COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

RACINE COUNTY

September 2023

FOREWORD

Racine 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.

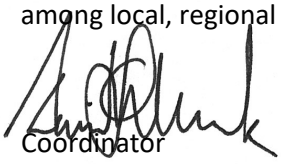
To meet these challenges, the Racine County Office of Emergency Management created the Racine County Comprehensive Emergency Management Plan (CEMP). This plan is the result of the collaborative efforts between Racine County Emergency Management and the many other governmental, non-profit, and private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

The CEMP provides the framework for the Racine 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.



Coordinator
Racine County Emergency Management

Comprehensive Emergency Management Plan (CEMP)

for the

Racine County, Wisconsin

March 2013

by

James A. Ladwig,
Racine County Executive

David L. Maack,
Racine County Office of Emergency Management

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RACINE COUNTY

OFFICE OF THE RACINE COUNTY EXECUTIVE

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This Comprehensive Emergency Management Plan has been developed by the Racine County Office of Emergency Management to provide guidance in mitigating, preparing for, responding to, and recovering from emergencies and disasters threatening life or property within Racine County.

The plan is a statement of policy regarding emergency management; it assigns tasks and responsibilities to local officials and Department/Agency/Organization Heads, and specifies their roles during an emergency or disaster situation.

Many Departments/Agencies/Organizations contributed to development of this plan. Each official and Department/Agency/Organization is to become familiar with this plan to insure efficient and effective execution of their emergency responsibilities. Each Department/Agency/ Organization must develop and maintain implementation plans, protocols, procedures and guidance.

Preparedness to cope with the effects of an emergency or disaster includes many diverse but inter-related elements, which must function as an integrated emergency management system involving all departments and agencies of government, non-governmental organizations, private sector support agencies, and individual citizens. Coordinated preparedness better serves the citizens within Racine County.

This strategic document will continue to be evaluated, updated, and refined to meet changing needs. Racine County Emergency Management will coordinate input and updates to this plan through on-going work with Departments/Agencies/Organizations in the continuing emergency planning process.

Thank you for your continued support of Racine County Emergency Operations Program.

James A. Ladwig
Racine County Executive

8/19/13
Date

APPROVAL & IMPLEMENTATION

(2) Emerg. Mgmt.

June 11, 2013

RESOLUTION NO. 2013-36

RESOLUTION BY THE GOVERNMENT SERVICES COMMITTEE AUTHORIZING THE APPROVAL OF THE RACINE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

To the Honorable Members of the Racine County Board of Supervisors:

BE IT RESOLVED that the Racine County Board of Supervisors, hereby adopt the Racine County Comprehensive Emergency Management Plan.

BE IT FURTHER RESOLVED by the Racine County Board of Supervisors that the appropriate County officials are authorized to execute any documents necessary to carry out the intent of this resolution.

BE IT FURTHER RESOLVED by the Racine County Board of Supervisors that the County Clerk shall forward a copy of this resolution to the Racine County Emergency Management Coordinator, the Southeast Regional Director of Wisconsin Emergency Management, and the Administrator of the Division of Emergency Management with the Wisconsin Department of Military Affairs.

Respectfully submitted,

1st Reading 6-11-13

2nd Reading 6-25-13

BOARD ACTION

Adopted 4 yes

For ____

Against ____

Absent ____

VOTE REQUIRED: Majority

Prepared by:
Corporation Counsel

Government Services Committee

Ronald Molnar, Chairman

Russell A. Clark, Vice-Chairman

Donnie Snow

Donnie Snow, Secretary

Kiana K. Johnson

Kenneth Hall

Mike Dawson

John A. Wilson

The foregoing legislation adopted by the County Board of Supervisors of Racine County, Wisconsin, is hereby:
Approved: ____
Vetoed: ____

Date: _____,

_____
James A. Ladwig, County Executive

RECORD OF CHANGES

Nature of Change	Date of Change	Page(s) Affected	Changes Made By (Signature)

HOW TO USE THIS DOCUMENT

Racine 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 Support Functions (RSFs) 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 RSFs activated will depend on the type and scope of the recovery efforts needed.

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

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

Racine County Office of Emergency Management

BASIC PLAN SECTIONS

I. INTRODUCTION.

II. SITUATION.

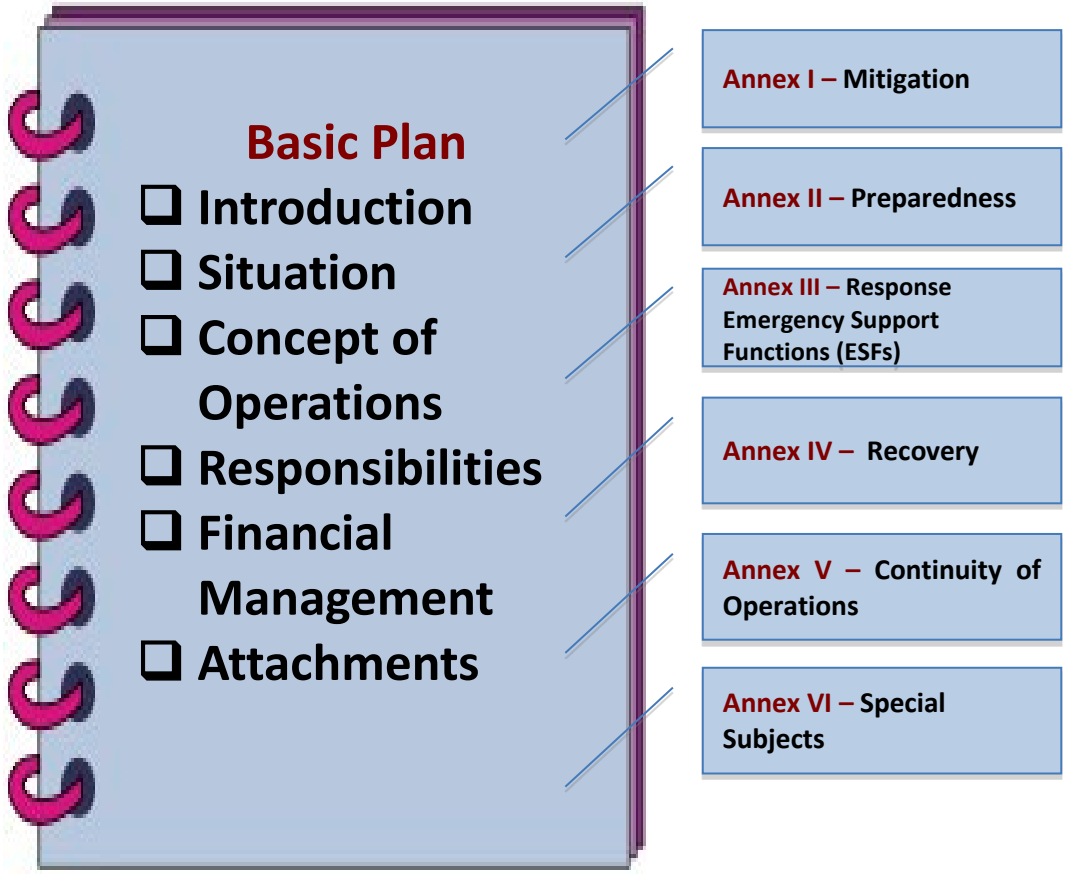
III. CONCEPT OF OPERATIONS.

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 Comprehensive Emergency Management Plan (CEMP) describes the basic strategies, assumptions and mechanisms through which Racine County will mobilize resources and conduct activities to guide, coordinate, and support local emergency management efforts. To facilitate effective intergovernmental operations, this plan 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, Racine County can better serve its citizens.

B. PURPOSE, SCOPE, ASSUMPTIONS.

1. Purpose.

   To provide:

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

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

   c. 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 Director 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 mitigation phases of the County's emergency management process.

3. Assumptions.

2. This plan is based upon the concept 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 Racine 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 National Preparedness Goal this is an all-hazards plan that can be applied to any emergency impacting Racine County. It accounts for activities before, during, and after emergency operations.

C. OBJECTIVES.

The objectives of the Racine County CEMP are to protect public health and safety and prevent loss of life, to preserve property and the environment, to ensure 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 areas, 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. **Ensure Continuity of Government and Government Operations:** provides for lines of succession for elected and appointed officials and ensures 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 and exercising and modifying the plans based on the experiences.

D. METHODOLOGY.

1. This plan was developed by a planning process coordinated by the Racine County Office of Emergency Management.

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

3. A distribution list containing department/agency names and the number of copies of the CEMP that were issued is on file in the Racine County Office of Emergency Management.

4. Plan maintenance and record of changes.
   a. The Racine County Office of 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) New issues, requirements, or supplementary material have been identified which are not adequately addressed.
(3) There has been a change in information, data, or assumptions from those on which the Plan was based.
(4) The nature or magnitude of identified risks have changed.
(5) There are implementation problems, such as technical, political, legal or coordination issues with other agencies.
(6) Legislative changes affect organizational structure of local or state agencies.
(7) New state or federal guidelines or directives must be implemented; and
(8) Exercises reveal deficiencies or shortfalls, or significant operational issues must be addressed.

c. The Racine County Office of 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 with 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, policies, procedures, and resources of 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 be 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 Racine 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 discretion of the Emergency Management Director. 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.

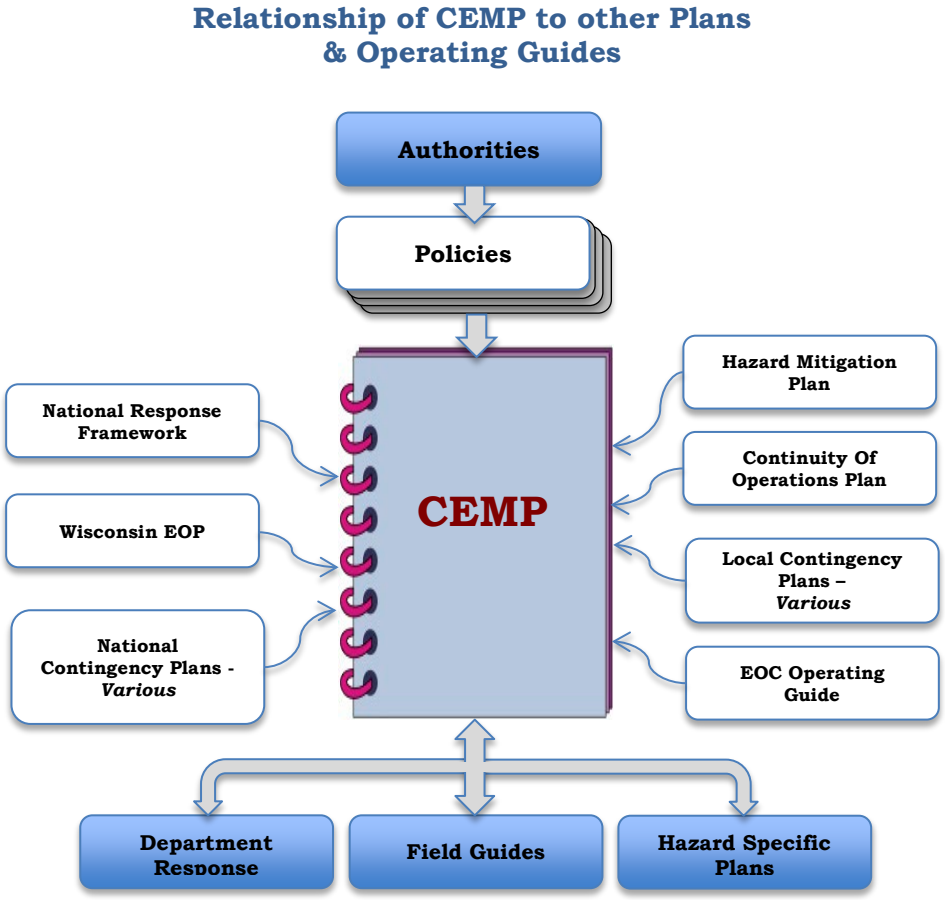

Figure 1: Relationship of the CEMP to other Plans.

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 Racine County Office of 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 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.

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 multi-jurisdictional situations as well as simultaneous events.

2. The multi-jurisdictional and multi-discipline 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 Service, 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 delayed arrival of outside assistance from either the state or federal level.

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

5. 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.

6. 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.

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

8. 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 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 Racine County, to strive to mitigate, prepare for, respond to, and recover from all natural and human–caused emergencies and disasters.

2. It is the policy of Racine 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 Racine 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 Racine 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 Wisconsin State Statute 106.50(1m)(nm) “protected class” and 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.

- 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. Racine County Code, Chapter 6, Emergency Management.

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

2. Hazard Overview:

   - Due to its location and geological features Racine County is vulnerable to the damaging effects of certain hazards. A list of these hazards is found in Table 1: Hazards Affecting Racine County and Table 2: Hazard Rating Summary.

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.

C. VULNERABILITY ANALYSIS.

1. Racine County has a population estimated at approximately 196,219 people (2020 Census). Racine 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 the Racine County Hazard Mitigation Plan.

2. The county has over 38,770 buildings valued at over 5.5 billion dollars (2003 data). The City of Racine has over 25,248 buildings valued at over 2.3 billion dollars (2002 data). All of the buildings are at risk for hazard damage.

Table 1: Hazards Affecting Racine County.

MASTER LIST OF HAZARDS FOR RACINE COUNTY		
NATURAL	**TECHNOLOGICAL**	**HUMAN/SOCIETAL**
• Agricultural/Hydrologic Drought • Cold, Extreme • Earthquakes • Flooding • Heat, Extreme • Storm, Ice/Hail • Storm, Lightning • Storm, Severe Thunder • Storm, Snow • Storm, Windstorm • Storm, Winter • Tornado	• Air Pollution • Building/Structure Collapse • Dam/Levee Failure • Explosions • Fire: Structural/Forest/Wildfires • Hazardous Material Accident/Incidents, Fixed Facility • Hazardous Material Accident/Incidents, Transportation • Power/Utility Outage • Radiological, Fixed Facility • Radiological, Transportation • Transportation Accident, Aircraft • Transportation Accident, Motor Vehicle • Transportation Accident, Railroad • Transportation Accident, Trucking • Transportation Accident, Waterborne • Waterborne Emergencies	• Communicable Disease Outbreak • Civil/Political Unrest/Disturbances • Economic Emergency • Riot/Demonstration/Violent Protest/Illegal Assembly • Strike • Terrorism: Bomb Blast, Ecological, Economic, Incendiary, Prolonged/Multiple Hostage Situation, Sabotage • Warfare: Conventional, Nuclear

HAZARD RATING SUMMARY

	Not Occurred	Low	Medium	High
Catastrophic	• Weapons of Mass Destruction (WMD) • War • Nuclear War	• Earthquake • Communicable Disease Outbreak		
Critical	• Dam Failure • Explosion • Mass Casualties • Terrorist Event other than WMD			• Tornado
Limited	• Economic Emergency • Extreme Air Pollution	• Winter Storm, Blizzard • Transportation Accident: Air, Rail, Trucking	• Drought • Extreme Heat • Extreme Cold • Civil Disturbance	• Structural Fires • Floods • Hazardous Materials Accident • Power Outages • Hail, Lightning & Thunderstorms
Negligible				• Fire: Brush

Frequency

High:	At least one occurrence every 1 – 4 years.
Medium:	At least one occurrence every 5 – 10 years.
Low:	At least one occurrence every 11 – 100 years.
N/O:	Has not occurred, but for planning purposes should be evaluated as part of jurisdictions HVA.

Severity

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; Severely affects state/local/private sectors capabilities to begin or sustain recovery activities; Overwhelms local and state response resources.
Critical: (Major)	**10–50** deaths/injuries; Shutdown of critical facilities for 8–30 days; 25–50% property damage; Short–term effect on economy; Temporarily (24–48 hours) overwhelms response resources.
Limited:	**Less** than 10 deaths/injuries; Shutdown of critical facilities for 3–7 days; 10–25% property damage; Temporary effect on economy; No effect on response system.
Negligible:	**Minor** injuries, no deaths; Shutdown of critical facilities for less than 3 days; Less than 10% property damage; No effect on economy; No effect on response system.

*Note: The Category of **Severity** is used if the hazard results in one or more of the qualifiers.*

D. PERSONS WITH ACCESS AND FUNCTIONAL NEEDS.

- 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.

E. EMERGENCY MANAGEMENT CRITICAL FACILITIES.

1. The elements listed on the "Essential Services, Critical Facilities and Infrastructure" in Table 3, comprise the likely available emergency management support facilities or systems. Racine 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. Racine 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 Racine County's essential services, critical facilities, and infrastructure. These are defined as follows:

   a. Essential Services: Community services normally determined to be lifesaving/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. Racine County will also strive to provide these services during disasters through activation of Emergency Support Functions (ESFs) as appropriate.

   b. Critical Facilities: Specific Racine 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 I includes buildings and other structures whose failure would represent a low hazard to human life, such as storage facilities.

      (2) Category II includes all buildings not specifically included in other categories.

      (3) Category III 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 IV 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/Dispatch
- Community EOC
- Continuity of Government Services
- Emergency Medical Services
- Emergency Public Information
- Energy/Utilities
- Financial Services
- Fire
- Food/Water Distribution
- Law Enforcement
- Mass Care
- Public Health
- Public Works/Engineering
- Search and Rescue
- Shelter
- Support to Special Populations or High Occupancy Structures, Facilities, Special Events
- Transportation

Infrastructure

- Computer Systems
- Electrical
- Gas (Propane)
- Radio/TV/Print Media
- Roads/Highways
- Telephone
- Water/Sewer

Critical Facilities

- Banks/ATMs/Credit Unions
- Bridges/Freeway Overpasses
- Business Establishments
- Campgrounds/Parks/Recreation Areas
- Computer Data Bases/Service Centers
- Emergency Operations Center (EOC) Room/Building
- Fire Stations/Dispatch Center
- 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
- Public Assembly Areas: Theaters
- TV/Radio Stations
- Police Station/Dispatch Center
- Power Plant/Sub Stations
- Restaurants
- Schools
- Shopping Malls
- Sports Fields
- Telephone Switching/Relay Stations
- Warehouse/Equipment Storage Complexes
- Wastewater/Sewage Treatment Facilities
- Water Treatment Facilities/Pumping Stations

Table 3: Essential Services, Critical Facilities, and Infrastructure.

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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. Racine 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 4: Racine 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 Racine County departments are expected to actively participate in recommending to the County Executive mitigation/prevention strategies intended to improve the emergency resilience of Racine County.

d. Racine 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. Racine 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. Racine 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 organizations within and outside Racine 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. Racine County Office of Emergency Management will revise the CEMP based on continuous planning and exercising. 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, Racine 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. Racine 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 Racine 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 Racine 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.

RACINE 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 • Local Emergency Planning Committee • 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 • Monetary disincentives • Statutes and ordinances • Vulnerability assessment • Research • Safety codes • Zoning • Planning • Law Enforcement • Monitoring and detection • Access control • Outreach activities • Pre–disaster programs

Table 4: Racine County Comprehensive Emergency Management Program.

B. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS).

1. Racine 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 Racine 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 Racine 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. It is the responsibility of the Racine County Executive and the Board of Supervisors, under Wisconsin Law Chapter 323, to ensure the peace and safety of the county's citizens at all times. This responsibility includes pre–planning and response to all natural and technological hazards that can impact Racine County.

2. This plan establishes the County emergency management program. All officers and employees of the County are part of the emergency organization.

3. The County Executive is the head of all emergency management activities before, during, and after a major disaster. The responsibility for carrying out day–to–day planning and training activities are delegated by the County Executive to Emergency Management who works with all departments and agencies throughout the county, both public and private, to ensure that an effective emergency management program is developed and maintained.

4. During any response to an actual disaster, the Emergency Management Director will support and coordinate with the County Executive, functioning either in the Racine County Emergency Operations Center (EOC) or in the field. The Emergency Management Director/designee will be the chief technical advisor and official liaison on behalf of the County Executive and Emergency Management Organization with state, federal and private agencies needed to assist.

5. A County Emergency Planning Team is hereby established through promulgation of this plan. The team shall be composed of representatives or alternates from selected County departments, plus other agencies or organizations as may be necessary. The team shall formulate emergency management policy recommendations to the County Executive. This includes development and maintenance of this plan, exercise planning and evaluation, and related initiatives. Each agency appointed to this team will: designate a primary representative and alternates; document these appointments to include telephone numbers; and provide a copy to Emergency Management. The Emergency Management Director will chair the team and will schedule periodic meetings as needed.

6. Chain of Authority.

- In the event Racine County is involved in a disaster, the chain of authority shall be as follows:

  (1) County Executive
  (2) Emergency Management Director
  (3) Deputy Emergency Managers

7. Emergency Organization.

a. Policy/Executive Group. The Policy/Executive Group provides guidance and direction for emergency management programs and for emergency response and recovery operations. They are charged with the overall preparedness program for the County, including making emergency policy decisions, declaring a state of emergency when necessary, implementing the emergency powers of local government, keeping the public informed of the emergency situation, and requesting outside assistance when necessary. The Policy/Executive Group includes:

  (1) County Executive, Mayor, Village President, Town Chairman
  (2) County Chief of Staff
  (3) Emergency Management Director
  (4) Sheriff
  (5) Police Chief
  (6) Fire Chief
  (7) Corporation Counsel
  (8) Racine County Public Works and Development Services Director
  (9) Racine County Human Services Department Director
  (10) Public Health Departments

b. Incident Command Team (Field Command). Includes the Incident Commander and those departments, agencies, and groups with primary emergency response actions. The incident commander is the person in charge at an incident site.

  - This plan formalizes the County's Incident Command System, and Incident Command organization and structure.

c. EOC Management Team. Charged with the effective direction, control, and coordination of the EOC, if fully activated. This group is composed of members from various County departments considered necessary for the implementation of the Emergency Management Plan and operations of the EOC, if fully activated. The EOC Management Team consists of:

  (1) County Executive
  (2) Department Heads/Supervisors
  (3) Emergency Management Director
  (4) Others as selected or needed

d. Volunteer and Other Services. This group includes organized volunteer groups and businesses that have agreed to provide certain support for emergency operations.

D. EMERGENCY/DISASTER DECLARATIONS.

1. Declaration of Local Emergency. A declaration of Local Emergency begins at the local municipality level. The town or village board or city officials will make the first declaration of its impacted area and citizens' recognizing their inability at that level of government to manage the impacts. That declaration will in some cases request Racine County and the Governor to similarly join in emergency declarations for the impacted area. The County Executive will request that the Governor of the State of Wisconsin consider a state emergency declaration and may also request the Governor to seek a Presidential declaration.

   - At the municipal level, State statutes allow broad powers dealing with setting curfews, restricting access and in general taking whatever steps are necessary to bring peace and order back to the community.

2. State of Emergency Declaration. The Governor of Wisconsin, according to State Statute Chapter 323, has the power to declare any area within the State of Wisconsin under a state of emergency. The declaration gives the Governor broad powers to take whatever actions are necessary, utilizing state and other resources to bring the situation under control. This declaration may be made prior to a disaster occurrence at a time where mitigation efforts are under way to lessen the impacts of an expected disaster occurrence (example: nuclear power plant or chemical release incident).

3. Presidential Emergency Declaration. Provides for a limited scope of federal assistance to supplement state and local efforts to save lives and property, ensure public health and safety or to avert or lessen the threat of a disaster. May apply to any natural catastrophe including tornado, storm, high water, earthquake, landslide, snowstorm, drought, or any fire, flood, or explosion. This is generally more limited in scope than a Presidential major disaster declaration with the required assistance more immediate in nature and targeted at a specific need created as a result of the emergency or disaster.

4. Presidential Major Disaster Declaration. The broadest scope of federal assistance available may apply to any natural catastrophe including tornado, storm, high water, landslide, snowstorm, drought, 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 federal disaster assistance under the Disaster Relief Act of 1974. Assistance is intended to supplement the efforts of state and local governments and disaster relief organizations in alleviating the damage, loss, hardship, and suffering.

E. EMERGENCY AUTHORITIES.

1. Wisconsin statutes provide local government, principally the chief elected official, with emergency powers to control emergency situations. If necessary, Racine County shall use these powers during emergency situations (See Basic Plan Section VI "References and Authorities). 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 disaster. The County Executive may subsequently issue orders or proclamations

referencing that declaration to invoke certain emergency powers 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 Racine County.
(13) To declare a state of "Local Emergency" for all or part of Racine 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 disaster relief efforts. 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 Racine County anywhere within the State of Wisconsin to ensure 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 Racine 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. In the event that members of the Racine County Emergency Management Organization are severely impacted by the disaster or emergency and are unable to assume their roles and responsibilities, Chapter 6 of the Racine County Municipal Code has instituted a system for continuing the powers and authority of county government in the event that the County Executive should be unable to fulfill his duties as the chief elected official in the County Emergency Operations Plan.

2. According to Chapter 6 of the Racine County Code of Ordinances, the line of succession would be as follows:

    a. Racine County Executive
    b. Chairman of the Racine County Board of Supervisors
    c. Vice–Chairman of the Racine County Board of Supervisors
    d. Chairman, Finance Committee
    e. Chairman, Personnel and Community Services committee
    f. Chairman, Planning and Development Committee
    g. Chairman, Public Works and Development Services Committee
    h. Chairman, Health and Human Services Committee
    i. Chairman, Legislative Committee

3. In addition, should the County Emergency Management Director, Deputy Coordinator,or any other member of the County Emergency Management Organization be unable to assume their duties, the County Executive shall have the power and authority to appoint a suitable replacement for those individuals during the disaster or emergency operations.

4. The lines of succession for each County department and agency heads shall be in accordance with the SOPs established by those departments and agencies.

5. Preservation of Records.

    a. All County Departments will develop plans and procedures to guarantee the preservation of vital public records, to include their reconstitution if necessary, during and after emergencies.

    b. In general, vital public records include those: considered absolutely essential to the continued operation of County government; considered absolutely essential to the County's ability to fulfill its responsibilities to the public; required to protect the rights of individuals and the County; and, essential to restoration of life support services. Documentation of actions taken during an emergency or disaster is a legal requirement.

    c. Specific vital public records include vital statistics, deeds, corporation papers, operational plans, planning records, resources data, authorities, personnel and payroll rosters, succession lists, supplies and equipment lists, laws, charters, and financial records.

    d. All appointments and work assignments in an emergency situation shall be documented. Department

Heads will submit a complete emergency operational plan as to staffing allocation, equipment distribution, and other emergency related needs as requested by Emergency Management.

G. EMERGENCY SUPPORT FUNCTIONS (ESFS).

1. Emergency Support Functions (ESFs) represent groupings of types of assistance activities that Racine County citizens are likely to need in times of emergency or disaster. During emergencies, the Emergency Management Director 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 Racine County requests for assistance through the ESF structure. Within the Wisconsin State Emergency Operations Center (SEOC) requests for assistance will be tasked to the appropriate 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 local efforts.

3. This plan is based upon the concept that the ESFs for the various Racine 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.

4. A Racine 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 Racine 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. Racine 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 Racine County Emergency Management, ESF # 5 will issue mission assignments to the lead agency(s) for each ESF.

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

EMERGENCY SUPPORT FUNCTION MATRIX		
EMERGENCY SUPPORT FUNCTION	**ESF LEAD AGENCY**	**EOC FUNCTIONAL AREA** *(Matched to EOC Diagram When Finalized)*
ESF # 1 Transportation	Racine County Public Works and Development Services	Logistics Support Branch
ESF # 2 Communications & Information Technology (IT)	Racine County Sheriff's Office Communication Center & Information Systems	Logistics Services Branch
ESF # 3 Public Works	Racine County Public Works and Development Services	Operations Infrastructure Services Branch
ESF # 4 Fire Fighting	Fire and EMS Coordinator City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief	Operations Emergency Services Branch
ESF # 5 Information, Analysis & Planning	Racine County Emergency Management	Planning – Planning Unit
ESF # 6 Mass Care, Emergency Assistance, Housing & Human Services	Racine County Human Services Department	Operations Human Services Branch
ESF # 7 Resource Support	Racine County Purchasing	Logistics Support Branch
ESF # 8 Public Health	Racine County Public Health Division &/or City of Racine Public Health Department	Operations Human Services Branch
ESF # 9 Search & Rescue	Fire and EMS Coordinator City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief	Operations Emergency Services Branch
ESF # 10 Hazardous Materials	South Shore Fire Department	Operations Emergency Services Branch
ESF # 11 Agriculture & Natural Resources	Racine County UW–Extension, Cooperative Extension	Operations Human Services Branch
ESF # 12 Energy & Utilities	Racine County Public Works and Development Services	Operations Infrastructure Services Branch
ESF # 13 Law Enforcement & Security	Racine County Sheriff 's Office	Operations Emergency Services Branch

ESF # 14 **Long–Term Community Recovery**	Racine County Emergency Management	Planning – Planning Unit
ESF # 15 **Public Information**	Racine County Communications & Media Relations Director	Command
ESF # 16 **Hospital & Medical Services**	Fire and EMS Coordinator City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief	Operations Emergency Services Branch
ESF # 17 **Volunteer & Donation Management**	Racine County Human Resources, Volunteer Center of Racine County, Finance Department	Logistics Services Branch
ESF # 18 **Animal & Veterinary Services**	Wisconsin Humane Society Racine County UW–Extension, Cooperative Extension	Operations Human Services Branch
ESF # 19 **Functional & Access Needs**	Racine County Human Services Department	Operations Human Services Branch
ESF # 20 **Fatality Management**	Racine County Medical Examiner	Operations Emergency Services Branch
ESF # 21 **Damage Assessment**	Racine County Public Works and Development Services	Planning Documentation Unit
ESF # 22 **Public Protection (Warning, Evacuation, Shelter)**	Racine County Emergency Management	Operations Emergency Services Branch
ESF # 23 **Evacuation Traffic Management**	Racine County Sheriff's Office	Operations Emergency Services Branch
ESF # 24 **Debris Management**	Racine County Public Works and Development Services	Operations Infrastructure Services Branch

Table 5: Emergency Support Function Matrix

H. INCIDENT COMMAND SYSTEM (ICS).

1. Racine 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. Racine 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. Establish staging areas as needed.
   h. Develop objectives (tasks to be done).
   i. Ensure appropriate safety and personnel protective measures.
   j. Develop an incident action plan and priorities.
   k. In coordination with the EOC, contact appropriate agencies or personnel with expertise and capability to carry out the incident action plan.
   l. Coordinate, as appropriate, with other first responder agencies.
   m. 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 ensure that each agency's objectives are identified and coordinated.

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 (PIO) 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, the 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) will link to the EOC via radio, 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 Coordination 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. Racine 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 grows, 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 Director/designee. See Readiness / Emergency Action Levels which will be used as a means of increasing the County's alert posture.

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 Racine County Office of Emergency Management is on call 24 hours a day to receive calls from county departments and local jurisdictions relating to emergency situations. Emergency Management continuously monitors events around the county through frequent contacts with the National Weather Service, neighboring jurisdictions, and the Wisconsin Emergency Management (WEM) Duty Officer. When appropriate, 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 Racine County Office of 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 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 Racine County Office of Emergency Management, in conjunction with 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 many 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 may be required to report to the EOC. The County Executive, as well as Chief Elected Official(s) from impacted municipalities would report to the EOC to assist the field incident command operations, obtain 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 Racine 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; 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; pandemic.

2. Defining the Disaster Severity. These categories were developed based on the County's capabilities. One of the “Categories of Severity” is chosen 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 effect on economy; 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.

J. DIRECTION AND CONTROL.

1. General.

   a. Racine 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 Racine County officials. Racine 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 Racine County, the Racine 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 the 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 to be followed during response operations, but interagency procedures, such as a common communications protocol, may be adopted to facilitate coordinated effort.

2. Role of the Emergency Operations Center.

   a. Once activated as a command entity, the Racine 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. 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. 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 Racine County, other local governments, state private non-profit (PNP) agencies, state government and federal government.

b. If state and/or federal resources are made available to Racine 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. 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 Racine County's coordinated response.

- EOC activation levels will generally follow the "emergency levels" as described in Section J, Readiness / Emergency Action Levels chart 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. Emergency Management staff will cease conducting their daily activities and report to the EOC and prepare it for activation and operation. Emergency Management or the Racine County Communication Center will make appropriate notifications.

- 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 Emergency Management Director or designee for incidents that meet or may escalate to the level requiring an EOC activation. The EM Director or designee will take appropriate action to implement appropriate EOC activation procedures. The Director or designee may also activate the EOC when an event is of such magnitude that the need for activation of the EOC is self-evident.

4. EOC: Authority to Activate.

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

      (1) County Executive or Municipal Chief Elected Official.
      (2) Designee.

   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 Racine County Emergency Management when:

      (1) Needs exceed authority.
      (2) Incidents involve mass fatalities or casualties.
      (3) Incidents involve severe environmental damage.
      (4) Incidents involve to reportable hazardous materials.
      (5) Resource needs are greater than what is available.
      (6) Actions have produced deleterious unanticipated results.
      (7) Circumstances are such that the Incident Commander believes EOC assistance is advantageous.

      Once notified, the Emergency Management Director or designee and the Incident Commander will make an assessment to determine what services Emergency Management and/or the 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 Director or designee 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 Command Structure is intended to be flexible and should be tailored by Emergency Management and EOC Section Chiefs to meet the demands of any situation.

b. Emergency Management is responsible to the County Executive and will implement policy directives and will have overall management responsibility for the incident.

c. The Emergency Management Director or designee will normally serve in the EOC Emergency Management position.

d. Emergency Management directs EOC response actions to save lives and protect property and recommends/instigates population protective actions. Within the framework of the Crisis Action Team (CAT) or the EOC, all available resources are identified and mobilized as necessary. Tasks are prioritized and resources used within this priority framework.

2. County Executive. (See Racine County EOC Incident Management System diagram, this section.)

a. The County Executive will develop policy and strategy, disseminate policy guidance and direction through the Emergency Management Office, and provide interface to the media and public, and liaison with state and federal officials as required.

(1) The County Executive oversees the incident and is responsible for maintaining the safety and well-

being of all citizens within Racine County. In day–to–day circumstances, the County Executive will defer mitigation, preparedness, training, exercising and pre–planning duties to the Office of Emergency Management to ensure that all county plans, operating procedures, resources, and personnel are in a state of readiness for any type of disaster or emergency.

(2) In the response and recovery phases, the County Executive will assume duties in the Emergency Operations Center as the senior executive and final decision-maker for Racine County and will work in cooperation with all impacted elected officials and departments until a return to the state of normalcy enjoyed before the incident. Should the County Executive be unable to perform the duties outlined in this plan, or in the event that the duration of an incident requires a second shift of EOC staffing, the County Board Chairman will assume the duties of the chief elected official within this plan.

b. Other Elected Officials.

- Depending on the type of disaster or emergency impacting Racine County and the location in which that event occurs, the Mayor of the City of Racine or elected officials of various towns or villages may be impacted and requested to report to the Emergency Operations Center to assist the County Executive in decision making and policy matters.

c. The Corporation Counsel function may serve as the Safety Officer and will advise on EOC and operational safety issues.

d The Corporation Counsel function is also staffed by the County Corporation Counsel who:

(1) Provides legal analysis of the emergency management program.
(2) Reviews existing plans and procedures.
(3) Advises on emergency declarations, resolutions and/or ordinances.
(4) Provides legal advice.

e. The Public Information Officer (PIO) will serve on the County Executive's staff and is in charge of implementing ESF #15: Public Information. (See Annex III: Response Functions, ESF #15). The PIO is responsible for the following functions: Rumor Control; Public Inquiries; Media Inquiries; Information and Instructions. The Public Information Officer is responsible for disseminating approved emergency public information to all local, state, and national news media. With approval of the County Executive and Emergency Management, the PIO will draft and disseminate all press release information; will assist field incident commanders with public information where necessary; will coordinate all county press information with the Joint Information Center (JIC), where applicable; and will assist the Communications and Warning Officer with activation of the regional or local emergency broadcast system.

f. A Policy/Executive Group is convened and serves at the pleasure of the County Executive and provides policy and direction recommendations.

3. Emergency Management and Staff. (See Racine County EOC Incident Management System diagram, this

section.)

a. Emergency Management reports to the County Executive and implements the County Executive's directives to meet the emergency/disaster needs to include the management of incident activities, development and implementation of strategic decisions, and approving the ordering and releasing of resources. This element may include such staff as required to perform or support the management function, and includes the Public Information Officer (indirectly), Liaison Officer, EOC Communications Officer, and EOC Support Officer.

b. Emergency Management maintains EOC readiness and provides/coordinates the EOC administrative, logistical, and communication support required during EOC operations.

c. The Liaison Officer (staffed or assigned by Emergency Management) is the point of contact with other agencies, and:

(1) Coordinates Agency Representatives assigned to the EOC as well as handling 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.

d. The EOC Support Officer (staffed or assigned by Emergency Management) is responsible for the following EOC support functions: Administrative Support; Maintenance; Security.

e. The EOC Communications and Warning Officer (staffed by the Racine County Communications Center) will staff the EOC Communications Room appropriately to handle all communications needs. The Communications and Warning Officer will also work with Racine County Emergency Management to provide EOC staffing for the Amateur Radio base and will assist the PIO to provide proper warning messages. The Communications and Warning Officer will also provide support to field communications where possible.

4. EOC Section Chiefs. (See Racine County EOC Incident Management System diagram, this section.)

a. There are four EOC Sections: Operations; Planning; Logistics; and Finance/Administration.

b. Each of these sections will have branches or units that will generally be functionally oriented. The size and functions within this organization will be dictated by the magnitude and nature of the emergency.

5. EOC Operations Section.

a. The EOC Operations Section is responsible for all tactical command support and coordination of incident response assets.

b. The Operations Chief position is staffed by the situational needs of the emergency i.e., Fire, Law Enforcement, Public Works, etc.

c. The Operation Section consists of the following branches: Emergency Services, Human Services, and Infrastructure Services.

6. EOC Planning Section.

- The EOC Planning Section collects, evaluates, disseminates, and documents information about the incident, status of resources, develops the Incident Action Plan, compiles damage assessment, and develops recovery plans.

7. EOC Logistics Section.

- The EOC Logistics Section is responsible for providing all support needs to emergency incident sites, and will order all resources, and provide facilities, supplies, and services.

8. Finance and Administration Section.

- The EOC Finance and Administration Section is responsible for monetary, financial, and administrative functions.

9. Emergency Operations Center Location/Capabilities.

a. The Racine County Emergency Operations Center is located in the basement of the Racine County Law Enforcement Center, 717 Wisconsin Ave., Racine, Wisconsin.

b. The EOC is equipped with sufficient telephones, backup power, white boards, status boards, maps, and communications to link the County Executive, County Emergency Management, elected officials, department heads, and group coordinators with field operations as well as state and federal agencies.

c. The County Public Information Officer who, in a major disaster or emergency, coordinates all field incident command post information and combines it with major policy and political decisions made by the County Executive, Mayor and other elected officials, will work out of the Main EOC Room. The County Public Information Officer will be the sole source for official media liaison in a disaster incident. He will see that each press release is approved by the County Executive and County Emergency Management before being released. The PIO will also coordinate press conferences and media site tours to field incident command posts, when necessary.

d. The Racine County EOC will also have the ability to establish a media and public information hotline to allow members of the press, including national network media and local citizens, to call one number for all information they require. This service will greatly free up the field incident commander to worry about the operational details of containing an on–scene incident without having to deal with press or citizen inundation.

e. The County EOC has a direct two–way radio capability with various agencies.

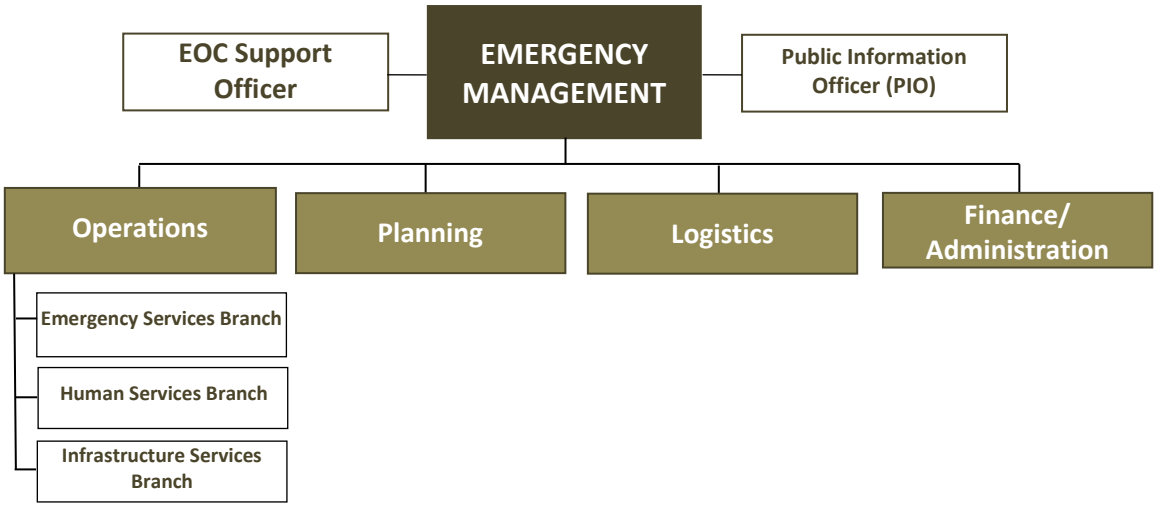
f. The layout of the Emergency Operations Center is shown on the following page.

10. Controls, Continuity of Operations.

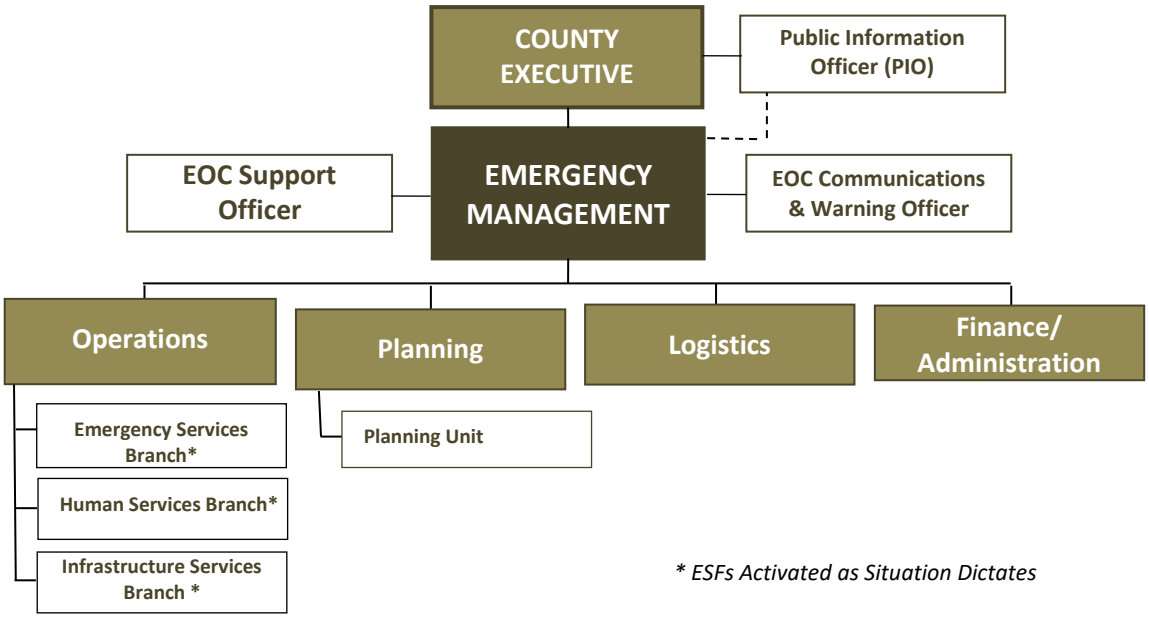
    - During emergencies, decision making authority and control of the emergency is retained by Racine County. The field incident commanders are county officials, usually fire service presonnel or law enforcement. The local coordination and commitment authority for local resources is retained by the County officials and delegated as appropriate.

