasing	1. Source for cell phones.
ATTACHMENTS	None.
REFERENCES	1. Countywide Communications Plan. 2. MABAS Protocols. 3. SMART Protocols 4. Back–up Center. 5. TICP. 6. TERT. 7. WISCOM Protocols. 8. EM System – WITRAC. 9. E–Sponder Guides Protocols. 10. MyStateUSA Protocols.

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Emergency Support Function (ESF) # 3

Public Works

Preface

Critical public works infrastructure such as roads, waste management and sewer systems can be damaged or destroyed during catastrophic emergency events. This infrastructure is vital to support the health, safety and welfare of the public during emergency response.

Primary Agency

Public Works

Emergency Operations Center ESF # 3 – Public Works

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Public Works** **Support** **DOA – Purchasing** **Fire Departments** **Law Enforcement Agencies** **Local Contractors** **Utilities: Electric, Telephone, Gas**	***Primary Agency)*** • WEM – WI Emergency Management ***Support Agencies)*** • WEDC – WI Economic Development Corporation • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOA – WI Department of Administration • WI DOT – WI Department of Transportation • WI PSC – WI Public Service Commission

Federal	
Primary Agencies • Department of Defense/U.S. Army Corps of Engineers • Department of Homeland Security/Federal Emergency Management Agency ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Health and Human Services • Department of Homeland Security • Department of the Interior • Department of Labor Department of State • Department of Transportation • Department of Veterans Affairs • Environmental Protection Agency • General Services Administration	***(Support Agencies Continued)*** • Nuclear Regulatory Commission • American Red Cross • Corporation for National and Community Service ***Likely Agency Activities*** • Provide public works and engineering-related support to include: conducting pre-incident and post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged public infrastructure and critical facilities; and implementing and managing the DHS/FEMA Public Assistance Program and other recovery programs.

Emergency Support Function (ESF) # 3

Public Works

A. PURPOSE.

1. To facilitate protection, repair and restoration of local government owned physical infrastructure for roads and storm–water management systems.

B. POLICIES.

1. The first priority of the Public Works Department will be to assist Public Safety personnel in life safety activities.

2. Provide public works services to lands and facilities under local jurisdiction. Emergency public works response to private property shall be done only when authorized, or when life or public health is threatened.

3. To clear transportation routes as per public safety priorities.

4. Municipalities coordinate Waste Management and Sewer System operations.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in tests, exercises. 4. Develop emergency action checklists. 5. Maintain pre–event contracts to support Public Works needs in an emergency. 6. Assist ESF # 23 with the development of a Debris Management Plan. 7. Maintain mutual aid agreements.
Emergency	1. Pre–position resources and verify resource inventory in advance of an impending emergency. • Stage equipment resources to a safe location. 2. When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency scene, staging area, or other location, as appropriate. 3. Assist Law Enforcement Agencies and fire services personnel in life safety

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	activities to include: heavy rescue of people in collapsed buildings; clearing of roads and traffic control; construction of emergency access roads; communication support; use of vehicles for transportation, sheltering, and rescue personnel support; provide technical support for the inspection of critical facilities within Waukesha County. 4. Public Works field emergency operations may include: a. Flood control. b. Assisting in the evacuation of people at risk in and around the emergency scene. c. Assisting in urban search and rescue (USAR) efforts. d. Assisting damage assessment activities. e. Providing emergency generators, fuel, lighting, and sanitation to support emergency responders at the emergency scene and at the EOC. f. Assisting sanitation services (i.e., delivery of portable toilets) in determining the needs in the field. g. Emergency clearance and removal of debris for reconnaissance of the damaged areas and passage of emergency personnel and equipment for health and safety purposes. h. Temporary construction of emergency access routes that include damaged streets, roads, bridges, waterways and any other facilities necessary for passage of rescue personnel. i. Provide emergency traffic signs and signal service at pre–designated intersections. j. Determination of the structural safety of emergency operations facilities. k. Emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to the public health and safety, or as necessary to facilitate the execution of rescue operations. l. Assist in the restoration of public utilities and services. m. Assist in security measures and traffic control by providing traffic barricades. n. Debris removal operations in areas affected by emergencies or disasters. 5. Send a senior representative to the EOC when the EOC is activated during an emergency. 6. Administer and manage contracted services.
Emergency Operations Center (EOC)	1. Staff ESF # 3 position in the EOC. 2. Ensure operation of Public Works dispatch and reporting systems. 3. Determine condition, status of Public Works resources. 4. Identify incident sites requiring Public Works services. 5. Determine present and future need for Public Works resources to support: a. Search and rescue. b. Heavy rescue. c. Damage assessment.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	d. Road, bridge repair. e. Debris clearance. f. Road clearance. g. Flood control. h. Traffic control. i. Repair to utility systems. 6. Obtain and coordinate public works response teams/personnel, equipment, and vehicles to the emergency scene, staging area, or other location(s), as appropriate. 7. Sources for additional resources can include: a. Mutual aid. b. State EOC. c. State and federal resources. d. Private companies, contractors. 8. Track resources deployed for disaster response. 9. If possible, provide mutual aid as requested by State EOC. 10. Develop priorities and coordinate with utility companies the restoration of utilities to critical and essential facilities. 11. Recommend disposal sites for debris, coordinate with ESF # 23. 12. Provide logistical support for demolition operations. 13. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Provide engineers, skilled personnel, construction workers, etc., with construction equipment and materials to assist in recovery activities. 2. Review recovery actions and develop strategies. 3. Coordinate with state or federal agencies as requested to accomplish damage assessments and repairs.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
DOA – Purchasing	1. Obtain needed resources as determined by incident command.
Fire Departments	1. Assist in debris clearance and removal of hazards.
Law Enforcement Agencies	1. Report need for Public Works support.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Local Contractors	1. Source for equipment and manpower.
Utilities: Electric, Telephone, Gas	1. Assess all damage. 2. Restore all services to essential facilities and EOC. 3. Provide electric, telephone and gas service to all patrons. 4. Maintain all lines in good order. 5. Lock out damaged facilities until repaired.
ATTACHMENTS	None.
REFERENCES	1. Public Works Equipment Inventories.

Emergency Support Function (ESF) # 4

Fire Fighting

Preface

Large scale incidents involving fire service response will place extraordinary demands on available resources and logistical support systems.

Primary Agency

Fire Departments

Emergency Operations Center ESF # 4 – Fire Fighting

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire Departments** **Support** **American Red Cross** **Fire Rehab Units** **Law Enforcement Agencies** **Mutual Aid Box Alarm System (MABAS)** **Public Works** **Salvation Army** **Utilities**	***Primary Agencies*** • WEM – WI Emergency Management • WI DNR – WI Department of Natural Resources ***Support Agencies*** • ARC – American Red Cross • MABAS – Mutual Aid Box Alarm System • WEDC – WI Economic Development Corporation • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DMA – WI Department of Military Affairs • WI DOJ – WI Department of Justice • WI DOT – WI Department of Transportation • WI OCI – WI Office of Commissioner of Insurance • WSFCA – WI State Fire Chiefs Association

Federal	
Primary Agency • Department of Agriculture/Forest Service ***Support Agencies*** • Department of Commerce • Department of Defense • Department of Homeland Security • Department of the Interior • Department of State • Environmental Protection Agency	***Likely Agency Activities*** • Manage and coordinate firefighting activities, including the detection and suppression of fires on federal lands, and provides personnel, equipment, and supplies in support of state, tribal, and local agencies involved in wildland, rural, and urban firefighting operations.

Emergency Support Function (ESF) # 4

Fire Fighting

A. PURPOSE.

1. The purpose of Emergency Support Function # 4 is to facilitate countywide coordinated use of fire department resources in fire prevention, suppression and control of urban, rural, and wildland fires and other hazardous emergencies.

2. Search and Rescue is formally addressed in ESF # 9, Hazardous Materials is addressed in ESF # 10 and Medical Service is addressed in ESF # 16.

B. POLICIES.

1. Provide County wide support services in the prevention, preparedness, detection and suppression of fires; emergency medical services; technical rescue operations; other hazardous conditions; and in mobilizing and providing personnel, equipment, and other supplies.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in drills, exercises and other ongoing training. 4. Develop emergency action plans and checklists. 5. Maintain mutual aid agreements, including MABAS. 6. Provide fire prevention and other outreach programs. 7. Provide facility life safety code enforcement inspections.
Emergency	1. When mobilized for emergency situations, send response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other location, as appropriate. 2. Manage fire/rescue resources, direct fire operations, rescue injured people during emergency operations, and determine the need, as appropriate, for evacuation of the immediate area in and around the emergency scene. 3. Report initial damage assessment to EOC when activated. a. Report the need for rescue, the numbers of dead or injured, damage to buildings, public facilities such as roads and bridges, and utilities. (Compiled by dispatch and communicated to the EOC.)

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
	b. Advise if an event exceeds local capabilities and advise if an event requires notification of the State EOC. 4. Implement evacuation orders due to unsafe buildings, fire danger, hazardous materials, or any other reason identified by competent authority. 5. Assist the Incident Commander, the Waukesha County EOC and the State EOC, as appropriate in the evacuation of people at risk in the evacuation area. 6. Alert all emergency response organizations of the dangers associated with technological hazards and fire during emergency operations. 7. The Fire Chief of the affected community may send a designee to report to the Waukesha County EOC, when the EOC is activated during an emergency.
Emergency Operations Center (EOC)	1. Staff ESF # 4 position in the EOC. 2. Identify incident sites requiring firefighting services. 3. Ensure operation of fire dispatch and reporting systems. • Provide alternate communication links if necessary. 4. Determine condition, status of Waukesha firefighting resources. a. Make routine contact with fire stations/departments. b. Request damage report from each fire station to estimate neighborhood damages. 5. Determine present and project future need for firefighting and other on–scene resources: a. Communications. b. Emergency Medical. c. Search and rescue. d. Heavy rescue. e. Evacuation. f. Mobile shelter. g. Transport of emergency responders and resources. h. Other Logistics: food; water; emergency power; lighting; etc. 6. Assure incident commanders receive needed resources when available. 7. Coordinate acquisition of needed mutual aid firefighting resources as necessary. 8. Sources for resources can include: a. Local, state, federal mutual aid. b. State EOC. c. Mutual Aid Box Alarm System (MABAS). 9. Establish, maintain contact with other EOCs through the EOC Manager as appropriate: a. Provide information on damages, status of local firefighting systems. b. Request additional firefighting resources, as requested. 10. Determine if support is required to other jurisdictions: a. Do not dispatch mutual aid resources until it is determined those resources are not needed in the County.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
	b. Assess the County's ability to respond based on existing resources and possible threat to our community. 11. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 12. The Incident Commander will activate mutual aid support through MABAS as required.
Recovery Actions	1. Conduct post–incident reviews to evaluate cause and performance. 2. Provide estimates for damages, repairs, and other costs. (See ESF # 21.) 3. Participate as member of Recovery Team as requested. 4. Recommend prevention, protection, mitigation and redevelopment projects.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Provide mass care for major fire scenes. 2. Support Fire Department actions by providing individual assistance and shelter staffing. 3. Provide support to firefighting personnel during large incidents (food, drink, etc.).
Fire Rehab Units	1. Provide support to fire fighting personnel during large incidents.
Law Enforcement Agencies	1. Communicate with Fire Department on reports of fires. 2. Enforce orders of fire officers and implement/enforce evacuation orders, when necessary. 3. Provide Law Enforcement Agencies and traffic control in support of Fire Department actions. 4. Order/conduct evacuations when necessary to save lives and protect property. 5. Provide security for essential facilities. 6. Assist Fire Department in restricting access to unsafe buildings or areas. 7. Manage re–entry process into affected area(s).
Mutual Aid Box Alarm System (MABAS)	1. Fire IC will activate mutual aid support through MABAS as required.
Public Works	1. Position traffic control devices (i.e., barricades, covers, etc.) as per Fire Department instructions. 2. Clear roads for emergency vehicles.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	3. Support firefighters with general manpower, earthmovers, and like equipment. 4. Shut–off utilities as requested. 5. Perform building demolitions. 6. Assist with maintaining water flow as requested.
Salvation Army	1. Provide mass care for major fire scenes. 2. Support Fire Department actions by providing individual assistance and shelter staffing. 3. Provide support to firefighting personnel during large incidents (food, drink, etc.).
Utilities	1. Provide logistical support and specialized resources to support fire operations. 2. Shut–off utilities in support of firefighting operations. 3. Restore utilities as soon as possible.
ATTACHMENTS	None.
REFERENCES	1. Fire and Rescue Services Directory. 2. Map – Fire Protection Area.

Emergency Support Function (ESF) # 5

Information Analysis & Planning

Preface

During large scale emergencies and disasters the EOC (if activated) is the single point where all information is received and analyzed; where decisions are made, priorities established, and resources allocated. EOC information management consists of three interrelated functions:

- **The Information Collection function entails the gathering, consolidation, and retention of raw data and information from sources that include human sources, observation and technical sources;**

- **The Information Analysis and Planning function provides the ability to merge data and information for the purpose of analyzing, linking, and disseminating timely and actionable information with an emphasis on the larger public safety threat picture (situation reports) and needed future actions (incident action plans);**

- **The Information Sharing and Dissemination function is the multi–jurisdictional, multidisciplinary exchange and dissemination of information among local layers of government, the private sector and citizens.**

Primary Agency

Information Technology
Emergency Management

Emergency Operations Center ESF # 5 – Information Analysis & Planning

Waukesha County Emergency Operations Center

AGENCIES

Primary

Information Technology
Emergency Management

Support

Chamber of Commerce
Community Development Agency (&/or Planning & Zoning)
Corporation Counsel
County Clerk
County Executive
County Public Information Officer (PIO)
Department of Health & Human Services (DHHS)
Departments, All County
DOA – IT
Finance – Purchasing
Law Enforcement Agencies
Parks & Land Use – GIS
Public Works
Utilities, Pipeline – GIS

State of Wisconsin

Primary Agency

- WEM – WI Emergency Management

Support Agencies

- WI DATCP – WI Department of Agriculture, Trade & Consumer Protection
- WI DHS – WI Department of Health Services
- WI DMA – WI Department of Military Affairs
- WI DNR – WI Department of Natural Resources
- WI DOT – WI Department of Transportation

Federal

Primary Agency

- Department of Homeland Security/Federal Emergency Management Agency

Support Agencies

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- Environmental Protection Agency
- Federal Communications Commission
- General Services Administration
- National Aeronautics and Space Administration
- Nuclear Regulatory Commission
- Office of Personnel Management

(Support Agencies Continued)

- Small Business Administration
- Tennessee Valley Authority
- U.S. Postal Service
- American Red Cross

Likely Agency Activities

- Coordination for all federal departments; identify resources for alert, activation, and subsequent deployment for quick and effective response.
- During the post incident response phase, ESF # 5 activities include those functions that are critical to support and facilitate multiagency planning and coordination for operations involving incidents requiring federal coordination to include: alert and notification; staffing and deployment of DHS and DHS/FEMA response teams, as well as response teams from other federal departments and agencies; incident action planning; coordination of operations; logistics management; direction and control; information collection, analysis, and management; facilitation of requests for federal assistance; resource acquisition and management; federal worker safety and health; facilities management; financial management; and other support as required.

Emergency Support Function (ESF) # 5

Information Analysis & Planning

A. PURPOSE.

1. To describe how the Emergency Management Coordinator will collect, analyze, and disseminate information about a potential or actual emergency or disaster to enhance response and recovery activities.

2. ESF # 5 delineates the EOC planning framework and process.

B. POLICIES.

1. ESF # 5 will be coordinated from the Emergency Operations Center (EOC) or alternate site if the EOC is non–operational.

2. The EOC will be managed by Waukesha Emergency Management Coordinator or designee.

3. Participating departments and agencies will participate and contribute to the incident action planning process coordinated by ESF # 5.

4. The EOC will assist in coordinating the activities of all departments and other organizations in support of the response and recovery from a major emergency in a timely manner.

5. The EOC will strive to maximize the use of the available resources.

6. All affected County departments and participating organizations and ESFs are to provide continuous information to the EOC Planning Section related to their department's current and planned response and recovery activities.

7. The Planning Section will produce periodic situation reports that will be distributed to EOC staff and Field incident commanders.

8. All affected County departments and participating organizations and ESFs are to be actively involved in the development and implementation of the EOC Incident Action Plan (a specific action plan for the Waukesha County EOC based on impacts of the emergency and resources available.)

9. All affected County departments and participating organizations and ESFs are to consider the goals, objectives, and tasks stated in the EOC Incident Action Plan as official priorities and policy for the period covered by the EOC Incident Action Plan.

10. All affected County departments and participating organizations and ESFs shall develop action plan components for implementing their assigned tasks within the EOC Incident Action Plan.

11. All departments will participate in the development of a County after action review of major event.

12. All departments and ESFs will continually report operational information updates to the EOC.

13. Information will be shared with response and relief organizations in the EOC.

14. Personal information regarding emergency victims will be kept confidential and will only be shared with the response and recovery organizations authorized to receive such information as permitted by law for the sole purpose of providing assistance.

15. Law enforcement sensitive information will be kept confidential by the EOC staff until such time as the Law Enforcement Agencies deems it appropriate for release to the public.

16. Organization:

    - The EOC is organized under the basic concepts of the National Incident Management System (NIMS) consisting of several functional areas: Policy Group, EOC Manager, Public Information, Liaison, Operations, Planning, Logistics, and Finance/ Administration.

17. Input from CEO's.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
INFORMATION TECHNOLOGY; EMERGENCY MANAGEMENT	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Prepare a standard template for the Declaration of Emergency with Chief Elected Official. 3. Prepare standardized reporting formats and forms, and establish reporting procedures. 4. Maintain EOC supplies, and data displays. 5. Participate in drills, exercises. 6. Develop emergency action checklists. 7. Develop procedures for After Action review, critique and debriefing. 8. Maintain situational awareness by monitoring activity in the County as well as regionally. 9. Monitor severe weather systems for their potential impact on Waukesha County. 10. Advise County staff of changes in National Terrorism Advisory System status and of any announcements of credible threats from the Joint Terrorism Task Force (JTTF), STAC, WISIC and other intelligence services. 11. Provide computer support.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
INFORMATION TECHNOLOGY; EMERGENCY MANAGEMENT	
	12. Provide Telecommunications support.
Emergency	1. Activate the EOC. 2. Request and receive situation reports from field responders. 3. Develop reporting procedures and determine schedule with the field representatives. 4. Share the information received by posting status boards, making announcements, routing messages to other EOC staff, and preparing periodic situation reports (SITREPS).
Emergency Operations Center (EOC)	1. Staff the Planning Section positions and Units (see EOC organization chart) to prepare the EOC Situation Report, Incident Action Plan, and make provisions for developing contingencies for extended operations and recovery. 2. Compile information from weather, media and other relevant sources. 3. As a part of the Situation Unit, deploy or coordinate damage assessment teams to compile damage assessment reports. 4. Ensure daily reconnaissance of all impacted areas. • Compile status report to assist ongoing incident action planning. 5. Plan for future emergency operational periods. Prepare the Incident Action Plan. Make appropriate recommendations. a. Collect, process and disseminate essential elements of information for use by response operations and provision of input for reports, briefings, displays and plans. b. Consolidate information into reports and other materials that describe and document overall response activities. c. Keep the Waukesha County EOC and other Emergency Support Functions apprised of overall operations. d. Maintain displays of pertinent information for use in briefings. e. Research technical information. f. Collect and manage information from all sources. g. Liaison with state and federal agencies as needed. h. Provide for a written incident action plan which identifies the objectives and tasks to be performed during the next operational period and the resource requirements to complete those tasks, as well as identifying future issues to be addressed (what's to be done next, and what will it take to do it). IAP elements include: • Summary/Briefing Document. • Objectives: specific and measurable. • Organization: Waukesha County EOC staff, Incident Commanders, etc. • Tasks and Assignments: who's doing what, where, resources required. • Supporting Materials (as requested): maps, traffic plan, security

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
INFORMATION TECHNOLOGY; EMERGENCY MANAGEMENT	
	plan, medical plan, communications plan, etc., as well as weather data, special precautions, and safety messages. 6. Establish, maintain contact with State and Regional EOC's through the EOC Manager. a. Provide situation status and damage information. b. Receive County, state situation information. 7. Establish, maintain EOC message center. • Monitor flow of information to/from EOC and field forces. 8. Conduct regular EOC and County staff briefings. 9. Prepare the Chief Executive's Declaration of Emergency and any amendments. 10. Process requests for specific state and federal emergency and disaster related assets and services. 11. Coordinate staffing the Planning Section of the EOC, and identify resources, personnel, and types of assistance required for emergency operations; develop an initial situation assessment, and anticipate the needs that the recovery effort may demand. 12. Provide information and planning, collect information essential for the briefing of appropriate personnel. Facilitate information exchange, briefings, displays, and operational planning related to emergency activities. 13. Collect information from state, federal, and local organizations and other ESFs, and analyze the data for operational purposes. Collect critical information from other ESFs and develop Incident Action Plans, reports, briefings, and displays, in order to provide information to the general staff of the EOC, field Incident Commanders, and other appropriate users and agencies. 14. Provide and maintain pertinent information to local response agencies; dissemination of information will be by regular briefings, as well as maps, charts, and other visual media such as status reports within the EOC. Planning Section will disseminate information throughout the EOC and to the support agencies' personnel outside the EOC utilizing radios, telephones, computer networks, electronic mail, and any other means that may become available. 15. Display charts, maps, and other information appropriately so all EOC participants can readily access them. Information updates are passed via telephone and radio lines, as well as by hard copy reports, in accordance with the Emergency Operations Center SOP. 16. Coordinate the location and provision of resources with other ESFs to support their mission. Allocate available resources to each assignment based upon identified priorities. Identify, through the Resource Unit Leader, the status of all primary and support resources and maintain a master list of such resources. Request additional resources from the State EOC or Disaster Field Office if the resources are not available within the County. 17. Receive and disseminate information and requests to appropriate agencies, as well as preparing reports, briefings, charts, and action plans. Essential ele-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
INFORMATION TECHNOLOGY; EMERGENCY MANAGEMENT	
	ments of information are received from Federal, State, and local governments, other ESFs, and NGOs. 18. Assess the information provided. Develop and recommend action strategies. 19. Coordinate and prepare periodic SITREPS, and distribute as required. 20. Document incident information (Documentation Unit) 21. Request additional or special information from the field through the EOC ESF structure as necessary. 22. Review PIO statements for accuracy. 22. Maintain records of cost and expenditures to accomplish this ESF, and forward them to the EOC Finance/Administration Section Chief.
Recovery Actions *(Specific Details will be included in the Recovery Plan)*	1. Staff a Demobilization Unit to develop a specific recovery component in the EOC IAP based on the event and impacts. This event specific Recovery Transitional Plan (RTP), in part, will specify which recovery functions need to be activated, when and how they are coordinated with response activities and integrated into the EOC Management structure. 2. Once it is determined that recovery activities should occur they need to be included as a component of the Operations Section as either a recovery group or recovery branch, depending on the number of resources devoted to the task at that particular time. 3. The EOC IAP should contain objectives tasks, activities and resources devoted to them just like they are for response activities. 4. The recovery portion of the EOC IAP defines a phased recovery program with a priority of work plan, i.e. priorities and actions to be taken to: a. Eliminate life–threatening conditions. b. Restore utility and transportation services. c. Provide and restore suitable housing conditions. d. Resume normal economic activity. e. Expedite the securing of financial assistance from both the public and private sectors. f. Restore other important County services to normal levels. g. Restore the community's physical facilities, both public and private, such as waste collection, street lighting, street cleaning, traffic control, schools, nurseries, day care, etc. h. Return of all essential services (e.g. water, sewage, electricity, gas, refuse pickup, etc.) to normal operations. i. Return personnel to normal work schedules and assignments. 5. The recovery portion of the EOC IAP should: a. Outline the County recovery management structure and management process and how it interfaces with the emergency response phase, and how that transition will take place. b. Describe the organizational networks and structures appropriate to recovery.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
INFORMATION TECHNOLOGY; EMERGENCY MANAGEMENT	
	c. Formalize arrangements for the effective management of the recovery process. d. Facilitate the recovery of affected individuals, businesses, infrastructure and municipal government as quickly and practicably as possible. e. Involve all agencies with a role to play in the recovery process. f. Ensure community participation in the recovery process. g. Identify responsibilities and tasks of key agencies. h. Describe appropriate resource arrangements. 6. Recovery elements in the EOC IAP include: a. Recovery Team Composition. b. Priority of efforts. (1) Activities that reestablish services that meet the physical and safety needs of the community: to include water, food, ice, medical care, emergency access, continuity of governmental operations, emergency communications, security of residents and possessions from harm, health, and temporary housing. (2) Reestablishing infrastructure necessary for community reconstruction: e.g., electrical distribution systems, potable water and sanitary sewer service, restoring medical and health care, rebuilding damaged transportation facilities, and housing facilities. (3) Restoring the economic base. (4) Improving the ability to withstand the effects of future major or catastrophic emergencies. c. Establish milestones for recovery tasks. d. Support requirements. e. Coordination requirements. f. Methodologies. g. Reporting requirements. 7. Develop and distribute after action reviews.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Chamber of Commerce	1. Support the documenting of incident information and damage assessment. 2. Coordinate information stream to local business and industry.
Community Development Agency (&/or	1. Support the documenting of incident information and damage assessment.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Planning & Zoning)	
Corporation Counsel	1. Prepare emergency ordinances, resolutions and executive orders. 2. Provide legal assistance as required to County Departments. 3. Support the documenting of incident information and damage assessment. 4. Participate in the development of the Incident Plan and make appropriate recommendations.
County Clerk	1. Provide for the securing of County records.
County Executive	1. Advisor to Board of Supervisors during emergencies/disasters. 2. Establish policy concerning the response and recovery priorities and tasking activities to appropriate departments. 3. Provide overall direction and control and for the continuance of effective and orderly governmental control required for emergency operations. 4. Ensure participation of all necessary County departments. 5. Ensure that the County continues to function administratively. 6. Proclaim a "State of Emergency" when necessary. 7. Issue emergency rules and proclamations that have the force of law during the proclaimed emergency period.
County Public Information Officer (PIO)	1. Collect information related to the emergency or disaster situation. 2. Prepare and distribute public information releases. 3. Maintain records of public information functions.
Department of Health & Human Services (DHHS)	1. Support the documenting of incident information and damage assessment. 2. Provide information and planning for 1) Emergencies caused by public health events including pandemic influenza, other emerging infectious diseases or acts of bioterrorism and 2) Other emergencies that have the potential to threaten the public's health.
Departments, All County	1. Provide situation reports from field forces to EOC. 2. Participate in the incident planning process as required. 3. Support the documenting of incident information and damage assessment. 4. Provide EOC with information relative to their departmental needs, priorities and planned activities during the next designated incident period. 5. Provide information as to potential or expected events which could affect future Incident Plans. 6. As requested, identify resource needs both from within departmental resources and any external resources needed to accomplish stated goals, objectives and tasks. 7. Apply departmental resources to implement the Incident Plan.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	7. Apply departmental resources to implement the Incident Plan.
DOA -– IT	1. Support the documenting of incident information and damage assessment.
Finance – Purchasing	1. Support the documentation of incident related expenses and assist in the procurement of emergency supplies and equipment. 2. Assist in the procurement of emergency supplies and equipment.
Law Enforcement Agencies	1. Support the documenting of incident information and damage assessment. 2. Assist with identifying and documenting road and infrastructure closures.
Parks & Land Use – GIS	1. Support the documenting of incident information and damage assessment.
Public Works	1. Support the documenting of incident information and damage assessment. 2. Assist with identifying and documenting road and infrastructure closures.
Utilities, Pipeline – GIS	1. Support the documenting of incident information and damage assessment.
ATTACHMENTS	1. Operational Period Duties And Tasks (Example). 2. Standard Operating Guidelines For EOC Incident Action Plans. 3. Accessing E-Sponder.
REFERENCES	None.

Attachment 1

OPERATIONAL PERIOD DUTIES AND TASKS (EXAMPLE)

(Based on a 12–Hour Shift)

Hour 1 (Beginning Shift):	1. Status Briefing by EOC Manager or Planning Chief to all EOC staff. 2. Identify EOC Section Chiefs 3. Identify EOC Section Scribes as needed 4. Position/section briefings, emphasis on specific objectives and work to be performed during this operational period. 5. Use of logs and message forms (hardcopy and electronic) by all EOC staff.
Hours 2 to 6:	1. Continued use of logs and message forms (hardcopy and electronic) by all EOC staff to document their activities. 2. Heads–up briefings by EOC Manager and Section Chiefs as appropriate. 3. Position/section meetings, briefings as necessary.
Hours 7 – 10:	1. Continue operations. 2. Planning meetings to develop Incident Action Plan (IAP) for next operational period. 3. Develop written IAP for next operating period.
Hours 11–12:	1. All Positions/sections submit their situation reports in writing. 2. Debrief of personnel going off–shift. 3. Relief shifts arrive. 4. Individuals brief their replacement. 5. End of shift briefing.

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Attachment 2

STANDARD OPERATING GUIDELINES FOR EOC INCIDENT ACTION PLANS

A. PURPOSE.

1. The EOC Manager shall follow the policy direction received from the Information, Analysis & Planning Team in setting the objectives for the operating period.

2. The EOC Incident Action Plan sets forth objectives and tasks to be completed during the next operational period, the resources necessary to accomplish those tasks, and how they are organized.

3. Accurate and complete EOC Situation Reports (EOC SITREPs) are essential to the development of each operational period EOC Incident Action Plan. SITREPs are developed by the Planning Section from situational information received from each component of the EOC. The next operational period's objectives are derived from progress in achieving the previous operational period's EOC Incident Action Plan as reflected in the EOC SITREP, and from policy direction issued by the Information, Analysis & Planning Team.

B. EOC INCIDENT ACTION PLANNING PROCESS OVERVIEW.

1. The EOC General Staff, under direction of the EOC Manager and led by the EOC Planning Section Chief, will prepare a written EOC Incident Action Plan for the next operational period when emergencies last for more than one operational period, .

2. The EOC incident action planning process is an essential tool for Waukesha County EOC, particularly in managing sustained operations. If the emergency organization is to have a well planned and executed approach to resolving the problems posed by the emergency, the EOC organization must remain focused and unified in its efforts. The EOC incident action planning process is a key element to ensure that the entire EOC organization will be focused and acting as a unified coordinated body. If the organization is going to move forward in a unified manner, there must be a clear understanding of what goals are being pursued, what time frame is being used (the Operational Period) and how individual unit efforts are a part of the overall organizational efforts.

3. Once the EOC SITREP has been delivered, the EOC Manager finalizes the goals and strategic objectives for the next operational period. These strategic operational objectives must be verifiable and measurable.

4. Once the goals and strategic objectives are set, they should be communicated through the EOC Management and general staff to all EOC components so that they can be considered. Each EOC Section needs to address how it will accomplish the goals and strategic objectives by setting tactical objectives and tasks to resolve the problems identified in the EOC Situation Report. The various branches, and divisions/groups in the EOC Operations Section should each address this issue and develop a coordinated EOC Operations Section approach, including the resources needed and how they should be organized.

5. Next the EOC Logistics and Planning Sections determine how they will support the EOC Operations Section's approach to meet the established strategic objectives and to anticipate equipment and supply procurement and personnel acquisition issues. If resources cannot be obtained, then EOC Operations may need to modify their approach based on the actual resources available.

6. The EOC Administration & Finance Section must determine how they will support the EOC Operations Section's efforts to meet the established strategic objectives and to establish specific cost tracking and contracting methods to procure needed resources in a timely manner.

7. The EOC Planning Section must also consider their ongoing efforts to continue to produce and post situation reports and information as well as continuing to support the EOC incident action planning process throughout future operational periods.

8. This will require continual briefing and rotation of staff in key information gathering roles in the EOC.

C. WRITTEN EOC INCIDENT ACTION PLANS.

1. Written EOC Incident Action Plans are a significant management tool and provide:

   a. A clear statement of EOC goals and strategic objectives, and EOC operational tactical objectives and task assignments.
   b. A basis for measuring EOC work effectiveness and cost effectiveness.
   c. A basis for measuring EOC work progress and providing accountability.
   d. Documentation of expected emergency or planned event flow.

D. OPERATIONAL PERIODS.

1. EOC operational periods can be of various lengths, but are usually no longer than 24 hours. A 12 hour operational period is common when needing to staff EOC operations 24 hours a day, using a two shift schedule. The length of the Operational Period is determined based on a number of issues, including:

   a. Length of time needed to achieve EOC tactical objectives.
   b. Availability of fresh resources.
   c. Future involvement of additional resources.
   d. Environmental considerations. (e.g., available light or weather conditions).
   e. Diminished mental and physical effectiveness of tired workers.
   f. Safety considerations.

E. ESSENTIAL ELEMENTS IN THE WRITTEN EOC INCIDENT ACTION PLAN.

1. Statement of Objectives – This is a clear listing of what is expected to be achieved. Objectives must be attainable, measurable, and flexible.

2. Organization of resources – Describes what elements of the EOC organization will be active and in place for the next Operational period.

3. Tactics and Assignments – This describes the EOC tactics and operations to be employed to achieve the objectives. The EOC Operations Section will normally set the tactical methods for accomplishing the objectives and implement actions (e.g. how, when and where to open shelters). The EOC Planning, Logistics and the Finance/Administration Sections will accomplish resource ordering and acquisition of necessary per-

sonnel and materials to support the Operations Section activities.

4. Supporting Material – Examples include maps, weather information, special information, the EOC Communications Plan, EOC Medical Plan, and any other special data.

F. RESPONSIBILITIES FOR EOC INCIDENT ACTION PLANNING.

1. The EOC Planning Section Chief is responsible for developing the EOC Incident Action Plan in conjunction with other sections. The EOC Operations and Logistics Sections will provide a great deal of support in the construction of the EOC Incident Action Plan. The EOC Situation Unit will provide a situation report at the beginning of the planning meeting.

G. SEQUENCE OF ACTIVITIES IN THE ACTION PLANNING PROCESS.

1. The EOC PLANNING Section will present a formal current Situation Report. This report should include all key categories and other appropriate forms.

2. The EOC Manager will define the organizational priorities for the next operational period (short term) as well as for the intermediate goals. This should include no more than four or five broad goals and represents the strategic goals of the EOC organization. Goals should be measurable and verifiable. (Example: The County has a water issue. The short term goal is providing bottled drinking water for those who need it, while the intermediate goal is restoration of water purification and delivery systems).

3. The EOC PLANNING Section posts the goals and strategic objectives as determined by the EOC Manager.

4. The EOC OPERATIONS Section will then address how it will tactically address the problems identified in the EOC Situation Report, based on the EOC organizational priorities. Each branch must develop tactical plans. The liaison agencies should address how they will support the overall goals of the EOC keeping in mind that they will also address within their own organizations the same process for their own organization goals.

5. The EOC LOGISTICS Section determines what is required for them to obtain the needed personnel, supplies and materials to support the OPERATIONS Section in their pursuit of the organizational goals, as well as what the specific needs are.

6. The EOC ADMINISTRATION/FINANCE Section determines what is required for them to pay for, document, and recover the funds for the needed personnel, supplies, and materials to support the EOC OPERATIONS Section in their pursuit of the organizational goals.

7. The EOC PLANNING Section continues to capture the information necessary to produce reliable and current situation status reports, project future needs and outcomes and to facilitate the EOC incident action planning process and planning meetings.

H. THE EOC PLANNING MEETING.

1. The EOC planning meeting is critical and there may be a tendency for these meetings to last longer than necessary unless they are kept on track and have good focus. The EOC Planning Section Chief will be re-

sponsible for running the EOC planning meeting. There are some important tenants for this meeting:

- All participants must come prepared.
- Strong leadership must be evident.
- Agency representatives must be able to commit resources for their agencies.
- Cell phones and pagers on vibrate only.

I. SEQUENCE AND SUMMARY OF ACTIVITIES BY SECTION.

1. EOC PLANNING	Present the Situation Report.
2. EOC COMMAND STAFF	Set goals and strategic objectives.
3. EOC SITUATION AND PLANNING UNIT	Post goals and strategic objectives for organizations use.
4. EOC SITUATION AND PLANNING UNIT	Determines tactics to achieve goals, resources needed and the organization of the resources.
5. EOC RESOURCE STATUS AND PROCUREMENT UNIT	Determines how it will obtain the needed resources.
6. EOC ADMIN / FINANCE	Determines how it will pay for and document the needed resources.
7. EOC SITUATION AND PLANNING UNIT	Prepares EOC Incident Action Plan (document); continues collecting, analyzing and displaying information and continues Action Planning process.

To assist in the completion of the EOC Incident Action Plan a standardized fill–in–the–blank document format is used. The EOC SITUATION AND PLANNING UNIT should distribute the appropriate fill–in–the–blank pages to the EOC Section Chiefs for completion.

Note: Use Standard ICS Forms and supplement as needed.

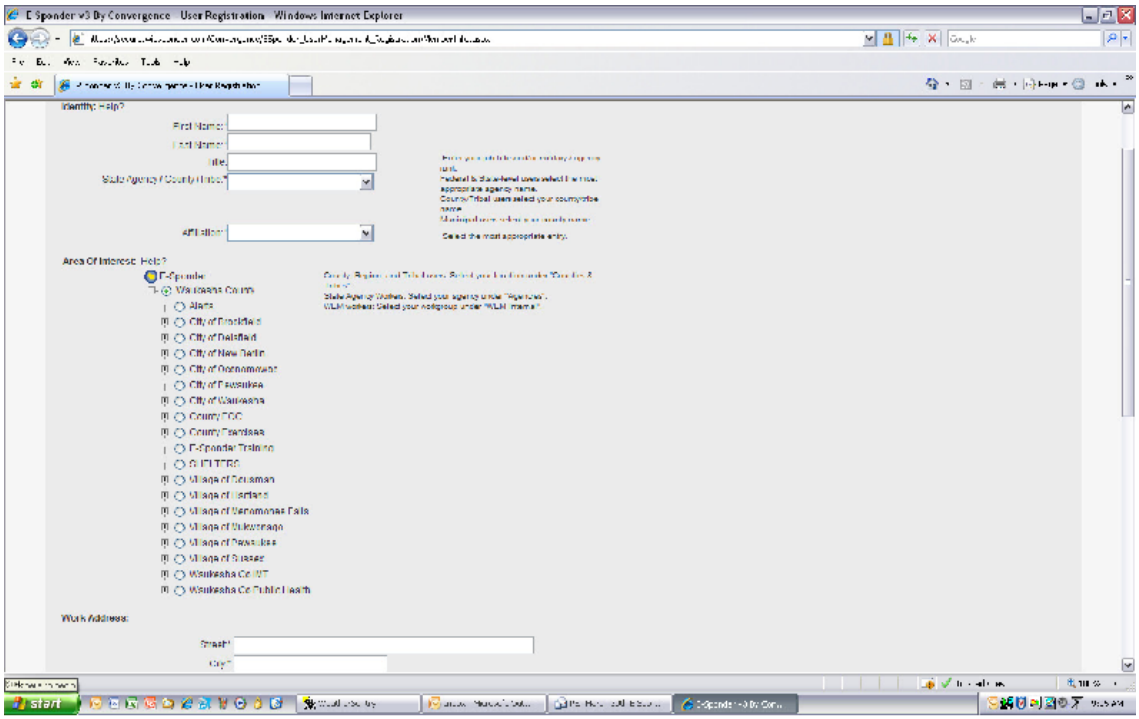
Attachment 3

ACCESSING E–SPONDER

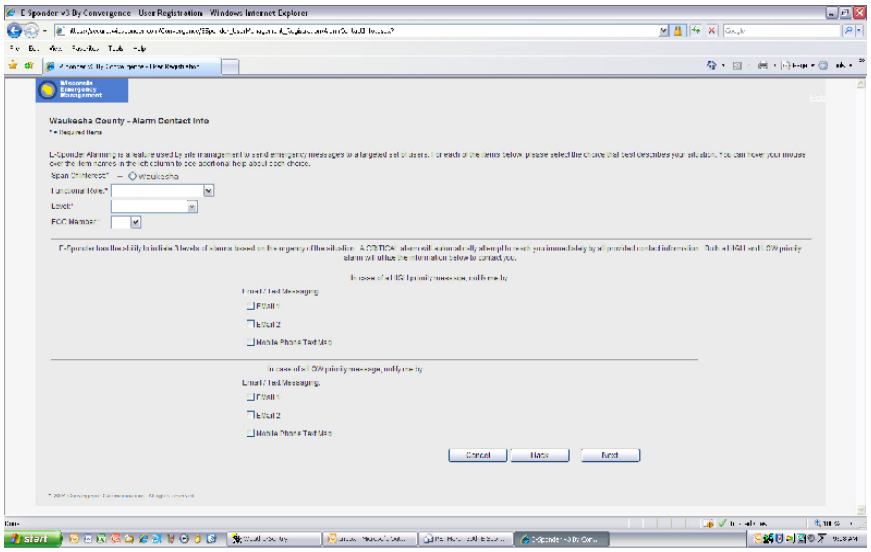
You must register with E-Sponder and request access. To do so, open your web-browser and go to: **http://waukesha.wiesponder.com**

This will open a window with two big blue buttons: Member and Non-Member (Apply for Access).

The first time, click on the Non-Member button. This will take you to a secure web-site where you input identification information as displayed below. Be sure to only check "Waukesha County" under the Area of Interest. You must finish the registration process in one session – see additional information below.



When you finish the first page, click NEXT to continue the registration process.



Clicking NEXT again, will take you to a summary page to verify the information is correctly entered. If all is correct, click SUBMIT.

NOTE: You should receive an email from E-Sponder acknowledging receipt of your request. If you do not get an email within a short time, your registration session most likely timed out and you will have to re-try. This most often occurs when someone is interrupted during the registration process and the connection drops out as a safe guard. Because the page is loaded on you computer, it may appear that the registration went through, however, if you don't receive the confirmation email then registration is lost somewhere in cyberspace. **Contact the Site Administrator before trying to re-enter your registration information.**

Once your registration is received by the system, it is forwarded to the site administrator for access approval and granting of permissions. When access is approved and level of access permissions granted, you will receive additional emails confirming your access. Once your access is approved, you may return to the above web-site and click the Member button. This will take you to the Waukesha County Home Page. You will also be able to move to the State's Home page by clicking in the upper left corner by the Wisconsin emblem.

If you forget your password, contact the Site Administrator. We can reset the password, but cannot tell you want the password is or was. When you receive a reset password, you must enter the system within 24 hours and change the password to a permanent selection. The change password link is located on the State's Home page, in the upper left corner of the link bar.

Emergency Support Function (ESF) # 6

Mass Care, Emergency Assistance, Housing & Human Services

Preface

The damage created by emergencies often disrupts the ability for citizens to provide their own basic human needs such as food, water, sanitation and housing/sheltering. Government must be prepared to temporarily provide those services when they are needed.

Primary Agency

Department of Health & Human Services (DHHS)

Emergency Operations Center ESF # 6 – Mass Care, Emergency Assistance, Housing & Human Services

Waukesha County Emergency Operations Center

AGENCIES

Primary

Department of Health & Human Services (DHHS)

Support

- Aging and Disability Resource Center
- American Red Cross
- ARES/RACES
- Care Wisconsin
- Caterers/Grocery Stores/Restaurants
- Citizens & Organizations Active In Disaster (COAD) /VOADs & Non Governmental Organizations (NGOs)
- Civic & Community Center(s)
- Code Enforcement/ Building Inspector
- Emergency Management
- Facilities Management Division
- GIS
- HAWS
- Hospitals
- Hotels
- Information Technology
- Law Enforcement Agencies
- Managed Care Organizations & Waukesha County Service Providers Group
- Parks & Land Use – Environmental Health Division
- Public Works
- Salvation Army
- School Districts

State of Wisconsin

Primary Agency

- WI DHS – WI Department of Health Services

Support Agencies

- WEDC – WI Economic Development Corporation
- WEM – WI Emergency Management
- WHEDA – WI Housing & Economic Development Authority
- WI DATCP – WI Department of Agriculture, Trade & Consumer Protection
- WI DCF – WI Department of Children & Families
- WI DMA – WI Department of Military Affairs
- WI DOA – WI Department of Administration
- WI DPI – WI Department of Public Instruction
- WI DWD – WI Department of Workforce Development
- WI VOAD – WI Volunteer Organizations Active in Disaster

Federal

Primary Agency

- Department of Homeland Security/Federal Emergency Management Agency

Support Agencies

- Department of Agriculture
- Department of Defense
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- General Services Administration
- Small Business Administration
- Social Security Administration
- U.S. Postal Service
- American Red Cross
- Corporation for National and Community Service
- National Voluntary Organizations Active in Disaster
- Other voluntary agency and nongovernmental support organizations

Likely Agency Activities

- Coordinate and lead federal resources, as required, to support local, tribal, and state governments and voluntary agencies (VOLAGs) in the performance of mass care, emergency assistance, housing, and human services missions.
- When directed by the President, ESF # 6 services and programs are implemented to assist individuals and households through four primary functions:
  - Mass Care: Includes sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members.
  - Emergency Assistance: Assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional "mass care" services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance.
  - Housing: Includes housing options such as rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance.
  - Human Services: Includes the implementation of disaster assistance programs to help disaster victims recover their non-housing losses, including programs to replace destroyed personal property, and help to obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, support and services for special needs populations, and other Federal and State benefits.

Emergency Support Function (ESF) # 6

Mass Care, Emergency Assistance, Housing & Human Services

A. PURPOSE.

1. The purpose of this Emergency Support Function is to describe a coordination framework and serve as a guide to provide sheltering, mass care, emergency assistance, housing, and human services following an emergency or disaster. Identify key participants and resources to meet access and functional needs populations in mass care and sheltering operations.

B. POLICIES.

1. The provision of Mass Care, Housing & Human Services as a consequence of disasters is a fundamental responsibility of Waukesha County government. The Waukesha County and DHHS will provide coordination management of all mass care, housing and human services operations in the County through the EOC to ensure the population is effectively served. The primary coordination department for this ESF is DHHS.

2. The County's responsibility for mass care operations is to support the American Red Cross (ARC) in opening and maintaining shelter operations and provide coordination oversight. However, if ARC is unable to open and staff a shelter, it then becomes local government's responsibility to provide care and shelter function.

3. All government/NGOs/private resources will be utilized as necessary to coordinate effective public/private partnerships during an emergency.

4. Waukesha County will coordinate mass care, housing and human services efforts with local, state, and other non government organizations (NGOs) and other agencies.