Racine County
Emergency Operations Center (EOC) Incident Management System
LEVEL 4 – DUTY OFFICER

Emergency Operations Center (EOC) Incident Management System
LEVEL 3



Emergency Operations Center (EOC) Incident Management System
LEVEL 2

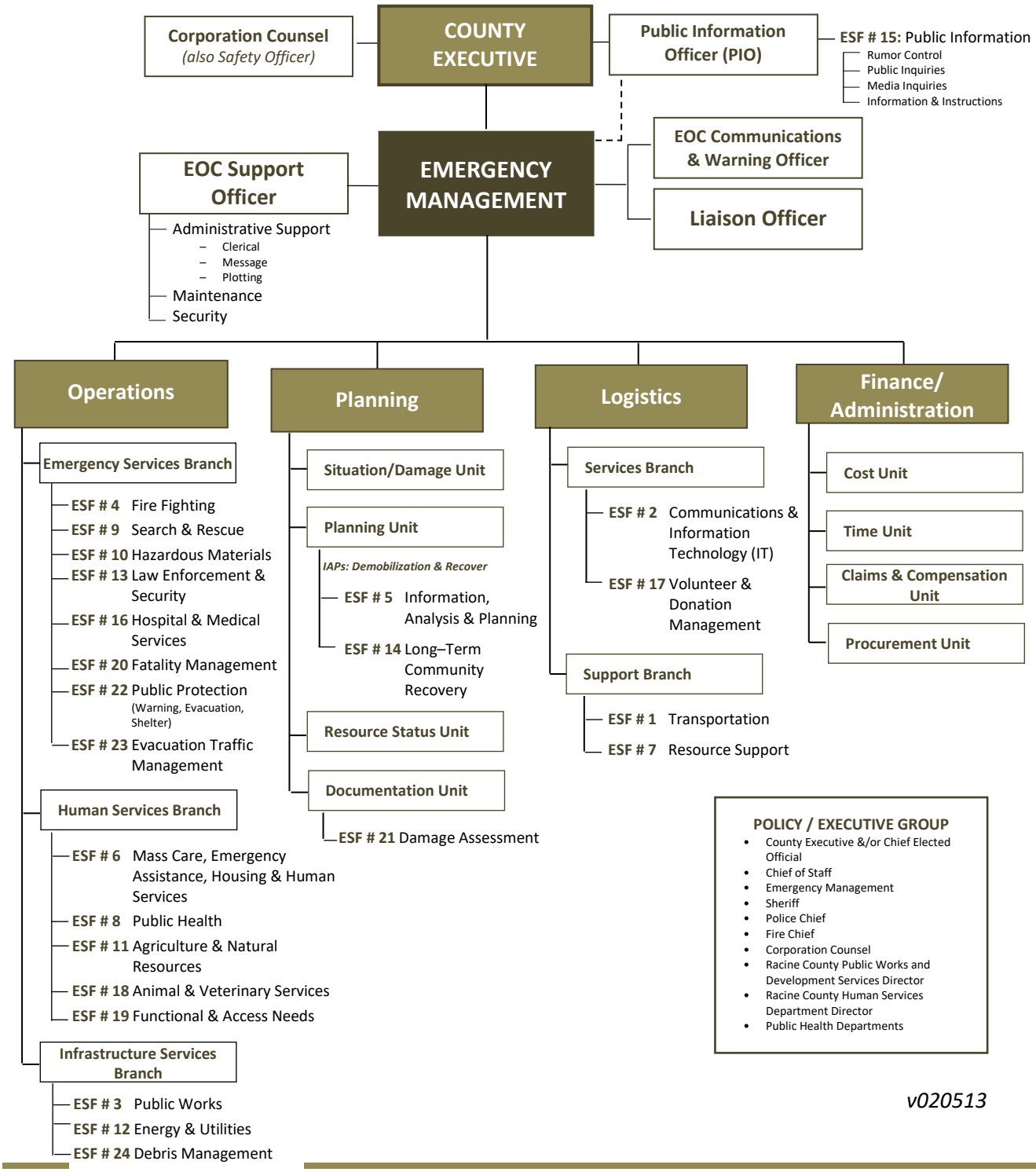


** ESFs Activated as Situation Dictates*

LEVEL 1

Racine County

Emergency Operations Center (EOC) Incident Management System



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GENERAL EMERGENCY OPERATIONS CENTER
TASKS/RESPONSIBILITIES OF KEY INDIVIDUALS OR GROUPS

A. County Executive (Chief Executive Officer):

- Provide overall management of community survival and recovery efforts, with the assistance of Emergency Management and other members of the EOC executive and coordination groups.
- Responsible for formulation and approval of policies and decisions during emergency situations.
- Ensure that adequate information and direction is provided to the general public.
- Maintain liaisons with higher levels of government and other local officials.
- Will appoint a Public Information Officer.

B. Public Information Officer:

- Establish and maintain a public information center within the Emergency Operations Center (EOC); Coordinates activities with neighboring jurisdiction PIOs, and state and federal PIOs.
- Disseminate accurate and timely emergency information and instructions to the general public.
- Coordinate activities with County Executive and Emergency Management.
- Disseminate public policy statements to the media as approved by the County Executive and Board of Supervisors.

C. Emergency Management:

- Responsible to the Chief Executive for coordination of emergency and recovery operations within the county.
- Conduct briefings for key personnel in situation.
- Coordinate record keeping and documentation of events, as needed.
- Note need for changes and/or upgrading of policies.
- Act as the administrative coordinator of the EOC.

D. Corporation Counsel:

- Assist the Chief Executive Officer.
- Keep informed of developing situations to avoid false, misleading, or harmful information.
- Provide legal advice to the EOC Management and the Policy/Executive Group.

E. Fire Service/Emergency Medical System Branch:

- Control and coordinate all fire department operations, including personnel, equipment, and facilities.
- Provide emergency medical treatment.
- Work closely with law enforcement and health services to provide emergency transportation and rescue.

F. Human Services Branch:

- Coordinate congregate care operations.
- Coordinate crisis counseling.

G. Law Enforcement Branch:

- Maintain law and order in the county.
- Control and coordinate all police operations, including full–time manpower, auxiliary or reserves, vehicles, and facilities.
- Responsible for utilization of warning and communication systems.
- Provide security in the EOC and at the incident scene, as appropriate.

H. Medical Examiner (Mortuary) Branch:

- Coordinate mortuary teams for identification, collection, disposal, and record keeping of deceased.
- Collection and safekeeping of personal effects of the deceased.
- Work closely with other emergency agencies.

I. Public Health Branch:

- Coordinate public health resources.

J. Public Works Branch:

- Control and coordinate all public works operations including personnel, equipment, and facilities.
- Coordinate utility problems with support personnel for water, sewer, electric and gas utilities, and private contractors.

K. Damage Assessment and Recovery:

- Coordinate damage assessment and reporting functions.

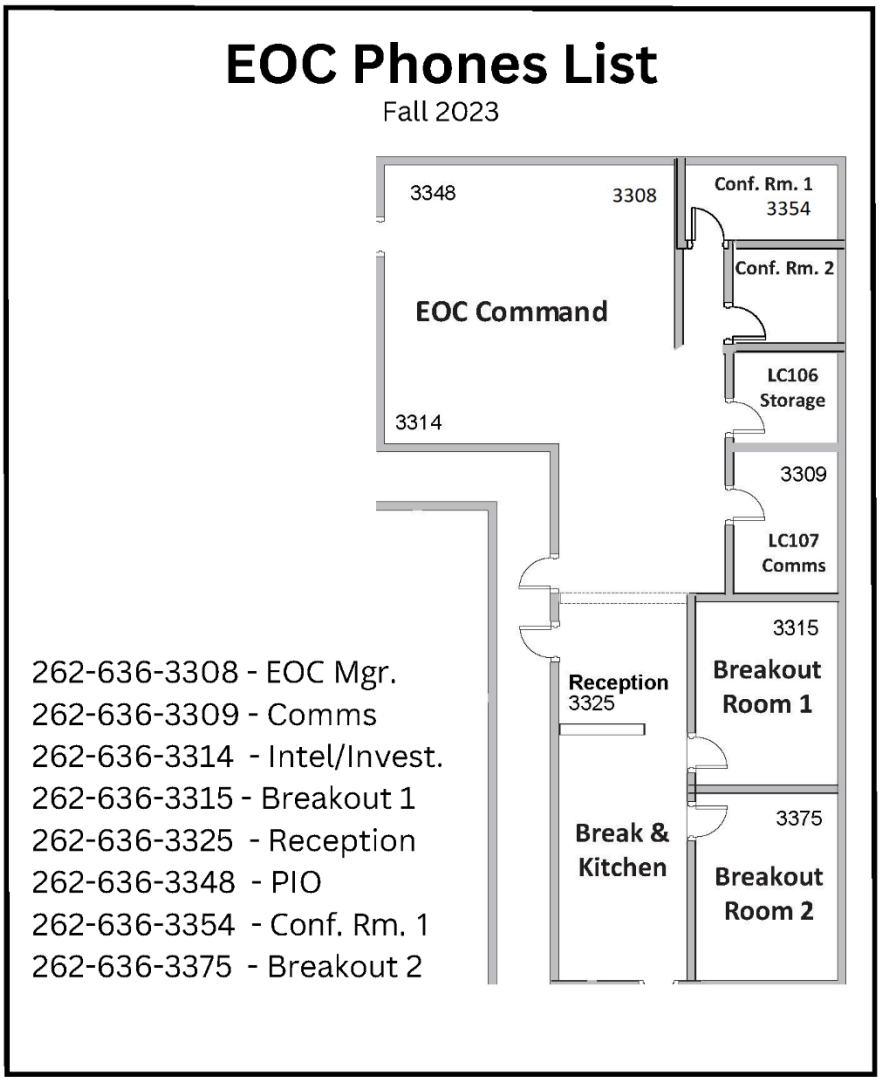
L. Other Groups:

- Provide expertise and representation within the coordination group.

b. In a single site emergency, the Racine County department with lead agency / primary operational control, being best qualified to conduct the rescue, recovery, and control operations, will have jurisdiction for on–scene control. The department's Incident Commander will become the emergency on–scene commander and will be responsible for the overall operation. Refer to Lead Agency Assignment in Section VII, Attachment A: Primary/Support Agencies.

c. The Racine County EOC, once activated, supports the response to an emergency or disaster.

d. The EOC may be activated to coordinate support for an on–scene incident commander, without activating the full County emergency organization.



e. During the effective period of any declared emergency, the EOC Director coordinates and directs all emergency response activities within the EOC and employs all necessary emergency resources according to the provisions of this plan.

f. Continuity of Operations.

(1) The EOC may be required to operate on a 24-hour basis for the duration of an incident or disaster.

(2) During a 24-hour operation, shifts will normally be 8–12 hours in length.

(3) Each position in the EOC must have a total of at least two people designated for staffing during 24-hour operations to facilitate relief period(s) for those on duty

g. EOC Operating Procedures.

- Operating procedures for the EOC are maintained by Emergency Management and updated annually on the anniversary of this plan, or when needed.

M. COMMUNICATIONS.

1. Fire and Police responders involved in disaster operations will maintain operations through their respective Fire / Police Communications Centers.

2. Any department operating from another location other than the EOC will maintain contact with the EOC through direct redundant communications, such as telephone, radio, and fax.

3. All departments are responsible for ensuring that communication systems are in place between EOC representatives and their departments.

4. Each department will bring to the EOC their own portable radio, charger, spare batteries, headsets, and cellular phones. Land phones will be provided at the EOC.

5. Communications to the general public will be through the media, coordinated by the on–scene Public Information Officers (PIOs) and the EOC Information Officer.

6. During large–scale emergencies, communication personnel coordinate countywide communications capabilities.

7. The EOC Communications and Warning Officer activates the EOC Communications Center and provides staff for all shifts to coordinate response activities and to provide communication and repair capabilities to county agencies.

8. There is a cooperative agreement between the Office of Emergency Management and the Amateur Radio Emergency Services (A.R.E.S.) group to utilize the privately-owned services and equipment of county amateur radio operators during severe weather or other disaster or emergency situations throughout the county.

9. Administration.

- Racine County is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with the established County fiscal policies and standard cost accounting procedures. See Basic Plan, Section V, Financial Management, for additional details.

N. 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.

2. Department Operating Locations.

   - Each Racine 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.

3. Racine County Communications Center.

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

   b. Any department operating from another location other than the EOC will maintain contact with the EOC through direct redundant communications, such as telephone, radio, and fax.

4. 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.

5. 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.

6. 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.

7. Point of Distribution (POD).

- PODs are centralized locations where the public picks up life-sustaining commodities following a disaster or emergency. Commodities provided can include, but are not limited to, shelf-stable food, bottled water, ice, tarps, blankets, etc. Emergency Management determines the commodities and quantities based on the type of emergency relief needed.

O. ALERT AND WARNING.

1. Overview of County Warning System.

a. The Racine County Communications Center is the County's Warning Point and has a continuous 24–hour warning system to alert key officials and activate the public warning system. The officer–in–charge of the Racine County Communications Center will serve as the Warning/Communications Officer.

b. Law Enforcement, Fire and Rescue Services, Emergency Medical Services, and hospitals may have radio or pager systems activated by the emergency dispatch center.

c. Integrated Public Alert & Warning System (IPAWS) alerts, door–to–door notification, emergency information packets, and portable speaker systems may be used.

d. County warning systems include:

(1) The National Warning System (NAWAS) is a dedicated, open wire telephone system that links the Wisconsin State Patrol, Wisconsin Emergency Management Central and Area Offices, National Weather Service Stations, and county warning centers. The Wisconsin State Patrol is the State of Wisconsin’s Warning Point for the NAWAS and operates the Wisconsin portion of the NAWAS. Racine County has a NAWAS drop in the Racine County Communications Center. Upon receipt of a NAWAS warning, NAWAS warning point at State Patrol office notifies Southeast Region Sheriff’s Departments.

(2) Integrated Public Alert and Warning System (IPAWS) is a national system for local alerting that

provides authenticated emergency alert and life-saving information messaging to the public through mobile phones using Wireless Emergency Alerts and to radio and television through the Emergency Alert System. Upon receipt of information Emergency Management and other assigned staff throughout the county can develop a message and send the message out to cover a large geographical footprint.

(2) Law Enforcement Transaction of Information for the Management of Enforcement (TIME) System Teletype. All warnings are sent over the TIME System to Law Enforcement agencies in the warning area.

(3) Outdoor Warning Siren System. The following municipalities in Racine County have outdoor warning systems: City of Burlington, City of Racine and the Villages of Sturtevant, Union Grove, and Waterford. Racine County Dispatch Center has the capability to activate the outdoor warning sirens. Warning signals for Racine County follow the Federal Emergency Management Agency (FEMA) guidelines.

e. In the event of an imminent or actual disaster, the County will initiate actions to warn local residents and visitors by all means available. See Annex III: ESF # 22: Public Protection, for details.

2. Alerts and Notifications.

a. Racine County may receive initial warnings of a disaster, potential disaster, or other Incidents of Critical Significance, from Racine 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 manage an emergency event. Incidents of Critical Significance which requires 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 for 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 Racine County's corporate reputation.

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

(9) Any incident which closes or significantly blocks major thoroughfares within Racine 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 that which cause extended road closures.

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

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

(1) Notify appropriate response agencies.
(2) Notify municipal and state warning points as necessary.
(3) Notify Emergency Management.
(4) Notify the public.

3. 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 may issue a watch/standby order if a pending disaster has the potential of affecting Racine County. When issued, Racine County departments and partner agencies will take the following actions:

(1) Review this document.
(2) Notify employees.
(3) Review agency specific emergency plans.
(4) Ensure 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 Racine County is in a watch/standby situation and will be advised to take appropriate preparedness measures.

e. Racine County Essential Employees Information.

(1) Essential employees are designated by Department Directors.

(2) All essential employees shall report to the 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.

4. Warning.

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

(1) Notify appropriate response agencies.
(2) Notify county and state warning points.
(3) Notify Emergency Management.
(4) Notify public.

b. Racine County will initiate actions to warn citizens and visitors by all means available. See Table 6: 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 Racine County's effort to warn the public.

5. 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 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. Racine 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.

Table 6: Racine County Alert & Warning System	
Racine 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).
The County and County Office of Emergency Management receives alerts, notifications, and warnings from:	1. Racine County Communications Center. 2. National Warning System (NAWAS) County Warning Point located at the Racine County Communications Center. 3. National Weather Service. 4. State EOC. 5. County, municipal departments. 6. Neighboring jurisdictions. 7. Media. 8. General public.

County departments and key officials receive alerts, notifications, and warnings by the following means:	1. Through the Racine County Communications Center: paging and text messages. 2. Through the EOC Communications Center. 3. Telephone, cell phone. 4. Radio or pager system. 5. Emergency management notification. 6. Email. 7. 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. Through the Racine County 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 may receive alerts, notifications, and warnings by the following means:	1. Media. 2. Integrated Public Alert Warning System (IPAWS) 3. Reverse 911 type systems. 4. TV, cable TV and radio. 5. Newspaper. 6. Outdoor warning sirens. 7. Disaster hotline/211. 8. Law Enforcement and fire mobile public address (PA) system. 9. “Door to door” notifications. 10. Foreign language media messages. 11. Closed-caption television messages. 12. Emergency information packets, brochures. 13. Social media.
Outdoor Warning Siren System. The following municipalities have outdoor warning systems:	1. City of Burlington. 2. City of Racine. 3. Villages of Elmwood Park, Sturtevant, Union Grove, and Waterford.
Individuals / Groups with Access & Functional Needs may receive alerts, notifications, warnings by the following means:	1. Door–to–door warnings for handicapped, visually and hearing impaired. 2. Foreign language media messages. 3. Closed–caption television messages. 4. Telephonic community notification systems. 5. Personal contact.

	6. Email. 7. Web site.

P. 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 usually a prerequisite for state and/or federal assistance and made at the onset of a disaster to allow the County to do as much as possible to respond to and recover from the emergency.

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

      (1) Allow the County Executive 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, protection of property and the environment, and to ensure the economic recovery of the community.
      (2) Request the Governor to enact specific emergency powers.
      (3) Use of the two-mill emergency levy authorization.
      (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 Racine County Clerk.

   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, and the public informed as soon as possible when an Emergency Proclamation is declared and/or signed.

   e. The County Executive and 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 and Board of Supervisors may further ask for a gubernatorial declaration and state and federal assistance.

f. If the County Executive and Board of Supervisors are not available or in exigent circumstances, the Emergency Management Director, or designee, is authorized to proclaim a local state of emergency.

2. Disaster Declaration.

a. A local Disaster Declaration is the legal method which authorizes extraordinary measures to effectively respond to and recover from emergencies and disasters. A disaster declaration is normally issued when, in the judgment of the County Executive, 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 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 economic survival of the community.
(2) Request the Governor to enact specific emergency powers.
(3) Use of the two-mill emergency levy authorization.
(4) Request use of money from the State Emergency and Disaster Fund.
(5) 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 proclaiming Racine County “a disaster area.”

b. The Wisconsin Emergency Management Southeast Region Director or another WEM Representative will take on liaison duties with the State Division of Emergency Management either in the Racine County EOC, from their regional office at the Wisconsin State Patrol Waukesha Post or elsewhere. The Region Director or WEM Representative will assist Racine County with all mutual aid manpower and equipment requests from the state or federal government.

c. At the state level, decision making authority and commitment of state resources is retained at the State EOC (SEOC). Mission assignments coordinated by the state are tracked in WebEOC on the Resource Request Board in the State’s Incident Site.

d. 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.

e. A Federal Coordinating Officer (FCO) works with the SCO to identify requirements and will be located in the SEOC or virtual. A Principal Federal Officer (PFO) may be designated to coordinate federal interagency incident management efforts.

4. Resource Requests.

a. The Racine County EOC must validate and approve all Racine County resource requests and verify that local resources have been exhausted, 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 Racine 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 entered in WebEOC on the Resource Request Board on the State's Incident Site. Resource/mission requests from the EOC to the SEOC are coordinated by the EOC Logistics Section.

5. Use of Local Resources.

a. The resources of all County departments and agencies are considered to be available to minimize the effects of a natural disaster. Supplies and equipment will be purchased as necessary.

b. If additional resources are required, the County will:

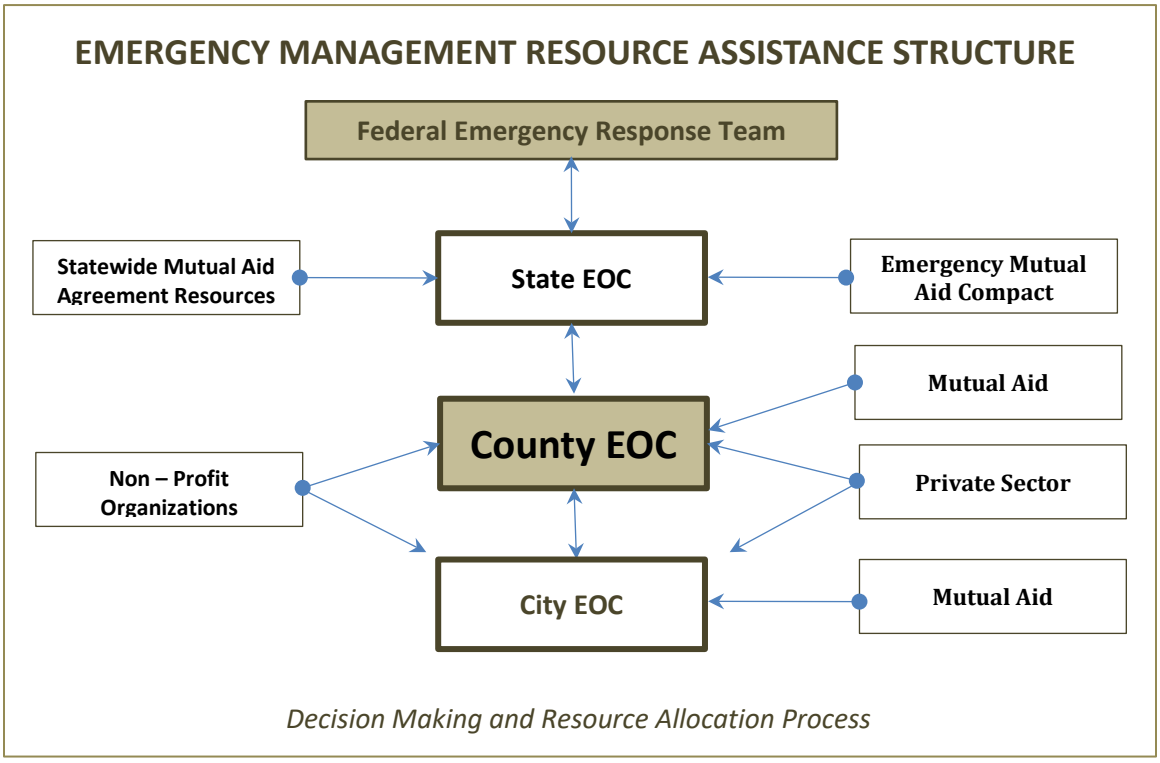
(1) Summon resources pursuant to inter–local agreements.
(2) Summon emergency service resources that have been contracted for.
(3) Request assistance from Voluntary Organizations Active in Disaster (VOADs).
(4) Request assistance from the private sector i.e., industry or individuals who have resources needed to deal with the emergency.
(5) Request state and federal assistance. The County will enter all State resource requests into WebEOC on the Resource Request Board on the State's Incident Site.

c. All Departments involved in disaster operations will be responsible for coordinating communications and accountability with their respective staff members and/or mutual aid resources. Accountability shall include location of deployed resources, hours worked, applicable expenditures, and emergency staff information.

6. Mutual Aid Agreements and Contracts.

a. Should local resources prove to be inadequate during an emergency, requests will be made for assistance from other local jurisdictions, other agencies, and industry in accordance with existing mutual–aid agreements and contracts and those agreements and contracts concluded during the emergency. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and will be in writing whenever possible.

Figure 3: Emergency Management Resource Assistance Structure



b. Mutual Aid Agreements pertinent to emergency management that Racine County is a party to are:

(1) Wisconsin Southeast Area Fire Mutual Aid. The fire services group will be responsible for assessing and requesting statewide mutual aid when necessary.

(2) Southeast Area Law Enforcement Mutual Aid. The Law Enforcement services group will be responsible for assessing and requesting statewide mutual aid when necessary.

(3) Southeast Region Emergency Management Mutual Aid Compact (SEWMAC). The SEWMAC allows Emergency Managers in the Southeast WI Region to support each other during times of disaster. The WEM Region Director will help coordinate mutual aid support for Emergency Management and other non-Fire/Rescue and non-Law Enforcement resources.

(4) Mutual Aid Box Alarm System (MABAS). A multi–state mutual aid organization that includes over 750-member fire departments organized within 75 divisions. Besides Fire/Rescue and Emergency Medical Services mutual aid, MABAS also offers specialized operations teams for hazardous materials (HAZMAT), underwater rescue/recovery (DIVE) and above grade, trench and building collapse rescues aka Technical Rescue Teams (TRT).

(5) Suburban Mutual Aid Response Team (SMART). Multi-jurisdictional response in a cooperative effort between Law Enforcement agencies in Jefferson, Kenosha, Milwaukee, Racine, Walworth, and Waukesha Counties that allows mutual aid during a significant incident. Within one hour a community that is a member of SMART can have up to 65 additional Law Enforcement officers respond to the community to help in the case of a significant emergency or disaster.

Q. 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 there need to be plans not just for alerting people and moving them, but also plans to shelter and support them through to their eventual return and recovery.

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) Ensure 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 become more important as well as more difficult. Site and evacuation perimeters become extended and require much 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 a 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.

(1) 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 or Emergency Management designee.

(2) A number of Racine 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 members, Racine County agencies, and transportation representatives of their needs.

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

(4) In the event of a multijurisdictional 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 Director, and representatives of the jurisdictions involved or other coordinating entity.

(5) All assistance and support of such actions will be coordinated from the Racine 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 Management Team in coordination with the State EOC.

(6) 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 Racine County to refrain from issuing a mandatory evacuation order for businesses until absolutely necessary in an effort to maximize the available resources to

the general public prior to the incident or disaster.

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

d. Security and Access Control.

- There will be a need to 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 ensure 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 has 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:

(1) Category One: Search and Rescue Teams, Fire and Rescue personnel, Law Enforcement personnel, transportation crews, utilities personnel, and Public Health officials.

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

(3) 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.

(4) 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.

(5) 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 the Racine County EOC, shelter providers, and the American Red Cross (ARC).

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

(1) Shelter-in-Place. This is 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 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.

(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 do not provide protection from the identified hazards but support the temporary housing of displaced persons from other regions of the State.

(a) Once activated, shelters will work closely with the Racine 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) Accessibility for persons with Access and Functional Needs should be one of the foremost considerations when establishing a shelter site. Additionally, 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.

R. RECOVERY FRAMEWORK.

1. Racine 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 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 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 Racine 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.

- 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 7: Recovery Support Functions (RSFs) Example.)

TABLE 7: RECOVERY SUPPORT FUNCTIONS (RSFS) EXAMPLE	
RSF # 1:	Damage 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

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); and long-term (months-years). See Table 8: Recovery Phases/Tasks.

TABLE 8: 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. ❑ Supporting return of medical patients to appropriate facilities in the area. ❑ Providing basic psychological support and emergency crisis counseling.	❑ 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. ❑ Ensuring that national and local critical infrastructure priorities are identified and incorporated into recovery planning. ❑ Developing culturally and linguistically appropriate public	❑ Identifying 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 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

❑ 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.	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.	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.

S. 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.

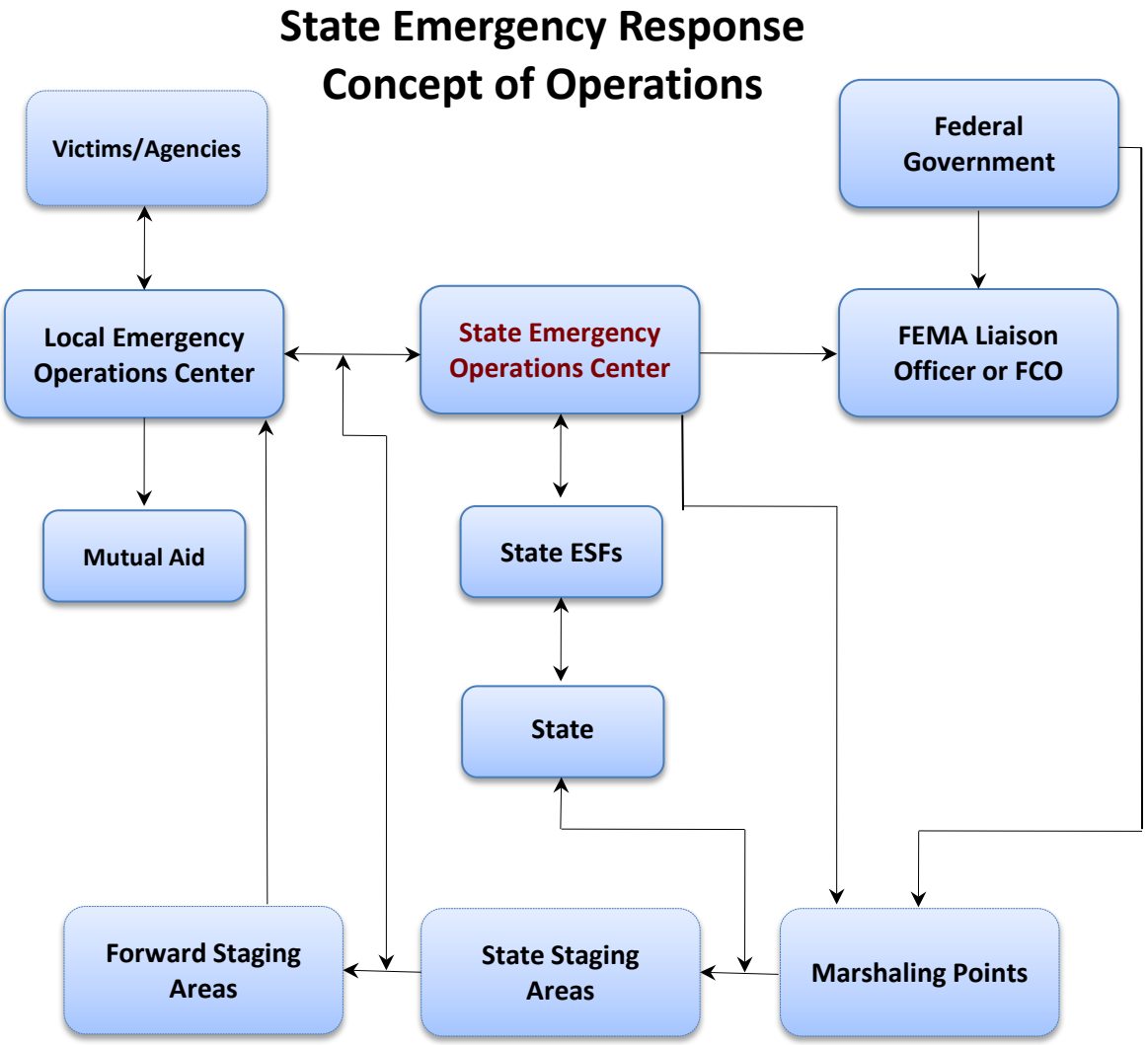
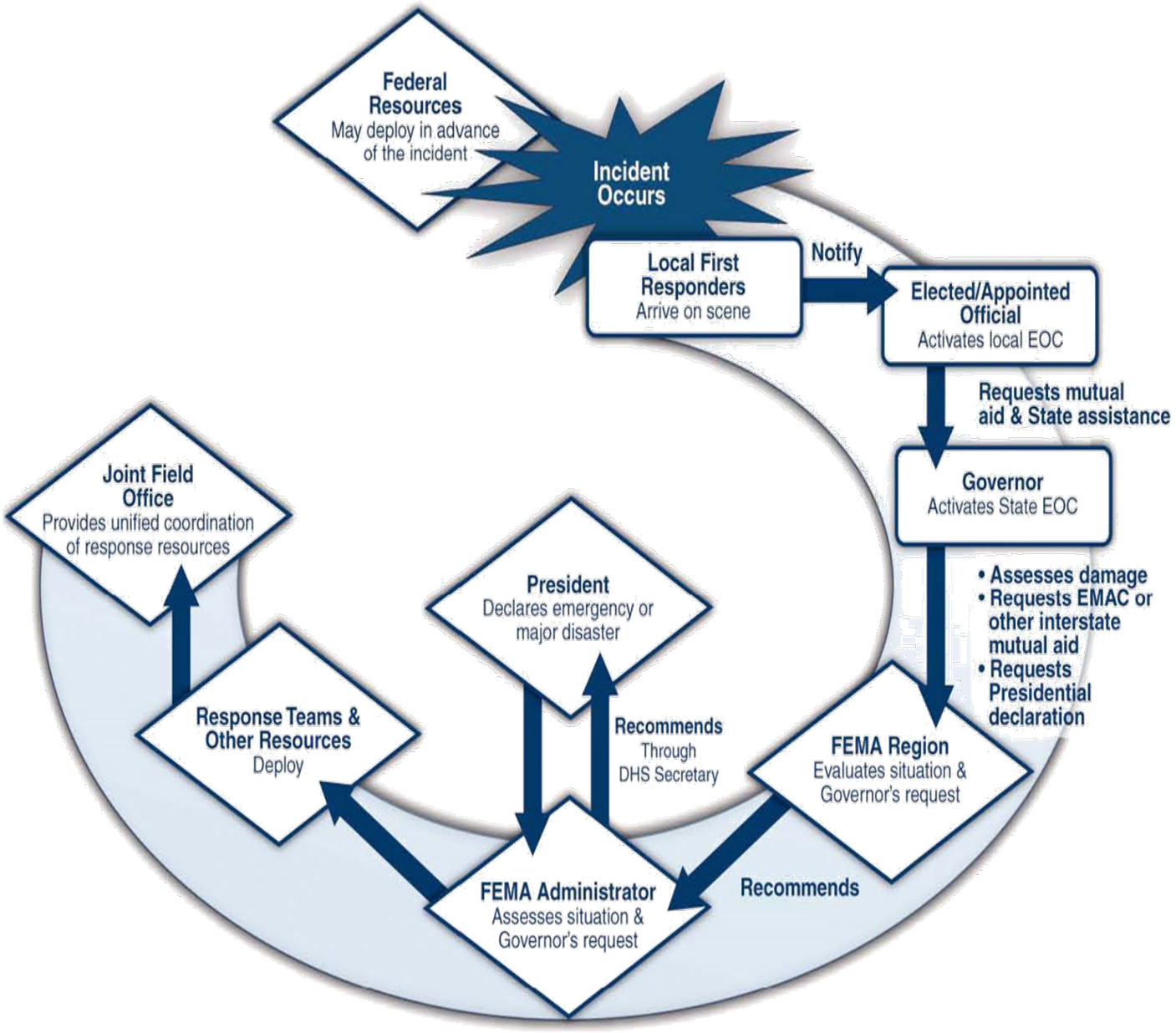


Figure 4: State Emergency Response Concept of Operations

T. FEDERAL GOVERNMENT RESPONSE.

1. 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 FLOW CHART



Comprehensive Emergency Management Plan CEMP

Basic Plan

IV. RESPONSIBILITIES

IV. RESPONSIBILITIES.

A. 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 Racine 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 Racine 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 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.

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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. Racine 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 ensure 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 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 that 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 the injuries, lost or damaged equipment, and any 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 the preparation of annexes to this plan will include protection of vital records in its SOPs.

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

5. Post–Incident and Exercise Review.

   • The County Executive and the Emergency Management Director 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 a due date shall be established for that action.

D. FISCAL.

1. Finance Department and Purchasing Division personnel shall facilitate the acquisition of all 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 Finance Director. 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 Section" may be formed to handle the monetary and financial functions during large emergencies, disasters. See the County EOC Manual for details.

5. The County may qualify for reimbursement of certain emergency costs from state and 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

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VI. ATTACHMENTS

VI. ATTACHMENTS.

A. PRIMARY / SUPPORT MATRIX.

B. SPECIFIC RESPONSIBILITIES BY DEPARTMENT.

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A. PRIMARY / SUPPORT MATRIX.

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)	Evacuation Traffic Management	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	24
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		
ARES/RACES		S				S		S	S				S			S	S				S	S	S	
Assessor														S							S			
Attending Emergency Room Physicians																S								
Building Departments									S					S										
Buildings and Facilities		S																						
Bus Companies																S	S							
Caterers/Grocery Stores/ Restaurants						S																		
Chamber of Commerce					S																			
Chief Elected Official(s)														S								S		
Civic & Community Center(s)						S																		
Civil Air Patrol									S															
Clergy																				S				
Clinics																S								
Code Enforcement/ Building Inspector						S															S			

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)	Evacuation Traffic Management	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	24
Commercial and Private Sector Transportation Companies	S																							
Commercial Phone Companies		S																						
Commercial Print Media															S									
Commercial Radio & Television Stations															S									
Community / Faith Based Organizations																	S			S				
Community Leaders																	S							
Corporation Counsel					S		S							S			S					S		
Correctional Facilities	S					S							S				S					S		
County Board of Supervisors														S										
County Chief Elected Officials											S													
County Clerk					S																S			
County Executive					S		S							S	S							S		
Debris Management Contractors																								S
Departments, All County		S			S		S							S	S		S				S	S		
Disaster Recovery Manager														S										
Economic Development														S										
Emergency Management		S				S			S	S	S					S	S		S		S		S	

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)	Evacuation Traffic Management	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	24
Emergency Medical Services								S								S								
Emergency Service Maritime Vessels	S																							
Environmental Clean Up Contractors										S														
Facilities Management						S																		
Faith Based Organizations (FBO)						S											S							
Finance					S		S							S			**P**				S			
Fire and EMS Coordinator *(City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)*				**P**					**P**		S					**P**								
Fire Department, South Shore										**P**														
Fire Departments	S	S	S	S		S	S	S	S	S			S		S	S	S	S	S	S	S	S	S	S
Funeral Directors Association																				S				
Funeral Home Directors																				S				
GIS						S																		
Highway Departments											S													
Home Builders & Contractor's Associations																								S
Hospitals						S		S		S						S				S				
Hotels						S																		
Housing Authority														S										
Information Systems		P				S	S							S			S				S			

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)	Evacuation Traffic Management	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	24
Information Systems and GIS					S																			
Law Enforcement Agencies	S	S		S		S	S	S	P	S		S	P	S	S	S	S	S	S	S	S	S	P	S
Local Bus Companies																						S		
Local Contractors			S																					
Local Food Producer/ Processors											S													
Local Municipalities																						S	S	
Media: Broadcast & Print																						S		
Medical Examiner																S								
Medical Helicopter Services																S								
Medical Reserve Corps																	S							
Medical Services										S														
Mental Health Providers						S																		
Military - National Guard																S								
Municipal Clerk/Treasurer											S													
National Weather Service															S									
Non-Governmental Organizations (NGOs)	S					S	S					S												
Parks and Recreation	S					S								S			S				S			S
Participating Civic Associations																			S					

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)	Evacuation Traffic Management	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	24
Private Sector Fuel Suppliers												S												
Public Health Departments						S	S	**P**		S	S	S		S	S	S	S	S	S	S		S		S
Public Works, Municipal	S		S																					
Purchasing		S			S		**P**					S		S			S							
Racine Area Manufacturers & Commerce (RAMAC)					S																S			
Racine County Chief of Staff															S									
Racine County Communications Center		**P**											S			S						S		
Racine County Communications & Media Relations Director															P									
Racine County Emergency Management		S			**P**	S			S	S	S			**P**	S	S	S		S		S		**P**	
Racine County Human Resources							S										**P**							
Racine County Human Services Department						**P**		S						S					**P**			S		
Racine County Information Systems		**P**																						
Racine County Medical Examiner																				**P**				
Racine County Public Works and Development Services	**P**	S	**P**	S	S	S	S	S	S	S		**P**	S	S			S			S	**P**	S	S	**P**
Racine County Sheriff's Office		S									S		P		S							S	**P**	

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)	Evacuation Traffic Management	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	24
Racine County University of Wisconsin Extension, Cooperative Extension											P							P						
Racine County Water Rescue Team									S															
Racine Fire Bells	S	S		S			S		S	S			S			S	S							
Recovery Task Force														S										
Reporting/ Planning/ Exempt Facilities										S														
Risk Management														S										
Salvation Army						S											S							
School Districts	S					S	S	S							S	S								
Search and Rescue Units									S															
Specialists *(As situation requires.)*																					S			
Tele-communications												S												
U.S. Coast Guard/Auxiliary	S								S															
Utilities				S										S								S		S
Utilities: Electric												S												
Utilities: Electric, Telephone, Gas, Cable			S																					
Utilities: Landfill / Solid Waste																								S
Utilities: Natural Gas												S												
Utilities: Private																					S			

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)	Evacuation Traffic Management	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	24
Utilities: Water and Wastewater			S					S				S												S
Volunteer Center of Racine County																	**P**							
Volunteers and Organizations Active in Disaster (VOAD)						S								S			S							
Wisconsin Humane Society											S							**P**						

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B. ACRONYMS.

AFN	Access and Functional Needs
ARP	Alternate Relocation Point
CAT	Crisis Action Team
CEM	Certified Emergency Manager
CHEMTREC	Chemical Transportation Emergency Center
CTIS	Common Terrorism Information Sharing
DEM	Division of Emergency Management
DIRC	Disaster Information Resource Center
DOD	Department of Defense
DWI	Disaster Welfare Inquiry
EAS	Emergency Alert System
EMResource	WI Tracking Resources for hospital bed capacities
EPI	Emergency Public Information
EPNS	Emergency Planning Notification Statement
EPS	Emergency Police Services
EST	Emergency Support Team
FAST	Forward Assessment Team
FHMO	Federal Hazard Mitigation Officer
FmHA	Farmers Home Administration
GAR	Governors Authorized Representative
HAN	Health Alert Network
HHS	Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
ICEPP	Incident Communications Emergency Policy and Procedures
IPAWS	Integrated Public Alert & Warning System
L-DAT	Local Damage Assessment Team
MABAS	Mutual Aid Box Alarm System
NAWAS	National Warning System
NCP	National Continuity Plan/ National Contingency Plan
NDRF	National Disaster Response Framework
NWCG	National Wildland Fire Coordination Group
NOAA	National Oceanic and Atmospheric Administration
OPCONS	Operating Conditions
PSA	Public Service Announcement

RSF	Recovery Support Function
RRT	Regional Response Team
S/F DAT	State/Federal Damage Assessment Team
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SCO	State Coordinating Officer
SERC	State Emergency Response Commission
SFLEO	Senior Federal Law Enforcement Officer/Official
SHMO	State Hazard Mitigation Officer
SITREPS	Situation Report
SMART	Suburban Mutual Aid Response Team
SOP	Standard Operating Procedure
WHEEPP	WI Hospital Emergency Preparedness Program

C. SPECIFIC RESPONSIBILITIES BY DEPARTMENT.

Department	Responsibilities
Assessors	1. Provides support to damage assessment.
Board of Supervisors	1. Responsible for the safety and protection of the people and property located within the County. 2. During EOC activations, serves as the Chief Elected Official (for county impacted areas). 3. Ratifies agreements with state and federal disaster relief agencies, as required.
Building Inspectors	1. Provides personnel and equipment as needed. 2. Develops system and forms for tabulating damage assessment. 3. Conducts damage assessment of public and private property to determine the extent of damage. 4. Activates and deploys damage assessment teams. 5. Receives, records, and consolidates all damage reports. 6. Determines unsafe facilities. 7. Conducts inspections and enforces fire safety regulations and laws. 8. Survey construction sites for control of debris hazards. 9. Coordinates damage assessments with local, state, and federal agencies as appropriate. 10. Coordinates emergency permitting procedures.
Chief Elected Officials	1. Responsible for the safety and protection of the people and property located within their jurisdiction. 2. Establishes objectives and priorities for their jurisdiction's emergency management program and provides general policy guidance on the conduct of that program. 3. As Chief Elected Official, assists with overall direction and control and for continuance of effective and orderly governmental control required for emergency operations. 4. Directs activation of their jurisdiction's EOC (or County). 5. Monitors the emergency response during disaster situations and provides direction where appropriate. 6. Advises their legislative body of all situations and developments that would alter the normal functions of their local government. 7. Makes emergency policy decisions and issues necessary proclamations and executive orders related to an in–progress emergency operation. 8. When necessitated by localized disaster, authorizes the evacuation of sections of their jurisdiction to protect the lives of citizens. 9. Proclaims a State of Emergency when necessary and invokes the emergency powers of their local government when necessary. 10. Declares their jurisdiction a disaster area and requests county, state, and federal assistance.