5. County designated shelters may be managed by the local government, ARC, or a combination of both entities.

6. Mass care, housing and human services operations will begin as soon as possible following an emergency. Public and private facilities that will provide the best available protection for displaced people will be used as shelters and/or mass feeding facilities. The basic essential life support to be provided for the displaced population includes food, water, clothing, medical services, sanitation, lodging and communications. The Waukesha County EOC determines which shelters, (generally community centers and public school buildings) will be opened for shelter use.

7. Waukesha County will coordinate with state and federal agencies to facilitate the delivery of assistance programs to individuals, including the identification of appropriate site(s) for Disaster Assistance Center(s).

(See Annex IV: Recovery and Recovery Mitigation Actions, in this CEMP, for information on Individual Disaster Assistance Programs.)

8. The care and transport of pets and other animal needs will be managed in accordance with ESF # 18.

9. NONDISCRIMINATION. No services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency over and above what normally would be expected in the way of government services. The County's activities pursuant to the Federal /State Agreement for major emergency recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), Section 205.16.—Nondiscrimination. Federal disaster assistance is conditional on full compliance with this rule.

10. It is the policy of Waukesha County to comply with the American Disabilities Act and its standards set forth in Title 41. CFR Section 101.19–6, to the extent permitted by fiscal constraints.

11. Waukesha County embraced the model of general shelters for all residents except incarcerated populations and those with extremely fragile medical conditions (i.e., separate shelters are not designated for those with access and functional needs).

12. Waukesha County will secure cooperation of building owners for use of their property for shelter space.

13. Appropriate levels of health and emergency medical care services at shelters will be assessed at each shelter. Persons with access and functional needs or other special medical needs that exceed the capability of normal shelters will be sheltered in an appropriate medical facility.

14. Information about persons identified on shelter lists, casualty lists, hospital admission, etc, will be made available to family members to the extent allowable under confidentiality regulations.

15. Efforts will be made to coordinate among agencies providing information to minimize the number of inquiry points for families.

16. In the interest of public health and safety, Waukesha County will identify and attempt to meet the care and emergency needs of animals following emergencies.

17. Personnel designated as on–scene responders or representatives to the EOC should make prior arrangements to ensure that their families are provided for in the event of an emergency, so to ensure a prompt, worry–free response and subsequent duty.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Analyze Mass Care, Housing & Human Services requirements. 3. Identify current Mass Care, Housing & Human Services inventories and

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
	resources. 4. Establish Mass Care, Housing & Human Services inventory, control, and delivery systems. 5. Develop agreements with Mass Care, Housing & Human Services providers as necessary. 6. Identify County assistance Mass Care, Housing & Human Services locations and resources needed. 7. Maintain inventories of resources and facilities. 8. Identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters 9. Obtain cooperation of facility owners for use as mass care facilities and protective shelters 10. Develop facility setup plans for potential shelters. 11. Identify emergency feeding supplies 12. Recruit and train volunteers for mass care operations. 13. Develop a liaison with other community service organizations for providing mass care to the public. 14. Identify population groups requiring special assistance during an emergency (i.e., senior citizens, functional needs, etc.) and ensure that preparations are made to provide assistance. 15. Implement a public education campaign regarding the importance of having a family disaster plan and 72–hour preparedness kit. 16. Develop and test emergency plans and procedures. 17. Participate in emergency management training and exercises. 18. Develop emergency action checklists.
Emergency	1. When notified, report to the EOC. 2. Mass Care, Housing & Human Services emergency actions may include: a. Provide feeding for victims and emergency workers. b. Identify facilities that are appropriate for feeding facilities. c. Medical and nursing aid. d. Provide potable water. e. Provide temporary sanitation facilities. f. Identify distribution service centers. g. Distribute food, clothing, medicine, commodities. h. Operate Family Assistance Centers to provide information services. i. Assess social service needs of victims. j. Provide counseling services. k. Provide access and functional needs coordination services.
Emergency Operations Center	1. Staff ESF # 6 position in the EOC. 2. Verify current and needed resources. 3. Establish, maintain contact with State EOC through the EOC Manager.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
(EOC)	• Provide information on Mass Care, Housing & Human Services needs. 4. Establish, staff, and maintain supply distribution points within the County. 5. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. **Mass Care, Housing & Human Services Duties Include:** 1. Identify incident sites requiring Mass Care, Housing & Human Services resources. 2. Determine present and future need for Mass Care, Housing & Human Services resources. 3. Obtain and coordinate Mass Care, Housing & Human Services resources as requested by field incident commanders. **Mass Feeding duties include:** 1. Identifying incident sites requiring mass feeding services. 2. Determining present and future need for mass feeding resources: a. Communications b. Feeding facilities. c. Feeding for victims and emergency workers. d. Potable water. e. Temporary sanitation facilities. 3. Obtaining and coordinating deployment of mass feeding resources for emergency responders as requested by field incident commanders. **Sheltering and temporary housing emergency actions include:** 1. Determining requirement for shelters for emergency victims and temporary sheltering for emergency responders. 2. Establishing shelter sites and ensuring communications to each site. 3. Ensuring a registration system is activated at each site. 4. Establish alternative temporary housing facilities to provide short–term group housing until suitable transition housing can be arranged. 5. Providing heating and cooling centers. 6. Providing temporary shelter from hazards. 7. Providing temporary group housing. 8. Providing feeding for victims and emergency workers at shelters or at feeding facilities. 9. Identifying facilities that are appropriate for feeding facilities. 10. Providing first aid, medical and nursing aid at facilities as appropriate. 11. Providing potable water. 12. Providing temporary sanitation facilities. **Functional and Access Needs (FAN) emergency actions include:**

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
	1. Identifying locations of functional needs populations and individuals. 2. Identifying sources and costs for providing for the needs of functional needs populations and individuals. 3. Coordinating programs and resources for functional needs populations and individuals. 4. Making contact with FAN populations and individuals. 5. Identifying specific needs of FAN populations and individuals. **Family Assistance Centers/Disaster Welfare Inquiries (DWI) include:** 1. Providing information services. 2. Assessing social service needs of victims. 3. Providing counseling services. 4. Coordinate with the American Red Cross Family Assistance/ Reunification Center System. **Bulk Disaster Relief Commodity Distribution include:** 1. Determine the commodities (i.e. food, water, ice, clothing, fuel) needing distribution. 2. Determine the locations of those needing the commodities. 3. Determine locations for distribution facilities. 4. Determine resource needs for accomplishing the distribution (security, transport, storage, dispensing). 5. Schedule and inform target groups of the plans for commodity distribution. 6. Distributing food, water, ice, clothing, medicine and other commodities.
Recovery Actions	1. Activate family reunification systems. 2. Continue to utilize multiple means of communicating public information and education. 3. Ensure the availability of mental and behavioral health professionals. 4. Continue EOC operations until it is determined that EOC coordination is no longer necessary. 5. Provide public information regarding safe re–entry to damaged areas. 6. Assist evacuees in returning to their homes if necessary. 7. Assist those who cannot return to their homes with temporary housing. 8. Deactivate shelters and mass care facilities and return them to normal use. 9. Clean and return shelters to original condition; keep detailed records of any damages. 10. Consolidate mass care shelter(s) costs, and submit these statements to the appropriate authorities for possible reimbursement. 11. Inform public of any follow–on recovery programs that may be available. 12. Form a long–term recovery assistance team to help ensure individuals and families affected by the disaster continue to receive assistance for serious needs and necessary expenses.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
	13. Return staff, clients, and equipment to regularly assigned locations. 14. Provide critical payroll and other financial information for cost recovery through appropriate channels. 15. Participate in after action critiques and reviews. 16. Updates plans and procedures based on critiques and lessons learned during an actual event.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Aging and Disability Resource Center	1. Advise on physical needs for persons with access and functional needs in mass care, housing and human services environment. 2. Provide disability–support resources. 3. Provide vehicles, personnel, supplies and other resources needed to assist in shelter operations for victims of the effected emergency area.
American Red Cross	1. Support Waukesha County in the management and coordination of sheltering, feeding, emergency first aid services, and DWI services to the disaster–affected population. 2. Provide facilities, personnel, equipment, supplies and other resources needed to assist in shelter operations or mass feeding for victims of the effected emergency area. 3. Facilitate the opening and operation of emergency shelter and mass feeding sites upon request by the EOC Manager or Mass Care, Housing & Human Branch. 4. Provide personnel to assist in the mass feeding of evacuees and relief workers at the shelter sites. 5. Assist in the development and maintenance of a shelter operations plan.
ARES/RACES	1. Assist with primary or alternate emergency radio communications support. 2. Provide radio communications at shelters or feeding stations, as requested.
Care Wisconsin	1. Managed care service providers for functional needs clients.
Caterers/Grocery Stores/Restaurants	1. Assist with mass feeding.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Citizens & Organizations Active In Disaster (COAD) /VOADs & Non Governmental Organizations (NGOs)	1. Support mass care, emergency assistance, housing and human service functions. 2. Provide facilities for emergency shelter, feeding, food, and water distribution points, child care facilities, as requested.
Civic & Community Center(s)	1. Provide support for shelter selection, Disaster Recovery Centers, and other facilities established to support mass care, housing and human assistance. 2. Provide assistance with site logistics, transportation, and resources at shelter sites. 3. Prepare facilities to support mass care operations at Civic Center.
Code Enforcement/ Building Inspector	1. Provide engineering and safety inspections of shelter facilities to assure suitability for occupancy.
Emergency Management	1. Ensure that mass care operations in Waukesha are serving the population.
Facilities Management Division	1. Provide support for shelter selection, Disaster Recovery Centers, and other facilities established to support mass care, housing and human assistance. 2. Provide assistance with site logistics, transportation, and resources at shelter sites. 3. Provide assistance with site logistics, transportation, and resources at shelter sites.
GIS	1. Provide computer support. 2. Support the documenting of mass care and shelter information.
HAWS	1. Collect, house and transport animals. 2. Coordinate veterinary care. 3. Coordinate outside agency animal services.
Hospitals	1. May support shelter operations by coordinating medical care and resources for shelters. 2. Help by coordinating for nursing staff for triage and medical care and monitoring. 3. Coordinate other professional medical staff as necessary for effective medical screening and care, including physicians, as necessary. 4. Assist in procurement of pharmacy needs. 5. May identify the need for, and request, professional mental health assistance. 6. Makes notifications to residents' primary care physicians to advise status and location of residents. 7. Identify and request resources, as requested, for effective medical care.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Hotels	1. Provide emergency shelter. 2. Assist with mass feeding.
Information Technology	1. Provide computer support. 2. Support the documenting of mass care and shelter information.
Law Enforcement Agencies	1. Provide security at mass care and shelter facilities. 2. Provide traffic control during evacuee movement to mass care and shelter facilities. 3. If necessary, provide an alternative communications link between the mass care and shelter facility and the EOC.
Managed Care Organizations & Waukesha County Service Providers Group	1. Provide staff and unmet needs services at shelters or feeding stations, as requested. 2. Assist with meeting the needs of functional needs populations and individuals. 3. Provide personnel to mass care facilities if requested and available.
Parks & Land Use – Environmental Health Division	1. Provide personnel, supplies and other resources necessary to assist shelter operations for victims of the affected emergency/disaster area. 2. Provide assistance with site logistics, transportation, and resources at shelter sites. 3. Determine status of Parks and Land Use facilities for shelter use. 4. Ensure health standards, including food, sanitation and water, are maintained at all service sites. 5. Provide technical assistance for shelter operations related to food/ nutrition vectors, water supply, and waste disposal.
Public Works	1. Provide personnel and vehicles to obtain and distribute food, clothing, supplies, water, shelter, etc. 2. Assist with structure/damage assessments of potential congregate care facilities (shelter/mass feeding) to ensure habitability. 3. Coordinate the disposal of solid waste from congregate care facilities (shelter/mass feeding). 4. According to disaster circumstances, provide for the maintenance, repair and construction of roads and facilities required in support of congregate care facilities (shelter/mass feeding) operations.
Salvation Army	1. Provide fixed and mobile feeding sites. 2. Provide various comprehensive emergency services to include case work services, financial counseling, and a wide variety of emergency aid to people in need, e.g. food boxes, clothing, bedding, cash grants for emergency lodging, clean up kits and many other specific assistance needs.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	3. Provide counseling to disaster victims.
School Districts	1. Provide facilities/properties, if available, for emergency shelter, food, and water distribution points, child care facilities, as requested.
ATTACHMENTS	None.
REFERENCES	1. American Red Cross Shelter Policy and Generic Shelter Forms. 2. American Red Cross Shelter Plan. 3. HHS Disaster Preparedness Plan (DRAFT). 4. Functional Access Needs in Shelters (DRAFT).

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Emergency Support Function (ESF) # 7

Resource Support

Preface

Emergencies have the potential to disrupt the availability of resources needed to effectively respond. Waukesha County may find it necessary to use its personnel and equipment in extraordinary ways, to call upon private citizens and organizations for assistance, and even to request help from neighboring jurisdictions and state and federal agencies to aid in the County's emergency operations.

Primary Agency

Emergency Management

Emergency Operations Center ESF # 7 – Resource Support

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Emergency Management** **Support** **Citizens & Organizations Active In Disaster (COAD) /VOADs & Non-Governmental Organizations (NGOs)** **Corporation Counsel** **County Executive** **Department of Health & Human Services (DHHS)** **Departments, All County** **DOA – Purchasing** **Finance Department** **Fire Departments** **Human Resources** **Information Technology** **Law Enforcement Agencies** **Public Service Answering Points (PSAPs)** **Public Works** **Risk Management** **School Districts**	***Primary Agency*** • WEM – WI Emergency Management ***Support Agency*** • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOA – WI Department of Administration • WI DOT – WI Department of Transportation

Federal	
Primary Agencies • General Services Administration • Department of Homeland Security/ Federal Emergency Management Agency ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Health and Human Services • Department of the Interior • Department of Labor • Department of Transportation • Department of Veterans Affairs • National Aeronautics and Space Administration • Office of Personnel Management	***Likely Agency Activities*** • Provide centralized management for the role of the National Logistics Coordinator and management of resource support requirements in support of federal, state, tribal, and local governments. • Provide Logistics Management and Resource Support to federal, state, tribal, and local governments. Consists of: GSA providing: Emergency relief supplies.; Facility space; Office equipment; Office supplies; Telecommunications; Contracting services; Transportation services; Personnel required to support immediate response activities; Support for requirements not specifically identified in other ESFs, including excess and surplus property. • Coordinate logistics management and resource support with other federal agencies; state, tribal, and local governments; and the private sector for incidents requiring federal coordination.

Emergency Support Function (ESF) # 7

Resource Support

A. PURPOSE.

1. Provide resources and logistical support for emergency response and recovery efforts.

2. Provide for the effective procurement, utilization, prioritization, and conservation of available local resources (equipment and supplies) during emergencies.

3. Provide for acquisition of resources from the state or federal government when local resources are depleted.

B. POLICIES.

1. Resources will be inventoried, prioritized or will be utilized in the most efficient manner possible, and will be applied to functions and areas of greatest need.

2. Additional resources will be requested from State Emergency Operations Center (EOC) after all available Waukesha County resources have been or will be utilized.

3. The Waukesha County EOC is responsible for securing resources in support of incident command and operations. Departments that obtain resources from the public or private sector by any other means may not be reimbursed for their expenses.

4. Waukesha County Executive and County Board of Supervisors may invoke temporary controls on local resources and establish priorities for use.

5. Each Waukesha County Department is responsible for arranging the movement of Department assets to points where they are needed during emergencies and disasters. If the department does not have suitable transportation capabilities, it may request assistance through the EOC.

6. Waukesha County Emergency Management is responsible for securing state and federal resources.

7. The County Purchasing Ordinance may be suspended by the Chief Elected Official during declared emergencies.

8. The Chief Executive, in extraordinary circumstances, may convene advisory groups of public and private sector representatives to coordinate and manage the emergency use of community resources.

9. The EOC will coordinate dissemination of information concerning any emergency measures, and voluntary controls or rationing.

10. Citizens are advised to prepare their own emergency supply kit to meet family needs so they are self–sufficient for a minimum of 72 hours.

11. Waukesha County will coordinate with the State EOC to establish an emergency distribution system if an emergency disrupts the normal distribution process.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
Pre-Emergency	1. Maintain this Emergency Support Function (ESF). 2. Analyze resource requirements. 3. Identify and maintain current resource inventories. 4. Establish inventory, control, and delivery systems where applicable. 5. Develop a standardized form for use in emergency resource requests by agencies in the EOC during emergency operations. 6. Develop agreements with resource providers as necessary with assistance from Purchasing. 7. Identify potential staging area locations and requirements. 8. Identify and establish agreements with local and regional suppliers. 9. Identify and establish agreement storage facilities, both refrigerated and non–refrigerated for the warehousing of food, water and ice. 10. Develop emergency action checklists. 11. Maintain a list and train emergency procurement liaisons from each department. • Participate in drills, exercises.
Emergency	1. When notified, report to the Waukesha County EOC. 2. Coordinate implementation of resource support activities with the appropriate tasked organizations. 3. Negotiate contracts for support of emergency actions as required. • Assure that emergency procurement procedures and documentation is followed. 4. Determine the needs in terms of number of people, their location and usable food preparation facilities for feeding. 5. Identify, locate and catalog available resources of food, transportation, equipment, storage and distribution facilities. 6. Ensure foods are safe for human consumption (Public Health). 7. Coordinate shipment of food to designated areas. 8. Establish logistical links with organizations involved in mass feeding.
Emergency Operations Center	1. Staff ESF # 7 position in the EOC 2. Coordinate with the EOC Management and General Staff to determine resource needs. Essential information includes:

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
(EOC)	a. Size. b. Amount. c. Location. d. Type of resource. e. Time frame in which it is needed. 3. Advise, assist the EOC Management and General Staff with determining priorities. 4. In general: a. Receive, document, prioritize, and track requests for resources. b. Use resource inventory/lists to match and meet needs. c. Coordinate with Transportation ESF # 1 as necessary. d. Assist in establishing EOC staging areas in coordination with the Operations Section Chief. e. Coordinate supply distribution points, reception, storage, and deployment. f. Coordinate with other ESF's within the EOC. g. Notify resource requesters of the fact that requests have been satisfied and provide data concerning expected time of arrival, quantity en–route, etc. h. Maintain financial and legal accountability. 5. Sources for resources can include: a. All Waukesha County personnel, equipment, supplies and facilities. b. State, federal agencies and organizations. c. NGOs. d. General public. e. Businesses, industry and vendors. f. AidMatrix. 6. Establish, maintain contact with State EOC through the Waukesha County EOC. • Coordinate additional resource needs. 7. Finance/Purchasing: • Secure goods and services. 8. Determine present and future need for food, water, and ice resources. • Notify vendors of present and future needs. 9. Develop a plan that will ensure timely distribution of food, water, ice supplies to the affected areas. 10. Procure storage facilities, both refrigerated and non– refrigerated for the warehousing of ice and perishable food items outside of affected area. 11. Coordinate food, water, and ice supply activities with the appropriate tasked organizations. • Coordinate assistance in preparation and segregation of food stuffs for mass bulk distribution. 12. Make emergency food supplies available to residents for take–home consump-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
	tion. 13. Coordinate the procurement and delivery of food, water and ice to County employees working in the Waukesha County EOC. 14. Coordinate with ESF # 1 for transportation of food, water, and ice supplies to designated distribution or mass feeding sites. 15. Deploy water to locations identified by the EOC. 16. Obtain, coordinate food, water, and ice resources as requested by field incident commanders. 17. Provide water, food, ice information to the appropriate EOC Emergency Support Functions on a regular basis. 18. Sources for resources can include: a. Local and regional suppliers. b. State EOC. c. State and federal agencies. 19. Establish, maintain contact with State EOC through the EOC Management: a. Coordinate delivery of food, water, and ice to affected areas. b. Coordinate with the Mass Care, Housing & Human Services Branch and the State in the issuance of emergency foods stamps and vouchers for emergency victims. 20. Maintain records of the cost of supplies, resources and staff–hours needed to complete the resource support ESF. 21. Continue to assess the situation and priorities to address the most critical needs and develop strategies. 22. Coordinate with Finance/Purchasing in preparing and submitting emergency requisitions for goods and services necessary to support operations as requested. 23. Identify the number of people without food within the affected area. 24. Inventory warehoused food products/quantities and identify additional sources to obtain supplies. 25. Coordinate the transportation of food shipments to warehouses, feeding sites and pantry locations. 26. Assist with other duties as requested. 27. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Continue to provide food, water, ice for related recovery activities as required. 2. Coordinate with the EOC Management and General Staff to determine recovery resource needs.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Citizens & Organizations Active In Disaster (COAD) /VOADs & Non Govern-mental Organizations (NGOs)	1. Provide personnel, equipment, supplies and other resources.
Corporation Counsel	1. Approve contracts in a timely manner. 2. Negotiate contracts for support of emergency actions as required. 3. Process claims. 4. Notify insurance carriers.
County Executive	1. May invoke temporary controls on local resources and establish priorities for use.
Department of Health & Human Services (DHHS)	1. Provide personnel, equipment; supplies and other resources necessary to maintain the safety of the food and water.
Departments, All County	1. Provide personnel, equipment, supplies and facilities as available and appro-priate.
DOA – Purchasing	1. Coordinate and track procurement of incident specific resources in coopera-tion with Finance.
Finance Department	1. Assist with finding, obtaining, allocating, and distributing resources. 2. Receive data from Emergency Management concerning resources obtained from private vendors and arrange for timely reimbursement. 3. Establish separate “cost center” for entire disaster. 4. Ensure appropriate and adequate funding sources to support acquisition of resources and emergency operations.
Fire Departments	1. Deploy fire resources to staging areas (as required) and dispatch same to assignments from these locations. 2. Allocates fire–rescue equipment and resources to support other departments. 3. Obtains resources through mutual aid agreements. 4. Assist with distribution. 5. Assist with procurement and purchasing. 6. Provide rehab type resources. 7. Coordinate rehab type services.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Human Resources	1. Contact County employees.
Information Technology	1. Provide computer system, phone and data support.
Law Enforcement Agencies	1. Provide communication equipment, transportation equipment, personnel, limited first aid equipment. 2. Deploy police resources to staging areas (as required) and dispatch same to assignments from these locations. 3. Allocates police equipment and resources to support other departments. 4. Obtains resources through mutual aid agreements.
Public Service Answering Points (PSAPs)	1. Provide communications support to field resources, Incident Command and Emergency Operation Center(s). 2. Mobilize resources from agencies as requested by Incident Command or the Emergency Operations Center. 3. Document resource requests from Command authorities. 4. Relay resource allocation requests from the public to appropriate agencies.
Public Works	1. Provide staging area for relief and clean up efforts. 2. Provide physical space, manpower, equipment. 3. Assist with identifying, negotiating, obtaining, allocating, and distributing resources.
Risk Management	1. Approve contracts in a timely manner. 2. Negotiate contracts for support of emergency actions as required. 3. Process claims. 4. Notify insurance carriers.
School Districts	1. Provide personnel, equipment, supplies and other resources necessary to aid the resource support needs utilizing existing staff and facilities as requested.
ATTACHMENTS	None.
REFERENCES	None.

Emergency Support Function (ESF) # 8

Public Health

Preface

Emergencies have the potential to create widespread public health problems while resources and facilities may be in short supply. Major health problems, such as infectious diseases, sanitation problems, environmental health issues, or contamination of food and water, may emerge requiring immediate response to protect the public from negative public health impacts.

Primary Agency

Department of Health & Human Services (DHHS)

Emergency Operations Center ESF # 8 – Public Health

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Department of Health & Human Services (DHHS)** **Support** **American Red Cross** **Emergency Medical Services** **Fire Departments** **Hospitals** **Human Services** **Law Enforcement Agencies** **Medical Examiner** **Parks & Land Use - Environmental Health Division** **Public Works** **School Districts**	***Primary Agency*** • WI DHS – WI Department of Health Services ***Support Agencies*** • ARC – American Red Cross • WEM – WI Emergency Management • WI 2-1-1 – WI Alliance of Information & Referral Systems • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOT – WI Department of Transportation • WSLH – WI State Hygiene Lab

Federal	
Primary Agency • Department of Health and Human Services ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Homeland Security • Department of the Interior • Department of Justice • Department of Labor • Department of State • Department of Transportation • Department of Veterans Affairs • Environmental Protection Agency • General Services Administration • U.S. Agency for International Development • U.S. Postal Service • American Red Cross	***Likely Agency Activities*** • Provide supplemental assistance to state, tribal, and local governments in the following core functional areas: – Assessment of public health/medical needs – Health surveillance – Medical care personnel – Health/medical/veterinary equipment and supplies – Patient evacuation – Patient care – Safety and security of drugs, biologics, and medical devices – Blood and blood products – Food safety and security – Agriculture safety and security – All-hazard public health and medical consultation, technical assistance, and support – Behavioral health care – Public health and medical information – Vector control – Potable water/wastewater and solid waste disposal – Mass fatality management, victim identification, and decontaminating remains – Veterinary medical support

Emergency Support Function (ESF) # 8

Public Health

A. PURPOSE.

1. Coordinate comprehensive public health services during an emergency, excluding mental health services (ESF # 6), hospital and medical services (ESF # 16) and fatality management (ESF # 20).

2. Provide measures and resources for communicable disease prevention and control (disease surveillance, investigation, containment and communication), including environmental health to first responders and the impacted community.

B. POLICIES.

1. Continuation of public health functions and control of environmental factors related to public health is essential following an emergency to prevent the outbreak of disease and to monitor the spread of vectors associated with the emergency and its aftermath.

2. Expedient health services are coordinated by public health and provided by private health care facilities and EMS.

3. It is desired to provide the highest quality of care possible. In all likelihood, emergency measures to protect life and health during emergencies will be exclusively dependent upon those resources available at the local level during the first critical hours post event. Austere conditions may limit the amount and quality of care it is possible to deliver.

4. Emergency public health services are the responsibility of local public health agencies and this ESF does not supplant the local public health system operations.

5. During a state of emergency local health departments may use the State of Wisconsin Department of Health Services (DHS) as a resource.

6. If the Governor declares a state of emergency related to public health and designates DHS as the lead state agency, local health departments may transfer the public health authority to DHS.

7. Local public health agencies are responsible for coordinating their response to a public health emergency with local and state–level partners.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Provide evidenced based public education information concerning the use of untreated water, contaminated food, and other unsanitary practices following emergencies. 4. Develop format for preparing health–related public information for distribution to the EOC PIO for release to the general public. 5. Develop procedures for deploying personnel into affected areas to provide surveillance and monitoring of public health following major emergencies. 6. Participate in trainings and exercises. 7. Develop emergency action checklists. 8. Maintain mutual aid agreements. 9. Develop and test methods for providing large scale prophylaxis.
Emergency	1. When notified, report to the Waukesha County EOC. 2. Ascertain need for public health surveillance and monitor as needed. 3. Detect, investigate and control communicable diseases. 4. Dispense medical countermeasures (vaccine, antibiotic, etc) as needed. 5. Implement risk communication plans. 6. Ascertain the need for the Environmental Health Division to provide evaluation and assurance of: a. Safe food supply; b. Potable water supply; c. Sanitary waste disposal; d. Acceptable indoor air quality at shelter operations.
Emergency Operations Center (EOC)	1. Staff ESF # 8 position in the EOC 2. Determine condition, status of Waukesha health resources. 3. Determine present and future need for health resources. 4. Obtain, coordinate Public Health resources as requested by field incident commanders. 5. Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health activities. 6. Coordinate with State to inspect and advise on general food handling and sanitation matters. 7. Coordinate through the EOC Public Information Officer the dissemination of emergency–related public health information to the public. 8. Coordinate preventive health services. 9. Coordinate with hospitals and other health providers on response to health needs. 10. Coordinate investigation, surveillance, and coordinate measures for containment of harmful health effects.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
	11. Provide coordination of laboratory services. 12. Coordinate and support with ESF # 6 to identify shelter occupants that may require assistance. 13. Provide frequent updates to the EOC Operations Section Chief as to the status of the Public Health function. 14. Provide health guidance to the private medical community. 15. Coordinate assessment of general public health needs of the affected population, including: a. Providing for dissemination of emergency public health information. b. Surveillance and monitoring of conditions that could impact general health. c. Evaluation of food, drug or medical safety. d. Assessment of worker health and safety. e. Identification of biological, chemical, radiological or physiological hazards. f. Advice on potability of water sources and disposition of solid waste and wastewater. 16. Establish, maintain contact with State EOC/WEM Duty Officer through the EOC Manager, as appropriate: a. Provide information on damages, status of Waukesha County Public Health agencies. b. Request additional Public Health resources, as requested. 17. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 18. Provide mutual aid if requested: • Do not commit mutual aid until it is determined that Waukesha County does not need the requested resources.
Recovery Actions	1. Continue to monitor the public and environment for short and long term adverse public health impacts. 2. Identify and implement appropriate protective actions to adverse public health impacts. 3. Coordinate with and assist local, state and federal public health agencies as needed. 4. Participate in re–entry planning for evacuees as it relates to public health impacts. 5. Make public health recommendations for the disposal of dead animals and contaminated food items. 6. Assure quality and safety of septic systems and well water. 7. Assure follow–up on health status and release of isolated or quarantined individuals. 8. Communication of lab results as permitted by law. 9. Provide follow–up emergency information on health issues to affected individuals.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Provide State licensed medical and mental health support personnel as requested.
Emergency Medical Services	1. Provide transportation to designated medical facilities. 2. Maintain a patient casualty tracking system. 3. Perform triage and appropriate on–scene medical care to victims and responding personnel. 4. Coordinate the location, procurement, screening and allocation of health and medical supplies and resources. 5. Assist with evacuation efforts. 6. Assist hospitals with transfer of patients under the Region 7 Plan 7. Maintain communications with the ICS, EOC, hospitals and other health care facilities to provide for and/or seek support and assistance.
Fire Departments	1. Assist with immunizations and medicine dispensing sites as needed. 2. Provide assistance with public health related assessments. 3. Participate in re–entry planning.
Hospitals	1. Communicate morbidity and mortality data to the Health Department. 2. Assist public health with community health issues.
Human Services	1. Assist with shelter operations by providing caregivers and case managers. 2. Assist with coordination of long–term housing. 3. Assist with Mass Countermeasure Dispensing.
Law Enforcement Agencies	1. Provide security at vulnerable sites and help to maintain order at distribution sites. 2. Work with the Health Department regarding isolation and quarantines. 3. Participate in re–entry planning. 4. Assist with next of kin notifications.
Medical Examiner	1. Coordinate mortuary services. 2. Assist with next of kin notifications.
Parks & Land Use - Environmental Health Division	1. Evaluation and assurance for: a. Safe food supply; b. Potable water supply; c. Sanitary waste disposal; d. Acceptable indoor air quality at shelter operations.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Public Works	1. Assist with water quality control. 2. Monitor sewerage treatment capabilities. 3. Provide perimeter security resources, i.e.; barricades, fencing, etc. 4. Deploy bar codes or fencing as needed to secure critical sites.
School Districts	1. Provide nursing personnel, equipment, supplies and other resources needed to assist in health care for victims of the effected emergency area. 2. Act as dispensing sites.
ATTACHMENTS	None.
REFERENCES	1. Wisconsin Hospital Emergency Preparedness Program (WHEPP) Plans. 2. Public Health Emergency Response Plan (PHERP). 3. Public Health Emergency Medicine Dispensing Plan (contains Strategic National Stockpile, Interim Pharmaceutical Stockpile and Cities Readiness Initiative).

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Emergency Support Function (ESF) # 9

Search & Rescue

Preface

Emergencies can cause rescue situations where people become lost, entrapped and endangered. The emergency response to these situations may require the use of organized, highly technical methods and specially trained responders.

Primary Agency

Fire Departments
Law Enforcement Agencies

Emergency Operations Center ESF # 9 – Search & Rescue

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire Departments** **Law Enforcement Agencies** **Support** **Air Operations** **ARES/RACES** **Civil Air Patrol** **Emergency Management** **Facilities Management Division** **Parks & Land Use - GIS** **Public Works** **Search and Rescue Units** **U.S. Coast Guard/Auxiliary** **Water Rescue Teams**	***Primary Agency*** • WEM – WI Emergency Management ***Support Agencies*** • CAP – Civil Air Patrol • WEDC – WI Economic Development Corporation • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOC – WI Department of Corrections • WI DOJ – WI Department of Justice • WI DOT – WI Department of Transportation

Federal	
Primary Agencies • Department of Homeland Security/Federal Emergency Management Agency • Department of Homeland Security/U.S. Coast Guard • Department of the Interior/National Park Service • Department of Defense/U.S. Air Force ***Support Agencies)*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Health and Human Services • Department of Homeland Security • Department of Justice • Department of Labor • National Aeronautics and Space Administration • U.S. Agency for International Development ***Likely Agency Activities*** • Structural Collapse (Urban) Search and Rescue (US&R): Deployment of DHS/FEMA US&R task forces, specialized expertise and equipment, Incident Support Teams (ISTs), and technical specialists.	***(Likely Agency Activities Continued)*** • Waterborne Search and Rescue: SAR operations for hurricane, dam/levee failure, and other disasters that primarily require DHS/USCG air, ship, and boat force operations; response to maritime distress situations. • Inland/Wilderness Search and Rescue: Support for SAR operations conducted in backcountry, remote, or undeveloped or rural or roadless areas that primarily require operations necessitating the use of specialized equipment to access these areas and may require responders traveling over land by alternate methods or by aircraft. • Aeronautical Search and Rescue: Coordination and support of SAR operations conducted in aviation-related incidents and aeronautical search and rescue. • SAR services include the performance of distress monitoring, communications, location of distressed personnel, coordination, and execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance and civilian services through the use of public and private resources to assist persons and property in potential or actual distress.

Emergency Support Function (ESF) # 9

Search & Rescue

A. PURPOSE.

1. The purpose of this support function is to provide a coordinated process of locating, extricating, and providing initial medical treatment to victims trapped, threatened or stranded in harm's way by any emergency or hazardous event when they cannot remove themselves.

B. POLICIES.

1. Search and rescue operations will be a team effort of Fire, Rescue Services, Police, Public Works, trained volunteer organizations, and the private sector.

2. The Law Enforcement Agencies shall coordinate and establish resources that are qualified in emergency response as a member of the local search and rescue organization. Personnel shall be assigned team positions and offered training to meet specific position requirements.

3. If activated, regional, state and national USAR Teams are under the direction and control of local incident commanders. The USAR Leaders are responsible for planning, coordinating and managing a USAR response when requested and authorized to mobilize.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS; LAW ENFORCEMENT AGENCIES	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Develop a system to quickly identify and establish countywide search and rescue grids. 3. Identify high occupancy structures, critical facilities and other places of public assembly having potential for mass casualty. 4. Maintain standard operating procedures, inventories of resources and equipment i.e., Technical Rescue Teams (TRT) and Urban Search and Rescue Teams (USAR) and personnel rosters. 5. Coordinate and participate in sponsored training and exercises. 6. Develop emergency action checklists. 7. Maintain mutual aid agreements/MOUs.
Emergency	1. When notified, report to the Waukesha County EOC. 2. Initiate search for victims throughout the impacted area.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS; LAW ENFORCEMENT AGENCIES	
	3. Coordinate search and rescue activities with the appropriate tasked organizations.
Emergency Operations Center (EOC)	1. Staff ESF # 9 position in the EOC 2. Identify incident sites or situations requiring search and rescue services to include: a. Search and rescue activities following flood, severe weather, and/or building collapses (i.e., Technical Rescue Teams (TRT) and Hazardous Materials. b. Water recovery searches for persons presumed to be deceased (Water Rescue Operations Team). c. Searches for missing persons (Public Safety). 3. Determine condition, status of Waukesha County search and rescue resources. 4. Determine present and future need for search and rescue and other on–scene resources. 5. Obtain, coordinate search and rescue resources as requested by field incident commanders. 6. Provide strategic command and control of search and rescue teams not assigned to specific incidents. a. Mobilize and manage search and rescue teams by pre–designated County grids. 7. Determine need for USAR Task Force. a. Coordinate response with USAR Coordinator. b. Assist with implementation of an appropriate mobilization plan in coordination with the assigned Task Force Leader and/or Incident Commander. 8. Direct SAR activities according to the National Incident Management System, the Incident Command System, and team policies and procedures. 9. Provide personnel, equipment, supplies and other resources necessary to locate, extricate and treat the injured/trapped victims. 10. Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct search and rescue operations. 11. Sources for search and rescue resources can include: a. Mutual aid. b. State EOC (Federal USAR Task Forces.) c. State, and federal agencies (State SAR Teams). d. NGOs. 12. Establish, maintain contact with State EOC: a. Provide information on damages, status of Waukesha County search and rescue systems. b. Request additional Search & Rescue resources, as requested. 13. Provide mutual aid to other jurisdictions if requested: • Do not commit mutual aid until it is determined no threat exists in Waukesha County.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS; LAW ENFORCEMENT AGENCIES	
	14. Specialty Teams include Technical Rescue Teams (TRT), Urban Search and Rescue Teams (USAR), Hazardous Materials, and Water Rescue Operations Team. 15. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 16. Provide search and rescue services to extent of training within their jurisdiction. 17. Coordinate search and rescue activities with the appropriate tasked organizations. 18. Provide urban search and rescue services following flood, tornado, and/or building collapses. 19. Provide special teams resources as requested. 20. Provide mass casualty support, equipment and supplies. 21. Provide rehab and communications equipment.
Recovery Actions	1. Participate in after–action briefings and assist with after–action reviews. 2. Return SAR organization and personnel to a state of operational preparedness. 3. Support personnel with Critical Incident Stress Management as necessary.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Air Operations	1. Provide support as requested.
ARES/RACES	1. Provides primary and/or supplemental local area, point–to–point, and long distance communications. 2. Provides staff, resources, and equipment as requested to support EOC and emergency operations.
Civil Air Patrol	1. Directly support agencies by providing such services as airborne search, airborne disaster assessment, airborne and ground Electronic Locator Transmitter (ELT) tracking, transportation of officials, and assistance in a variety of ground operations, as requested.
Emergency Management	1. Provide resources for SAR activities. 2. Locate specialized rescue equipment and/or personnel if required. 3. Support the development of SAR capabilities in Waukesha County.
Facilities Management Division	1. Provide building and safety inspections.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Parks & Land Use - GIS	1. Generate maps to support search and rescue operations.
Public Works	1. Assist with manpower and equipment as requested. 2. Provide personnel and heavy equipment/operators to assist with heavy rescue activities. 3. Assist with building and safety inspections. 4. Provide specialized equipment including vehicles, lights, portable power, and other items to assist in search and rescue.
Search and Rescue Units	1. Provide personnel, equipment, supplies and other resources necessary to locate, extricate and treat the injured/trapped victims.
U.S. Coast Guard/ Auxiliary	1. Conduct maritime search and rescue activities. 2. Provide small boats, personnel, and related equipment for maritime search and rescue operations under control of U.S. Coast Guard.
Water Rescue Teams	1. Provide support as requested.
ATTACHMENTS	1. National USAR Response System
REFERENCES	None.

Attachment 1

NATIONAL URBAN SEARCH AND RESCUE (USAR) RESPONSE SYSTEM

The National Urban Search & Rescue (USAR) Response System is a framework for organizing federal, state and local partner emergency response teams as integrated federal search and rescue task forces. The 28 National USAR Task Forces, complete with the necessary tools, equipment, skills and techniques, can be deployed by FEMA to assist state and local governments in rescuing victims of structural collapse incidents or to assist in other search and rescue missions.

The 28 task forces are located throughout the continental United States. Any task force can be activated and deployed by FEMA to a disaster area to provide assistance in structural collapse rescue, or, they may be prepositioned when a major disaster threatens a community. Each task force must have all its personnel and equipment at the embarkation point within six hours of activation so that it can be dispatched and en route to its destination.

A FEMA Type I Task Force is made up of 70 multi–faceted, cross–trained personnel who serve in six major functional areas, including search, rescue, medical, hazardous materials, logistics and planning. These elements are supported by canines that are trained and able to conduct physical search and heavy rescue operations in damaged or collapsed reinforced concrete buildings. Each task force can be divided into two 35–member, Type III, Light Task Force. What the task force can do:

- Conduct physical search and rescue in collapsed buildings.
- Emergency medical care to trapped victims.
- Search–and–rescue dogs.
- Assessment and control of gas, electric service and hazardous materials.
- Evaluation and stabilization of damaged structures.

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Emergency Support Function (ESF) # 10

Hazardous Materials

Preface

Emergencies can cause the release of hazardous materials into the environment. The County's response to these situations requires use of highly technical methods and equipment and specially trained responders.

Primary Agency

Fire Departments

Emergency Operations Center ESF # 10 – Hazardous Materials

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire Departments** **Support** **City of Waukesha Fire Department (Designated County Hazardous Materials Emergency Response Team)** **Department of Health & Human Services (DHHS)** **Emergency Management** **Environmental Clean Up Contractors** **Facilities: Public/Private** **Hospitals** **Law Enforcement Agencies** **Medical Services** **Public Works**	***Primary Agency*** • WI DNR – WI Department of Natural Resources ***Support Agencies*** • WEM – WI Emergency Management • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DOT – WI Department of Transportation

Federal	
Primary Agencies • Environmental Protection Agency • Department of Homeland Security/U.S. Coast Guard ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Health and Human Services • Department of Homeland Security • Department of the Interior • Department of Justice • Department of Labor • Department of State • Department of Transportation • General Services Administration • Nuclear Regulatory Commission ***Likely Agency Activities*** • Provide for a coordinated federal response to actual or potential oil and hazardous materials incidents.	***(Likely Agency Activities Continued)*** • General actions can include, but are not limited to: actions to prevent, minimize, or mitigate a release; efforts to detect and assess the extent of contamination (including sampling and analysis and environmental monitoring); actions to stabilize the release and prevent the spread of contamination; analysis of options for environmental cleanup and waste disposition; implementation of environmental cleanup; and storage, treatment, and disposal of oil and hazardous materials. • Specific actions may include: sampling a drinking water supply to determine if there has been intentional contamination; stabilizing the release through the use of berms, dikes, or impoundments; capping of contaminated soils or sludge; use of chemicals and other materials to contain or retard the spread of the release or mitigate its effects; decontaminating buildings and structures; using drainage controls, fences, warning signs, or other security or site-control precautions; removing highly contaminated soils from drainage areas; removing drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials; and other measures as deemed necessary.

Emergency Support Function (ESF) # 10

Hazardous Materials

A. PURPOSE.

1. Coordinate response to an actual or potential discharge or release of hazardous materials.

B. POLICIES.

1. For the purpose of this plan, a hazardous material is defined as "Any substance or material, including radioactive materials, which, when uncontrolled, can be harmful to people, animals, property or the environment.

2. Waukesha County and municipal agencies will exercise broad lawful authority, within existing capabilities, to protect life, property and the environment threatened by hazardous materials incidents, to include ordering evacuations, in–place sheltering, and necessary actions to contain the spill or release.

3. The municipal fire departments will retain the role of Incident Commander (IC) until the immediate threat to public safety is abated. Thereupon, the on–scene IC will normally be turned over to the responsible party (spiller) who has primary responsibility for cleanup of the spill/release (under the direction of the Wisconsin Department of Natural Resources).

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
Pre-Emergency	Work with the Office of Emergency Management and the LEPC to: 1. Maintain this Emergency Support Function (ESF). 2. Schedule drills, exercises. 3. Develop emergency action checklists. 4. Maintain information on facilities with extremely hazardous substances. 5. Maintain a hazardous materials response team capability.
Emergency	1. Receive notice of hazardous materials incident(s). 2. Identify, locate hazardous materials incident site(s). 3. Activate essential ESF services. 4. Activate Waukesha County EOC, if appropriate. • Send a representative to the EOC if activated. 5. Assess incident to determine level of response required. 6. Issue warnings and/or notifications to populations at–risk. 7. Notify emergency personnel, including medical facilities, of dangers and

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
	anticipated casualties and proper measures to be followed. 8. Manage contaminated causalities. 9. Address environmental impacts. 10. On–Scene Response Activities: a. Dispatch hazardous materials response team. b. Establish on–scene command post. c. Determine and assess type(s) of hazard, impacts and site boundaries. d. Apply countermeasures, i.e. control ignition sources, stop releases, contain spills, control vapors, to limit spread of hazardous materials. Establish control zones and decontamination measures. e. Perform emergency rescue. f. Provide medical treatment as necessary. g. Fight fires. h. Protect the lives and safety of the citizens and first responders. i. Identify the most appropriate decontamination and/or treatment for victims. j. Ensure emergency responders properly follow protocol and have appropriate protective gear. k. Determine and implement public safety measures, e.g. warning, evacuation, shelter–in–place. l. Activate County Terrorism Response Plan, and make contact with Terrorism Warning Point if CBRNE/WMD event is suspected to be resulting from intentional act. m. Preserve as much evidence as possible to aid in the investigation process.
Emergency Operations Center (EOC)	1. Staff ESF # 10 position in the EOC. 2. Identify incident sites requiring HazMat response services. 3. Notify WEM Duty Officer: a. Provide information on damages, status of HAZMAT response systems. b. Request additional HAZMAT response resources, as needed. 4. Determine present and future need for on–scene resources: a. Communications. b. Warning. c. Search and rescue. d. Emergency medical. e. Heavy rescue. f. Evacuation. g. Mass casualty transportation. h. Mobile shelter. i. Transport of emergency responders and resources. j. Other Logistics, such as food, water, emergency power, lighting, etc. 5. Obtain, coordinate HazMat response resources as requested by field incident commanders.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE DEPARTMENTS	
	6. Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct hazardous materials operations Including protective actions, such as evacuation and/or sheltering–in–place. 7. Establish contact/coordinate with appropriate State and Federal agencies. 8. Request mutual aid, as requested. 9. Sources for resources can include: a. Mutual aid. b. State and Federal Agencies. c. Private contractors. 10. Coordinate hazardous materials cleanup activities with the appropriate tasked organizations. 11. Coordinate activities of private cleanup companies. 12. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 13. Ensure on–scene recovery activities are completed to include: a. Transfer of product. b. Clear wreckage. c. Cleanup environment. d. Identification of a disposal site. e. Dispose of waste. f. Move contaminated materials. g. Decontaminate response equipment. h. Provide medical monitoring of personnel. 14. Provide initial response and assessment (to level of training) of HazMat incidents and coordination with local and regional HazMat Teams. 15. Maintain community right–to–know data base. 16. Provide rehab, communications and other support.
Recovery Actions	1. Provide information to support agencies on existing level of contaminants and other safety issues for population relocation. 2. Coordinate with DNR to ensure proper completion of clean up and disposal of contaminated materials.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Department of Health & Human Services (DHHS)	1. Identify needed public health resources and facilitate their receipt/ deployment. 2. Conduct surveillance on exposed individuals.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	3. Provide public health information. 4. Provide personnel, equipment, supplies and other resources necessary to aid the hazardous materials response with information regarding public health issues arising from the release of the hazardous materials. 5. Provide expertise and guidance in remediation of the affected sites.
Emergency Management	1. Make required notifications to state and federal authorities. 2. Document actions/events. 3. Provide a resource management system to ensure appropriate resources are provided to the Incident Commander at the scene of an emergency (specialists, containment materials, etc.). 4. Provide emergency information (through PIO) regarding public protective actions.
Environmental Clean Up Contractors	1. Provide environmental clean up, disposal and remediation services.
Facilities: Public/Private	1. Submit chemical inventories, reports, plans, etc. to the Local Emergency Planning Committee (LEPC) and the local Fire Departments. 2. Cooperate with local officials in developing and reviewing emergency plans. 3. Report any actual or potential releases immediately. 4. Provide immediate response to the scene with trained personnel and equipment to contain, clean up and decontaminate the affected area as requested. 5. Establish contact with the Fire Incident Commander with information pertinent to the emergency.
Hospitals	1. Provide personnel, equipment, supplies and other resources necessary to aid in the treatment of the injured or contaminated victims.
Law Enforcement Agencies	1. Provide support to Incident Commander as requested. Actions can include: a. Enforce the perimeter established by the Fire IC. b. Implement evacuation as requested by the Fire IC. c. Provide security of evacuated area, traffic rerouting, and re–entry. d. Upon request, provide security for command post, media areas, etc.
Medical Services	1. Provide emergency medical care resources as requested.
Public Works	1. Support on–scene operations with personnel, equipment, supplies as requested. 2. Assist Fire Department with containment and diking. 3. Provide traffic control devices and advice on evacuation routing.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
ATTACHMENTS	None.
REFERENCES	1. Comprehensive Emergency Response Plan (CERP – Also known as Countywide Hazardous Materials Plan). 2. Hazardous Materials Response Contract with City of Waukesha. 3. Pipeline Map. 3. Wisconsin Hazardous Materials Response System Guidance.

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Emergency Support Function (ESF) # 11

Agriculture & Natural Resources

Preface

When incidents involve or impact food, agricultural, cultural or natural resources local government must be ready to:

a. **Control and eradicate or manage foreign animal diseases (including infectious, non-infectious and zoonotic diseases);**
b. **Control and eradicate or manage exotic plant diseases;**
c. **Control and eradicate or manage exotic pest infestations;**
d. **Assurance of food safety and nutrition assistance;**
e. **Protect natural and cultural resources and historic properties (NCH) resources prior to, during, and/or after an disaster coordinate with State Historical Society.**

Primary Agency

Utilities, Pipeline – Environmental Health
Department of Health & Human Services (DHHS)
University of Wisconsin - Extension

Emergency Operations Center ESF # 11 – Agriculture & Natural Resources

Waukesha County Emergency Operations Center

AGENCIES

Primary

Utilities, Pipeline – Environmental Health
Department of Health & Human Services (DHHS)
University of Wisconsin - Extension

Support

American Red Cross
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)
Clerk/Treasurer (EOC Finance/ Administration Section)
Emergency Management
Fire Departments/EMS
Highway Departments
Law Enforcement Agencies
Local Cooperative Extension Service
Local Food Producer/ Processors
Wisconsin Veterinary Corps/Humane Society

State of Wisconsin

Primary Agency

- WI DATCP – WI Department of Agriculture, Trade & Consumer Protection

Support Agencies

- UW VDL – University of Wisconsin Veterinary Diagnostic Lab
- UW-EXT – University of Wisconsin – Extension
- WEM – WI Emergency Management
- WHS – WI Historical Society
- WI DHS – WI Department of Health Services
- WI DMA – WI Department of Military Affairs
- WI DNR – WI Department of Natural Resources
- WI DOA – WI Department of Administration
- WI DOT – WI Department of Transportation
- WI DPI – WI Department of Public Instruction
- WI SLH – WI State Hygiene Lab
- WI SP – WI State Patrol
- WI Veterinary Corps

Federal

Primary Agencies

- Department of Agriculture
- Department of the Interior

Support Agencies

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Environmental Protection Agency
- General Services Administration
- National Archives and Records Administration
- U.S. Postal Service
- Advisory Council on Historic Preservation
- American Red Cross
- Heritage Emergency National Task Force

Likely Agency Activities

- Ensure, in coordination with ESF # 8, that animal/ veterinary issues in natural disasters are supported.

(Likely Agency Activities Continued)

- Provide nutrition assistance to include working with state agencies to determine nutrition assistance needs, obtain appropriate food supplies, arrange for delivery of the supplies, and authorize the Disaster Food Stamp Program.
- Respond to animal and plant diseases and pests. Includes implementing an integrated federal, state, tribal, and local response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, or an outbreak of a harmful or economically significant plant pest or disease.
- Ensure the safety and security of the commercial food supply to include: food safety inspections to ensure the safety of food products; inspection of slaughter and processing plants; products in distribution and retail sites, and import facilities at ports of entry; laboratory analysis of food samples; control of products suspected to be adulterated; plant closures; food borne disease surveillance; and field investigations.
- Protect Natural & Cultural Resources and Historic Properties (NCH) resources. Includes appropriate response actions to preserve, conserve, rehabilitate, recover, and restore NCH resources.
- Supports federal ESF #6, ESF #8; ESF #9 ESF #14 to provide for the safety and well-being of household pets.

Emergency Support Function (ESF) # 11

Agriculture & Natural Resources

A. PURPOSE.

1. To coordinate and support local efforts to respond effectively to an incident involving agriculture, food, natural or cultural resources and provide a process to integrate State and federal ESF # 11 response/recovery actions.

B. POLICIES.

1. Waukesha County ESF # 11 coordinates the response and recovery activities of Waukesha County with local, state, federal and private agencies during an incident that involves agricultural and/or natural or cultural resources.

State Agency Policies As Related To ESF # 11:

2. The Department of Agriculture, Trade and Consumer Protection has broad authority to investigate and control animal diseases, investigate and eradicate plant infestations, and exotic pest species, and to ensure the safety of our food supplies through inspections and other activities. These authorities are found in chapters 93, 94, 95, and 97, WI Stats. Among other things, the department may test animals, regulate imports and movement of animals and plants and impose quarantines on diseased plants and animals. Detailed authorities are listed in Appendix 1.

3. The Wisconsin Department of Natural Resources has authority for natural resources, wildlife that may be affected by a foreign animal disease, and environmental regulations for activities conducted as part of ESF 11, including carcass management and incineration. The authorities are found in Chapters 1, 23, 29, 95, 254, 283, 285, 289 and 291 of the Wisconsin Statutes.

4. The Wisconsin Historical Society duties and responsibilities include serving as the principal historic preservation agency of the state, identification of historic and archeological sites, review of federal and state funded, licensed, and permitted activities that affect cultural and historic properties. Their general responsibilities related to cultural and historic resources are listed in s.44.34, Wis. Stats. 44.34. Cooperation with other state agencies is found in s. 44.39 and 44.40, Wis Stats. Protection of human burials from disturbance is found in s. 157.70, Wis. Stats.

5. The Department of Public Instruction (DPI) duties and responsibilities include: maintaining liaison with the American Red Cross to coordinate resources in a presidentially declared disaster to provide relief through release of USDA commodities for congregate feeding. DPI may determine that a situation warrants the use of USDA commodities for congregate or household distribution, without a presidential declaration. The DPI

may coordinate with the Red Cross to the extent funds are available for replacement of the commodities. The general powers and duties of the Wisconsin Department of Health and Family Services are listed in Wisconsin State Statute 250.04. The department may require isolation of patients, quarantine of contacts, concurrent and terminal disinfection or modified forms of these procedures as provided by Wisconsin State Statute 252.06. Additional authority to protect public safety in the case of communicable disease can be found in Wisconsin State Statutes 252.18, 252.19 and 252.21.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
UTILITIES, PIPELINE – ENVIRONMENTAL HEALTH; DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); UNIVERSITY OF WISCONSIN - EXTENSION	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Develop, revise and/or maintain standard operating procedures and other plans and procedures as necessary for the ESF 11 operations. 3. Develop and conduct training and exercise programs involving ESF 11 functions. 4. Develop and maintain a contact list of agencies and organizations involved with ESF # 11 operations, including staff and staff support rosters. 5. Develop and maintain ESF # 11 resource lists, including a contact notification list with essential information included, such as resources location address, telephone, cellular and facsimile numbers, and email addresses. 6. Ensure that copies of all necessary ESF # 11–specific emergency manuals, plans and procedures, and other reference materials are located in the County Emergency Operations Center. 7. Develop and maintain a database of trained professionals and volunteers throughout the county who can be called on to help with emergencies involving food, agriculture, natural and cultural resources. These staff members and external resources may be contacted and notified by the appropriate lead for the incident. 8. Assist municipalities in the preparation and development of food and agriculture response plans, as well as plans for natural and cultural resources, as deemed necessary. 9. Plan, conduct and evaluate public education programs for prevention, preparedness, response and recovery. 10. Assist in the maintenance and expansion of programs such as the Wisconsin Veterinary Corps at the county/local level to prepare volunteers for terrorism incident support for food and agriculture incidents. 11. Support coordination and cooperation between governmental, private sector and non–governmental agencies to facilitate response efforts.
Emergency	1. When notified, report to the EOC.
Emergency Operations Center	1. Staff ESF # 11 position in the EOC. 2. County ESF # 11 staff will support response activities for the control and eradication of a foreign animal disease in Waukesha County and the State of

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
UTILITIES, PIPELINE – ENVIRONMENTAL HEALTH; DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); UNIVERSITY OF WISCONSIN - EXTENSION	
(EOC)	Wisconsin through coordination with DATCP and the USDA – Animal and Plant Health Inspection Service – Veterinary Services (APHIS – VS), and the Department of Natural Resources (DNR). 3. Provide technical advice to the County EOC on matters related to the containment and eradication of any foreign animal disease. Provide support and technical assistance and coordination assistance to county and local emergency managers, tribal managers. 4. Maintain liaison with local, county and tribal government and NGOs service agencies. 5. Work with Public Health Division to issue advisories and protective action recommendations to the public as necessary. Provide accurate, consistent and timely information to the public. 6. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Continue coordination/monitoring of the management of plant and animal disease and pest infestations, food safety, and NCH resources. 2. Continue to maintain liaison with local, county and tribal government to manage volunteer service response activities. 3. Continue to coordinate services to farmers affected by an incident through the Farm Center Helpline and Farm Center staff.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Coordinate sheltering operations with feeding operations at specified sites. 2. Identify and assess the requirements for food and distribution services on a two–phase basis: critical emergency needs immediately after the disaster, and longer–term sustained needs after the emergency is over. 3. Coordinate the food distribution efforts of other NGOs.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Coordinate with State Medical Reserve Corps veterinary resources and Wisconsin Animal Response Corps.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Clerk/Treasurer (EOC Finance/ Administration Section)	1. Coordinate the documentation of all disaster related expenses such as personnel time, overtime, equipment usage, in–kind or stocked materials, etc. and follow accepted accounting procedures.
Emergency Management	1. Receive an early alert of a suspected disease from DATCP officials should the health evaluation warrant it. 2. Activate EOC if warranted. 3. Coordinate requests for additional support, communicate with and advise the chief elected officials and WEM of local conditions and activities.
Fire Departments/EMS	1. Within limits of training and equipment, provide assistance with decontamination, hazardous material and protection as required by the Veterinary Emergency Team. 2. Provide EMS services as requested.
Highway Departments	1. Respond to requests for traffic control in the quarantine zone. 2. In support of the Law Enforcement Agencies identify the sustainability of roads and bridges necessary for re–routing traffic from the quarantine zone. 3. Assist by providing excavation and transportation equipment and operators to move soil, carcasses or debris as directed.
Law Enforcement Agencies	1. Receive an early alert of a suspected foreign animal or plant disease or pest infestation from officials at DATCP should the health evaluation warrant it. 2. Assume the command position for local Law Enforcement Agencies functions. 3. Provide the initial incident security to the personnel and the quarantine zone. 4. Provide communications support and coordinate local Law Enforcement Agencies response with support from the Wisconsin State Patrol and the National Guard if activated.
Local Cooperative Extension Service	1. As requested support emergencies involving food and agriculture.
Local Food Producer/ Processors	1. As requested support emergencies involving food and agriculture.
Wisconsin Veterinary Corps/Humane Society	1. Respond to local and state animal emergencies that exceed local or state capabilities. 2. Provide assistance with animal care and treatment, rescue, sheltering, mass casualty care, evacuation, vaccination, specimen collection, decontamination, euthanasia, necropsy, and other support activities.
ATTACHMENTS	None.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
REFERENCES	None.

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Emergency Support Function (ESF) # 12

Energy & Utilities

Preface

Critical energy and utility infrastructure such as electrical power, natural gas, fuel, drinking water, distribution and wastewater systems can be damaged or destroyed during catastrophic emergency events. This infrastructure is vital to support the health, safety and welfare of the public during emergency response.

Primary Agency

Public Works

Emergency Operations Center ESF # 12 – Energy & Utilities

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Public Works** **Support** **Community Development Agency (&/or Planning & Zoning)** **Department of Health & Human Services (DHHS)** **Law Enforcement Agencies** **Private Sector Fuel Suppliers** **Purchasing** **Telecommunications** **Utilities: Electric, Telephone, Gas** **Utilities: Natural Gas**	***Primary Agency*** • WI PSC – WI Public Service Commission ***Support Agencies*** • WEDC – WI Economic Development Corporation • WEM – WI Emergency Management • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOA – WI Department of Administration • WI DOT – WI Department of Transportation

Federal	
Primary Agency • Department of Energy ***Support Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Homeland Security • Department of the Interior • Department of Labor • Department of State • Department of Transportation • Environmental Protection Agency • Nuclear Regulatory Commission • Tennessee Valley Authority	***Likely Agency Activities*** • Collect, evaluate, and share information on energy system damage and estimations on the impact of energy system outages within affected areas. • Provide information concerning the energy restoration process such as projected schedules, percent completion of restoration, and geographic information on the restoration. • Facilitate the restoration of energy systems through legal authorities and waivers. • Provide technical expertise to the utilities, conducts field assessments, and assists government and private-sector stakeholders to overcome challenges in restoring the energy system.

Emergency Support Function (ESF) # 12

Energy & Utilities

A. PURPOSE.

1. Respond to and recover from shortages and disruptions in the supply and delivery of electricity, telecommunications, wastewater and County public utilities, and other forms of energy and fuels.

B. POLICIES.

1. The County Executive and Board of Supervisors may establish energy allocation, use and restoration priorities.

2. The County Executive and Board of Supervisors may establish and order energy conservation measures.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Identify local energy systems and providers. 3. Establish, maintain resource inventories. 4. Develop database of existing critical facility generators, noting type of fuel, quantity on hand, and generator load. 5. Develop database of reserve generators and develop procedures for acquiring and deploying same with personnel to critical facilities during power failures. 6. Develop procedures for assessing damages to local utility distribution systems. 7. Encourage mitigation practices at utility distribution facilities to reduce the potential effects of hazards on the utility's ability to deliver energy to local users. 8. Participate in drills, exercises. 9. Develop emergency action checklists. 10. Monitor public utility related issues to prevent a surprise public utility shortage. 11. Develop an operations plan for responding to public utilities shortages.
Emergency	1. When notified, report to the Waukesha County EOC. 2. Coordinate energy utility activities with the appropriate tasked organizations.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
Emergency Operations Center (EOC)	1. Staff ESF # 12 position in the EOC. 2. Determine condition, status of County energy and utility systems. a. Initiate damage assessment/recovery activities for local power, gas, water/ wastewater distribution systems. b. Determine possible affected areas, structures and resources needed for energy restoration. 3. Establish contact and coordinate with WE Energies and/or appropriate utility entity(ies). • Request that WE Energies and/or appropriate utility entity(ies) send a representative to Waukesha County EOC or provide liaison contact information. 4. Coordinate with support departments/agencies, to establish priorities and develop strategies for the initial response and restoration of utilities. 5. Coordinate the provision of energy materials, supplies, and personnel for the support of emergency activities being conducted by the Waukesha County EOC. 6. Communicate with and monitor County and utility response actions. 7. Maintain communication with utility representatives to determine emergency response and recovery needs. • Contact electric, gas, telephone, and water utilities serving the emergency area to obtain information about damage and/or assistance needed in their areas of operation. 8. Determine region's generating capacity, expected peak loads; expected duration of emergency event, explanation of utilities' actions; and recommendations of local agency actions in support of the utilities. 9. Provide assistance to local providers in locating and acquiring equipment necessary to restore local electrical and gas capabilities, and to restore the water/wastewater systems. a. Coordinate County government equipment and personnel as required to aid in this restoration. b. Procure needed resources to repair damaged energy systems. Such resources could include transportation to speed system repair as well as logistical support for utility field operations c. Work with local and state emergency organizations to establish priorities to repair damage to such systems. 10. Monitor the procedures followed by individual utilities during energy generating capacity shortages to ensure County–wide action and communication. 11. Determine present and future need for energy and utility resources. a. Coordinate with ESF # 6 Mass Care to identify emergency shelter power generation status/needs. b. Coordinate with support agencies and other ESF's with assistance in providing resources for emergency power generation.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	12. Receive and assess requests for aid from county, state and federal agencies, energy offices, energy suppliers, and distributors. 13. Obtain, coordinate energy and utilities resources as requested by field incident commanders. 14. Sources for resources can include: a. State and federal agencies. b. Private industry. 15. Establish, maintain contact with WEM Duty Officer. • Coordinate delivery of energy and utilities resources to affected areas. 16. Update the PIO with accurate assessments of energy supply, demand and requirements to repair or restore energy systems. • Inform PIO about generating capacity shortfalls. 17. Maintain accurate logs and other records of emergency responses. 18. Draft recommendations for after action reviews and other reports as appropriate. 19. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Coordinate the provision for resources to assist local, state and federal agencies in restoring emergency power and fuel needs. 2. Review recovery actions and develop strategies for meeting local energy needs. 3. Continue to monitor local, state and utility actions. 4. Coordinate restoring of utilities to all County buildings. 5. Participate in after–action briefings and develop after–action reviews. 6. Return organization and personnel to a state of operational preparedness.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Community Development Agency (&/or Planning & Zoning)	1. Act as Liaison with the business community for requests for restoration of utility services and / or repair of services.
Department of Health & Human Services (DHHS)	1. Provide emergency public information and protective actions related to public health issues. 2. Test and certify water potability.
Law Enforcement	1. Provide security of fuel storage facilities, retail stores and distribution facilities

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Agencies	/ vehicles.
Private Sector Fuel Suppliers	1. Respond to requests for restoration of utility services and / or repair of services. 2. Coordinate with the EOC to prioritize the needs for fuel restoration services. 3. Identify required support agencies, begin mobilization of resources and personnel, and prepare to activate and direct utility restoration resources according to priorities. 4. Coordinate and facilitate the provision of fuel supplies to the County in quantities necessary to provide support to the recovery effort and to maintain the basic fabric of the community. 5. Provide mobile fueling resources.
Purchasing	1. Identify sources and alternatives for fuel and electricity. 2. Maintain contact with vendors and maintain a list of resources.
Telecommunications	1. Assist in finding, obtaining, managing or distribution of resources. 2. Assist with the coordination of private utilities on the restoration of essential utility services within the County. 3. Restore utility system. 4. Source for heavy equipment.
Utilities: Electric, Telephone, Gas	1. Provide an assessment report on the status of systems and the impact of system outages. 2. Provide personnel, equipment, supplies, and other resources needed to restore systems critical to saving lives, protecting health, safety and property. 3. Provide the EOC with frequent updates as to the status of their systems. 4. Upon request and when possible, provide an agency representative to the Emergency Operations Center.
Utilities: Natural Gas	1. Provide an assessment report on the status of power systems and the impact of system outages. 2. Provide personnel, equipment, supplies, and other resources needed to restore power systems critical to saving lives, protecting health, safety and property. 3. Provide an assessment report on the status of natural gas systems and the impact of system outages. 4. Provide personnel, equipment, supplies, and other resources needed to restore natural gas systems critical to saving lives, protecting health, safety and property. 5. Upon request and when possible, provide an agency representative to the Emergency Operations Center.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
ATTACHMENTS	None.
REFERENCES	None.

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Emergency Support Function (ESF) # 13

Law Enforcement & Security

Preface

Emergencies may create circumstances where public safety and order are disrupted. Restoring order, protecting public safety and preventing crime is a vital component of the County's emergency response.

Primary Agency

Law Enforcement Agencies

Emergency Operations Center ESF # 13 – Law Enforcement & Security

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Law Enforcement Agencies** **Support** **911 Communications Center** **Ambulance Services, Public and Private** **ARES/RACES** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Correctional Facilities** **Fire Departments** **Information Technology** **Public Works**	***Primary Agency*** • WEM – WI Emergency Management ***Support Agencies*** • UW System Police & Security • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOA – WI Department of Administration • WI DOC – WI Department of Corrections • WI DOJ – WI Department of Justice • WI DOT – WI Department of Transportation • WI State Capitol Police

Federal	
Primary Agency • Department of Justice ***Support Agencies*** • All Federal departments and agencies possessing a public safety and security capability.	***Likely Agency Activities*** • Coordinate and provide law enforcement, public safety, and security capabilities and resources during potential or actual incidents requiring a coordinated federal response, includes, but not limited to, force and critical infrastructure protection, security planning and technical assistance, technology support, and general law enforcement assistance in both pre-incident and post-incident situations.

Emergency Support Function (ESF) # 13

Law Enforcement & Security

A. PURPOSE.

1. The overall coordination of the command and control of the County, state, and federal Law Enforcement personnel and equipment in support of emergency response and recovery operations.

2. This function provides for the timely and coordinated efforts of Law Enforcement personnel for public safety and protection. Activities which relate to evacuation, curfew, traffic management, crowd control, security and other extra–ordinary Law Enforcement functions are necessary to provide for the safety and welfare of the public within an emergency environment.

B. POLICIES.

1. The Waukesha County Sheriffs Department and municipal Law Enforcement will exercise lawful authority to save lives and property, enforce laws, and enforce emergency orders and regulations during emergencies/disasters.

2. The Incident Command System (ICS) will be employed at all emergency and/or disaster incidents.

3. A Law Enforcement oriented event is a situation where the primary response demand is the preservation of law and order and/or security.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
LAW ENFORCEMENT AGENCIES	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in drills, exercises. 4. Develop emergency action checklists. 5. Develop procedures and policies for use in dealing with civil disorders, terrorist activity, and other Law Enforcement intensive emergencies. 6. Develop, maintain mutual aid agreements.
Emergency	1. When notified of an emergency situation, send response teams/personnel, equipment, and vehicles to the emergency scene or other location, as requested. • Utilize lawful authority to maintain law and order.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
LAW ENFORCEMENT AGENCIES	
	2. Notify the EOC of the situation, if the original notification did not come from the EOC. 3. Manage Law Enforcement resources and direct Law Enforcement field operations. Duties may include: a. Enforce emergency orders. b. Provide mobile units for warning operations. c. Augment emergency communications. d. Direct and control traffic during emergency operations. e. Crowd control. f. First aid. g. Search and rescue. h. Support damage assessment activities. i. Deploy personnel to provide security for emergency teams (Fire and EMS) operating in hostile or potentially hostile environments. j. Provide security to key facilities: incident sites, critical facilities, damaged property, mass care/shelter sites and staging areas. k. Provide security in the area affected by the emergency to protect public and private property. l. Evacuation: • Assist in the evacuation of people at risk in and around the emergency scene. • Provide security, patrol evacuated areas. • Control access to the scene of the emergency or the area that has been evacuated. m. Support other public safety activities as required. n. Request assistance through the state Law Enforcement mutual aid system as necessary. 4. Hazardous Materials Response: a. Only personnel having proper training and equipment should be deployed to a hazardous material incident. b. Law Enforcement units responding to a hazardous material incident will ensure that they have a full understanding of the Incident Commander's assessment of the situation and that they take full and proper precautions to protect themselves. 5. When notified, report to the Waukesha County EOC.
Emergency Operations Center (EOC)	1. Staff ESF # 13 position in the EOC. 2. Ensure the operation of dispatch and reporting systems. • Provide alternate communication links if necessary. 3. Determine condition and status of Waukesha Law Enforcement resources. 4. Determine present and future need for Law Enforcement, security and other on–scene resources. 5. Coordinate activities with the National Guard, state Law Enforcement person-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
LAW ENFORCEMENT AGENCIES	
	nel, and/or federal military officials if such organizations are providing support in affected areas. 6. Organize and direct Law Enforcement activities. 7. Ensure public safety and welfare are being implemented through such actions as: a. Evacuation. b. Crowd control. c. Traffic control. d. Property protection. e. Security at designated facilities. f. Incident perimeter control. 8. Support damage assessment activities. 9. Coordinate security for: a. Government facilities. b. Evacuated areas. c. Supply distribution points. 10. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 11. Respond to mutual aid requests of other jurisdictions if requested. • Do not dispatch mutual aid until it is determined no threat exists in Waukesha County.
Recovery Actions	1. Return equipment and vehicles to pre–incident operational condition. 2. Document expenditures and provide to Finance Section 3. Participate in After Action Reviews.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
911 Communications Center	1. Assure needed radio systems continue to function.
Ambulance Services, Public and Private	1. Provide personnel, equipment, supplies, and other resources needed to assist in Law Enforcement operations.
ARES/RACES	1. Assist with primary or alternate emergency radio communications support as requested.
Citizens & Organizations	1. Assists with coordination of sheltering, feeding, and first aid of injured.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	2. Provide personnel, equipment, supplies, and other resources needed to assist in Law Enforcement activities.
Correctional Facilities	1. Provide Emergency Response Unit for public safety and crowd control. 2. Provide armory equipment available such as CS/CN gas, pepper spray, and electronic stun devices.
Fire Departments	1. Provide personnel, equipment, supplies and other resources needed to assist in Law Enforcement activities as requested. 2. Provide logistical support.
Information Technology	1. Support IAP development.
Public Works	1. Provide signs and other traffic control devices to support traffic control operations. 2. Deploy personnel to erect traffic barricades and signs as per prearranged plans or as requested. 3. Provide manpower, vehicles, equipment in support of police as requested.
ATTACHMENTS	None.
REFERENCES	1. Directory & Resource List. 2. Emergency Police Services Mutual Aid Directory. 3. Law Enforcement Canine Units. 4. State–wide Mutual Aid Agreement, as per State Statute. 5. SMART.

Emergency Support Function (ESF) # 14

Long Term Community Recovery

Preface

Recovery is both a short–term activity taken to return vital life support systems to minimum operating standards and a long–term activity designed to return people and areas affected by a disaster to pre–disaster or better conditions with mitigation projects. Recovery activities generally incorporate programs designed for implementation beyond the initial crisis period of an emergency or disaster, but may also be response oriented in nature. Examples of recovery activities provided by state and federal assistance include crisis counseling, damage assessment, debris clearance, decontamination, disaster insurance payments, disaster loans and grants, disaster unemployment assistance, public information, community outreach, temporary housing and reconstruction.

Primary Agency

Parks & Land Use – Planning & Zoning
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)

Emergency Operations Center ESF # 14 – Long Term Community Recovery

Waukesha County Emergency Operations Center

AGENCIES

Primary

Parks & Land Use – Planning & Zoning
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)

Support

American Red Cross
Assessor
Chief Elected Official(s)
Code Enforcement / Building Inspector
Community Development Agency (and/or Planning and Zoning)
Corporation Counsel
County Executive
County Public Information Officer (PIO)
Department of Health & Human Services (DHHS)
Disaster Recovery Manager
Economic Development
Emergency Management
Finance Department
Housing Authority
Human Services
Human Services, County
Law Enforcement Agencies
Parks & Land Use - GIS
Parks, Recreation and Cultural Resources
Public Works
Purchasing
Recovery Task Force
Risk Management
Utilities
Wisconsin State Historical Society

State of Wisconsin

Primary Agency

- WEM – WI Emergency Management

Support Agencies

- State Hazard Mitigation Team
- WEDC – WI Economic Development Corporation
- WHEDA – WI Housing & Economic Development Authority
- WHS – WI Historical Society
- WI DATCP – WI Department of Agriculture, Trade & Consumer Protection
- WI DCF – WI Department of Children & Families
- WI DHS – WI Department of Health Services
- WI DNR – WI Department of Natural Resources
- WI DOA – WI Department of Administration
- WI DOT – WI Department of Transportation
- WI DPI – WI Department of Public Instruction
- WI DWD – WI Department of Workforce Development
- WI OCI – WI Office of Commissioner of Insurance
- WI OJA – WI Office of Justice Assistance
- WI PSC – WI Public Service Commission
- WI VOAD – WI Volunteer Organizations Active in Disaster

Federal

Primary Agencies

- Department of Agriculture
- Department of Homeland Security
- Department of Housing and Urban Development
- Small Business Administration

Support Agencies

- Department of Commerce
- Department of Defense
- Department of Energy
- Department of Health and Human Services
- Department of the Interior
- Department of Labor
- Department of Transportation
- Department of the Treasury

(Support Agencies Continued)

- Environmental Protection Agency
- Corporation for National and Community Service
- Delta Regional Authority
- American Red Cross
- National Voluntary Organizations Active in Disaster

Likely Agency Activities

- May be activated for incidents that require a coordinated federal response to address significant long-term impacts (e.g., impacts on housing, government operations, agriculture, businesses, employment, community infrastructure, the environment, human health, and social services) to foster sustainable recovery.
- Support will vary depending on the magnitude and type of incident.

Emergency Support Function (ESF) # 14

Long Term Community Recovery

A. PURPOSE.

1. To support county, local, tribal, nongovernmental organizations (NGOs), the private sector and volunteer efforts to enable community recovery from the long–term consequences of an emergency or disaster. This support consists of available programs and resources to reduce or eliminate risk from future incidents, where possible.

B. POLICIES.

1. ESF # 14 policy and concept of operations applies to county agencies/organizations, tribal, local agencies, nongovernmental and NGOs for activities relating to potential or actual emergencies and disasters. It may include participation from private businesses.

2. Parks and Land Use – Planning and Zoning Division is the primary coordinating agency for ESF # 14 and has the authority to plan for and respond to disasters under Emergency Management in Chapter 323 of the Wisconsin Statutes. Additional authorization is contained in the Federal Disaster Relief and Emergency Assistance Act (Stafford Act–Public Law 93–288, the Disaster Relief Act of 1974, as amended by PL 100–707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act) and applicable Waukesha County Ordinances. Southeast Wisconsin COAD also has a coordinating responsibility through its affiliation with the Long Term Recovery Committee and Unmet Needs Committee.

    a. ESF # 14 support may vary depending on an assessment of incident impact, the magnitude and type of event and the stage of the response and recovery efforts.
    b. Provide support activities and services in defining and addressing risk reduction and long–term community recovery priorities in accordance with local, county, tribal, state and federal statutes, rules and regulations.
    c. ESF # 14 is designed to reduce duplication of effort and benefits, to the extent possible. This includes streamlining assistance, identifying recovery and mitigation measures to support state, local, county and tribal planning efforts.
    d. ESF # 14 will use forward–looking and market–based long–term community recovery and mitigation efforts, focusing on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigation of future impacts of a similar nature, when possible.
    e. ESF # 14 will use the post–incident environment as an opportunity to measure the effectiveness of previous community recovery and mitigation efforts.
    f. ESF # 14 will support the use of loss reduction building science expertise for the rebuilding of critical infrastructure (e.g., in repairing hospitals or emergency operation centers to mitigate for future flooding or tornado risks).
    g. ESF # 14 coordinates activities with the following Emergency Support Functions: ESF # 3 (Public

Works), ESF # 5 (Information, Analysis and Planning) and transitions from ESF # 6 (Mass Care, Emergency Assistance, Housing and Human Services) and other ESFs, as necessary.

h. Parks and Land Use – Planning and Zoning Division, as lead coordinating agency, and the identified support agencies, particularly local municipal community development offices, will facilitate documentation with county, local and tribal governments in the damage assessment process for publicly and privately owned buildings and structures; and will facilitate documentation of the costs incurred by local governments in responding to an incident.

i. Parks and Land Use – Planning and Zoning Division and Southeast Wisconsin COAD, together with others as needed to oversee short and long term recovery efforts and initiatives, as identified in Waukesha County Hazard Mitigation Plan. The plans identify existing resources and tools to assist local governments to further mitigation at the local level. NGOs will assist with the long term recovery and mitigation to the extent possible and consistent with their responsibilities.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PARKS & LAND USE – PLANNING & ZONING; COAD / VOADS & NGOS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Lead local preparedness and pre–disaster recovery planning. 3. Facilitate preparation of pre–event disaster recovery plans commensurate with local risk and vulnerability for public organizations, private entities and individual households. 4. Lead a pre–disaster recovery planning process that is inclusive and accessible and facilitates emergency management practices that comply with all applicable laws, including civil rights laws. 5. Articulate recovery needs and priorities to facilitate support and collaboration with the state and federal governments, private and non–profit sector organizations. 6. Establish a process for reviewing, validating, and setting planning priorities. 7. Pre–identify a structure for managing recovery, including a local recovery coordinator or lead for managing recovery. 8. Establish agreements and mechanisms to address surge capacity needs. 9. Ensure plans, agreements, and mechanisms address the provision of disability related assistance & functional needs support services, 10. Ensure recovery–related dialogue includes and is accessible to all community groups. 11. Ensure plans incorporate worker safety and health.
Stabilization	1. Stabilization is the process in which the immediate impacts of an event on community systems are managed and contained, thereby creating an environment where recovery activities can begin. The various elements of a community system will stabilize on different time frames, leading to a situation in which response, stabilization, and restoration activities can occur concurrently. Stabilization includes such activities as: a. Providing essential health and safety services b. Providing congregate sheltering or other temporary sheltering solutions

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PARKS & LAND USE – PLANNING & ZONING; COAD / VOADS & NGOS	
	c. Providing food, water and other essential commodities for those displaced by the incident. d. Providing disability related assistance/functional needs support services. e. Developing impact assessments on critical infrastructure, essential services, and key resources. f. Conducting initial damage assessments. g. Conducting community wide debris removal, including clearing of primary transportation routes of debris and obstructions. h. Restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care. i. Establishing temporary or interim infrastructure systems. Supporting family reunification. j. Supporting return of medical patients to appropriate facilities in the area. k. Providing basic psychological support and emergency crisis counseling. l. Providing initial individual case management assessments. m. Providing security and reestablishing Law Enforcement Agencies functions. n. Building an awareness of the potential for fraud, waste and abuse, and ways to deter such activity, such as developing Public Service Announcements and publicizing ways to report allegations of waste, fraud and abuse. o. Begin assessment of natural and cultural resources. p. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Intermediate Recovery	1. Intermediate recovery activities involve returning individuals and families, critical infrastructure and essential government or commercial services back to a functional, if not pre–disaster state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. a. Continuing to provide individual, family–centered, and culturally appropriate case management. b. Providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long–term housing solutions. c. Returning of displaced populations and businesses if appropriate. d. Reconnecting displaced persons with essential health and social services. e. Providing supportive behavioral health education, intervention, including continuing to provide crisis, grief, and group counseling and support. f. Providing access and functional needs assistance to preserve independence and health. g. Updating hazard and risk analyses to inform recovery activities. h. Establishing a post–disaster recovery prioritization and planning process. i. Developing an initial hazard mitigation strategy responsive to needs

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PARKS & LAND USE – PLANNING & ZONING; COAD / VOADS & NGOS	
	created by the disaster. j. Ensuring that national and local critical infrastructure priorities are identified and incorporated into recovery planning. k. Developing culturally and linguistically appropriate public education campaigns to promote rebuilding to increase resilience and reduce disaster losses. l. Supporting capacity assessment of local, state, and tribal governments to plan and implement recovery. m. Complete assessments of natural and cultural resources and develop plans for long–term environmental and cultural resource recovery.
Long Term Recovery	1. Long–term recovery is the phase of recovery that follows intermediate recovery and may continue for months to years. Examples include the complete redevelopment and revitalization of the damaged area. It is the process of rebuilding or relocating damaged or destroyed social, economic, natural, and built environments in a community to conditions set in a long–term recovery plan. The goal underlying long–term redevelopment is the impacted community moving toward self–sufficiency, sustainability, and resilience. Activities may continue for years depending on the severity and extent of the disaster damages, as well as the availability of resources. a. Identifying of risks that affect long–term community sustainment and vitality. b. Developing and implementing disaster recovery processes and plans, such as a long term recovery plan and/or reflecting recovery planning and mitigation measures in the community's land use planning and management, comprehensive plans, master plans, and zoning regulations. c. Rebuilding to appropriate resilience standards in recognition of hazards and threats. d. Addressing recovery needs across all sectors of the economy and community, and addressing individual and family recovery activities and unmet needs. e. Rebuilding educational, social, and other human services and facilities according to standards for accessible design. f. Reestablishing medical, public health, behavioral health, and human services systems. g. Reconfiguring elements of the community in light of changed needs and opportunities for "smart planning" to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources. h. Implementing mitigation strategies, plans, and projects. i. Implementing permanent housing strategies. j. Reconstructing and/or relocating, consolidating permanent facilities. k. Implementing economic and business revitalization strategies.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PARKS & LAND USE – PLANNING & ZONING; COAD / VOADS & NGOS	
	l. Implementing recovery strategies that integrate holistic community needs. m. Implementing plans to address long–term environmental and cultural resource recovery. n. Ensuring there is an ongoing and coordinated effort among local, state, tribal, and federal entities to deter and detect waste, fraud and abuse. o. Identifying milestones for the conclusion of recovery for some or all non–local entities.
Post–Disaster	1. Organize, implement, modify and develop recovery plans as requested. 2. Ensure integrated efforts across government offices, the private sector, and nongovernmental organizations during the implementation phase of recovery projects and activities. 3. Lead effort in restoring local critical infrastructure and essential services, retaining businesses, and redeveloping housing that have been damaged, disrupted or destroyed by the disaster. 4. Lead outreach effort to all its constituents to support an inclusive post–disaster recovery planning process. 5. Manage recovery rebuilding in a manner which optimizes risk reduction opportunities and complies with standards for accessible design. 6. Lead local recovery planning effort to establish recovery vision and priorities. 7. Establish metrics to evaluate recovery progress and achievement of local disaster recovery objectives. 8. Communicate and coordinate with other levels of government involved in the recovery. 9. Receive and manage private, state, and federal grant resources; ensure effective and nondiscriminatory use of funds; and enforce accountability and compliance. 10. Ensure the safety and health of workers.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Assist with damage assessments. 2. Provide mass care services; individual immediate and long-term family services; post-event mitigation; referral support; and health and mental health services.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Assessor	1. Appraise properties and maintains records of property values. 2. Provide mapping and basic property information. 3. Assist with damage assessments. 4. Determine value of properties. 5. Assist with preparing damage assessment reports.
Chief Elected Official(s)	1. Develop policy and strategy, disseminate policy guidance and direction through the Disaster Recovery Manager. 2. Provide interface to the media and public. 3. Liaison with state and federal officials as required.
Code Enforcement / Building Inspector	1. Assist with damage assessments. 2. Inspect new and existing structures. 3. Enforce building and fire codes. 4. Facilitate the application of loss reduction for the rebuilding of critical infrastructure by using building, fire, and other appropriate codes to mitigate potential losses in the future. 5. Provide an emergency permitting plan to streamline the building permitting process in the event of disaster. 6. Determine whether repair or reconstruction of damaged structures will be allowed and under what conditions.
Community Development Agency (and/or Planning and Zoning)	1. Participate in the recovery and mitigation process by identifying any zoning changes needed. 2. Assist with preparing a redevelopment plan. 3. Recommend build back policies. 4. Recommend policies for redeveloping areas that have sustained repeated disaster damage. 5. Recommend policies that promote mitigation from future damage. 6. Recommend priorities for relocating and acquiring damaged property. 7. Review the nature of damages, identify and evaluate alternate program objectives for repairs and reconstruction, and formulate recommendations to guide community recovery. 8. Recommend zoning changes in damaged areas. 9. Recommend land areas and land–use types that will receive priority in the recovery and reconstruction process. 10. Help develop replacement–housing strategies. 11. Recommend restoration priorities. 12. Make recommendations for new ordinances, plans, codes, and /or standards to assist in recovery from future disasters. 13. Recommend any changes in the Comprehensive Plan, Land Use and Development Regulations, or any other ordinances which it deems necessary or advis-

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	able to prevent recurring damage or mitigate hazards.
Corporation Counsel	1. Provide legal analysis of the recovery program. 2. Review recovery plans and procedures. 3. Advise on recovery resolutions and/or ordinances. 4. Provide legal advice.
County Executive	1. May serve as the Disaster Recovery Manager (otherwise appoint). 2. Provide direction to the Disaster Recovery Manager to ensure implementation of recovery policy directives and strategic decisions. 3. Ensure continuity of government operations and services.
County Public Information Officer (PIO)	1. Preparing and release information about the County's recovery activities to the news media, affected community citizens, recovery personnel and other agencies and organizations. 2. Serve as a central point for distributing public information. 3. Coordinate distribution of information with 2-1-1, First Call For Help.
Department of Health & Human Services (DHHS)	1. Coordination of mental health services. 2. Provide ongoing systems and methods for community surveillance with the goal of mitigating and reducing the impacts from local or regional events that could affect public health. 3. Identify threats to public health during the recovery period and provide remedies.
Disaster Recovery Manager	1. Implement recovery policy directives and has overall management responsibility of recovery activities. 2. Ensure that the appropriate recovery support functions (RSFs) are identified and activated, that appropriate tasks are identified and prioritized, and that resources are applied within this priority framework. 3. Determine the organizational structure for recovery operations. 4. Formulate special committees and subcommittees as conditions may warrant. 5. Initiate recommendations for the enactment, repeal or extension of emergency ordinances and resolutions.
Economic Development	1. Prepare economic impact analysis. 2. Liaison with private sector (business and industry). 3. Recommend and implement an economic recovery program, focusing on local community needs. 4. Identify economic recovery assistance programs.
Emergency Management	1. Conduct and/or assigns preliminary damage assessment.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Make recommendations for restoring critical infrastructure. 3. Coordinate the Preliminary Damage Assessment, Public Disaster Assessment, and federal financial support. 4. Work with WEM, FEMA, VOAD, and local agencies to set up Disaster Recovery Center(s). 5. Inform disaster victims about the federal individual assistance programs that are available and how to make application. 6. Develop and review mitigation strategies and tactics used during the incident and apply them to the planning process.
Finance Department	1. Assist Emergency Management and other departments in tracking costs (disaster cost–tracking documentation system). 2. Assist Emergency Management in completing federal financial documents. 3. Provide a framework for implementing administrative and financial services necessary for disaster recovery.
Housing Authority	1. Administer federal housing funds granted in response to the incident. 2. Provide access at fair-market rental rates to vacant units in the buildings it owns. 3. Provide a limited number of Section 8 vouchers (rental subsidies) to disaster survivors meeting income criteria depending on funding and availability.
Human Services	1. Provide information to older adults and persons with disabilities on available services and help connect them to those services. 2. Provide case management to help older adults and disabled people remain independent and in their homes or living situations. 3. Provide input to Health Department on the coordination of mental health services for the public.
Human Services, County	1. Provide technical assistance and/or personnel to assist special population needs, on environmental health issues, communicable or infectious disease issues, radiological/nuclear issues, and bio-terrorism preparedness. 2. Provide expertise in long-term health, medical concerns and mental health services. 3. Use after-action reports during recovery to document social, cultural and health issues. 4. Address multiple levels of need: maintains continuity of care for the population with pre-existing mental illness conditions; meets the needs of first responders in the disaster area; meets the needs of evacuees, victims and others and plans for immediate post evacuation human services. 5. Work to provide access to stable housing for victims as it is central to effective continuity of core social services.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	6. Work with agencies to relieve stress on public services for local communities accepting evacuees. Stress intensifies as the disaster fades from public view and federal emergency funds recede. 7. Support FEMA Immediate and Regular Services Counseling Grants when needed and authorized.
Law Enforcement Agencies	1. Provide security in the area affected by the emergency to protect the public and private property. 2. Issue notifications of current restricted areas, curfew orders, travel restrictions, etc. 3. Develop plan, procedures for the timely reentry of essential response and recovery personnel, government officials, property owners, business owners, media, etc. to speed the recovery of the impacted local government(s) and its economy; and to provide uniform guidance following a large–scale disaster to law enforcement personnel who direct access into the impacted area.
Parks & Land Use - GIS	1. Provide GIS support to recovery planning.
Parks, Recreation and Cultural Resources	1. Assess impact of disaster or emergency on parks, recreation and cultural resources. 2. Coordinate on repair, stabilization and/or demolition.
Public Works	1. Provide heavy equipment and transportation. 2. Assist with debris removal. 3. Assist with damage assessments. 4. Provide road engineering. 5. Provide, coordinate repair and restoration of public infrastructure and services to return the public infrastructure and government services to pre–event levels or better.
Purchasing	1. Facilitate the acquisition of supplies, equipment, and services necessary to support recovery actions. 2. Ensure that all obligation documents initiated in the incident are properly prepared and completed. 3. Determine if normal competitive bidding procedures should be waived to expedite response and relief efforts. 4. Maintain responsible effort to foster competition for work; solicit proposals by phone or other means from more than one vendor.
Recovery Task Force	1. Oversee the recovery and reconstruction process, and to serve as an advisory committee to the Disaster Recovery Manager. 2. Identify mitigation opportunities, identify resources, and ensure maximum

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	control over the recovery process. 3. Prepare a recovery and redevelopment plan.
Risk Management	1. Advise the Disaster Recovery Manager on recovery safety issues. 2. Monitor and assess safety hazards or unsafe conditions for recovery personnel 3. Develop measures for assuring personnel safety. 4. Determine insured losses and uninsured losses. 5. Compile personnel injury claims/reports. 6. Process, manage jurisdiction insurance claims.
Utilities	1. Provide information regarding the current status of their respective services, as well as the estimated times of power or water supply restoration.
Wisconsin State Historical Society	1. Evaluate the extent and type of historic rehabilitation activities needed based upon assessments of damage. 2. Assist the Chief Building Official in related historic resource rehabilitation activities. 3. Provide information on historic resource rehabilitation and redevelopment in historic districts to interested parties to coordinate and maximize such efforts.
ATTACHMENTS	None.
REFERENCES	None.

Emergency Support Function (ESF) # 15

Public Information

Preface

Emergencies threaten life safety and disrupt normal life. Rapid dissemination of information to the public is essential for protecting health and safety before, during and after emergencies and informing the public of Waukesha County's emergency response efforts.