Department	Responsibilities
	11. Enters into agreements with county, state, and federal disaster relief agencies, as required. 12. Keeps the public informed during emergency situations (with the assistance of the Public Information Officer).
City/Town/Village Boards	1. Responsible for the safety and protection of the people and property located within their jurisdiction.
Corporation Counsel	1. Advises the County Executive, Board of Supervisors, EOC Manager, and Emergency Management on legal options for emergency operations, emergency powers of County government and procedures for invoking those measures. 2. Prepares Emergency Proclamations for the County Executive and Board of Supervisors. 3. Prepares emergency ordinances, resolutions, and executive orders. 4. Reviews emergency proclamations, agreements, contracts, and disaster related documents. 5. Provides legal advice, assistance as required to County Departments. 6. Reviews and advises County officials on possible legal issues arising from disaster operations. 7. Advises County officials and department heads on record–keeping requirements and other documentation necessary for the exercising of emergency powers. 8. Reviews recovery contracts.
Correctional Facilities	1. Provides support to emergency operations as requested and within their capabilities.
County Clerk	1. Provides personnel and equipment as needed. 2. Provides for the securing of County records.
County Executive	1. Ensures participation of all necessary County departments; Assigns emergency management program tasks to departments and agencies. 2. Responsible to the Board of Supervisors for the coordination and operation of all services of all County departments and agencies. 3. Implements the policies and decisions of the Board of Supervisors relating to emergency management. 4. Supports all disaster preparations and activities within the County. 5. Advisor to Board of Supervisors during emergencies/disasters. 6. Ensures that the County continues to function administratively.
County Treasurer	1. Provides support to the Finance Department as requested. 2. Provides personnel and equipment as needed.
Departments, All	1. See A and B, this section. General PREPAREDNESS and RESPONSE

Department	Responsibilities
County	Responsibilities (All County and Municipal Departments), this section.
Emergency Management	1. Member of the Crisis Action Team (EM Director). 2. Serves as the staff advisor to the County Executive and Board of Supervisors on emergency management matters. 3. Keeps the County Executive and Board of Supervisors apprised of the County's preparedness status and emergency management needs. 4. Recommends a declaration of emergency pursuant to the County Codes and State Statutes. Informs the County Executive and Board of Supervisors of the reasons for the status of events requiring the declaration. 5. Coordinates requests for emergency assistance. 6. Determines present and future need for military support resources; Identifies incident sites requiring military support services. 7. Plans, develops, maintains the County's emergency operations center to include equipment, staffing, and operational procedures necessary for the management and control of emergency conditions; conducts training for those who staff it. 8. Activates the EOC when required. 9. Responsible for the County's Emergency Management Program. 10. Develops and maintains the County Comprehensive Emergency Management Plan (CEMP). 11. Provides information on hazard mitigation. 12. Coordinates local planning and preparedness activities; Provides emergency preparedness information. 13. Prepares and maintains a resource inventory. 14. Arranges appropriate training for local emergency management personnel and emergency responders. 15. Coordinates periodic emergency exercises to test the plan and training. 16. Performs day–to–day liaison with the state emergency management staff and other local emergency management personnel. 17. Provides coordination among local, state, federal, private, and volunteer organizations. 18. Coordinates with businesses regarding emergency operations. 19. Maintains a 24–hour primary warning point for the receipt of warning information (through Sheriff's Office). 20. Works with neighboring jurisdictions and the state to develop and maintain a system to disseminate emergency alerts and warnings to the public. 21. Disseminates emergency warning information from state and federal agencies. 22. Disseminates warnings initiated at local government level. 23. Serves as the County point of contact for evacuation efforts. 24. Establishes location(s) for mass care and shelter services for employees and their families. 25. Coordinates efforts to provide shelter and mass care for County employees

Department	Responsibilities
	and their families. 26. Coordinates feeding efforts for EOC staff and emergency workers.
Finance Department	1. Provides input in all EOC incident planning sessions on financial and cost analysis matters. 2. Establishes and maintains a single cost center system whereby emergency/disaster costs are identified and accumulated for state and federal reimbursements. a. Maintains accurate records of funds, materials, and manhours expended as a direct result of the disaster. b. Directs Departments 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. c. Ensures that Departments keep 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 the injuries, lost or damaged equipment, and any extraordinary costs. 3. Assists County Departments with expediting emergency purchasing procedures and maintaining records. 4. Facilitates the acquisition of supplies, equipment, and services necessary to support the emergency response actions. • Ensures that all obligation documents initiated in the incident are properly prepared and completed. 5. Ensures supply of vouchers, receipts, and other forms. 6. Establishes and maintains a system to meet finance, payroll, and other payment obligations during emergencies/disasters. 7. Provides for the security and protection of records and equipment. 8. Coordinates financial relief efforts with state and federal agencies. 9. Coordinates reimbursement efforts with state and federal agencies. 10. Determines which administrative procedures may have to be suspended, relaxed, or made optional in the interest of protecting life or property. a. Normal procedures which do not interfere with timely accomplishment of emergency tasks will continue to be used. b. Determines need to depart from “business–as–usual” and issue emergency administrative procedures as appropriate.
Finance Department, Purchasing Department	1. Maintains an inventory of emergency resources. 2. During emergency operations, locates supplies, equipment, and personnel to meet specific needs. 3. Maintain a list of suppliers for supplies and equipment needed immediately in the aftermath of an emergency. 4. Establishes emergency purchasing procedures and coordinate emergency

Department	Responsibilities
	procurements. 5. Coordinates transportation, sorting, temporary storage, and distribution of resources during emergency situations. 6. Establishes staging areas for resources, if required. 7. Maintains records of emergency–related expenditures for purchases and personnel. 8. Develops a county plan for the management of donations. 9. Develops and implements procedures for receiving, storing, sorting, and distributing donated goods. 10. Solicits donations to meet known needs. 11. Provides instructions to donors of needed goods. 12. Establishes a facility to receive, sort, and distribute donated goods.
Fire Departments	1. Coordinates all response operations for fire, search, rescue, emergency medical services and hazardous materials response. Emergency tasks to be performed include: a. Fire prevention activities. b. Fire detection and control. c. Hazardous material and oil spill response. d. Terrorist incident response. e. Evacuation support. f. Post–incident reconnaissance and damage assessment. g. Fire safety inspection of temporary shelters. h. Prepare and maintain fire resource inventory. i. Coordinate emergency medical services. 2. Determines areas at risk and which public protective actions, if any, should be implemented. 3. Initiates evacuation orders when necessary. 4. Directs 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; Assists with other evacuation operations. 5. Orders Shelter In–Place (Hazardous Material Incidents). 6. Performs those support duties and functions required to assist City/County emergency operations as appropriate. 7. Recommends course of action including activation of the Incident Management System and the City/County's Emergency Operations Center. 8. Stages and places vehicle and equipment resources in effective positions throughout the community. 9. Provides personnel and equipment as needed.
Fire/EMS Coordinators	1. Coordinates response operations for emergency medical services. 2. Provides personnel and equipment as needed.
Information Systems	1. Provides computer support during and after an emergency/disaster.

Department	Responsibilities
	2. Provides for the security and protection of current and historical computer records and equipment. 3. Confirms access to off–site computer and backup files to run critical applications, if necessary. 4. Advises all County Departments of action to be taken to secure computer equipment. 5. Ensures priority restoration of communication functions and systems.
Law Enforcement	1. Prepares and maintains Law Enforcement resource inventory. 2. Provides security for their jurisdiction's facilities, evacuated areas, shelters. 3. Coordinates all Law Enforcement activities in the affected area(s) to include maintenance of law and order; crowd control; traffic control; curfew enforcement. 4. Responds to terrorist incidents. 5. Provides access control to damaged or contaminated areas. 6. Orders and conducts evacuations when necessary to save lives and property. 7. Provides Law Enforcement support to emergency response activities to include rescue operations; damage assessment; mobile units for public address warning. 8. Advises the Chief Elected Official(s) on need for curfews, area closures, and other considerations. 9. Stages and places vehicle and equipment resources in effective positions throughout their jurisdiction as determined by the EOC. 10. Provides personnel and equipment as needed. 11. Requests assistance through the state Law Enforcement mutual aid system as necessary.
Medical Examiner	1. Develop and maintain mass fatality plan and procedures. 2. Recovery of all bodies and parts; Identification of remains; Determine cause and manner of death 3. Provide supplies, equipment, and personnel as requested. 4. Establish fatality collection areas to facilitate recovery operations. 5. Identify mass burial sites. 6. Protect the property and personal effects of the deceased. 7. Notify relatives. 8. Return remains to families. 9. Establish and maintain a comprehensive record keeping system for continuous updating and recording of fatality numbers. 10. Provide safety to all recovery people.
Parks and Recreation	1. Assists with the utilization of parks and recreational facilities as staging areas and/or mass care sites. 2. Provides personnel and equipment as needed.

Department	Responsibilities
Public Health Departments	1. Coordinate the surveillance and investigation of disease/exposed individuals to assess numbers of persons and areas affected, to determine the potential for disease spread, and to minimize the effects on the community. 2. 2. Develop and release educational materials to promote the health and safety of the community. 3. Ensure that all health standards, including but not limited to food, water, and sanitation, are maintained throughout the community. 4. Assist as necessary on all environmental and health issues.
Racine County Communications Director	1. Establishes and maintains a public information center within the Emergency Operations Center (EOC); Coordinates activities with neighboring jurisdiction PIOs, and state and federal PIOs. 2. Interfaces with media; arranges for media briefings. 3. Disseminates accurate and timely emergency information and instructions to the general public. 4. Coordinates activities with County Executive and Emergency Management. 5. Disseminates public policy statements to the media as approved by the County Executive and Board of Supervisors. 6. Coordinates rumor control activities. 7. Compiles and maintains print and photo documentation of event(s) from all media sources. 8. Coordinates on–going hazard awareness and public education programs. 9. Provides GIS support to EOC operations.
Racine County Communications Center	1. Identifies communications facilities and resources available for use (800 Mhz., VHF Radios, Cell Phones, etc.). 2. Develops inventories of equipment, including telephone, radio, and data. 3. Maintains list of radio frequencies; Develops frequency use procedures and protocols. 4. Determine condition and status of communication systems. 5. Establishes communications with operational units and field incident commanders, and with the County EOC.
Racine County Human Services Department	1. Provides information and assistance to County supervisors regarding personnel policies during emergencies. 2. Provides coordination for employees working the disaster, and for those who return following the event. 3. Assists County departments to accomplish their mission during an emergency by maintaining a roster of available County employees in non–essential positions who can be assigned to perform tasks required in other departments. 4. Assists County departments by soliciting the appropriate human resources (volunteers) to meet the needs identified by those departments. 5. Maintains a list of employee volunteers to assist in disaster recovery efforts. 6. Develops and implements a county volunteer management plan for

Department	Responsibilities
	coordinating the influx of volunteers offering their services to County in time of disaster. • Develops and implements procedures to solicit, register, screen, receive, and deploy volunteers. 7. Distributes information to employees regarding American Red Cross and FEMA individual assistance programs. 8. Performs emergency shelter and mass care planning. 9. Provides shelter management, feeding at fixed facilities and through mobile units, first aid, replacement of eyeglasses and medications, provision of basic clothing, and limited financial assistance to those affected by emergency situations. 10. Coordinates general public mass care (feeding, potable water, shelter, sanitation facilities, clothing, medicine, commodities) with American Red Cross, Salvation Army, Churches and other relief agencies, and volunteer groups. 11. Coordinates special care requirements for disaster victims such as the aged, special needs individuals, and others. 12. Coordinates the provision of disaster mental health services to disaster victims, emergency workers, and/or others suffering trauma due to the emergency incident/disaster.
Racine County Public Works and Development Services	1. Obtains and coordinates public works response teams/personnel, equipment, and vehicles to the emergency scene, staging area, or other location(s), as appropriate. 2. Supports damage assessment. 3. Assesses damage to streets, bridges, traffic control devices, and other public facilities. 4. Provides temporary repair of critical facilities. 5. Restores damaged roads and bridges. 6. Provides building inspection support. 7. Provides specialized equipment to support emergency operations. 8. Supports search and rescue operations. 9. Supports traffic control. 10. Assists with obtaining and coordinating energy resources. 11. Assists local providers in locating and acquiring equipment necessary to restore local electrical and gas capabilities, and to restore the water/wastewater systems. 12. Develops and maintains a Debris Management Plan. 13. Provides debris clearance, restoration of facilities and areas as needed, and maintenance of County streets. 14. Coordinates 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.

Department	Responsibilities
	15. Recommends disposal sites for debris. 16. Coordinates debris collection and disposal. 17. Administers and manages contracted services. 18. Secures County Courthouse complex and other essential County facilities. 19. Provides personnel and equipment as needed. 20. Provides the EOC with updated comprehensive lists of County equipment. 21. Stages and places vehicle and equipment resources in effective positions throughout the community as determined by EOC Management. 22. Coordinates with other County departments to establish a building priority list for the repair/servicing of air/heat systems. 23. Coordinates the repair of damaged County facilities. 24. Coordinates continuation/resumption of trash and garbage collection throughout the County. 25. Assists with establishing County mitigation programs. 26. Encourages the business and industry community to develop emergency plans, and to participate in community mitigation and preparedness activities. 27. EOC Planning Section: • Serves as EOC Planning Section Chief. • Develops incident action plans during EOC operations. • Maintains minutes and log(s) for the EOC. • Maintains forms and records that will be utilized for the emergency and coordinate distribution. • Records all documents utilized for the emergency. • Maintains vital information such as weather data, environmental data, special equipment needs, available water supply, etc. • Maps management strategies for managing the emergency, and potential operational/environmental impacts and developments. • Serves as a clearing house for information. 28. Recovery: • Provides land use and policy planning services. • Provides information on emergency assistance and recovery programs for businesses and their employees.
Racine County UW–Extension, Cooperative Extension	1. Prepares 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. 2. Assesses and prioritizes animal service emergency needs. 3. Identifies local facilities and resources available for animal concerns. 4. Provides public information about emergency/disaster considerations for animals.
Register of Deeds	1. Provides support to damage assessment.

Department	Responsibilities
Sheriff	1. Prepares and maintains department resource inventory. 2. Provides security for County facilities, evacuated areas, shelters. 3. Coordinates all Law Enforcement activities in the affected area(s) to include maintenance of law and order; crowd control; traffic control; curfew enforcement. 4. Responds to terrorist incidents. 5. Provides access control to damaged or contaminated areas. 6. Orders and conducts evacuations when necessary to save lives and property. 7. Provides Law Enforcement support to emergency response activities to include rescue operations; damage assessment; mobile units for public address warning. 8. Advises the County Executive and Board of Supervisors on the need for curfews, area closures, and other considerations. 9. Stages and places vehicle and equipment resources in effective positions throughout the community as determined by the EOC/Emergency Management. 10. Provides personnel and equipment as needed. 11. Requests assistance through the state Law Enforcement mutual aid system as necessary.

Comprehensive Emergency Management Plan (CEMP)

Annex I
MITIGATION

Racine 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 affected 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. POLICY.

1. It is the policy of the County of Racine to support mitigation activities to eliminate or reduce disaster damages and to coordinate recovery efforts with long term development and hazard mitigation plans of the County. This is done in a number of ways, including, but not limited to, the land use planning process and the enforcement of existing codes, enhancement of codes, and mitigation requirements in the permit process. Since mitigation efforts will not eliminate all disasters, the County shall endeavor to be as prepared as possible for a disaster.

2. County Departments are encouraged to support mitigation efforts that fall within their respective missions. The County has a system of Boards and Commissions that have the ability to effectively address many

mitigation issues.

3. It is the policy of the County of Racine that County agencies will enforce all public safety mandates of the County Code to include land use management and building codes and recommend to the County Executive and Board of Supervisors legislation required to improve the emergency readiness of the community.

C. SUMMARY OF RACINE COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES. (SEE TABLE 9)

TABLE 9: SUMMARY OF RACINE COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES

1. Emergency Management and Emergency Services	a. County Executive and Board of Supervisors. (1) Responsible for all of the County departments and programs. (2) In charge of emergency/disaster (County Executive). (3) Serves as the EOC Policy and Executive Group. (4) Declares State of Local Emergency. (5) Establishes project funding priorities and makes 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; Prepares and maintains 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 disease prevention and environmental health programs.
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

TABLE 9: SUMMARY OF RACINE COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES	
	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.
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, mailings, 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 academies, Neighborhood Watch programs, etc. d. County Planning and Community Development. • Administers the National Flood Insurance Program and provides numerous public information activities that include 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. Racine County Human Services Department and Employees Safety Committees. • Coordinates work safety/hazard mitigation activities for County employees occupying County facilities.
4. Property Protection/ Mitigation	a. Racine County Development Services. • Prepares and administers the County Comprehensive Plan that contains zoning goals, objectives, and policies. b. Racine County National Flood Insurance Program Coordinator (1) Advises all flood zone inquiries that federally backed mortgages require flood insurance for those properties having structures located in a “A”

TABLE 9: SUMMARY OF RACINE COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES	
	or a "V" Flood Zone on the National Flood Insurance Program (NFIP) Flood Insurance Rate Map (FIRM). (2) Advises that flood insurance may be obtained at a reduced rate for properties having structures located in "B" or "C" flood zones. (3) Promote building attributes such as elevations and substantial improvements. c. 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. d. Fire Department(s). (1) Administer the "International Fire and Building Codes." (2) Provide fire safety inspections. e. Racine County Public Works and Development Services. • Provides public drainage system maintenance. f. Wisconsin Department of Natural Resources, County Planning Department, and Municipalities. • Enforce regulations forbidding littering and dumping in creeks, streams, and vacant lots. g. All Departments. • Identify potential mitigation projects that will reduce future damage. h. 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 Land Use and Transportation Plan. • 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 Planning Department, 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

TABLE 9: SUMMARY OF RACINE COUNTY GENERAL MITIGATION PROGRAMS AND DEPARTMENT RESPONSIBILITIES	
	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.

D. SUMMARY OF RACINE COUNTY HAZARD MITIGATION PLAN.

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
HAZARDS	**MITIGATION ACTIVITIES**
Flooding	1. Preservation of the remaining primary environmental corridor lands. 2. Channel clearing and maintenance. 3. Structure floodproofing or removal. 4. Construction of a multi-purpose—flood control, water quality enhancement, low-flow augmentation, and recreational use—reservoir. 5. Construction of dikes and floodwalls. 6. Construction of levees and channel improvements. 7. Installation of flood gates. 8. Land acquisition. 9. Construct agricultural dikes. 10. Reservation of flood lands for recreational and related open space use. 11. Flood land regulations. 12. Control of land use outside of flood lands. 13. Community education programs. 14. Flood insurance. 15. Lending institution policies. 16. Realtor policies. 17. Community utility policies. 18. Emergency programs. 19. Structure floodproofing. 20. Improve, upgrade stormwater drainage system.

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
Thunderstorms and High Wind	1. Building codes. 2. Encourage provision of safe rooms. 3. Public early warning systems and networks. 4. Trim and maintain the health of trees near vulnerable infrastructure, such as utility lines, essential facilities and roads, as well as near homes and businesses. 5. Promote planting windbreaks for farm crops. 6. Bury and protect power and utility lines. 7. Public information and preparedness. 8. Increase the coverage and use of National Oceanic and Atmospheric Administration (NOAA) radios.
Hailstorms	1. Public information and preparedness. 2. Building codes: increase requirements for hail impact-resistant roofing and other materials.
Lightning	1. Adequate grounding of newly constructed buildings. 2. Fire departments obtain and maintain equipment to help detect or mitigate lightning-related fires, such as thermal imaging devices. 3. Surge protectors on critical electronic equipment. 4. Install lightning grade surge protection devices for critical electronic components used by government, public service, and public safety facilities, such as warning systems, control systems, communications, and computers. 5. Promote public awareness of proven lightning safety guidelines to reduce the risk of lightning Hazards 6. Public information regarding lightning hazards and cost-effective mitigation measures 7. Encourage the expansion of the availability of the NOAA severe weather alert systems.
Tornadoes	1. Building codes to withstand greater wind velocities. 2. Encourage provision of safe rooms and tornado shelters. 3. Ensure that mobile and manufactured housing is securely anchored. 4. Public early warning systems and networks. 5. Retrofit existing structures. 6. Trim and maintain the health of trees near vulnerable infrastructure, such as utility lines, essential facilities and roads, as well as near homes and businesses. 7. Bury and protect power and utility lines. 8. Public information and preparedness. 9. Increase the coverage and use of National Oceanic and Atmospheric

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
	Administration (NOAA) weather radios. 10. Continued coordination of emergency response and operations plans among governmental units and first responders.
Extreme Temperatures	1. Organize neighborhood outreach groups who look after vulnerable groups and individuals. 2. Increase coverage and use of NOAA Weather Radio and EAS broadcasts. 3. Conduct an inventory and inspection of facilities to ensure the quality, quantity, and accessibility of adequate heating and/or cooling centers in the community. 4. Public information and preparedness. 5. Promote and expand training through the Southeastern Wisconsin COAD program and encourage citizen involvement in the various components of that program and its affiliated programs (CERT, Fire Corps, Medical Reserve Corps, and Volunteers in Police Service). 6. Include Heat Index values in zone and county forecasts.
Coastal Erosion	1. Development and adoption of shoreland zoning ordinances incorporating bluff setback provisions. 2. Construction and maintenance of shoreline protection structures and bluff stabilization measures. 3. Public information on shoreland erosion and related hazards. Property owner guidance on proper shoreline and bluff management actions. 4. Relocation of buildings within high-risk areas. 5. Update and refine and map shoreline erosion risk data. 6. Bluff Stabilization.
Winter Storm	1. Building codes to improve structures' ability to withstand greater wind velocities and snow weight. 2. Review the energy efficiency and winter readiness of critical facilities and housing in the community. 3. Public information and preparedness. Promote winter hazard awareness, including home and travel safety measures. 4. Increase the coverage and use of National Oceanic and Atmospheric Administration (NOAA) weather radios. 5. Public early warning systems and networks. 6. Trim and maintain the health of trees near vulnerable infrastructure, such as utility lines, essential facilities and roads, as well as near homes and businesses. 7. Bury and protect power and utility lines. 8. Provide for short-term shelters and shelter operations during severe winter

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
	storm event situations. 9. Local road maintenance programs. 10. Promote planting windbreaks and installing snow fences to protect highways. 11. Organize neighborhood outreach groups who look after vulnerable groups and individuals. 12. Establish a system to provide for short-term shelters and shelter operations. 13. Continued coordination of emergency response plans among governmental units and first responders.
Droughts	1. Agricultural programs that promote soil health, preserve soil moisture, and help to minimize loss of crops and topsoil during drought conditions. 2. Farm drought management strategies: monitoring soil moisture levels and planting crops that will tolerate low moisture levels. 3. Ordinances to prioritize or control water use during drought conditions. 4. Design and plan for water supply infrastructure systems that are not vulnerable to drought events. 5. Crop insurance programs. 6. Planting windbreaks for farm crops. 7. Continue to operate and monitor stream gaging stations and groundwater monitoring wells.
Earthquake	1. Building codes and enforcement. 2. Safe interior designs and furniture arrangements. 3. Public information and preparedness. Increase public education and awareness of the potential of earthquakes. 4. Continued coordination of emergency response plans among governmental units and first responders.
Transportation Accidents: Roadways	1. Monitor and upgrade the transportation system. 2. Promote Law Enforcement including traffic violations, weight and travel restrictions, and designated truck routes. 3. Improve the design, routing, and traffic control at problem roadway areas. 4. Driver safety hazard awareness. 5. Inclusion of safety strategies for severe weather events in driver education classes and materials. 6. Use of intelligent transportation systems (ITS) technology. 7. Commercial operator training and skill enhancement programs. 8. Training, planning, and preparedness for mass-casualty incidents involving public transportation. 9. Develop trained, equipped, and prepared emergency first responders as well as search and rescue teams.

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
	10. Enforce the law requiring the use of seatbelts for adults and children and the use of helmets when riding a motorcycle. 11. Promote awareness of the influence of alcohol usage on driving safety.
Transportation Accidents: Railways	1. Railroad inspections and improved designs at problem railway/roadway intersections, particularly at grade crossings, rural signs and/or signals for railroad crossings. 2. Improve the design, routing, and traffic control at problem railway areas. 3. Awareness and importance of all warning signs and signals. 4. Awareness that some vehicles require special consideration at crossings, such as school buses, church vans, farm machinery, and emergency response vehicles. 5. Awareness of the hazards of trespassing on railroad tracks. 6. Continue emergency operation training, planning, and preparedness for mass-casualty incidents involving railroad transportation.
Water Supply Loss and Contamination	1. Development of drinking water supply risk and threat assessment. 2. Management of contamination: sewage sludge, chemicals, and hazardous materials. 3. Maintenance and potentially upgrading water treatment capabilities. 4. Maintenance and potential upgrading of water disinfection capabilities. 5. Public information and preparedness. 6. Continued maintenance, operation, and upgrading of water supply facility security facilities programs and procedures. 7. Protect groundwater recharge areas, including promotion of regional activities to protect groundwater recharge areas outside of the County boundaries. 8. Stormwater management. 9. Wellhead protection plans and establish setbacks from wellhead locations. 10. Identify failing onsite sewage disposal systems for maintenance and remediation. 11. Reduce the potential for groundwater contamination from agricultural fertilizers and chemicals with emphasis on groundwater-related water quality management areas. 12. Manage livestock, manure, sewage sludge, and agricultural chemicals effectively in areas that are susceptible to groundwater contamination with emphasis on groundwater-related water quality management areas. 13. Utilize GIS technology to identify important groundwater management areas. 14. Incorporate a groundwater protection element in future land use planning activities. 15. Promote proper location, installation, cleaning, monitoring, and maintenance

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
	of septic systems.
Hazardous Material Incidents	1. Promote community and operator compliance with industry safety regulations and standards. 2. Promote control, enforcement, and cleanup of hazardous materials, including proper disposal of chemicals. 3. Promote development of site emergency plans for schools, factories, office buildings, shopping malls, hospitals, and other appropriate sites. 4. Promote proper design, construction, maintenance and inspections of hazardous material storage facilities, pipelines, and other related facilities. 5. Public information and preparedness. 6. Warning systems. 7. Continued coordination of emergency response plans among governmental units, businesses and first responders.
Public Health Emergencies	1. Coordinate the surveillance and investigation of disease/exposed individuals to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Develop and release educational materials to promote the health and safety of the community
Terrorism Foreign/Domestic	1. Risk and threat assessments. 2. Promote development of site emergency plans for schools, factories, office buildings, shopping malls, hospitals, and other appropriate sites. 3. Public awareness of terrorism-related dangers and personal protection actions for these dangers. 4. Heighten security at public gatherings, special events, and critical community facilities and industries. 5. Increased coverage and use of NOAA Weather Radio for notifications. 6. Training, equipment, planning, and preparedness for local Law Enforcement, Fire and Rescue departments.
Major Fire	1. Promote development of site emergency and evacuation plans. 2. Community fire safety outreach and educational programs. 3. Training, equipment, planning, and preparedness for local Law Enforcement, Fire, and Rescue departments, and other emergency management services. 4. Building safety and fire inspections. 5. Raze condemned buildings. 6. Promote fire safety measures at critical facilities. Encourage use of fire safety devices.

SUMMARY Of RACINE COUNTY CURRENT AND FUTURE MITIGATION ACTIVITIES BY HAZARD (Summarized From the County's Hazard Mitigation Plan)	
Power Outages	1. Improve the reliability of the power supply facilities. 2. Backup power generators at critical facilities. 3. Development of business resumption plans. 4. Public information and education.

E. 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. Racine County "All Hazards Mitigation Plan."
    b. Hazard Vulnerability Analysis.
    c. Racine County Land Use Transportation Plan.
    d. Racine County Flood Hazard Mitigation Plan.
    e. Racine County Comprehensive Plan.
    f. County Codes: Fire Prevention, Land Use, Zoning, Building.
    g. Municipal Codes: Fire Prevention, Land Use, Zoning, Building.

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Comprehensive Emergency Management Plan (CEMP)

Annex II
PREPAREDNESS

Racine County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

II. PREPAREDNESS

II. PREPAREDNESS.

A. GENERAL.

The Racine 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 will need to educate, train, and equip their personnel to ensure 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. Racine County Office of Emergency Management formalizes and maintains the majority of applicable emergency plans and standard operating procedures. Additionally, Emergency Management maintains various supportive documents applicable to diverse county agencies and departments for their utilization.

3. Racine County Office of Emergency Management conducts annual training for all relevant agencies.

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

5. 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 Racine County Office of 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 Racine County Office of

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. The Emergency Management Director provides numerous public outreach projects that may include presentations to community groups, mailings, broadcast media presentations, and seminars to encourage the citizens to prepare for a disaster.

D. SPECIFIC HAZARD PREPAREDNESS ACTIVITIES.

1. The Racine County Office of Emergency Management engages in numerous training sessions including an annual severe weather and spotter course.

2. Terrorism/WMD Preparedness Programs.

- The County is participating in state and federal terrorism programs as appropriate.

3. Racine 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 Racine County Office of Emergency Management to work with all department heads, elected officials, and municipalities to ensure 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 ensure their proper response when required.

2. National Incident Management System (NIMS).

- Racine County's response to emergencies follows the concepts of NIMS and appropriate training is encouraged and provided as shown in the following Table 11: NIMS Training Guidelines.

TABLE 11: NIMS TRAINING GUIDELINES	
Audience	**Required Training**
Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include: *Entry level first responders & disaster workers* • Dispatch Technician • 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

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. Racine County Office of 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.
    e. Promote and conduct Community Emergency Response Training (CERT) Training.

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 Racine County Area Manufacturers and Commerce promotes business and industry emergency preparedness and planning.
    b. The American Red Cross provides public information on first aid, Cardiopulmonary Resuscitation (CPR), emergency prevention, and disaster preparedness.
    c. Wisconsin Emergency Management provides disaster preparedness and emergency management training.
    d. Local police and fire conduct annual training for mass casualty, active threat, etc.

F. EXERCISES.

1. Racine 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 Office of Emergency Management will coordinate involvement of the County and municipal staff in situational drills, table-top or functional exercise to test the Comprehensive Emergency Management Plan (CEMP), and the County's capability to respond to emergencies. Municipality/County departments and agencies that participate in these programs vary by type of exercise.

3. The County Office of Emergency Management is also responsible to ensure that all state and federally mandated exercises are carried out.

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

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

G. PUBLIC AWARENESS AND EDUCATION.

1. The County Office of 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 Racine County and municipal employees.

3. Public awareness programs conducted throughout the year include but are not limited to:

    a. Winter Awareness.
    b. Heat Awareness.
    c. Tornado Awareness.
    d. Hazardous Materials Awareness.
    e. Family Preparedness.

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Comprehensive Emergency Management Plan (CEMP)

Annex III
RESPONSE FUNCTIONS – EMERGENCY SUPPORT FUNCTIONS (ESFs)

Racine County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

III. RESPONSE FUNCTIONS – EMMERGENCY SUPPORT FUNCTIONS (ESFs)

III. RESPONSE FUNCTIONS – EMERGENCY SUPPORT FUNCTIONS (ESFs)

ESF # 1 Transportation
ESF # 2 Communications and Information Technology (IT)
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 and Rescue
ESF # 10 Hazardous Materials
ESF # 11 Agriculture and 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 and Donation Management
ESF # 18 Animal and Veterinary Services
ESF # 19 Functional and Access Needs
ESF # 20 Fatality Management
ESF # 21 Damage Assessment
ESF # 22 Public Protection (Warning, Evacuation, Shelter)
ESF # 23 Evacuation Traffic Management
ESF # 24 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

Racine County Public Works and Development Services

Emergency Operations Center ESF # 1 – Transportation

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Public Works and Development Services** **Support** **Airport, Airfields (Commercial, Private)** **Ambulance Services, Public and Private** **Commercial and Private Sector Transportation Companies** **Correctional Facilities** **Emergency Service Maritime Vessels** **Fire Departments** **Law Enforcement Agencies** **Nongovernmental Organizations (NGOs)** **Parks and Recreation** **Public Works, Municipal** **Racine Fire Bells** **School Districts** **U.S. Coast Guard/Auxiliary**	***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	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Pre-Emergency	Work with Racine 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	2. Provide coordination of transportation assistance to other Emergency Support 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 the ESF # 1 position in the EOC. 2. Determine condition, status of transportation resources. a. 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:

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	a. Routes that are open unconditionally; 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.
Recovery Actions	1. Ensure arrangements are made with the Finance Section for issuance of emergency fuel credit cards to be used at private fuel stations outside of damage area in case that the fueling facilities are damaged. 2. Upon request, provide transportation resources to assist recovery activities. 3. Develop recovery actions and strategies. 4. Prepare and submit emergency requisition for goods and services necessary to restore operations. Contact the Purchasing Division for assistance. 5. 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.
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.
Emergency Service Maritime Vessels	1. Provide vessels 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
Nongovernmental 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.
Parks and Recreation	1. Provide vehicles and drivers to assist. 2. Provide maintenance mechanics and fuel for vehicles and equipment. 3. Provide road repair equipment.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	4. Record costs and expenditures and submit as requested.
Public Works, Municipal	1. Coordinate and report damage assessment of land transportation routes. 2. Deploy Public Works units to areas in need of debris removal or road restoration operations. 3. Identify alternate emergency land transportation routes. 4. Provide vehicles and drivers to assist. 5. Provide maintenance mechanics and fuel for vehicles and equipment. 6. Record costs and expenditures and submit as requested.
Racine Fire Bells	1. Provide transport for victims with non-life-threatening injury to hospital.
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.
U.S. Coast Guard/Auxiliary	1. Provide small boats, personnel, and related equipment for maritime search and rescue operations under control of U.S. Coast Guard.
ATTACHMENTS	None.
REFERENCES	None.

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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

Racine County Communications Center
Racine County Information Systems

Emergency Operations Center ESF # 2 – Communications & Information Technology

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Communications Center** **Racine County Information Systems** **Support** **ARES/RACES** **Buildings and Facilities** **Commercial Phone Companies** **Departments, All County** **Emergency Management** **Fire Departments** **Law Enforcement Agencies** **Purchasing** **Racine County Public Works and Development Services** **Racine County Sheriff's Office** **Racine Fire Bells**	***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 back-up systems such as mutual aid channels.

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. Racine County Information Systems and other departments will have regularly scheduled computer back up programs in effect for critical computer applications and data.

5. Racine County Information Systems will ensure that all network data is adequately backed up and secured in an offsite location.

6. Racine County Information Systems will coordinate with 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	
RACINE COUNTY COMMUNICATIONS CENTER & RACINE COUNTY INFORMATION SYSTEMS	
Pre-Emergency	Work with Racine 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 is equipped with the appropriate voice and data equipment.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY COMMUNICATIONS CENTER & RACINE COUNTY INFORMATION SYSTEMS	
	4. Identify communication facilities and resources available for use (800 Mhz., VHF radios, cell phones, etc.). 5. Develop inventories of equipment. 6. Ensure redundant communications to Racine County EOC and other local, regional, and State EOCs. 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, contact 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. 18. Responsible for all public safety communications, to include 911 dispatch center and Police and Fire Dispatch. 19. Receives emergency calls for service and directs police, fire, and public works (when necessary) units to scene locations. 20. Maintain list of radios.
Emergency	1. When notified report to Racine 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 the ESF # 2 position in the EOC. 2. Determine condition, status of the communication and technology systems. a. Contact dispatch centers and request operational status. 3. Ensure EOC internal communications and technology systems are adequate. a. 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. a. Provide installation/restoration and repairs. 7. Provide voice and data support to recovery operations. 8. Coordinate with Racine County to restore power to the networks.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY COMMUNICATIONS CENTER & RACINE COUNTY INFORMATION SYSTEMS	
	9. Establish and maintain communications links with operational units and field incident commanders. 10. Establish and maintain communications to local, regional, and State EOCs. 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 commanders. 13. Sources for resources can include: a. All departments. b. State EOC. c. Amateur Radio. d. Commercial vendors. 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. Personnel will establish communications with IS Recovery Team. 2. IS Recovery Team evaluates initial condition of the network infrastructure and equipment and reports status to IS Director. 3. Report status of systems to EOC Manager. 4. Conduct a safety inspection and document damages photographically. 5. IS 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 EOC 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

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY COMMUNICATIONS CENTER & RACINE COUNTY INFORMATION SYSTEMS	
	administration.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
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 media center communications 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 Racine County as requested.
Buildings and Facilities	1. Ensure necessary backup power generation to building and facilities.
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.
Fire Departments	1. Provide back–up communications. 2. Source for mobile communications on VHF and UHF frequencies, cross band repeaters, VHF, and 800 MHz handheld radios, cellular capabilities, three VHF repeaters spread throughout Racine County.
Law Enforcement Agencies	1. Source for mobile and portable radios. 2. Source for 2–way radios and cell phones.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Purchasing	1. Source for cell phones.
Racine County Public Works and Development Services	1. Source for 2–way radios and cell phones.
Racine County Sheriff's Office	1. Source for mobile and portable radios. 2. Source for 2–way radios and cell phones.
Racine Fire Bells	1. Source for mobile communications on VHF and UHF frequencies, cross band repeaters, VHF handheld radios, cellular capabilities, three VHF repeaters spread throughout Racine County.
ATTACHMENTS	None.
REFERENCES	None.

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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

Racine County Public Works and Development Services

Emergency Operations Center ESF # 3 – Public Works

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Public Works and Development Services** **Support** **Fire Departments** **Local Contractors** **Public Works, Municipal** **Utilities: Electric, Telephone, Gas, Cable** **Utilities: Water and Wastewater**	***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, waste management, storm-water management systems, and sewer systems.

B. POLICIES.

1. The first priority of the Racine County Public Works and Development Services 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Pre-Emergency	Work with Racine 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 Racine County Public Works and Development Services needs in an emergency. 6. Assist ESF # 24 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. a. 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 activities to include: heavy rescue of people in collapsed buildings; clearing of

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	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 Racine County. 4. Racine County Public Works and Development Services 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, 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 the ESF # 3 position in the EOC. 2. Ensure operation of Racine County Public Works and Development Services dispatch and reporting systems. 3. Determine condition, status of Racine County Public Works and Development Services resources. 4. Identify incident sites requiring Racine County Public Works and Development Services. 5. Determine present and future need for Racine County Public Works and

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	Development Services resources to support: a. Search and rescue. b. Heavy rescue. c. Damage assessment. d. Road, bridge repair. e. Debris clearance. f. Road clearance. g. Flood control. h. Traffic control. i. Sanitation services. j. 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 # 24. 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. 4. Maintain access to current County drainage maps and plans at the EOC.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Fire Departments	1. Assist in debris clearance and removal of hazards.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Local Contractors	1. Source for equipment and manpower.
Public Works, Municipal	1. Provide engineering services and advice. 2. Assist in damage assessment. 3. Oversee flood control activities. 4. Maintain contact with EOC. 5. Repair roads and bridges. 6. Maintain storm sewers. 7. Maintain debris and garbage operations. 8. Provide diking material for protection of sewer and water systems/ supplies. 9. Assist in decontamination. 10. Assist in search and rescue operations. 11. Store and provide fuel for emergency vehicles. 12. Inspect, designate and demolish hazardous structures.
Utilities: Electric, Telephone, Gas, Cable	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. 6. Provide emergency resources as available i.e. COWs (communications on wheels), mobile Wi-Fi, etc.
Utilities: Water and Wastewater	1. Maintain water and sewer systems. 2. Provide potable water. 3. Provide diking and plugging material for sewer and water system. 4. Provide temporary sanitary facilities, as requested. 5. Coordinate with Public Health Departments on water testing. 6. Decontaminate water system. 7. Assist in damage assessment. 8. Maintain contact with EOC.
ATTACHMENTS	None.
REFERENCES	None.

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 and EMS Coordinator

(City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)

Emergency Operations Center ESF # 4 – Fire Fighting

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire and EMS Coordinator** ***(City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)*** **Support** **American Red Cross** **Fire Departments** **Law Enforcement Agencies** **Racine County Public Works and Development Services** **Racine Fire Bells** **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 • SA – Salvation Army • 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 AND EMS COORDINATOR	
Pre-Emergency	Work with Racine 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. (Com-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	piled by dispatch and communicated to the EOC.) 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. Coordinate with Incident Commander, the Racine 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. When requested, Fire Chief or designee reports to the Racine County EOC, when the EOC is activated during an emergency. 8. The Incident Commander will activate mutual aid support through MABAS as required.
Emergency Operations Center (EOC)	1. Staff the ESF # 4 position in the EOC. 2. Identify incident sites requiring firefighting services. 3. Ensure operation of fire dispatch and reporting systems. a. Provide alternate communication links if necessary. 4. Determine condition, status of Racine County 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 Racine County firefighting systems.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	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 Racine County. b. Assess Racine 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. 3. Participate as member of Recovery Team as requested. 4. Recommend prevention, protection, and 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 Departments	1. Coordinate all fire service activities within their fire protection district. 2. Prevention of fire. 3. Control of fire. 4. Enforce fire codes. 5. Conduct search and rescue operations. 6. Provide fire protection. 7. Support radiological operations. 8. Support other public safety operations. 9. Staff the EOC on 24–hour basis, as appropriate. 10. Assist with public information program. 11. Maintain current standard operating procedures and resource information. 12. Augment communications to emergency.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
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).
Racine County Public Works and Development Services	1. Position traffic control devices (i.e., barricades, covers, etc.) as per Fire Department instructions. 2. Clear roads for emergency vehicles. 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.
Racine Fire Bells	1. Support Fire Department actions by providing individual assistance, and shelter staffing. 2. Provide support to firefighting personnel during large incidents (food, drink, etc.). 3. Augment communications.
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. Racine County Organization Block Structure Chart. 2. Racine County Fire and Rescue Services Directory. 3. Map – Fire Protection Area. 4. MABAS Agreement. 5. Resource List.

Emergency Support Function (ESF) # 5

Information Analysis & Planning

Preface

During large scale emergencies and disasters, the Emergency Operations Center (EOC) (if activated) is the primary 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

Racine County Emergency Management

Emergency Operations Center ESF # 5 – Information Analysis & Planning

Racine County Emergency Operations Center

AGENCIES

Primary

Racine County Emergency Management

Support

Chamber of Commerce
Corporation Counsel
County Clerk
County Executive
Departments, All County
Finance
Information Systems and GIS
Public Information Officer
Purchasing
Racine Area Manufacturers & Commerce (RAMAC)
Racine County Public Works and Development Services

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 Racine County EOC 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 inoperable.

2. The EOC will be managed by Racine County Emergency Management 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 Racine 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 the 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) and consists of several functional areas: Policy Group, EOC Manager, Public Information, Liaison, Operations, Planning, Logistics, and Finance/ Administration.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
Pre-Emergency	Racine County Emergency Management works with partner agencies 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 the Racine 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).
Emergency	1. Activate the EOC. 2. Request and receive situation reports from field responders. 3. Develop reporting procedures and determine schedule with the field repre-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	sentatives. 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 ESF # 5 position in the EOC. 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. a. 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 Racine 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. 6. 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: a. Summary/Briefing Document. b. Objectives: specific and measurable. c. Organization: Racine County EOC staff, Incident Commanders, etc. d. Tasks and Assignments: who's doing what, where, resources required. e. Supporting Materials (as requested): maps, traffic plan, security plan, medical plan, communications plan, etc., as well as weather data, special precautions, and safety messages. 7. 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. 8. Establish, maintain EOC message center. a. Monitor flow of information to/from EOC and field forces. 9. Conduct regular EOC and County staff briefings.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	10. Prepare the Chief Executive's Declaration of Emergency and any amendments. 11. Process requests for specific state and federal emergency and disaster related assets and services. 12. 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. 13. 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. 14. 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, to provide information to the general staff of the EOC, field Incident Commanders, and other appropriate users and agencies. 15. 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. 16. 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. 17. 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. 18. Receive and disseminate information and requests to appropriate agencies, as well as preparing reports, briefings, charts, and action plans. Essential elements of information are received from Federal, State, and local governments, other ESFs, and NGOs. 19. Assess the information provided. Develop and recommend action strategies. 20. Coordinate and prepare periodic SITREPS and distribute as required. 21. Document incident information (Documentation Unit) 22. Request additional or special information from the field through the EOC ESF structure as necessary. 23. Review PIO statements for accuracy. 24. Maintain records of cost and expenditures to accomplish this ESF and forward

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	them to the EOC Finance/Administration Section Chief.
Recovery Actions	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. 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:

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	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.
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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	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. Declare the County a disaster area and request state and federal assistance. 8. Issue emergency rules and proclamations that have the force of law during the proclaimed emergency period.
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.
Finance	1. Support the documentation of incident related expenses and assist in the procurement of emergency supplies and equipment.
Information Systems and GIS	1. Provide computer support. 2. Support the documenting of incident information and damage assessment.
Public Information Officer	1. Responsible for assimilating, coordinating, and disseminating all public information on behalf of the County (see ESF #21). 2. Provide call takers to inform public of emergency information.
Purchasing	1. Support the documentation of incident related expenses and assist in the procurement of emergency supplies and equipment.
Racine Area Manufacturers & Commerce (RAMAC)	1. Support the documenting of incident information and damage assessment. 2. Coordinate information stream to local business and industry.
Racine County Public Works and Development Services	1. Support the documenting of incident information and damage assessment.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
ATTACHMENTS	1. Operational Period Duties and Tasks (Example). 2. Standard Operating Guidelines for EOC Incident Action Plans.
REFERENCES	None.