Primary Agency

County Executive
County Public Information Officer (PIO)

Emergency Operations Center ESF # 15 – Public Information

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **County Executive** **County Public Information Officer (PIO)** **Support** **American Red Cross** **Commercial Print Media** **Commercial Radio & Television Stations** **Department of Health & Human Services (DHHS)** **Departments, All County** **Emergency Management** **Fire Departments** **Law Enforcement Agencies** **National Weather Service** **Public Service Answering Points (PSAPs)** **School Districts**	***Primary Agency*** • WEM – WI Emergency Management ***Support Agencies*** • WI DATCP – WI Department of Agriculture, Trade & Consumer Protection • WI DHS – WI Department of Health Services • WI DMA – WI Department of Military Affairs • WI DNR – WI Department of Natural Resources • WI DOT – WI Department of Transportation • WI Governor's Office • WI SLH – WI State Hygiene Lab

Federal	
Primary Agency • Department of Homeland Security/Federal Emergency Management Agency ***Support Agencies*** • All ***Likely Agency Activities*** • Though the Joint Information Center (JIC), ensure the coordinated release of information.	***(Support Agencies Continued)*** • Coordinate federal actions to provide the required external affairs support to federal, state, tribal, and local incident management elements. Federal ESF #15 integrates Public Affairs, Congressional Affairs, Intergovernmental Affairs, Community Relations, and the private sector under the coordinating auspices of External Affairs. • Provide the resources and structure for the implementation of the federal Incident Communication Policy and Procedures (ICEPP).

Emergency Support Function (ESF) # 15

Public Information

A. PURPOSE.

1. To establish a system that gathers and disseminates emergency–related information through the media and directly to the general public. This does not include the Alert and Warning information covered in the Public Protection ESF # 22.

2. Ensure that sufficient Waukesha County assets are deployed to provide accurate, coordinated, and timely information to the public, the media, and local, state and federal governmental partners.

B. POLICIES.

1. It is the goal of the Waukesha County to release timely and accurate emergency information to the public in a cooperative manner with the media.

2. Waukesha County will coordinate emergency information releases with other Emergency Operations Centers (EOCs), and state/federal agencies.

3. The Public Information Officer through the County Chief of Staff and/or EOC Emergency Management:

   a. Manage all aspects of emergency public information through use of the Joint Information System protocols.
   b. Manage Waukesha Joint Information Center (JIC).

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
COUNTY EXECUTIVE; COUNTY PUBLIC INFORMATION OFFICER (PIO)	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Develop and deliver public education preparedness programs. 3. Prepare emergency information and instructions for release during emergencies. 4. Develop, maintain system to release timely emergency information and instructions. 5. Coordinate and maintain a working relationship with the media; particularly those who will disseminate emergency information to the public. • List and maintain available media resources (call letters, names, addresses, and telephone numbers) that will disseminate emergency information to the public.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
COUNTY EXECUTIVE; COUNTY PUBLIC INFORMATION OFFICER (PIO)	
	6. Establish a means to monitor and respond to rumors and social media platforms. 7. Designate an information center that will be the single, official point of contact for the media during an emergency. 8. Ensure ability to provide emergency information/instructions to hearing impaired and non–english speaking populations. 9. Participate in drills, exercises. 10. Develop emergency action checklists. 11. Provide periodic tests of the emergency alert system.
Emergency	1. Public Information Officer (PIO): When notified, report to the County EOC or incident scene as appropriate. 2. Activated by EOC to disseminate emergency information and instructions to the public. 1. Approves PIO news releases as appropriate.
Emergency Operations Center (EOC)	**PIO.** 1. Staff ESF # 15 position in the EOC. • Brief EOC management and staff on procedures/rules to release public information. 2. Assist with the dissemination of warning and emergency instructions. 3. Prepare official emergency public information: a. Gather information. b. Verify information for accuracy. c. Monitor media reports. d. Obtain appropriate approval prior to release of information. 4. Provide emergency public information: a. Coordinate releases to public. b. Inform the public about disaster damage, restricted areas, protection and care for companion animals, farm animals, wildlife, and available emergency assistance. c. Issue official emergency instructions and information to the public through all available means, including use of the mass notification system (MyStateUSA). 5. Establish communication links with local media. 6. Respond to media inquiries. 7. Monitor and respond to rumors. 8. Schedule news conferences. 9. Designate an information center where media representatives can be briefed, compose their news copy, and have telecommunications with their newspaper or station. 10. Establish, maintain contact with State EOC and WEM Duty Officer: a. Coordinate emergency information efforts.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
COUNTY EXECUTIVE; COUNTY PUBLIC INFORMATION OFFICER (PIO)	
	b. Participate in, coordinate with state and federal Joint Information Centers. 11. Maintain documentation: clip articles, log, and maintain list of releases sent. 12. Provide technical support to access TV cable system. 13. Gain appropriate approval. **Public Communications** 1. Coordinate messages from the various response agencies and establish a Joint Information Center (JIC). 2. Gather information on the incident. 3. Provide incident related information through the media and other County sources to individuals, families, businesses, and industries directly or indirectly affected by the incident. 4. Use a broad range of resources to disseminate information. 5. Monitor the news coverage to ensure the accuracy of the information being disseminated. 6. Handle appropriate special projects such as news conferences and press operations for incident area tours. 7. Oversee the key function of media relations. 8. Establish a call center. 9. Identify and coordinate with the community leaders and neighborhood groups to assist in the rapid dissemination of information, identify unmet needs, and to establish an ongoing dialogue and information exchange. **Community Relations.** 1. Determine the need for establishing a citizens hotline or other modes of communication if warranted. **Governmental Affairs.** 1. Establish contact with the elected and appointed officials representing affected areas to provide information on the incident. 2. Be prepared to arrange an incident site visit for these officials and their staffs. 3. Respond to inquiries. **Office of Emergency Management.** 1. Advises County Executive on when to disseminate emergency information/ instructions to public. 2. Assist PIO with news releases and rumor control. 3. Liaison with other Emergency Management Agencies and State EOC/WEM DO. 4. Activate public information activities as dictated by the situation. 5. Request activation of the EAS and NOAA Radio systems as required (EOC activation).

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
COUNTY EXECUTIVE; COUNTY PUBLIC INFORMATION OFFICER (PIO)	
	6. Activate MSRC Media Security Reliability Council as appropriate to provide emergency public information. 7. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Establish recovery JIC to serve as a central point for distributing public information 2. Prepare and release information about the disaster incident to the news media, affected community citizens, response personnel and other agencies and organizations. 3. Coordinate press releases and bulletins with the state and federal Joint Information Center (if established). 4. Coordinate with federal Community Relation Teams. Maintain contact through the federal/state Disaster Field Office. 5. Keep government employees and citizens continuously informed about recovery issues and changes in the recovery process. 6. Ensure outreach to non–English speaking population. 7. Conduct community forums and workshops; Liaison with community organizations. 8. Publicize Redevelopment Plan Policies.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Assist with emergency information dissemination.
Commercial Print Media	1. Assist with emergency information dissemination.
Commercial Radio & Television Stations	1. Assist with emergency information dissemination.
Department of Health & Human Services (DHHS)	1. Provide consultation, resource material, etc., related to: a. Emergencies caused by public health events including pandemic influenza, other emerging infectious diseases or acts of bioterrorism. b. Other emergencies that have the potential to threaten the public's health. 2. Distribute approved information to the public using text messaging, email or other systems.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Departments, All County	1. Coordinate with emergency operations related news releases emanating from other departments during the disaster and post–disaster time period should be coordinated with local PIO by the Emergency Operations Center prior to release. 2. Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information including establishing the call center. 3. Provide advice on message content.
Emergency Management	1. Distribute approved information to the public using text messaging, email or other systems.
Fire Departments	1. Assist Public Information Officer (PIO) with information dissemination.
Law Enforcement Agencies	1. Assist Public Information Officer (PIO) with information dissemination. 2. Provide security for the JIC and/or media briefing areas as necessary.
National Weather Service	1. Activate NOAA Weather Radio Network as dictated by situation. 2. Activates NOAA Radio Network for non–weather regional emergencies.
Public Service Answering Points (PSAPs)	1. Assist Public Information Officer (PIO) with information dissemination.
School Districts	1. Provide personnel, equipment, supplies and other resources necessary to assist in the distribution of information including assisting with the public information officer's duties. 2. Provide the EOC Public Information Officer with frequent updates as to the status of public information activities. 3. Distribute approved information to the public using text messaging, email, the schools web site or other systems.
ATTACHMENTS	None.
REFERENCES	1. Alert List. 2. News Media – Resources.

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Emergency Support Function (ESF) # 16

Hospital & Medical Services

Preface

A major event would rapidly impact local government's resources and abilities to provide medical services. Hospital and medical facilities may be severely damaged or destroyed resulting in a medical and pharmaceutical supplies/equipment shortage. Persons who are not injured, but require daily medication, would have difficulty in obtaining necessary medication due to the damage or destruction of supply locations. Injuries and health conditions will be complicated by the impact to EMS, as well as overwhelming demand for pharmaceutical supplies.

Primary Agency

Department of Health & Human Services (DHHS)
Fire Departments
Medical Services

Emergency Operations Center ESF # 16 – Hospital & Medical Services

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Department of Health & Human Services (DHHS)** **Fire Departments** **Medical Services** **Support** **Attending Emergency Room Physicians** **Clinics** **Emergency Management** **Emergency Medical Services** **Hospitals** **Law Enforcement Agencies** **Medical Examiner** **Military – National Guard** **Public Service Answering Points (PSAPs)** **School Districts**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal **NOTE: Though there is no Federal ESF # 16, likely support from Federal ESF # 8 includes:**	
• Provide supplemental assistance to state, tribal, and local governments in the following core functional areas: – Assessment of medical needs – Medical care personnel – Medical equipment and supplies – Patient evacuation – Patient care	– Safety and security of drugs, biologics, and medical devices – Blood and blood products – All-hazard medical consultation, technical assistance, and support – Public medical information

Emergency Support Function (ESF) # 16

Hospital & Medical Services

A. PURPOSE.

1. Identify, manage and organize the response of emergency medical care resources. Act as the liaison between local, state and federal agencies in the coordination of emergency response and emergency medical support.

B. POLICIES.

1. Waukesha County endeavors to assure the highest level quality of care possible given to its citizens. However, emergency measures to protect life and health during disasters in all likelihood will be exclusively dependent upon local and area resources. Austere conditions may limit the amount and quality of care.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); FIRE DEPARTMENTS; MEDICAL SERVICES	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in drills, exercises. 4. Develop emergency action checklists. 5. Maintain mutual aid agreements.
Emergency	1. Respond to the emergency scene with emergency medical personnel and equipment. 2. Upon arrival at the scene, assume appropriate role in the Incident Command System (ICS). If ICS has not been established, initiate in accordance with the Waukesha County emergency management system and report implementation to the EOC. 3. Triage, stabilize, treat, and coordinate transport of the sick and injured with area hospitals. 4. Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.), and radio or telephone communications with area hospitals, as appropriate. a. Provide early notification to the hospital radio net on potential mass casualty incidents. b. Use of WITRAC. 5. Direct the activities of private, volunteer, and other emergency medical units,

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); FIRE DEPARTMENTS; MEDICAL SERVICES	
	and of bystander volunteers as requested. 6. Evacuate patients from affected hospitals and nursing homes if necessary. 7. Isolate, decontaminate, and treat victims of hazardous chemical or infectious diseases, as requested. 8. When notified, report to the Waukesha County EOC.
Emergency Operations Center (EOC)	1. Staff ESF # 16 position in the EOC. 2. Determine condition, status of Waukesha County hospital and medical resources. 3. Determine present and future need for hospital and medical resources. a. Determine need for additional personnel to include Multiple Casualty Incidents. b. Determine coordination needed regarding functional needs shelters. c. Examine need for medical equipment and supplies. d. Ascertain need for patient evacuation. 4. Coordinate medical support for shelters. 5. Coordinate medical personnel at functional needs shelters as requested. 6. Coordinate the medical resources to include: a. Ambulance vehicles and transportation. b. Medical personnel. c. Medical equipment and supplies. d. Logistical support. e. Administrative and clerical support. 7. Obtain, coordinate medical resources as requested by field incident commanders, including: a. Provision for pre–hospital and hospital emergency medical care. b. Assist in identification, coordination and mobilization of medical equipment, supplies and personnel. 8. Sources for resources can include: a. Mutual aid. b. State EOC. c. American Red Cross. d. Hospital and clinics. e. Military (disaster medical assistance teams). f. Private sector (FEMA, physicians, dentists and veterinary offices). g. DMAT1. 9. Coordinate assistance to the Medical Examiner in victim identification and mortuary services. 10. Establish, maintain contact with State EOC through the EOC Coordinator. a. Provide information on damages, status of Waukesha hospital and medical system. b. Request additional medical resources as requested. 11. Evaluate mutual aid requests and determine which can be filled.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); FIRE DEPARTMENTS; MEDICAL SERVICES	
	12. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Continue providing essential medical care services. 2. Assist Recovery Operations; Identify barriers to recovery. 3. Assist restoration of the area's medical care delivery capacity. 4. Support Operations to provide pre–hospital medical care and health services. 5. Support USAR as requested. 6. Support DMAT as requested. 7. Maintain activity journal and documentation of labor, supplies and equipment. 8. Document damaged apparatus and equipment. 9. Maintain activity journal.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Attending Emergency Room Physicians	1. Provide medical control for field operations as per county protocols.
Clinics	1. Provide medical care for those injured or ill. 2. Coordinate with EMS and other health providers on patient care capacity. 3. Work with Public Health Division on community health issues.
Emergency Management	1. Activate the EOC, if necessary. 2. Coordinate personnel, material, supplies, transportation, hazard mitigation, security, communications, public information, and other resources and support as necessary. 3. Ensure the orderly coordination of resources in response to EMS needs as communicated from the field. 4. Coordinate the training and revision of county EMS response plans.
Emergency Medical Services	1. Develop internal plans and standard operating procedures. 2. Respond to EMS calls. 3. Assign a Medical Transportation Officer (On Scene): a. Stage ambulance and other medical transportation vehicles. b. Assign victims to vehicles. c. Direct loaded vehicles to specific patient care facilities. 4. Responsible for triage and appropriate on–scene treatment. 5. Transport casualties to the designated medical facilities.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	6. Provide air ambulance service.
Hospitals	1. Receive notification of a disaster situation; initiate the appropriate disaster plan. 2. Receive incoming patients. 3. Serve as Medical Command Hospital.
Law Enforcement Agencies	1. Provide basic first–aid assistance and scene security. 2. Maintain law and order through traffic and crowd control. 3. Provide security for vital facilities and supplies. 4. Control access to operating scenes and vacated areas. 5. Notify emergency response agencies of evacuating danger areas, where appropriate.
Medical Examiner	1. Coordinate and direct all Medical Examiner related services within the county. 2. During the period of crisis, uses individuals who have been trained as Deputy Medical Examiners or recruited from area mortuaries. 3. Responsible for the final disposition of the dead, identifying remains and arranging for their transportation.
Military – National Guard	1. Provide personnel and equipment from medical evacuation and hospital units. 2. Provide helicopters and crews for use in evacuation of casualties or transport of supplemental personnel and supplies.
Public Service Answering Points (PSAPs)	1. Dispatch the appropriate EMS unit in whose primary service area a disaster occurs
School Districts	1. Provide shelter facilities for large numbers of injured or displaced people.
ATTACHMENTS	None.
REFERENCES	1. Map – Rescue Area (Ambulances). 2. MABAS Agreement. 3. EMS Resource List. 4. SURGE WHEPP. 5. Waukesha County Emergency Preparedness Committee Resource Matrix.

Emergency Support Function (ESF) # 17

Volunteer & Donation Management

Preface

Emergencies may create an influx of volunteers wishing to aid in the emergency response as well as of donations (both money and goods) intended to aid the survivors of the emergency. Manage masses of "solicited and/or unsolicited goods, undesignated cash donations, and large numbers of affiliated and unaffiliated (spontaneous) volunteers solicited and/or unsolicited goods, undesignated cash donations, and coordinate large numbers of affiliated (spontaneous) volunteers.

Primary Agency

Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)

Emergency Operations Center ESF # 17 – Volunteer & Donation Management

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Support** **American Red Cross** **ARES/RACES** **Community Leaders** **Corporation Counsel** **County Public Information Officer (PIO)** **Department of Health & Human Services (DHHS)** **Departments, All County** **Emergency Management** **Fire Departments** **Human Resources** **Information Technology** **Law Enforcement Agencies** **Medical Reserve Corps** **Parks and Land Use** **Public Works** **Purchasing** **Salvation Army**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal (NRF Annex)	
Coordinating Agency • Department of Homeland Security/Federal Emergency Management Agency ***Cooperating Agencies*** • Department of Agriculture • Department of Health and Human Services • Department of Homeland Security • Department of State • Department of Transportation	***(Cooperating Agencies Continued)*** • Corporation for National and Community Service • General Services Administration • U.S. Agency for International Development • USA Freedom Corps • National Voluntary Organizations Active in Disaster ***Likely Agency Activities*** • Support state governments in the management of masses of unaffiliated volunteers and unsolicited donated goods.

Emergency Support Function (ESF) # 17

Volunteer & Donation Management

A. PURPOSE.

1. The purpose of this ESF is to define the organization, operational concepts, responsibilities and procedures to accomplish volunteer and donations management requirements. The ESF is designed to include coordination of solicited and/or unsolicited goods, undesignated cash donations, and large numbers of affiliated and unaffiliated (spontaneous) volunteers.

B. POLICIES.

1. Local government typically bears primary responsibility for responding to those seeking to help and directing them to appropriate disaster agencies and organizations.

2. The role of Waukesha County government in donated goods and volunteer management is to ensure that an organized, equitable, and thorough disaster support is rendered to affected citizens.

3. Local government has primary responsibility for the coordination and management of unsolicited goods and spontaneous volunteers.

4. Local government is ultimately in charge of the donations management system. Federal/State government, international organizations and WI–VOAD/NVOAD activities are always in support of local government.

5. The management of volunteers and donations requires a united and cooperative effort during all phases of disaster by local government, NGOs, community and faith–based organizations, the business sector, and the donor community.

6. Not all volunteers, registered, affiliated or spontaneous, may be utilized during a particular disaster. Deployment of volunteers is based on the size and type of disaster as well as the skills needed by officials to mount an effective response and recovery effort. Qualified, registered and credentialed volunteers will be utilized as requested in emergency response actions. Waukesha County may reject or limit the utilization of volunteer services based on the analysis of ongoing need matched against qualified volunteers.

7. This plan does not supersede the established protocols of voluntary agencies regarding their respective procedures for soliciting goods and services, or mobilizing their trained volunteers. However, in a County emergency, voluntary agencies and community based organizations are expected to abide by this document in order to ensure a consistent disaster relief and volunteer system.

8. Untrained, unaffiliated volunteers may be incorporated into operations, particularly for large scale disasters.

9. Volunteers will follow the instructions of the supervisors and adhere to the safety precautions provided to them. Waukesha County does not accept responsibility for risk taking and negligent actions by volunteers.

10. Volunteers must be effectively managed to ensure that volunteers do not become survivors, casualties, or impede rescue, response and recovery operations.

11. Food safety protocols will be implemented during any distribution of food.

12. Transportation/distribution of donations from the donor to the receiving organization or site will be the responsibility of the donor.

13. Waukesha County and COAD encourage donations to established non–profit voluntary or community based organizations tasked to provide response/recovery services.

14. Waukesha County and COAD will coordinate with the State EOC to assure the expeditious delivery of donated goods to the affected area(s) and individuals.

15. Donations will be managed in accordance with Generally Accepted Accounting Principles.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
CITIZENS & ORGANIZATIONS ACTIVE IN DISASTER (COAD) / VOADS & NON GOVERNMENTAL ORGANIZATIONS (NGOS)	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). **NGOs** 1. Develop a County Volunteer Management Plan for coordinating the influx of volunteers offering their services to Waukesha County in time of emergency. a. Include provisions for referring needed services to appropriate ESF(s) for consideration. b. Coordinate planning with other participant organizations. 2. Identify potential sites for Volunteer Reception Centers. 3. Develop formal process to register volunteers as agents for the County. 4. Develop procedures for coordinating assignment of non–emergency personnel with the deployment of volunteer groups to prevent duplication of services. 5. Develop procedures for assisting other agencies with job descriptions and personnel management policies related to the deployment of volunteer groups/persons. **Donations** 1. Develop a County plan for the management of donations. Coordinate plan. 2. Develop procedures for receiving, storing, sorting and distributing donated goods. 3. Train volunteer/personnel in donations management during major emergen-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
CITIZENS & ORGANIZATIONS ACTIVE IN DISASTER (COAD) / VOADS & NON GOVERNMENTAL ORGANIZATIONS (NGOS)	
	cies. 4. Develop procedures and policies for disseminating information to the general public (through the EOC PIO), and to the various Law Enforcement Agencies regarding routing information, types of material needed, etc. 5. Coordinate with local officials to develop procedures and policies for accepting special types of donations (e.g. cash, perishable materials, etc.). • Utilize the existing County/municipal procedures for receiving cash donations, as appropriate. 6. Plan and coordinate with State VOAD.
Emergency	1. When notified, report to the Waukesha County EOC. **NGOs** 1. When notified of an emergency situation, report to the Waukesha County EOC, if appropriate. 2. Provide information to the media (through the EOC PIO) concerning the proper method(s) of offering services to survivors in Waukesha County should be developed. 3. Implement procedures to track offers and their status. 4. Establish Volunteer Reception Center for registration of unaffiliated/ spontaneous volunteers. 5. Screen, evaluate, and assign volunteers. 6. Coordinate provision of food, water, and shelter for volunteer workforce. 7. Provide other ESFs with periodic updates concerning offers received. When an ESF requests services offered by volunteers, implement procedures to arrange for the deployment of personnel to areas where need exists. 8. Provide available volunteers in support of Volunteer & Donation Management ESF initiatives. 9. Provide personnel to manage warehouses for donated goods and assist with distribution of donations. 10. Provide personnel to manage and operate an Emergency Volunteer Center for registration and assignment of volunteers. 11. Provide personnel to administer a volunteer phone bank to receive offers of volunteer assistance. **Donations** 1. When notified of an emergency situation, report to the Waukesha County EOC, if appropriate. 2. Develop and implement a Donations Management Plan, which involves the following: a. The issuance of press releases through the County PIO, describing what is needed and what is not needed, as well as procedures for properly pack-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
CITIZENS & ORGANIZATIONS ACTIVE IN DISASTER (COAD) / VOADS & NON GOVERNMENTAL ORGANIZATIONS (NGOS)	
	aging, labeling, and transporting donated goods to Donations Management Centers. Additionally, the preference for cash donations as opposed to in–kind donations should be stressed. b. The activation of the Donations Branch at the EOC and various other operating locations as dictated by the situation. c. The establishment of a Donations Management Center outside the affected area, as well as staging areas for use in managing the deployment of needed goods. 3. Coordinate transportation requirements for incoming donations, including: a. The relaying of information to rest areas and weigh stations concerning routing information and the acceptance or rejection of certain types of donated goods. b. The placement of signs indicating routes to the reception center and/or staging areas. c. The passage of designated goods for direct delivery to affected areas. 4. Coordinate with the Logistics/Facilities Unit to secure warehouse space at sites near the emergency area. Arrange for security of site (through EOC Law Enforcement Group), traffic control, etc. 5. Coordinate receipt, distribution of bulk items and donated goods.
Emergency Operations Center (EOC)	1. Staff ESF # 17 position in the EOC. **General Actions** 1. Assess the need for donations. 2. Set up one or more collection/distribution centers service area. 3. Set up one or more central distribution site(s) for donated goods. 4. Set up one or more assembly sites for volunteers from outside the County. 5. Inform the community about the locations and availability of donated goods and services through the EOC PIO; coordinate with Resource support ESF # 7. 6. Distribute donated goods at service sites 7. Collect donated goods and volunteer services at service sites with the help of volunteers and County employees 8. Provide staging areas at recreation centers and parks. **NGOs** 1. Implement procedures to solicit, register, screen, receive, and deploy local volunteers. Establish Volunteer Reception Center. 2. Determine present and future need for volunteer resources. 3. Obtain and coordinate volunteer resources as requested by field incident commanders. 4. Establish Volunteer Reception Center for registration of unaffiliated/ spontaneous volunteers.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
CITIZENS & ORGANIZATIONS ACTIVE IN DISASTER (COAD) / VOADS & NON GOVERNMENTAL ORGANIZATIONS (NGOS)	
	5. Sources for resources can include: a. COAD partners (1) Red Cross. (2) Salvation Army. (3) Volunteer Centers. b. General public. c. Emerging NGOs. 6. Coordinate, when necessary, with the State through the Waukesha County Volunteer Reception Center and the EOC Manager for the influx of volunteer help offered in aftermath of an emergency. 7. Assist with the recruitment and organization of volunteer resources. 8. Assist in the coordination of distribution of donations. 9. Assign non–emergency County personnel to assist with the management of donated items. 10. Ensure warehouse space for donated goods is located. 11. Ensure transportation resources for the movement of needed goods to affected areas are located and coordinated. **Donations** 1. Provide coordination of donations with the appropriate tasked organizations. 2. Determine present and future needs for donated goods (type and approximate numbers). 3. Develop information for public distribution (through PIO) describing items needed, where to send them, etc. 4. Through the EOC Public Information Officer disseminates information to ensure that offers are not inappropriate to needs. 5. Periodically update public information concerning needed items, etc. 6. Receive offers of donated goods and services; match offers to needs. 7. Coordinate delivery system to affected population. • Request transportation resources from Logistics to facilitate the movement of needed items to staging areas or into the emergency area. 8. As goods arrive, provide periodic listings for distribution to EOC Section Chiefs and Branch Directors so they will know what is available through the system. 9. Respond to inquiries from other EOC Branches and Units regarding availability of certain items. 10. Coordinate with the State when necessary, for the influx of donated goods offered in aftermath of an emergency. 11. Coordinate activities with the State EOC through the EOC Manager. 12. Implement procedures for disposing of unneeded or unusable items. 13. Manage cash donations received by County Government. 14. Implement cash management policies/procedures to insure accountability for

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
CITIZENS & ORGANIZATIONS ACTIVE IN DISASTER (COAD) / VOADS & NON GOVERNMENTAL ORGANIZATIONS (NGOS)	
	all cash donations received by the County during the emergency. 15. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 16. Management of donated goods.
Recovery Actions	1. Continue to assess the need for recovery goods and services. 2. Continue to monitor and report needs to EOC. 3. Coordinate delivery of donated goods into and out of the central distribution center. 4. Continue to inform the community about the locations and availability of goods and services through the EOC. 5. Continue to distribute donated goods at service sites. 6. Continue to collect donated goods and volunteer services at service sites with the help of volunteers and County employees.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Provide food, water and shelter (as applicable) for the volunteer workers. 2. Provide volunteers to assist in managing donated goods and services directly related to the American Red Cross services. 3. Assist with the delivery of donated goods directly related to the American Red Cross services. 4. Provide personnel, supplies and other resources necessary to assist with acceptance, sorting, storage, and distribution of donated goods. 5. Provide assistance at Emergency Volunteer Reception Center to recruit, register, and process volunteers. 6. Provide available volunteers in support of Volunteer & Donation Management ESF initiatives.
ARES/RACES	1. Provide personnel to assist with response and recovery tasks, as assigned by the EOC, and within their training and capabilities. 2. Assist in the coordination and distribution of donations under the direction of Emergency Management staff. 3. Provide available personnel to assist with primary or alternate emergency radio communications for the Volunteer and Donations facilities, staging area, distribution points, and volunteer work areas, as requested.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Community Leaders	1. Assist in the coordination of volunteers.
Corporation Counsel	1. Provide criteria for the lawful use of volunteers for the public good.
County Public Information Officer (PIO)	1. Work with ESF # 17 to develop information for public distribution describing items needed, where to send them, etc. 2. Periodically update public information concerning needed items, etc.
Department of Health & Human Services (DHHS)	1. Provide personnel, supplies and other resources necessary to coordinate the inspections and other health concerns related to perishable donations intended for human consumption. 2. Ensure health standards, including food, sanitation and water, are maintained at all donations, volunteer, and points of distribution sites.
Departments, All County	1. Coordinate development of donated goods management plans and policies as requested. 2. Provide assistance, as requested, for the management of volunteers and donations.
Emergency Management	1. Assist in the coordination of volunteers.
Fire Departments	1. Assist in the coordination of volunteers.
Human Resources	1. Assign non–emergency County personnel to assist with the management of donated items. 2. Provide information as to safety precautions and personal protective equipment (in accordance with OSHA standards and guidelines) are to be followed by the volunteers (i.e., use of boots, goggles, gloves, dust masks, etc.).
Information Technology	1. Provide personnel, equipment, supplies and other resources necessary to assist in the establishment of Emergency Volunteer Reception Center telephone communications system.
Law Enforcement Agencies	1. Provide routing information to incoming donated goods carriers. 2. Provide security and traffic control at donated goods warehouses and staging areas. 3. Provide security, access, and traffic control at Emergency Volunteer Centers and distribution sites. 4. Coordinate the use of volunteer Detention Center inmate labor. 5. Provide security access and traffic control at volunteer reception centers.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Medical Reserve Corps	1. Assist in the coordination of volunteers.
Parks and Land Use	1. Provide personnel, supplies and other resources necessary to assist with acceptance, sorting, storage, and distribution of donated goods. 2. Provide assistance with site logistics, transportation, and resources at donation and volunteer management sites. 3. Determine availability of Parks and Land Use facilities for donated goods processing facilities.
Public Works	1. Provide signage indicating routes to warehouses, reception centers staging areas, or other locations.
Purchasing	1. Locate and secure warehouse space for donated goods and transportation resources for the movement of needed goods to affected areas.
Salvation Army	1. Provide food, water and shelter (as applicable) for the volunteer workers. 2. Staff donated goods receiving/distribution sites. 3. Assist with the delivery of donated goods.
ATTACHMENTS	None.
REFERENCES	1. Volunteer Sign–In Sheet. 2. Volunteer Reception Center Operations Manual 3. Donations Management Plan *(To be developed).*

Emergency Support Function (ESF) # 18

Animal & Veterinary Services

Preface

Under normal conditions, private, local and state agencies provide a variety of services to animals. During emergencies or disasters the normal capabilities and programs may be disrupted, requiring emergency measures to meet the functions of lost, sick, stray, stranded, injured or dead animals.

Primary Agency

Department of Health & Human Services (DHHS)
HAWS
Utilities, Pipeline – Environmental Health

Emergency Operations Center ESF # 18 – Animal & Veterinary Services

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Department of Health & Human Services (DHHS)** **HAWS** **Utilities, Pipeline – Environmental Health** **Support** **Fire Departments** **Law Enforcement Agencies**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal
NOTE: Though there is no Federal ESF # 18, likely support from Federal ESFs # 6, # 8 and # 11 includes:
Likely Agency Activities • Emergency services for household pets and services animals. • Veterinary medical support. • Support providing for the safety and well-being of household pets.

Emergency Support Function (ESF) # 18

Animal & Veterinary Services

A. PURPOSE.

1. Identify, manage, and organize the response of resources needed for the care and disposition of domestic pets, livestock, wildlife, and exotic animals following a significant emergency, and to coordinate emergency response and relief assistance with various municipal, county, state and federal agencies.

2. Provide guidance regarding animal related issues caused by an emergency/ disaster.

B. POLICIES.

1. In the interest of public health and safety, the Humane Society will identify and attempt to meet the care and emergency needs of animals following emergencies, disasters.

2. Priorities will be directed toward animal care needs after human needs are met.

3. Pet and animal owners should have animal care emergency plans and supplies on hand.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); HAWS; UTILITIES, PIPELINE – ENVIRONMENTAL HEALTH	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Prepare a resource list that identifies the agencies/organizations that are responsible for providing the supplies (medical, food, and other necessary items) needed to treat and care for injured and sick animals during large–scale emergencies and disasters. 3. Liaison with EOC on animal evacuation and shelter plans. 4. Maintain inventories of resources and facilities. 5. Participate in drills, exercises. 6. Develop emergency action checklists.
Emergency	1. Rescue and capture of animals that have escaped confinement, and displaced wildlife. 2. Evacuate, shelter and care for injured, sick, and stray animals. 3. Dispose of dead animals. 4. When notified of an emergency situation; may send a representative to the

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS); HAWS; UTILITIES, PIPELINE – ENVIRONMENTAL HEALTH	
	Waukesha County EOC, if requested.
Emergency Operations Center (EOC)	1. Staff ESF # 18 position in the EOC. 2. Assess and prioritize animal service emergency needs; coordinate public and private sector efforts. 3. Identify local facilities and resources available for animal concerns. 4. Activate emergency response teams (evacuation, shelter, medical treatment, search and rescue, etc.) as requested. 5. Prepare a resource list that identifies the agencies/organizations that are responsible for providing the supplies (medical, food, and other necessary items) needed to treat and care for injured and sick animals during large–scale emergencies and disasters. 6. Coordinate the rescue of injured or endangered animals with fish and game departments, wildlife organizations, county cooperative extension office, veterinarians, etc. 7. Develop a plan for collection and disposal of dead animals. 8. Coordinate the securing and identifying of lost and stray animals. 9. Liaison with the American Red Cross and other community based organizations regarding evacuation and shelter plans. 10. Coordinate animal related advisories with DATCP and WDNR. 11. Coordinate animal related advisories with Public Health Division and the EOC Public Information Officer. • Provide information and/or services for the disposal of dead animals. 12. Establish, maintain contact with State EOC: a. Provide information on need for animal care services, facilities. b. Request animal care resources, as requested. 13. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Develop and prioritize strategies for supporting recovery operations by providing animal and pet control support services, as requested. 2. Continue to coordinate with State counterparts as requested, as well as with other governmental and NGOs involved in animal and pet control issues. 3. Serve as the point of contact for the public and County agencies for ongoing pet and animal control issues, and arrange for corrective actions as requested.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Fire Departments	1. Communicate with animal control regarding loose domestic or wild animals.
Law Enforcement Agencies	1. Communicate with animal control regarding loose domestic or wild animals.
ATTACHMENTS	None.
REFERENCES	1. Incorporating Household Pets and Service Animals Considerations into Emergency Operations Plans, A Guide for State, Territorial, Tribal, and Local Governments – FEMA – Draft March 2009. 2. Wisconsin Animal Response Plan. (Subset of MRC – COAD.)

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Emergency Support Function (ESF) # 19

Functional & Access Needs

Preface

In the wake of the disaster, many of the local resources will be unavailable due to damage or inaccessibility, or the local resources will not be sufficient to handle the demand to support sheltering and care of people with functional and access needs. This may require that significant amounts of resources and personnel will have to be brought into the area for assistance.

ESF # 19 Functional and Access Needs service delivery for these individuals needs to be set up quickly.

Primary Agency

Department of Health & Human Services (DHHS)

Emergency Operations Center ESF # 19 – Functional & Access Needs

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Department of Health & Human Services (DHHS)** **Support** **American Red Cross** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Emergency Management** **Fire Departments** **Managed Care Organizations & Waukesha County Service Providers Group** **Participating Civic Associations**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal
NOTE: Though there is no Federal ESF # 19, likely support from Federal ESF # 6 includes:
Likely Agency Activities • Coordinate federal resources, as required, to support local, tribal, and state governments and voluntary agencies in the performance of mass care, emergency assistance, housing, and human services for persons with access and functional needs.

Emergency Support Function (ESF) # 19

Functional & Access Needs

A. PURPOSE.

1. To coordinate activities involved with the identification, registering, transportation, sheltering and care of people with functional and access needs before, during, and after a significant emergency.

B. POLICIES.

1. Waukesha County recognizes the need to undertake additional reasonable efforts to protect and assist people with functional needs at the time of emergencies and disasters, and especially during evacuations, sheltering and reentry.

2. Functional needs individuals are those who are in situations that would prohibit them from receiving, understanding and/or implementing governmental recommendations or orders regarding protective actions (evacuation and/or sheltering), and need support from others to effectively take protective actions. Functional needs individuals will include those who, due to physical or mental limitations, require assistance in implementing protective actions. It also includes individuals who lack the vehicles or structures to effectively implement recommendations or orders to evacuate or shelter–in–place, respectively. (Reference: The Functional Needs Guide.)

DEFINITION OF FUNCTIONAL POPULATION

Shelter operations can accommodate individuals who have a health condition that does not require institutionalization, but may require:

- **Intermittent skilled observation , assessment, and/or maintenance;**
- **Assistance with activities of daily living (e.g., feeding, ambulating, self-medication or personal hygiene);**
- **Dependence on electricity;**
- **Receiving dialysis treatments.**

Shelter operations cannot provide 24-hour skilled care and the following individuals will be referred to an appropriate health care facility:

- **Persons who will require hospitalization or institutionalization;**
- **Residents of nursing homes, Assisted Living Facilities, Intermediate Care Facilities and facilities caring for the Developmentally Disabled or those with a mental illness;**
- **Persons who are bedridden;**
- **Women experiencing high-risk pregnancies who are within four weeks of estimated date of delivery or any pregnant woman in active labor;**
- **Persons who are in a sudden acute medical or emergency condition; and/or,**
- **An individual arriving at a Special Populations Shelter whose condition exceeds the capabilities of the shelter.**

3. There are facilities and institutions within the County that house and care for functional needs individuals, which by Wisconsin law, must have plans, procedures and resources in place to implement protective actions for their patients during emergencies. The County will expect that such facilities within its jurisdiction have complied with this law and will not require, without advanced planning, County resources or personnel to complete protective actions for their patients. The County does recognize, however, that disaster–related damage to structures and transportation infrastructures could limit or prohibit implementation of facility emergency plans, and under such circumstances, County assistance could be necessary to minimize injury or loss of life.

4. NONDISCRIMINATION. No services will be denied on the basis of race, color, national origin, religion, sex, age, or disability, and no special treatment will be extended to any person or group in an emergency over and above what normally would be expected in the way of government services. Waukesha County activities pursuant to the Federal /State Agreement for major emergency recovery will be carried out in accordance with Title 44, Code of Federal Regulations (CFR), Section 205.16.—Nondiscrimination. Federal disaster assistance is conditional on full compliance with this rule.

5. It is the policy of Waukesha County to comply with the American Disabilities Act and its standards set forth in Title 41. CFR Section 101.19–6, to the extent permitted by fiscal constraints.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Prepare and maintain operating procedures, resource inventories, personnel rosters and detailed resource mobilization information necessary for implementation of ESF # 19. 3. Develop and maintain an inventory and sources of special medical needs resources, manpower and equipment to include supplies and maintenance. 4. Develop procedures to meet functional needs during disaster.
Emergency	1. Coordinate emergency medical transport of individuals with special medical concerns to a hospital. 2. Assist with meeting any special medical needs. 3. Assist people with Alzheimer's disease, functional limitations and various disease processes and chronic illnesses. 4. Coordinate with the staff manager of “functional needs capabilities. 5. Support and monitor primary shelter activities, and redirect functional needs persons as necessary. 6. In the event that evacuation of all or portions of Waukesha is required, the EOC will request civic associations to facilitate actions taken for functional needs individuals within their neighborhoods. Such actions could include finding rides for functional needs individuals with other evacuating families, guiding emergency vehicles to the residences of functional needs individuals, and providing individuals to accompany functional needs evacuees during the

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS)	
	evacuation to provide support when needed.
Emergency Operations Center (EOC)	1. Staff ESF # 19 position in the EOC. 2. Determine coordination needed regarding functional needs shelters. 3. Notify civic association representatives serving the threatened or impacted areas regarding the emergency situation and initiate steps to utilize their support and services. 4. Establish the status of recommendations or orders for evacuation of all or portions of Waukesha County. Consult with ESF # 14 regarding actions to provide the necessary services to functional needs individuals. 5. Work with ESF # 6 staff to establish, if needed, telephone numbers(s) for functional needs individuals. Ensure that telephone operators are given up–to–date information regarding instructions for functional needs individuals and that procedures are in place for relaying requests from the public to ESF # 19 staff for action. 6. Ensure ESF # 15, Public Information, has received all relevant information regarding actions that functional needs individuals within the County are to take, and that such information is released to the media through ESF # 15. 7. Work with ESF # 7, Resource Management, and ESF # 16, to identify facilities, institutions and businesses that my be available to provide additional support in the transportation and care of functional needs individuals. Advise ESF # 5, Information and Planning, of the results. 8. Work with ESF # 1, Transportation, to provide resources needed to assist in the evacuation of functional needs individuals. 9. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Coordinate with ESF # 1, Transportation, to support reentry of evacuated functional needs individuals to their homes. 2. Work with ESF # 6 to identify functional needs individuals from impacted areas that may require assistance in accessing and using disaster relief and recovery services. 3. Develop and prioritize strategies, in coordination with ESF # 6, for supporting recovery operations. 4. Upon request by the EOC, and in coordination with ESF # 14, provide personnel to assist in recovery operations.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Assist with early assessment of functional needs population. 2. Provide staffing for functional needs shelter capability.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Support functional and access needs functions as needed.
Emergency Management	1. Assist with identifying resources.
Fire Departments	1. Support and monitor primary shelter activities, and redirect functional needs. 2. Assist with identifying group homes, elderly facilities and handicapped facilities. 3. Assist with identifying and pre–planning the evacuation necessities of functional needs persons. • Provide personnel to assist in evacuation of functional needs persons.
Managed Care Organizations & Waukesha County Service Providers Group	1. Assist with functional and access needs operations for appropriate clientele. 2. Implement respective business continuity plans.
Participating Civic Associations	1. Respond to ESF # 19's request to assist ESF # 19 by providing volunteer personnel in needed locations. 2. Prior to emergencies, facilitate Waukesha efforts to register functional needs individuals within their neighborhoods. 3. Monitor their neighborhoods at the time of disaster and inform the lead agency of the support requirements of functional needs individuals to take protective actions. 4. Facilitate the provision of Waukesha County services to functional needs individuals in their neighborhoods. 5. Assist with identification of functional needs individuals who will require assistance in accessing disaster relief and recovery programs.
ATTACHMENTS	None.
REFERENCES	1. Interim Emergency Management Planning Guide for Functional Needs Populations, FEMA and DHS Office for Civil Rights and Civil Liberties, Version 1.0 (August 15, 2008)

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Listing of licensed care facilities (published separately and managed by this ESF's primary department). 3. DHHS Functional Access Needs in Shelters Plan.

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Emergency Support Function (ESF) # 20

Fatality Management

Preface

Disasters have the capacity to produce large numbers of fatalities. The profound effects of mass fatalities on both loved ones and the entire community, and the ability to coordinate and obtain the needed fatality management resources are critical emergency response functions of Waukesha County.

Primary Agency

Department of Health & Human Services (DHHS)
Medical Examiner

Emergency Operations Center ESF # 20 – Fatality Management

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Department of Health & Human Services (DHHS)** **Medical Examiner** **Support** **Ambulance Services: Public and Private** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **DMORT** **Emergency Management** **Fire Departments/EMS** **Funeral Directors/Association** **Hospitals** **Law Enforcement Agencies** **Public Works**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal
NOTE: Though there is no Federal ESF # 20, likely support from Federal ESF # 8 includes:
Likely Agency Activities • Provide supplemental assistance for mass fatality management, victim identification, and decontaminating remains.

Emergency Support Function (ESF) # 20

Fatality Management

A. PURPOSE.

1. This function addresses general policies and procedures for the mitigation, preparedness, response to and recovery from incidents with fatalities. It also provides an initial coordination framework of mass fatality response activities.

B. POLICIES.

1. It is the policy of Waukesha County that human remains should only be removed if authorized by the medical examiner or his/her designee.

2. All human remains will be treated with the utmost respect and dignity during the collection and removal process.

3. Personnel involved in the collection, removal, identification and transportation of human remains must use the appropriate levels of protective equipment to prevent any injury or exposure to pathogens.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS); MEDICAL EXAMINER	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in drills, exercises. 4. Develop emergency action checklists. 5. Maintain mutual aid agreements.
Emergency	1. Determine if there have been fatalities and the numbers involved. 2. Notify the Medical Examiner of situation. 3. Plan for collection sites and personnel to bring fatalities in from the field (litter bearers). 4. Make sure that locations are noted where each body was found and that all information is appropriately tagged or attached (i.e. date, time, approximate age, location and identification if known). 5. Protect the property and personal effects of the deceased. a. Coordinate with Law Enforcement or EOC. 6. Notify relatives. • Coordinate/implement Family Reunification Centers.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS); MEDICAL EXAMINER	
	7. Provide scene security and evidence identification. 8. Provide security for temporary morgues. 9. When notified, report to the Waukesha County EOC. 10. Implement and coordinate the Waukesha County Mass Fatality Incident Plan. 11. Establish effective fatality management incident management structure within the on–scene Operations Section. 12. Procure equipment and supplies necessary for: a. Tag and flag operations. b. Establishment of a temporary morgue, if needed. c. Body transportation. d. Temporary cold storage (portable units i.e., refrigeration trucks, or portable refrigeration containers). 13. Identify, set up, and coordinate activities at the Incident Morgue to include: a. Victim tracking. b. Fingerprinting. c. Physical examinations. d. Withdrawal of blood and body fluids. e. Forensic examinations. f. Victim identification. g. Preparation for final disposition and release of remains. 14. Advise on the use of Personal Protective Equipment as appropriate. 15. Assure epidemiological monitoring and surveillance is occurring. 16. Establish and maintain a comprehensive recordkeeping system for continuous updating and recording fatality numbers. 17. Establish Public Information capabilities within the on–scene structure or within the Joint Public Information System at the EOC to ensure accurate and expedient dissemination of information. 18. Coordinate with Law Enforcement for investigation/evidence preservation.
Emergency Operations Center (EOC)	1. Staff ESF # 20 position in the EOC. 2. Implement and coordinate the Waukesha Mass Fatality Incident Plan. 3. Determine whether the situation falls under the jurisdiction of the Medical Examiner, notifying the Medical Examiner of the situation and coordinating with them as appropriate. 4. Health Officer will coordinate and facilitate the fatality management if the event is not under the jurisdiction of the Medical Examiner. 5. Determine present and future need for medical examiner/fatality management resources. a. Determine if the situation may require temporary morgue facilities. b. Identify potential sites and/or storage facilities for the dead, (i.e., refrigeration units, trucks, trailers, etc.) as well as processing sites. 6. Obtain, coordinate fatality management resources as requested by field incident commanders.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS); MEDICAL EXAMINER	
	7. Establish and maintain a comprehensive record keeping system for continuous updating and recording of fatality numbers. 8. Establish, maintain contact with the State EOC through the EOC Coordinator or WEM Duty Officer: • Provide information on status and need for fatality management resources. 9. Liaison with Wisconsin Funeral Directors Association to provide assistance in the mass facilities incidents by providing recovery, evacuation, mortuary operations, identification and notification. 10. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Participate in after–action/improvement planning incident evaluation process. 2. Provide continued support to fatality management personnel. 3. Revise plans to reflect changes in programs and procedures.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Ambulance Services: Public and Private	1. Assist with transportation of human remains as requested.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Assist with the identification and establishment of support facilities for responder care and feeding. 2. Establish facilities and facilitate the exchange of information for victim and family support services at Family Reunification Centers. 3. Provide additional services such as family escorts, public inquiry and locator program, childcare services, and assistance with planning of memorial services. 4. In application to aircraft incidents: a. Establish Family Assistance Centers for family members. b. Registration and identification of family members; c. Mental health support; d. Physical health support; e. Childcare as requested; f. Spiritual care support; g. Assist the Medical Examiner with notification of next of kin or representative. 5. Advise on issues of cultural/religious sensitivity

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	6. Provide grief counseling. 7. Recruit and coordinate clergy. 8. Provide assistance with mental health support for emergency workers and families as appropriate. 9. Assist in providing language services for family assistance centers as requested. 10. Coordinate services for disaster victims and families.
DMORT	1. Support fatality management functions as appropriate.
Emergency Management	1. Support fatality management functions as appropriate.
Fire Departments/EMS	1. Assist with emergency services at disaster scene, fatality collection points, and incident morgue. 2. Provide hazardous materials consultation. 3. Support search and recovery efforts. 4. Conduct gross decontamination. 5. Provide assistance to the Medical Examiner for the removal/recovery of remains. 6. Record costs and expenditures and forward them to this ESF's Group Supervisor.
Funeral Directors/ Association	1. Assist in recovery, transportation, mortuary operations, identification and notification. 2. Coordinate embalming, transportation and final disposition of bodies. 3. Assist in recovery, transportation, mortuary operations, identification and notification. 4. Coordinate embalming, transportation and final disposition of bodies.
Hospitals	1. Report to the Medical Examiner's Office disaster related victims who become deceased at their respective healthcare facility. 2. Provide reports to the Medical Examiner emergency related deaths at hospital facility.
Law Enforcement Agencies	1. Secure the disaster scene until such time that resources can be organized to properly mark and plot debris, bodies and body parts at the disaster scene. 2. Provide security at designated mortuaries. 3. Provide resources for death investigation.
Public Works	1. Provide equipment, personnel, and other resources for heavy and specialized equipment. 2. Identify contractors who can provide heavy and specialized equipment to

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	support fatality management activities.
ATTACHMENTS	1. Mortuary Services Action Checklists.
REFERENCES	1. Medical Examiner's Mass Fatality Plan.

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Attachment 1

MORTUARY SERVICES ACTION CHECKLISTS

A. MASS CASUALTY DISASTER INITIAL ASSESSMENT SOPS:

1. Medical Examiner and/or Deputy Medical Examiner will go to the scene to pronounce death and determine scope of operation.

2. Work with LE to determine security plan.

3. Determine site for examination of deceased/remains.

4. Contact other agencies for assistance as required:

   a. DMORT.
   b. Hospitals.
   c. Other MEs.

B. MASS CASUALTY DISASTER ON–SITE SOPS:

The following procedures apply in the case of large numbers of victims in close proximity. These additional preliminary steps, as outlined below, are necessary and will often expedite identification. Procedures used will be dictated by circumstances.

1. Photographs of overall scene including identifying “landmarks” should be obtained whenever possible.

2. All remains and property should be identified (numbered) and locations documented.

3. Personal effects found on remains are not removed at the scene – identified site.

4. Remains and property transported to morgue.

C. MORTUARY ADMISSION OF DECEASED SOPS:

1. Morgue admission and documentation under the direction of the ME.

2. Photographs are taken at admission and during process.

3. A tracking and identification document is used throughout.

4. Documentation and examination as required for identification and determine of cause of death.

   a. X-Rays.
   b. Dental.
   c. Fingerprint.
   d. External Exam.

e. Autopsy.
f. Body Fluid Analysis.
g. DNA.

5. Identification is confirmed prior to notification of next of kin and release.

6. Make contact with next–of–kin after identification regarding disposition of the body.

7. Work with Funeral Directors regarding death certificate.

Emergency Support Function (ESF) # 21

Damage Assessment

Preface

Emergencies may create widespread damage and life threatening situations. The County must make an initial determination of where damage is, damage severity, the kinds of resources needed and locations where they are needed. This assessment begins the County's emergency response to locate and quantify the scope and severity of life threatening situations and identify escalating emergencies.

The County must also gather detailed damage information necessary to organize longer term response and recovery efforts. This information is essential to obtaining a state of emergency declaration by the Governor or a federal disaster declaration, which are necessary to obtain external assistance from these sources.

Primary Agency

Emergency Management

Emergency Operations Center ESF # 21 – Damage Assessment

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Emergency Management** **Support** **American Red Cross** **Area Manufactures & Commerce** **Assessor** **Code Enforcement/ Building Inspector** **County Clerk** **Departments, All County** **Finance Department** **Fire Departments** **Highway, Facilities, Risk Management** **Information Technology** **Law Enforcement Agencies** **Parks and Land Use** **Public Works** **Utilities: Electric, Telephone, Gas**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal
Likely Agency Activities • Provide public works and engineering-related support to include: post-incident assessments of public works and infrastructure; and implementing and managing the DHS/ FEMA Public Assistance Program and other recovery programs.

Emergency Support Function (ESF) # 21

Damage Assessment

A. PURPOSE.

1. **Life Safety Assessment:** Coordinate the conduct of the initial life safety assessment and ongoing damage assessments of the County so that accurate and timely information on the situation post–emergency are obtained.

2. **Damage Assessment:** Accomplish comprehensive assessment and reporting of damage to public and private property resulting from an emergency and requesting state or federal disaster assistance.

B. POLICIES.

1. All Waukesha County departmental personnel that are out on the streets will regularly report operational information and damages observed by them to the EOC through their normal dispatch centers.

2. Waukesha County will share assessment information with response and relief organizations in the EOC.

3. Personal information regarding emergency victims will be kept confidential and will only be shared with the response and recovery organizations identified within this plan for the sole purpose of providing assistance to these emergency victims.

4. In the event of a Law Enforcement Agencies related event, some assessment information may need to be kept confidential by the EOC staff or have limited distribution within the EOC until such time as the Police Chief or designee deems it appropriate for release within the EOC or to the public.

5. Life Safety Assessment will begin immediately upon occurrence of an emergency and Damage Assessment will begin as soon as it can safely be done.

6. Damage assessment should be conducted using surveys by teams of qualified County inspectors representing both the public and private sectors. Where required, these County teams will be augmented by inspectors from appropriate state and federal agencies. Types of damage assessment include:

    a. Individual Assistance damage assessment relates to estimates of damage to the private sector and individuals, and includes damages to homes, businesses, farms, possessions, and other improvements.

    b. Public Assistance damage assessment involves damage to public buildings, facilities, roads, bridges, sewer plants, etc. Public assistance is composed of emergency work and permanent restoration. Emergency work is defined as that necessary to save lives, protect public health and safety, and pro-

tect property. An example of emergency costs would be those associated with temporary facilities or temporary restoration of services. Permanent restoration is the cost associated with bringing a facility back to pre–emergency condition.

c. Building Inspection. This is a more thorough, professional evaluation of individual building safety and habitability conducted by County inspectors.

7. All affected Waukesha County departments will provide damage assessment reports regarding damage to buildings, equipment, vehicles, communications, and personnel availability to the EOC.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
Pre-Emergency	Emergency Management works with partner agencies to: 1. Maintain this Emergency Support Function (ESF). 2. Develop and coordinate damage assessment procedures with the State EOC. 3. Develop system and forms for tabulating damage assessment. 4. Develop damage assessment teams. 5. Conduct damage assessment training. 6. Maintain pre–emergency maps, photos, and other documents. 7. Participate in drills, exercises. 8. Develop emergency action checklists.
Emergency	1. When notified, report to the Waukesha County EOC.
Emergency Operations Center (EOC)	1. Staff ESF # 21 position in the EOC. • Conduct damage assessment of public and private property to determine the extent of damage. 2. Collect and analyze initial life safety assessment information from field units to include: a. Locations of injuries, deaths, damages. b. Types and extent of damages. c. Impact on people. d. Identify immediate victim needs (need for shelters, water availability, etc.). e. Identify resource requirements (assistance needed) in the affected areas. f. Identify local resources available. 3. As appropriate compile the information gathered by damage assessment teams, complete the state Uniform Disaster Situation Report (UDSR) report for the county and submit it within 24 hours to WEM. (See Attachment 4 to this ESF.) 4. Provide initial life safety assessment data and information to the EOC Planning Section Situation Unit. 5. Prepare an initial situation map illustrating the footprint (location, size, etc.) of the affected area to aid in deploying response and recovery resources. • The footprint may be revised several times during emergency response

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
	until the full extent of the impacted area is clearly identified. 6. Make recommendations as to actions to be taken based on the assessment information. 7. Provide a consolidated, overall situation report for responding agencies/ departments. 8. Provide information necessary for the EOC Public Information Officer. 9. Activate, deploy damage assessment teams. • Assign County personnel and volunteer professionals to damage assessment teams based on levels of certification and expertise. 10. Prepare Initial Damage Assessment reports for the Situation Unit Leader. 11. Request and coordinate structural engineers to assist in the evaluation of building safety, especially during search and rescue (SAR) operations. 12. Receive, record and consolidate all damage reports. a. Assemble damage assessment information and create visual displays and computerized GIS maps of the affected areas. b. Determine the extent of damages. This information will provide a basis for determination of actions necessary, establishment of priorities among essential actions and allocation of County resources in the emergency area during the early stages of the recovery effort. 13. Provide data to support Chief Executive local declarations of emergency and formal requests for assistance. Information to include: a. The extent of emergency impact on the County (description of the emergency, where the emergency struck, approximate number of people affected, demographics of the affected area). b. The estimated dollar amount of damages. c. Any conditions that could affect the ability to carry out relief coordination. 14. Determine unsafe facilities. • Assess and post all damaged buildings, structures, and facilities for structural integrity and occupant safety. 15. Provide damage assessment data and information to the Planning Section. 16. Compile damage assessment reports and provide information on damages to the State EOCs. 17. Provide appraisers to assist with damage assessment. • Arrange for appraisers to arrive at affected sites. 18. Coordinate damage assessments with State, and federal agencies as appropriate. a. Because federal funding may be involved, and as part of the public assistance application process, state and federal damage assessment teams may want to identify and validate damaged property, define scope of repairs, and determine repair or replacement costs. b. Escort state and federal damage survey officials on inspection of dam-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT	
	aged areas. c. Develop map(s) for affected areas: – Sites are numbered on County map. – Damages are described on separate sheets of paper by numbers corresponding to numbers on maps. d. Prioritize sequence of site visitations to ensure most heavily damaged areas are visited; it may not be necessary to visit isolated damage sites.
Recovery Actions	1. Based on the damages and community development plans, provide guidance for post emergency mitigation and redevelopment opportunities. 2. Prepare Hazard Mitigation Reports. 3. Coordinate emergency permitting procedures. 4. Analyze damages from floods and make recommendations to EOC Director and Disaster and Emergency Services related to the National Flood Insurance Program (NFIP). 5. Serve as liaison to insurance industry in event of build–back issues and FEMA/NFIP requirements. 6. Coordinate and monitor the movement and activity of contractors entering the County working on restoration projects. 7. Assist Real Estate Assessments with reappraisal of properties following an emergency for tax adjustments. 8. Activate the County's Emergency Permitting Process. 9. Prepare Project Worksheets. • A Project Worksheet identifies a specific damaged property or structure, defines the scope of work, and establishes the cost of repair or replacement. A separate Project Worksheet is assigned to each site or project. The compendium of Project Worksheets comprise in total the County's Public Assistance Application (federal monies granted to repair, replace damaged or destroyed public facilities). 10. Train and deploy personnel for damage assessment. 11. Provide administrative advice and support relative to preparation of damage assessment forms and reports. 12. Analyze the damage assessment information to determine if the damages meet the criteria to request Federal Disaster Assistance (SBA or Presidential Declaration). 13. Coordinate Damage Assessment reports for submission to state. 14. Request assistance from emergency relief organizations as indicated from the damage assessment. 15. Provide liaison to State EOC.

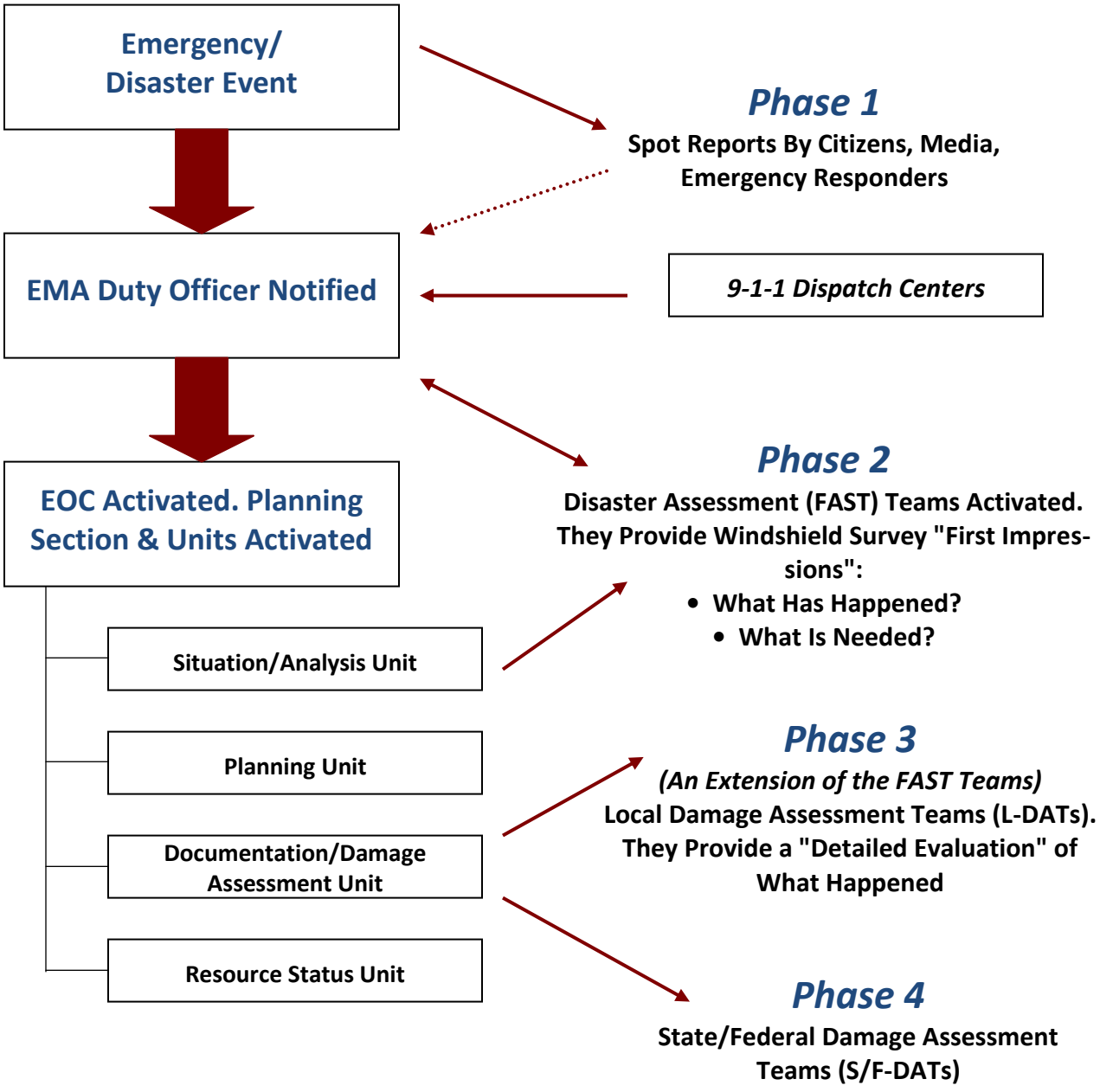
SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	1. Provide and deploy damage assessment teams to augment County damage assessment.
Area Manufactures & Commerce	1. Provide assistance and coordination of business damage assessments.
Assessor	1. Provide assessment records on real estate properties, i.e. ownership, mailing address, type of building, value of property. 2. Provide computer system to report parcel data, etc.
Code Enforcement/ Building Inspector	1. Provide inspectors to assist with damage assessment.
County Clerk	1. Provide historical documents to assist with damage assessments.
Departments, All County	1. Provide damage reports. 2. Support damage assessment teams as appropriate.
Finance Department	1. Provide administrative advice and support relative to preparation of damage assessment forms and reports. 2. Support damage assessment teams as appropriate. 3. Gather applicable information. 4. Identify sources for reimbursement. 5. Assure compliance with all provisions for financial reimbursement. 6. Secure reimbursement.
Fire Departments	1. Conduct inspections and enforce fire safety regulations and laws. 2. Support damage assessment teams as appropriate. 3. Provide damage assessments of fire–rescue buildings and equipment.
Highway, Facilities, Risk Management	1. Assist in damage assessment of County buildings, taking photos, and obtaining approval for emergency repairs.
Information Technology	1. Provide computer support to assemble damage assessment information.
Law Enforcement Agencies	1. Provide damage assessments of police buildings and equipment. 2. Support damage assessment teams as appropriate. 3. Provide security for damage assessment teams as requested.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Parks and Land Use	1. Support County damage assessment. 2. Provide damage assessments of Parks and Land Use facilities, buildings and equipment. 3. Perform post disaster damage assessment. a. Perform physical inspection of recreation facilities. b. Complete appropriate damage assessment forms.
Public Works	1. Support County damage assessment. 2. Assist with infrastructure damage assessment of horizontal construction (i.e., roads, bridges, storm sewers, weirs, etc.). 3. Conduct infrastructure damage assessment of utility "life lines" (water, power, telecommunications, sewer, waste services) owned by each utility. 4. Provide information related to safety, inspections, damages and repairs to roads, bridges and the storm water drainage systems. 5. Request and coordinate structural engineers to assist in the evaluation of building safety, especially during search and rescue (SAR) operations. 6. Provide damage assessments of Public Works facilities, buildings and equipment.
Utilities: Electric, Telephone, Gas	1. Conduct infrastructure damage assessment of utility "life lines" (water, power, telecommunications, sewer, waste services) owned by each utility.
ATTACHMENTS	1. Damage Assessment Phases & Concept Of Operations Flowchart. 2. Damage Assessment And Recovery Assessment Areas. 3. Waukesha Damage Assessment SOP. 4. Local Government Cumulative Initial Damage Assessment Report.
REFERENCES	None.

Attachment 1

DAMAGE ASSESSMENT

DAMAGE ASSESSMENT PHASES & CONCEPT OF OPERATIONS FLOWCHART



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Attachment 2

DAMAGE ASSESSMENT AND RECOVERY ASSESSMENT AREAS

AREA	GROUP ASSIGNMENT
Private Residences	American Red Cross, Realtors, Human Services, Building Inspectors
Small Businesses, Industry and Private Utilities	Utilities - Building Inspectors
Agriculture	USDA Local FSA
Debris Removal	County Highway Dept., Municipal Public Works, State Dept. of Transportation, Dept. of Natural Resources
Protective Measures	Each Emergency Response Agency
Public Road System	Public Works and Engineering, County Highway Dept.
Public Water Control Facilities	Public Works Dept., DNR, DOT
Public Buildings and Equipment	Each Department, County Clerk, Municipal Clerk, Building Inspectors
Public Utilities	Public Utilities, DOT
Facilities under Construction	Building Inspectors
Private Non–profit Facility	Private Non–profit Facility Manager
Recreation	County and Municipal Parks and Land Use Departments, County and Municipal Clerks
Economic Impact	Job Service, Human Services, American Red Cross, USDA Local FSA
Public Health	Waukesha County Public Health Department, State Health Office, Dept. of Natural Resources

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Attachment 3

WAUKESHA COUNTY DAMAGE ASSESSMENT SOP

A. OVERVIEW OF DAMAGE ASSESSMENT PROGRAM.

1. The County Emergency Management organizes a county–wide damage assessment team. The team members are trained on a routine basis and are prepared for activation 24 hours a day, 7 days a week subsequent to a disaster occurrence.

2. Each team member is pre–assigned to cover a specific geographical area (e.g., a given municipality or township) or a specific type of damage (e.g., county–wide damage to roads or forests). In addition, each team member knows what information is required to be reported (i.e., is familiar with the UDSR, the State's Standard Damage Assessment Report form), the timeframes for reporting, who to report to (e.g., the County Emergency Management at the EOC if activated), and by what means (i.e., via phone, electronic mail, 2–way radio, in person, etc.).

3. During a disaster, county and local response agencies will, on an ongoing basis, report on the extent of their involvement, estimate damages, and gather information regarding the disaster's impact on the public and private sectors. Such information is used by county decision–makers to direct the response and recovery effort. The County Emergency Management coordinates receiving and disseminating this information as appropriate. The County EOC may be activated or a field command post set up to facilitate this process. The County Emergency Management Coordinator will notify WEM, through the Area Director, when such a disaster occurs.

4. When there is the potential need for state and/or federal assistance to supplement county and local efforts or when requested by the WEM Area Director, the county is required to submit a 24–hour "flash damage report" to WEM via the TIME Teletype. The Uniform Disaster Situation Report (UDSR) is used for this purpose. (See Appendix C, "State of Wisconsin Guidelines for Assessing and Documenting Disaster Damage" which explains the reporting requirement and provides instructions for completing the form.) At a minimum, the 24–hour report should include the following:

   a. Time, date, location, and type of disaster.
   b. Time and date of the UDSR submission, as well as name of person submitting the report.
   c. Number of people injured or deceased.
   d. Number of persons homeless and number evacuated and in shelters.
   e. Damage estimates for the public and private sectors.
   f. An estimate of the amount of damage covered by insurance.

5. To obtain the information required on the UDSR, the County Emergency Management will activate the pre–designated county damage assessment team. The team will operate per instructions provided by the County Emergency Management. The County Emergency Management will coordinate the team's efforts and compile the information gathered by the team into an overall report for the county and submit it within 24 hours to WEM, also providing a copy to the WEM Area Director.

6. As the disaster progresses and emergency response efforts are curtailed, the county will continue to assess the impact of the disaster through information received from response agencies and from the county dam-

age assessment team. This information will allow decision–makers to prioritize recovery efforts and to determine the need for supplemental state or federal assistance. The County Emergency Management will be responsible for transmitting updated information to WEM so that WEM can revise the original 24–hour UDSR submission.

7. The County Emergency Management, on behalf of the County Executive, will consult with the WEM Area Director on the need for state and/or federal assistance. A decision will be made jointly by WEM and the county as to whether or not and what types of federal assistance will be requested. "The State of Wisconsin County Emergency Management Director's Guide to Key Federal and State Disaster Assistance Programs" (Appendix D) describes the programs available and the county's role in requesting those programs.

8. When a decision is made to request Presidential Disaster Assistance, the county is required to participate in the Preliminary Damage Assessment (PDA) process. The PDA is the first step in requesting such assistance. The process and its purpose are described in "The State of Wisconsin Guidelines for Assessing and Documenting Disaster Damage." The County Emergency Management is responsible for assigning a knowledgeable county/local representative to each of the PDA teams.

B. RESPONSIBILITIES.

1. The County Emergency Management is responsible for doing the following:

   a. Organizes county–wide damage assessment team. Ensures that each municipality is represented and that county/local agencies/departments are aware of their responsibilities. Also ensures that all other potential sources of expertise are tapped to obtain necessary and required information. Maintains current listing of team member names and 24–hour phone numbers.

   b. Trains damage assessment team members. Ensures that they understand the following:

      (1) The purpose of the team and its damage assessment function. Also, the conditions under which it would be activated and how it would operate.
      (2) Their role as team members, including how they will be apprised of the team's activation, what information would be expected of them, including geographic or assessment area of responsibility, and how and when it would be transmitted to the County Emergency Management.
      (3) The state's requirements with regard to submitting the Uniform Disaster Situation Report (UDSR), and participating in the Preliminary Damage Assessment (PDA) process.

   c. In a disaster situation, determines if the team should be activated and which members. Consults with the County Executive and the WEM Area Director and activates the team, as appropriate.

   d. Upon activation, briefs the team on details of the disaster and on the specific timeframe for submitting information to the County Emergency Management. Reviews with the team damage assessment procedures and reporting requirements.

   e. Receives and compiles information from the team members and uses it to complete a Uniform Disaster Situation Report. Submits the report as required to the Division of Emergency Management via FAX or TIME Teletype within 24 hours of the occurrence. Submits updated reports, as necessary, to WEM.

f. Provides damage assessment information to the County Executive and other decision makers on an ongoing basis. Obtains specific or additional damage assessment information at their request.

g. Maintains records of all damage reports and disaster–related expenditures.

h. Ensures that all affected municipalities and government agencies are maintaining separate and accurate records of disaster–related expenditures.

i. If required, appoints and briefs county representatives on Preliminary Damage Assessment (PDA) teams.

j. If required, coordinates with WEM and the Federal Emergency Management Agency (FEMA) in conducting the PDA. If requested, locates facility to be used as headquarters for PDA teams and coordinators.

k. Upon request, provides appropriate information and documentation to WEM in support of requests for federal disaster assistance, e.g., Small Business Administration (SBA) Disaster Loan Program, Farmers Home Administration (FmHA) Emergency Loan Program, and Presidential Emergency or Major Disaster Declarations.

2. County–wide Damage Assessment Team Members are responsible for doing the following:

a. Attend training sessions and briefings conducted by the County Emergency Management to develop an understanding of the following:

(1) The purpose of the damage assessment team and its damage assessment function. Also, the conditions under which it would be activated and how it would operate.
(2) Their role as team members, how they would be activated, what area they would be responsible for assessing, what information they would be expected to provide, and how and when they would be expected to transmit the information to the County Emergency Management.
(3) The county's reporting responsibilities with regard to the Uniform Disaster Situation Report (UDSR) and its role in the Preliminary Damage Assessment (PDA) process.

b. Determine, prior to a disaster occurrence, how they will obtain the damage information they are responsible for submitting to the County Emergency Management.

c. Upon activation of the team, obtain information on or attend a briefing conducted by the County Emergency Management to review damage assessment procedures and reporting requirements and to be apprised of specific timeframes for submitting damage assessments.

d. Perform damage assessment and submit assessment information to the County Emergency Management within the required timeframe. Submit updated information, or other requested information, to the County Emergency Management. Maintain record of all submitted information.

e. As appropriate (e.g., if representing a local unit of government or emergency response agency), main-

tain separate and accurate records of disaster–related expenditures.

f. If requested by the County Emergency Management, participate, as instructed, in the Preliminary Damage Assessment (PDA) process as a county/local representative.

g. Upon request by the County Emergency Management, obtain and submit additional information to be used as documentation in support of requests for federal disaster assistance.

C. POST–INCIDENT.

1. The County is required to submit a complete and final Uniform Disaster Situation Report (UDSR) to the Division of Emergency Management. In its final form, it will serve as both a damage assessment report and a record–keeping document which describes the full extent of the disaster's impact on the public and private sectors and which summarizes the involvement of local/county, private, and NGOs in the response effort. This report should be mailed by the County Emergency Management to WEM Madison, with a copy to the Area Director, within two to three weeks of the disaster occurrence.

2. County Emergency Management.

   a. As required, assists in the administration and implementation of Presidential Emergency and Major Disaster Declarations. In particular, acts as Designated Agent or Single Point of Contact for all public assistance project applications in the county. Works with applicants in preparing for federal–state engineers. In coordination with applicants, reviews findings of engineers on completed Damage Survey Reports (DSR).

   b. In a Presidential Disaster Declaration, works with the State Hazard Mitigation Officer (SHMO) in identifying and recommending hazard mitigation projects. Assists in the development of the federally required 180–day hazard mitigation plan. If projects are funded, coordinates with SHMO to ensure they are completed as approved by FEMA.

   c. Prepares and submits a final UDSR to WEM (copy to Area Director), summarizing total extent of disaster–related damages in the public and private sectors and the amount of county/local disaster–related expenditures to date.

   d. Debriefs damage assessment team and critiques damage assessment operations. Makes appropriate changes in Damage Assessment Annex to improve future operations.

3. County–wide Damage Assessment Team Members.

   a. As appropriate (e.g., if representing an applicant for public assistance), cooperate with the County Emergency Management in complying with FEMA public assistance grant requirements.

   b. Attend damage assessment team debriefing conducted by County Emergency Management. Critique damage assessment operation and make recommendation for improvement.

Attachment 4

DEPARTMENT OF MILITARY AFFAIRS
WISCONSIN EMERGENCY MANAGEMENT

UNIFORM DISASTER SITUATION REPORT

WEM ONLY

DATE & TIME REPORT RECEIVED

RECEIVED BY

1 NAME OF PERSON SUBMITTING REPORT	ADDRESS, CITY, STATE, ZIP	PHONE NO.
2 DATE & TIME OF INCIDENT	3 TYPE OF INCIDENT / EMERGENCY	4 DATE REPORT SUBMITTED TO WEM
5 LOCATION OF INCIDENT:	WEM REGION	COUNTY
CITY	VILLAGE	TOWNSHIP
SECTION	OTHER LOCATION DETAILS (ATTACH A MAP SHOWING LOCATIONS)	

6 ESTIMATED NO. OF CASUALTIES:	DEATHS	INJURIES	HOMELESS	EVACUATED

7 PRIVATE SECTOR DAMAGE ESTIMATES:

	ESTIMATED NO. OF HOMES				ESTIMATED DOLLAR AMOUNT	ESTIMATED PERCENT COVERED BY INSURANCE
RESIDENTIAL	AFFECTED	MINOR	MAJOR	DESTROYED		
	ESTIMATED NO. OF BUSINESSES				ESTIMATED DOLLAR AMOUNT	ESTIMATED PERCENT COVERED BY INSURANCE
BUSINESS	AFFECTED	MINOR	MAJOR	DESTROYED		
	ESTIMATED NO. OF FARM BUILDINGS				ESTIMATED DOLLAR AMOUNT	ESTIMATED PERCENT COVERED BY INSURANCE
AGRICULTURAL	AFFECTED	MINOR	MAJOR	DESTROYED		

	LIVESTOCK LOST		CROPS AFFECTED	
AGRICULTURAL (Continued)	NO.	ESTIMATED DOLLAR AMOUNT	NO. OF ACRES	ESTIMATED DOLLAR AMOUNT

8 TOTAL ESTIMATED PRIVATE SECTOR DAMAGE $0

9 PUBLIC SECTOR DAMAGE ESTIMATES:

A) DEBRIS CLEARANCE	B) PROTECTIVE MEASURES	C) ROAD SYSTEMS	D) WATER CONTROL FACILITIES
E) PUBLIC BUILDINGS & RELATED EQUIPMENT	F) PUBLIC UTILITY SYSTEMS	G) OTHER (NOT IN PRECEDING CATEGORIES)	

10 TOTAL ESTIMATED PUBLIC SECTOR DAMAGE $0

11 DESCRIBE LOCAL ACTIONS TAKEN OR TO BE TAKEN, INCLUDE NAMES OF AGENCIES AND PUBLIC OFFICIALS INVOLVED IN THE RESPONSE EFFORTS.

12 DESCRIBE OUTSIDE ASSISTANCE NEEDED OR BEING REQUESTED.

13 ADDITIONAL COMMENTS (INCLUDING ECONOMIC OR OTHER IMPACTS ON AFFECTED COMMUNITIES)

DMA Form 1111 (6/99)

Total Event Damage: $0

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Emergency Support Function (ESF) # 22

Public Protection

(Warning, Evacuation, Shelter)

Preface

1. **Alert and Warning: ESF is based on incoming notification of an occurring or imminent emergency situation, provide relevant populations with timely alert and warning, including information on protective actions such as shelter in place or evacuation, as well as where additional information can be obtained.**

2. **Evacuation: ESF is based on an emergency and/or incident that requires all or part of the county population to be re–located away from the threat. The magnitude and location of the event will dictate the establishment of evacuation routes.**

3. **Shelter: ESF is based on information received from existing and evolving evacuation operations and encompasses general and access and functional needs populations. Sheltering can occur in–place and/or in designated, equipped shelters to support displaced populations or until incident(s) are mitigated and recovery operations can be implemented. The sheltering function is designed to meet day–day needs of the displaced population and staffed to register and track all evacuees.**

Primary Agency

Emergency Management
Waukesha County Sheriff

Emergency Operations Center ESF # 22 – Public Protection (Warning, Evacuation, Shelter)

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Emergency Management** **Waukesha County Sheriff** **Support** **911 Communications Center** **American Red Cross** **ARES/RACES** **Chief Elected Officials** **Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)** **Commercial and Private Sector Transportation Companies** **Commercial Print Media** **Commercial Radio & Television Stations** **Corporation Counsel** **County Executive** **County Public Information Officer (PIO)** **Department of Health & Human Services (DHHS)** **Departments, All County** **Fire Departments** **Law Enforcement Agencies** **Public Works** **Utilities**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal

Mass Evacuation (NRF Annex)

Coordinating Agency • Department of Homeland Security/Federal Emergency Management Agency ***Cooperating Agencies*** • Department of Agriculture • Department of Commerce • Department of Defense • Department of Energy • Department of Health and Human Services • Department of Homeland Security • Department of Justice • Department of Transportation • Department of Veterans Affairs • General Services Administration • American Red Cross • National Voluntary Organizations Active in Disaster • Corporation for National and Community Service	***Likely Agency Activities*** **Evacuation (NRF Mass Evacuation Annex)** • Establish criteria under which federal support to mass evacuations is provided. • Provide a concept of operations for federal-level mass evacuation support. • Identify the agencies and organizations involved in a federally supported mass evacuation. • Define the roles and responsibilities of federal entities in planning, preparing for, and conducting mass evacuations in support of state, tribal, and local authorities. • Identify guidelines to improve coordination among federal, state, tribal, and local authorities when federal evacuation support is required. • Assistance with implementing evacuation and sheltering plans that include provisions for special needs populations and household pets. **Warning** • Assistance with warning the public and providing accessible emergency public information. **Shelter** • Assistance with sheltering evacuees in pre-identified, physically accessible shelters and providing food, water, and other necessities to meet the needs of all people, including persons with disabilities and other special needs.

Emergency Support Function (ESF) # 22

Public Protection
(Warning, Evacuation, Shelter)

A. PURPOSE.

1. Alert and Warning: To provide rapid alert and warnings to the public and key Waukesha County and other officials of an impending or occurring natural emergency, technological emergency, hostile action, or impending conditions that could be hostile or unfriendly to public welfare or safety.

2. Evacuation: To provide for the evacuation of part or all of the population from any threatened or stricken disaster area within the Waukesha County to locations providing safety and shelter and to provide guidance for in–place sheltering when evacuation is not feasible.

3. Shelter: Identify shelters and mass care facilities.

B. POLICIES.

1. Alert and Warning:

   a. Waukesha County Sheriffs Department utilizes the 24–hour emergency Waukesha County Communications Center and other existing systems, such as sirens, Sheriff and municipal Police and Fire mobile units, telephone, County radio frequencies, fax, media, amateur radio and access TV channel, mass notification system (MyStateUSA) for the dissemination of warning information.

   b. Citizens and government employees have the responsibility to monitor for severe weather alerts via television, radio, and weather alert radios – text alerts.

   c. The criteria for issuing an alert and warning are:

      (1) Public Safety: dissemination of information which will aid in reducing loss of life or substantial loss of property.
      (2) Official Information: the source of information is a local, state or federal government agency that directly supports federal responsibilities concerning the protection of life and property.
      (3) Time–Critical: an event that requires immediate public knowledge to avoid adverse impact.

   d. Incident commanders may authorize the use of public address systems on vehicles, megaphones, face–to–face communications, and pre–scripted messages for time–critical notifications.

   e. The Emergency Alert System (EAS) is used to supplement warnings to citizens utilizing participating radio or television stations.

f. Warning to the affected populace will be made by any expeditious methods available at the time to include, but not limited to, sirens, telephone, fax, radio, EAS, amateur radio, media, and police and fire mobile units and the mass notification system (MyStateUSA).

g. No guarantee of a perfect system is implied by this plan. As assets and personnel may be overwhelmed, Waukesha County will endeavor to make every reasonable effort to respond to an emergency or disaster based on the situation, information and resources available at the time.

2. The decision to evacuate or shelter–in–place (S–I–P) can be complicated with each option presenting substantial benefits and risks. The IC must evaluate those risks and benefits to maximize public safety while minimizing potential loss of life. ICS must be used during evacuation or shelter operations.

a. Evacuation:

(1) Citizens are advised to follow evacuation orders. Those who do not wish to comply are encouraged to provide "next–of–kin" information.
(2) Consideration will be given to access and functional needs populations during the evacuation process.

b. Shelter:

- "Shelter–in–Place" is the preferred option whenever possible.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT; WAUKESHA COUNTY SHERIFF	
Pre-Emergency	Work with partner agencies and stakeholder to: 1. Maintain this Emergency Support Function (ESF). 2. Participate in drills, exercises. 3. Develop emergency action checklists. **Alert and Warning:** 1. Maintain a 24–hour primary warning point for the receipt of notifications. 2. Develop and maintain a system to disseminate emergency alerts and warnings to the public. 3. Develop and maintain a system to notify key officials and agencies in the event of an emergency. 4. Facilitate development and maintenance of procedures and SOP's for warning access and functional needs populations and locations, such as schools, hospitals, nursing homes, major industries, institutions, and places of public assembly. **Evacuation:** 1. Identify evacuation routes within Waukesha County.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT; WAUKESHA COUNTY SHERIFF	
	2. Conduct public education about evacuation procedures. 3. Develop and maintain procedures and SOP's for implementing evacuation operations, including evacuation routing. **Shelter:** 1. Identify locations/capacities of shelters in conjunction with ARC and HHS. 2. Analyze mass care resource requirements for equipping shelters. 3. Develop agreements with mass care providers as necessary. 4. Develop and maintain procedures and SOP's for implementing sheltering operations. 5. Develop procedures and SOP's for providing notification to sheltered populations regarding re–entry/relocation issues. **Re–entry:** 1. Implement procedures and SOP's for providing notification to sheltered populations regarding re–entry/re–location issues.
Emergency	**Alert and Warning:** 1. Coordinate with Chief Elected Officials and Public Information Officers to disseminate alerts and warnings, as appropriate (this may be necessary prior to EOC activation). 2. Incident commanders may authorize the use of public address systems on vehicles, bull horns, face–to–face communications, and pre–scripted messages for time–critical notifications. 3. Notify departments and agencies to activate agency response efforts, as necessary to ensure 24–hour capability. 4. Alert employees assigned to emergency duties. 5. Coordinate alert and warning notification with other Waukesha County agencies and adjoining jurisdictions. 6. Utilize all means available to effectively disseminate notification and warnings. 7. Monitor all alert and warning systems to evaluate functionality. **Evacuation:** 1. Coordinate implementation of locally ordered evacuations. Use developed SOP's for response and: 2. Initiate evacuation orders when necessary. a. Identify areas potentially in need of evacuation (i.e. flood plains, areas near hazardous materials, etc.). b. Identify evacuation routes and provide signage. c. Identify required transportation resources. d. Establish traffic and perimeter control as requested. e. Ensure public information activities. f. Ensure security for evacuated areas.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT; WAUKESHA COUNTY SHERIFF	
	g. Designate reception areas if necessary. h. Determine transport needs for access and functional needs populations. i. Develop and disseminate evacuation instructions. **Shelter:** 1. Determine if population should be sheltered in–place (ESF #10: Hazardous Material Incidents). 2. Identify and publicize shelter locations; Coordinate with ESF # 15 (Public Information) to ensure shelters are staffed and equipped with vital resources. 3. Shelter In–Place (ESF #10: Hazardous Material Incidents). a. Safe and quick evacuations may not be possible due to time, weather, and other factors. An option to evacuation is "shelter in place," e.g. notifying occupants of buildings, facilities, homes, to seek protection indoors and stay inside until notified that it is safe to exit. b. When people cannot evacuate before a hazardous material plume arrives, public officials must advise them to stay indoors and reduce the ventilation from outside air as much as possible. c. For in–place sheltering to be effective, the decision–making authority must be clearly defined, warning to the public must be timely, and the sheltered population must know how to reduce shelter ventilation rates.
Emergency Operations Center (EOC)	1. Staff ESF # 22 position in the EOC. 2. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. **Alert and Warning:** 1. Disseminate emergency warning information received from state and federal agencies. 2. Disseminate warnings initiated at local government level. 3. Warning dissemination methods can include: a. Sirens. b. Telephones and pagers. c. Mobile public address (PA) systems. d. Mobile sirens. e. "Runners" e.g. door to door notifications. f. Use of media: local television, radio and newspaper. g. Emergency Alert System (EAS). h. County and municipal communication systems. i. Law Enforcement Agencies Transaction of Information for the Management of Enforcement (TIME) System Teletype. j. National Warning System. k. Mass notification systems.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT; WAUKESHA COUNTY SHERIFF	
	l. 2-1-1 Impact 4. Coordinate manpower for door–to–door warning if feasible. **Evacuation:** 1. Serve as the Waukesha County point of contact for municipal, county and state ordered evacuation efforts. 2. Initiate evacuation orders when necessary. 3. Coordinate the implementation of locally ordered evacuations, actions include: a. Identify areas potentially in need of evacuation (i.e. flood plains, areas near hazardous materials, etc.). b. Identify required transportation resources. c. Establish traffic and perimeter control as requested. d. Ensure public information activities. e. Ensure security for evacuated areas. f. Designate reception areas if necessary. 4. Plan for recovery to include: a. Initiate return, when possible. b. Control traffic. c. Conduct public information activities. d. Establish Disaster Recovery Center sites, if appropriate. 5. In coordination with the Fire and Police Departments, develop evacuation plans for incidents at hazardous materials sites, as well as other specialized facilities/events. (See Attachment "Evacuation Planning Factors.") 6. Coordinate evacuation operations with Law Enforcement Agencies, Public Works, and Mass Care. 7. Monitor evacuation process with field operations **Shelter:** 1. Monitor sheltering operations. 2. Coordinate with appropriate agencies. **Plan For Re–Entry Operations. Plans for recovery to include:** 1. Certify evacuated area(s) safe for re–entry. 2. Notices rescinding evacuation orders 3. Instructions for re–entry for distribution. 4. Process for re–entry. 5. Traffic control 6. Public information activities.
Recovery Actions	**Shelter:** 1. Implement shelter de–mobilizing plans.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
EMERGENCY MANAGEMENT; WAUKESHA COUNTY SHERIFF	
	Re–Entry: 1. Develop and disseminate instructions for re–entry. 2. Certify the evacuated area safe for re–entry. 3. Coordinate re–entry–return with Public Works, Law Enforcement Agencies, and all other appropriate agencies. 4. Initiate return, where possible. 5. Conduct public information activities. 6. Assist other agencies with recovery operations, as appropriate.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
911 Communications Center	1. Notify departments and agencies to activate agency response efforts, as necessary to ensure 24–hour capability. 2. Coordinate alert and warning notification with other Waukesha County agencies and adjoining jurisdictions. 3. Utilize all means available to effectively disseminate warning and notifications.
American Red Cross	1. Publish any shelter, reception site, or similar location the American Red Cross has established in conjunction with other published announcements. 2. Coordinate evacuation and shelter planning with respective agencies. 3. Plan for populations with access and functional needs with the respective institution administrators to determine specific transportation and shelter needs. 4. Designate and maintain location of updated shelter and congregate shelter lists. 5. Assist with emergency public information dissemination. 6. Establish shelter agreements with the school districts and private businesses within the county. 7. Coordinate and provide mass care, congregate care, food coupons and commodities, monetary grants, and crisis counseling. 8. Provide health care services to designated rest areas during evacuation. 9. Provide health care and emergency medical services to emergency workers. 10. Open and close public shelters.
ARES/RACES	1. Assist with warning and emergency information dissemination.
Chief Elected Officials	1. Issue local emergency declarations.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Initiate evacuation/curfews as requested. 3. Make declarations as warranted. 4. Issue re–entry orders after consultation with the appropriate response agencies.
Citizens & Organizations Active In Disaster (COAD) / VOADs & Non Governmental Organizations (NGOs)	1. Assist with information dissemination. 2. Coordinate notification to NGO partner entities. 3. Coordinate resources with/from other NGOs activities. 4. Coordinate evacuation and shelter planning with respective agencies. Plan for functional needs with the respective institution administrators to determine specific transportation and shelter needs. Develop and maintain list of functional needs population. 5. Designate and maintain location of updated shelter and congregate shelter lists. 6. Establish shelter agreements with the school districts and private businesses within the county. 7. Coordinate and provide mass care, congregate care, food coupons and commodities, monetary grants, and crisis counseling. See ESF # 6: Mass Care. 8. Coordinate other NGOs activities. 9. Provide health care services to designated rest areas during evacuation. 10. Provide health care and emergency medical services to emergency workers. 11. Open and close public shelters.
Commercial and Private Sector Transportation Companies	1. Provide vehicles and drivers for transportation.
Commercial Print Media	1. Assist with information dissemination.
Commercial Radio & Television Stations	1. Disseminate warning messages provided by authorized sources to the general public as rapidly as possible in the event of an impending or actual disaster. 2. Activate the Emergency Alert System (EAS) as directed by Waukesha County Emergency Management (Broadcast Media).
Corporation Counsel	1. Develop for review evacuation orders to be used in conjunction with emergency declarations.
County Executive	1. Issue local emergency declarations. 2. Support county, state, federal emergency declarations as applicable.
County Public Information Officer (PIO)	1. Develop alert and warning releases to be disseminated to the media. 2. Develop pre–scripted alert and warning releases to be disseminated to the

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	media. 3. Disseminate emergency information immediately, advising the public of what evacuation and/or shelter actions to take. 4. Develop and disseminate information on re–entry issues. 5. Ensure that warning information is disseminated to the media on a timely basis. 6. Responsible for assimilating, coordinating and disseminating all public information on behalf of the County (see ESF # 15). 7. Staff EOC, if activated, and continue dissemination of warning information, if needed. 8. Develop evacuation and shelter information releases to be disseminated to the media.
Department of Health & Human Services (DHHS)	1. Provide health warnings, especially biological incidents. 2. Provide communicable disease surveillance. 3. Provide public health information. 4. Disseminate messages via mass notification methods when warranted. 5. Monitor public health related conditions in shelters.
Departments, All County	1. Assist in evacuation of persons in danger to safe areas or shelter. 2. Assist in informing the public. 3. Identify access and functional needs persons needing evacuation assistance. 4. Provide siren–equipped and/or public address mobile units (if available). 5. Provide personnel for door–to–door warning. 6. Assist with evacuation/notification, when necessary.
Fire Departments	1. Coordinate with Emergency Management and Law Enforcement Agencies to establish and sign evacuation routes, traffic control points, blockages, etc. 2. Assist with the identification of evacuation routes. 3. Provide siren–equipped and/or public address mobile units. 4. Assist with evacuation/notification, when necessary. 5. Direct on–scene evacuations as a result of fire, hazardous materials spill, transportation accidents, etc., as necessary, whenever there is immediate threat to life and safety. 6. Contact municipal officials. 7. Order evacuation whenever necessary to protect lives and property. 8. Disseminate text messages when directed.
Law Enforcement Agencies	1. Contact municipal officials. 2. Assist in the identification of evacuation routes. 3. Order evacuations when necessary to protect lives and property and maintain law and order.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	4. Ensure emergency orders are implemented. 5. Initiate, coordinate and monitor evacuation activities. a. Designate primary and alternate evacuation routes based on characteristics of known hazardous event and/or upon the parameters of predictable hazards. b. Establish staging areas and rest areas. c. Coordinate with Public Works to identify potential problems along evacuation routes and to ensure safety of evacuation routes following an event. 6. Assist in warning the public. a. Provide staff for door–to–door warning. b. Activate outdoor warning sirens. c. Move through the affected area with sirens and public address systems if necessary. 7. Provide transportation for emergency workers to and from risk area. 8. Coordinate with health officials the transportation of elderly, homebound, handicapped/disabled and mobility–impaired persons. 9. Provide security in rest areas, reception centers, and shelters. 10. Establish a perimeter and control area around the evacuated area. • Establish a Law Enforcement Agencies pass system. 11. Provide security in evacuated areas, as safety requirements allow. 12. Provide traffic and movement control. a. Maintain and coordinate two–way traffic on all evacuation routes to allow continued access for emergency vehicles. b. Designate traffic control points at the time based on anticipated traffic volume and identifiable problem areas. 13. Keep evacuation routes clear of stalled vehicles and equipment.
Public Works	1. Provide traffic control signs and barricades, and operational control of traffic signals and flashers. 2. Coordinate with Emergency Management and Law Enforcement Agencies to establish and sign evacuation routes, traffic control points, blockages, etc. 3. Assist with the identification of evacuation routes. 4. Assist when possible to keep evacuation routes clear of stalled vehicles and equipment. 5. Establish staging areas and rest areas. 6. Inspect buildings and infrastructure of evacuated area and certify for re–entry operations.
Utilities	1. Monitor their own systems; advise Emergency Management of any outages. 2. Clear power and gas lines. 3. Inspect evacuated areas before re–entry.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
ATTACHMENTS	1. Notification and Warning SOP. 2. Evacuation and Shelter SOP. 3. Access and Functional Needs Populations 4. Evacuation Planning Factors. 5. Public Protection Decision Tree. 6. Alert/Warning/Notification System.
REFERENCES	None.