Attachment 1

OPERATIONAL PERIOD DUTIES AND TASKS (EXAMPLE)

(Based on a 12–Hour Shift)

Hour 1 (Beginning Shift):	• Status Briefing by EOC Manager or Planning Chief to all EOC staff. • Position/section briefings, emphasis on specific objectives and work to be performed during this operational period. • Use of logs and message forms (hardcopy and electronic) by all EOC staff.
Hours 2 to 6:	• Continued use of logs and message forms (hardcopy and electronic) by all EOC staff to document their activities. • Heads–up briefings by EOC Manager and Section Chiefs as appropriate. • Position/section meetings, briefings as necessary.
Hours 7 – 10:	• Continue operations. • Planning meetings to develop Incident Action Plan (IAP) for next operational period. • Develop written IAP for next operating period.
Hours 11–12:	• All Positions/sections submit their situation reports in writing. • Debrief of personnel going off–shift. • Relief shifts arrive. • Individuals brief their replacement. • 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 Racine 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 clear statement of EOC goals and strategic objectives, and EOC operational tactical objectives and task assignments.
- A basis for measuring EOC work effectiveness and cost effectiveness.
- A basis for measuring EOC work progress and providing accountability.
- 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:

- Length of time needed to achieve EOC tactical objectives.
- Availability of fresh resources.
- Future involvement of additional resources.
- Environmental considerations. (e.g., available light or weather conditions).
- Diminished mental and physical effectiveness of tired workers.
- 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 MANAGER**	Set goals and strategic objectives.
3.	**EOC PLANNING**	Post goals and strategic objectives for organizations use.
4.	**EOC OPERATIONS**	Determines tactics to achieve goals, resources needed and the organization of the resources.
5.	**EOC LOGISTICS**	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 PLANNING**	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 Planning Section should distribute the appropriate fill-in-the-blank pages to the EOC Section Chiefs for completion.

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

Racine County Human Services Department

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

Racine County Emergency Operations Center

AGENCIES

Primary

Racine County Human Services Department

Support

ARES/RACES
Caterers/Grocery Stores/Restaurants
Civic & Community Center(s)
Code Enforcement/Building Inspector
Correctional Facilities
Emergency Management
Facilities Management
Faith Based Organizations (FBO)
Fire Departments
GIS
Hospitals
Hotels
Information Systems
Law Enforcement Agencies
Mental Health Providers
Nongovernmental Organizations (NGOs)
Parks and Recreation
Public Health Departments
Racine County Public Works and Development Services
Salvation Army
School Districts
Volunteers and Organizations Active in Disaster (VOAD)

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 resulting from disasters is a fundamental responsibility of Racine County government. Racine County Human Services Department 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 Human Services.

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. Racine County will coordinate mass care, housing, and human services efforts with local, state, and other 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 Racine County EOC determines which shelters, (generally community centers and public-school buildings) will be opened for shelter use.

7. Racine 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 of pets and other animal needs will be managed in accordance with ESF 18 and the County's Pet Shelter Plan.

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 Racine 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. Racine County has 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. Racine 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, the County will identify and attempt to meet the care and emergency needs of animals following emergencies.

17. Priorities will be directed toward animal care functions after human needs are met.

18. 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	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
Pre-Emergency	Work with Racine 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 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
Emergency Operations Center (EOC)	1. Staff the ESF # 6 position in the EOC. 2. Verify current and needed resources. Sources for resources can include: a. County agencies. b. American Red Cross. c. Salvation Army. d. State EOC. 3. Establish, maintain contact with State EOC through the EOC Manager a. Provide information on Mass Care, Housing & Human Services needs. b. Coordinate receipt, distribution of bulk items and donated goods. 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
	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:** 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. Contacting 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 disaster relief commodities for which distribution is needed. 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. 7. Management of donated goods.
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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
	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. 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 Development 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 the 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 Services Group Supervisor. 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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Provide radio communications at shelters or feeding stations, as requested.
Caterers/Grocery Stores/Restaurants	1. Assist with mass feeding.
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 Enforce-ment/Building Inspector	1. Provide engineering and safety inspections of shelter facilities to assure suitability for occupancy.
Correctional Facilities	1. Physical plant for temporary lodging and medical triage; medical staff and other staff trained in first aid and medical emergencies. 2. School gym and visiting room can be used, as well as health services area with fully equipped exam rooms and 2 critical care rooms available. Nursing staff, dental staff.
Emergency Management	1. Ensure that mass care operations in Racine County are serving the population.
Facilities Management	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.
Faith Based Organiza-tions (FBO)	1. Provide facilities for emergency shelter, feeding, food, and water distribution points, child care facilities, as requested.
Fire Departments	1. Provide emergency medical care as requested to assist in shelter operations for victims of the effected emergency area. 2. Provide emergency medical care staff to assist in shelter operations when possible.
GIS	1. Provide computer support. 2. Support the documenting of mass care and shelter information.
Hospitals	1. May support shelter operations by coordinating medical care and resources

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	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.
Hotels	1. Provide emergency shelter. 2. Assist with mass feeding.
Information Systems	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.
Mental Health Providers	1. Provide behavioral health services. 2. Assess behavioral health needs following an emergency considering both the immediate and cumulative stress resulting from the emergency. 3. Provide State licensed medical and mental health support personnel as requested. 4. Coordinate through the EOC Public Information Officer the dissemination of public education on critical incident stress and stress management techniques. 5. Provide outreach to serve identified behavioral health needs.
Nongovernmental Organizations (NGOs)	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 and Recreation	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 Recreation facilities for shelter use.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Public Health Departments	1. Ensure that all health standards, including food, water, and sanitation, are maintained at all service sites. 2. Provide technical assistance for shelter operations related to all health standards, including, but not limited to food, water, waste disposal, air quality and vector control.
Racine County Public Works and Development Services	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. 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.
Volunteers and Organizations Active in Disaster (VOAD)	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.
ATTACHMENTS	None.
REFERENCES	1. American Red Cross Shelter Policy and Generic Shelter Forms.

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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. Racine 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

Racine County Purchasing

Emergency Operations Center ESF # 7 – Resource Support

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Purchasing** **Support** **Corporation Counsel** **County Executive** **Departments, All County** **Finance** **Fire Departments** **Information Systems** **Law Enforcement Agencies** **Nongovernmental Organizations (NGOs)** **Public Health Departments** **Racine County Human Resources** **Racine County Public Works and Development Services** **Racine Fire Bells** **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, and 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 Racine County resources have been utilized.

3. The Racine County EOC is responsible for securing resources from outside the County. Departments that obtain resources from the public or private sector by any other means may not be reimbursed for their expenses

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

5. Each Racine 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. Racine 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. Racine 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	
RACINE COUNTY PURCHASING	
Pre-Emergency	Work with Racine County Emergency Management to: 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. 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 Racine County EOC. 2. Coordinate implementation of resource support activities with the appropriate tasked organizations. 3. Negotiate contracts for support of emergency actions as required. a. 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, and 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 the ESF # 7 position in the EOC. 2. Coordinate with the EOC Management and General Staff to determine re-

(EOC)	source needs. Essential information includes: 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 ESFs within the EOC. g. Notify resource requesters of the fact that requests have been satisfied and provide data concerning expected time of arrival, quantity enroute, etc. h. Maintain financial and legal accountability. 5. Sources for resources can include: a. All Racine County personnel, equipment, supplies and facilities. b. State, federal agencies and organizations. c. NGOs. d. General public. e. Businesses, industry. f. AidMatrix. 6. Establish, maintain contact with State EOC through the Racine County EOC. a. Coordinate additional resource needs. 7. Finance/Purchasing: a. Secure goods and services. 8. Determine present and future need for food, water, and ice resources. a. 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. a. Coordinate assistance in preparation and segregation of food stuffs for mass bulk distribution. 12. Make emergency food supplies available to residents for take–home consumption. 13. Coordinate the procurement and delivery of food, water and ice to County

	employees working in the Racine 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 Group Supervisor, 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.***
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.
Departments, All County	1. Provide personnel, equipment, supplies and facilities as available and appropriate.
Finance	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.
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.
Information Systems	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.
Nongovernmental Organizations (NGOs)	1. Provide personnel, equipment, supplies and other resources.
Public Health Departments	1. Provide personnel, public health expertise, and other resources necessary to maintain all health standards, including but not limited to food, water, waste

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	disposal, air quality and vector control.
Racine County Human Resources	1. Contact County employees. 2. Establish and staff a personnel recruiting center for temporary labor.
Racine County Public Works and Development Services	1. Provide staging area for relief and cleanup efforts. 2. Provide physical space, manpower, equipment. 3. Assist with identifying, negotiating, obtaining, allocating, and distributing resources.
Racine Fire Bells	1. Provide rehab type resources.
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 may emerge, such as infectious diseases and environmental health issues. This function is to protect the population from negative public health impacts.

Primary Agency

Public Health Departments

Emergency Operations Center ESF # 8 – Public Health

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Public Health Departments** **Support** **American Red Cross** **ARES/RACES** **Emergency Medical Services** **Fire Departments** **Hospitals** **Law Enforcement Agencies** **Racine County Human Services Department** **Racine County Public Works and Development Services** **School Districts** **Utilities: Water and Wastewater**	***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 mass care and 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.

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. Public Health services, including Mass Clinics, are coordinated by public health and augmented by private health care facilities and EMS.

3. It is desired to provide the highest quality of services possible. It is likely that 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 services 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 public health departments may use the State of Wisconsin Department of Health Services (DHS) as a resource and/or may give over public health authority to DHS.

6. If the Governor declares a state of emergency related to public health and designates DHS as the lead state agency, local public health departments may give over 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	
RACINE COUNTY PUBLIC HEALTH DEPARTMENTS	
Pre-Emergency	Work with Racine 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 a 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 Racine County EOC. 2. Ascertain need for public health surveillance and monitor as needed.
Emergency Operations Center (EOC)	1. Staff the ESF # 8 position in the EOC 2. Determine condition, status of Racine County 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, public health expertise, and other resources necessary to coordinate plans and programs for public health activities. 6. Provide technical assistance to all service sites as it relates to health standards, including food, water and sanitation. 7. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety and welfare of community residents. All public communications should be coordinated through the EOC Public Information Officer. 8. Provide preventive health services. 9. Supply all first responders and clinicians with health-related advisories or disease specific guidance documents as provided by the Wisconsin Division of Public Health and/or the Center for Disease Control and Prevention. 10. Coordinate the surveillance and investigation of communicable disease. Implement disease tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 11. Ensure appropriate use of laboratory services. 12. Provide frequent updates to the EOC Operations Section Chief as to the status of the Public Health function. 13. Assess the incident and determine if there could be population-wide implica-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC HEALTH DEPARTMENTS	
	tions. Assessment should include all public health standards, including, but not limited to food, water, waste disposal, air quality and vector control. 14. Establish, maintain contact with State EOC through the EOC Manager, as appropriate: a. Provide information on damages, status of Racine County public health agencies. b. Request additional public health resources, as requested. 15. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 16. Provide mutual aid if requested: a. Do not commit to provide mutual aid elsewhere until it is determined that the 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. During re-entry for evacuees monitor public health impacts. 5. Make public health recommendations for the disposal of dead animals and contaminated food items. 6. Assure quality and safety of 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. 2. Provide a 24-hour telephone number for emergency contacts and disaster welfare inquiries.
ARES/RACES	1. Provide communication assistance as needed.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
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. Maintain communications with the ICS, EOC, hospitals and other health care facilities to provide for and/or seek support and assistance. 6. Assist with immunizations and medicine dispensing sites as needed.
Fire Departments	1. Assist with immunizations and medicine dispensing sites as needed. 2. Provide assistance with public health related assessments.
Hospitals	1. Communicate morbidity and mortality data to the local public health departments. 2. Assist public health with community health issues.
Law Enforcement Agencies	1. Provide security at vulnerable sites and help to maintain order at distribution sites. 2. Work with the local public health departments regarding isolation and quarantine.
Racine County Human Services Department	1. Provide for emergency and crisis counseling on a 24–hour outreach basis to those individuals impacted by the disaster.
Racine County Public Works and Development Services	1. Provide perimeter security resources, i.e.; barricades, fencing, etc.
School Districts	1. Provide nursing personnel, equipment, facilities, supplies and other resources needed to assist in health care for victims of the effected emergency area. 2. Act as dispensing sites.
Utilities: Water and Wastewater	1. Provide water quality control. 2. Monitor sewage treatment capabilities.
ATTACHMENTS	None.
REFERENCES	1. Public Health Emergency Plan (PHEP). 2. Public Health Mass Clinic Plan (MCP). 3. Pandemic Influenza Plan (PIP).

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 and EMS Coordinator

(City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)

Emergency Operations Center ESF # 9 – Search & Rescue

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire and EMS Coordinator** **Support** **ARES/RACES** **Building Departments** **Civil Air Patrol** **Emergency Management** **Fire Departments** **Law Enforcement Agencies** **Racine County Public Works and Development Services** **Racine County Water Rescue Team** **Racine Fire Bells** **Search and Rescue Units** **U.S. Coast Guard/Auxiliary**	***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 AND EMS COORDINATOR	
Pre-Emergency	Work with Racine 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 Racine County EOC. 2. Initiate search for victims throughout the impacted area.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	3. Coordinate search and rescue activities with the appropriate tasked organizations.
Emergency Operations Center (EOC)	1. Staff the 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 (Sheriff and Police Departments). 3. Determine condition, status of Racine 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 Racine County search and rescue systems. b. Request additional Search & Rescue resources, as requested. 13. Provide mutual aid to other jurisdictions if requested: a. Do not commit mutual aid until it is determined no threat exists in Racine County.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	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.
Recovery Actions	1. Participate in after–action briefings and develop after–action reports. 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.***
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.
Building Departments	1. Provide building and safety inspections.
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
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.
Fire Departments	1. Provide search and rescue services to extent of training within their jurisdiction. 2. Coordinate search and rescue activities with the appropriate tasked organizations. 3. Provide urban search and rescue services following flood, tornado, and/or building collapses. 4. Provide special teams resources as requested. 5. Provide mass casualty support, equipment and supplies. 6. Provide rehab and communications equipment.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Law Enforcement Agencies	1. Provide search and rescue assistance, equipment allocation, security, crowd control and traffic direction. 2. Provide specialized equipment including vehicles, lights, night vision and other items to assist in search and rescue.
Racine County Public Works and Development Services	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.
Racine County Water Rescue Team	1. Provide support as needed.
Racine Fire Bells	1. Provide rehab and communications equipment.
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.
ATTACHMENTS	1. National US&R Response System.
REFERENCES	None.

Attachment 1

NATIONAL URBAN SEARCH AND RESCUE (US&R) RESPONSE SYSTEM

The National Urban Search & Rescue (US&R) Response System (the System), established under the authority of the Federal Emergency Management Agency in 1989, is a framework for organizing federal, state and local partner emergency response teams as integrated federal disaster response task forces. The System's 28 US&R task forces can be deployed by FEMA to a disaster area to provide assistance in structural collapse rescue, or they may be pre-positioned when a major disaster threatens a community.

The System is a vital federal asset to support the continuous operation of critical government and business functions that are essential to human health and safety, or economic security.

The task forces are equipped and ready to deploy within six hours in various response models. When federal support is anticipated prior to an event such as a hurricane, System resources are often pre-positioned along with other federal responders to expedite support following the disaster. Task force capabilities include:

Each NIMS Type 1 US&R task force is composed of 70 members specializing in search, rescue, medicine, hazardous materials, logistics and planning, including technical specialists such as physicians, structural engineers and canine search teams. The task forces can split into two NIMS type 3 US&R task forces with 35-members each to conduct around-the-clock search and rescue operations in 12-hour shifts. Task force capabilities include:

- Physical search and rescue operations in damaged/collapsed structures
- Emergency medical care for entrapped survivors, task force personnel and search canines
- Reconnaissance to assess damage and needs, and provide feedback to local, state, tribal, territorial and federal officials.
- Assessment/shut-off of utilities to houses and other buildings
- Hazardous materials surveys/evaluations
- Structural/hazard evaluations of buildings needed for immediate occupancy to support disaster relief operations
- Stabilizing damaged structures, including shoring and cribbing operations on damaged buildings
- Hazardous Materials Equipment Push Packages for operations in a contaminated environment
- Search and rescue operations in a water environment

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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

Racine County Hazmat Team

Emergency Operations Center ESF # 10 – Hazardous Materials

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **South Shore Fire Department** **Support** **City of Racine Fire Department** **Emergency Management** **Environmental Clean Up Contractors** **Fire Departments** **Hospitals** **Law Enforcement Agencies** **Medical Services** **Public Health Departments** **Racine County Public Works and Development Services** **Racine Fire Bells** **Reporting/Planning/Exempt Facilities**	***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. Racine 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 department 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	
RACINE COUNTY HAZMAT TEAM	
Pre-Emergency	Work with Emergency Management and 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 Racine County EOC, if appropriate. a. 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	
RACINE COUNTY HAZMAT TEAM	
	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 the ESF # 10 position in the EOC. 2. Identify incident sites requiring HazMat response services. 3. 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. 4. Obtain, coordinate HazMat response resources as requested by field incident commanders. 5. 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HAZMAT TEAM	
	6. Notify WEM Duty Officer: a. Provide information on damages, status of HAZMAT response systems. b. Request additional HAZMAT response resources, as needed. 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.
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.***
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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Environmental Clean Up Contractors	1. Provide environmental cleanup, disposal, and remediation services.
Fire Departments	1. Provide initial response and assessment (to level of training) of HazMat incidents and coordination with local and regional HazMat Teams. 2. Maintain community right–to–know data base. 3. Provide rehab, communications, and other support.
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 warm zone 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 Health Departments	1. Coordinate the surveillance and investigation of disease/exposed individuals. Implement tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Develop and release educational materials to instruct, direct and coordinate actions that ensure the health and safety of community residents.
Racine County Public Works and Development Services	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.
Racine Fire Bells	1. Provide rehab, communications and other support.
Reporting/Planning/ Exempt Facilities	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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
ATTACHMENTS	None.
REFERENCES	1. Racine County Hazardous Materials Strategic Plan. 2. State Pipeline Map. 3. State Hazmat Asset Map for County and Regional Teams.

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Emergency Support Function (ESF) # 11

Agriculture & Natural Resources

Preface

1. **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 a disaster.**

Primary Agency

Racine County University of Wisconsin Extension, Cooperative Extension

Emergency Operations Center ESF # 11 – Agriculture & Natural Resources

Racine County Emergency Operations Center

AGENCIES

Primary

Racine County University of Wisconsin Extension, Cooperative Extension

Support

American Red Cross
County Chief Elected Officials
Emergency Management
Fire and EMS Coordinator
Highway Departments
Law Enforcement Agencies (County Sheriff's Office)
Local Food Producer/Processors
Municipal Clerk/Treasurer
Public Health Departments
Wisconsin 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. Racine County ESF # 11 coordinates the response and recovery activities of Racine 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 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	
UNIVERSITY OF WISCONSIN EXTENSION, COOPERATIVE EXTENSION	
Pre-Emergency	Work with Racine 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 resource/contact list of agencies/organizations involved with ESF # 11 operations. 5. Plan, conduct and evaluate public education programs for prevention, preparedness, response, and recovery. 6. Support coordination and cooperation between governmental, private sector and non-governmental agencies to facilitate response efforts.
Emergency	1. When notified, report to the EOC. 2. Support the Wisconsin Department of Health and Family Services and Volunteers Organizations Active in Disasters (VOAD) in providing overall leadership, coordination, assessment, and technical assistance for public health needs in the event of a disaster or emergency. 3. Provide assistance and epidemiology services in dealing with zoonotic (animal spread to humans) diseases.
Emergency Operations Center (EOC)	1. Staff ESF # 11 within the EOC. 2. County ESF # 11 staff will support response activities for the control and eradication of a foreign animal disease in Racine County and the State 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 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 nongovernmental service agencies. 5. Work with PIO to issue advisories and protective action recommendations to the public as necessary. Provide accurate, consistent, and timely information to the public.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
UNIVERSITY OF WISCONSIN EXTENSION, COOPERATIVE EXTENSION	
	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. 4. As requested, support emergencies involving food and agriculture.

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.
County Chief Elected Officials	1. Maintain direction and control of governmental activities; declare a county emergency through the normal process described in CEMP; and provide local resources as available. 2. Participating in an appropriate NIMS command structure with other agencies and responders such as the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) and/or USDA.
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 and EMS Coordinator	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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	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 (County Sheriff's Office)	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 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 Food Producer/Processors	1. As requested, support emergencies involving food and agriculture.
Municipal Clerk/Treasurer	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.
Public Health Departments	1. Coordinate the surveillance and investigation of zoonotic diseases. Implement tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Develop and release educational materials to instruct, direct and coordinate actions that ensure the health and safety of community residents. 3. Ensure that all health standards, including food, water, and sanitation, are maintained throughout the community.
Wisconsin 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.
REFERENCES	None.

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

Racine County Public Works and Development Services

Emergency Operations Center ESF # 12 – Energy & Utilities

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Public Works and Development Services** **Support** **Law Enforcement Agencies** **Private Sector Fuel Suppliers** **Public Health Departments** **Purchasing** **Telecommunications** **Utilities: Electric** **Utilities: Natural Gas** **Utilities: Water and Wastewater**	***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	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Pre-Emergency	Work with Racine 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 Racine County EOC. 2. Coordinate energy utility activities with the appropriate tasked organizations.
Emergency	1. Staff the ESF # 12 position in the EOC. 2. Determine condition, status of County energy and utility systems.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Operations Center (EOC)	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. • Request they send a representative to Racine County EOC, if appropriate, 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 Racine 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 ESFs with assistance in providing resources for emergency power generation. 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:

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	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 all utilities to all County buildings. 5. Participate in after–action briefings and develop after–action reports. 6. Return organization and personnel to a state of operational preparedness.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
Law Enforcement Agencies	1. Provide security of fuel storage facilities, retail stores and distribution facilities / 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.
Public Health Departments	1. Monitor public and private water sources and issue appropriate public health warnings. Collect samples and send for analysis. Issue the suspension of use of water supplies based on sample analysis and/or evidence of possible contamination.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Coordinate with Emergency Management for the provision and distribution of water as needed. 3. Develop and release educational materials to instruct, direct and coordinate actions that ensure the health and safety of community residents.
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	1. Provide an assessment report on the status of electric systems and the impact of system outages. 2. Provide personnel, equipment, supplies, and other resources needed to restore electric systems critical to saving lives, protecting health, safety and property. 3. Provide the EOC with frequent updates as to the status of their electric systems.
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.
Utilities: Water and Wastewater	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 City and County.
ATTACHMENTS	None.
REFERENCES	None.

Emergency Support Function (ESF) # 13

Law Enforcement Agencies & 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

Racine County Sheriff's Office

Emergency Operations Center ESF # 13 – Law Enforcement Agencies & Security

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Sheriff's Office** **Support** **Ambulance Services, Public and Private** **ARES/RACES** **Correctional Facilities** **Fire Departments** **Law Enforcement Agencies** **Nongovernmental Organizations (NGOs)** **Racine County Communications Center** **Racine County Public Works and Development Services** **Racine Fire Bells**	***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 Agencies & Security

A. PURPOSE.

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

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

B. POLICIES.

1. The Racine County Sheriff and municipal Police Departments 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 Agencies-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	
RACINE COUNTY SHERIFF'S OFFICE	
Pre-Emergency	Work with Racine 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 Agencies–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. a. Utilize lawful authority to maintain law and order.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY SHERIFF'S OFFICE	
	2. Notify the EOC of the situation if the original notification did not come from the EOC. 3. Manage Law Enforcement Agencies resources and direct Law Enforcement Agencies 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 Agencies 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 Agencies 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 Racine County EOC.
Emergency Operations Center (EOC)	1. Staff the ESF # 13 position in the EOC. 2. Determine condition and status of Racine County Law Enforcement Agencies resources. 3. Determine present and future need for Law Enforcement Agencies, security and other on–scene resources. 4. Coordinate activities with the National Guard, state Law Enforcement Agencies personnel, and/or federal military officials if such organizations are providing

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY SHERIFF'S OFFICE	
	support in affected areas. 5. Organize and direct Law Enforcement Agencies activities. 6. 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. 7. Support damage assessment activities. 8. Coordinate security for: a. County facilities. b. Evacuated areas. c. Supply distribution points. 9. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 10. Respond to mutual aid requests of other jurisdictions if requested. a. Do not dispatch mutual aid until it is determined no threat exists in Racine 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 briefings, critiques, and report documentation to After Action Reviewers.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box on Tab Page This Section.***
Ambulance Services, Public and Private	1. Provide personnel, equipment, supplies, and other resources needed to assist in Law Enforcement Agencies operations.
ARES/RACES	1. Assist with primary or alternate emergency radio communications support as requested.
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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Fire Departments	1. Provide personnel, equipment, supplies and other resources needed to assist in Law Enforcement Agencies activities as requested. 2. Provide logistical support.
Law Enforcement Agencies	1. Assist with traffic control, crowd control, barricade security, etc. 2. Provide primary Law Enforcement Agencies services within their jurisdictions. 3. Assist other jurisdictions if requested.
Nongovernmental Organizations (NGOs)	1. Assists with coordination of sheltering, feeding, and first aid of injured. 2. Provide personnel, equipment, supplies, and other resources needed to assist in Law Enforcement Agencies activities.
Racine County Communications Center	1. Ensure the operation of dispatch and reporting systems. 2. Provide alternate communication links if necessary. 3. Ensure needed radio systems continue to function.
Racine County Public Works and Development Services	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.
Racine Fire Bells	1. Provide logistical support.
ATTACHMENTS	None.
REFERENCES	1. Directory & Resource List. 2. Emergency Police Services Mutual Aid Directory. 3. Law Enforcement Agencies Canine Units. 4. State–wide Mutual Aid Agreement, as per State Statute.

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

Racine County Emergency Management

Emergency Operations Center ESF # 14 – Long Term Community Recovery

Racine County Emergency Operations Center

AGENCIES

Primary

Racine County Emergency Management

Support

- **American Red Cross**
- **Assessor**
- **Building Departments**
- **Chief Elected Official(s)**
- **Corporation Counsel**
- **County Board of Supervisors**
- **County Executive**
- **Departments, All County**
- **Disaster Recovery Manager**
- **Economic Development**
- **Finance**
- **Housing Authority**
- **Information Systems**
- **Law Enforcement Agencies**
- **Parks and Recreation**
- **Public Health Departments**
- **Public Information Officer**
- **Purchasing**
- **Racine County Human Services Department**
- **Racine County Public Works and Development Services**
- **Recovery Task Force**
- **Risk Management**
- **Utilities**
- **Volunteers and Organizations Active in Disaster (VOAD)**

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, and NGOs for activities relating to potential or actual emergencies and disasters. It may include participation from private businesses.

2. Racine County Emergency Management 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 Racine County Ordinances.

   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, Emer-

gency Assistance, Housing and Human Services) and other ESFs, as necessary.

h. Racine County Emergency Management, as lead coordinating agency, and the identified support agencies 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. Racine County Emergency Management, together with the Racine County Hazard Mitigation Team and others as requested will oversee short- and long-term recovery efforts and initiatives, as identified in Racine 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	
RACINE COUNTY EMERGENCY MANAGEMENT	
Pre-Emergency	Racine County Emergency Management works with partner agencies 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	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: 1. Providing essential health and safety services 2. Providing congregate sheltering or other temporary sheltering solutions 3. Providing food, water, and other essential commodities for those displaced by the incident.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	4. Providing disability related assistance/functional needs support services. 5. Developing impact assessments on critical infrastructure, essential services, and key resources. 6. Conducting initial damage assessments. 7. Conducting community wide debris removal, including clearing of primary transportation routes of debris and obstructions. 8. Restarting major transportation systems and restoring interrupted utilities, communication systems, and other essential services such as education and medical care. 9. Establishing temporary or interim infrastructure systems. Supporting family reunification. 10. Supporting return of medical patients to appropriate facilities in the area. 11. Providing basic psychological support and emergency crisis counseling. 12. Providing initial individual case management assessments. 13. Providing security and reestablishing Law Enforcement Agencies functions. 14. 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. 15. Begin assessment of natural and cultural resources. 16. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Intermediate Recovery	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. 1. Continuing to provide individual, family-centered, and culturally appropriate case management. 2. Providing accessible interim housing (in or outside the affected area depending on suitability) and planning for long-term housing solutions. 3. Returning of displaced populations and businesses if appropriate. 4. Reconnecting displaced persons with essential health and social services. 5. Providing supportive behavioral health education, intervention, including 327 continuing to provide crisis, grief, and group counseling and support. 328 6. Providing access and functional needs assistance to preserve independence and health. 7. Updating hazard and risk analyses to inform recovery activities. 8. Establishing a post-disaster recovery prioritization and planning process. 9. Developing an initial hazard mitigation strategy responsive to needs created by the disaster. 10. Ensuring that national and local critical infrastructure priorities are identified and incorporated into recovery planning. 11. Developing culturally and linguistically appropriate public education campaigns

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	to promote rebuilding to increase resilience and reduce disaster losses. 12. Supporting capacity assessment of local, state, and tribal governments to plan and implement recovery. 13. Complete assessments of natural and cultural resources and develop plans for long-term environmental and cultural resource recovery.
Long Term Recovery	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. 1. Identifying of risks that affect long-term community sustainment and vitality. 2. 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. 3. Rebuilding to appropriate resilience standards in recognition of hazards and threats. 4. Addressing recovery needs across all sectors of the economy and community and addressing individual and family recovery activities and unmet needs. 5. Rebuilding educational, social, and other human services and facilities according to standards for accessible design. 6. Reestablishing medical, public health, behavioral health, and human services systems. 7. Reconfiguring elements of the community considering changed needs and opportunities for "smart planning" to increase energy efficiency, enhance business and job diversity, and promote the preservation of natural resources. 8. Implementing mitigation strategies, plans, and projects. 9. Implementing permanent housing strategies. 10. Reconstructing and/or relocating, consolidating permanent facilities. 11. Implementing economic and business revitalization strategies. 12. Implementing recovery strategies that integrate holistic community needs. 13. Implementing plans to address long-term environmental and cultural resource recovery. 14. Ensuring there is an ongoing and coordinated effort among local, state, tribal, and federal entities to deter and detect waste, fraud, and abuse. 15. 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	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 that 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.
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.
Building Departments	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 infra-

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	structure 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.
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.
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 Board of Supervisors	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.
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.
Departments, All County	1. Review damage reports and other analyses of post disaster circumstances, compare these circumstances with mitigation opportunities, and identify areas for post disaster development changes. 2. Initiate recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions. 3. Recommend and implement an economic recovery program focusing on local community needs. 4. Recommend zoning changes in damaged areas. 5. Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process. 6. Recommend procedural changes for non-vital regulations and development standards to reduce reconstruction time. 7. Initiate recommendations for relocation and acquisition of property in damage areas. 8. Initiate a property owner notification program to inform nonresident property

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	owners of damages incurred to their property and any post disaster requirements or restrictions imposed by local authorities. 9. Evaluate damaged public facilities and formulate reconstruction, mitigation, or replacement recommendations. 10. Participate in the preparation of a community redevelopment plan. 11. Make recommendations for new ordinances, plans, codes, and/or standards to assist in recovery from future disasters. 12. Certain County and City Departments, Agencies and Organizations will be assigned to lead specific recovery support functions as per the Recovery Incident Action Plan. Each "primary" agency will be responsible for coordinating the implementation of their recovery support function (RSF) and will be responsible for identifying the resources (support departments and organizations) within the RSF that will accomplish the post disaster activities.
Disaster Recovery Manager	1. Implement recovery policy directives and has overall management responsibility of recovery activities. 2. Ensures 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.
Finance	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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Information Systems	1. Provide IS support to recovery planning.
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 and Recreation	1. Assess impact of disaster or emergency on parks, recreation, and cultural resources. 2. Coordinate on repair, stabilization and/or demolition.
Public Health Departments	1. Coordinate the surveillance and investigation of disease/exposed individuals. Implement tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Develop and release educational materials to instruct, direct and coordinate actions that ensure the health and safety of community residents. 3. Ensure that all health standards, including food, water, and sanitation, are maintained throughout the community to prevent any further threats to public health during the recovery period. 4. Coordination of mental health services. 5. 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. 6. Identify threats to public health during the recovery period and provide remedies.
Public Information Officer	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.
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

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	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.
Racine County Human Services Department	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. 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.
Racine County Public Works and Development Services	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 Develop-

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	ment Regulations, or any other ordinances which it deems necessary or advisable to prevent recurring damage or mitigate hazards. 14. Provide GIS support to recovery planning. 15. Provide heavy equipment and transportation. 16. Assist with debris removal. 17. Assist with damage assessments. 18. Provide road engineering. 19. Provide, coordinate repair and restoration of public infrastructure and services to return the public infrastructure and government services to pre–event levels or better.
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 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.
Volunteers and Organizations Active in Disaster (VOAD)	1. Address recovery needs across all sectors of the economy and community. 2. Address individual and family recovery activities and unmet needs.
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 Racine County emergency response efforts.

Primary Agency

Racine County Emergency Management

Emergency Operations Center ESF # 15 – Public Information

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Emergency Management** **Support** **American Red Cross** **Commercial Print Media** **Commercial Radio & Television Stations** **County Executive's Office** **Departments, All County** **Fire Departments** **Law Enforcement Agencies** **National Weather Service** **Public Health Departments** **Racine County Chief of Staff** **Racine County Sheriff's Office** **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 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 Racine County to release timely and accurate emergency information to the public in a cooperative manner with the media.

2. Racine 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 using Joint Information System (JIS) protocols.
   b. Manage Racine County Joint Information Center (JIC).

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
Pre-Emergency	Racine County Emergency Management works with partner agencies 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. a. List and maintain available media resources (call letters, names, addresses, and telephone numbers) that will disseminate emergency information

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	to the public. 6. Establish a means to monitor and respond to rumors. 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. 12. Establish a means to monitor and respond to social media platforms.
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.
Emergency Operations Center (EOC)	**PIO.** 1. Staff the ESF # 15 position in the EOC. a. 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. 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. b. Participate in, coordinate with state and federal Joint Information Cen-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	ters. 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. **<u>Public Communications</u>** 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. **<u>Community Relations.</u>** 1. Prepare an initial action plan with incident–specific guidance and objectives, at the beginning of an actual or potential incident. 2. 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. 3. Encourage the use of the Citizen Hotline as a way of getting input. **<u>Governmental Affairs.</u>** 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. <u>Racine County Emergency Management.</u> 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 Regional Emergency Management Agencies and State EOC. 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	
RACINE COUNTY EMERGENCY MANAGEMENT	
	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.
County Executive	1. Approves PIO news releases as appropriate.
Departments, All County	1. Coordinate with emergency operations related news releases emanating from other departments during the disaster and post–disaster time period will be pre–approved by the Emergency Operations Center. 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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
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 Health Departments	1. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety and welfare of community residents. Considerations include, but not limited to: a. In the event of a communicable disease outbreak, issue information on personal hygiene, control measures, signs and symptoms of the disease, treatment, and guidance on voluntary isolation & quarantine b. In the event of a water contamination event, issue water advisory notices, and other water safety recommendations. c. In the event of a power outage, issue advisories on food preservation, disposal of adulterated products, or consumption of homegrown and other products. d. In the event of a flood, issue information on sanitation, water safety, and mold remediation.
Racine County Chief of Staff	1. Distribute approved information to the public using TENS (reverse 911), text messaging, email or other systems.
Racine County Sheriff's Office	1. Assist Public Information Officer (PIO) with information dissemination. 2. Provide security for the JIC and/or media briefing areas as necessary.
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	None.

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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

Fire and EMS Coordinator

(City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)

Emergency Operations Center ESF # 16 – Hospital & Medical Services

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Fire and EMS Coordinator (City of Racine Fire Chief &/or South Shore Fire Chief &/or Caledonia Fire Chief)** **Support** **Ambulance Services, Public and Private** **ARES/RACES** **Attending Emergency Room Physicians** **Bus Companies** **Clinics** **Emergency Management** **Emergency Medical Services** **Fire Departments** **Hospitals** **Law Enforcement Agencies** **Medical Examiner** **Medical Helicopter Services** **Military – National Guard** **Public Health Departments** **Racine County Communications Center** **Racine Fire Bells** **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. Racine 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	
FIRE AND EMS COORDINATOR	
Pre-Emergency	Work with Racine 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 Racine 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. 5. Direct the activities of private, volunteer, and other emergency medical units, and of bystander volunteers as requested.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	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 Racine County EOC.
Emergency Operations Center (EOC)	1. Staff the ESF # 16 position in the EOC. 2. Activate the communications links between emergency medical responders and hospital. 3. Determine condition, status of Racine County hospital and medical resources. 4. 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. 5. Coordinate medical support for shelters. 6. Coordinate medical personnel at functional needs shelters as requested. 7. 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. 8. 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. 9. 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. 10. Coordinate assistance to Coroner in victim identification and mortuary services. 11. Establish, maintain contact with State EOC through the EOC Manager. a. Provide information on damages, status of Racine County hospital and medical system. a. Request additional medical resources as requested. 12. Evaluate mutual aid requests and determine which can be filled.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
FIRE AND EMS COORDINATOR	
	13. 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.***
Ambulance Services, Public and Private	1. Responsible for triage and appropriate on–scene treatment. 2. Transport casualties to the designated medical facilities.
ARES/RACES	1. Assist with communications as needed.
Attending Emergency Room Physicians	1. Provide medical control for field operations as per county protocols.
Bus Companies	1. Provide transportation of "walking wounded." 2. Assist with evacuation of large numbers of people. 3. Transport of equipment.
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 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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
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.
Fire Departments	1. Suppress fires and contain and stabilize hazardous incidents. 2. Establish Incident Command post when appropriate. 3. Remove victims from hazardous areas. 4. Triage, stabilize, treat and transport the injured within capabilities. 5. In conjunction with the ambulance services, extricate trapped victims. 6. Provide basic life support and patient transportation. 7. Provide logistical support. 8. Requests for assistance from surrounding counties will be made through the MABAS dispatch center.
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.
Medical Helicopter Services	1. Provide air ambulance service.
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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Public Health Departments	1. Assess the incident and determine if there could be population-wide health implications. 2. Coordinate the surveillance and investigation of communicable disease. Implement disease tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 3. Supply all hospitals and treatments centers with the health-related advisories or disease specific guidance documents as provided by the Wisconsin Division of Public Health and/or Center for Disease Control and Prevention.
Racine County Communications Center	1. Dispatch the appropriate EMS unit in whose primary service area a disaster occurs
Racine Fire Bells	1. Provide logistical support.
School Districts	1. Provide shelter for large numbers of injured or displaced people.
ATTACHMENTS	None.
REFERENCES	None.

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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 victims of the emergency. It may be necessary to manage masses of solicited and/or unsolicited goods, undesignated cash donations, and large numbers of affiliated and unaffiliated (spontaneous) volunteers.

Primary Agency

Racine County Finance Department
Racine County Human Resources
Volunteer Center of Racine County

Emergency Operations Center ESF # 17 – Volunteer & Donation Management

Racine County Emergency Operations Center

AGENCIES

Primary

Racine County Finance Department
Racine County Human Resources
Volunteer Center of Racine County

Support

American Red Cross
ARES/RACES
Bus Companies
Community / Faith Based Organizations
Community Leaders
Corporation Counsel
Correctional Facilities
Departments, All County
Emergency Management
Faith Based Organizations
Fire Departments
Information Systems
Law Enforcement Agencies
Medical Reserve Corps
Parks and Recreation
Public Health Departments
Public Information Officer
Purchasing
Racine County Public Works and Development Services
Racine Fire Bells
Salvation Army

State of Wisconsin

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 Racine 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 in the cooperative effort in response to preparedness response and recovery 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 volunteers will be utilized as requested in emergency response actions necessary to relieve human suffering. The County may reject or limit the utilization of volunteer services based on the analysis of ongoing need matched against bona fide qualifications of the 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 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 assume responsibility for following the instructions of the supervisors and adhere to the safety precautions as provided to them. Racine County does not accept responsibility for risk taking and negligent actions by volunteers.

10. All affiliated volunteers must be self-sustaining with regard to food, water and shelter.

11. Volunteers must be managed to ensure that volunteers do not become victims, casualties, or impede rescue, response, and recovery operations.

12. Food safety protocols will be implemented during any distribution of food.

13. Transportation/distribution of donations from the donor to the receiving organization or site will be the responsibility of the donor.

14. Racine County encourages donations to established non-profit voluntary or community-based organizations tasked to provide response/recovery services.

15. Racine County will coordinate with the State EOC to assure the expeditious delivery of donated goods to the affected area(s) and individuals.

16. Racine County will not accept unsolicited donations. Cash donations preferred.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN RESOURCES, VOLUNTEER CENTER OF RACINE COUNTY, RACINE COUNTY FINANCE DEPARTMENT	
Pre-Emergency	Work with Racine County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). **<u>Volunteers</u>** 1. Develop a County Volunteer Management Plan for coordinating the influx of volunteers offering their services to Racine 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 Emergency Volunteer 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

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN RESOURCES, VOLUNTEER CENTER OF RACINE COUNTY, RACINE COUNTY FINANCE DEPARTMENT	
	groups/persons. **<u>Donations</u>** 1. Develop a county plan for the management of donations. Coordinate plan. 2. Develop procedures for development with the state donations management plan for the receiving, storing, sorting, and distributing donated goods. 3. Train personnel in establishment of donations management group during major emergencies. 4. Coordinate with Personnel Department to establish personnel requirements for donations management and center sites. 5. Develop procedures for tasking the EOC Logistics/Facilities Unit to secure warehouse space and transportation resources. 6. 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. 7. Coordinate with the Finance Department to develop procedures and policies for accepting special types of donations (e.g., cash, perishable materials, etc.). a. Utilize the existing County procedures for receiving cash donations, as appropriate. 8. Plan and coordinate with State VOAD.
Emergency	1. When notified, report to the Racine County EOC. **<u>Volunteers</u>** 1. When notified of an emergency situation, report to the Racine County EOC, if appropriate. 2. Provide information to the media (through the EOC PIO) concerning the proper method(s) of offering services to emergency victims in Racine County should be developed. 3. Implement procedures to track offers and their status. 4. Establish Volunteer Reception Center for registration of unaffiliated/ sponta-neous volunteers. 5. Screen, evaluate, and assign volunteers. 6. Ensure volunteers are self–sustaining with food, water, and shelter. 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. **<u>Donations</u>** 1. When notified of an emergency situation, report to the Racine County EOC, if appropriate. 2. Implement the County Donations Management Plan, which involves the

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN RESOURCES, VOLUNTEER CENTER OF RACINE COUNTY, RACINE COUNTY FINANCE DEPARTMENT	
	following: a. The issuance of press releases describing what is needed and what is not needed, as well as procedures for properly packaging, 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. Task Racine County Public Works and Development Services and Purchasing to secure warehouse space at sites near the emergency area. Arrange for security of site (through EOC Law Enforcement Branch), traffic control, etc. 5. Request State EOC to activate the "1–800" number for use in managing donated goods flow (if necessary).
Emergency Operations Center (EOC)	1. Staff the 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. **Volunteers** 1. Implement procedures to solicit, register, screen, receive, and deploy local volunteers. Establish Emergency Volunteer Center. 2. Determine present and future need for volunteer resources.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN RESOURCES, VOLUNTEER CENTER OF RACINE COUNTY, RACINE COUNTY FINANCE DEPARTMENT	
	3. Obtain and coordinate volunteer resources as requested by field incident commanders. 4. Establish Volunteer Reception Center for registration of unaffiliated/ spontaneous volunteers. 5. Sources for resources can include: a. Red Cross. b. Salvation Army. c. United Way. d. Faith based organizations and their affiliations. e. General public. f. Pre–existing NGOs. 6. Coordinate, when necessary, with the State through the Racine County Emergency Volunteer Center and the EOC Manager for the influx of volunteer help offered in aftermath of an emergency. **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. a. 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. (Finance Department) 14. Implement cash management policies/procedures to ensure accountability for all cash donations received by the County during the emergency. 15. Maintain records of cost and expenditures to accomplish this ESF and forward

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN RESOURCES, VOLUNTEER CENTER OF RACINE COUNTY, RACINE COUNTY FINANCE DEPARTMENT	
	them to the EOC Finance/ Administration Section Chief.
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 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.
Bus Companies	1. Assist in the transportation of volunteers.
Community / Faith Based Organizations	1. Provide available volunteers in support of Volunteer & Donation Management ESF initiatives.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Provide personnel to manage warehouses for donated goods and assist with distribution of donations. 3. Provide personnel to manage and operate an Emergency Volunteer Center for registration and assignment of volunteers. 4. Provide personnel to administer a volunteer phone bank to receive offers of volunteer assistance.
Community Leaders	1. Assist in the coordination of volunteers.
Corporation Counsel	1. Provide criteria for the lawful use of volunteers for the public good.
Correctional Facilities	1. Provide staff and warehouse to centrally receive and store/stage materials.
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 with the recruitment and organization of volunteer resources. 2. Assist in the coordination of distribution of donations. 3. Assign non–emergency County personnel to assist with the management of donated items. 4. Ensure warehouse space for donated goods is located. 5. Ensure transportation resources for the movement of needed goods to affected areas are located and coordinated.
Faith Based Organizations	1. Provide personnel to assist with response and recovery tasks, as assigned by the EOC, and within their training and capabilities. 2. Provide temporary shelter locations. 3. Staff donated goods receiving/distribution sites. 4. Assist with the delivery of donated goods.
Fire Departments	1. Assist in the coordination of volunteers.
Information Systems	1. Provide personnel, equipment, supplies and other resources necessary to assist in the establishment of Emergency Volunteer 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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	5. Provide security access and traffic control at volunteer reception centers.
Medical Reserve Corps	1. Assist in the coordination of volunteers.
Parks and Recreation	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 Recreation facilities for donated goods processing facilities.
Public Health Depart-ments	1. Provide personnel, supplies and other resources necessary to coordinate the inspections and other concerns related to perishable donations intended for human consumption. 2. Ensure health standards, including food, water and sanitation, are maintained at all donation, volunteer and points of distribution sites.
Public Information Officer	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.
Purchasing	1. Locate and secure warehouse space for donated goods and transportation resources for the movement of needed goods to affected areas.
Racine County Public Works and Development Services	1. Provide signage indicating routes to warehouses, reception centers staging areas, or other locations.
Racine Fire Bells	1. Assist in the coordination of volunteers.
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.
VOAD	1. Assist in the coordination of volunteers.
ATTACHMENTS	None.
REFERENCES	None.

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

Racine County University of Wisconsin Extension, Cooperative Extension
Wisconsin Humane Society

Emergency Operations Center ESF # 18 – Animal & Veterinary Services

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County University of Wisconsin Extension, Cooperative Extension** **Wisconsin Humane Society** **Support** **Fire Departments** **Law Enforcement Agencies** **Public Health Departments**	**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 functions 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	
RACINE COUNTY UNIVERSITY OF WISCONSIN EXTENSION, COOPERATIVE EXTENSION WISCONSIN HUMANE SOCIETY	
Pre-Emergency	Work with Racine 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	
RACINE COUNTY UNIVERSITY OF WISCONSIN EXTENSION, COOPERATIVE EXTENSION WISCONSIN HUMANE SOCIETY	
	Racine County EOC, if requested.
Emergency Operations Center (EOC)	1. Staff the 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. 11. Coordinate animal related advisories with Health Department and the EOC Public Information Officer. a. 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. Coordinate animal recovery services as needed.

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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box on Tab Page This Section.***
Public Health Departments	1. Assist with the development and distribution of animal related health advisories. 2. Provide surveillance and monitoring of public indicators (including zoonotic diseases) following major emergencies.
ATTACHMENTS	None.
REFERENCES	None.

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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

Racine County Human Services Department

Emergency Operations Center ESF # 19 – Functional & Access Needs

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Human Services Department** **Support** **American Red Cross** **Emergency Management** **Fire Departments** **Law Enforcement Agencies** **Participating Civic Associations** **Public Health Departments**	**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. The 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.

3. It is the policy of Racine County that Shelter operations will strive to 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.

4. It is the policy of Racine County that Shelter operations cannot provide 24-hour skilled care for the following individuals who 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,
    - Persons arriving at a shelter whose condition exceeds the capabilities of the shelter.

5. 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.

6. 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 Racine 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.

7. It is the policy of Racine 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.

8. Whenever possible functional and access needs shelters will be in proximity of general population shelters.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
Pre-Emergency	Work with Racine 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. 5. Develop and maintain a “Functional Needs” register as appropriate.
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 the staff of “Functional Needs Shelters” with EMS. 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 Racine County is required, the EOC will request civic associations to facilitate actions taken for functional needs individuals within their neighborhoods. Such actions could include find-

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY HUMAN SERVICES DEPARTMENT	
	ing 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 evacuation to provide support when needed.
Emergency Operations Center (EOC)	1. Staff the 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 Racine 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 may 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 Management Group, 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 shelters.
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.
Law Enforcement Agencies	1. Assist with identifying and pre–planning the evacuation necessities of functional needs persons. a. Provide personnel to assist in evacuation of functional needs persons.
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 Racine County 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 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.
Public Health Departments	1. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety, and welfare of community residents, including the functional needs population. 2. Ensure that all health standards, including food, water, and sanitation, are maintained at all Functional Needs Shelters. 3. Provide technical assistance for shelter operations related to all health standards, including but not limited to food, water, waste disposal, air quality and vector control.
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) 2. Listing of licensed care facilities (published separately and managed by this

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	ESF's primary department).

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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 Racine County.

Primary Agency

Racine County Medical Examiner

Emergency Operations Center ESF # 20 – Fatality Management

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Medical Examiner** **Support** **American Red Cross** **Clergy** **Community / Faith Based Organizations** **Fire Departments** **Funeral Directors Association** **Funeral Home Directors** **Hospitals** **Law Enforcement Agencies** **Public Health Departments** **Racine County Public Works and Development Services**	**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 Racine 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	
RACINE COUNTY MEDICAL EXAMINER	
Pre-Emergency	Work with Racine 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 Coroner's Office 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. 6. Notify relatives.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY MEDICAL EXAMINER	
	7. Provide scene security and evidence identification. 8. Provide security for temporary morgues. 9. When notified, report to the Racine County EOC. 10. Implement and coordinate the Racine 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 the ESF # 20 position in the EOC. 2. Implement and coordinate the Racine County Mass Fatality Incident Plan. 3. Determine whether the situation falls under the jurisdiction of Coroner, notifying Coroner of the situation and coordinating with them as appropriate. 4. Coordinate and facilitate the fatality management if the event is not under the jurisdiction of Coroner. 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. 7. Establish and maintain a comprehensive record keeping system for continuous

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY MEDICAL EXAMINER	
	updating and recording of fatality numbers. 8. Establish, maintain contact with the State EOC through the EOC Manager: a. 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. Compilation of final reports. 2. Participate in after-action/improvement planning incident evaluation process. 3. Provide continued support to fatality management personnel. 4. Revise plans to reflect changes in programs and procedures.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box On Tab Page This Section.***
American Red Cross	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. 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 Coroner with notification of next of kin or representative.
Clergy	1. Coordinate services for disaster victims and families.
Community / Faith Based Organizations	1. Advise on issues of cultural/religious sensitivity 2. Provide grief counseling. 3. Recruit and coordinate clergy.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	4. Provide assistance with mental health support for emergency workers and families as appropriate. 5. Assist in providing language services for family assistance centers as requested.
Fire Departments	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 Coroner for the removal/recovery of remains. 6. Record costs and expenditures and forward them to this ESF's Group Supervisor.
Funeral Directors Association	1. Establish temporary morgues. 2. Assist in recovery, transportation, mortuary operations, identification and notification. 3. Coordinate embalming, transportation and final disposition of bodies. 4. Assist in recovery, transportation, mortuary operations, identification and notification. 5. Coordinate embalming, transportation and final disposition of bodies.
Funeral Home Directors	1. 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 Coroner 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 Health Departments	1. Coordinate the surveillance and investigation of communicable disease. Implement disease tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Supply all first responders and clinicians with the health-related advisories or disease specific guidance documents as provided by the Wisconsin Division of Public Health and/or Center for Disease Control and Prevention.
Racine County Public	1. Provide equipment, personnel, and other resources for heavy and specialized

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Works and Development Services	equipment. 2. Identify contractors who can provide heavy and specialized equipment to 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 evaluate the disaster.

2. Deputy Medical Examiner will gather supplies and transport to the emergency mortuary.

3. Set up supplies and determine need to contact forensic identification resources.

4. Law Enforcement Agencies officer will be dispatched to evaluate security plan for the emergency mortuary and provide security while morgue is operational.

5. Assign local funeral home director to coordinate transportation, embalming and final disposition of casualties.

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. Locations of individual bodies and human remains should be marked with consecutively numbered stakes.

3. Bodies and human remains are tagged with consecutively numbered shipping tags at the scene. Tag numbers and stake numbers should be identical or otherwise correlated.

4. Personal effects found on or near body should be kept with body.

5. Appropriate preliminary photographs and investigation must be completed prior to transportation.

6. Deceased is then conveyed to morgue.

C. MORTUARY ADMISSION OF DECEASED SOPS.

1. Convey deceased to morgue by authorized conveyances.

2. Deceased is accepted by Deputy Medical Examiners.

3. Deceased is photographed.

    - If it is not a possible homicide where fingerprints may affect possible “defense wounds”, then a right

index fingerprint is taken on the back of the photo immediately.

4. Deceased is searched and every item is listed on a handwritten inventory form.
    a. The search must be made in the presence of the ambulance attendants.
    b. The inventory is then signed by the field investigators.
5. Deceased is undressed after the clothing is examined for physical evidence such as bullet wounds, etc.
6. The physical description is immediately taken and all wounds, lesions, odors, etc. are noted by the investigators.
7. Fingerprints, dental, and full body x–rays are taken.
8. Immediately take a blood specimen from the heart and a urine specimen depending on circumstances.
9. Determine who is to be autopsied.
10. Deceased is then properly tagged with a Medical Examiner's shipping tag at the ankle where it is visible.
11. Deceased is then placed in the cold room if "fresh", otherwise in deep freeze room if decomposed.
12. If deceased is mangled or decomposed, it is placed in a "rubber crash bag".
13. Deceased is subsequently visually identified or completely fingerprinted (all homicides, hit and runs, etc., as well as unidentified persons).
14. If deceased is the victim of an airplane crash, National Transportation Safety Board, Federal Aviation Administration, and Federal Bureau of Investigation should be notified for any further procedures.
15. If deceased is identified as a member of the Armed Services of the United States, the nearest military installation should be notified for any further procedures.
16. Make contact with family or next–of–kin and determine where they want the body sent.
17. Medical Examiner or Deputy Medical Examiner must give written permission to embalm.
18. Funeral Directors issue final disposition.
    a. Death Certificates are prepared jointly by the Medical Examiner and Funeral Director.
    b. Out of state shipment must have final disposition papers, signed Death Certificate, and papers for interstate transfer.

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

Racine County Public Works and Development Services

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Public Works and Development Services** **Support** **American Red Cross** **ARES/RACES** **Assessor** **Code Enforcement/ Building Inspector** **County Clerk** **Departments, All County** **Emergency Management** **Finance** **Fire Departments** **Information Systems** **Law Enforcement Agencies** **Parks and Recreation** **Racine Area Manufactures & Commerce (RAMAC)** **Specialists (As situation requires.)** **Utilities: Private**	**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 Racine 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. The Racine 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 Racine 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	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Pre-Emergency	Work with Racine County Emergency Management 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 Racine County EOC.
Emergency Operations Center (EOC)	1. Staff the ESF # 21 position in the EOC. a. 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. a. The footprint may be revised several times during emergency response

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	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. a. 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. a. 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 EOC. 17. Provide appraisers to assist with damage assessment. a. 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	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	aged areas. c. Develop map(s) for affected areas: (1) Sites are numbered on County map. (2) 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 or coordinate local Project Worksheets and other public assistance paperwork. a. A FEMA 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 comprises 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.

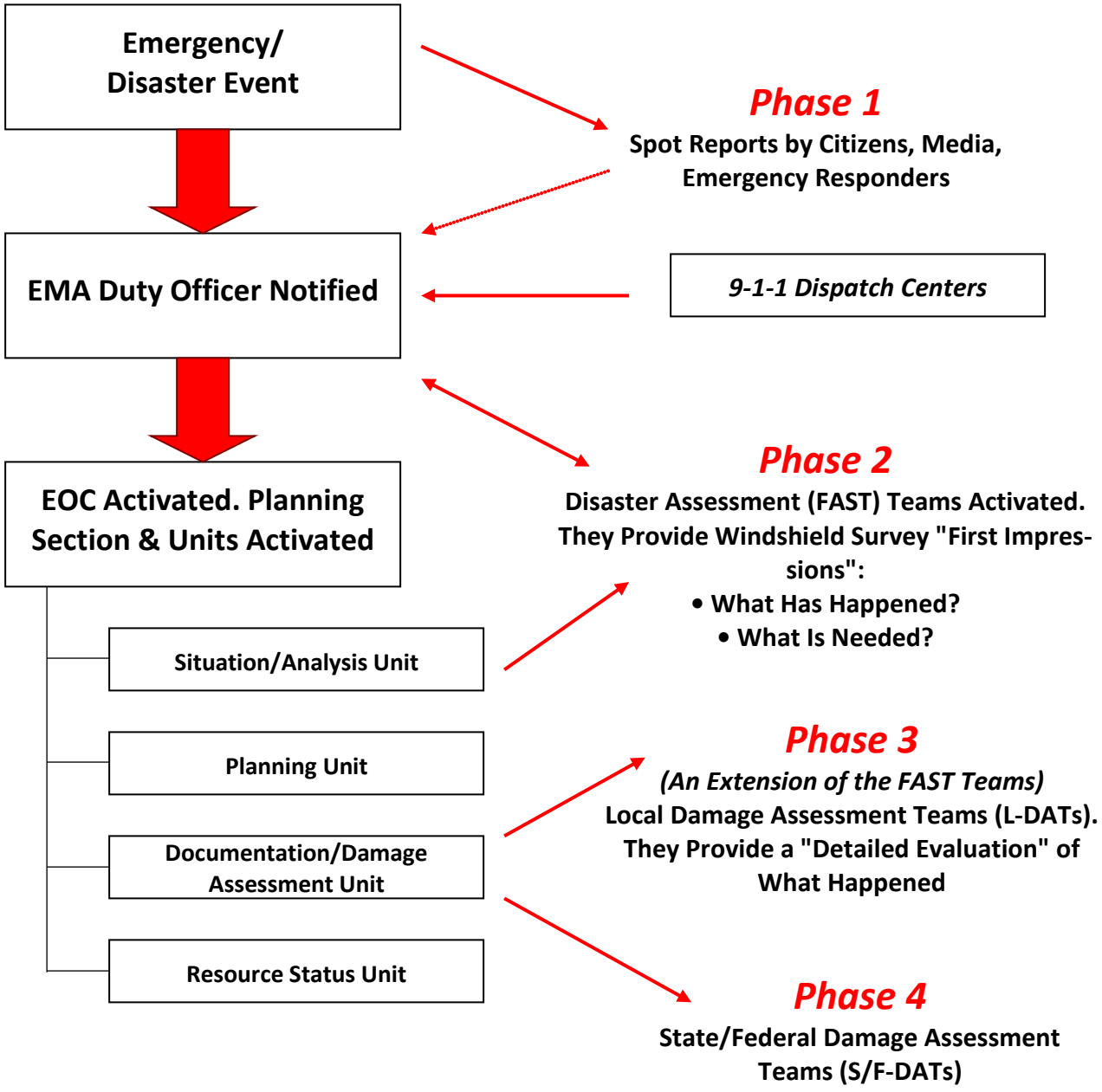
SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box on Tab Page This Section.***
American Red Cross	1. Provide and deploy damage assessment teams to augment County damage assessment.
ARES/RACES	1. Provide communication assistance as needed. 2. Provide damage assessment assistance.
Assessor	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.
Emergency Management	1. Coordinate training and deployment of and deploy personnel for damage assessment. 2. Provide administrative advice and support relative to preparation of damage assessment forms and reports. 3. Analyze the damage assessment information to determine if the damages meet the criteria to request Federal Disaster Assistance (SBA or Presidential Declaration). 4. Coordinate Damage Assessment reports for submission to State. 5. Request assistance from disaster relief organizations as indicated from the damage assessment. 6. Provide liaison to State EOC.
Finance	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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	2. Support damage assessment teams as appropriate. 3. Provide damage assessments of fire–rescue buildings and equipment.
Information Systems	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.
Parks and Recreation	1. Support County damage assessment. 2. Provide damage assessments of parks and recreation facilities, buildings and equipment. 3. Perform post disaster damage assessment. a. Perform physical inspection of recreation facilities. b. Complete appropriate damage assessment forms.
Racine Area Manufac-tures & Commerce (RAMAC)	1. Provide assistance and coordination of business damage assessments.
Specialists (As situation requires.)	1. Real Estate Agencies – Provide real estate expertise with damage assessment. 2. Private Sector Architects, Engineers – Assist with damage assessment and participate in post disaster structural evaluations.
Utilities: Private	1. Conduct infrastructure damage assessment of utility “lifelines” (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. Racine County Damage Assessment SOP. 4. Local Government Cumulative Initial Damage Assessment Report.
REFERENCES	None.

Attachment 1

DAMAGE ASSESSMENT PHASES

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	RAMAC 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	Racine County Public Works and Development Services and Engineering, County Highway Dept.
Public Water Control Facilities	Racine County Public Works and Development Services, 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 Recreation Departments, County and Municipal Clerks
Economic Impact	Job Service, Human Services, American Red Cross, USDA Local FSA
Public Health	Racine County Public Health Departments, Department of Health Services, Department of Natural Resources, Department of Agriculture, Trade and Consumer Protection

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Attachment 3

RACINE 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 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 damage assessment team. This information will allow decision–makers to prioritize recovery efforts and to de-

termine 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

Racine County Emergency Management

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

Racine County Emergency Operations Center	
AGENCIES	
Primary	
Racine County Emergency Management	
Support	
American Red Cross	**Media: Broadcast & Print**
ARES/RACES	**Public Health Departments**
Chief Elected Officials	**Public Information Officer**
Corporation Counsel	**Racine County Communications Center**
Correctional Facilities	**Racine County Human Services Department**
County Executive	**Racine County Public Works and Development Services**
Departments, All County	**Racine County Sheriff's Office**
Fire Departments	**Utilities**
Law Enforcement Agencies	
Local Bus Companies	
Local Municipalities	

State of Wisconsin
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 Racine 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 Racine 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. Racine County Sheriff will utilize the 24–hour emergency 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 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. Once an emergency has ended, a message indicating that the message has concluded, a message must be sent.

e. 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.

f. The Emergency Alert System (EAS) is used to supplement warnings to citizens utilizing participating radio or television stations.

g. 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.

h. Citizens and Racine County employees have the responsibility to monitor for severe weather alerts via television, radio, and weather alert radios.

i. No guarantee of a perfect system is implied by this plan. As assets and personnel may be over-whelmed, Racine County will endeavor to make every reasonable effort to respond to an emergency or disaster based on the situation, and information and resources available at the time.

2. Evacuation:

a. Citizens are advised to follow evacuation orders. Those who do not wish to comply are encouraged to provide “next-of-kin” information.

b. Consideration will be given to access and functional needs populations during the evacuation process.

3. Shelter:

a. “Shelter-in-Place” is the preferred option whenever possible.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
Pre-Emergency	Racine County Emergency Management works with partner agencies to: 1. Maintain this Emergency Support Function (ESF). 2. Participate in drills, exercises. 3. Develop emergency action checklists. **<u>Alert and Warning:</u>** 1. Racine County Emergency Management will work with agencies to ensure the following: a. Maintenance of a 24–hour primary warning point located in the Racine County Communication Center for the receipt of notifications.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	b. Develop and maintain a system to disseminate emergency alerts and warnings to the public. c. Develop and maintain a system to notify key officials and agencies in the event of an emergency. d. Develop and maintain procedures and SOPs 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. Racine County Emergency Management will work with agencies to ensure the following: a. Identify and sign evacuation routes within the Racine County. b. Conduct public education about evacuation procedures. c. Develop and maintain procedures and SOP's for implementing evacuation operations, including evacuation routing. **Shelter:** 1. Racine County Emergency Management will work with agencies to ensure the following: a. Work with Red Cross and other NGOs to Identify locations/capacities of shelters. b. Analyze mass care resource requirements for equipping shelters. c. Develop agreements with mass care providers as necessary. d. Develop and maintain procedures and SOP's for implementing sheltering operations. e. Develop procedures and SOP's for providing notification to sheltered populations regarding re-entry/relocation issues. **Re-entry:** 1. Racine County Emergency Management will work with agencies to ensure the following: a. Develop procedures and SOP's for providing notification to sheltered populations regarding re-entry/re-location issues.
Emergency **(County and Municipal Agencies as Appropriate)**	**Alert and Warning:** 1. Disseminate alerts and warnings, as appropriate (this may necessarily be 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. Alert employees assigned to emergency duties. 4. Coordinate alert and warning notification with other Racine County agencies and adjoining jurisdictions.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	5. Utilize all means available to effectively disseminate notification and warnings. 6. Monitor all alert and warning systems to evaluate functionality. **Evacuation:** 1. Coordinate the implementation of locally ordered evacuations. Use developed SOPs 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 as needed. c. Identify required transportation resources. d. Establish traffic and perimeter control as requested. e. Ensure public information activities. f. Ensure security for evacuated areas. 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 (Hazardous Material Incidents). 2. Identify and publicize shelter locations; Coordinate with ESF #15 to ensure shelters are staffed and equipped with vital resources. 3. Shelter In-Place (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 the 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	3. Warning disseminate methods can include: a. Outdoor Warning 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. Integrated Public Alert and Warning System (IPAWS) h. County and municipal communication systems. i. Law Enforcement Agencies Transaction of Information for the Management of Enforcement (TIME) System Teletype. 4. Coordinate manpower for door–to–door warning if feasible. 5. Coordinate staffing for door–to–door warning if feasible. **Evacuation:** 1. Serve as the Racine 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 FEMA 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.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY EMERGENCY MANAGEMENT	
	Plan For Re-Entry Operations. Plans for recovery to include: 1. Notices rescinding evacuation orders 2. Instructions for re-entry for distribution. 3. Process for re-entry. 4. Traffic control 5. Public information activities. 6. Certify evacuated area(s) safe for re-entry.
EOC Recovery Actions	**Shelter:** 1. Coordinate shelter de-mobilizing plans. **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 Racine County Public Works and Development Services, 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.***
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. Develop and maintain list of access and functional needs population. 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. Coordinate other NGOs activities.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	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.
ARES/RACES	1. Assist with warning and emergency information dissemination.
Chief Elected Officials	1. Issue local emergency declarations. 2. Initiate evacuation/curfews as requested. 3. Make declarations as warranted. 4. Issue re-entry orders after consultation with the appropriate response agencies.
Corporation Counsel	1. Develop for review evacuation orders to be used in conjunction with emergency declarations.
Correctional Facilities	1. Provide emergency shelter and act as 'refuge of last resort."
County Executive	1. Issue local emergency declarations. 2. Support county, state, federal emergency declarations as applicable.
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.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	3. Order evacuations when necessary to protect lives and property and maintain law and order. 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 Racine County Public Works and Development Services 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. a. 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. 14. City of Racine County Police Department – Loudspeakers on the squads, mass notification system, web page.
Local Bus Companies	1. Provide vehicles for transportation.
Local Municipalities	1. Disseminate warning to citizens. 2. Develop evacuation and shelter plans. 3. Assist in designation of primary evacuation routes as appropriate. 4. Identify staging areas, reception centers, and shelters. 5. Pre–establish staging areas (schools, faith based organizations, etc.) for residents needing transportation. 6. Designate transportation resources and shelter facilities for emergency workers.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	7. Identify transportation resources and services to support evacuation and sheltering. 8. Identify functional needs groups that require transportation and special care at shelters.
Media: Broadcast & Print	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 Racine County Emergency Management (Broadcast Media).
Public Health Departments	1. Coordinate the surveillance and investigation of communicable disease. Implement disease tracking procedures to assess numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 2. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety, and welfare of community residents. 3. Supply all first responders and clinicians with the health-related advisories or disease specific guidance documents as provided by the Wisconsin Division of Public Health and/or Center for Disease Control and Prevention. 4. Ensure that all health standards, including food, water, and sanitation, are maintained at all service sites.
Public Information Officer	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 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. 9. Disseminate emergency information immediately, advising the public of what evacuation and/or shelter actions to take. 10. Ensure that evacuation and/or shelter information is disseminated to the media on a timely basis throughout the emergency.
Racine County Commu-	1. Notify departments and agencies to activate agency response efforts, as

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
nications Center	necessary to ensure 24–hour capability. 2. Coordinate alert and warning notification with other Racine County agencies and adjoining jurisdictions. 3. Utilize all means available to effectively disseminate warning and notifications.
Racine County Human Services Department	1. 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. 2. Designate and maintain location of updated shelter and congregate shelter lists. 3. Establish shelter agreements with the school districts and private businesses within the county. 4. Coordinate and provide mass care, congregate care, food coupons and commodities, monetary grants, and crisis counseling. See ESF #6: Mass Care. 5. Coordinate other NGOs activities. 6. Provide health care services to designated rest areas during evacuation. 7. Provide health care and emergency medical services to emergency workers. 8. Open and close public shelters.
Racine County Public Works and Development Services	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.
Racine County Sheriff's Office	1. Assist in the identification of evacuation routes. 2. Order evacuations when necessary to protect lives and property and maintain law and order. 3. Ensure emergency orders are implemented. 4. 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 Racine County Public Works and Development Services to identify potential problems along evacuation routes and to ensure

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
	safety of evacuation routes following an event. 5. 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. 6. Provide transportation for emergency workers to and from risk area. 7. Coordinate with health officials the transportation of elderly, homebound, handicapped/disabled and mobility–impaired persons. 8. Provide security in rest areas, reception centers, and shelters. 9. Establish a perimeter and control area around the evacuated area. • Establish a Law Enforcement Agencies pass system. 10. Provide security in evacuated areas, as safety requirements allow. 11. 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. 12. Keep evacuation routes clear of stalled vehicles and equipment.
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.
ATTACHMENTS	1. Evacuation Planning Factors. 2. Public Protection Decision Tree.
REFERENCES	1. Racine County Evacuation Plan.

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Attachment 1

EVACUATION PLANNING FACTORS

A. COUNTY WIDE EVACUATIONS. Should it be necessary to evacuate Racine County for county–wide events (i.e. hazardous materials accident, weapons of mass destruction event), the Racine 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 Racine 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:

    a. Barricades with flashing lights.
    b. Barricade tape.
    c. 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:

    a. Schools.
    b. Day care centers.
    c. Nursing homes.
    d. Handicapped persons (hearing, sight, mentally, mobility impaired).
    e. Non–English speaking persons.
    f. Hospitals, health care facilities.
    g. Jails, juvenile facilities.
    h. Transient populations (street people, motel/ hotel guests).
    i. People without transportation.
    j. 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.

    a. 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.

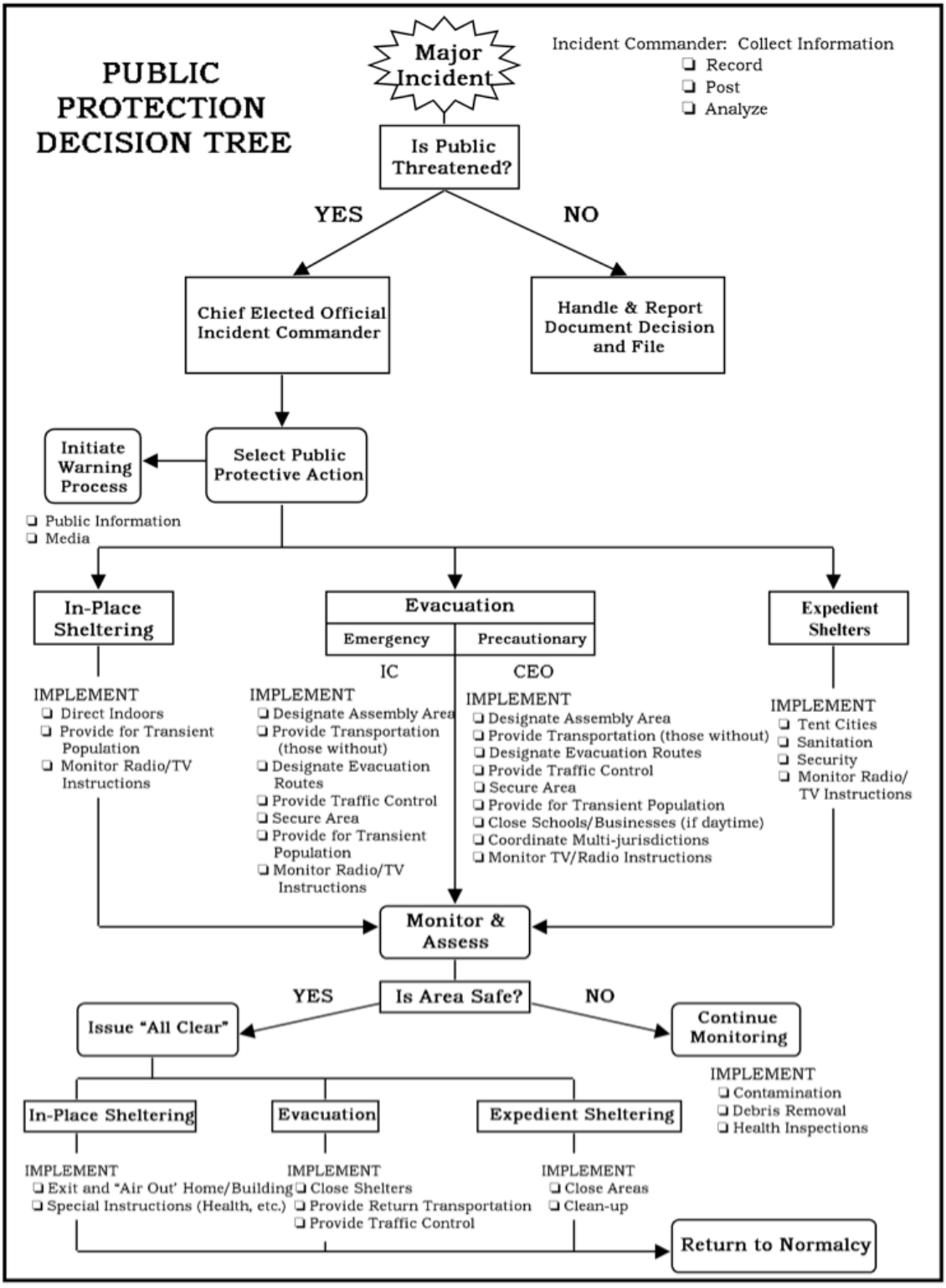
17. Issue specific evacuation instructions to include:

    a. Situation: Emphasize hazard/threat/risk.
    b. The life/death consequences for not evacuating.
    c. Services that will be discontinued or interrupted within the evacuation area.
    d. Legal consequences for re–entering the area.
    e. Identification of the specific area(s) to be evacuated.
    f. List of items that evacuees should take with them (such as food, water, medicines, portable radio, fresh batteries, clothing, sleeping bags).
    g. Departure times.
    h. Pickup points for people requiring transportation assistance.
    i. Evacuation routes (give easy to understand instructions using major roads, streets, highways, rivers, etc.)
    j. Location of mass care facilities outside of the evacuation area.
    k. Where family members go to be united.
    l. How functional needs populations are being assisted.
    m. 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 2

PUBLIC PROTECTION TREE



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Emergency Support Function (ESF) # 23

Evacuation Traffic Management

Preface

During any type of disaster or large-scale emergency, the Racine County evacuation traffic management team will be faced with a tremendous challenge of overwhelming demands of providing help and assistance to the public. Evacuation management challenges will include: the stress of high vehicular volume on roadways, damages to roadways/physical constraints, impassible roadways from flooding or destruction, motor vehicle accidents, stranded vehicles, and abandoned vehicles on evacuation routes. The evacuation traffic management services will have increased demands placed on their agencies and with high expectations of success.

Primary Agency

Racine County Sheriff's Office

Emergency Operations Center ESF # 23 – Evacuation Traffic Management

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Sheriff's Office** **Support** **ARES/RACES** **Emergency Management** **Fire Departments** **Law Enforcement Agencies** **Local Municipalities** **Racine County Public Works and Development Services**	**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 # 23, likely support from Federal ESF # 1 includes:

Likely Agency Activities

- Monitor and report status of and damage to the transportation system and infrastructure.
- Identify temporary alternative transportation solutions when systems or infrastructure are damaged, unavailable, or overwhelmed.

Emergency Support Function (ESF) # 23

Evacuation Traffic Management

A. PURPOSE.

1. To provide for coordinated plans, policies, and actions of state and local governments to ensure the safe and orderly evacuation of populations affected by all hazards. To further ensure that once the threat or hazard no longer exists that prompt and orderly re–entry into the evacuated area is accomplished.

B. POLICIES.

1. It is the policy of Racine County that an evacuation may be requested by the Executive Group/County Executive, Sheriff, a Fire Chief/Police Chief, or an incident commander depending on the circumstances.

2. It is the policy of Racine County that "Shelter in Place" (e.g., in hazardous materials incidents) is the preferred option whenever possible due to the limited road systems and probable inclement weather conditions.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY SHERIFF'S OFFICE	
Pre-Emergency	Work with Racine County Emergency Management to: 1. Maintain this Emergency Support Function (ESF). 2. Develop Racine County evacuation traffic management plans and SOPs in coordination with the State. 3. Coordinate with municipal Police Departments in the development and implementation of the Racine County Traffic Management Plan. 4. Maintain list of evacuation traffic management resources, assets, and personnel. 5. Coordinate with Racine County Public Works and Development Services to ensure stockpile of signs and barricades. 6. Identify and sign evacuation routes. 7. Conduct evacuation traffic management training and exercises. 8. Ensure procedures are in place to document costs for potential reimbursement. 9. Conduct public education about evacuation plans and procedures.
Emergency	1. Implement the County Traffic Management Plan. 2. Disseminate emergency traffic management information.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY SHERIFF'S OFFICE	
Emergency Operations Center (EOC)	1. Staff the ESF # 23 position in the EOC. 2. Coordinate with all appropriate agencies, departments and organizations. 3. Evacuation traffic management coordinating actions include: a. Issuing lane reversal/counter–flow procedures. b. Surveillance of traffic flows via radio, video, traffic counters, and aircraft. c. Continuous monitoring of critical roadway segments. d. Work with EOC ESF 6 to identify comfort stations. e. Disseminating public information via highway advisory radios. f. Staffing of traffic control points. 4. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief.
Recovery Actions	1. Implement re-entry plans for returning displaced citizens into unaffected areas of a disaster. 2. Manage traffic at critical intersections post impact with priority given to emergency service vehicles, transportation of supplies and equipment, and access to critical facilities. 3. Assist public and private organizations with traffic control during the restoration of infrastructure services. 4. Maintain appropriate records of costs incurred during the event.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
State EOC	***See Box on Tab Page This Section.***
ARES/RACES	1. Provide support to traffic control during evacuations from EOC.
Emergency Management	1. Support development of the County Evacuation Traffic Management Plan. 2. Coordinate evacuation planning with other county agencies and adjoining jurisdictions.
Fire Departments	1. Provide support to evacuation planning and implementation. 2. Support development of the County Evacuation Traffic Management Plan.
Law Enforcement Agencies	1. Provide support to evacuation planning and implementation. 2. Support development of Racine County Evacuation Traffic Management Plan. 3. Provide traffic control during evacuations.
Local Municipalities	1. Support development of the County Evacuation Traffic Management Plan.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Racine County Public Works and Development Services	1. Provide support to evacuation planning and implementation. 2. Support development of the County Evacuation Traffic Management Plan. 3. Provide traffic control signs and barricades, and operational control of traffic signals and flashers. 4. Coordinate with Emergency Management and Law Enforcement Agencies to establish and sign evacuation routes, traffic control points, blockages, etc. 5. Assist with the identification of evacuation routes. 6. Assist when possible to keep evacuation routes clear of stalled vehicles and equipment.
ATTACHMENTS	None.
REFERENCES	None.

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Emergency Support Function (ESF) # 24

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

Racine County Public Works and Development Services

Emergency Operations Center ESF # 24 – Debris Management

Racine County Emergency Operations Center	State of Wisconsin
AGENCIES **Primary** **Racine County Public Works and Development Services** **Support** **Contractor's Associations** **Debris Management Contractors** **Fire Departments** **Home Builders &** **Law Enforcement Agencies** **Parks and Recreation** **Public Health Departments** **Utilities** **Utilities: Landfill / Solid Waste** **Utilities: Water and Wastewater**	**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) # 24

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. Racine County will encourage the use of contracted services.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
Pre-Emergency	Work with Racine 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 regarding 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 ESF # 3. Plan content should include strategies for: a. Debris clearing. b. Debris collection.

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	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 County Debris Management Plan, coordinate debris operations. 2. Send a senior representative to the Racine County 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 Racine 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 the ESF # 24 position in the EOC. 2. Appoint a debris management coordinator; Implement the County's Debris Management Plan. 3. Contact the County's debris management contractor; Activate the County's debris management contract. 4. 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. 5. Identify incident sites requiring debris clearance and management: a. Public rights–of–way. b. Public property. c. Private property. 6. Recommend disposal sites for debris: a. Temporary staging areas and debris reduction sites. 7. Coordinate debris collection and hauling: a. Coordinate debris removal operations in areas affected by emergencies

PRIMARY DEPARTMENT RESPONSIBILITIES/TASKS BY PHASE	
RACINE COUNTY PUBLIC WORKS AND DEVELOPMENT SERVICES	
	or disasters. b. Coordinate or assist in removal of debris from private property, within the limits established by County Executive. 8. Coordinate the removal of debris with county, state, and federal environmental officials. 9. 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. 10. Coordinate debris disposal. a. Identify debris disposal issues e.g., hazardous materials. b. Secure necessary environmental permits and legal clearances. 11. 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. 12. Provide logistical support for demolition operations. 13. Administer and manage contracted services. 14. Sources for additional resources can include: a. Mutual aid. b. Municipal, state, and federal resources. c. Private companies, contractors. 15. Maintain records of cost and expenditures to accomplish this ESF and forward them to the EOC Finance/ Administration Section Chief. 16. Recommend disposal sites for debris. 17. Support debris removal operations in areas affected by emergencies or disasters. 18. Assist with developing debris clearance Incident Action Plan. 19. Assist with identifying and mapping of debris staging areas and disposal sites.
Recovery Actions	1. Contact the County debris management contractor; Activate the County debris management contract; 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 Health Department 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 Recreation	1. Assist Racine County Public Works and Development Services in debris removal and restoring access in public rights of way priority corridors. 2. Provide temporary debris staging sites.
Public Health Departments	1. Prioritize and coordinate enforcement of local ordinances to keep debris and other solid waste from becoming a human health hazard. 2. Assist as necessary on all environmental and health issues. 3. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety, and welfare of community residents.
Utilities	1. Support debris removal operations in areas affected by emergencies or disasters. 2. Source for heavy equipment to include: backhoes, front–end loaders, and dump trucks.
Utilities: Landfill / Solid Waste	1. Recommend disposal sites for debris. 2. Support debris removal operations in areas affected by emergencies or disasters.

SUPPORT DEPARTMENTS RESPONSIBILITIES/TASKS	
Utilities: Water and Wastewater	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

Racine County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

IV. RECOVERY

IV. RECOVERY.

A. INTRODUCTION, PURPOSE, GOALS.

1. Racine 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. Racine 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 Racine 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 Racine 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 Racine 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 Racine County 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 nonprofit 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.

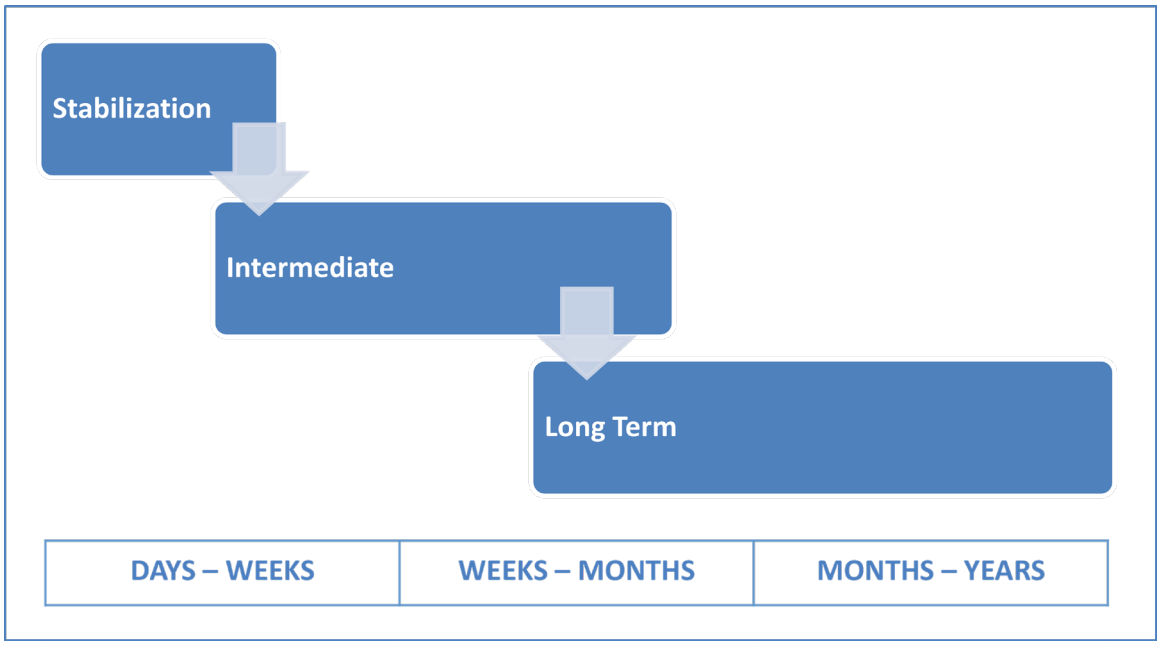
1. Recovery begins before a disaster strikes, with preparedness activities such as planning, capability building, exercising, and establishing tools and metrics to evaluate progress and success; mitigation planning and actions; economic development planning, and vital partnership building, all of which 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. ❑ Developing impact assessments on critical infrastructure, essential services, and key	❑ 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.	❑ 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

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.
- ❑ 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.

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. 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 Reports from Municipalities: First Phase.

   - The impact survey data provided by Municipalities 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. Wisconsin Uniform Disaster Situation Report (UDSR).

   a. When there is the potential need for state and/or federal assistance to supplement county and local efforts, the county will submit a "flash damage report" to WEM.

   b. The County Office of Emergency Management Coordinator will compile the information gathered by damage assessment teams, complete the UDSR report for the county and submit it within 24 hours to WEM.

   c. The county will continue to assess the impact of the disaster through information received from response agencies and from the municipal and county damage assessment teams. This information will allow decision-makers to prioritize recovery efforts and to determine the need for supplemental state or federal assistance.

5. 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.

6. Mitigation Assessment: Possible Fourth Phase.

   - Should Racine 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 Racine 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. Racine 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.
RSF # 3 **Debris Management**	To effectively manage debris generated by the disaster.

SCHEDULE OF RSFs	
RECOVERY SUPPORT FUNCTION (RSF)	**PURPOSE**
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 **Public Information/Community Relations**	To provide information to citizens, government employees, businesses and organizations concerning disaster recovery operations and progress, and to identify necessary messages and appropriate methods of delivery.

SCHEDULE OF RSFs	
RECOVERY SUPPORT FUNCTION (RSF)	**PURPOSE**
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.

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 the County Executive. 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 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, Racine 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.