Attachment 1

NOTIFICATION AND WARNING SOP

A. NOTIFICATION.

1. Waukesha County may receive initial warning of a disaster or pending disaster from County and municipal Departments, the National Warning System, neighboring jurisdictions, the State EOC, the National Weather Service, the news media, or the general public.

B. WATCH, STANDBY PROCEDURES.

1. If a pending disaster has the potential of affecting Waukesha County. Departments will take the following actions:

   a. Review this document.
   b. Notify employees.
   c. Review department emergency plans.
   d. Insure that department vehicles and equipment are serviced and ready.
   e. Inventory existing communication equipment. Be prepared to collect and redistribute radios, portable telephones, chargers, batteries, etc.
   f. Obtain maps, drawings, and other emergency aids.
   g. Continue to provide routine service to the public, but plan to change to emergency procedures upon warning notification.

2. Recall procedures vary by department, and each department has the responsibility to inform employees of proper recall procedures. Employees who are recalled are expected to secure their families and homes, and report promptly to their assigned positions.

3. Employees who are recalled should realize that the emergency may be several days or longer in duration. Each employee should report to his/her emergency assignment with personal items necessary for 72 hours (e.g. personal articles, toiletries, change of clothing, medications, special non–refrigerated dietary foods, blankets/sleeping bag, etc.)

C. WARNING.

1. WCC receives warnings regarding technological and natural hazards which may affect the county.

   - County outdoor warning sirens are activated, if needed.

2. WCC notifies by pager or telephone:

   a. Emergency Management who activates the Emergency Management alert list.
   b. All county pager holders.
   c. Local Law Enforcement Agencies and fire departments who activates local sirens and notifies the Chief Elected Officer of the municipality.

3. The general public receives warning information by:

    a. Activation of outdoor warning sirens.
    b. Local broadcasts or printed media.
    c. Door–to–door notification by emergency services personnel.
    d. Mobile public address systems.
    e. Plectron and weather alert radios.
    f. Mass Notification System.

4. Functional needs groups receive information by:

    a. Door–to–door warnings for handicapped, visually and hearing impaired.
    b. Foreign language media messages.
    c. Closed–caption television messages.

5. Upon notification of a warning (imminent or spontaneous event), each department will initiate internal notification actions to:

    a. Alert employees assigned to emergency duties as appropriate to the situation:
        – Suspend or curtail normal business activities.
        – Recall essential off–duty employees.
        – Send non–critical employees home.
        – Secure and evacuate the department's facilities, if warranted.
    b. If requested, augment the County 's effort to warn the public through use of vehicles equipped with public address systems, sirens, employees going door to door, etc.

Attachment 2

EVACUATION AND SHELTER SOP

A. EVACUATION DECISION.

1. Evacuation is normally ordered by the County Executive or the Executive Group of the affected political jurisdiction.

2. If immediate evacuation is critical to the continued health and safety of the population, the Incident Commander may order an evacuation (hazardous materials spills or fires).

3. The line of succession for evacuation recommendations is:

   a. Executive Group/County Executive.
   b. Sheriffs Department.
   c. Municipal fire or law enforcement officials.

B. DIRECTION AND CONTROL.

1. During a large scale evacuation and/or shelter situation, the EOC Human Services Branch, under the direction of the Executive Group, coordinates and monitors shelter activities.

2. Evacuation and shelter information is accomplished through the use of the county warning and communication system.

3. If the Emergency Operating Center is activated, the EOC supports direction and control of the incident by the on–scene Incident Commander (IC).

C. EVACUATION ORDER.

1. Evacuation orders are initiated after on–site evaluation and recommendation by the appropriate authorities.

   a. The affected population is not to be moved into a more dangerous situation than posed by the primary hazard.
   b. The evacuation area is defined in terms clearly understandable by the general public.
   c. On slow–moving events, pre–evacuation notice is given to affected residents as hazardous conditions warrant such action.

2. When ordering an evacuation, the following considerations should be addressed:

   a. Weather and highway conditions.
   b. Evacuation routes, their capacities, and susceptibilities to hazards.
   c. The availability and readiness of shelters for evacuees.
   d. Modes of transportation for evacuees and for those unable to provide their own.
   e. Functional needs groups.

f. Time required to complete evacuation vs. time to onset of disaster conditions.

D. EVACUATION ORDER DISSEMINATION.

1. Affected jurisdictions use appropriate Waukesha County warning modes to direct the population to evacuation and/or seek shelter.

2. Evacuation and/or shelter information is provided to the Waukesha County Public Information Officer (PIO) for immediate dissemination.

   a. The Waukesha County PIO keeps local media sources updated on all evacuation and/or shelter information.
   b. Local television and radio stations broadcast current evacuation and/or shelter information.
   c. Law Enforcement Agencies and Fire and Rescue Services may go door–to–door to warn evacuees.

E. TRAFFIC CONTROL.

1. Law Enforcement Agencies maintain traffic control:

   a. Traffic points, assembly areas, and reception centers are designated.
   b. Rest areas are established along evacuation routes to provide the necessary aids. Evacuees are able to obtain fuel, water, medical aid, vehicle maintenance, and emergency information at designated rest areas.
   c. Law Enforcement Agencies and the Waukesha County Public Works Department coordinate assistance to those vehicles having mechanical problems or abandoned.

F. SHELTER OPERATIONS.

1. Shelter activities are coordinated by the EOC Human Services Branch who:

   a. Determines which shelters should be open.
   b. Coordinates dissemination of shelter information to the PIO.
   c. Coordinates reception and shelter activities with American Red Cross.
   d. Assign trained managers and staff to all public reception centers and shelters prior to opening them.

2. The American Red Cross, Southeastern Wisconsin assists with mass care activities.

3. Sheltering operations are coordinated through the Shelter Officer.

   a. Determines which shelters should be open.
   b. Coordinates dissemination of shelter information to PIO.
   c. Reception center personnel register and assign evacuees to shelters.
   d. American Red Cross personnel coordinate shelter activities.
   e. Local Law Enforcement Agencies officers and/or volunteers are assigned as security to congregate care facilities.
   f. Responsible for crisis upgrade of shelters.

G. RE–ENTRY.

1. The re–entry decision and order are made by Incident Commander or Executive Group after the threat has passed and the evacuated area has been inspected by Fire and Rescue Services, Law Enforcement Agencies, Public Works, and local utilities for safety.

2. Re–entry of an evacuated area requires coordination and direction of evacuees from the area by Law Enforcement Agencies.

3. When ordering re–entry, the following considerations are addressed:

    a. Insure that threat is over.
    b. Insure homes have been inspected and are safe to return to.
    c. If homes have been damaged, determine any long–term housing needs.
    d. Determine number of persons in shelter who will need transportation to return to their homes.
    e. Inform public of proper re–entry procedures and remaining hazards.
    f. Coordinate traffic control and movement back to the area.
    g. Issue proper clean–up instructions.

4. PIO should coordinate and disseminate public information through the local media on re–entry procedures.

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Attachment 3

ACCESS AND FUNCTIONAL NEEDS POPULATIONS

EVACUATION SHELTERING, RE–ENTRY

General Evacuation Issues

1. Issues that have greatest impact on those with access and functional needs include notification, evacuation, emergency transportation, access to medical care and medications, access to mobility devices or service animals while in transit or at shelters and access to information.

2. Access and functional needs populations must be identified, so neighbors, couriers, or the police can make personal contact with them to ensure they are aware of the alert conditions. These groups include, but not limited to those with; physical and/or mental impairments, the elderly, homeless individuals, non–English speaking individuals, etc.

3. Agency support for identifying access and functional needs populations include Waukesha County HHS, ADRC, Public Health, Community Based Organizations, state and federal agencies.

4. Access and functional needs populations have a greater vulnerability to disasters and consideration must be given high priority for evacuation and sheltering actions. This also includes institutional groups and other congregated populations.

5. Evacuation SOP's need to ensure all residents have access to public education and information materials in appropriate formats, tailored to access and functional population needs, both prior to and during the event.

6. Warning procedures should ensure that all residents, including the blind or those with low vision, and the hearing impaired receive information in an appropriate format. Often this will require several forms of alert and notification and may even include sign language interpreters on local media channels.

7. Some access and functional needs populations will not or cannot comply with mandatory evacuation orders, because of transportation constraints, mobility impairments, or for a variety of other reasons.

TRANSPORT

1. Transportation demands of access and functional needs populations can vary and requires careful planning and assessment of types of transport required, since type of transport provided can expedite or complicate the process. In addition, collaboration between providing agencies is critical, since response vehicles may have to be acquired from a variety of public and private agencies

2. First responders should be trained to recognize cognitive impairments by routinely screening for signs of confusion among evacuees and other signs.

SHELTERING

1. Shelter staff should be trained to work with people with disabilities, including those with guide or service animals.

2. SOP's for sheltering and transport should include, but not be limited to; accommodations for walkers, wheelchairs, crutches, people with scooters, and bedridden populations.

3. Access and functional needs shelter may have to be identified and utilized for large–scale evacuation

4. Shelter security plans should include procedures for addressing loss of Law Enforcement Agencies during and following hazardous events.

5. Coordinating efforts with social service agencies to provide intervention counselors at shelters will help reduce stress on evacuees, especially those with medical needs who may be without familiar services.

6. Individuals with access and functional needs and associated care takers may choose to or have to shelter–in–place during emergencies, because of the potential trauma associated with acquiring needed resources at the shelter.

7. Issues may arise if the person is unable to effectively react to hazardous conditions.

RE–ENTRY

1. Access and functional needs populations may require additional follow–up counseling measures in schools or other institutions, due to trauma from evacuation and sheltering issues.

Attachment 4

EVACUATION PLANNING FACTORS

A. COUNTY WIDE EVACUATIONS.

Should it be necessary to evacuate Waukesha County for county–wide events (i.e. hazardous materials accident, weapons of mass destruction event), the Waukesha County EOC will coordinate its efforts with other local jurisdiction EOCs.

B. NEIGHBORHOOD OR AREA EVACUATION.

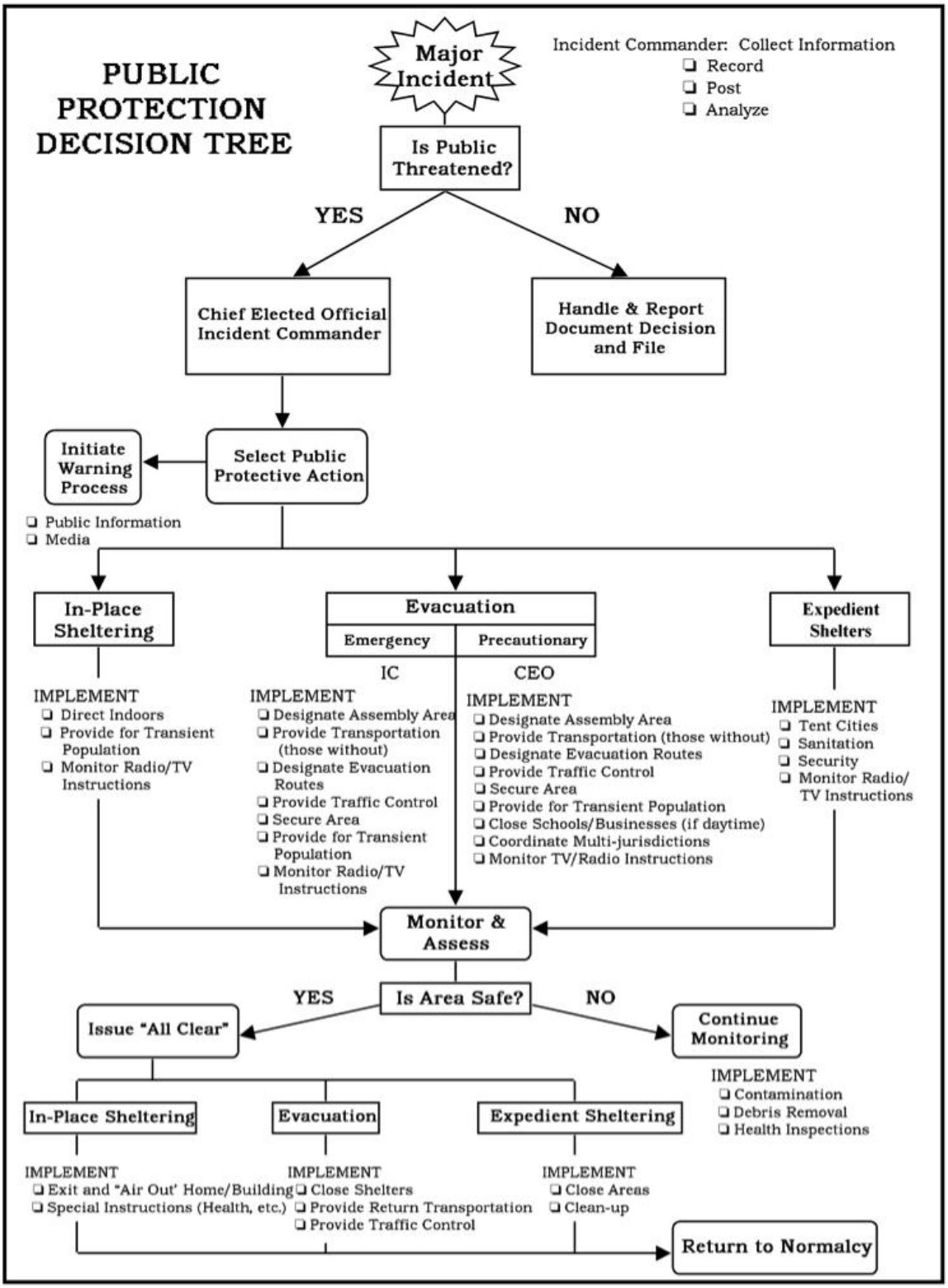
Certain events can occur with little or no warning (i.e. hazardous materials event, large fire, hostage/terrorism event) requiring immediate public protection efforts. A "time and circumstances" evacuation plan will be implemented by the Incident Commander at the scene, with support by the Waukesha County EOC as requested and time allows. The following planning factors should be considered in preparing an evacuation plan:

1. Consider the characteristics of the hazard/ threat: magnitude, intensity, speed of onset, duration, impact.
2. Determine area to be evacuated.
3. Establish a perimeter. Consider special equipment:
   - Barricades with flashing lights.
   - Barricade tape.
   - Evacuation route signs.
4. Determine the number of people to be evacuated, time available in which to effect the evacuation, and the time and distance necessary to insure safety.
5. Establish entry and exit control points.
6. Identify functional needs populations:
   - Schools.
   - Day care centers.
   - Nursing homes.
   - Handicapped persons (hearing, sight, mentally, mobility impaired).
   - Non–English speaking persons.
   - Hospitals, health care facilities.
   - Jails, juvenile facilities.
   - Transient populations (street people, motel/ hotel guests).
   - People without transportation.
   - Animals: Kennels, veterinary hospitals, zoos, pet stores, animal shelters, farm animals.
7. Identify assembly areas for people without transportation.
8. Estimate numbers of people requiring transportation.
   - Remember functional needs populations.
9. Identify evacuation routes. Consider: traffic capacity, risk areas.
10. Identify mass care facilities, safe areas.
11. Consider need for animal control, care, evacuation.
12. Plan for "what ifs," i.e. vehicle breakdowns, bridge/ road damages, secondary hazards along evacuation routes, etc.
13. Plan for security: Perimeter control, property protection, etc.
14. Minimize family separation. Consider how to reunite families.

15. Is an “evacuation order” from the local elected official(s) needed?
16. Determine reentry procedures.
17 Issue specific evacuation instructions to include:
    - Situation: Emphasize hazard/threat/risk.
    - The life/death consequences for not evacuating.
    - Services that will be discontinued or interrupted within the evacuation area.
    - Legal consequences for re–entering the area.
    - Identification of the specific area(s) to be evacuated.
    - List of items that evacuees should take with them (such as food, water, medicines, portable radio, fresh batteries, clothing, sleeping bags).
    - Departure times.
    - Pickup points for people requiring transportation assistance.
    - Evacuation routes (give easy to understand instructions using major roads, streets, highways, rivers, etc.)
    - Location of mass care facilities outside of the evacuation area.
    - Where family members go to be united.
    - How functional needs populations are being assisted.
    - What to do with animals. –Keep animals secured, on leash, etc.
18. Remember to keep evacuees and the general public informed on evacuation activities and the specific actions they should take.

Attachment 5

PUBLIC PROTECTION DECISION TREE



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Attachment 6

ALERT/WARNING/NOTIFICATION SYSTEM

A. SYSTEM DESCRIPTION.

1. National Warning System (NAWAS).

   - NAWAS is a nationwide private telephone communications system funded by the Federal Emergency Management Agency. It operates on three levels of government: Federal, State and Local. The system has network nodes located at strategic locations in each state. States, in turn, coordinate a system connecting system nodes in various counties. The primary warning point for Waukesha County is the WSP District 3 and is monitored on a 24 hour basis.

2. National Weather Service (NWS).

   - Current weather information and warnings are received over the NAWAS and internet computer products. Radio broadcasts are received over the NOAA weather radio broadcasting from Missoula, MT.

3. Emergency 911 Communications Center.

   - The 911 Emergency System is a locally operated telephone system capable of receiving emergency information from the public and disseminating such information to the various emergency response agencies, such as police, fire and rescue units within the local area.

4. Outdoor Warning System.

   - Waukesha County does not possess a designated outdoor warning siren system. Siren systems are owned, maintained and operated by and at the discretion of local municipalities. However, outdoor sirens are positioned in several locations within Waukesha County. Activation of the outdoor warning sirens can be accomplished by the 911 Communications Center serving the specific jurisdiction.

5. Flood Warning System.

   - The National Weather Service has a network of rain and river gauges that are strategically placed on regional rivers and collect data used for flood warning purposes.

6. SkyWarn.

   - Project SkyWarn is a national program designed to place personnel in the field to spot and track severe weather and Waukesha participates in the program. These field personnel are trained by the National Weather Service in basic severe weather meteorology, and in how and what to report to the proper officials. During periods of severe weather, the spotters are dispatched to the field and relay reports to the NWS or the EOC. If the EOC is activated, it disseminates the appropriate warning. Trained severe weather spotters maybe activated in Waukesha County.

7. Emergency Alert System (EAS).

- The Emergency Alert System is composed of AM, FM, and TV broadcast stations and non–government industry utilities operating on an organized basis during emergencies at national state, and local levels. It provides for the alerting of participating stations, dissemination of standardized emergency information, and/or termination of non–emergency station activities until the emergency subsides.

- The FCC, in conjunction with Federal Emergency Management Agency (FEMA) and the National Oceanic and Atmospheric Administration's National Weather Service (NWS), implements the EAS at the federal level. The President has sole responsibility for determining when the EAS will be activated at the national level, and delegated this authority to the director of FEMA. The EAS provides an official means for supplying emergency information to the public. Local radio and television broadcast stations participate in EAS based upon a contractual agreement between the station and the FCC.

- In cases where there is an immediate threat to life or property that justifies immediate notification of the public, local emergency management officials may choose to issue a Civil Emergency Message (CEM) through EAS.

- Procedures for EAS Activation for Non–Weather Emergency Messages (State or Local):

  – A Designated local Official identifies a risk to life or property that justifies immediate notification of the general public;
  – Designated local Officials create a message for dissemination;
  – Message is provided to appropriate National Weather Service (NWS) office(s), by fax or verbally. Activation of the EAS for Waukesha County is facilitated through the WTMJ Channel 4;

- Authentication and Issuance
  – WTMJ authenticates by calling back and confirming message with Designated Official or dispatch;
  – WTMJ enters and sends out the message, activates EAS;
  – _____ may also broadcast messages over NOAA Weather Radio;
  – Broadcasters receive message from WTMJ and can automatically broadcast message over radio and television networks, even those that are unattended;
  – NOAA Weather Radios automatically alarm.

8. Print Media and Electronic Media.

- When time is sufficient, warnings and emergency information are provided through the print and electronic media, and the County of Waukesha's web page.

9. Neighborhood Warning Procedures.

- In some instances, additional warning must be provided to certain areas. Methods used include, but limited to, vehicle mounted public address and door–to–door warning.

- Law Enforcement Agencies and fire service vehicles, which are equipped with sirens and/or public address systems, will augment fixed warning devices.

10. Amateur Radio Network (ARES/RACES).

    - This network provides a means to disseminate emergency public protection messages to various local and statewide amateur radio users and groups. This system supplies a vital radio communication link between the EOC and local governments throughout the state.

11. NIXLE.

    - NIXLE is a public notification system intended to alert residents to emergency weather, road closings, public safety advisories, and natural or man–made disasters through mobile telephone text messaging. The authorized administrators are the Law Enforcement Agencies Department and the Homeland Security and Emergency Management Agency.

12. Mass Notification System (MNS).

    - MNS is operated by Intrado, a corporation that provides 911 operations support systems services to incumbent local exchange carriers, competitive local exchange carriers and wireless carriers. The EPNS system is activated via web interface or by calling their emergency call relay center. EPNS calls the phone lines identified in the 911 database within specified geographic area. EPNS is also capable of utilizing pre–loaded calling lists.

13. Health Alert Network.

    - The Health Alert Network (HAN) is a strong national program, providing vital health information and the infrastructure to support the dissemination of that information at the State and Local levels, and beyond. The HAN Messaging System currently transmits Health Alerts, Advisories, Updates, and Info Service Messages.

14. 511 System.

    - The State Department of Transportation operates a traveler advisory system accessible by calling 5–1–1. The system can be used to advise motorists on state highways of travel related information or warnings.

15. Cable Television Interrupt System (CTIS).

    - CTIS enables emergency management officials to override the audio being broadcast on local cable providers with scripted emergency messages. This capability is only available in jurisdictions served by cable TV services.

B. SYSTEMS TESTING.

1. Components of the warning system are tested on a regular basis, some daily, weekly, or monthly.

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Emergency Support Function (ESF) # 23

Debris Management

Preface

Emergencies may create a variety of debris that impact the County's ability to provide emergency response and may affect the health and safety of the public. Clearing debris to permit travel emergency vehicles and removal of debris to protect health and safety are vital components of the County's emergency response.

Primary Agency

Public Works

Emergency Operations Center ESF # 23 – Debris Management

Waukesha County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Public Works** **Support** **Debris Management Contractors** **Fire Departments** **Home Builders & Contractor's Associations** **Law Enforcement Agencies** **Parks and Land Use** **Utilities** **Utilities: Electric, Telephone, Gas**	**NOTE:** State support to this ESF may be available in coordination with the State Emergency Operations Center (EOC).

Federal

NOTE: Though there is no Federal ESF # 24, likely support from Federal ESFs # 3 and # 10 includes:

- Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property. The scope of actions related to debris may include waste sampling, classification, packaging, transportation, treatment, demolition, and disposal.
- When ESF #3 is activated for a debris mission may also: collect, segregate, and transport to an appropriate staging or disposal site hazardous materials that are incidental to building demolition debris, such as household hazardous waste and oil and gas from small motorized equipment; remove and dispose of Freon from appliances; and remove, recycle, and dispose of electronic goods. (The removal of hazardous material containers that may have become intermingled with construction debris, such as drums, tanks, and cylinders containing oil and hazardous materials, is managed under ESF #10.)
- Management of contaminated debris (e.g., chemical, biological, radiological, or nuclear contamination) will be a joint effort with ESF #10 and FEMA. The scope of actions related to contaminated debris may include waste sampling, classification, packaging, transportation, treatment, demolition, and disposal of contaminated debris and soil.

Emergency Support Function (ESF) # 23

Debris Management

A. PURPOSE.

1. To provide for the coordination of emergency road clearance, debris collection and disposal.

B. POLICIES.

1. Debris clearance is critical to life safety and security. Debris removal efforts will first focus on clearing of major transportation routes and roadways into damaged areas to allow for the movement of emergency vehicles, personnel, equipment and supplies.

2. Debris removal is necessary in affected areas to prevent the development and spread of vector–based epidemiological agents, general sanitation problems and environmental damage.

3. All disposal activities will be conducted with health and environmental concerns being the foremost consideration.

4. Waukesha will encourage the use of contracted services.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
Pre-Emergency	Work with the County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Maintain inventories of resources and equipment. 3. Participate in tests and exercises. 4. Develop emergency action checklists and Standard Operating Procedures (SOPs). 5. Maintain pre–event contracts to support debris management needs in an emergency. 6. Work with ESF # 1 to establish and maintain priorities for roadway corridors that will have priority in regard to debris removal and repair to allow access into damaged areas. 7. Develop and maintain a Debris Management Plan; Coordinate development of the plan with Public Works & Engineering ESF # 3. Plan content should include strategies for: a. Debris clearing. b. Debris collection.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	c. Identification of temporary storage and areas. d. Recycling. e. Disposal. f. Hazardous waste identification and handling. g. Administration. h. Dissemination of information to the public. 8. Pre–identify means of transporting the debris if normal channels are unavailable. 9. Establish pre–event working relationships and understandings with neighboring jurisdictions and contractors. 10. Establish and maintain a comprehensive record keeping system for continuous updating and recording of debris numbers. 11. Maintain mutual aid agreements.
Emergency	1. Implement the Waukesha County Debris Management Plan; Coordinate debris operations. 2. Send a senior representative to the Waukesha EOC, when the EOC is activated during an emergency. 3. Coordinate with ESF # 3 for emergency road clearance and removal of debris for reconnaissance of the damaged areas and passage of emergency personnel and equipment for health and safety purposes. 4. When notified, report to the Waukesha County EOC. 5. Administer and manage contracted services. 6. Coordinate emergency road clearance and removal of debris for reconnaissance of the damaged areas and passage of emergency personnel and equipment for health and safety purposes.
Emergency Operations Center (EOC)	1. Staff ESF # 23 position in the EOC. 2. Appoint a debris management coordinator; Implement the County's Debris Management Plan. 3. Coordinate emergency road clearance and removal of debris for reconnaissance of the damaged areas and passage of emergency personnel and equipment for health and safety purposes. 4. Identify incident sites requiring debris clearance and management: a. Public rights–of–way. b. Public property. c. Private property. 5. Recommend disposal sites for debris: a. Temporary staging areas and debris reduction sites. 6. Coordinate debris collection and hauling: a. Coordinate debris removal operations in areas affected by emergencies or disasters. b. Coordinate or assist in removal of debris from private property, within

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
PUBLIC WORKS	
	the limits established by County Executive. 7. Coordinate the removal of debris with county, state, and federal environmental officials. 8. Coordinate debris separation. Debris from residential and commercial properties will be separated into four general groups: a. Raw garbage, rubbish garbage, yard waste and construction/building rubble. b. Separate hazardous materials and hazardous waste from debris to the extent possible. 9. Coordinate debris disposal. a. Identify debris disposal issues, i.e. hazardous materials. b. Secure necessary environmental permits and legal clearances. 10. Determine methods of disposal as appropriate: a. Open pit burning and burning by incineration methods. b. Mulching and chipping clean horticultural waste. c. Hauling mulched or chipped waste out of the City. d. Mixing mulch or chipped clean waste with soil to improve agricultural productivity. e. Reuse/recycle for aluminum, plastic and horticultural waste to the extent possible. 11. Provide logistical support for demolition operations. 12. Administer and manage contracted services. 13. Sources for additional resources can include: a. Mutual aid. b. Municipal, state and federal resources. c. Private companies, contractors. 14. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 15. Provide personnel and equipment for debris management operations. 16. Assist with developing debris clearance Incident Action Plan. 17. Provide emergency road clearance and removal of debris for reconnaissance of the damaged areas and passage of emergency personnel and equipment for health and safety purposes. 18. Support debris removal operations in areas affected by emergencies or disasters. 19. Assist with flood control with portable pumps and floating pumps.
Recovery Actions	1. Coordinate development of Waukesha County debris management contractors; Monitor contractor services.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Debris Management Contractors	1. Provide debris clearing and management services.
Fire Departments	1. Provide vehicles and personnel for emergency use. 2. Assist with road and debris clearance. Engine crews can assist with: a. Road clearing with chainsaws, winch and come–a–longs. b. Manpower for moving equipment and driving vehicles. 3. Approve debris management burn sites in accordance with appropriate local requirements to ensure safe burning. 4. Issue bans on open burning based upon assessment of local conditions and ensure dissemination of information to the public. 5. Supervise burn sites in accordance with all appropriate local requirements to ensure safe burning, subject to amendments by the Public Health Division and/or Fire Marshal.
Home Builders & Contractor's Associations	1. Source for heavy equipment to include: backhoes, front–end loaders, motor graders, and dump trucks.
Law Enforcement Agencies	1. Identify locations where debris clearance and management is necessary. 2. Provide security at debris clearing and dumping sites.
Parks and Land Use	1. Assist Public Works in debris removal and restoring access in public rights of way priority corridors. 2. Provide temporary debris staging sites. 3. Recommend disposal sites for debris. 4. Support debris removal operations in areas affected by emergencies or disasters. 5. Assist with developing debris clearance Incident Action Plan. 6. Assist with identifying and mapping of debris staging areas and disposal sites. 7. Assist in monitoring debris management site operations and closeout activities. 8. Assist as necessary on all environmental and health issues. 9. Regulate the burning at debris management sites.
Utilities	1. Shut off utilities prior to initiation of debris removal. 2. Support debris removal operations in areas affected by emergencies or disasters. 3. Source for heavy equipment to include: backhoes, front–end loaders, and dump trucks.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Utilities: Electric, Telephone, Gas	1. Support debris removal operations in areas affected by emergencies or disasters.
ATTACHMENTS	None.
REFERENCES	None.

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Comprehensive Emergency Management Plan (CEMP)

Annex IV
RECOVERY

Waukesha County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

IV. RECOVERY

IV. RECOVERY.

A. INTRODUCTION, PURPOSE, GOALS.

1. Waukesha County has the primary role in planning for and managing all aspects of its recovery. State and federal officials will look to the County to clearly articulate its recovery priorities and develop recovery plans. Post disaster recovery activities begin in the early stages of the response operations and may last for years.

2. The purpose of recovery planning is to anticipate what will be needed to restore the community to full functioning as rapidly as possible through pre-event planning and cooperation between citizens, businesses and government. Successful community recovery from disaster will only occur if everyone in the community understands the process, and how they fit in. Individuals, agencies, organizations and businesses must understand their responsibilities and must coordinate their work efforts with the County's and Municipality's recovery leadership.

3. This Recovery Annex provides a framework to guide the County's recovery efforts.

4. Waukesha County's recovery goals are to:

   a. Maintain Leadership.
   b. Utilize local initiative and resources.
   c. Maximize State/Federal programs and benefits.
   d. Establish and maintain communications to and from citizens.
   e. Provide a point of contact for disaster victims.
   f. Make maximum use of damage and impact assessment for recovery planning.
   g. Promote economic recovery.

B. POLICY.

1. To establish overall direction, control and/or coordination through a Waukesha County Recovery Management Organization to support disaster recovery.

2. To utilize the National Incident Management System (NIMS) as the organizational basis for recovery to any emergency.

3. To use “Recovery Support Functions (RSFs)” to organize Waukesha County's recovery efforts.

C. RECOVERY ROLES AND RESPONSIBILITIES.

1. Individuals and Households.

   a. Individuals and families need to plan and be prepared to sustain themselves in the immediate aftermath of a disaster. Those who prepare reduce personal stress, and they enhance their ability to undertake their own recovery and shape the future of Waukesha County's recovery.

   b. Individuals and households should carry adequate insurance and maintain essential levels of supplies, medication, food and water. Resources to help individuals and families prepare are available through websites and publications of various organizations that are active in disasters, including local, state, and federal agencies.

2. Private Sector - Business Community and Critical Infrastructure Owners and Operators.

   a. The private sector has a critical role in recovery. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base. Additionally, the private sector owns and operates the vast majority of the critical infrastructure, such as electric power, financial and telecommunications systems.

   b. The private sector should: develop, test and implement business continuity and restoration plans; implement mitigation measures and preparedness; carry adequate insurance.

3. Nonprofit Sector.

   - Nonprofit-sector support is provided by a range of organizations from small locally- based nonprofits to national organizations with extensive experience in disaster recovery. Nonprofits directly supplement and fill gaps where government authority and resources cannot be applied.

4. Municipalities.

   - Each municipality should: identify a point of contact to organize, coordinate and advance the recovery at the municipal level; participate in damage and impact assessments; coordinate with the County's Disaster Recovery Manager for recovery planning and implementation.

5. County.

   a. The County’s Office of Emergency Management is the lead agency for the County's preparedness, pre-disaster recovery and mitigation planning.

   b. Based on the disaster impacts, a recovery support function driven Recovery Incident Action Plan (RIAP) will be developed. Recovery planning efforts will focus on activities that will restore the community and reduce future disaster potential.

c. Certain County Divisions/Departments, Agencies and Organizations will be assigned to lead specific recovery support functions.

d. During recovery the County may appoint a Disaster Recovery Manager to organize and manage the County's recovery activities.

6. County Disaster Recovery Manager (DRM).

a. When needed, the County will appoint a DRM to manage its' recovery activities and work closely with the state and federal disaster recovery coordinators.

b. Key responsibilities for the DRM may include, but is not limited to:

(1) Leading and coordinating the establishment and activities of local recovery-dedicated organizations and initiatives.
(2) Working with recovery coordinators/leads at the state and federal levels to facilitate the development of a unified communication strategy.
(3) Determining and communicating recovery priorities to state, federal and other recovery stakeholders and supporters.
(4) Organizing recovery planning processes to fully engage constituents' input and leading the development of the County's recovery visions, priorities, resources, capability, and capacity.
(5) Leading the development of the County's recovery plans and ensuring that they are publicly-supported, actionable, and feasible based on available funding and capacity.
(6) Incorporating critical mitigation, resilience, and accessibility building measures into the County's recovery plans and efforts.
(7) Ensuring inclusiveness in the community recovery process, including protected classes (e.g., persons with disabilities, limited English proficiency, etc.).
(8) Collaborating with federal and other stakeholders and supporters, such as the business and non-profit communities, to raise financial support (including long term capital investment in local businesses) for the County's recovery and to resolve potential duplication of assistance.
(9) Coordinating federal and other funding streams for recovery efforts and communicating issues and solutions to recovery assistance gaps and overlaps.
(10) Developing and implementing relevant recovery progress measures and communicating needed adjustments and improvements to applicable stakeholders and authorities.
(11) Working closely with recovery leadership at all levels to ensure a well-coordinated and well-executed recovery.

7. State.

a. The state provides a conduit to local government for federal recovery assistance programs.

b. During recovery the state may: assess local government recovery needs; assist local governments with identifying recovery resources; appoint a State Disaster Recovery Coordinator (SDRC) to lead and coordinate state recovery planning and assistance to impacted communities.

8. Federal.

a. FEMA promotes recovery preparedness by providing guidance to local and state governments and nongovernmental organizations on pre-disaster recovery planning.

b. When a disaster occurs that exceeds the capacity of state resources the federal government may use the National Disaster Recovery Framework (NDRF) to task available department and agency capabilities to support local recovery efforts.

c. During recovery the federal government may: deploy a Federal Disaster Recovery Coordinator (FDRC); activate and deploy Recovery Support Functions (RSFs) when determined necessary; and, establish a recovery coordination structure in close collaboration with affected local, state and tribal governments.

d. The FDRC works as a deputy to the Federal Coordinating Officer (FCO) for all matters concerning disaster recovery. The FDRC partners with and supports the County's Disaster Recovery Manager (DRM) and the State Disaster Recovery Coordinator (SDRC) to facilitate disaster recovery in the impacted area.

D. RECOVERY PHASES.

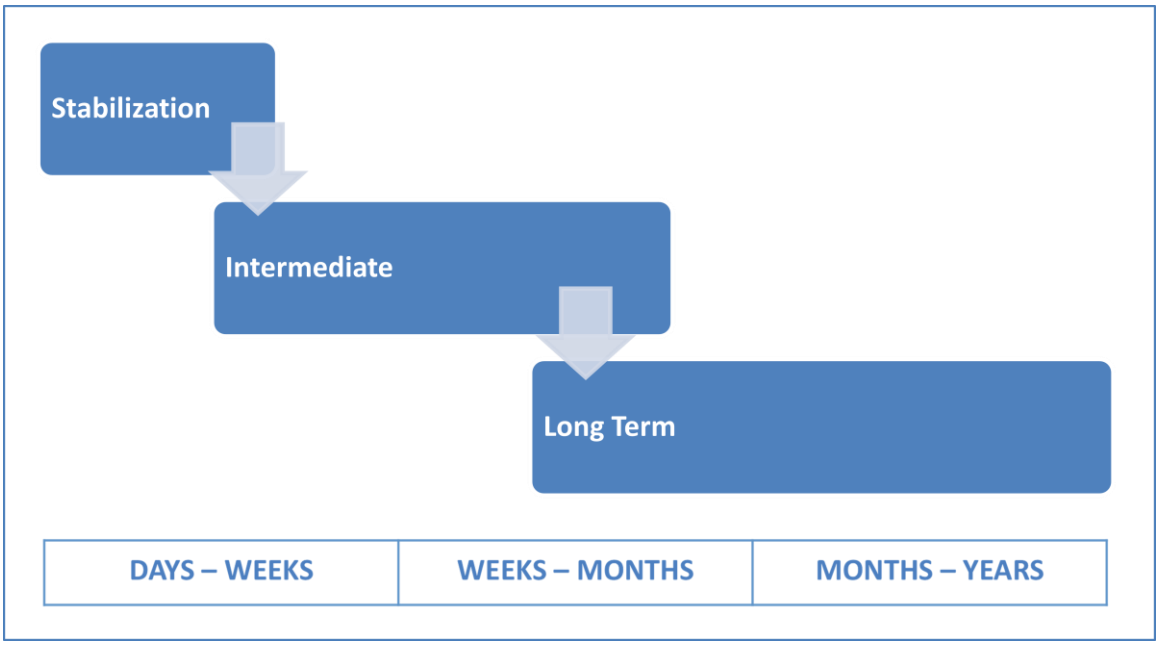
1. Recovery begins before a disaster strikes, with preparedness activities such as planning, capability building, exercising, and establishing tools and metrics to evaluate progress and success; mitigation planning and actions; economic development planning, and vital partnership building, all of which contribute to the County's resilience. Post disaster recovery activities begin in the early stages of the response operations and may last for years.

2. The County's response to disaster impacts follows a "phased approach" that includes three general phases: short–term, intermediate and long–term.

   - The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery.

3. Short-term (days-weeks) recovery actions. As response actions wind down, short-term stabilization activities are primary. Stabilization is the process in which the immediate impacts of an event on community systems are managed and contained, thereby creating an environment where recovery activities can begin. The various elements of a community system will stabilize on different time frames, leading to a situation in which response, stabilization, and restoration activities can occur concurrently.

4. Intermediate (weeks-months) recovery activities involve returning individuals and families, critical infrastructure and essential government or commercial services back to a functional, if not pre-disaster state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.



5. Long-term (months-years) recovery is the phase of recovery that follows intermediate recovery and may continue for months to years. Examples include the complete redevelopment and revitalization of the damaged area. It is the process of rebuilding or relocating damaged or destroyed social, economic, natural, and built environments in a community to conditions set in a long-term recovery plan. The goal underlying long-term redevelopment is the impacted community moving toward self-sufficiency, sustainability, and resilience. Activities may continue for years depending on the severity and extent of the disaster damages, as well as the availability of resources.

RECOVERY PHASES/TASKS		
Short-term (days)	**Intermediate (weeks-months)**	**Long-term (months-years)**
❑ Providing essential health and safety services ❑ Providing congregate sheltering or other temporary sheltering solutions ❑ Providing food, water and other essential commodities for those displaced by the incident. ❑ Providing disability related assistance/functional needs support services.	❑ Continuing to provide individual, family-centered, and culturally appropriate case management. ❑ Providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long-term housing solutions. ❑ Returning of displaced populations and businesses if appropriate.	❑ Identifying of risks that affect long-term community sustainment and vitality. ❑ Developing and implementing disaster recovery processes and plans, such as a long term recovery plan and/or reflecting recovery planning and mitigation measures in the community's land use planning and management, comprehensive plans, master

- ❑ Developing impact assessments on critical infrastructure, essential services, and key resources.
- ❑ Conducting initial damage assessments.
- ❑ Conducting community wide debris removal, including clearing of primary transportation routes of debris and obstructions.
- ❑ Restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care.
- ❑ Establishing temporary or interim infrastructure systems. Supporting family reunification.
- ❑ Supporting return of medical patients to appropriate facilities in the area.
- ❑ Providing basic psychological support and emergency crisis counseling.
- ❑ Providing initial individual case management assessments.
- ❑ Providing security and reestablishing law enforcement functions.
- ❑ Building an awareness of the potential for fraud, waste and abuse, and ways to deter such activity, such as developing Public Service Announcements and publicizing ways to report allegations of waste, fraud and abuse.
- ❑ Begin assessment of natural and cultural resources.
- ❑ Reconnecting displaced persons with essential health and social services.
- ❑ Providing supportive behavioral health education, intervention, including continuing to provide crisis, grief, and group counseling and support.
- ❑ Providing access and functional needs assistance to preserve independence and health.
- ❑ Updating hazard and risk analyses to inform recovery activities.
- ❑ Establishing a post-disaster recovery prioritization and planning process.
- ❑ Developing an initial hazard mitigation strategy responsive to needs created by the disaster.
- ❑ Ensuring that national and local critical infrastructure priorities are identified and incorporated into recovery planning.
- ❑ Developing culturally and linguistically appropriate public education campaigns to promote rebuilding to increase resilience and reduce disaster losses.
- ❑ Complete assessments of natural and cultural resources and develop plans for long-term environmental and cultural resource recovery.

plans, and zoning regulations.

- ❑ Rebuilding to appropriate resilience standards in recognition of hazards and threats.
- ❑ Addressing recovery needs across all sectors of the economy and community, and addressing individual and family recovery activities and unmet needs.
- ❑ Rebuilding educational, social, and other human services and facilities according to standards for accessible design.
- ❑ Reestablishing medical, public health, behavioral health, and human services systems.
- ❑ Reconfiguring elements of the community in light of changed needs and opportunities for “smart planning” to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources.
- ❑ Implementing mitigation strategies, plans, and projects.
- ❑ Implementing permanent housing strategies.
- ❑ Reconstructing and/or relocating, consolidating permanent facilities.
- ❑ Implementing economic and business revitalization strategies.
- ❑ Implementing recovery strategies that integrate holistic community needs.
- ❑ Implementing plans to address long-term environmental and cultural resource recovery.

		❑ Ensuring there is an ongoing and coordinated effort among local, state, tribal, and federal entities to deter and detect waste, fraud and abuse. ❑ Identifying milestones for the conclusion of recovery for some or all non-local entities.

E. DAMAGE ASSESSMENT PHASES.

1. The recovery process begins with an initial damage assessment conducted by County personnel using aircraft, ground vehicles, observer call-ins and the Windshield Assessment Team. The size and type of incident and its overall impact on the community will determine who should participate in the damage assessment process. Minor emergencies or incidents may only require participation of local County agencies and organizations.

2. Rapid Impact Assessment: First Phase.

   a. The impact survey data provides a County-wide general overview of the most significantly impacted areas and, therefore, establishes a prioritization mechanism for damage assessment team deployment, resource allocation, and disaster assistance.

3. Initial Damage Assessment: Second Phase.

   a. The Initial Damage Assessment is performed by County Staff for the unincorporated areas and municipal staff for each of the municipalities. All Damage Assessment data is reported to the EOC for Countywide compilation by the Damage Assessment Teams.

   b. The goal of this assessment is to determine the magnitude and severity of damages and to strategize the County's response and recovery efforts.

   c. The initial damage assessment determines if an emergency declaration is warranted.