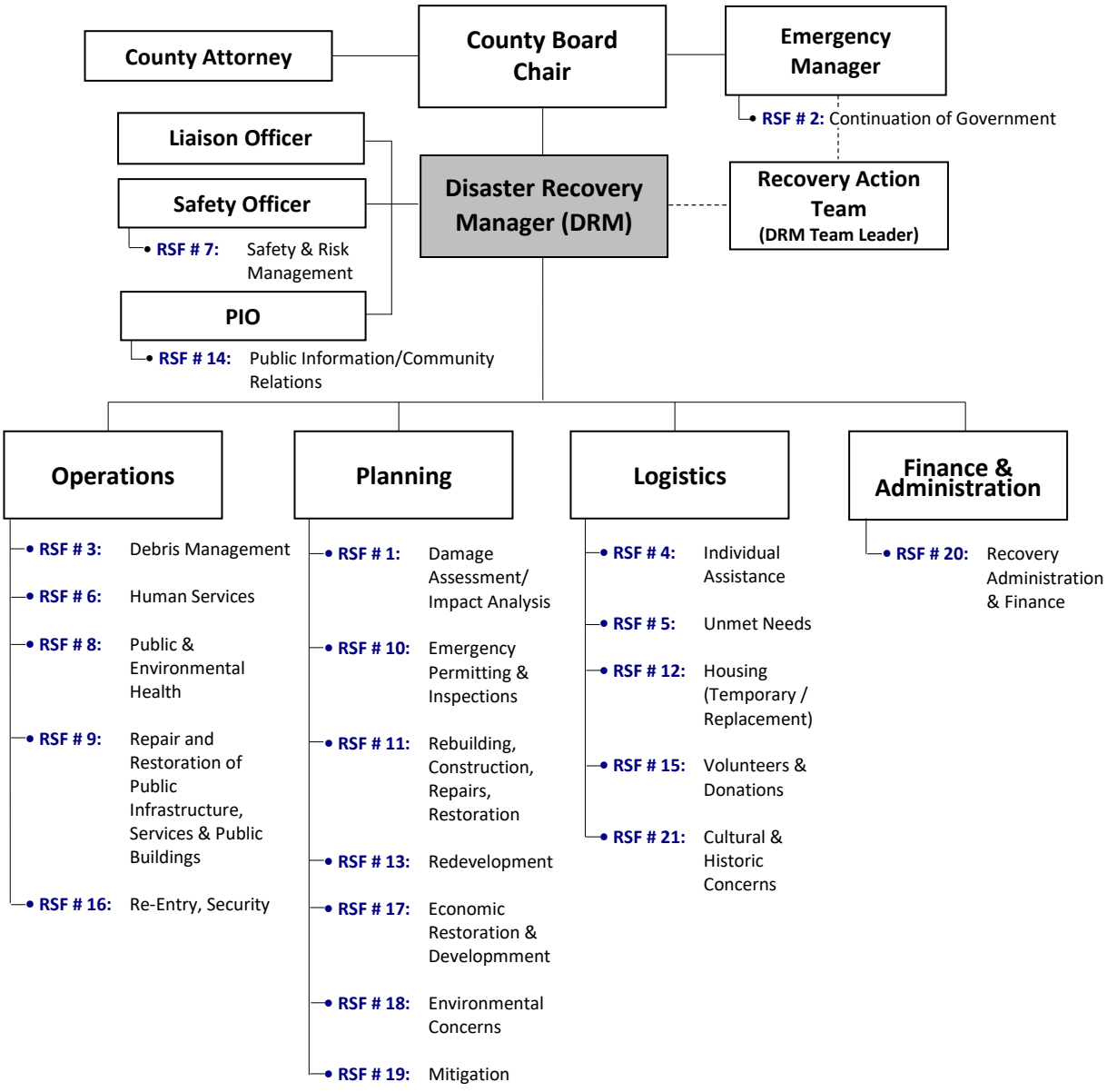
3. "Recovery Task Force" responsibilities may include, but not limited to:

    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.

Racine 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 nonprofit organizations.

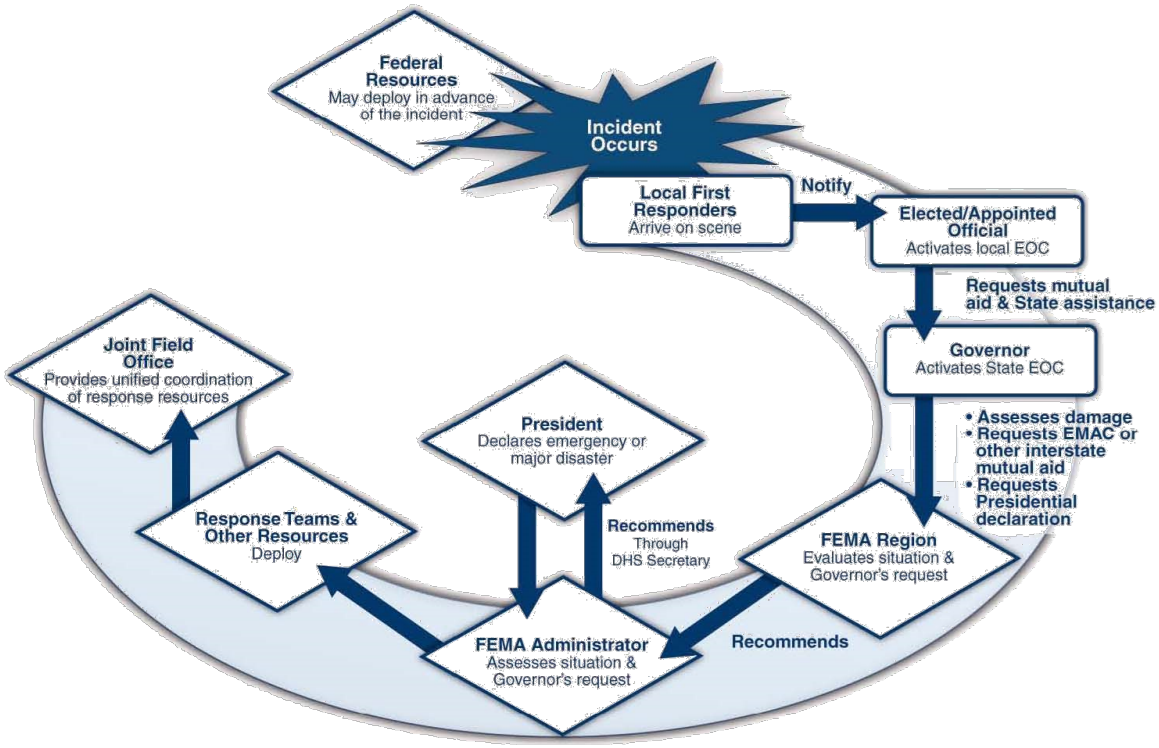
   c. The FEMA individual disaster assistance program is money or direct assistance to individuals, families and businesses whose property has been damaged or destroyed and whose losses are not covered by insurance. It is meant to help with critical expenses that cannot be covered in other ways. This assistance 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).

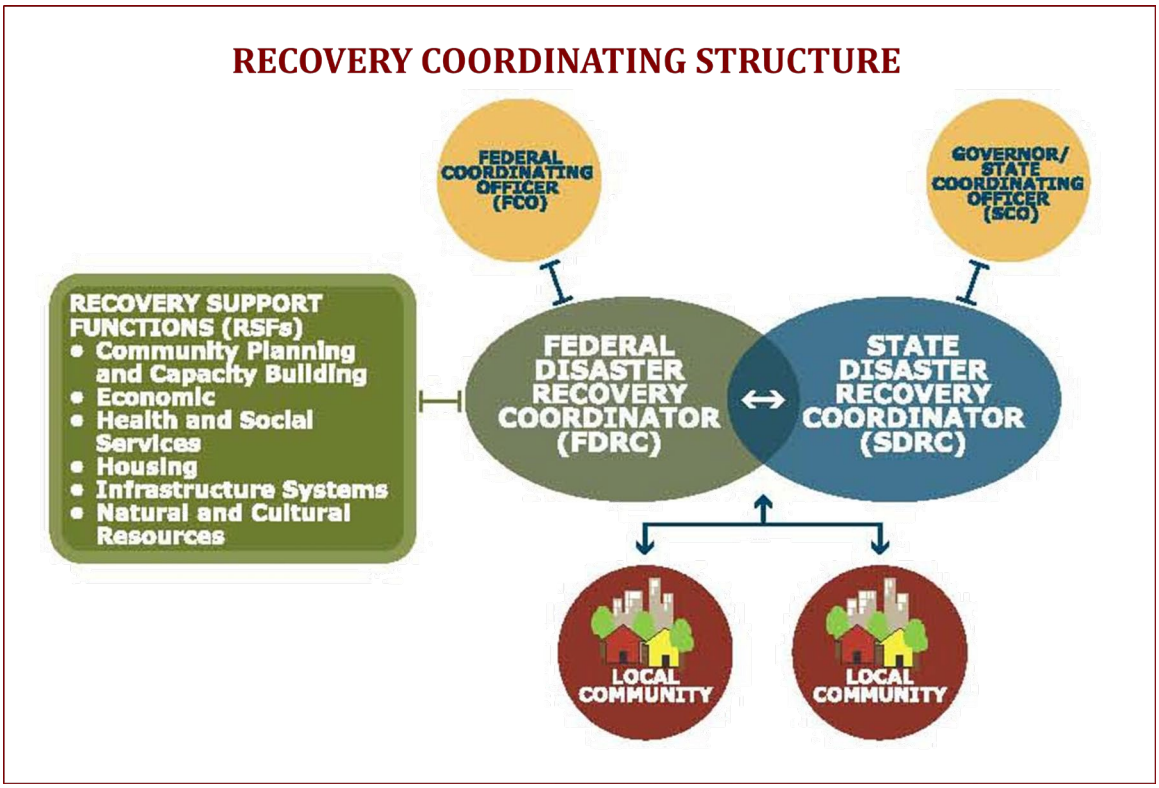
1. A Governor's Authorized Representative (GAR) is designated in the FEMA/State Agreement after the President declares a major disaster under the provisions of the Stafford Act. The GAR provides executive oversight and direction of the disaster or emergency response and recovery on behalf of the governor. 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 (DRCs) 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 DRCs.

    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			
DOC	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.
RSF: HEALTH AND SOCIAL SERVICES			

FEDERAL RECOVERY SUPPORT FUNCTIONS (RSFs)			
Coordinating Agency	**Primary Agencies**	**Supporting Organizations**	**Mission**
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			
HUD	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			
DOD/USACE	DHS (FEMA & NPPD), DOD/USACE, DOE, DOT	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			
DOI	DHS/FEMA, DOI, EPA	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 Racine 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 Racine County Local Mitigation Plan 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. Racine County Recovery Framework.

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachments

for the

Racine Recovery Plan

September 2023

ATTACHMENTS TO THE RECOVERY PLAN

(CEMP Annex IV Recovery)

A. RECOVERY INCIDENT MANAGEMENT PLAN.

B. RECOVERY ACTION TEAM SOP.

C. RSF PRIMARY/SUPPORT MATRIX.

D. SCHEDULE OF RECOVERY SUPPORT FUNCTIONS.

RSF # 1: Damage 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

Comprehensive Emergency Management Plan (CEMP)
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Attachment

A. Recovery Incident Management Plan

September 2023

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A. 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 the Emergency Management Council. 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.

4. Overview of the County's Recovery Incident Management System.

    a. The County Executive with advice from the Recovery Action Team will develop policy and strategy, disseminate policy guidance and direction through the Disaster Recovery Manager, provide interface to the media and public, and liaison with state and federal officials as required.

    b. The "Legal" function is staffed by the County Attorney who: Provides legal analysis of the recovery program; Reviews recovery plans and procedures; Advises on recovery resolutions and/or ordinances; Provides legal advice.

    c. The County Executive appoints and provides direction to the Disaster Recovery Manager (DRM) to ensure implementation of recovery policy directives and strategic decisions. The Chief Elected Official ensures the "Continuation of Government" function (RSF # 2).

    d. The DRM reports to the County Executive, implements policy directives, and has overall management responsibility of 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. The DRM also serves as the team leader for the Recovery Action Team (RAT).

    e. The Recovery Action Team (RAT) provides a coordination mechanism to oversee the recovery and reconstruction process and to serve as an advisory committee to County officials responsible for recovery activities. The composition of the Recovery Action Team will vary depending upon the nature of the disaster, size of the staff and available resources. The RAT advises both the DRM and the Emergency Management Director.

    f. The "Public Information Officer (PIO)" is responsible for preparing and releasing information about the County's recovery activities to the news media, affected community citizens, recovery personnel and other agencies and organizations. The PIO serves as a central point for distributing public information.

    g. The "Safety Officer" will advise the Disaster Recovery Manager on recovery safety issues and is re-

sponsible for monitoring and assessing safety hazards or unsafe conditions for recovery personnel and developing measures for assuring personnel safety.

h. The Recovery Operations Section is responsible for all tactical command and coordination of recovery response assets. This section is responsible for implementing assignments designed to assist those affected by the disaster incident; and to repair, replace or restore damaged facilities. Activities carried out will be based upon tactical objectives drafted by the Disaster Recovery Manager to achieve strategic goals.

i. The Recovery Planning Section collects, evaluates, disseminates, and documents information about the disaster impacts, status of resources, compiles damage/impact assessments and develops the Recovery Action Plan (RAP). Recovery planning efforts will focus on activities that restore the community's economic base and reducing its future disaster potential. The purpose of these activities is to get the community back to a stable, functioning, and dynamic state; and to coordinate with state and federal officials in complying with post-disaster hazard mitigation planning requirements. The RAP will:

   (1) Be developed in close working relationship with the Recovery Action Team, County Executive, and the Disaster Recovery Manager.

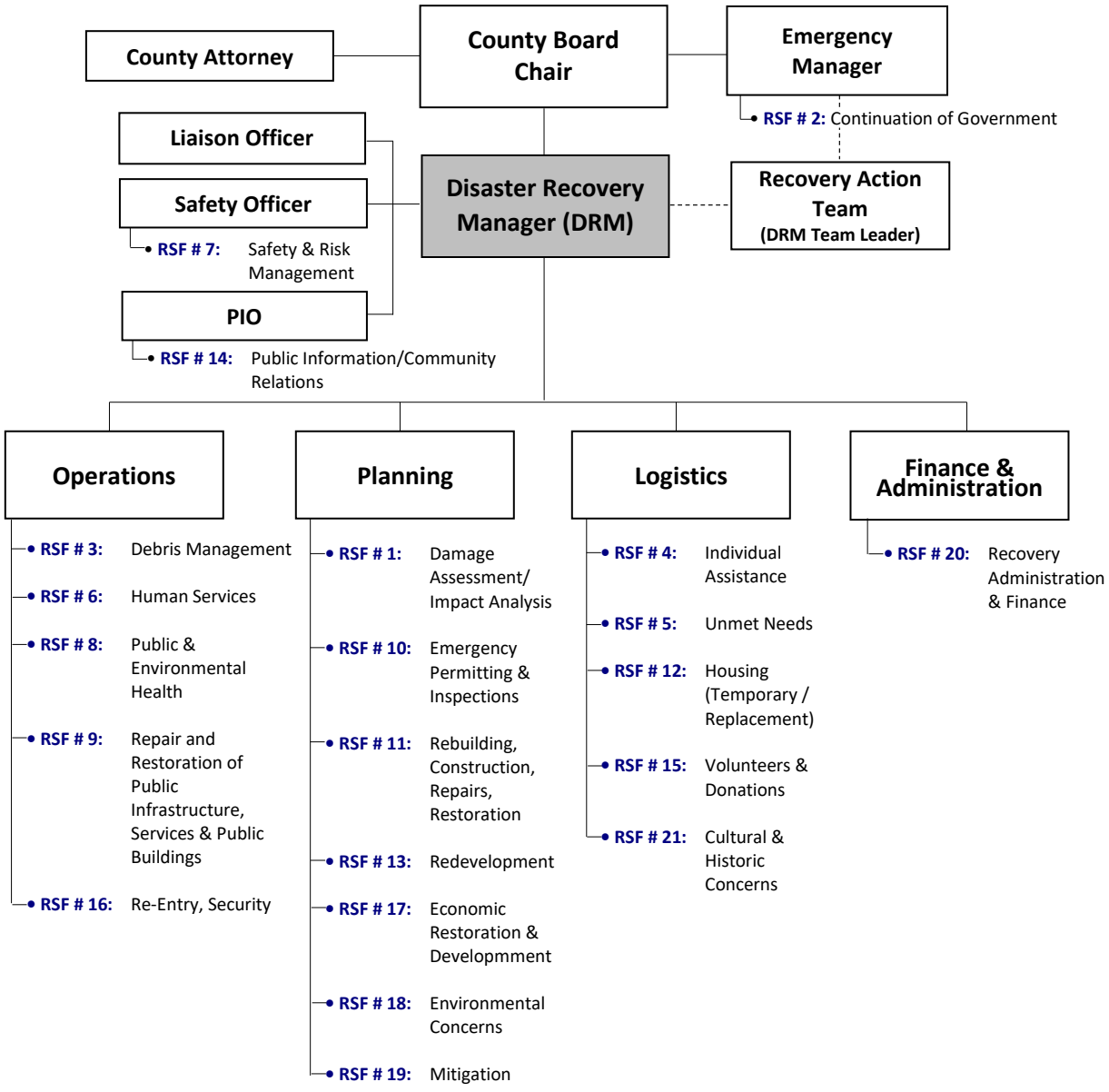
   (2) Identify what is going to be done; Identify who is going to do it; Identify where it is going to be done; Identify how it is going to be done.

k. The Recovery Logistics Section is responsible for providing all support needs to recovery incident sites, and will order all resources, and provide facilities, supplies, and services. This includes services, materials and facilities that sustain the disaster victim to a defined level of care as well as maintain emergency response and recovery requirements.

l. The Recovery Finance and Administration Section is responsible for monetary, financial, and related administrative functions. This section is responsible for assuring that accurate records are kept of personnel and equipment costs incurred by County or mutual aid forces in response to or recovery from the disaster incident. It is also responsible for overseeing the County's effort in applying for, receiving and documenting federal disaster recovery assistance. Legal aid support and matters pertaining to vendor contracts and injury claims will be handled by this section. The extent to which this section is activated will vary by disaster setting.

Racine County

Recovery Incident Management System



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B. Recovery Action Team (RAT) SOP

September 2023

Attachment

B. RECOVERY ACTION TEAM (RAT) SOP

A. PURPOSE.

1. To provide a coordination mechanism to oversee the recovery and reconstruction process and to serve as an advisory committee to County officials responsible for recovery activities.

2. To establish uniform policies for effective coordination to accomplish County recovery tasks resulting from a natural or technological emergency or disaster.

3. To recommend and coordinate efforts to restore normalcy to areas adversely impacted by the disaster.

4. To help identify mitigation opportunities and resources.

B. SCOPE.

Recovery actions following any emergency or disaster will be determined by the specific event. Federal, state, and county agencies may be involved depending on the hazard and scope of the situation. Racine County will lead recovery activities within its jurisdiction.

C. POLICIES.

1. County Departments will support and act upon the recommendations of the RAT.

2. All individuals, department and agency representatives involved in recovery activities will be alert for opportunities to lessen the effects of future emergencies or disasters. Any suggestions would be forwarded to the Recovery Action Team.

3. County recovery activities will be coordinated with Wisconsin Division of Emergency Management and the Joint Field Office (JFO), if activated, as appropriate.

D. ORGANIZATION.

1. The Recovery Action Team should be established by County ordinance, with the goals and scope of authority clearly stated.

2. The composition of the Recovery Action Team will vary depending upon the nature of the disaster, size of the staff and available resources. The RAT will be comprised of three (3) or more of the following officials:

    a. County Executive.
    b. Chief of Staff.
    c. Finance Director.
    d. Public Works and Development Services Director.
    e. Corporation Counsel.
    f. Emergency Management Director.

E. RESPONSIBILITIES.

1. Provide a vision of recovery, and staff encouragement and support to ensure that the community recovers as quickly and completely as possible.

2. Receive input from citizens and client groups on their recovery needs and issues.

3. Identify recovery priorities and goals.

4. Advise the Chief Elected Official(s), the Recovery Manager, and the Emergency Management Director on a wide range of post–disaster recovery, reconstruction, and mitigation issues.

5. Provide a framework of legal, financial, and human resources for disaster recovery.

F. CONCEPT OF OPERATIONS.

1. Recovery activities are operational in nature and begin while response operation activities are still underway. For most events, these activities will begin in the County Emergency Operations Center (EOC) as staff work to assemble data on the extent of damages.

2. A Recovery Planning Unit is established in the County EOC to begin the first draft of a "Recovery Action Plan (RAP)" for use by the Recovery Action Team. The RAP is based on situation, damage and impacts assessments developed by the EOC Information and Planning Section.

3. As the emergency response phase stabilizes, Emergency Management/EOC begins the coordination of disaster recovery activities and recommends the activation of the Recovery Action Team as appropriate.

4. Activation of Recovery Action Team.

    a. For post–disaster responsibilities, the Recovery Action Team will be activated and mobilized by a disaster declaration under the procedures set forth in the County's Post Disaster Ordinance.

    b. Duration of Recovery Action Team. In the event of a disaster declaration, the Recovery Action Team will activate and mobilize for as long as needed.

    c. Repealing or Extending of the Recovery Action Team. The County Executive may, by resolution, extend or repeal the activation of the Recovery Action Team.

5. Recovery and restoration activities for state, federal, and volunteer agencies will be coordinated by a joint state/federal Joint Field Office (JFO), if and when it is established.

    - The activities of the RAT may be coordinated with the JFO.

G. RECOVERY ACTION TEAM INITIAL ACTIVATION TASKS.

1. Receive and review damage reports and other analyses of post–disaster circumstances and to compare these circumstances with mitigation opportunities identified prior to the disaster in order to identify areas for post–disaster change and innovation. Where needed, the Recovery Action Team may review alternative mechanisms for achieving these changes and recommend the coordination of internal and external resources for achieving these ends.

2. Initiate recommendations for the enactment, repeal or extension of emergency ordinances, resolutions and executive orders.

3. Review the nature of damages, identify and evaluate alternate program objectives for repairs and reconstruction, and formulate recommendations to guide community recovery.

4. Describe the organizational structure for recovery operations.

5. Formulate special committees and subcommittees as conditions may warrant.

6. Develop an organizational chart designating who is in charge of what and who reports to whom; designate the internal control structure.

7. Display the organizational chart in an obvious place for the team's reference as well as other people coming into the recovery office.

8. Create and maintain a flexible organizational chart for easy revision, remember the recovery may take years.

9. List recovery activities assigned to each unit or section of the organizational structure.

10. Liaison with county, state and federal governments.

    a. Individual Assistance.
    b. Public Assistance.
    c. Hazard Mitigation.

11. Liaison with voluntary agencies.

12. Liaison with private sector (business and industry).

13. Meet with other recovery agencies to determine strategies.

14. As conditions may warrant, appoint an Cultural and Historic Rehabilitation Coordinator responsible for: evaluating the extent and type of cultural and historic rehabilitation activities needed based upon assessments of damage; assisting the Chief Building Official and staff in related cultural and historic resource rehabilitation activities; providing information on cultural and historic resource rehabilitation and redevel-

opment in cultural and historic districts to interested parties to coordinate and maximize such efforts; and fulfill other duties assigned by the Disaster Recovery Manager.

15. Review relevant recovery plans and documents:

    a. Review the County Comprehensive Plan; associated maps or reports; zoning; subdivision building codes; and other land development regulations or ordinances.
    b. Review the County Recovery Plan and schedule of RSFs.
    c. Review the County's Post Disaster Recovery Ordinance.

16. Consider establishing a relationship with a "mentoring community" that has experienced a similar hazard and completed a successful recovery effort.

    a. Obtain copies of their recovery plans, after–action reports, etc.
    b. Consider engaging a representative from that community in an advisory capacity.

H. DEVELOP A RECOVERY "ACTION PLAN."

1. Recovery Action Plan (RAP) Overview.

    a. Developed by the Recovery Action Team.

    b. Essential tool for the County in managing recovery operations.

    c. If the County is to have a well planned and executed approach to resolving the recovery problems posed by the disaster, the County must remain focused and unified in its efforts.

    d. The Recovery Action Planning process is a key element to ensure that the entire County will be focused and acting as a unified, coordinated community.

    e. If the County 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 County departments, business and industry, community organizations and individual efforts are a part of the overall recovery effort.

2. The Recovery Action Plan should:

    a. Outline the County recovery management structure and management process.

    b. Describe the organizational networks and structures appropriate to recovery.

    c. Formalize arrangements for the effective management of the recovery process.

    d. Facilitate the recovery of affected individuals, businesses, infrastructure and County 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.

i. Be as simple as possible.

3. Elements of the plan include:

a. Recovery Action 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: i.e., electrical distribution systems, potable water and sanitary sewer service, restoring medical and health care, rebuilding damaged transportation facilities, and housing facilities.

(3) Restoring the County's economic base.

(4) Improving the County's ability to withstand the effects of future major or catastrophic disasters.

(a) Phasing/milestones for recovery tasks.
(b) Support requirements.
(c) Coordination requirements.
(d) Methodologies.
(e) Reporting requirements.

I. CONTINUING ACTIONS, LONG TERM.

1. Liaison with relevant county, state, federal and private recovery agencies.

2. Identify funding sources for mitigation and recovery projects, including state and federal assistance programs, private–sector funding, and public donations.

3. Ensure that the media is kept informed on recovery program and status.

4. Monitor staffing arrangements.

5. Review resources and services on an ongoing basis.

6. Determine longer–term recovery measures.

7. Continue to monitor agency activities and reduce/withdraw services when appropriate.

8. Develop a community recovery planning process.

    a. Ensure active participation of members of the affected community.

    b. Assess reports gathered through outreach program to assess community needs.

9. Recommend and implement an economic recovery program, focusing on local community needs.

10. Recommend zoning changes in damaged areas.

11. Recommend land areas and land–use types that will receive priority in the recovery and reconstruction process.

12. Recommend procedural changes for non–vital regulations and development standards to reduce reconstruction time.

13. Recommend strategies to keep unethical contractors out of the area.

14. Initiate a property owner notification program to inform nonresident property owners of damages incurred to their property and any post disaster requirements or restrictions imposed by local authorities.

15. Participate in the preparation of a community redevelopment plan.

16. Help develop replacement–housing strategies.

17. Recommend restoration priorities.

18. Review emergency actions and recommend amendments to the County's: 1) Post–Disaster Ordinance; 2) Comprehensive Plan; 3) Comprehensive Emergency Management Plan; 4) relevant Administrative Policies.

19. Make recommendations for new ordinances, plans, codes, and /or standards to assist in recovery from future disasters.

20. Recommend any changes in the Comprehensive Plan, Land Use and Development Regulations, or any other ordinances that it deems necessary or advisable to prevent recurring damage or mitigate hazards.

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C. RSF Lead/Support Matrix

September 2023

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C. RSF LEAD/SUPPORT MATRIX

Departments, Agencies and Organizations	Damage Assessment/Impact Analysis	Continuation of Government	Debris Management	Individual Assistance	Unmet Needs	Human Services	Safety and Risk Management	Public and Environmental Health	Repair and Restoration	Emergency Permitting & Inspections	Rebuilding, Construction, Repairs, Restoration	Housing (Temporary / Replacement)	Redevelopment	Public Information	Volunteers and Donations	Reentry, Security	Economic Restoration & Development	Environmental Concerns	Mitigation	Recovery Administration & Finance	Cultural & Historic Concerns Personnel
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
All County Departments														S					S		
American Red Cross				S	S	S						S		S							
Assessors	S																				
Building Departments										S	S		S								
Buildings and Facilities		S																			
Chamber(s) of Commerce																	S				
Corporation Counsel		S												S							
Commercial Print Media														S							
Commercial Radio & Television Stations														S							
County Administration		S																			
County Executive's Office		L												L							
Emergency Management				S	S		S												S		
Engineering Departments									S												
Finance Department		S																			
Fire Depart-ments														S							
Hospitals									S												
Housing Authorities												S									
Human Resources		S					L														

Departments, Agencies and Organizations	Damage Assessment/Impact Analysis	Continuation of Government	Debris Management	Individual Assistance	Unmet Needs	Human Services	Safety and Risk Management	Public and Enviromental Health	Repair and Restoration	Emergency Permitting & Inspections	Rebuilding, Construction, Repairs, Restoration	Housing (Temporary / Replacement)	Redevelopment	Public Information	Volunteers and Donations	Reentry, Security	Economic Restoration & Development	Environmental Concerns	Mitigation	Recovery Administration & Finance	Cultural & Historic Concerns Personnel
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Human Services Department	S			L	L	L															
Information Systems		S																			
Law Enforce-ment														S		L					
Local Contrac-tors			S																		
Local Public Works Depart-ments	S		S						S												
Love Inc					S																
Mitigation Planning Workgroup																			S		
Municipal Finance Departments																				S	
Planning and Zoning Boards / Commissions																					
Planning and Zoning Depart-ments											S										
Preservation Racine																					S
Public Health Departments	S		S	S			S	L	S					S							
Public Infor-mation Officers										S											
Purchasing Departments																				S	
Racine / Kenosha Community Action Agency												S									

Departments, Agencies and Organizations	Damage Assessment/Impact Analysis	Continuation of Government	Debris Management	Individual Assistance	Unmet Needs	Human Services	Safety and Risk Management	Public and Environmental Health	Repair and Restoration	Emergency Permitting & Inspections	Rebuilding, Construction, Repairs, Restoration	Housing (Temporary / Replacement)	Redevelopment	Public Information	Volunteers and Donations	Reentry, Security	Economic Restoration & Development	Environmental Concerns	Mitigation	Recovery Administration & Finance	Cultural & Historic Concerns Personnel
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Racine County Economic Development Corporation (RCEDC)																		L			
Racine County Finance Dept.																				L	
Racine County Human Resources																				S	
Racine County Human Services Department												L									
Racine County Public Works and Develop-ment Services	L		L			S			L	L	L							L			
Racine County Sheriff's Office														S							
Racine Econom-ic Redevelop-ment Agencies													S								
Racine Heritage Museum																					L
RAMAC													S								
Salvation Army				S	S	S						S									
Schools														S							
SEWPC													S								
UMCOR					S																
United Way of Racine County					S										L						
US Coast Guard									S												
USGS									S												
Utilities	S		S						S												
VOAD				S	S																
Volunteer Center of Racine County					S										L						

Departments, Agencies and Organizations	Damage Assessment/Impact Analysis	Continuation of Government	Debris Management	Individual Assistance	Unmet Needs	Human Services	Safety and Risk Management	Public and Environmental Health	Repair and Restoration	Emergency Permitting & Inspections	Rebuilding, Construction, Repairs, Restoration	Housing (Temporary / Replacement)	Redevelopment	Public Information	Volunteers and Donations	Reentry, Security	Economic Restoration & Development	Environmental Concerns	Mitigation	Recovery Administration & Finance	Cultural & Historic Concerns Personnel
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Water and Wastewater			S						S												
Weather Service	S																				
WI Department of Corrections									S												
WI Department of Natural Resources			S					S	S												
WI Department of Transporta-tion			S						S												
WI Housing Authority (WHEDA)												S									
WI Humane Society, Racine Branch						S															
WI State Historical Society																					S

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Attachment

Recovery Support Function (RSF) # 1
Damage Assessment / Impact Analysis

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 1

Damage Assessment / Impact Analysis

LEAD DEPARTMENT	Racine County Public Works and Development Services
SUPPORT AGENCIES	1. Assessors. 2. Human Services Department. 3. Local Public Works Departments. 4. Public health Departments. 5. Utilities. 6. Weather Service.
PURPOSE	1. To determine the disaster's impact on Racine County and its local governments, 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 or a local government'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.
POLICIES	1. Priority will be given to rapid damage assessment and impact analysis. 2. As soon as possible after an event the level of human suffering will be assessed to aid in determining the types and amount of external support required. 3. Damage and impacts to County and local government infrastructure and resources will be assessed. 4. Disaster impacts will be listed and prioritized.
PRE–DISASTER TASKS	1. Develop a County rapid impact assessment system for use in determining recovery planning priorities. 2. Develop methods for prioritizing critical public infrastructure, based on the vulnerability analysis. 3. Obtain and maintain pre–disaster maps, photos, and other documents for government buildings, facilities, infrastructure, etc. 4. Develop a data base (GIS) for use in rapidly compiling, interpreting and displaying damage assessment and impact assessment information. 5. Using local GIS data, HAZUS and other modeling software, produce countywide estimated damage scenarios based on the level of disaster. 6. Develop a "critical facilities" inventory (GIS). Data base information should

	include: Critical facility number designation; Name of facility; Street address; Map coordinates; Title/name of facility contact person; Telephone number; Type of hazard potential.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Receive initial impact data and damage assessment data. 2. Utilize the pre–event data base and GIS to develop an Impact Assessment that will identify: a. The boundaries of the disaster area(s), access points to the disaster area(s), and casualty information. b. The immediate physical needs of disaster victims (food, water, ice, medical, sanitation, temporary housing, security, electrical power needs). c. Numbers of houses and businesses without electricity, water, sewage service. d. Numbers of wells contaminated. e. The impact to the County's lifelines (those critical services and facilities necessary to sustain life, i.e., health services, water, food, etc.), public facilities, public services, private residences, and private businesses. f. The impact to the County's infrastructure, i.e. utilities, communications and transportation. g. Numbers of roads blocked. h. Numbers of tons of debris generated. i. Areas of the County that are isolated. j. The County's ability to meet disaster victims needs (status of fire, law enforcement, medical systems, critical facilities, and major resource needs/ shortfalls). k. Critical facilities incapable of performing their intended post disaster functions. l. The major disaster condition(s) that must be addressed. m. Which condition(s) are the most critical and requires the most immediate attention. n. The "rough" costs involved. o. Cost of damage to homes and businesses. p. Economic effects of the disaster on local business. q. Cost of damage to public facilities. r. How much federal and state individual and public assistance will be needed to recover from the disaster. s. Who must participate: directly or through support. t. The approximate timelines required for recovery. u. Which activities may require and be eligible for higher level assistance. 3. Distribute the Impact Assessment to Emergency Management, the Recovery Task Force, and other RSFs. 4. Compile list of locations and damage estimates to private and public structures indicating:

	Minor Damage 0 to 11% **Major Damage** 12 to 74% **Destroyed Damage** 75 to 100% 5. Develop an Individual Assistance impact assessment to estimate damages and impacts to the private sector to include damages to homes, businesses, possessions, and other improvements. (See References to state and federal guidance publications.) 6. Develop a Public Assistance impact assessment involving damage and impacts to public buildings, facilities, roads, bridges, sewer plants, etc. (See References to state and federal guidance publications.) 7. Identify impacts to public infrastructure and critical facilities. • Provide list and locations to RSF # 9 Repair and Restoration of Public Infrastructure, Services and Buildings (Public Assistance) for inspections and restoration planning. 8. Develop a priority list for the building inspection process and communicate this to RSF # 11 Rebuilding, Construction, Repairs, Restoration. Note: Critical facilities are those locations providing essential lifeline services to the community or qualify as a high occupancy structure, or as a high risk hazard to the community. Critical facilities and their priority will vary but some examples of their priority would be: 9. Provide impact assessment and other details to State Emergency Operations Center.
ATTACHMENTS	1. Critical Facilities.
REFERENCES	1. Racine County Damage Assessment and Impact Assessment Procedures. 2. WEM Damage Assessment Guide. 3. Uniform Disaster Guide. 4. FEMA Damage Assessment Guide.

Attachment 1

CRITICAL FACILITIES

Priority 1:	Priority 2:	Priority 3:
1. Major Government Buildings 2. Fire Stations 3. Police Stations 4. Public Works Yard(s). 5. Emergency Communication Center(s)/Infrastructure 6. County/Local Government Administrative Building(s) 7. Hospital(s), Medical Facilities, Emergency Clinics 8. Airports 9. Water 10. Sewage– Lift and pumping stations 11. Electric 12. Bridges, Overpasses, Major Arterial Roads 13. Schools: Occupied	1. Transportation 2. Essential Lifeline/Utility System Sites 3. Natural Gas 4. Telephone (emergency facilities) 5. Communication towers 6. Educational Facilities 7. Schools: Unoccupied 8. Staging areas and distribution centers requiring emergency power	1. High Occupancy Structures/Locations 2. Public shelters 3. Shopping Malls 4. Stadiums, arenas 5. High Rise Buildings 6. High Risk Construction/Engineering 7. Tilt–up Buildings 8. Unreinforced Masonry Buildings 9. High Risk HAZMAT Locations 10. Chemical/Waste Processing and Treatment Plants 11. Gas Stations 12. Identified High Risk HAZMAT carriers/handlers 13. Telephone (general public) 14. Convalescent/Residential Care Facilities

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Recovery Support Function (RSF) # 2
Continuation of Government

Primary Agency

County Executive

Recovery Support Function (RSF) # 2

Continuation of Government

LEAD DEPARTMENT	County Executive
SUPPORT AGENCIES	Buildings and Facilities. Corporation Counsel. County Administration. Finance Department. Human Resources. Information Systems.
PURPOSE	To ensure the continuing critical functions and services of County government while responding to and recovering from disaster.
POLICIES	1. Ensure that every effort will be made to restore normal local government operating and decision-making processes as quickly as possible. 2. Provide support to local government employees who may be called upon to perform in unfamiliar roles and environments, under conditions of fatigue and extreme stress, and often out of touch with family members for extended periods of time.
PRE–DISASTER TASKS	1. Develop a long-term recovery ordinance/executive order template. 2. Review Continuity of Operations Plans (COOPs) to ensure that they are consistent with long-term recovery actions. 3. Review County Code to ensure appropriate “lines of successions” are in place for elected officials and County departments; Determine limitations (if any) of authority based on delegations of authority to others; Develop recommendations (if any) for changes or additions to County Code. 4. Develop succession procedures to include the conditions under which succession will take place; method of notification; and any temporal, geographical, or organizational limitations of authorities. 5. Conduct orientation programs to prepare successors for their emergency duties. 6. Develop “Emergency Declaration” procedures for use by Elected Officials for issuing a County Emergency Declaration and for requesting through the County Board of Supervisors a State of Emergency Proclamation from the governor; Include draft declarations. 7. Determine mission essential functions for core services including: a. Emergency services. b. Finance. c. Purchasing. d. Human resources.

e. Communications.
f. Information Systems.
g. Risk management.
h. Facilities.
i. Legal.

8. For each core and support service, determine to what level of service each must be maintained to conserve financial resources.
9. Develop a County government services "impact analysis" to determine likely disaster impacts on County essential functions/operations.
10. List likely sites for County government temporary office space for continuation of essential services; Determine need for emergency power at each location.
11. Develop/maintain a master County government "Continuity of Operations Plan (COOP)" to allow certain County government services and essential functions to continue and to provide for the orderly restoration of County government services after disaster.
12. Direct each County department to develop a COOP; Provide guidance for use in developing a departmental COOP. Department COOP plans should provide for: Identification of agency essential functions; Predetermined delegations of authority and orders of succession; Contingency staffing to perform essential functions; Alternate operating facilities; Inter–operable communications, information processing systems and equipment; Protection of vital records and systems.
13. Encourage municipalities to develop Continuity of Operations Plans (COOPs) and coordinate with county COOP.
14. Determine types of vendor contracts and/or mutual aid agreements necessary for continuation of post–disaster County government essential services.
15. Prepare an administrative instruction with procedures for backing up and/or storing critical data; Ensure all County government departments routinely back up or store critical files off–site.
16. Address County government personnel issues:
    a. Develop a plan to assist employees in locating family members if a disaster occurs during work hours.
    b. If County government personnel suffered losses, determine what provisions there will be for time off (leave time) and other assistance.
    c. Formulate a policy regarding pay. Will employees be paid for the first few days of the emergency when some might not make it into work? Will employees be paid overtime?
    d. Identify Alternative Health Insurance options for employees.
    e. Ensure provisions in union contracts, as appropriate.
    f. Set up provisions for employee debriefings for both employees involved in response and employees maintaining the functioning of County government.
    g. Train supervisory staff to provide for the emotional needs of employees dur-

	ing the recovery phase, during which they will be expected to work long hours under stressful conditions, and possibly to perform unfamiliar roles. h. Educate supervisors and staff about stress responses so that they understand that their reaction is a normal one to an abnormal situation. i. Provide training in stress management techniques. 17. Provide training to all County government employees so they are aware of their responsibilities in responding to a disaster, and during the recovery period. 18. Conduct continuity of operations tests and exercises.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Activate COOP/COG (Continuity of Government) plans. 2. Convene an emergency meeting of County government elected officials. Determine: a. Political process management. b. Interdepartmental coordination. c. Policy development. d. Decision making. 3. Using damage assessment tools, estimate the impact on the County's financial revenue sources. • Identify and prioritize allocation of government funds based on level of core and support services that must be maintained. 4. Meet with Corporation Counsel; obtain: • Advice on emergency authorities and actions. 5. As appropriate, Corporation Counsel to: a. Prepare opinions. b. Prepare new ordinances and regulations. 6. If appropriate, enact a Disaster Recovery Ordinance and/or Executive Order(s)s. 7. Identify impacts to County government buildings and facilities; Coordinate with RSF # 1 Damage Assessment/Impact Analysis. 8. Determine status of County government operations and communications, and requirements for: a. Space. b. Supplies and equipment. c. Vehicles. d. Personnel. e. Related support. 9. Determine which routine County government business and services will be reduced or suspended during the response and short-term recovery, and for how long. • Reassign personnel to appropriate tasks. 10. Ensure County government departments have activated their COOP plans as appropriate. 11. Anticipate the need to set new priorities, reassign staff, hire/contract additional temporary staff. 12. Coordinate the establishment of County government services at temporary sites

	as necessary. a. Ensure that departments who are relocating have activated their COOP plans, procedures, and schedules to transfer activities, personnel, records, and equipment to alternate operating facility(ies). b. Work with RSF # 14 Public Information/Community Relations to notify the public of temporary government service locations, phone numbers, etc. 13. Determine what infrastructure and essential services are required to continue or reestablish critical government services. Communicate this to RSF # 10 Emergency Permitting and Inspections. 14. Determine methods and guidelines for retrieving needed resources from damaged County government buildings and facilities. 15. Ensure the repairing or restoring of normal communication and information systems to include restoration of: a. Emergency radio and telephone communications. b. Computer and network operations. 16. Provide County government employee support. a. Assist employees in locating family members if a disaster occurs during work hours. b. If County government personnel have suffered losses, coordinate time off (use of sick leave, vacation time), loans, and other assistance. c. Communicate work hours and overtime policy. d. Provide employee briefings and debriefings, for both employees involved in response and employees maintaining the functioning of County government. e. Provide employees information on stress reactions and stress management. f. Provide employee disaster safety and health information (RSF # 7 Safety and Risk Management). g. Provide security for staff who might need to work in unsafe areas. h. Provide guidance in how to respond to frustrated and angry members of the community. i. Establish a method for periodic staff update briefings to ensure that personnel are aware of recovery efforts and progress. This will relieve staff anxiety and foster cooperation. 17. Return to normal operations as feasible. a. Inform all personnel that the threat of or actual emergency no longer exists and provide instructions for resumption of normal operations. b. Supervise an orderly return to the normal operating facility, or movement to other temporary or permanent facility(ies) using a phased approach if conditions necessitate. c. Report status of relocation to the EOC and other department points of contact. d. Notify the general public.
ATTACHMENTS	None.
REFERENCES	1. Racine County COOP Plans. 2. Racine County Department COOP Plans.

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Recovery Support Function (RSF) # 3
Debris Management

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 3

Debris Management

LEAD DEPARTMENT	Racine County Public Works and Development Services
SUPPORT AGENCIES	Local Contractors. Local Public Works Departments. Public Health Departments. Utilities. Water and Wastewater. WI Department of Natural Resources. WI Department of Transportation.
PURPOSE	To effectively manage debris generated by natural and man–caused disasters.
POLICIES	1. The initial focus of debris removal efforts will be on clearing of major transportation routes and roadways into damaged areas to allow for the movement of emergency vehicles, personnel, equipment, and supplies. 2. To remove debris in affected areas to prevent the development and spread of vector-based epidemiological agents and general sanitation problems. 3. To conduct disposal activities with health and environmental concerns being the foremost consideration.
PRE–DISASTER TASKS	1. Identify areas in which there is likely to be debris from damaged structures and environment. Determine storage sites for the debris. • Provide for a periodic reassessment of debris collection sites, using GIS analysis to show parcel availability and changes in adjacent land use. 2. Prepare and maintain operating procedures, resource inventories, personnel rosters and detailed resource mobilization information necessary for implementation of ESF # 24 and RSF # 3 (Debris Management). 3. Provide a periodic review of resources to ensure they are available, operational, and accessible and their current location the day of the event. • This action should also include the human element and ensure the resource has a driver or operator and that all keys are obtainable. 4. Develop and maintain an inventory and sources of debris management resources, manpower and equipment to include supplies and maintenance. • This inventory needs to be reviewed monthly and prior to the event to ensure availability. 5. Work with RSF # 1 Damage Assessment/Impact Analysis 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. 6. Pre-stage appropriate equipment when allowed and have a plan that can be

	modified in the field. 7. Develop and maintain a Debris Management Plan that is inclusive of all municipalities and agencies. Include strategies for: a. Debris collection. Determine pre-existing conditions at all debris collection sites) b. Identification of temporary storage and areas. c. Promote Recycling of Surplus Materials from reconstruction activities by retaining recycling/salvaging contractors. d. Disposal. e. Hazardous waste identification and handling. f. Administration. g. Creating public education materials on the proper segregation of debris. h. Include equipment and manpower listing and contacts plus locations. i. Ensure debris management plan is consistent with future long-term land use policies. 8. Secure pre-event contracts from non-local waste collectors, both local and non-local as back-up resources. 9. Coordinate with County's contractor(s). Review Plan annually. 10. Maintain data base of contractors' services, resources and contact numbers. 11. Determine what authority is required to receive contractor service. 12. Conduct pre–event meeting to brief key contractors and essential staff on the Debris Management Plan of Operations. • This should happen periodically and especially at pre-event. 13. Conduct annual site visits at Temporary Debris Storage and Reduction Sites (TDSRs).
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Implement the Debris Management Plan. • Appoint a debris management coordinator. This coordinator needs to be assigned early enough to be familiar with all issues and should have contact numbers, etc. provided to all personnel associated with recovery actions. 2. Contact the debris management contractor(s) to activate the debris management contract(s). • Provide a scope of work of work that is to begin first or as top priority would indicate. 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. • Public Works along with DOT will perform this activity with the law enforcement and Fire and Rescue team to clear streets and critical infrastructure. 4. Identify incident sites requiring debris clearance and management: a. Public rights–of–way. b. Public property.

	c. Private property. d. After identification a priority plan needs to be developed to maximize efficiency 5. Recommend disposal sites for debris: a. Temporary Debris Storage and Reduction Sites (TDSRs). b. Prepare site layout for inspection tower debris, segregation area, equipment lay down, personnel parking, and security perimeter 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 the limits established by County Board of Supervisors and local, state and federal policies. c. Ensure and designate key personnel to provide this service and others to monitor work, transportation to staging areas etc. 7. Coordinate the removal of debris with county, state, and federal environmental officials. • Ensure quantities are established, verified, and documented, recommend a manifest and confirm final destination of transported debris. 8. Determine who will have salvage rights to building materials. a. Also determine what and when is considered salvageable, this activity should also be documented with pictures and assured that the salvager takes only what is within their rights. b. This activity should be monitored and have a few check points. 9. Develop a “recycling on site” program. • Ensure there is a portion of each proposed debris staging area for this component, this should also be monitored for quality assurance 10. Determine how asbestos, hazardous materials, fuel spill, etc., removal will be handled via contractors and sub-contractors. • Ensure building materials suspected of containing asbestos are kept segregated and periodically sprayed with water and covered if possible. 11. Determine who will be responsible for identification and removal of downed or potentially hazardous trees. 12. Develop process for building owners to reclaim valuables contained within debris. • This can only happen after the facility is deemed safe and should not happen without a county and/or law enforcement representative is on site. There should be a list compiled of items removed, signed by the taker and also photos if applicable. 13. 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.

	c. Segregate debris in the field during pick up if possible, if not, provide area at staging area to spread out materials for this separation activity. 14. Coordinate debris disposal. a. Identify debris disposal issues e.g., hazmat. b. Secure necessary environmental permits and legal clearances. c. Document with photos, signatures of haulers and manifest of transport, to include final disposal site or incineration facility. 15. 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 County. 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. f. NOTE: Track and document of all waste for record (reimbursements). 16. Administer and manage contracted services. 17. Conduct briefing with all proposed staff and field workers on operation procedures and follow up.
ATTACHMENTS	None.
REFERENCES	1. Racine County Debris Management Plan (To Be Developed). 2. Municipal Debris Management Plans. 3. FEMA Handbook: Public Assistance Debris Management Guide.