4. Preliminary Damage Assessment (PDA): Third Phase.

   a. The PDA is a joint local/state/federal assessment used to determine the magnitude and impact of damage due to an incident. The State uses the results of the PDA to determine if the situation is beyond the combined capabilities of the State and County resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

   b. The PDA teams conduct a more in-depth evaluation in order to rate the level of damage to each structure.

c. Each municipal jurisdiction is responsible for the implementation of the federal compliant damage assessment of homes and businesses within their jurisdiction.

5. Mitigation Assessment: Possible Fourth Phase.

a. Should Waukesha County be impacted by a natural disaster deemed to be of national significance, FEMA in conjunction with state and local officials may mobilize a Mitigation Assessment team (MAT). This team's mission is to conduct on-site qualitative engineering analyses to assess damage to government offices, homes, hospitals, schools businesses, critical facilities and other structures and infrastructure. The intent of the assessment would be to determine the causes of structural failures (or successes) and to evaluate the adequacy of local building codes, practices, and construction materials for the purpose of improving future performance. They may use the opportunity to review the effectiveness of previous mitigation projects.

F. RECOVERY SUPPORT FUNCTIONS.

1. Recovery planning begins when the Waukesha County EOC is activated. Recovery planners begin an assessment of the disaster impacts and determine which Recovery Support Functions (RSFs) will be activated to meet the County's recovery needs.

2. Just like ESFs, Recovery Support Functions represent groupings of types of recovery activities and programs that the County and its citizens are likely to need following disaster. A "primary" agency/department for each RSF will be responsible for coordinating the implementation of the recovery activity or programs. The primary agency/department will be responsible for identifying the resources (support departments and organizations) within the RSF that will accomplish the post disaster activities. The primary agency/department is also responsible for coordinating the resource delivery.

3. Waukesha County's schedule of RSFs is in Table 12: Schedule of RSFs.

SCHEDULE OF RSFs	
RECOVERY SUPPORT FUNCTION (RSF)	**PURPOSE**
RSF # 1 **Damage Assessment/Impact Analysis**	1. To determine the disaster's impact on the County, determine recovery priorities, identify resource needs for disaster recovery, justify necessary state and federal assistance, identify structures unsafe for occupation, and determine structures that have to comply with the County's (and Municipality's) build–back policy. 2. To determine nature/extent of impact to infrastructure damage for proper prioritization. 3. To provide information after an emergency or disaster and detailing the situation, location, and extent and nature of damage. 4. To provide information to determine priorities and requirements for restoration and reconstruction.
RSF # 2 **Continuation of Government**	To ensure the continuing critical functions and services of government while responding to and recovering from disaster.

SCHEDULE OF RSFs	
RECOVERY SUPPORT FUNCTION (RSF)	**PURPOSE**
RSF # 3 **Debris Management**	To effectively manage debris generated by the disaster.
RSF # 4 **Individual Assistance**	To inform disaster victims about the federal individual assistance programs that are available and how to make application.
RSF # 5 **Unmet Needs**	1. To provide an Ombudsman to provide information, investigate complaints, and to assist with disputes by directing citizens to the appropriate agency(ies) for resolution. 2. To provide a means of identifying and resolving disaster recovery needs in cases where: government or voluntary agency assistance programs are not available; or government or voluntary agency assistance is provided but falls short of meeting all the needs of disaster victims.
RSF # 6 **Human Services**	To identify individuals who need various human services following a disaster and to meet those needs through coordination with public and private organizations.
RSF # 7 **Safety & Risk Assessment**	To establish a safety program to identify and implement ways and means to reduce or eliminate unsafe conditions or practices for which losses may occur. The safety program may include such rewards, disciplines or penalties as may tend to reduce losses and promote safety.
RSF # 8 **Public Health & Environmental Health**	To identify threats to public health during the recovery period and to provide remedies.
RSF # 9 **Repair & Restoration of Infrastructure, Services & Public Buildings**	Repair and restoration of public infrastructure and services to return the public infrastructure and government's services to pre–event levels or better.
RSF # 10 **Emergency Permitting & Inspections**	To provide an emergency permitting plan to streamline the permitting process in the event of a disaster. These activities will consist of determining whether repair or reconstruction of damaged structures will be allowed and under what conditions, coordinating and streamlining the County's (and Municipality's) permitting processes, and implementing a system to verify that repairs/redevelopment comply with all applicable codes and laws.
RSF # 11 **Rebuilding, Construction, Repairs, Restoration**	To provide for the physical rebuilding of the community, which necessarily includes the viability of commercial operations to support the residents.
RSF # 12 **Housing (Temporary / Replacement)**	To assist displaced people, emergency workers, businesses and the temporary workforce in locating temporary housing, and to allow and/or coordinate the placement of temporary housing (housing that people occupy between the time they leave the emergency shelter and the time they are able to move back into their homes).
RSF # 13 **Redevelopment**	To articulate the vision for recovery and redevelopment in both anticipation and in the wake of a catastrophic natural disaster.
RSF # 14	To provide information to citizens, government employees, businesses and organizations

SCHEDULE OF RSFs	
RECOVERY SUPPORT FUNCTION (RSF)	**PURPOSE**
Public Information/Community Relations	concerning disaster recovery operations and progress, and to identify necessary messages and appropriate methods of delivery.
RSF # 15 Volunteers & Donations	To continue to coordinate during recovery offers of assistance by volunteer organizations, and work with federal and state organized efforts to collect and distribute donated goods and volunteer services.
RSF # 16 Reentry, Security	To promote and facilitate the timely reentry of essential response and recovery personnel, government officials, property owners, business owners, media, etc. to speed the recovery of the County and its economy; and to provide uniform guidance following a large–scale disaster to law enforcement personnel who direct access into the impacted area. Includes procedures to ensure safe and orderly reentry and clarifies the roles and responsibilities of local and state agencies that may be involved in reentry.
RSF # 17 Economic Restoration & Development	To establish a partnership with the business community to restore the local economy following disaster; identify County and business post–disaster roles and relationships; identify economic recovery assistance programs; encourage the development of business preparedness and mitigation programs.
RSF # 18 Environmental Concerns	To identify and implement projects or programs that restore, enhance, or protect natural resources and open space (flood plains, wetlands, and wildlife) from degradation to reduce impacts from natural disasters.
RSF # 19 Mitigation	To prepare a post–disaster hazard mitigation plan that will define actions during the recovery period that help prevent repeated future losses and reduce the County's vulnerability to natural hazards.
RSF # 20 Recovery Administration & Finance	To provide a framework for implementing administrative and financial services necessary for disaster recovery.
RSF # 21 Cultural & Historic Concerns	To identify and implement projects or programs that restore, enhance, or protect Historic resources from degradation, and to reduce impacts from disasters.
RSF # 22 Mutual Aid	To manage requests for mutual aid assistance for the County, or to assist another local government.

G. RECOVERY INCIDENT MANAGEMENT SYSTEM.

1. The County's recovery organization follows the concepts of the National Incident Management System (NIMS).

2. Depending upon the severity and magnitude of the disaster, full activation of the County's Recovery Incident Management System may not be necessary, may only be partially required, or may require full activation. Partial activation would be dictated by the characteristics of the disaster and would involve only those departments and organizations needing to interact in providing the necessary recovery activities and programs.

3. The County's Recovery Incident Management System is partially or fully activated by decision of County Executive and Board of Supervisors. The organization structure is intended to be flexible and should be tailored by the "Disaster Recovery Manager" and the "Section Chiefs," to meet the County's recovery needs.

H. RECOVERY ACTION TEAM (OR TASK FORCE).

1. The Recovery Action Team should be established by County ordinance (or rule?) with the goals and scope of authority clearly stated.

2. As the emergency response phase stabilizes, the County EOC begins the coordination of disaster recovery activities and may recommend the activation of the Recovery Action Team to:

   a. Oversee the recovery and reconstruction process, and to serve as an advisory committee to the Disaster Recovery Manager, County Office of Emergency Management and chief elected officials.
   b. Establish uniform policies for effective coordination to accomplish County recovery tasks.
   c. Recommend efforts to restore normalcy to areas adversely impacted by the disaster.
   d. Identify mitigation opportunities and resources.
   e. Ensure control of the recovery process.

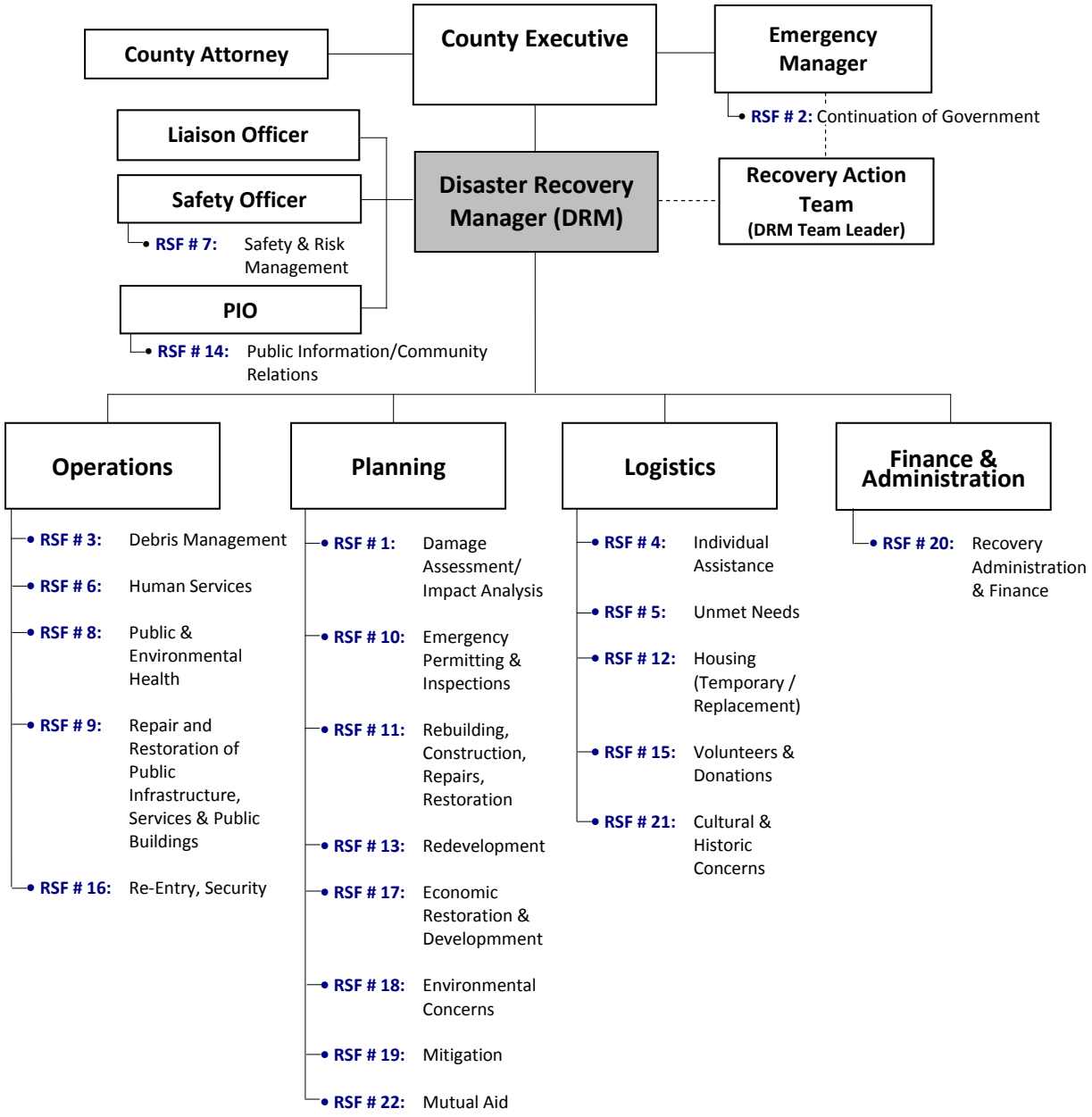
3. "Recovery Task Force" responsibilities may include, but not limited to:

   a. Preparing a redevelopment plan.
   b. Developing procedures to carry out build back policies.
   c. Developing policies for redeveloping areas that have sustained repeated disaster damage.
   d. Develop policies that promote mitigation from future damage.
   e. Develop priorities for relocating and acquiring damaged property.

4. The composition of the Recovery Action Team will vary depending upon the nature of the disaster, size of the staff and available resources.

Waukesha County

Recovery Incident Management System



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I. REQUESTING FEDERAL ASSISTANCE AND TYPES.

1. Based on a damage assessment (PDA) that the ability to recover is beyond local and state capability, the Governor will normally send a request letter for federal assistance to the President, directed through the Regional Director of FEMA Region V. Request packages are prepared by the Wisconsin Emergency Management from the provided damage assessment data.

2. The request made to the President for assistance under the authority of Public Law (PL) 93-288, as amended by PL 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended, will be for an "emergency" or "major disaster" declaration. The President then makes the decision whether or not to declare a major disaster or emergency.

3. After a presidential declaration has been made, FEMA will designate the area eligible for assistance and announce the types of assistance available. FEMA provides supplemental assistance for state and local government recovery expenses.

4. Types of federal assistance.

   a. Assistance under a declaration of "EMERGENCY" is specialized assistance to meet a specific need and is generally limited to those actions that may be required to save lives and protect property, public health, safety, or to lessen the threat of a more severe disaster. Examples of emergency assistance are:

      (1) Emergency mass care, such as emergency shelter, emergency provision of food, water, medicine, and emergency medical care.
      (2) Clearance of debris to save lives and protect property and public health and safety.
      (3) Emergency protective measures, including: Search and rescue; Demolition of unsafe structures; Warning of further risks and hazards; Public information on health and safety measures; Other actions necessary to remove or to reduce immediate threats to public health and safety, to public property, or to private property when in the public interest.
      (4) Emergency communications.
      (5) Emergency transportation.
      (6) Emergency repairs to essential utilities and facilities.

   b. Assistance under a declaration of "MAJOR DISASTER" provides a wide range of assistance to individuals (individual assistance) and/or to local and state governments (public assistance) and certain non-profit organizations.

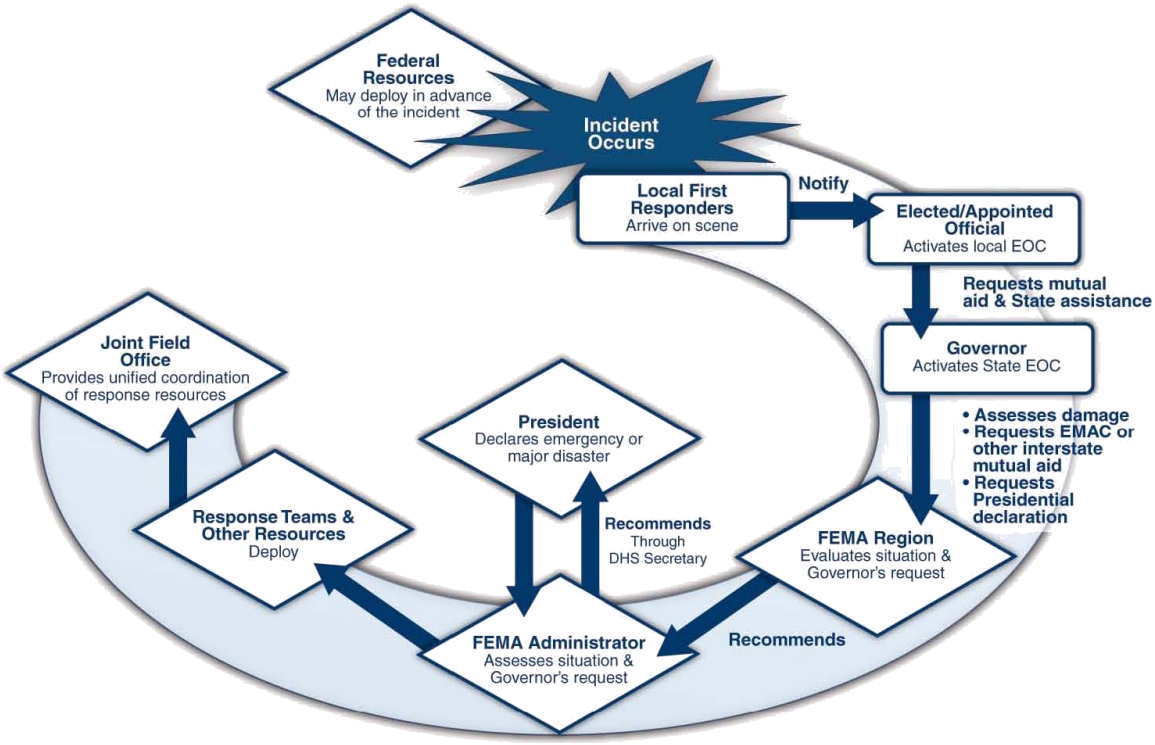
   c. The FEMA individual disaster assistance program is money or direct assistance to individuals, families and businesses whose property has been damaged or destroyed and whose losses are not covered by insurance. It is meant to help with critical expenses that cannot be covered in other ways. This assistance is not intended to restore an individual's damaged property to its condition before the disaster. Most disaster assistance from the Federal government is in the form of loans administered by the Small Business Administration.

      - Information on individual assistance programs can be found at:

http://www.fema.gov/assistance/process/assistance.shtm

d. The FEMA Public Assistance (PA) program provides assistance for debris removal, implementation of emergency protective measures, and permanent restoration of infrastructure. The program also encourages protection from future damage by providing assistance for hazard mitigation measures during the recovery process. The federal share of these expenses cannot be less than 75 percent of eligible costs.

- Information on the public assistance program can be found at: http://www.fema.gov/government/grant/pa/index.shtm



J. FEDERAL COORDINATING OFFICER (FCO) AND FEDERAL DISASTER RECOVERY COORDINATOR (FDRC).

1. The president appoints a Federal Coordinating Officer (FCO) to manage the federal response, recovery, and mitigation operations for each presidentially declared disaster or emergency. The FCO is responsible for the following activities:

   a. Establish a federal presence as the president's representative at the disaster site.
   b. Coordinate the relationships among federal, state, and local personnel in concert with the State Coordinating Officer (SCO).
   c. Advise the governor on the status of the federal response.

d. Establish response and recovery operations with the SCO.
e. Alert, coordinate, and direct other federal agencies to support the state in identifying and meeting disaster needs.
f. Establish an effective communications network with state and local agencies.
g. Assess damage and identifies and prioritizes needs in collaboration with the SCO.
h. Identify the full range of programs and resources required to carry out the immediate response and long-term recovery.

2. A Federal Disaster Recovery Coordinator (FDRC) is appointed and is responsible for the following activities:

a. Coordinating with the federal coordinating officer (FCO).
b. Managing Stafford Act recovery programs.
c. Determining funding requirements.
d. Executing the FEMA State Agreement.
e. Issuing mission assignments.
f. Obligating and monitoring funds.

K. GOVERNOR'S AUTHORIZED REPRESENTATIVE (GAR) AND STATE COORDINATING OFFICER (SCO).

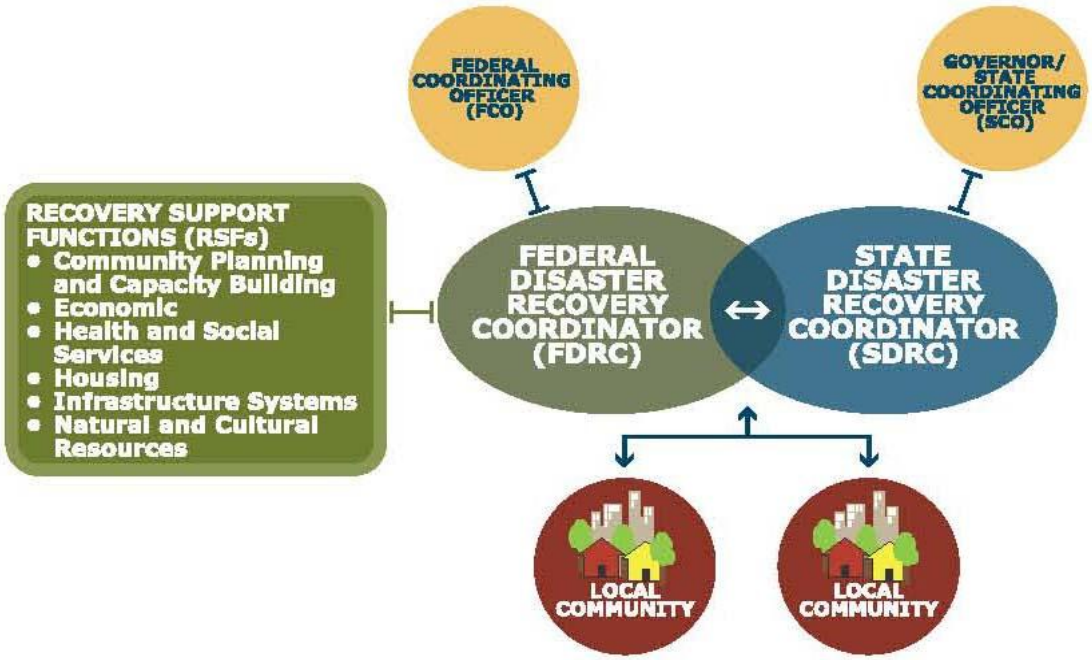
1. A Governor's Authorized Representative (GAR) is designated in the FEMA/State Agreement after the President declares a major disaster under the provisions of the Stafford Act. The GAR provides executive oversight and direction of the disaster or emergency response and recovery on behalf of the governor. The GAR executes all the necessary documents on behalf of the state and respond to the desires of the governor. The GAR is responsible for the following activities:

a. Interfacing with the federal disaster recovery coordinator (FDRC).
b. Implementing the state's emergency plan.
c. Activating state departments and agencies.
d. Executing the governor's emergency decisions.
e. Directing the activities of the state coordinating officer (SCO).
f. Establishing strategic response and recovery strategies.
g. Ensuring that the state maintains control.

2. A State Coordinating Officer (SCO) is identified in the governor's request for an emergency or a major disaster declaration. The SCO provides operational oversight and direction of the disaster or emergency on behalf of the GAR for joint field office (JFO) operations. The SCO converts the GAR's strategic guidance into tactical plans, executes them on behalf of the state and responds to the desires of the governor. The SCO is responsible for the following activities:

a. Interfacing with the federal coordinating officer (FCO).
b. Directing activities for state departments and agencies.
c. Integrating state, federal, local, and voluntary agencies' actions.
d. Coordinating response and recovery operations.
e. Establishing priorities.

3. The GAR and the SCO may be the same person or different people. The designation may be permanent or may occur at the time of the emergency.



L. FEDERAL-STATE-LOCAL RECOVERY FACILITIES.

1. A Joint Field Office (JFO) is established to facilitate federal-state-local coordination of private and public disaster assistance. Federal, state, local representatives work together to develop a common set of objectives and a coordinated action plan.

   - The JFO is a temporary federal multi-agency coordination center established locally to facilitate field-level incident management activities related to prevention, preparedness, response and recovery when activated by FEMA. The JFO provides a central location for coordination of federal, state, local, tribal, nongovernmental and private-sector organizations with primary responsibility for activities associated with threat response and incident support.

2. Disaster Recovery Centers (DRC's) may be established to manage the cooperative effort between the local, state, and federal government for the benefit of disaster victims (individuals, families and small businesses). Agencies and organizations offering assistance provide representatives to the DRC where disaster victims, through an "entrance/exit interview" process, may receive information and referral to the specific agencies/organizations that can best meet their needs. FEMA, state and local emergency management will jointly determine the locations, dates and times for the operation of DRC's.

   a. Application for assistance should initially be made through the national tele-registration hot-line (1-

800-621-3362 or TDD 1-800-462-7585) or on-line at:
http://www.fema.gov/assistance/index.shtm

b. Information on Disaster Recovery Centers can be found at:
http://www.fema.gov/assistance/opendrcs.shtm

M. FEDERAL RECOVERY SUPPORT FUNCTIONS (RSFs).

1. Six federal Recovery Support Functions (RSFs) comprise the National Disaster Recovery Framework's (NDRF's) coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among State and Federal agencies, nongovernmental partners and stakeholders.

2. The federal RSFs bring together the core recovery capabilities of federal departments and agencies and other supporting organizations — including those not active in emergency response — to focus on community recovery needs.

3. The objective of the RSFs is to facilitate the identification, coordination and delivery of federal assistance needed to supplement recovery resources and efforts by local, state and tribal governments, as well as private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community, individuals and voluntary, faith-based and community organizations. These RSF activities assist communities with accelerating the process of recovery, redevelopment and revitalization.

FEDERAL RECOVERY SUPPORT FUNCTIONS (RSFs)			
Coordinating Agency	**Primary Agencies**	**Supporting Organizations**	**Mission**
RSF: COMMUNITY PLANNING AND CAPACITY BUILDING			
DHS/FEMA	DHS/FEMA, HHS	CNCS, DHS, DOC, DOI, DOJ, DOT, ED, EPA, GSA, HUD, SBA, TREAS, USDA	Supporting and building recovery capacities and community planning resources of local, State and Tribal governments needed to effectively plan for, manage and implement disaster recovery activities in large, unique or catastrophic incidents.
RSF: ECONOMIC			
D O C.	DHS/FEMA, DOC, DOL, SBA, TREAS, USDA	CNCS, DOI, EPA, HHS	The mission of the Economic RSF is to integrate the expertise of the Federal Government to help local, State and Tribal governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.

FEDERAL RECOVERY SUPPORT FUNCTIONS (RSFs)			
Coordinating Agency	**Primary Agencies**	**Supporting Organizations**	**Mission**
RSF: HEALTH AND SOCIAL SERVICES			
HHS	CNCS, DHS (FEMA, NPPD & CRCL), DOI, DOJ, DOL, ED, EPA, VA	DOT, SBA, TREAS, USDA, VA, ARC, NVOAD	The Health and Social Services RSF mission is for the Federal Government to assist locally-led recovery efforts in the restoration of the public health, health care and social services networks to promote the resilience, health and well-being of affected individuals and communities.
RSF: HOUSING			
H U D.	DHS/FEMA, DOJ, HUD, USDA	CNCS, DOC, DOE, EPA, HHS, SBA, U.S. Access Board, VA, ARC, NVOAD	Address pre- and post-disaster housing issues and coordinate and facilitate the delivery of Federal resources and activities to assist local, State and Tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
RSF: INFRASTRUCTURE SYSTEMS			
D O D/USACE	DHS (FEMA & NPPD), D O D/USACE , D O E, D O T	DHS, DOC, DOD, DOI, ED, EPA, FCC, GSA, HHS, NRC, TREAS, USDA, TVA	Facilitate the integration of the capabilities of the Federal Government to support local, State and Tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.
RSF: NATURAL AND CULTURAL RESOURCES			
D O I	DHS/FEMA, D O I, E P A	ACHP, CNCS, CEQ, DOC, IMLS, LOC, NEA, NEH, USACE, USDA, Heritage Preservation	Integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

N. HAZARD MITIGATION PLAN/PROGRAM.

1. Should Waukesha County receive public disaster assistance, a Hazard Mitigation Plan/Program will be required to pursue mitigation measures to help insure against similar damage in the future.

2. Hazard mitigation under sections 404 and 406 of the Stafford Act is any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards. While the County is

performing repair or restorative work, it should consider mitigation methods that will prevent similar damage in a future event, thereby reducing future damage costs.

3. Hazard Mitigation is pursued on a project-by-project basis. A positive benefit/cost ratio must exist to ensure that the additional work will be cost effective. Mitigation is accomplished by completing additional work that is beyond the scope of normal repairs and beyond code requirements in order to reduce the vulnerability to future disaster related damages.

4. Mitigation planning is provided through the Waukesha County Local Mitigation Plan (OR CORRECT TITLE) that contains mitigation activities and recommended mitigation projects. See the County's Mitigation Plan for further mitigation information.

O. REFERENCES.

1. Federal Response Framework.

2. Wisconsin Emergency Management Recovery Plan.

3. Waukesha County Recovery Framework.

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Comprehensive Emergency Management Plan (CEMP)

Annex V
CONTINUITY OF OPERATIONS (COOP)

Waukesha County Office of Emergency Management

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Comprehensive Emergency Management Plan CEMP

Annex

V. CONTINUITY OF OPERATIONS (COOP)

I. EXECUTIVE SUMMARY

A. PURPOSE.

1. The Business Continuity Plan consists of the information and procedures required to enable rapid recovery from an occurrence, which would disrupt Waukesha County governmental operations for a period exceeding 72 hours. Successful recovery operations depend on:

a. Completing and maintaining an up-to-date Business Continuity Plan.
b. Training assigned personnel on various aspects of the Business Continuity Plan (Business Continuity Teams).
c. Storing and securing adequate backup materials off-site.
d. Performing annual tests of the Plan.
e. Modifying the Plan as a result of the tests.
f. Performing adequate cross-training to reduce reliance on key personnel.

B. ASSUMPTIONS.

1. The Plan assumes:

   a. The disaster will occur at the worst possible time.
   b. The County Executive will make the decision to officially declare a disaster. The County Executive will have final decision making authority while monitoring the recovery process. In his absence, the Director of the Department of Administration will assume this responsibility.
   c. The Director of the Department of Administration is designated as the Business Recovery Administrator. In his absence, responsibilities will be transferred to the Director of Public Works, unless otherwise directed by the County Executive. The Business Recovery Administrator activates the business recovery plan and monitors recovery activity.
   d. Staff is available to perform critical functions defined within the Plan.
   e. The Administrative Recovery Team, comprised of representation from Financial Services, Risk Management, Facilities, Purchasing, Human Resources and Records Management, will provide support for financial support services damage assessment, procurement, human resources and critical records. The Administrative Recovery Team focuses on restoring overarching County-wide disaster- related issues while the Departmental Recovery Teams focus on recovering the day-to-day critical business processes.
   f. Off-site storage facilities holding critical records and materials survive.

g. The Business Continuity Plan is current. Subsets of the overall Plan can be used to recover from minor interruptions.
h. The departments do not have access to their normal operating facility and standard access to technology systems is interrupted.
i. The Highway Operations Building is designated as the alternate processing site for critical computer functions. This alternate site will be referred to as the Business Continuity Center. The Plan assumes this site would be the cold fail-over site for critical computer systems. Departments using this facility will most likely be doing so in two shifts to allow for all departments to complete their critical computer related functions.
j. Critical backup tapes are current, correct and readable. It is the responsibility of both the department and Information Technology to ensure that backup tapes and procedures are thoroughly checked and tested.
k. Departments have the responsibility to develop a plan and processes for all essential functions as well as non-essential functions that will be handled at alternate site location(s). These plans and processes must be kept current at a backup location.
l. Vital Records Vault is the designated repository for critical forms, records and supplies. Departments are responsible for contacting the Records Coordinator to arrange vital record storage. Departments will be responsible for maintaining their vital record storage box.

C. OVERVIEW.

1. Definition

- For purposes of this Plan, a disaster is defined as any natural, human, or technological event causing enough destruction to (1) prevent the Department from functioning in the normal location(s) and (2) deny access to the computer resources currently used to perform the operations of the Department.

2. Objective

a. This Plan provides the information and procedures necessary to:

(1) Respond to a disaster occurrence
(2) Notify necessary personnel
(3) Assemble the County Teams
(4) Implement the Business Continuity Plan to ensure minimal disruption to Waukesha County operations

b. The Plan includes documented and tested procedures, which if followed, will assist in ensuring the availability of critical resources and in maintaining the continuity of operations during an emergency situation. The Plan should aid in ensuring County stability through an orderly process in the event of significant problems and interruptions. The Plan is not intended to be a procedure manual of how to perform all departmental functions.

3. Scope

a. The Plan addresses the following County Teams:

- Management Recovery Team
- Administrative Recovery Team
  - Critical Records Support
  - Damage Assessment Support
  - Human Resources Support
  - Procurement/Financial Support
- Information Technology Recovery Team
- Aging Recovery Team
- Airport Recovery Team
- Circuit Courts Recovery Team
- Corporation Counsel Recovery Team
- County Board Recovery Team
- County Clerk Recovery Team
- County Executive Recovery Team
- District Attorney Recovery Team
- Dept. of Administration Recovery Team
- Emergency Preparedness Recovery Team
- Facilities Recovery Team
- Health and Human Services Recovery Team
- Juvenile Court Recovery Team
- Federated Library Recovery Team
- Medical Examiner Recovery Team
- Parks and Land Use Recovery Team
- Register in Probate Recovery Team
- Register of Deeds Recovery Team
- Sheriff Recovery Team
- Transportation Recovery Team
- Treasurer Recovery Team
- UW Extension Recovery Team
- Veterans Recovery Team

b. The Plan provides guidance for a variety of disaster scenarios and includes restoration plans for the various County operations and critical functions.

4. Structure of the Plan

a. The Business Continuity Plan is structured in an outline format with seven sections (reference the Table of Contents for section titles).

b. The team approach is used in the Business Continuity Plan and, therefore, the Plan is structured so that the County Team can function effectively within the overall Departmental Plans.

c. The final section of the Plan includes exhibits and database reports supporting the other sections of the Plan. The exhibits and reports document various information from supply inventories, critical telephone numbers to disaster assessment and testing results.

d. Each section should be read in its entirety before implementation. The numbering system is structured to allow for easy insertion of new pages, corrections, and updates. The Plan uses a heading containing section title, section number, revision date, and page number.

D. RECOVERY STRATEGIES

1. The County researched recovery strategies and determined that the following strategies are the most appropriate.

a. Facilities

(1) Functions listed as "High" priority in each Departmental Plan will be restored at the Waukesha County Highway Operations Center for a maximum time period of 30 days.

(2) After restoration of the High priority functions, other alternate facilities may be identified for the remainder of the Department's operations.

b. Computer Operations

(1) Restoration of the County's critical systems will be completed at the Waukesha County Highway Operations Center for a maximum time period of 30 days. After critical systems restoration, it will then be necessary to rebuild more permanent systems at a long-term recovery site.

(2) Information Technology Division is responsible for development and maintenance of an Information Technology Recovery Plan including detailed procedures for Information Technology personnel to perform critical systems restoration activities following a disruption. The Information Technology Recovery Teams tasks include:

(a) Alternate Site Set-up and Support

(b) IT Assessment and Logistics Support

(c) Create and install initial network infrastructure

(d) Database Recovery and Support

(e) Active Directory Recovery and Support

c. Telecommunications

- Alternate circuits for data/voice communications will be established and incoming calls will be rerouted by the appropriate service providers. Eventually restoration of all appropriate lines will be provided at the alternate site facility.

E. MAINTENANCE OF THE PLAN

1. Update Procedures

a. Expect changes and modifications to the Plan based upon lessons learned and technology enhancements. Organize changes in the following manner:

(1) Update the County Plan periodically, at least on an annual basis.
(2) Submit the updated Plan at least annually (or more frequently as procedures change) to the Business Continuity Coordinator.
(3) Write changes to specific procedures on the pages of the Plan that contain the procedures as changes occur.

(4) Distribute revisions to those individuals assigned copies of the Plan.
(5) Update the Distribution Register (refer to Reports) to provide accountability for Plan copies. In addition, the Distribution Register assists in the distribution of Plan updates.

2. Control Procedures

a. To properly control the Plan, the Business Continuity Coordinator should perform the following activities:

(1) Determine the number of printed copies of the Plan needed.
(2) Assign control numbers to the printed Plan copies.
(3) Distribute updated copies of the Plan to the alternate team manager and appropriate team members.
(4) Distribute updates of the Plan at least annually or as necessary to ensure effective and efficient recovery operations.
(5) Issue updates by complete section or page replacement.
(6) Post electronic versions of the Plan on E-Sponder's restricted access Business Continuity Page.

b. Departmental Business Continuity Team Leaders shall promptly:

(1) Replace older copies of the same page(s) and destroy the older copy.
(2) Insert the new revisions by section and page number.
(3) Reassign Plan when team members leave the County or their responsibilities change.
(4) Upon team member termination, request the return of the Plan copy as assigned in the Distribution Register.

F. DISTRIBUTION OF THE PLAN

1. The Plan is distributed in accordance with control procedures listed in Section I, Paragraph E, "Maintenance of the Plan." The Distribution Register Report identifies those individuals with numbered copies of the County Business Continuity Plan. The Distribution Register also lists the title of each individual, location of each copy of the Plan and the assigned control number.

2. To assure availability of this plan to any person or organizational element that may become involved in its implementation, one current copy is stored and maintained in each of the following locations:

a. Secured area in the work area of the Team member
b. Records vault maintained in the Northview facility
c. Residence of each Team member
d. E-Sponder's secure Business Continuity web-site.

G. TESTING THE PLAN

1. Realistic testing of the Business Continuity Plan on a periodic basis is critical. Reasons for testing the Plan

include:

a. Determine the feasibility of the business recovery process.
b. Verify the compatibility of alternate processing site(s).
c. Identify deficiencies in the existing procedures.
d. Identify areas in the Plan that need modification or enhancement.
e. Provide training to the team manager and team members.
f. Ensure the adequacy of procedures relating to the various high priority functions and operations involved in the recovery process.
g. Demonstrate the ability of the County to recover.
h. Provide a mechanism for maintaining and updating the Business Continuity Plan.

2. Section VIII, "Business Continuity Plan Testing," includes a detailed discussion of considerations for testing the Business Continuity Plan and descriptions of several types of tests. The Homeland Security Exercise Evaluation Program (HSEEP) provides extensive guidance for development of tests and exercises. Utilization of HSEEP guidelines demonstrates compliance with the National Incident Management System (NIMS), which is required for continuing receipt of federal preparedness funding that supports several County Departmental operations.

Waukesha County

Section II
RISK ASSESSMENT

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

II. RISK ASSESSMENT

A. STRUCTURE.

1. One of the first steps in preparing a business continuity plan is to identify the areas of high exposure to the organization. Waukesha County , in conjunction with the municipalities within the County, developed a County-Wide Pre-Disaster Hazard Mitigation Plan (HMP). The HMP includes a detailed Hazard Analysis that explores the variety of hazards potentially affecting Waukesha County. The Federal Emergency Management Agency (FEMA) reviewed and approved the HMP as meeting federal standards.

2. Although it is not possible to predict the exact nature of potential disasters or their resulting consequences, it is beneficial to perform a comprehensive risk assessment of all threats that can realistically occur at Waukesha County. Potential exposures may be classified as natural, technical or man-made threats. Regardless of the type of threat, the goal of business continuity planning is to ensure the safety of personnel and assets during and after a disaster. The Hazard Analysis explored the probability of occurrence of each threat. Many factors affect the occurrence probability of any given threat, however, general hazard analysis includes, but is not limited to:

   a. Geographical location
   b. Topography of the area
   c. Proximity to major sources of power, bodies of water, and airports
   d. History of local utility companies in providing uninterrupted services
   e. History of the area's susceptibility to natural, technological, and man-made threats
   f. Proximity to major highways and rail lines transporting hazardous materials
   g. Proximity to nuclear power plants

3. All facilities and critical functions should be included in the risk assessment. Rather than attempting to determine exact probabilities of each potential threat, a general rating system of high, medium and low can be used to identify the threats with the highest probability. The following chart draws from the Hazard Analysis, looking specifically at Waukesha County facilities.

RISK ASSESSMENT

THREAT	PROBABILITY/EFFECT			SEVERITY				REGION		SITE	
	High	Med.	Low	Catast.	Critical	Marginal	Neg.	Yes	No	Yes	No
Power outage	7	7	1	1	4	7	3	15		15	
Water damage	4	8	3	3	4	5	3	10	5	14	1
Network outage	4	8	3		6	4	5	12	3	15	
Systems outage	4	8	3	1	5	6	3	11	4	15	
Fire	3	7	5	12	2		1	11	4	14	1
Smoke	3	5	7	2	5	6	2	10	5	14	1
Phone system failure	2	8	5		5	5	5	13	2	14	1
Tornado	2	7	6	9	2	2	2	14	1	14	1

THREAT	PROBABILITY/EFFECT			SEVERITY				REGION		SITE	
	High	Med.	Low	Catast.	Critical	Marginal	Neg.	Yes	No	Yes	No
Sabotage/vandalism	2	4	9	2	4	7	2	10	5	14	1
Mechanical breakdown	1	7	7		1	7	7	9	5	14	1
Denial of access from contamination	1	3	11	2	6	4	3	11	4	11	4
Ice/snow storm	1		1		1	1		2		2	8
Bomb threats		6	9	4	1	2	8	10	5	15	
Flood		4	11	1	5	6	3	12	3	8	7
Transportation mishaps (Railroad)		3	12	1	2	4	8	14	1	11	4
Civil disorder		3	12	2	3	5	5	11	4	10	5
Falling aircraft		1	14	4	5	1	5	12	3	14	1
Building collapse			1		1			1		1	

**Sorted by highest threat probability*

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Waukesha County

Section III
BUSINESS RECOVERY TEAMS STRUCTURE

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

III. BUSINESS RECOVERY TEAMS STRUCTURE

A. BUSINESS RECOVERY ORGANIZATIONAL STRUCTURE

1. The organizational structure of Waukesha County after a disaster occurred may not be the same as the normal organizational structure. Therefore, Waukesha County established Business Continuity Teams to implement in the event of a disaster. The Business Continuity Teams structure identifies reporting lines as well as responsibilities and accountabilities for key individuals. Page Six of this section provides a diagram of the Waukesha County Business Continuity Team Structure and a description of their duties at the time of disaster.

B. TEAM DEFINITIONS

1. This Plan utilizes a team concept, with twenty-four-hour Departmental Teams. The Departmental Teams have their own Business Continuity Plans addressing specific responsibilities and procedures to recover their critical business processes in the event of a disaster. The Management Team and Administrative Team each have their own sections located in this plan. The Waukesha County teams are:

- Management Recovery Team
- Administrative Recovery Team
  - Critical Records Support
  - Damage Assessment Support
  - Human Resources Support
  - Procurement/Financial Support
- Information Technology Recovery Team
- Aging Recovery Team
- Airport Recovery Team
- Circuit Courts Recovery Team
- Corporation Counsel Recovery Team
- County Board Recovery Team
- County Clerk Recovery Team
- County Executive Recovery Team
- District Attorney Recovery Team
- Dept. of Administration Recovery Team
- Emergency Preparedness Recovery Team
- Facilities Recovery Team
- Health and Human Services Recovery Team
- Juvenile Court Recovery Team
- Federated Library Recovery Team
- Medical Examiner Recovery Team
- Parks and Land Use Recovery Team
- Register in Probate Recovery Team
- Register of Deeds Recovery Team
- Sheriff Recovery Team
- Transportation Recovery Team
- Treasurer Recovery Team
- UW Extension Recovery Team
- Veterans Recovery Team

3. In creating the teams, Waukesha County assigned team positions and members. Team positions include:

   a. Business Recovery Administrator
   b. Business Recovery Coordinator
   c. Team Manager
   d. Alternate Team Manager
   e. Team Members

C. TEAM MANAGER RESPONSIBILITIES

1. Team Managers hold responsibility for coordinating all recovery activities to re-establish processing to acceptable levels within the shortest time frame. These individuals will:

   a. Serve as the prime decision-maker for situations not included in this Plan.
   b. Activate business recovery team members, as needed depending upon the disaster circumstances.
   c. Motivate and direct the members of their team.
   d. Assign team members to the specific responsibilities detailed for each team in each section of the Plan.
   e. Educate and cross-train team members in special and critical skills, which can have a significant impact on the success of the Plan and the amount of time required to execute the Plan.
   f. Create additional recovery positions as needed to assist in recovery activities.
   g. Establish progress-reporting times (hourly, every two hours, etc.), and work with all Team Managers to ensure timely performance of required activities.
   h. Evaluate and critique initial disaster assessment reports and action plans.
   i. Coordinate with and report damages assessments to emergency Management to support access to federal disaster aid reimbursements.
   j. Submit final disaster assessment reports to the Business Recovery Administrator.
   k. Track the actual progress/completion of recovery activities against the projected sequence of recovery events (i.e., function as a project manager for the recovery process).
   l. Work closely with all Team Managers to ensure the highest degree of service possible.

D. TEAM MANAGER AND ALTERNATE ASSIGNMENTS

1. The following chart lists the Team Managers and Alternate Team Managers assigned for each team:

TEAM NAME	INCLUDED IN TEAM	TEAM MANAGER	ALTERNATE TEAM MANAGER
Management Recovery Team	County Executive	Dan Vrakas	Norman Cummings
	Public Information Officer	Julianne Davan	Dan Vrakas, Norman Cummings
	Public Information Coordinator	Shawn Lundie	
	Business Recovery Administrator	Norman Cummings	
	Business Recovery Coordinator	William Stolte	Kathy Schwei
Administrative Recovery Teams	Critical Records Support	Nancy Lopez	Ben O'Donnell
	Damage Assessment Support	Laura Stauffer	Primary: Mark Jatczak, Ass't:Mike Wells
	Security	Inspector Eric Severson	D.I. James Gumm

TEAM NAME	INCLUDED IN TEAM	TEAM MANAGER	ALTERNATE TEAM MANAGER
	Human Resources Support	Jim Richter	
	Procurement/Financial Support	Cindy Greco/Larry Dahl	Karen Bollinger/Cindy Behrens
Airport Recovery Team		Kurt Stanich	Val Ramos
Circuit Courts Services Recovery Team	Circuit Judges	Bob Snow Presiding Judge Lloyd Carter	Kathleen Madden Michael Neimon
	Clerk of Courts – Civil	Brenda Kowalczyk	Sue Sniadach
	Clerk of Courts - IS	Zack Tremaine	Aaron Daul
	Administrative Services	Bob Snow	Kathleen Madden
	Clerk of Courts – Criminal	Lisa Kritske	Nicci Grzesk
	Clerk of Courts – Family	Brenda Kowalczyk	Kathleen Madden
	Court Commissioner	Linda Saafir	Laura Lau
	Juvenile Court	Kelly Haag	Carrie Olson
	Register in Probate	Sally Lunde	Carol Lundquist
Corporation Counsel Recovery Team		Thomas P. Farley	
County Board Recovery Team		Paul Decker	Mark Mader
County Clerk Recovery Team		Kathleen Novack	Kelly Yaeger
County Executive Recovery Team	Community Development Block Grant		Nancy Mojica
	Administration	Shawn Lundie	Shirlene Hazelberg
DPW – Administration		Allison Bussler	Gary Evans
DPW – Building Operations		Allison Bussler	Shane Waeghe
District Attorney Recovery Team		Brad Schimel	Debbie Blasius/Tim Westphal/Steve Centinario

Department of Administration Recovery Team	Administration Accounting Services/Payroll Budget Collections Human Resources Purchasing Records Management Risk Management	Andy Thelke Larry Dahl Linda Witkowski Andrew Thelke Jim Richter Cindy Greco Nancy Lopez Laura Stauffer	Jim Richter Clara Daniels Terry Sgarlata Karen Bollinger Ben O'Donnell Mark Jatczak
Emergency Preparedness Recovery Team	Communication Center Emergency Management Radio Services	Gary Bell William Stolte Chris Petterson	Sherri Stigler Kathy Schwei Steve Milner
Health and Human Services Recovery Team	ADRC/APS Adolescent and Family Child and Family Clinical Services Intake and Support Services Adolescent and Family Public Health Services	Antwayne Robertson Vacant Peter Slesar Lisa Roberts Joan Sternweis Jesus Mireles Peter Slesar Nancy Healy Haney	Vacant Mike Sturdevant Mary Alice Grosser Jeff Lewis Luann Page Mike Sturdevant Irene Ridgeman
Information Technology Recovery Team	Alternate Site Set-up and Support Database Recovery Support Active Directory Restoration IT Assessment and Logistics Support	Mike Biagioli	Al Mundt Dave Kragenbrink Jim Sitter, Ken Anderson Josh Arenz Rick McMillin Al Mundt
Library Recovery Team		Thomas Hennen	Claudia Backus
Medical Examiner Recovery Team		Lynda Biedrzycki	Zelda Okia

Parks and Land Use Recovery Team	PLU Dept. Administration	Dale Shaver Peter Mudek	Donna Walbert
	Enterprise Operations	Dave Burch	Teri Adlam
	Environmental Health	Sarah Ward	Mike Radomski
	Parks Div./ Grounds Operation	Duane Grimm	Bob Garity
	Recycling/Solid Waste Land Conservation	Perry Lindquist Perry Lindquist	Rebecca Mattano
	Land Information Technology	Don Dittmar	Jim Landwehr
	Community Development Block Grant		Kristin Silva
Register of Deeds Recovery Team		James Behrend	Christine Crouch
Sheriff Recovery Team		Deputy Inspector James Gumm	Inspector Eric Severson
	Finance	Lyndsay Johnson	
	Jail/Huber	Jail Administrator Mike Geise	Deputy Administrator Meg Schnabl
	Records	Amy Rendall	
	Patrol	Captain Wood	Patrol Captains
	Detective	Captain Karen Ruff	Lt. Brian Larson
Treasurer Recovery Team		Pam Reeves	Theresa Schultz
UW Extension Recovery Team		Jerry Bratz	
Veterans Recovery Team		Thomas A. Ludka	Claire Layton

WAUKESHA COUNTY
BUSINESS CONTINUITY TEAM STRUCTURE

MANAGEMENT RECOVERY TEAM

County Executive
Cabinet
Chief of Staff
Representation from each Dept. Recovery Team

- Receives initial disaster notification
- Coordinate the recovery process
- Assess the level of disaster
- Officially declare disaster and activate the business recovery plan
- Oversees the recovery process
- Monitors the recovery process
- Makes final decisions

BUSINESS RECOVERY ADMINISTRATOR

- Receives initial disaster notification IF County Executive is unavailable
- Selects and establishes business continuity center
- Determines the extent/level of the disaster
- Activates the business recovery plan
- Establishes communications facilities
- Contact Departmental Team Managers
- Documents and monitors recovery activity
- Provides direction to all departmental managers
- Prepares the disaster assessment report

Departmental Recovery Teams

- ADRC
- Airport
- Circuit Courts
- Corporation Counsel
- County Board
- County Clerk
- County Executive
- District Attorney
- Department of Administration
- Emergency Preparedness
- Facilities
- Health and Human Services
- Juvenile Court
- Federated Library
- Medical Examiner
- Parks and Land Use
- Register in Probate
- Register of Deeds
- Sheriff
- Transportation
- Treasurer

BUSINESS RECOVERY COORDINATOR

- Assists in determining the extent/level of the disaster
- Assists in activating the business recovery plan
- Notifies the Management Team members
- Activates notification procedures.
- Inform recovery teams of alternate processing site status
- Supervises and control recovery activities
- Maintains documentation relative to the recovery

INFORMATION TECHNOLOGY RECOVERY TEAM

- Notify alternate site of the disaster
- Determine the need to use the alternate site(s)
- Gather necessary information to process at the alternate site(s)
- Arrange equipment transportation to alternate site(s) as needed
- Redirect services (i.e. telephone, data connections, etc.) to alternate site(s)
- Prepare assessment of Information Systems for Management Recovery Team
- Obtain/Replace data communications equipment as necessary
- Arrange for acquisition of necessary computer supplies and equipment
- Arrange for support services required for computer operations

ADMINISTRATIVE RECOVERY TEAM

Damage Assessment Support

- Assess damage to existing facilities, utilities, equipment
- Provide disaster assessment report to Mgt. Team
- Direct and control all slavage efforts
- Contact insurance companies, file claims
- Contract appropriate construction or service vendors to arrange site preparation
- Provide safety and security at disaster site

Procurement/Financial Support

- Monitor and control all disaster related expenses
- Document status of the recovery
- Arrange services from maintenance/repair contractors
- Arrange support services required for operations
- Obtain necessary replacement or additional office equipment as necessary
- Secure pol cars or ground'/air transportation

Human Resources Support

- Verify personnel status
- Provide essential personnel to critical

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Waukesha County

Section IV
MANAGEMENT RECOVERY TEAM

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

IV. MANAGEMENT RECOVERY TEAM

A. GENERAL RESPONSIBILITIES – MANAGEMENT RECOVERY TEAM

1. The Management Recovery Team is responsible for performing the following activities:

   a. Maintain the Business Recovery Plan.
   b. Establish methods for testing the Business Recovery Plan.
   c. Coordinate the business recovery process.
   d. Educate and cross-train team members in special and critical skills, which can have a significant impact on the success of the Plan and the amount of time required to execute the Plan.

B KEY POSITIONS AND RESPONSIBILITIES

1. The two key positions on the Management Recovery Team are the Business Recovery Administrator and the Business Recovery Coordinator. Each position has specific responsibilities detailed below. In the event the designated Administrator or Coordinator is unavailable, the alternate or another Management Recovery Team member assumes the specific responsibilities of that position.

   a. Business Recovery Administrator.

      - The Business Recovery Administrator has ultimate responsibility for the business recovery process, related decisions and serves as the chairperson of the Management Recovery Team. The Business Recovery Administrator receives first notification of a disaster and activates the business recovery process.

   b. Administrator responsibilities:

      (1) Receive initial disaster notification
      (2) Notify the Management Recovery team of the disaster
      (3) Determine the extent/level of the disaster
      (4) Lead coordination of information and notification to teams
      (5) Lead activation of the Business Recovery Plan
      (6) Notify other key areas
      (7) Select and establish the alternate processing site
      (8) Document and monitor business recovery activities
      (9) Provide managerial direction to all Team Managers

   c. Business Recovery Coordinator.

      - The Business Recovery Coordinator acts as the assistant to the Business Recovery Administrator. The Coordinator is a member of the Management Recovery Team, which has overall responsibility for activating the Plan and assuring procedural compliance with the Plan.

d. Coordinator responsibilities:

(1) Establish facilities at the Business Continuity Center
(2) Supervise and control business recovery activities
(3) Maintain documentation relative to the business recovery process
(4) Inform Recovery Teams of alternate processing site status
(5) Ensure that the Plan is current and properly maintained
(6) Ensure Plan is tested, results are documented and appropriate revisions are made to the Plan
(7) Coordinate submission of required reports and documentation to the State of Wisconsin and Federal Emergency Management Agency in order to facilitate access to and receipt of federal disaster aid as available.

e. Other Management Recovery Team Members.

(1) The Management Recovery Team is responsible for coordinating all recovery activities to re-establish processing to acceptable levels within the shortest time frame.

(a) Assist in assessing the level of disaster
(b) Activate the Business Recovery Plan
(c) Notify team members of the disaster
(d) Document and monitor the business recovery process
(e) Provide managerial direction
(f) Monitor and make final decisions on disaster-related expenses

C. BUSINESS RECOVERY ADMINISTRATOR – KEY ACTIVITIES IN THE EVENT OF A DISASTER

1. Receive initial disaster notification from a variety of sources, such as:

a. Police or fire departments
b. Building Management/Security
c. IT personnel
d. Other employees

2. Notify the Management Recovery Team of the disaster and ask them to report to the Business Continuity Center immediately.

a. The Management Recovery Team will require a facility from which they can communicate and direct the efforts of the various teams. This facility is called the Business Continuity Center.

b. The primary location of the Business Continuity Center is:

c. Location: Waukesha County Highway Operations Center
1641 Woodburn Road
Waukesha, WI 53188

3. Determine the extent/level of the disaster.

   a. Upon notification of a disaster, the Business Recovery Administrator in conjunction with the Administrative Recovery Team should attempt to determine the extent of damage. The Management Recovery Team will review the disaster's impact on various departments and the feasibility of performing normal business operations in the affected facility.

   b. Within four hours of declaring a disaster or within eight hours of an undeclared disaster-related event, the Administrative Recovery Team should prepare a Disaster Assessment Report for the Business Recovery Administrator, refer to Exhibit 6, including but not limited to:

      (1) Date/time reported
      (2) Name of person placing initial alert
      (3) Estimated time of arrival at disaster site
      (4) General description of the disaster
      (5) External support requirements
      (6) Damage level assigned to, extent of damage to, and estimated recovery time for:

         (a) Property
         (b) Structure
         (c) Machinery & Equipment
         (d) Inventory
         (e) Utilities/Services
         (f) Hardware
         (g) Software
         (h) Personnel

      (7) Preparation of the Disaster Assessment Report will help determine:

         (a) The need for relocation by department
         (b) The need for an alternate processing site
         (c) The need to notify the public of alternate site operations
         (d) The need to reconstruct data and records
         (e) The need to notify other Business Units to implement their procedures

   c. No salvage or removal of equipment will take place until authorized by the Damage Assessment Support Team Manager.

4. Lead the coordination of information to be communicated and instruct the Management Recovery Team to notify their members of the disaster.

   a. Information to be supplied should include:

(1) General description of the disaster
(2) Level of disaster:

(a) Extent of hardware/software damage
(b) Extent of damage to property required for operations
(c) The location of the Business Continuity Center
(d) The immediate action required
(e) External support requirements
(f) Estimated recovery time

5. Lead activation of the Business Recovery Plan.

6. Notify other key areas.

a. Names and Phone Numbers are listed in Exhibit 3

(1) County Board
(2) County Executives
(3) Corporation Counsel
(4) Local and State Authorities

7. Select and establish the alternate processing site.

a. Notify the alternate site(s), if necessary
b. Log in personnel and dispatch them to the appropriate facilities

8. Document and monitor business recovery activities.

a. Monitor recovery operations, including performance of the following activities:

(1) Receive status reports from each remote office location
(2) Receive daily reports from each Team Manager
(3) Receive and review the Recovery Status Report from the Administrative and Department Recovery Teams
(4) Monitor weather and environmental status
(5) Monitor personnel activities – hours, stress levels, etc
(6) Monitor critical supply deliveries and follow-up
(7) Monitor mail and courier deliveries and pickups
(8) Ensure adequate funds, resources, etc., are available for necessary purchases and expenditures
(9) Request additional support as needed

9. Provide managerial direction to all Team Managers.

D. BUSINESS RECOVERY COORDINATOR – KEY ACTIVITIES IN THE EVENT OF A DISASTER

1. Establish facilities at the Business Continuity Center.

   a. Facilities

      (1) The Management Recovery Team will require a facility from which they can communicate and direct the efforts of the various teams. This facility is called the Business Continuity Center.

      (2) The primary location of the Business Continuity Center is:

      (3) Location: Waukesha County Highway Operations Center
      1641 Woodburn Road
      Waukesha, WI 53188

      (4) Following are the procedures to be performed at the Business Continuity Center by the BCP Coordinator:

         (a) Contact the Primary Facility and/or Alternate Facilities and arrange for adequate space.
         (b) Open the facility and coordinate the installation of telephones with the site's staff.
         (c) Arrange for food, supplies and accommodations, if needed.
         (d) Document all activities as they occur.

   b. Equipment and Supplies

      (1) The following basic equipment and supplies should be available at the Business Continuity Center:

         (a) Telephones (Cellular and standard)
         (b) Writing materials (minimum supplies)
         (c) Status media (whiteboard, blackboard, etc.)
         (d) One portable battery operated radio
         (e) One battery operated clock
         (f) Telephone directory
         (g) One portable light
         (h) Extra batteries for radio and clock

2. Maintain documentation relative to the business recovery process.

   a. Establish progress reporting times (hourly, every two hours, etc.) and work with all teams to ensure timely performance of required activities
   b. Track the actual progress/completion of recovery activities against the projected sequence of recovery events (i.e., function as a project manager for the recovery process)
   c. Prepare a daily Recovery Status Report and provide to the Business Recovery Administrator by 8:00

a.m.

d. Monitor personnel activities – hours, stress levels, etc.
e. Monitor critical supply deliveries and follow-up
f. Monitor mail and courier deliveries and pickups
g. Ensure adequate funds, resources, etc., are available for necessary purchases and expenditures
h. Request additional support as needed

3. Inform Departmental Recovery Teams of alternate processing site status.

4. Provide managerial direction to all Departmental Recovery Team Managers.

5. Ensure that the Plan is current and properly maintained. Ensure that the Plan is tested, results are documented and appropriate revisions are made to the Plan.

E. OTHER MANAGEMENT RECOVERY TEAM MEMBERS – KEY ACTIVITIES IN THE EVENT OF A DISASTER

1. The Management Recovery Team is responsible for coordinating all recovery activities to re-establish processing to acceptable levels within the shortest time frame. Other Management Team Members will:

2. Communicate with news media and perform public relations responsibilities. Personnel should be instructed not to release information to the press and direct all questions to the Public Information Officer.

3. The Management Recovery team should assist the Public Information Officer in preparing a news release for the media. It could include the following matters:

   a. Description of emergency situation
   b. Extent of damage
   c. Approximate status of the County
   d. Appropriate time frame in which the County will be operating and open for business
   e. Instructions to employees
   f. Instructions to citizens of Waukesha County
   g. Assurance that the crisis is under control or in the case of expanding events, that the County mobilized all available resources to control the situation and requested mutual aid as appropriate.

4. The Public Information Officer should maintain a record of media contacts/interviews to provide documentation of questions asked and responses given in the event of errors in the reporting of the disaster by the media.

   a. News media. To inform the public, it may be necessary for the Public Information Officer to contact:

      (1) Television:

         (a) WTMJ
         (b) WISN

(c) WITI- FOX 6
(d) CBS-58

(2) Newspapers:

(a) Milwaukee Journal Sentinel
(b) Waukesha Freeman

(3) Radio stations:

(a) WTMJ – AM
(b) WOKY - AM
(c) WKTI- FM
(d) WMIL - FM

(4) Social Media Outlets:

(a) Facebook
(b) Twitter

NOTE: The telephone numbers for these and other media organizations are listed on the Critical Telephone Numbers form (refer to Exhibit 3).

b. Media considerations

(1) Be prepared to address the following questions for the media:

(a) What happened?
(b) What caused the disaster?
(c) Was anyone injured/any casualties?
(d) Property damage?
(e) Rescue and relief measures taken?

c. Public Announcements

- The Public Information Officer in conjunction with the Management Recovery Team has responsibility for coordinating public announcements. The County Executive or his/her designee should be consulted before releasing any statements to the public. The Business Recovery Administrator could also request the Management Recovery Team to present public announcements. The message to be given to the public should be clearly understood and agreed upon by the parties responsible and in agreement with the statement given to the press.

d. Press releases

- The Public Information Officer in conjunction with the Management Recovery Team should write the Press releases. Personnel should be instructed not to release information to the press and

direct all questions to the Public Information Officer.

F. PLAN TESTING METHODS

1. The Management Recovery Team is responsible for establishing Plan testing methods, schedules and scenarios. A detailed description of procedures for Plan testing can be found in Section VI.

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Waukesha County

Section V
ADMINISTRATIVE RECOVERY TEAM

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

V. ADMINISTRATIVE RECOVERY TEAM

A. GENERAL RESPONSIBILITIES – ADMINISTRATIVE RECOVERY TEAM

1. General responsibilities of the Administrative Recovery team are:

   a. Assess the level of damage to the existing facility.
   b. Monitor and control disaster related expenses.
   c. Direct and control all salvage efforts related to facility records.
   d. Determine the need to use alternate processing site(s).
   e. Document status of the recovery.
   f. Contact appropriate maintenance/repair contractors in the event of extensive facility damage.
   g. Arrange for basic support services required for operations (i.e., delivery services).
   h. Obtain replacement or additional office equipment as necessary.
   i. Arrange for ground/air transportation.
   j. Verify personnel status.
   k. Contact appropriate construction or service vendors to arrange site preparation to accommodate replacement hardware if necessary (coordinate with the Information Technology Recovery Team).

2. Following activation of the Business Recovery Plan, The Business Recovery Administrator will notify the Administrative Recovery Support Team Managers to report to the Business Continuity Center.

B. SPECIFIC RESPONSIBILITIES – ADMINISTRATIVE RECOVERY TEAM

1. Critical Records Support

   a. The Administrative Recovery Team is responsible for the general salvage of any property damaged in the disaster. This includes any equipment, office furniture, record media, supplies and personal effects remaining after the disaster. The Administrative Recovery Team in conjunction with the Facilities Manager and safety personnel are also responsible for boarding up windows and providing any other immediately necessary security at the disaster site.

      (1) Record salvage procedures

         (a) Salvage procedures are required when damage occurred to records as a result of a disaster. The type of salvage procedures implemented by Waukesha County depends upon the record storage media. Record storage media are defined as magnetic, photographic and paper.

         (b) The Administrative Recovery Team will manage the salvage process. Outside vendors may be used for record salvage if appropriate. No salvage or equipment removal will take place until authorized by the Administrative Recovery Team.

PAPER [i.e., bond, rag duplicating, other (loan files, personnel files), etc.]	
Initial Action: Within 48 hours, air dry in well ventilated area. If volume of wet records is large, consider freeze or vacuum drying.	**Purpose:** To prevent further deterioration of paper materials and eruption of mold or fungus.
Follow-up Action: May include freeze or vacuum drying if mold erupts. Treat with fungicides.	**Purpose:** To remove moisture from materials and to reduce humidity levels in damaged materials, to eradicate mold.

COATED OR CLAY PAPER (i.e., annual reports, magazines, etc.)	
Initial Action: Freeze immediately.	**Purpose:** To hold damaged materials until freeze or vacuum drying can be arranged.
Follow-up Action: Freeze or vacuum drying.	**Purpose:** To remove all moisture from paper without damaging or removing coated surface.

MAGNETIC MEDIA (i.e., magnetic tapes, optical disks, disk packs, floppy diskettes, audio and videotape cassettes)	
Initial Action: Immediately contact vendor.	**Purpose:** To obtain professional advice.
Follow-up Action: May include freeze or vacuum drying, special cleaning techniques or professional assistance in retrieving data.	**Purpose:** To remove all moisture and other contaminants from the media, to access data in case of damaged media.

PHOTOGRAPHIC MATERIALS (i.e., microfilm and/or aperture cards)	
Initial Action: If time and staff are available, rinse off and lay out flat to dry; otherwise, leave until last.	**Purpose:** To prevent water spotting and curling of films or fiche.
Follow-up Action: Wash with liquid detergent, rinse and lay out on absorbent paper to dry.	**Purpose:** To remove water spots and other contaminants and to restore film.

2. Damage Assessment Support

   a. Upon notification of a disaster, the Administrative Recovery Team should assist the Business Recovery Administrator in determining the extent of damage. The Administrative Recovery Team will review the disaster's impact on various departments and the feasibility of performing normal business operations in the affected facility.

(1) **Damage Assessment Reporting.** Within four hours of declaring a disaster or within eight hours of an undeclared disaster-related event, the Administrative Recovery Team should prepare a Disaster Assessment Report for the Disaster Recovery Administrator. Include the following information:

(a) Date/time reported
(b) Name of person placing initial alert
(c) Estimated time of arrival at disaster site
(d) General description of the disaster
(e) External support requirements
(f) Damage level assigned to, extent of damage to, and estimated recovery time for:

- Property
- Structure
- Machinery & Equipment
- Inventory
- Utilities/Services
- Hardware
- Software
- Personnel
- Preparation of the Disaster Assessment Report will help determine:

  – The need for relocation by department
  – The need for an alternate processing site
  – The need to notify the public of alternate site operations
  – The need to reconstruct data and records
  – The need to notify other Business Units to implement their procedures

(g) No salvage or removal of equipment will take place until authorized by the Damage Assessment Support Team Manager. If necessary, the Damage Assessment Support Team will initiate the rebuilding process at Waukesha County facilities or another long-term facility. The Information Technology Recovery Team will expand the telephone system capacity at the recovery site(s) at the time of disaster, if necessary (i.e., calling local telephone company and have more lines pulled to the recovery site).

(2) **Documenting Recovery Operations.** Document recovery operations in a Recovery Status Report. The report includes progress to date and remaining tasks for the property, structure, utilities/services, hardware, software and personnel. This should be presented to the Management Recovery Team on a daily basis or on an as needed basis. Guidelines for documenting the business recovery process include:

(a) Establish progress reporting times (hourly, every two hours, etc.) and work with all teams to ensure that required activities are performed in a timely manner
(b) Track the actual progress/completion of recovery activities against the projected sequence of recovery events (i.e., function as a project manager for the recovery process)

(c) Prepare a daily Recovery Status Report and provide to the Business Recovery Administrator by 8:00 a.m.
(d) Monitor personnel activities – hours, stress levels, etc.
(e) Monitor critical supply deliveries and follow-up
(f) Monitor mail and courier deliveries and pickups
(g) Ensure adequate funds, resources, etc., are available for necessary purchases and expenditures
(h) Request additional support as needed

(3) Security

(a) Disaster Site. The Administrative Team will coordinate security needs at the disaster site. The Administrative Team Manager may need to obtain additional assistance from the County Sheriff or local police as necessary.

(b) Alternate processing and facility site(s). Security at the alternate processing and facility site(s) may be provided by the County Sheriff or outside security agencies. If additional security is required, Waukesha County may hire temporary off-duty police or other security agency personnel.

(c) Sheriff and fire departments. Sheriff and fire departments that service Waukesha County can be contacted by dialing 911.

3. Human Resources Support

a. The Human Resources Support Team will act as a clearinghouse for County Wide staffing needs during a declared emergency. The Human Resources Support Team will first seek to temporarily reassign available County employees to other departments who need additional staff. The Human Resources Support Team will attempt to obtain additional temporary help from an outside source if necessary.

(1) Personnel Status. Personnel status will be determined by each Departmental Recovery Team Manager. The Alternate Team Manager is responsible if the assigned manager is not available. Once status is determined, the following procedures should be used as appropriate:

(a) The Departmental Recovery Team Manager should contact emergency help and notify the Human Resources Support Team if individuals are injured.

(b) If there is a serious injury or death of an employee, notification of the family should occur as quickly as possible following the identification of the employee. Refer to the emergency contact procedures for employee injury/death.

(2) Temporary personnel selection. Additional staff may be necessary for continued operations. Staff can be transferred from other departments or temporary agencies may be used.

(a) The Departmental Recovery Team Manager should submit the appropriate staffing forms to the Human Resources Support Team if there is a need for additional staff or if they have

staff that are not needed in the recovery process but could be reassigned to work elsewhere.

4. Procurement/Financial Support

a. Transportation/Travel

- In the event Waukesha County facilities are not habitable, transportation to the alternative site(s) may be provided by individuals using their personal automobiles. For long-term situations, rented or leased vehicles could be used. The Administrative Recovery Team should coordinate transportation requirements to ensure all necessary individuals can travel to the alternate processing site(s). It may be necessary to arrange with a moving company or vendor for relocation of large or sensitive equipment.

b. Postal Services

- The Administrative Recovery Team will notify postal services and courier companies as to whether mail should be delivered, held at the postal facility, or forwarded to an alternate location.

c. Office Equipment and Supplies

- If Waukesha County temporarily relocates departments to alternate areas, appropriate furniture, equipment and supplies will be allocated by the County or purchased and/or rented as needed. Department Recovery Teams must identify, in coordination with Facilities, minimum space needs. The Administrative Recovery Team will procure desks/tables and chairs for the minimum number of employees necessary to operate each department. Departments should also list in the plan database, supplies and equipment necessary for each departments' interim operations.

d. Disaster Related Expenses

(1) The Administrative Recovery Team will monitor and control all disaster related expenses. Disaster related expenses should be documented in the Expense Ledgers and the Extra Expense Worksheet. The exhibits should be presented to the Management Recovery Team on an as needed basis.

(2) The Exhibits should include the following information:

(a) Date of purchase
(b) Description of the item purchased
(c) Name of person approving the purchase
(d) Description of the current amount and type of insurance coverage

Waukesha County

Section VI
BUSINESS CONTINUITY PLAN TESTING

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

VI. BUSINESS CONTINUITY PLAN TESTING

A. DEVELOPING AND MAINTAINING TEST PLANS

1. This section provides policies and guidelines for testing various components of the County Business Continuity Plan. The need for testing and value of testing should be communicated to all Plan participants. An untested plan provides little assurance of the Plan's viability. Management should identify test strategies then prepare detailed test plans so that all aspects of the Plan can be tested.

2. The various tests described in this section of the Plan are not static. They should be maintained in the same manner as other parts of the Plan. Additional tests may be designed and executed as operations change.

3. Specific reasons for testing the Plan include:

   a. Determining the feasibility and compatibility of backup facilities and procedures.
   b. Verifying the completeness and accuracy of the Plan.
   c. Identifying areas within the Plan that could be enhanced or that need to be updated.
   d. Providing training to the Team Manager and team members and evaluating their performance.
   e. Demonstrating the ability of the Department to recover.
   f. Providing a mechanism for maintaining and updating the Plan.

B. TYPES OF TESTS

1. This section describes the following types of tests:

   a. Checklist Test
   b. Departmental Table Top Structured Walk-Through Test
   c. Selected Department Simulation Test
   d. County Wide Simulation Test
   e. Information Technology Simulation Test
   f. Information Technology Facility Test

2. Following is a brief explanation of each type of test.

   a. Checklist Test

      - A checklist test can assist in determining whether the Plan is current, if adequate supplies are stored at the backup site, if telephone numbers are current, if quantities of emergency forms are adequate, and if copies of the Plan and necessary supplemental documentation are present. Using this testing technique, team members review the Plan and ensure that key materials and supplies are current and available. The checklist test, which should occur at least annually, ensures the organization is in compliance with the requirements of the Business Continuity Plan.

b. Departmental Table Top Structured Walk-Through Test

(1) Table Top testing is typically performed on a departmental basis and involves a detailed walk-through of various components of the Plan by each team member. During a simulation test, the departments performing the test simulate the disaster so normal operations are not interrupted. A disaster scenario is established that identifies the type of disaster that occurred and the components of the Plan to be tested. The disaster scenario should include the following:

(a) Purpose of the test
(b) Type of test to be performed
(c) Timing – time of the day, month and year that the disaster occurred
(d) Duration
(e) Test participants
(f) Assumptions
(g) Constraints
(h) Test activities

(2) Testing should include notification procedures, temporary operating procedures, and backup and recovery operations. During the simulation test, the following elements can be tested: hardware, software, personnel, data and voice communications, procedures, forms and supplies, documentation, transportation, utilities and hot-site processing. A combination of checklist testing and simulation testing should be attempted to determine initial enhancements to the Plan before attempting more extensive testing.

c. Selected Department Simulation Test

- The Simulation Test will involve departments that have complex service delivery dependencies or critical recovery requirements. The four to six departments identified for Simulation Testing will be brought together in groups to test the flow and coordination of recovery activities. The Simulation Testing will use a prewritten test case for a selected disaster scenario. Team leaders and members would be expected to react to the scenario, simulate activation of their plan and work together to execute portions of the combined County Continuity Plan. The Simulation Testing should exercise the Departmental portions of the County Plan and verify interactions with other County departments.

d. County Wide Simulation Test

(1) The County Wide Simulation Test focuses on the business continuity decision making of the administrative and management teams. Management team members, administrative team members, and representatives from key departmental recovery teams will participate in the test. This testing event should be conducted at the Waukesha County Business Continuity Center. Components of the test will include:

(a) Activation of Business Continuity Center
(b) Activation of recovery teams
(c) Exercising call structures for contingency team leaders and members

(d) Notification of mutual aid organizations
(e) Activating emergency response and alternate site activation teams
(f) Activating damage assessment and primary site restoration teams

(2) The simulation will use a disaster scenario as a basis for carrying out the test. The management team would be supplied with a scenario and using the Continuity Plan they would respond and carry out actions defined in the Plan. The County Wide Simulation Test will test the feasibility of the management team plan and set the stage for coordinating internal and external resources. Activities such as notification of the press and citizens should also be included in the testing.

e. Information Technology Simulation Test

(1) The purpose of the Information Technology Mock Disaster Test is to verify the completeness and feasibility of the procedures outlined in the Information Technology Business Continuity Plan. The test should involve a walk-through of the Information Technology recovery activities based on disaster scenarios presented. The activities will include:

(a) Develop objectives for the Mock Disaster Test
(b) Develop schedule of test activities
(c) Conduct a test with each Information Technology recovery team to test their knowledge of their role and responsibilities
(d) Document the results of the test
(e) Revise the plan for any changes or additions noted during the test

f. Information Technology Facility Test

(1) The purpose of the Information Technology Facility Test is to verify the equipment, facilities, and arrangements that would be utilized for recovery of the IT operations in a recovery situation. The test would include examination of reciprocal agreement specifications; drop ship equipment composition, size and operation requirements. The alternate facility locations would be compared to the expected equipment requirements for electrical, environmental, and access needs to assure they are adequate. The network facilities and capability would be reviewed in detail to assure the sufficient availability and capacity to satisfy the expected demand. Alternate site arrangements, mutual aid sites and review of all other Information Technology equipment and services outlined in the Information Technology Business Continuity Plan for technical accuracy and adequacy to accomplish the needed recovery operations. Additional activities will include:

(a) Examination of alternative site size, layout, and facilities
(b) Develop objectives for a facility test
(c) Walk-through of equipment installation and relocation schedule at the alternate site
(d) Visit off-site backup and storage locations to inventory materials needed at time of disaster
(e) Assess data network structure and capacity to handle potential traffic loads in a recovery situation
(f) Evaluate the telephone service requirements and facilities in place and to be put in place during a recovery

C. TEST SCHEDULE.

1. The County Business Continuity Plan, Information Technology Department Business Continuity Plan and the Departmental Business Continuity Plans will be tested at least annually. Tests will be scheduled and monitored at the County level.

2. Detailed discussions and verbal walk-through of the specific actions required will facilitate the testing process. Test plans will identify the person responsible and the estimated time required to perform each action.

3. Ideally, testing should not be scheduled at critical points in the normal processing cycle (e.g., month-end or year-end). Where possible, testing should provide minimal disruption to normal operations and customer service. Duration of each test should be estimated to ensure test participants schedule adequate time.

4. The following test schedule summarizes the testing objectives and suggested frequency for testing of the Plan:

TESTING OBJECTIVES	TEST DATE/FREQUENCY
a. Business Continuity Plan Checklist Testing for all plans.	Annually
b. Structured Walk-Through Test of Departmental Procedures for Departmental Continuity Teams.	Annually
c. Structured Walk-Through Test of Departmental Procedures for Selected Departmental Continuity Teams.	Annually
d. County Wide Simulation Test focused on management team functions and command center structure.	Annually
e. Structured Walk-Through Test of Information Technology Departmental Procedures.	Annually
f. Information Technology Departmental Facility Test.	Annually
g. Review/modify Team Structure.	Annually
h. Review/modify Business Continuity Plan based on test results for current year.	Annually
i. Develop testing schedule for next year.	Annually
j. Review/modify Business Continuity Plans based on changes to the business environment.	Annually

5. The frequency of testing should be evaluated annually by management. More frequent tests should be attempted when major changes in personnel, equipment, operating software or alternate processing site arrangements have occurred. Less frequent checklist and simulation tests may be appropriate when few personnel and equipment changes occurred.

D. TESTING FORMS.

1. Three forms aid the organization in performing a test of the temporary operating procedures by Teams. Exhibits 12, 13 and 14 contain the Test Preparation Worksheet, the Test Results Evaluation Worksheet and the Checklist Test Worksheet, respectively. HSEEP also provides forms and guidance for exercise and testing development. Following are explanations for their use:

   a. The Test Preparation Worksheet (refer to Exhibit 12) should be used to document various considerations in advance of an actual test. The Worksheet is used in the planning process for testing the Business Continuity Plan. This form is distributed by the Team Manager, listing all procedures and areas of responsibility. Once tested, the results of the test should be documented. Tests should initially be performed when they will cause minimal disruption to operations.

   b. The Test Results Evaluation Form (refer to Exhibit 13) is used to document testing procedures and to evaluate the results of various tests. This form requires an estimate of time that is acceptable to perform specific procedures.

   c. The Checklist Test Worksheet (refer to Exhibit 14) is used to assure that sufficient supplies, reports, and forms availability; policies defined; and that current telephone inventories.

E. TEST PROCEDURES.

1. Separate and combined tests will be performed at various intervals to ensure the adequacy of the Business Continuity Plan. All test participants should be given ample notice of the scheduled test. This will allow for proper scheduling of key personnel and should provide adequate time to reschedule the test if several participants have scheduling conflicts. If a team member cannot be present for a test, a substitute should be designated by the Team Manager. The organization should ensure that participation in test activities is at a high level. Following are the detailed procedures for each type of test:

2. **Checklist Test.** The purpose of the checklist test is to ensure that the information contained within the body of the Plan is current and that the organization is in compliance with the requirements of the Plan.

   a. Participants.

      (1) Business Continuity Coordinator
      (2) Team Managers and their Alternates
      (3) Other personnel as designated by the Business Continuity Coordinator and Team Managers

   b. Procedures. The Business Continuity Coordinator will:

(1) Meet with all participants to explain the purpose and scope of the test. The Coordinator should also discuss the applicable sections of the Plan in detail with the group.
(2) Review the following:

(a) Plan assumptions
(b) Disaster definition, Plan objectives and scope of the Plan
(c) Supplemental manuals, as appropriate
(d) The Recovery Process

3. **County-Wide Simulation Test.** The purpose of the simulation test is to ensure there is appropriate understanding of the procedures outlined in the Waukesha County Business Continuity Plan. The simulation test will achieve this by having key employees practice decision-making in response to a major disaster event. Throughout the testing process, test facilitators will periodically share information, assumptions and constraints that create challenges to the team members managing the recovery activities. The simulation test is a developmental exercise that focuses on the learning experience rather than "pass" or "fail" outcome. At the conclusion of the test, the BCP Coordinator facilitates a participant debriefing session and subsequent development of an After Action Report/Improvement Plan to provide feedback to participants and develop enhancements for future use.

a. Participants

(1) Business Continuity Coordinator
(2) Management Recovery Team Managers and Alternates
(3) Administrative Recovery Team Managers and Alternates
(4) Selected Department Recovery Team Managers
(5) Other personnel as directed by the Coordinator

b. Procedures

(1) During the simulation test, the following procedures will be performed:

(2) Participants will meet in the Business Continuity Center to discuss the testing scope and objectives before starting the test. The testing activities will begin and clocks will set at the time being simulated. This will make it appear more realistic and allow for participants to consider the timing and sequence of events during decision making.

(3) A simulation cell (SIMCELL) will be set up in an adjacent room to coordinate all incoming and outgoing phone calls. Incoming phone calls will be initiated by the simulation center for appropriate timing of events. Outgoing phone calls will be placed to the SIMCELL where they will be logged and notes taken on the decisions made by the command center. Evaluators monitor the command center to keep the SIMCELL informed about the decision-making process, strengths, deficiencies, or omissions. Facilitators will periodically share information with the test participants via phone calls or written reports.

(4) In the Business Continuity Center, each team manager and/or alternate should be prepared to:

(a) Describe the plan activation criteria and need for activation of the Plan or portions of the Plan
(b) Understand the business requirements and interpret them to aid in the recovery
(c) Reference and review, as a team, the relevant responsibilities and procedures detailed in the plan.

(5) The team managers should moderate the dialogue between team members and make critical decisions relevant to the disaster event. It is the responsibility of the Testing Facilitators to observe and take notes during the test and call attention to areas that require modification once the test is completed. To conclude the simulation test, the Testing Facilitators should:

(a) Discuss general observations, suggestions and action items for enhancing the plan.
(b) Discuss ideas and suggestions for enhancing the future-testing environment.
(c) Direct Team Managers to update their plan, including its revision level and due date. The additions, changes and deletions should be noted on a copy of the Plan Maintenance Form (Exhibit 9).
(d) Prepare an After Action Report/Improvement Plan (AAR/IP) to document the performance review and test. The AAR/IP reviews the testing scenario and resulting activities, along with recommended changes, exposures and observations.

4. Structured Walk-Through Test. The structured walk-through test is a test that involves a detailed walk-through of the various components of the Plan. This test should ensure that each team member is familiar with the Plan and understands the specific team responsibilities itemized within the Plan.

a. Participants.

(1) Business Continuity Coordinator.
(2) Team Managers, Alternates and Members.
(3) Other selected personnel as directed by the Coordinator and Team Managers.

b. Procedures. The Business Continuity Testing Facilitator will:

(1) Meet with all participants to explain the purpose and scope of the test. The Coordinator should also discuss the appropriate sections of the Plan in detail with the group.
(2) Describe the test scenario (situation), including:

(a) A description of the type of disaster:

- The extent of damage to the involved site and anticipated period of unavailability
- The time of day and day of month that the disaster was reported
- Extent of damage to equipment, including time frame for replacement or repair
- The method of discovery of the disaster
- The disaster's effect on ground transportation, surrounding geography, voice and data communications, personnel (i.e., injury or death) and other pertinent information

(3) Describe the Plan activation criteria and whether the Plan is activated under the described circumstances. Each Team Manager, Alternate and team member will:

(a) Review the applicable sections of the Plan.
(b) Simulate the activities described in the Plan, noting:

- How the activity will be accomplished
- Who will specifically perform the task
- The estimate of time required to perform the activity
- Whether the activity was completed successfully

(4) Make revisions to the Business Continuity Plan on a timely basis. Update the Plan, including its date, based on Team Manager/Alternate feedback (using input from the Plan Maintenance Forms - Exhibit 9).
(5) The Team Manager should prepare a brief memo documenting that the test was performed. The memo should contain the following information:

(a) List of participants
(b) Date Test was performed
(c) Successful and unsuccessful testing events
(d) Action items identified
(e) Team Manager's signature

(6) Prepare an After Action Report/Improvement Plan (AAR/IP) to document the performance review and test. The AAR/IP reviews the testing scenario and resulting activities, along with recommended changes, exposures and observations.

F. EVALUATION OF TEST RESULTS

1. Designated team members should log events and activities during each type and level of testing. The testing process should provide feedback from the various Team Managers to the Business Continuity Coordinator for updating and enhancing the Plan. Test results should be assessed along with recommendations from various Team Managers regarding appropriateness of Plan activities and timing. The Test Results Evaluation Form, Exhibit 13, could be used to collect information for consolidation in the AAR/IP developed in accordance with HSEEP..

2. After completion of each test, documentation of test results should be completed and stored in a safe place for future reference by the County. Test results should be presented to Management.

G. G.DEVELOPMENT OF TEST PLANS

1. The Team Manager is responsible for the development of test plans. Considerations to include in this development are:

a. Purpose of the test

b. Objectives
c. Type of test
d. Timing
e. Scheduling
f. Duration
g. Test participants
h. Assumptions
i. Constraints
j. Assignments
k. Test steps

2. Various test scenarios should be planned that identify the type of disaster, the level of damage, recovery capability, staff and equipment availability, backup resource availability and time/duration of the test. Test plans should identify the person responsible and the estimated time required to perform each action. The Test Preparation Worksheet can be used to develop a testing plan (refer to Exhibit 12), however, testing plan designers must follow HSEEP protocols.

Waukesha County

Section VII
EXHIBITS AND REPORTS

READ ENTIRE SECTION BEFORE IMPLEMENTING PROCEDURES

March 12, 2013

VII. EXHIBITS AND REPORTS

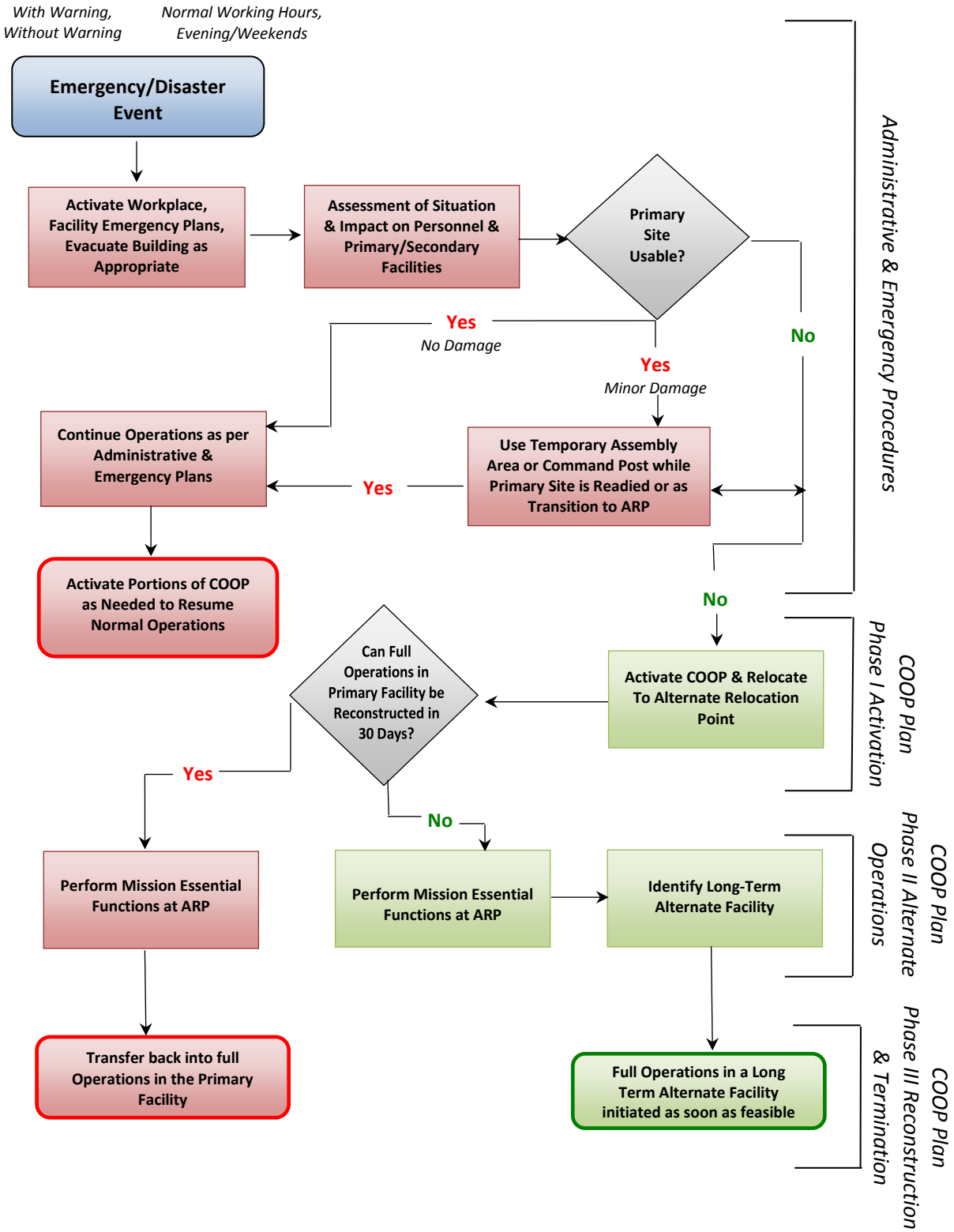
A. EXHIBITS

EXHIBIT #	DESCRIPTION	LAST REVISION DATE:
Exhibit 1	Acknowledgement of Receipt	
Exhibit 2	Alternate Site Contract(s)	
Exhibit 3	Departmental Recovery Questionnaire	
Exhibit 4	Departmental Recovery Worksheet	
Exhibit 5	Disaster Assessment Report	
Exhibit 6	Expense Ledger	
Exhibit 7	Extra Expense Worksheet	
Exhibit 8	Notification Checklist	
Exhibit 9	Plan Maintenance Form	
Exhibit 10	Recovery Status Report	
Exhibit 11	Telephone Call Log	
Exhibit 12	Test Preparation Worksheet	
Exhibit 13	Test Results Evaluation Form	
Exhibit 14	Testing Checklist Worksheet	
Exhibit 15	Trouble Ticket	

B. REPORTS

FACILITIES	BCPS REPORT SECTION	LAST REVISION DATE:
Alternate Facilities Report	Initiation Section	
Alternate Space Report	Resources Section	
County Detail Report	Initiation Section	
Critical Phone List – Facility	Initiation Section	
Department Detail Report	Initiation Section	
Facility Detail Report	Initiation Section	
Location Detail Report	Initiation Section	
Off-Site Storage Report	Resources Section	

PERSONNEL	BCPS REPORT SECTION	LAST REVISION DATE:
All (5) Team Reports	Planning Section	
Distribution Register Report	Planning Section	
Emergency Contact Report	Initiation Section	
Notification Report	Planning Section	
Personnel Backup by Plan/Team	Planning Section	
Personnel Report	Initiation Section	
Position Description Report	Initiation Section	
Skill Inventory Report	Planning Section	

INVENTORIES	BCPS REPORT SECTION	LAST REVISION DATE:
Critical Phone List – Plan/Team	Planning Section	
Agency/Client Detail Report	Resources Section	
Data Communication Inv. Reports (2)	Resources Section	
Document Inv. Reports (2)	Resources Section	
Forms Inv. Reports (3)	Resources Section	
Insurance Policies Report	Resources Section	
Main Computer Software Reports (3)	Resources Section	
Main Hardware Reports (2)	Resources Section	
Master Vendor Report	Resources Section	
Microcomputer Hardware Reports (2)	Resources Section	
Microcomputer Software Reports (3)	Resources Section	
Office Equipment Reports (2)	Resources Section	
Office Supply Reports (3)	Resources Section	
Records Inventory Report	Resources Section	
Telecommunications Reports (2)	Resources Section	
Vendor Contact Report	Planning Section	

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