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Recovery Support Function (RSF) # 4
Individual Assistance

Primary Agency

Human Services Department

Recovery Support Function (RSF) # 4

Individual Assistance

LEAD DEPARTMENT	Human Services Department
SUPPORT AGENCIES	American Red Cross. Emergency Management. Public Health Departments. Salvation Army. VOAD.
	To inform disaster survivors about the federal individual assistance programs that are available and how to make application.
POLICIES	1. Ensure that citizens are informed about the individual assistance programs that are available following a major disaster declaration, and how to make application. 2. Provide convenient sites where the public can apply for assistance programs. Ensure that these sites are placed in the areas most impacted by the disaster event.
PRE–DISASTER TASKS	1. Identify facilities that could be utilized as Disaster Recovery Centers (DRCs). See Attachment 1 for requirements. 2. Become familiar with post–disaster individual assistance programs and application processes. 3. Prioritize and designate low-income census tracts for first access to recovery grants and financial assistance. 4. Create a prioritized list of those services that citizens need immediately to speed the decision-making process for recovery operations.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Obtain a current copy of State and FEMA post–disaster individual assistance programs and application processes. • Latest information is available through FEMA website: www.fema.gov. 2. Work with RSF # 14 Public Information/Community Relations to publicize the National Tele-registration Center (NTC) and FEMA web site. a. Disaster survivors should have the following information ready before calling: Social security number, names and addresses of all persons living in the damaged home, address where damage occurred, evidence that you lived at damaged residence, phone number where you can be reached, address where you can received mail, total monthly family income, name of insurance company, proof of ownership for damaged automobiles, receipts of

	medical expenses related to the disaster and receipts of funeral expenses caused by the disaster. b. Inform the general public that this speeds up the application process. c. Advantages of the National Tele-registration Center (NTC) include convenience, being available immediately upon receiving a major disaster declaration, service to remote locations, identifying other areas of the State that are affected, eliminating the requirement for federal, state and local staffing, and providing close monitoring, uniformity and consistency of the application process. d. Disadvantages are that all agencies are not in one place; therefore, applicants must follow–up on the status of their application at different physical locations. 3. Coordinate with State Emergency Management on need for Disaster Recovery Centers (DRCs). 4. If DRC(s) are needed, coordinate with State Emergency Management to establish locations for Disaster Recovery Centers (DRCs). • Review the pre–event listing of local government facilities that could be utilized as Disaster Recovery Centers (DRCs). Determine what is available now. Modify this list as appropriate. See Attachment 3 for requirements. 5. If DRC(s) Are Established. a. Maintain a visible County desk at DRCs to answer questions and concerns by Racine County citizens, and to better coordinate individual assistance programs and issues with state and federal officials. b. Identify which local government functions you want to represent and staff at the DRCs, i.e., planning and building permits, property tax, etc. c. Identify which community–based organizations you want to be represented at the DRCs. d. Work with RSF # 14 Public Information/Community Relations to develop strategies for outreach to citizens to encourage them to visit a DRC if they have been affected. (1) Use radio, television, newspaper and public notices. (2) Provide outreach to the disabled and non–English speaking.
ATTACHMENTS	None.
REFERENCES	1. Individual Assistance Programs can be found on the FEMA website. 2. Disaster Recovery Centers (DRCs) Requirements.

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Recovery Support Function (RSF) # 5
Unmet Needs

Primary Agency

Human Services Department

Recovery Support Function (RSF) # 5

Unmet Needs

LEAD DEPARTMENT	Human Services Department.
SUPPORT AGENCIES	American Red Cross. Emergency Management. Love Inc. Salvation Army. UMCOR. United Way of Racine County. VOAD. Volunteer Center of Racine County.
PURPOSE	1. To provide a mechanism for providing information, investigating complaints, and assisting 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.
POLICIES	1. Promote cooperation and coordination among local government, county, state, federal, and voluntary agencies to address recovery needs of individuals and families. 2. To organize and utilize a long-term recovery Unmet Needs Committee (UNC) to meet the unmet needs of the County's citizens. 3. To assist citizens with finding their way through "red tape."
PRE–DISASTER TASKS	1. Identify community–based organizations that can provide resources to support unmet needs. 2. Develop an “Unmet Needs” procedure to include eligibility criteria and application process.
RECOVERY TASKS	**Note:** Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Identify any disaster–related losses experienced by disaster victims that cannot be provided for by the programs available from local, state, or federal government agencies due to the victim's ineligibility for such services or the unavailability of the goods or services. 2. Refer families and individuals who have unmet needs to the appropriate entity. 3. Ensure that disaster victims' applications have been received and that their needs

	are being met 4. Assure appropriate allocation of resources. 5. Provide a means for referrals. 6. As appropriate, coordinate with RSF # 15 Volunteers and Donations to provide donated goods and volunteer services to supplement governmental assistance. 7. Activate the mechanism for providing information, investigating complaints, and assisting with disputes by directing citizens to the appropriate agency(ies) for resolution. **<u>Typical Unmet Needs Areas of Involvement Include:</u>** 1. Individual Assistance: utility deposits, rental assistance, essential mechanical, appliance and furniture replacement, emergency protection repairs, rebuilding of homes, building supplies, donated goods, management of volunteer labor. 2. Crisis counseling and mental health assistance. 3. Coordination and disbursement of donated monies. 4. Casework management and review. 5. Success of the Unmet Needs coordination is contingent on local resources and participation. Likely participants include: a. Governmental agencies. b. Voluntary agencies: ARC, Salvation Army, Habitat for Humanity, Churches. c. Nonprofit organizations: United Way. d. Businesses and corporations.
ATTACHMENTS	None.
REFERENCES	1. Unmet Needs Committee Procedure. 2. List of Unmet Needs Committee Members.

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Recovery Support Function (RSF) # 6
Human Services

Primary Agency

Human Services Department

Recovery Support Function (RSF) # 6

Human Services

LEAD DEPARTMENT	Human Services Department.
SUPPORT AGENCIES	American Red Cross. Racine County Public Works and Development Services. Salvation Army. WI Humane Society, Racine Branch.
PURPOSE	To identify individuals who need various human services following a disaster and to meet those needs through coordination with public and private organizations.
POLICIES	1. Coordinate recovery human services following a disaster to include: shelter, first aid, water, ice, food, hygiene, sanitation, crisis counseling, temporary housing, family grants, animal needs. 2. Assess the need for human services and coordinate with the agencies who normally offer these services. 3. Allow pre-identified local government facilities to be used as emergency shelters, to include parks (tent cities).
PRE–DISASTER TASKS	1. Develop a post–disaster human services needs baseline and capacity assessment system. 2. Identify facilities that may be used for temporary emergency shelters. 3. Develop and maintain a mass care and human services inventory to include: personnel, facilities, equipment and supplies. 4. Develop agreements with human services providers. 5. Identify special populations: a. Develop strategies for systematic monitoring and reporting of the needs of special care populations. b. Pre-identify potential hidden populations using social, economic, cultural, and other indicators. c. Develop outreach strategies with advocacy groups that target these populations. 6. Conduct regular and periodic assessments of the access and functional needs populations to determine any significant difference in pre-disaster assessments.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. **A. <u>General.</u>** 1. Develop a "Human Services Needs Assessment." (See Attachment 1) a. Coordinate with RSF # 1 Damage Assessment/Impact Analysis.

(1) Obtain information on need for human services.
(2) Develop an initial recovery human services needs assessment.
(3) Determine what kinds of human services are now in place; which human services need to continue short term and long term.
(4) Develop an initial recovery food and water needs assessment.
(5) Determine what food and water distribution services are now in place and which need to continue short term and long term.

2. Review the local mass care and human services inventory. Determine what is available now. Modify this list as appropriate.
3. Review the inventory of facilities that may be used for temporary emergency shelters. Determine what is available now. Modify this list as appropriate.
4. Establish and maintain liaison among federal, state, and county officials concerned with human services.
   - Agencies should coordinate their efforts to avoid duplication of efforts.
5. Establish priorities and coordinate the transition of mass care operations (ESF # 6) with recovery activities based on disaster situation information and the availability of resources that can be appropriately applied.
6. Provide information services on locations and availability of human services.
   - Coordinate public information with RSF # 14 Public Information/Community Relations.
7. Coordinate with GIS to:
   a. Develop a database for use in rapidly compiling and displaying the human services needs assessment.
   b. Develop a "human services" inventory. Data base information should include locations of: facilities, equipment and supplies.

B. <u>Sheltering and Mass Feeding.</u>

1. Coordinate with Red Cross and Salvation Army to support emergency public shelters after a major or catastrophic disaster for those whose homes have been destroyed, severely damaged or rendered inaccessible.
2. Local government responsibilities include:
   a. Provide available facilities suitable for shelter as necessary.
   b. Provide for food preparation and stockpiling.
   c. Arrange for emergency communications at sheltering facilities.
   d. Keep track of and report number of sheltered evacuees/homeless.
   e. Arrange for vector control and health hazard monitoring at shelter facilities.
   f. Provide available departmental resources (cots, blankets, sleeping bags, and personnel) for shelters (ARC).
   g. Provide assistance in inspecting mass care shelter sites after the disaster to ensure suitability of facilities to safely shelter disaster victims.
   h. Provide workers to augment personnel assigned to shelters.

i. Provide assistance for shelter operations related to food, vectors, water supply, and waste disposal.
j. Provide medical supplies and personnel to support mass care operations.

3. Implement procedures to provide for first responder care needs.
4. Assist in the release of information for notification of relatives.
   - Provide communications links to the Red Cross Disaster Welfare Center (DWI) from the disaster area.
5. Distribute "Change of Address Cards" for victims to notify the Postal Service of relocation addresses for the purpose of mail forwarding, and assist in the distribution, collection, and mailing of those cards.
   - Provide an electronic file of address change information furnished by disaster victims (ARC).
6. Coordinate assistance in constructing temporary shelter facilities, if necessary, in the disaster area.
7. Coordinate temporary housing for those displaced by the disaster.
   - Coordinate with RSF # 12 Housing (Temporary/Replacement).
8. Coordinate mobile feeding capability as needed for victims and disaster workers.
   a. Identify facilities that are appropriate for feeding facilities.
   b. Provide potable water.
   c. Provide temporary sanitation facilities.
9. Obtain, coordinate mass care resources as requested by incident commanders.
   - Coordinate temporary sheltering, feeding, potable water, sanitation facilities, for disaster workers.
10. Conduct regular and periodic assessments of the needs of functional needs populations during recovery.

C. <u>Relief Services – Community Services.</u>

1. Assess social service needs of victims. Institute a Social Services Needs Baseline and Capacity Assessment.
2. Coordinate additional services to disaster victims who normally depend upon others to maintain daily living activities. This could include:
   a. Financial assistance (rental, electric payment, medical).
   b. Housing assistance.
   c. Case management.
   d. Child care.
   e. Homemaker services.
   f. Day care.
   g. Information and referral.
   h. Personal care.
   i. Respite.
   j. Home delivered meals.
   k. Escort/transportation.
3. Assess the need for these services.

	a. Contact the agencies who normally offer these services. b. Ask each agency to determine its ability to continue to provide services. 4. From this assessment, establish door–to–door outreach programs to determine unmet needs and publicize service availability. 5. Request help to fill needs that cannot be met locally from various providers outside the area through established channels. 6. Coordinate counseling services with RSF # 8 Public Health (Long Term). • Work with the ARC, American Psychological Association (APA) Disaster Outreach Program, Salvation Army and other volunteer groups. **D. <u>Food and Water.</u>** 1. Locate and secure supplies of food, including federally owned surplus foods, to supplement those in the disaster area. 2. Identify locations for distribution service centers. 3. Coordinate receipt of bulk items and donated goods. • Coordinate donated goods with RSF # 15 (Volunteers and Donations) in conjunction with the American Red Cross and Salvation Army. 4. Establish, staff, and supervise supply distribution points within the County. • Coordinate potable water, ice, and food for mass care use and bulk distribution to disaster victims. **E. <u>Emergency Transportation in conjunction with ESF # 1.</u>** 1. Coordinate the procuring of transportation resources to support delivery of emergency goods and services, and other disaster related needs. **F. <u>Emergency Housing.</u>** 1. Assist individuals and families in identifying the availability and location of potential emergency housing (ARC). 2. Provide information on available habitable housing units, within or adjacent to the disaster or affected area for use as emergency shelters. 3. Coordinate with home improvement businesses to ensure that critical building supplies are in stock or easily accessible to assist homeowners to make temporary repairs to their homes to make them habitable. 4. Identify sites for emergency housing, i.e. parks, schools. 5. Encourage homeowners whose homes have been damaged to protect the interior of the home and its contents from further damage must contact their insurance companies. • Coordinate public information with RSF # 14 Public Information/Community Relations. 6. Identify and assist the non–insured, and homeowners whose homeowner insurance does not cover the costs of “drying–in.” • Coordinate with RSF # 15 Volunteers and Donations for volunteers and donated materials.
ATTACHMENTS	1. Initial Recovery Human Services Needs Assessment.

REFERENCES	None.

Attachment 1

INITIAL RECOVERY HUMAN SERVICES NEEDS ASSESSMENT

INITIAL INTAKE AND ASSESSMENT TOOL - AMERICAN RED CROSS - U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES			
HEARING	**Circle**	**Actions to be taken**	**Comments**
Do you use a hearing aid and do you have it with you?	YES / NO	If Yes to either, ask the next two questions. If No, skip next two questions.	
Is the hearing aid working?	YES / NO	If No, identify potential resources for replacement.	
Do you need a battery?	YES / NO	If Yes, identify potential resources for replacement.	
Do you need a sign language interpreter?	YES / NO	If Yes, identify potential resources in conjunction with shelter manager.	
How do you best communicate with others?		Sign language? Lip read? Use a TTY? Other (explain).	
VISION/SIGHT	**Circle**	**Actions to be taken**	**Comments**
Do you wear prescription glasses and do you have them with you?	YES / NO	If Yes to either, ask next question. If No, skip the next question.	
Do you have difficulty seeing, even with glasses?	YES / NO	If No, skip the remaining Vision/Sight questions and go to Activities of Daily Living section.	
Do you use a white cane?	YES / NO	If Yes, ask next question. If No, skip the next question.	
Do you have your white cane with you?	YES / NO	If No, identify potential resources for replacement.	
Do you need assistance getting around, even with your white cane?	YES / NO	If Yes, collaborate with HS and shelter manager.	
ACTIVITIES OF DAILY LIVING	**Circle**	**Ask all questions in category.**	**Comments**
Do you need help getting dressed, bathing, eating, toileting?	YES / NO	If Yes, specify and explain.	
Do you have a family member, friend or caregiver with you to help with these activities?	YES / NO	If No, consult shelter manager to determine if general population shelter is appropriate.	
Do you need help moving around or getting in and out of bed?	YES / NO	If Yes, explain.	
Do you rely on a mobility device such as a cane, walker, wheelchair or transfer board?	YES / NO	If No, skip the next question. If Yes, list.	
Do you have the mobility device/equipment with you?	YES / NO	If No, identify potential resources for replacement.	
NUTRITION	**Circle**	**Actions to be taken**	**Comments**
Do you wear dentures and do you have them with you?	YES / NO	If needed, identify potential resources for replacement.	
Are you on any special diet?	YES / NO	If Yes, list special diet and notify feeding staff.	
Do you have any allergies to food?	YES / NO	If Yes, list allergies and notify feeding staff.	
IMPORTANT! HS/DMH INTERVIEWER EVALUATION			
Question to Interviewer: Has the person been able to express his/her needs and make choices?	YES / NO	If No or uncertain, consult with HS, DMH and shelter manager.	
Question to Interviewer: Can this shelter provide the assistance and support needed?	YES / NO	If No, collaborate with HS and shelter manager on alternative sheltering options.	
NAME OF PERSON COLLECTING INFORMATION:	HS/ DMH Signature:		Date:

This following information is only relevant for interviews conducted at DHS medical facilities. Federal agencies conducting or sponsoring collections of information by use of these tools, as long as these tools are used in the provision of treatment or clinical examination, are exempt from the Paperwork Reduction Act under 5 C.F.R. 1320.3(h)(5).

The authority for collecting this information is 42 USC 300hh-11(b)(4). Your disclosure of this information is voluntary. The principal purpose of this collection is to appropriately treat, or provide assistance to, you. The primary routine uses of the information provided include disclosure to agency contractors who are performing services related to this collection, to medical facilities, non-agency healthcare workers, and to other federal agencies to facilitate treatment and assistance, and to the Justice Department in the event of litigation. Providing the information requested will assist us in properly triaging you or providing assistance to you.

INITIAL INTAKE AND ASSESSMENT TOOL - AMERICAN RED CROSS - U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Date/Time: _____ Shelter Name/City/State: _____ DRO Name#: _____

Family Last Name: _____

Primary language spoken in home: _____ Does the family need language assistance/interpreter?: _____

Names/ages/genders of all family members present: _____

If alone and under 18, location of next of kin/parent/guardian: _____ If unknown, notify shelter manager & Interviewer initial here: _____

Home Address: _____

Client Contact Number: _____ Interviewer Name (print name): _____

INITIAL INTAKE	Circle	Actions to be taken	Include ONLY name of affected family member
1. Do you need assistance hearing me?	YES / NO	If Yes, consult with Disaster Health Services (HS).	
2. Will you need assistance with understanding or answering these questions?	YES / NO	If Yes, notify shelter manager and refer to HS.	
3. Do you have a medical or health concern or need right now?	YES / NO	If Yes, stop interview and refer to HS immediately. If life threatening, call 911.	
4. Observation for the Interviewer: Does the client appear to be overwhelmed, disoriented, agitated, or a threat to self or others?	YES/ NO	If life threatening, call 911. If yes, or unsure, refer immediately to HS or Disaster Mental Health (DMH).	
5. Do you need medicine, equipment or electricity to operate medical equipment or other items for daily living?	YES / NO	If Yes, refer to HS.	
6. Do you normally need a caregiver, personal assistant, or service animal?	YES / NO	If Yes, ask next question. If No, skip next question.	
7. Is your caregiver, personal assistant, or service animal inaccessible?	YES / NO	If Yes, circle which one and refer to HS.	
8. Do you have any severe environmental, food, or medication allergies?	YES / NO	If Yes, refer to HS.	
9. Question to Interviewer: Would this person benefit from a more detailed health or mental health assessment?	YES / NO	If Yes, refer to HS or DMH.	*If client is uncertain or unsure of answer to any question, refer to HS or DMH for more in-depth evaluation.
STOP STOP HERE! STOP	REFER to:	HS Yes ☐ No ☐	DMH Yes ☐ No ☐ Interviewer Initial ____

DISASTER HEALTH SERVICES/DISASTER MENTAL HEALTH ASSESSMENT FOLLOW-UP

ASSISTANCE AND SUPPORT INFORMATION	Circle	Actions to be taken	Comments
Have you been hospitalized or under the care of a physician in the past month?	YES / NO	If Yes, list reason.	
Do you have a condition that requires any special medical equipment/supplies? (Epi-pen, diabetes supplies, respirator, oxygen, dialysis, ostomy supplies, etc.)	YES / NO	If Yes, list potential sources if available.	
Are you presently receiving any benefits (Medicare/Medicaid) or do you have other health insurance coverage?	YES / NO	If Yes, list type and benefit number(s) if available.	
MEDICATIONS	**Circle**	**Actions to be taken**	**Comments**
Do you take any medication(s) regularly?	YES / NO	If No, skip to the questions regarding hearing.	
When did you last take your medication?		Date/Time	
When are you due for your next dose?		Date/Time	
Do you have the medications with you?	YES / NO	If No, identify medications and process for replacement.	

Revision As of 6-20-08 1 Initial Intake and Assessment Tool

Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 7
Safety and Risk Management

Primary Agency

Racine County Human Resources

Recovery Support Function (RSF) # 7

Safety and Risk Management

LEAD DEPARTMENT	Racine County Human Resources
SUPPORT AGENCIES	Emergency Management. Public Health Departments.
PURPOSE	1. To ensure that a safe and healthful working and living environment is maintained for local government recovery personnel and others, and to provide guidelines to minimize the risk of injury or illness to local government deployed personnel, mutual aid personnel, and volunteers who are involved in disaster response, recovery, or mitigation operations; and for victims and citizens. This RSF applies to all personnel, regardless of agency affiliation, who are deployed to the field or any other location in response to a disaster declaration, whether on or off duty, and whether on or off local government-controlled premises. 2. For the purposes of this RSF, "local government deployed personnel" means full-time and part-time local government employees, local hires, and any other local government-controlled personnel, whether staff, managers, or executives, who are working in response, recovery, or mitigation in support of a declared disaster. These personnel may be deployed at disaster sites, at interim staging points, or in support functions at the Emergency Operations Center or other locations. In some cases, deployed personnel will include employees and volunteers with recognized voluntary organizations who have been deployed under the Racine County Comprehensive Emergency Management Plan.
POLICIES	1. Ensure that deployed personnel work and reside in as safe and healthy environment as possible. 2. Establish and maintain a visible safety and health presence at the disaster site and at all support sites, including mobilization centers. 3. Ensure consistency at incident sites with use of the Incident Command System (ICS) organizational structure and the inclusion of a qualified Safety Officer as a member of the Command Staff. 4. Ensure that safety and health activity is integrated into the operating routine of on-site command structures. 5. Identify, investigate, and coordinate abatement of safety and health problems.
PRE–DISASTER TASKS	1. Works with departments when necessary, in identifying and listing the disaster safety and health hazards that may threaten personnel involved in disaster response, recovery, or mitigation. 2. Develop directives for disaster safety issues to include: a. Taking all reasonable steps to protect deployed personnel from disaster–

	related hazards, including, but not limited to, compliance with safety and health standards. This includes, for example, allocating sufficient resources for safety and health protection, training staff, purchasing protective clothing and equipment as needed, and correcting unsafe or unsanitary conditions. b. Departments will ensure that these individuals are fitted and trained in the use of their Personal Protection Equipment (PPE), if applicable, prior to using the equipment. c. Departments will provide basic disaster safety and health training and information for all personnel. 3. Develop a procurement process for obtaining safety and security materials. 4. Review all safety certifications and renewal dates for Safety and Security Personnel on a regular basis. • Cross-train safety and inspection personnel to ensure optimal efficiency. 5. Works with departments when necessary, in providing training on the anticipated safety and health hazards, their potential impacts, and possible prevention or countermeasures, including crime prevention.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. The Safety Officer shall liaison with safety and health personnel of other departments as needed. 2. Each department shall assign Supervisors who will: a. Represent the County in all occupational safety and health matters within the context of the disaster. b. Provide ongoing safety and health status reports to the County's risk management. c. Develop a roster of replacements to rotate throughout disaster operations as necessary. d. Deploy to, or near, the potential disaster location as appropriate. e. Collect relevant information on the situation. f. Obtain information on disaster–related safety and health hazards that could be expected to be found on initiation of on–site disaster response and recovery operations. g. Develop an initial safety and health hazard assessment. Review often and revise after a more comprehensive impact assessment is provided. h. Ensure that deployed personnel and others have adequate information about the potential safety and health hazards that they may face, and mitigation measures that may be employed. i. Ensure that deployed personnel observe all normal safety and health practices of their respective agencies. j. Appoint representatives as needed to provide safety and health service oversight for requirements unique to their specific operations. k. Obtain and maintain suitable, safe, and healthful working facilities for deployed personnel. l. Ensure facilities meet all applicable safety, health, and fire criteria.

	m. Identify hazards at the disaster site(s). (1) Determine hazard abatement strategies. (2) Coordinate the abatement of hazards. (3) Assign responsibilities for protecting personnel from these hazards. (4) Ensure prompt and effective remedial actions when a disaster–related illness or injury takes place. n. Provide procedures and coordinate the acquisition of equipment to mitigate the effects of the anticipated hazards to the greatest degree possible. o. Coordinate access to survey instrumentation (oxygen levels, chemicals, radiation, contamination, etc.) and proper personal protective equipment (helmets, gloves, safety shoes, eye protection, hearing protection, self-contained breathing apparatus, etc.) as may be required to protect the safety and health of deployed personnel. p. Ensure that tasked agencies provide personal protective equipment (PPE) for all their staff needing such equipment. • Ensure personnel have been trained in the use of their PPE. Note: No personnel should be deployed to the scene of an emergency that may involve a response to hazardous materials until the Supervisor has coordinated personal protective equipment with those agencies leading a response under another plan. q. Inspect and approve field facilities prior to leasing to ensure compliance with all applicable safety, health, and fire criteria. r. Works with Risk Management and Workers Compensation to implement a system to report, investigate, and recommend remediation for accidents, injuries, and illnesses related to the disaster. This system should include centralized collection and maintenance of safety and health related documentation and records. Workers' compensation reports may contribute to the reporting system but should not be construed as sole fulfillment of this requirement. • Collect and review information for required reports. s. Provide written evaluations, after–action reports, and exit reports on the disaster safety and health activities to include input from other agency safety personnel as appropriate.
ATTACHMENTS	1. Safety and Health Problems That Might be Encountered in a Disaster.
REFERENCES	1. FEMA Instruction 6900.5, FEMA Safety and Occupational Health Program Authorities and Responsibilities. 2. FEMA Manual 6900.3, FEMA Occupational Safety and Health Program Manual.

Attachment 1

SAFETY AND HEALTH PROBLEMS THAT MIGHT BE ENCOUNTERED IN A DISASTER

1. **Safety Problems:** Wet or uneven floors or carpets, broken walkways, or unlighted parking lots; sharp edges on equipment in crowded work areas; falling objects from unsecured or improperly stacked cabinets in office work areas; blocked fire doors or emergency escape routes; lack of emergency lighting; electrical cables strung across floors or hanging from ceilings; unprotected or ungrounded electrical circuits; traffic safety issues such as driver fatigue, unfamiliar roads, or disaster–related road hazards; hazards relating to construction equipment and operations; hazards encountered by field inspectors in and around damaged or unsafe structures; and fire or other hazards created by poor housekeeping.

2. **Health Problems:** Ergonomic issues related to lifting and carrying, seating, or video display terminals; repetitive motion injury from using power tools, computers, or other equipment; reactions to particulate matter, chemicals, radioactive materials, or microbial contaminants such as fungi from mildewed carpets; exposure to asbestos or other contaminants that cause delayed or long–term health effects; infectious diseases (including vector–borne illnesses) that may be aggravated by crowded work spaces, poor ventilation, or poor air quality; exposure to weather extremes without adequate protective gear or time to become acclimated to the conditions; damage to eyes, hearing, or respiratory system as a result of failure to wear protective goggles, earplugs, or breathing apparatus; fatigue, stress, or hypoglycemia from poor nutrition or inadequate rest breaks; and exposure to diseases indigenous to the disaster area.

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 8
Public and Environmental Health

Primary Agency

Public Health Departments

Recovery Support Function (RSF) # 8

Public and Environmental Health

LEAD DEPARTMENT	Public Health Departments.
SUPPORT AGENCIES	Hospitals. WI Department of Natural Resources.
PURPOSE	Perform public health functions and control environmental factors to prevent the outbreak of disease and monitor the spread of vectors associated with a disaster.
POLICIES	Coordinate comprehensive public health services and other resources necessary to maintain all health standards, including but not limited to food, water, waste disposal, air quality and vector control services following a disaster through the recovery period.
PRE–DISASTER TASKS	1. Develop and maintain an inventory of resources and equipment. 2. Develop and maintain a system to conduct surveillance and investigation of communicable disease. 3. Develop and maintain education material to instruct, direct and coordinate actions that ensure the health, safety and welfare of the community residents following disasters. 4. Develop and maintain a format for preparing health–related public information for distribution to the PIO for release to the general public.
RECOVERY TASKS	**Note:** Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Coordinate with RSF # 1 Damage Assessment/Impact Analysis; Assess the incident and determine if there are any long-term population-wide health implications. Provide assessment to county EOC and state health officials. 2. Establish and maintain liaison among federal, state, and local officials concerned with public health. 3. Coordinate the surveillance and investigation of communicable disease. Implement tracking procedures to assess the numbers of persons and areas affected to determine the potential for spread of disease and minimize the effects on the community. 4. Ensure that all health standards, including, but not limited to, food, water, and sanitation are maintained at all service sites and throughout the community. 5. Develop and release education material to instruct, direct and coordinate actions that ensure the health, safety and welfare of community residents. 6. Supply all hospital, clinicians and first responders with the health-related advisories or disease specific guidance documents as provided by the Wisconsin Division

	of Public Health and/or the Center for Disease Control and Prevention. 7. Continue to conduct health assessments throughout the "long-term" recovery period. Identify gaps in public health needs and utilize data to allocate resources as needed. 8. Conduct a public health response evaluation to identify the strengths/weaknesses of the Public Health Emergency Plan (PHEP) and gaps in the local ordinances as it relates to public health. 9. Complete an After Action Report/Improvement Plan (AAR/IP) based on evaluation of the public health response.
ATTACHMENTS	None.
REFERENCES	1. Public Health Emergency Plan (PHEP). 2. Mass Clinic Plan (MCP). 3. Pandemic Influenza Plan (PIP).

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 9
Repair & Restoration of Infrastructure, Services & Public Buildings

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 9

Repair & Restoration of Infrastructure, Services & Public Buildings

LEAD DEPARTMENT	Racine County Public Works and Development Services
SUPPORT AGENCIES	Engineering Departments. Local Public Works Departments. Public Health Departments. US Coast Guard. USGS. Utilities. Water and Wastewater. WI Department of Corrections. WI Department of Natural Resources. WI Department of Transportation.
PURPOSE	Repair and Restoration of Infrastructure, Services and Public Buildings to return the infrastructure and government's services to pre–event levels. *Definitions.* 1. Essential Services: Community services normally provided on a daily basis. Each of these services are dependent upon certain critical facilities and infrastructure. Racine County will also strive to provide these services during disasters through activation of Emergency Support Functions (ESFs) as appropriate. 2. Critical Facilities: Specific structures or facilities that support the delivery of essential services. 3. Infrastructure: "Systems" upon which critical facilities, and hence, essential services are dependent
POLICIES	1. Cooperate with government agencies and the private sector to return the public infrastructure and government services to pre-event levels. 2. Assist in the re-establishment of essential public commercial services and necessary utilities. 3. Work with appropriate county, state, federal entities to facilitate the restoration of roadways and utilities immediately following a disaster. 4. Correct deficiencies in public and private infrastructure following a county-wide disaster.
PRE–DISASTER	1. Evaluate all critical infrastructure and structures in the county to determine

TASKS	current vulnerability and capacity. 2. Develop a general repair and restoration plan to restore utility services, streets, sewage and solid waste disposal; other similar locally operated functions; Incorporate service providers in the planning and decision-making process; Develop a general repair and restoration priority scheme (See Attachment # 1). • Coordinate the repair and restoration strategy with private sector developers. 3. Develop recovery communication and coordination procedures with non–government service providers; Develop a general communication system restoration priority scheme. 4. Develop/maintain GIS data base, to include: a. Critical facilities. b. Infrastructure: Electric; Gas; Water; Sewer; Roadways; Bridges; Roadway lighting; Traffic signals; Traffic signs; Waterways; Communication system. c. Debris clearance strategy, i.e., initial "push" routes, etc. 5. Develop procedures for estimating reconstruction costs for the most vulnerable publicly owned infrastructure. 6. Develop mutual aid agreements for infrastructure repair. 7. Determine procedures for estimating additional staff needs for inspecting of infrastructure and facilities after a disaster. 8. Develop prearranged contracts with both local and non-local contractors for repairs and supplies in order to expedite repairs. 9. Stockpile temporary repair and construction materials needed for immediate repairs to public buildings and facilities. 10. Incorporate new construction designs that integrate mitigation measures for infrastructure and facilities reaching the end of their life cycles.
RECOVERY TASKS	**Note:** Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Coordinate with RSF # 1 Damage Assessment/Impact Analysis. a. Collect relevant information on the situation. b. Obtain information on disaster–related impacts to public infrastructure and services. 2. Develop an initial infrastructure and services impact assessment; Review often and revise after a more comprehensive impact assessment is provided. a. Identify restoration needs of essential services: (1) Electricity. (2) Gas. (3) Water. (4) Sewer. b. Identify restoration needs of transportation system: (1) Roadways. (2) Bridges. (3) Roadway lighting. (4) Traffic signals. (5) Traffic signs.

(6) Waterways.

c. Identify restoration needs of communication and data system.

3. Develop a prioritization of activities so sequence is coordinated with recovery efforts
4. Coordinate a debris clearance strategy with RSF # 3 Debris Management.
5. Request accurate estimates from utility providers about damage impacts and estimated length of service interruption. If estimates are weeks to months, determine need for:
   a. Temporary housing or business sites.
   b. Potable water.
   c. Solid waste disposal.
   d. Portable power generation.
   e. Transportation.
6. Inform RSF # 6 Human Services of need for short-term housing, potable water, solid waste disposal, portable power generation, transportation, etc.
7. Coordinate with RSF # 6 Human Services (Short Term), RSF # 7 Safety and Risk Management and RSF # 8 Public Health (Long Term) to identify critical services and infrastructure to meet the physical and safety needs of the community: including water, food, ice, medical care, emergency access, continuity of governmental operations, emergency communications, security of residents and possessions from harm, health, and temporary housing.
8. Coordinate with RSF # 11 Rebuilding, Construction, Repairs and Restoration to identify infrastructure necessary for community reconstruction: i.e., electrical distribution systems, potable water and sanitary sewer service, restoring medical and health care, rebuilding damaged transportation facilities, and housing facilities.
9. Develop an "infrastructure restoration plan" based on the impact assessment and priority scheme to restore utility services, streets, sewage and solid waste disposal; other similar locally operated functions.
10. Develop a priority component within this action plan
11. Determine water service restoration priorities:
    a. Valve off major leaks.
    b. Identify high damage areas.
12. Assess and provide service to the following customers:
    a. Emergency response and recovery facilities.
    b. Hospitals, nursing homes, emergency public shelters, and kidney dialysis patient facilities and correctional facilities.
    c. Other identified emergency response facilities.
13. Establish water sites as necessary.
14. Ensure all recovery agencies are in the loop.
15. Establish priorities and repair of damaged trunk mains, distribution mains, and service connections.
    a. Ensure communication is maintained.
    b. Re–pressurize water system as necessary.
16. Determine wastewater service restoration priorities:

	a. Assess damage to public system. b. Determine extent of damage to private franchise facilities and establish priorities in reestablishing service. c. Determine need and provide service to the following customers: (1) Emergency response and recovery facilities. (2) Hospitals. (3) Correctional Facilities. d. Repair damaged facilities closest to treatment plants first, then lift stations starting with those closest to the treatment plants. e. Reestablish wastewater service to franchise areas as power and water service are restored. 17. Coordinate with RSF # 20 Recovery Administration and Finance to: a. Identify public assistance projects. b. Establish procedures to manage federal disaster assistance programs. 18. Incorporate mitigation into repair plans.
ATTACHMENTS	1. Utility Restoration Priority Scheme. 2. Public Works Tasks Performed by Communities During Recovery.
REFERENCES	None.

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Attachment 1

UTILITY RESTORATION PRIORITY SCHEME

A. POWER AND COMMUNICATIONS RESTORATION PRIORITY SCHEME.	
The priority sequence established for restoring power and communication is the following: 1. Damaged transmission system (poles, lines). 2. Damaged electrical substations. 3. Damaged electrical distribution systems.	
Priority # 1	Emergency response and recovery facilities having no emergency power or telephone service (community emergency operations or command centers, response/recovery centers), medical facilities having no emergency power, repairing emergency communication centers and facilities, and designated facilities providing emergency food, water and ice.
Priority # 2	Water treatment and pumping facilities, special care centers, nursing home facilities having no emergency power, law enforcement and fire stations having no emergency power, staging areas and distribution centers requiring emergency power, and detention centers.
Priority # 3	Wastewater treatment plants and lift stations, general telephone service, solid waste facilities, medical facilities having emergency power, nursing homes having emergency power, law enforcement and fire stations having emergency power, public shelters still housing evacuees and the homeless, adult congregate living facilities, facilities serving as disaster application centers for federal disaster relief, and public and private facilities necessary for resource management and distribution activities (government facilities handling emergency purchasing, designated grocery store/ restaurant outlets).
Priority # 4	Community areas receiving minor damage, and other government facilities.
Priority # 5	Community areas receiving major damage.
Priority # 6	Community areas receiving catastrophic damage.
B. WATER SERVICE RESTORATION PRIORITY SCHEME.	
Priority # 1	1. Emergency response and recovery facilities. 2. Hospitals, nursing homes, emergency public shelters, kidney dialysis patient facilities and detention centers. 3. Other identified emergency response facilities. 4. Notify private well owners of potential for contamination.
C. WASTEWATER SERVICE RESTORATION PRIORITY SCHEME.	
Priority # 1	1. Emergency response and recovery facilities. 2. Hospitals. 3. Detention Centers.

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Attachment 2

PUBLIC WORKS TASKS PERFORMED BY COMMUNITIES DURING RECOVERY

Electric and Gas Utilities

1. Inspect and evaluate facility condition.
2. Eliminate potentially hazardous conditions.
3. Repair substations.
4. Restore generation facilities.

Repair and restore regulator stations and storage facilities.

1. Correct problems with property service lines.
2. Reestablish temporary service capabilities.
3. Provide emergency power to critical facilities.
4. Identify and locate utility lines and systems.
5. Monitor gas lines for leaks, explosions, and other secondary effects.
6. Establish “working rules.”

Water Systems

1. Inspect facility condition.
2. Eliminate or isolate hazardous conditions.
3. Repair breaks and leaks.
4. Test water quality and report results to the public and the Health Department.
5. Clean and purify water supply, including wells.
6. Correct problems with distribution lines.
7. Terminate service to demolished buildings or those where re–occupancy will be delayed.
8. Install supplementary or temporary sources such as wells or tankers.
9. Organize emergency water and ice distribution as required.

10. Apply mitigation measures in restoring facilities.

Sewer and Wastewater Treatment Systems

1. Inspect and evaluate facility condition.
2. Remove debris from storm drains.
3. Prioritize repairs on public health outcomes.
4. Repair sewer lines and lift stations.
5. Clean up overflow areas.
6. Clean up and repair treatment facilities.
7. Provide temporary or emergency collection, treatment, and disposal systems.
8. Cap service to demolished buildings or those where re–occupancy will be delayed.
9. Apply mitigation measures.

Transportation Systems

1. Set priorities for restoration of transportation systems.
2. Inspect highways, roads, streets, signs, lighting, bridges, airports, and sidewalks for damage.
3. Repair damaged structures.
4. Clean streets and runways.
5. Maintain roadblocks.
6. Reestablish operations and communications facilities.
7. Repair passenger waiting and loading areas.
8. Repair ancillary facilities (e.g., fueling).
9. Repair or replace traffic control systems and signs.
10. Repair or replace roads and pedestrian signals.
11. Establish short–term and long–term detours and signage.

12. Maintain rights–of–way for emergency vehicles.

13. Coordinate/check with Department of Transportation/Transit Authority on functional responsibilities and reimbursement for work done on:

    a. Airports.
    b. Transit.
    c. State and federal roads.

Flood Control, Drainage and Irrigation Systems

1. Inspect flood control, drainage, and irrigation systems for damage.

2. Prioritize repairs on public health outcomes.

3. Repair leaks and collapsed pipes and inlets.

4. Provide alternative drainage as necessary.

5. Clear debris from streambeds.

6. Develop and maintain flood control systems.

7. Install sandbags and dikes.

8. Monitor water and storm drainage facilities for possible damage or collapse.

Public Buildings

1. Inspect schools (School Board), hospitals (private and comes under Joint Commission), libraries, police stations, parking facilities, shelters, fire stations, prisons, and other critical facilities for damage.

2. Restore usability of partially affected buildings.

3. Where buildings are uninhabitable, locate and obtain alternate space.

4. Oversee construction of parking facilities, trailer parks, and expedient shelters.

5. Erect temporary buildings and install temporary roofing at critical facilities.

6. Oversee demolition of destroyed and substantially damaged buildings.

7. Identify and upgrade shelters, where necessary.

8. Ensure custodial service for operating public buildings.

Parks and Recreational Facilities

1. Inspect parks, playgrounds, stadiums, and other recreation facilities for damage.
2. Repair damaged facilities.
3. Identify staging areas and debris retention areas.

Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 10
Emergency Permitting & Inspection

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 10

Emergency Permitting & Inspection

LEAD DEPARTMENT	Racine County Public Work and Development Services
SUPPORT AGENCIES	Building Departments. Public Information Officers.
PURPOSE	To provide an emergency permitting plan to streamline the permitting process in the event of a disaster in Racine County. These activities will consist of determining whether repair or reconstruction of damaged structures will be allowed and under what conditions, coordinating and streamlining the local government's permitting processes, and implementing a system to verify that repairs/redevelopment comply with all applicable codes and laws.
POLICIES	1. Streamline and implement interdepartmental approval processes within local governments for utilization immediately following a disaster. 2. Provide timely building inspections, permits, and convenient licensure procedures without compromising the public health, safety, or welfare. 3. Identify unsafe structures and facilitate the process to reestablish occupancy. 4. Address necessary post-disaster variances to the procedures of local government's Comprehensive Plan and Land Management Ordinance as they pertain to development approval processes. 5. Waive and/or delay costs associated with development and building permits in the event of an emergency permitting situation.
PRE–DISASTER TASKS	1. Establish a "One–Stop–Shop" to accommodate an Emergency Permitting process by streamlining and expediting the review and approval of an anticipated high volume of development related permits. (Residential and Commercial – See Attachment # 1.) a. Develop policies and procedures that would allow for a "triaged" system for prioritizing permitting and inspection operations. b. Include mitigation information on financing mitigation techniques, available contractors, and financing. 2. Identify Critical Facilities and prioritize land uses for permitting functions. This will identify development review priorities for build back of structures to assure public health, safety and welfare based upon a community need assessment. (See Attachment # 2.) 3. Establish a Build back Policy to identify a timely review period for emergency permitting operations (to include priorities for repairs and rebuilding) for use during disaster recovery operations. This policy will incorporate provisions to address structures that are not repaired or permitted within a specified time pe-

	riod as well as abandoned structures. 4. Create and provide emergency permitting information via webpage, media, and press releases. Introduce and maintain as part of the County's Webpage, a link designated to educate and guide the public in the event of a natural disaster. This link shall include an emergency permitting subsection that will consist of, among other information, downloadable applications required for development review, defined permitting process information, locations where emergency permitting reviews are processed, appeal procedures, etc. In addition, for emergency Recovery Support Functions, media and press releases should be prepared to educate the community about emergency permitting requirements and processes. 5. Educate the public about emergency permitting processes. 6. Establish emergency permitting review team roles and responsibilities. Review teams shall review and approve/deny submitted applications as designed in the permitting flowcharts established by this Emergency Permitting Subcommittee. The number of review teams required for emergency permitting shall be dependent upon the severity of a natural disaster in conjunction with the demand for development review. A review team shall consist of at least one: Planner; Engineer; Construction Plans Examiner; Natural Resource Professional; Permitting Processor; Administrative Assistant; Addressing Support; Business License Support. (This can be adapted to County needs.) 7. Establish a pool of professional volunteer resources capable of assisting with development reviews and approvals – and fulfill the roles and duties of the required permit process review team. This list shall include building code and fire code plans examiners, engineers, site planners, natural resource professionals and permit processing assistants. This pool of resources should be acquired from in–state and out–of state resources such as various Chapters of the American Planning Association and Building Officials Associations. a. Maintain Mutual Aid with Building Officials Association of Wisconsin. b. Create Emergency Applications and Permits that incorporate required information for each department responsible for development review and permitting functions. c. Develop a builders, contractors, and inspectors screening process. 8. Review demolition and abandoned building ordinance to ensure that buildings that are left standing, but which are unsafe and/or not being repaired or rebuilt by the owner are demolished after an appropriate time period after the event.
RECOVERY TASKS	**Note:** Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Establish and staff one-stop permitting centers. • How many? Where? Hours of operation? 2. General Tasks. a. Identify buildings that will be given priority for inspections (see Attachment # 2). b. Determine requirement for outside assistance through mutual aid with Building Officials Association of Wisconsin, such as:

(1) Need for additional inspectors.
(2) Need for technical assistance on health and safety regulations, and state and federal environmental regulations.
(3) Additional staffing needs (clerical, computer support, communications support).

c. Provide documentation and data on recovery/reconstruction costs.
d. Create and maintain a damaged structure inventory or database.

3. Rebuilding and Reconstruction.
   a. Implement the builders, contractors, and inspectors screening process.
   b. Monitor building contractors conducting both repair work and new construction.
4. Emergency Repairs.
   a. Identify and coordinate emergency repair activities to local government Facilities necessary to prevent injury, loss of life, imminent collapse or other additional damage to the building or structure and its contents.
   b. Determine and prioritize emergency repairs to buildings or infrastructure necessary to protect the public health and safety.
   c. Issue emergency repair "how to" information to home and business owners.
5. Demolition.
   a. Obtain a list of structures identified by Damage Assessment Teams that require demolition (red tagged structures).
   b. Ensure the required demolition documentation is completed and properly processed.
   c. Notify property owners; If you cannot locate property owner, keep documentation of notification attempts.
   d. Coordinate demolitions with contractors; ensure that a local government official is on site at time of demolition to ensure the correct building is being demolished.
6. Public Information.
   a. Respond to information requests from the public concerning inspections, permit requirements, re–inspection and technical assistance.
   b. Develop brochures, bulletins, fliers, posters, and other information on building topics to include:
      (1) Who to contact (names and phone numbers of agencies).
      (2) Meaning of the placards (explain what the different placards mean and what actions the home/business owner must take to allow the posting classification to be changed).
      (3) How to find a contractor (explain the precautions that should be taken to select a reputable and qualified contractor).
      (4) How to obtain permits (inform citizens of the correct procedures for obtaining repair, shoring or demolition permits; incorporate any special policies that have been adopted regarding field issuance of permits, plan review and/or inspections).
      (5) Who are the inspectors (depending on the type and amount of dam-

	age, and the type of assistance desired, a home/business owner may be visited by several different inspectors; this may be confusing, so develop information materials to explain). c. Distribute information in coordination with RSF # 14 Public Information/Community Relations. (1) Provide staff location(s) for dissemination of public information. (2) Share public information with other departments and internal staff members. d. Respond to telephone, correspondence, email, and in–person requests for technical assistance on building issues.
ATTACHMENTS	1. Draft Emergency Permitting Activities: Residential and Commercial. 2. Draft Critical Facilities and Prioritized Land Uses for Permitting Functions.
REFERENCES	None.

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Attachment 1

DRAFT EMERGENCY PERMITTING ACTIVITIES: RESIDENTIAL and COMMERCIAL

*(**Note:** Modify as needed.)*

GREEN PLACARD	**No Restriction On Use Or Occupancy**	**Damage 0–11%**	1. No plans required for repairs. 2. No permits required for repairs. 3. No inspection activity required.
YELLOW PLACARD	**Use And Occupancy Restrictions**	**Damage >11% to 50%**	1. No plans required for repairs. 2. Planning Department Development Plan review not required. 3. Building Plan review not required. 4. Emergency Building Permit required. 5. Affidavit stating that owner or his/her authorized agent shall comply with all local government Codes. 6. Building Department inspections required.
		Damage >50% to 74%	1. No plans required for repairs if pre–existing structure is in compliance, and there is no change in use, occupancy, expansion or reduction. 2. Must be brought into full compliance with all applicable codes: Planning, Building Codes, and FEMA rules. 3. Planning Department Development Plan review not required. 4. Building Plan review not required. 5. Emergency Building Permit required. 6. Affidavit stating that owner or his/her authorized agent shall comply with all local government Codes. 7. Building Department inspections required. See **Note** "Use and Occupancy Restrictions."
RED PLACARD	**Use and occupancy restrictions**	**Damage >74%**	1. Demolition permit required. 2. Plans required. 3. Planning Department Development Plan Review required. 4. Building Department plan review required. 5. Emergency Building Permit required. 6. Building Department inspections required.

Note:
USE and OCCUPANCY RESTRICTIONS

Any change in use, occupancy, expansion, or reduction of pre–event structure will require complete review and approval from both the Department of Planning and the Department of Building and Fire Codes. Complete plans are required. Structure and Site Features must conform to the current codes and regulations.

As a requirement for approval and to assure that PRE–EVENT Site and Building Conditions existed, the applicant must provide at least one of the following: Site Plan; As Built Surveys; Pictures; Videos

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Attachment 2

DRAFT CRITICAL FACILITIES AND PRIORITIZED LAND USES FOR PERMITTING FUNCTIONS

Critical Facilities:

To Be Developed.

Essential Facilities:

To Be Developed.

Support Facilities:

To Be Developed.

Retail Business:

To Be Developed.

Multifamily and Single-Family Primary Residences:

To Be Developed.

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 11 Rebuilding, Construction, Repairs, Restoration

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 11

Rebuilding, Construction, Repairs, Restoration

LEAD DEPARTMENT	Racine County Public Works and Development Services
SUPPORT AGENCIES	Building Departments. Planning and Zoning Boards/Commissions.
PURPOSE	To provide for the physical rebuilding of the community, which necessarily includes the viability of commercial operations to support the residents.
POLICIES	1. All rebuilding, reconstruction, repairs, and restoration shall meet existing building codes. 2. All single family and duplex residential dwelling units shall be subject to the provisions of Land Use Ordinance and shall not be subject to the policies stated below. 3. Allow flexibility in the application of Land Use Ordinance standards for redevelopment of sites damaged or destroyed by 50% or more per Attachment # 1. 4. When buildings or structures have been damaged less than 50% they may be rebuilt to original condition, with repair work subject to current building and life safety codes. 5. The method for calculating the 50% shall follow the methodology used by FEMA. 6. That when rebuilding after a disaster, mitigation should be encouraged. 7. To, when necessary, demolish structures as expeditiously as possible. 8. To ensure that opportunity for public participation be part of the adoption process for reconstruction policies and programs. 9. Paying for the rebuilding is a joint public and private responsibility.
PRE–DISASTER TASKS	1. Develop the ordinances to implement the Land Use Ordinance flexibility recommendations listed in Attachment 1. 2. Obtain copies of federal and state mitigation measures required during reconstruction. 3. Include in the public education program (RSF # 14 Public Information/Community Relations): a. Information for homeowners and business owners on how to perform emergency repairs. b. Information to business owners on the Land Use Ordinance criteria they will be required to meet, including Attachment 1. c. Information for property owners on what information data, etc., to take with them during an evacuation to provide proof of what the pre–existing conditions on the site were (to include things such as an as–built site plan,

	photographs, color samples, etc.). 4. Partner with home improvement stores and major home builders to advocate structural hazard mitigation techniques for use during rebuilding and repair work. Use pre-designed educational materials. 5. Incorporate incentives for incorporating "Healthy Communities" principles and green building techniques. 6. Update and maintain list of qualified local and regional contractors to perform post disaster recovery work; incorporate State's Disaster Contractor's Network as a resource. 7. Analyze current rebuilding policies and assess for consistency. 8. Consider creating a database of sites that are non-conforming to the Land Use Ordinance. Annually update this database for different disaster scenarios. 9. Identify impacted areas of the county where growth management projects can be implemented following a disaster incident. 10. Develop a best practice guide and administrative processes to manage and regulate nonconforming uses. 11. Develop Transfer of Development Rights (TDR) policies for the post disaster environment.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Develop a "fast track" permitting process so large construction firms will have incentives to undertake repair and reconstruction processes. ***Option One*** 1. Coordinate with RSF # 10 Emergency Permitting and Inspections and RSF # 12 Housing (Temporary/Replacement) to establish priorities for repair and rebuilding. 2. For local government facilities, coordinate with RSF # 20 Recovery Administration and Finance. a. Review current federal reimbursement programs and rules. b. Determine how much money is available to spend: short term; long term. c. Recovery Task Force needs to establish priorities. ***Option Two*** 1. Build back. a. Implement the Local Government's build back policy. (1) Buildings or structures damaged up to and including 50% of replacement value shall be rebuilt to original condition, with repair work subject to current building and life safety codes. (2) Building or structures damaged greater than 50% of replacement cost shall be rebuilt to original square footage and density provided that they comply with permitted land uses, Federal flood insurance 100–year elevation requirements, building code requirements for flood proofing, repair work meets current building and life safety codes,

disability access regulations, and any required zoning or other development regulations (other than density or intensity) unless compliance with such regulations would preclude reconstruction otherwise intended by the build back policy.

(3) The following zoning regulations shall not preclude reconstruction for buildings and structures damaged greater than 50% of their replacement value if all other compliance requirements are met: water setbacks, rear/side setbacks, open space/lot requirements, parking requirements and building heights, and road setback regulations.

(4) Require that any building damaged by the disaster that is improved, modified, or added on to or reconstructed by more than twenty (20) percent of its replacement value, and which has recorded one or more National Flood Insurance flood losses of $1,000.00 or more since 1978 shall be brought into compliance with current regulatory standards for new construction.

2. Repair and Reconstruction.

a. Establish a Local Government(s) plan for repair and reconstruction activities to rebuild damaged facilities in an orderly and timely manner that takes into account changes to reduce future disaster disruption.

(1) Establish moratoriums on current buildings, structures and development orders.

(2) Establish moratoriums on outstanding building permits, development orders and site plan reviews.

(3) Exempt certain types of emergency repairs from moratoria or building permit provisions.

(4) Allow certain types of emergency repairs to take place without issuing a building permit in a catastrophic disaster setting.

(5) Issue permits that allow temporary residential or building quarters in areas suffering major or catastrophic damage for a defined period of time.

(6) Implement the emergency permitting system to carry out the Local Government's Build back Policy.

(7) Implement the Local Government's Build back policy in rebuilding structures suffering minor damage, major damage or damage greater than 50% of their replacement value.

b. Implement a builders, contractors, and inspectors screening process. Enact emergency ordinances to:

(1) Register contractors not holding county or state certification and require these contractors to pass an examination on the county's building code.

(2) Allow volunteers to perform certain emergency construction, reconstruction, and repair work for a limited period of time.

(3) Allow Wisconsin licensed architects and engineers to serve as special inspectors within their area of expertise to augment local government building inspectors.

c. Coordinate with RSF # 10 Emergency Permitting and Inspections to:
   (1) Implement the established building permit process.
   (2) Identify and evaluate alternative types of construction.
   (3) Monitor building contractors conducting both repair work and new construction. (Licensing)
   (4) Determine if/how volunteers may be used to augment contractors in rebuilding residences having no insurance coverage or are underinsured.

d. Determine how construction fraud will be handled.

e. Determine mitigation measures to take or to comply with federal, state, or local law during reconstruction. Coordinate with RSF # 19 Mitigation on such issues as:
   (1) Revised building code.
   (2) Build back policy.
   (3) Mobile home construction standards.

3. Evaluate Rebuilding Options.
   a. Questions, policy issues:
      (1) What has to be done in order to rebuild?
      (2) What will be rebuilt?
      (3) Where will rebuilding take place?
      (4) Will there be changes in the building process?
      (5) What will the rebuilt community look like?
   b. Develop a reconstruction plan
      (1) Temporarily stop all existing construction?
      (2) Urgency ordinances?
      (3) How repairs will be handled.
      (4) How will construction industry be involved.
      (5) What private and public financial resources are available? How will financing be done?
      (6) How to receive input from public on restriction plan.
      (7) Include hazard mitigation opportunities.
      (8) Orientation of community toward development? Consult Comprehensive Plan.
   c. Coordinate with RSF # 20 Recovery Administration and Finance to determine rebuilding finance options.
      (1) Stafford Act disaster assistance to local governments.
      (2) Determine sources of possible funding from private and nonprofit sectors.
      (3) Decide if the County/local government(s) will (should) increase public taxes or fees to pay for rebuilding.
      (4) Create redevelopment districts with a large un–captured tax base? (Coordinate with RSF # 13: Redevelopment (Planning and Community Development)).
4. Long–Term Rebuilding; Developing Rebuilding Strategies.
   a. Coordinate with RSF # 13 Redevelopment (Planning and Community De-

	velopment). b. Determine whether rebuilding process will be guided by existing planning documents (Comprehensive Plan); or is new plan necessary. • Involve the business community, neighborhood groups, civic organizations. c. Consider (if new plan or modified plan): (1) Reducing risks from future disasters. (2) Eliminating non–conforming uses. (3) Modifying land use. (4) Correcting plan or zoning inconsistencies. (5) Realigning, extending, or improving roads. (6) Improving housing conditions or affordability. (7) Enhancing the local economy. (8) Upgrading inadequate commercial, industrial, or public facilities. (9) Improving urban design. (10) Providing open space. (11) Preserving cultural and historic buildings or other cultural resources. d. Decide if a new authority will need to be created to oversee recovery planning process, or if existing organization will work (task the Recovery Action Teams). e. Determine environmental requirements. f. Determine if serious questions about whether, what and how to rebuild warrant a moratorium and restudy of an address, block, neighborhood. • If a moratorium is imposed, then what information will be needed to lift it. g. Determine if nonconforming uses will be allowed to continue. • If not, what kinds of modifications will be required? h. Establish policies regarding the repair or replacement of substandard structures.
ATTACHMENTS	1. Repairs, Restoration, Rebuilding and Reconstruction. (An Example from Hilton Head Island, South Carolina). 2. Summary of LMO Criteria For Development Destroyed By 50% Or More (An Example From Hilton Head, South Carolina).
REFERENCES	None.

Attachment 1

REPAIRS, RESTORATION, REBUILDING AND RECONSTRUCTION

(AN EXAMPLE FROM HILTON HEAD, SOUTH CAROLINA)

In the event of an "emergency", as declared and implemented under the provisions of the Town of Hilton Head Island Municipal Code Section 7-7-10, it is the policy of the Town to take such steps as are necessary to facilitate, as soon thereafter as is feasible, the return of the Town's multi-family, commercial and other non-residential structures to a safe, non-temporary and fully usable condition so as to restore the community's businesses to operating condition as soon as possible after the occurrence of the "emergency". This policy is to be implemented without ignoring the quality of Hilton Head Island's present and planned development.

Because of the fact that much of the Island's development preceded the incorporation of the Town, and due to the evolution of the Land Management Ordinance (LMO) over the years, there are on the Island a large number of multi-family, commercial and other non-residential structures, sites, and uses which are not in compliance with provisions of the LMO. It is estimated that a majority of the commercial structures on the Island fall into this category. Upon damage to or destruction of these structures and/or sites to the extent of 50% or more, the repair, restoration, rebuilding or reconstruction thereof, under current regulations (Chapter 7, Section 16-7 et seq. Nonconformities) would be required to be pursuant to ordinances existing at the time of the declared "emergency".

There is a significant balancing act facing the Town in order to accomplish the early return to service of the Town's commercial facilities while, and to the extent feasible, remaining consistent with the desire to maintain an interest in the improved quality of the Island. Accordingly, the recommended modifications to the existing LMO regulations listed below will guide redevelopment of structures damaged by 50% or more. The rationale for not recommending modification in some cases is that Hilton Head Island has been developed with a unique aesthetic appeal which is highly valued, and to permit non-conforming developments to rebuild without regard to those standards would be contrary to the Town's goal of maintaining this unique character.

In cases of perceived hardship, there is a procedure available in LMO Section 16-7-106 whereby the Administrator may waive any provisions of Article III or IV of Chapter 7 of the LMO. In cases where there is an existing authorized variance to the design standards in the LMO, said variance may continue provided the use of the property does not change.

In the following recommendations, the short term period goes into effect when the Mayor and Town Council make a request for federal disaster status and the Island is open for return of citizens. This period ends and the interim period begins when major utilities and infrastructure are restored and the Mayor and Town Council enact interim criteria. The Mayor and Town Council will declare when the interim period ends. A possible trigger would be substantial completion of debris removal. Following that, the long term period begins.

1. Non-conforming Use: In the short term and interim periods, a nonconforming use can continue. However, in the long term a non-conforming use cannot continue unless the Town's Future Land Use Map from the Comprehensive Plan shows this use on the particular site. (LMO Ch. 4, Art. IX)

2. Non-conforming Density: Density issues will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term, a structure that is nonconforming due to density may build back up to the maximum density permitted in the LMO plus up

to 50% of the amount previously above the permitted density, as long as it meets the open space requirement. An additional 15% of the amount previously above the permitted density may also be added if the development meets the buffer requirements. Finally, an additional 10% of the amount previously above the permitted density may also be added if the development meets the impervious coverage requirements. (LMO Ch. 4, Art. X)

- **Example:** A development pre-disaster has 60,000 square feet of retail space, and they are permitted by the LMO to have only 40,000 square feet, so the amount of non-conforming density is 20,000 square feet. If the post-disaster development meets the open space requirement in the LMO, then they can build up to 10,000 square feet in addition to the allowable 40,000 square feet (for a total of 50,000). If, in addition to meeting the open space requirements they also meet the buffer requirement, then they can get an additional 15% of 20,000, or 3,000 square feet, bringing the total up to 53,000 square feet. Finally, if they also meet the impervious coverage requirements of the LMO, they can get an additional 10%, or 2,000 square feet, bringing the grand total to 55,000 square feet of retail space.

3. Height Standards: Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term the LMO standards for height must be met unless the allowed density requires a greater height, but under no circumstances can the structure be built taller than it was prior to damage. (LMO Ch. 5, Art. VI)

4. **Open Space Standards:** Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term a site that is non-conforming to the open space standards may continue to have some non-conformity, but the amount of the non-conformity must be reduced by 50% and this will only be permitted if the density requirements for the structure are met. (LMO Ch. 5, Art. III)

   - **Example:** A development that meets the density requirement has 40% open space, while the LMO open space requirement is 50%. The development may be rebuilt to a standard of 45% open space.

5. Setbacks: In the short term and interim periods, setbacks on sites where the structure was damaged by 50% or more may be utilized for storage or display, but must not cause damage to remaining trees and shrubs. In the long term, the current LMO standards for setbacks must be met. (LMO Ch. 5, Art. VII)

6. Buffers: In the short term and interim periods, buffers on sites where the structure was damaged by 50% or more may be utilized for storage or display, but must not cause damage to remaining trees and shrubs. In the long term, if parking areas within buffers are left undamaged by the disaster, then the Administrator of the LMO may consider allowing that parking area to remain, provided a minimum of 20% of the required buffer or eight feet (8'), whichever is greater, be provided. All other buffer areas must adhere to the current LMO standards. (LMO Ch. 5, Art. VIII)

   a. **Example 1:** A development pre-disaster has a parking area that encroaches 30' into the required 50' minimum street buffer. This parking area is not damaged by the disaster. The Administrator determines that the parking area can remain as is, since there is a 20' buffer provided which exceeds 20% of the required buffer.

b. **Example 2:** A development pre-disaster has no buffer and has pavement which is used for parking extending from the building to the street, none of which was damaged by the disaster. The buffer required by the LMO is 20'. The administrator determines that within the 20' buffer area, 12' can remain paved and 8' must be taken out and replaced with a buffer (8' is greater than 20% of 20', which is 4').

7. **Parking Standards:** Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term, redevelopment of the site can occur with the previously existing number and design of parking spaces. (LMO Ch. 5, Art. XII)

8. **Lighting:** Temporary lighting may be used in the short term if the permanent light fixtures have been damaged, but light may not shine off the property. During the interim period temporary lighting may be used as long as an application for development review has been made and includes lighting which conforms to the LMO. In addition, the regulations in Town Code 8-5-115 pertaining to Sea Turtle Protection (existing development) must be adhered to. In the long term, lighting must meet the LMO requirements. In addition, the regulations in Town Code 8-5-113 pertaining to Sea Turtle Protection (new Reconstruction) must be adhered to. (LMO Ch. 5, Art. XIV)

9. **Signs:** Temporary signs may be used in the short term period without a permit if the permanent sign is destroyed, but the size requirements in the LMO must be met. During the interim period, temporary signs are allowed but the owner must obtain a permit for the sign. In the long term, the LMO sign regulations must be met. (LMO Ch. 5, Art. XIII)

10. **Storm Water Standards:** Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term the site can be redeveloped to its previously existing conditions for storm water management. (LMO Ch. 5, Art. V)

11. **Street Standards:** Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term the site can be redeveloped to the previously existing design of the street. (LMO Ch. 5, Art. IV)

12. **Fire Protection:** In the short term and interim periods fire protection requirements may be waived as long as the fire marshal approves the proposed activity. In the long term all LMO fire protection requirements must be met. (LMO Ch. 5, Art. XVI)

13. **Utilities:** In the short term and interim periods temporary sources may be used for utilities. However, in the interim period this will be allowed only if the site has received necessary permits for rebuilding. In the long term all LMO utility standards must be met. (LMO Ch. 5, Art. XVII)

14. **Traffic Analysis Requirements**: Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term, traffic analysis requirements will only apply to any increase in density over previously existing density. (LMO Ch. 5, Art. XI)

    - **Example:** a development has 7,500 square feet of retail space prior to damage and since the parcel is large enough to allow it, the owner decides to rebuild to 10,500 square feet. Traffic analysis requirements will be applied to the 3,000 additional square feet.

15. **Impact Fees:** Will not be addressed during the short term or interim periods since permanent changes will not occur during those phases of recovery. In the long term these fees will only be collected for increases in density of a site. (LMO Ch. 5, Art. XVIII)

16. **Flood Zone:** Temporary shelters do not have to meet the flood requirements in the short term or interim periods. However, during the interim period this will be allowed only if the site has received necessary permits for rebuilding. In the long term all flood zone requirements must be met. (LMO Ch. 5, Art. XV)

17. **Wetlands:** All LMO wetland requirements are applicable in the short term, interim and long term periods. (LMO Ch. 6, Art. II)

18. **Beaches:** All LMO beach requirements are applicable in the short term, interim and long term periods. (LMO Ch. 6, Art. III)

19 **Trees:** Tree replacement will not be required in the short term or interim periods. However, protected trees that remain on the site and are not damaged may not be removed. In the long term all LMO tree requirements must be met, but replacement can be phased in with 1/3 of the replacement requirement met each year for 3 years. (LMO Ch. 6, Art. IV)

Attachment 2

SUMMARY OF LMO CRITERIA FOR DEVELOPMENT DESTROYED BY 50% OR MORE

(AN EXAMPLE FROM HILTON HEAD, SOUTH CAROLINA)

ART.	SUBJECT	SHORT TERM	INTERIM	LONG TERM
4-IX	USE	YES	YES	NO. Unless shown on future land use map.
4-X	DENSITY	N/A	N/A	YES. Nonconforming can build back up to 50% of the amount previously above the limit if meets open space requirement,15% if meets buffer requirement, 10% if meets impervious requirement.
5-III	OPEN SPACE	N/A	N/A	YES. May build back up to 50% of the amount above the limit if meets density requirement
5-IV	STREETS	YES. If passable	YES. If passable	YES. Street can be built back to previous state
5-V	STORM WATER	N/A	N/A	YES. May rebuild to previous impervious
5-VI	HEIGHT	N/A	N/A	NO. Unless required to obtain previous density up to the previous height.
5-VII	SETBACKS	YES. May utilize setback area for temporary storage or display if necessary but must not damage any remaining trees/shrubbery	YES. If needed during reconstruction period but must not damage any remaining trees/shrubbery	NO
5-VIII	BUFFERS	YES. See Setbacks	YES. See Setbacks	NO. If parking areas within buffers are left undamaged, the LMO Administrator may consider allowing that parking area to remain, provided a minimum of 8 feet or 20% of the required buffer is provided. All other buffers must adhere to the current LMO standards.
5-XI	TRAFFIC ANALYSIS	N/A	N/A	YES. Up to previous density

ART.	SUBJECT	SHORT TERM	INTERIM	LONG TERM
5-XII	PARKING	YES. IF USABLE	YES. IF USABLE	YES. Can build back to previous number and design
5-XIII	SIGNS	May use temporary signs without permit if permanent signs are destroyed must meet size requirements.	YES. Must obtain temporary permit	NO
5-XIV	SITE LIGHTING	YES. If existing lights damaged. Must not shine off property.	YES. If replacing with new conforming lighting	NO
5-XV	FLOOD ZONE	YES. For temporary shelter	YES. For temporary shelters if rebuilding w/ permit	NO
5-XVI	FIRE PROTECTION	YES. If approved by Fire Marshal	YES. If approved by Fire Marshal	NO
5-XVII	UTILITY	YES. May use temporary sources	YES. May use temporary sources if rebuilding w/ permit	NO
5-XVIII	IMPACT FEES	N/A	N/A	Pay only for any additional density above previous.
6-II	WETLANDS	NO	NO	NO
6-III	BEACHES	NO	NO	NO
6-IV	TREES	N/A	YES. If rebuilding w/ permit	NO. Must meet minimum but can phase 1/3 per year for 3 years.

NOTES: Short term criteria goes into effect when a request is made by the Mayor and Town Council for federal disaster area status and the Island is open for return. It ends when utilities and other major infrastructure are restored and Town Council enacts interim criteria. Interim period then goes into effect until Town Council declares its end. Possible triggers would be debris removal substantially complete and all infrastructures approaching normal function.

Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 12
Housing (Temporary/Replacement)

Primary Agency

Racine County Human Services Department

Recovery Support Function (RSF) # 12

Housing (Temporary/Replacement)

LEAD DEPARTMENT	Racine County Human Services Department
SUPPORT AGENCIES	American Red Cross. Housing Authorities. Racine / Kenosha Community Action Agency. Salvation Army. WI Housing Authority (WHEDA).
PURPOSE	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).
POLICIES	1. Assist displaced people in locating temporary housing. 2. Encourage immediate repair for interim re-occupancy of minimally damaged residential structures. 3. Assist displaced people with locating sources of financial assistance programs to repair or reconstruct permanent housing. 4. Temporary Housing will be allowed for one (1) year. All rules concerning housing are suspended. State and federal rules concerning temporary housing will be in effect and administered by state/federal. The County and local governments will define and identify areas where temporary housing can be located. 5. Use of Temporary Housing can be extended for a second year, if necessary, provided there is a demonstrated need. 6. Local Governments will support Temporary Housing efforts but will not get into the "housing business" directly.
PRE–DISASTER TASKS	1. Identify County and local government properties (sites) that will accept temporary housing. Include vacant parcels that best serve the residents of the immediate area for construction of temporary housing. • Perform a Housing Stock Analysis to identify those areas most vulnerable and ensure temporary housing land and resources are nearest these areas. 2. Identify vacant lands suitable for temporary housing placement. a. Develop and execute prearranged contracts for terms of usage. b. Adopt temporary housing sitting criteria that encourages transition of some types of temporary housing sites into permanent uses 3. Identify additional areas that could serve as sites for temporary housing:

a. Open spaces (for manufactured homes, tent cities).
b. Schools, school grounds.
c. Hotels, hotel grounds.

4. Secure agreements with nearby hotels to house government employees and the influx of external aid workers deemed essential for housing assistance.
   - Designate secondary shelter sites in order to vacate the emergency, school-based shelters for repairs and swift restoration of educational services.
5. Develop a pool of certified building inspectors and review officials with mutual aid, memorandums of understanding or other agreements.
6. Determine infrastructure needed on temporary housing sites. Ensure compatibility with adjacent land usage.
7. Develop an inventory of existing available housing that may be considered temporary housing (hotels, apartments, condos, timeshares, manufactured housing & vendors).
8. Maintain a list of vendors and suppliers of equipment necessary to provide supplies and materials for temporary housing e.g., tents, portable sanitation facilities, etc.
9. Establish standards, codes, ordinances, and permit requirements that will apply to replacement housing.
10. Work with RSF # 19 Mitigation to emphasize retrofit and mitigation projects for homeowners.
11. Adopt a policy or ordinance to deal with nonconforming uses.
12. Tailor short– and long–term responses to meet the needs of the most vulnerable populations anticipating ethnic, language, cultural or other special considerations. Anticipate problems for each particular type of housing.
13. Identify resource and assistance programs in advance that can be activated following the disaster. Do not overlook foundations or philanthropic agencies that would not otherwise be involved in housing.
14. Plan ways for existing County and local government housing programs (e.g., rehabilitation) to be refocused following the disaster.
15. Work with County non–profit housing agencies (Habitat for Humanity, Housing Development Corporation, Housing Redevelopment Corporation) to establish post–disaster roles.
16. Evaluate County housing market conditions (elasticity) to anticipate how varying levels of need could be addressed.
17. Encourage residents to review their insurance policies to see if alternate living expenses are covered, and to determine if they carry replacement value coverage.
    a. Public information should point out that FEMA and SBA are not insurance carriers, and do not replace all that was lost. Assistance is short– term, not long–term.
    b. Households must understand that they are responsible for their own recovery. The role of public funds is to fill in the gaps after people have made a reasonable effort to meet their own needs, including applying any insur-

	ance proceeds to the rehab of their home or to a new home. 18. Develop policies and procedures to ensure implementation of the temporary housing plan is consistent with future long-term land use policies.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Appoint a temporary housing coordinator. a. Establish contact with State Emergency Management and FEMA. Points of contact should be available at the established Joint Field Office (JFO). b. Develop an estimate of temporary housing needs: (1) Work with RSF # 6 Human Services (Short Term) to obtain an estimate of temporary housing needs. (2) Emergency workers' needs. (3) Recovery workers' needs. c. Review the pre–event inventory of available housing resources. Determine what is available now. Modify this list as appropriate. Consider temporary housing options: Vacant rental units; Condos; Time–shares; Hotels; etc. d. Review the pre–event identified areas that could serve as sites for temporary housing. Determine what is available now. Modify this list as appropriate. Consider: Open spaces (for manufactured homes, tent cities); Schools, school grounds; Hotels, hotel grounds. e. Provide the state and federal officials at the JFO with the: (1) Estimate of temporary housing needs. (2) Current inventory of available housing resources. (3) Identified areas that could serve as sites for temporary housing f. Continuing actions: (1) Maintain contact with the JFO. (2) Coordinate with the State Coordinating Officer (an individual in the State Emergency Management Agency appointed by the Governor to coordinate State and local disaster assistance efforts with those of the federal government). (3) Articulate concerns and needs regarding temporary housing. (4) Continue to serve as a liaison with federal and state housing officials. (5) Ensure temporary housing complies with applicable state and certain pre–determined local codes and ordinances regarding floodplains and wetlands. 2. Housing Recovery Plan. a. Develop a housing recovery strategy. It should: (1) Restore people to their pre–disaster condition and address health and safety concerns. (2) Meet the housing needs of individual victims. (3) Help rebuild the community's housing stock. (4) Incorporate hazard mitigation principles so that in the rebuilding process you're helping prevent future damage. Mitigation can be addressed through enforcement of floodplain management, building codes and ordinances. (See RSF # 19 Mitigation.)

(5) Identify specific housing recovery programs.

Note: Don't assume that because the community has lost many housing units there will be a strong market for new housing development. Learn about the potential market – people's financial capacity and their personal preferences – before deciding on your long-term new construction strategy.

b. Seek input on the housing recovery strategy from organizations that delivered housing programs before the disaster, to include lenders, realtors, land developers, housing developers.

c. Inform the public that households are responsible for their own recovery.

- Emphasize that the role of public funds is to fill in the gaps after people have made a reasonable effort to meet their own needs, including applying any insurance proceeds to the rehab of their home or to a new home.

d. Develop priorities for rehabilitation projects. For example, first fixing up homes that offer family day care or adult foster care may help facilitate the recovery for the whole community.

- Explore options to decrease the financial burden on low-income homeowners.

e. Present the housing recovery strategy to the Recovery Action Team for discussion and approval.

3. Temporary Housing. (Interim housing that people occupy between the time they leave the emergency shelter and the time they are able to move back into their homes.)

a. Analyze available housing resources.

(1) Assess usable housing stock.
(2) Identify sources of housing units.
(3) Identify number of rental units.
(4) Identify manufactured (mobile) homes and parks.
(5) Development of low- and moderate-income units.

b. Possibilities for temporary housing include:

(1) Vacant rental units.
(2) Travel Trailers. This appeals to victims because they can protect their property, are able to work on their house, and sleep and eat in the trailer. The trailer can be connected to the home's utilities. There needs to be an ordinance in place that allows for this, and a date should be established by which people have to vacate the travel trailers.
(3) Manufactured (mobile) Homes. The absolute last resort for FEMA, when there has been a Presidential declaration, is to bring in manufactured homes for people to occupy for up to 18 months. When this is necessary, existing manufactured home pads will be used, if available. If a manufactured home park needs to be constructed, FEMA's standard procedure is to install the infrastructure in a temporary manner and remove it once people are out of the units. If the jurisdic-

tion is going to need additional lots for housing, an option is for the jurisdiction to pay the difference to have the infrastructure installed permanently. When the manufactured homes are removed, two lots can be combined to form one permanent lot for new construction. When the lots are sold, the cost of permanent infrastructure installation will be recouped.

c. Estimate housing needs. Include long-term shelter sites and transitional housing.

d. Establish a community–based housing task force (subgroup of the Recovery Action Team) to articulate community concerns and serve as a liaison to state and federal agencies.

e. Identify housing residents of multi–family buildings and low–income residency hotels.
   - Rebuilding and repairing takes time; Long–term temporary housing will need to be provided; Identify possible designs and sites for such housing; Any buildings available that can be used as temporary housing?

f. Identify the kinds of reviews that are required for the sitting of temporary housing.

g. Determine what kinds of temporary housing arrangements the local government will allow and/or encourage at individual home sites.
   (1) Manufactured homes or recreational vehicles on individual lots.
   (2) Permits required.
   (3) Tents or other temporary structures.

h. Work with local insurance companies that may be providing temporary housing for their clients.
   (1) Keep companies informed about the rebuilding plans.
   (2) Find out from them the type of coverage they will provide or are provided.

i. Financing Temporary Housing.
   - People with “loss of use” coverage included in their homeowners insurance should be properly covered for financing temporary housing. The Red Cross may be able to help those without “loss of use” coverage and renters. If a Presidential Declaration is obtained, FEMA may assist with the expense.

j. Urge homeowners to contact their mortgage companies to negotiate a workout agreement. If a Presidential Declaration is made (including individual assistance) and homeowners in the designated area receive a notice of foreclosure as a result of the disaster, they may be eligible for assistance from FEMA to cover mortgage payments.

k. Provide grants for assistance to low-income populations

4. Replacement Housing.

   a. Determine who in the local government requires assistance with housing replacement: low-income earners; certain groups of renters; chronically homeless.

	b. Assemble funding packages for the replacement of subsidized housing, using monies from state and federal government programs, from ARC and other nonprofit programs, and from donations. • Work in partnership with other organizations. c. Identify volunteer and community–based organizations that have resources and labor to contribute to the rebuilding process. • Some groups (Mennonite Disaster Services, Interfaith, Habitat for Humanity) provide assistance in repairing and reconstructing houses. 5. Implement program(s) to assist residents to transition back to permanent housing. 6. Provide post-disaster education on funding assistance and insurance information. 7. Provide quick financial assistance to those homeowners lacking homeowners insurance and unable to rehabilitate structures in a timely manner. 8. Consider establishing Community Assistance Centers in areas most severely impacted and provide: a. Guidance on state/federal applications. b. Long-term rental assistance. c. A Clearinghouse for re-development information. d. If applicable locate with one-stop permitting sites.
ATTACHMENTS	None.
REFERENCES	1. Disaster Management Act of 2000, 44 CFR Part 206, Federal Assistance to Individuals and Households. 2. "State Administrative Plan" as required by subsection 206.120 of the Disaster Mitigation Act of 2000. 3. Housing Assistance (as per 206.117 of the Disaster Mitigation Act of 2000).

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 13
Redevelopment

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 13

Redevelopment

LEAD DEPARTMENT	Racine County Public Works and Development Services
SUPPORT AGENCIES	Building Departments. Planning and Zoning Departments. Racine Economic Redevelopment Agencies. RAMAC. SEWPC.
PURPOSE	To articulate the vision for recovery and redevelopment in both anticipation and in the wake of a catastrophic natural disaster.
POLICIES	1. Recovery begins as quickly and completely as possible. 2. If evacuations have occurred, every effort will be made to expedite. This is to be of paramount importance in order to begin the recovery both emotionally and physically as soon as possible. 3. Existing local government Comprehensive Plans will be the basis for and the foundation of a vision for redevelopment. 4. Re-development Plans include elements of "sustainability" and "disaster re-sistance." 5. The local governing bodies will aggressively pursue post disaster opportunities to achieve the objectives of their Comprehensive Plans, including the use of con-demnation where appropriate.
PRE–DISASTER TASKS	1. Acquire current information from FEMA and other sources on community re-development and sustainability programs and strategies. 2. Review the current Comprehensive Plan. As appropriate incorporate: a post disaster re–development strategy; community "sustainability" strategies; a haz-ard mitigation component. Strategies should include: a. Reducing risks from future disasters. b. Eliminating non–conforming uses. c. Modifying land use. d. Correcting plan or zoning inconsistencies. e. Realigning, extending, or improving roads. f. Improving housing conditions or affordability. g. Enhancing the local economy. h. Upgrading inadequate commercial, industrial, or public facilities. i. Improving urban design. j. Providing open space. k. Preserving cultural and historic buildings or other cultural resources.

	3. Distribute educational materials provided on mitigation and community sustainability. 4. Work with housing agencies and local Comprehensive Plan and develop a pre-disaster, Affordable Housing Redevelopment Program. 5. Identify areas for priority redevelopment, based on existing planning documents. • Perform a gap analysis and determine, if needed, plan revisions.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Following disaster review of the County Comprehensive Plan and analyze the viability or applicability of the existing plan for post disaster re–development. In light of the disaster impacts: what elements of the Comprehensive Plan need to be changed or rewritten? Consider: a. Recovery priorities and goals. b. Current status of planning and zoning issues; suggest recovery options, strategies, and priorities. c. Recommend appropriate approaches and processes for re–development planning and coordinating intergovernmental/interagency efforts. d. Recommend policies that promote long–term community re–development and mitigation. e. Identify programs and funding for long term recovery. 2. Assess re–development needs. a. For all major areas of physical change, ask: (1) What was there before the disaster? (2) What currently exists? (3) What had been planned? (4) What opportunities exist from looking at the long–term, big–picture? (5) What are the goals of the community? (6) What are the current national trends? 3. Issues to address in the re–development Plan: a. Repair or replacement of: (1) Infrastructure. (2) Housing. (3) Businesses. (4) Public buildings and facilities. b. Government buildings and facilities. c. Priority for acquisition/buy outs. d. Debris collection and removal from residential and commercial properties. • Disposal of debris. e. Hazard mitigation strategies. f. Strategy for communicating with the citizens. g. Assessment of community's fiscal situation, current and projected. h. Redesign of damaged neighborhoods or business districts. i. For housing issues also ask: (1) Are vacant lots available within established neighborhoods upon which to locate replacement housing on?

	(2) If new neighborhoods need to be created, can they be built adjacent to existing residential, both downtown and on the edge of the city? (3) What is the market for new homes? (4) Are there easy links between housing and commercial? j. For businesses also ask: (1) How can public assistance (typically limited) be used most effectively to maximize and attract private capital? (2) How can we make the community more attractive for investment capital needed to reconstruct buildings and restore business activities? k. Identify re–development environmental and cultural and historic issues and requirements; Coordinate with RSF # 18 Environmental Concerns and RSF # 19 Mitigation. (1) Air quality: open air burning; air curtain incineration. (2) Natural resources: wildlife; fish; plants. (3) Re–vegetation: native species policy; exotic species policy. (4) Beach/shoreline management; beach re–nourishment; dune replenishment; re–vegetation. (5) Wetland revitalization. (6) Cultural and historic preservation. (7) Recreation facilities. 4. Impacted local governments need to include Mitigation Strategies in their Post Disaster Recovery and Redevelopment Plans (see RSF # 19: Mitigation). Mitigation Strategies in the re-development Plan should consider: a. Making new buildings and infrastructure located in hazard-prone areas more damage-resistant and resilient through the use of building codes, design standards, and construction practices, and to safeguard existing development, through protective devices such as levees and seawalls (structural mitigation), if relocation is infeasible. b. Protecting natural areas like wetlands, flood plains, forested areas, sand dunes, and other ecological elements that can absorb and reduce the impacts of hazards.
ATTACHMENTS	1. Re–Development Tools. 2. Sustainable Community Characteristics (Philosophy to Consider).
REFERENCES	1. County Comprehensive Plan. 2. “Planning for a Sustainable Future: The Link Between Hazard Mitigation and Livability” (FEMA 364). 3. “Planning for Post–Disaster Recovery and Reconstruction” (FEMA/APA PAS # 483/484). 4. Rebuilding for a More Sustainable Future: An Operational Framework (FEMA). 5. Disaster Resistant Design – University of Colorado. 6. Dealing with Disaster – Laurie Johnson and Felix Kloman. 7. Readying Small Businesses for Recovery: Palm Beach County’s Approach – Sheridan L. Truesdale. 8. Holistic Disaster Recovery – University of Colorado.

Attachment 1

RE–DEVELOPMENT TOOLS

1. Zoning And Subdivision Ordinances.

   - Regulate land use.

2. Building Codes And Standards.

   - Review and upgrade as appropriate to include the latest in hazard prevention construction and design.

3. Floodplain Regulations.

   - Consider strengthening floodplain standards.

4. Capital Improvement Programs.

   a. Locate essential services, critical facilities, and infrastructure outside of high hazard areas.

   b. When sitting public facilities in hazardous locations is necessary, incorporate hazard reduction measures into the design or require retrofit where economically feasible.

5. Property Acquisition.

   a. Public acquisition of property in high hazard areas and restriction of development to uses that are water dependent or water enhanced. (Public Works, Real Estate).

   b. Acquire lands in high hazard areas through conservation easements, purchase of development rights, purchase of property, or the right of eminent domain.

6. Taxation and Fiscal Policies.

   a. Distribute the public costs of private development in high hazard areas by shifting more of the cost burden directly to owners.

   b. One incentive option is to provide tax breaks for reducing land use intensities in hazardous areas.

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Attachment 2

SUSTAINABLE COMMUNITY CHARACTERISTICS (PHILOSOPHY TO CONSIDER)

Integrate the concepts and principles of sustainable development, including disaster resistance, into the re–development plan. Consider incorporating the following "Sustainable Community Characteristics" in the re–development plan:

Economic Security: A more sustainable community includes a variety of businesses, industries, and institutions that are environmentally sound (in all respects); financially viable; provide training, education, and other forms of assistance to adjust to future needs; provide jobs and spend money within the community; and enable employees to have a voice in decisions that affect them. A more sustainable community also is one in which residents' money remains in the community.

Ecological Integrity: A more sustainable community is in harmony with natural systems by reducing and converting waste into non–harmful and beneficial products, and by using environmental resources for human needs without undermining their ability to function over time.

Quality of Life: A more sustainable community recognizes and supports people's evolving sense of well–being, which includes a sense of belonging, a sense of place, a sense of self–worth, a sense of safety, and a sense of connection with nature, and provides goods and services that meet people's needs both as they define them and as can be accommodated within the ecological integrity of natural systems.

Empowerment with Responsibility: A more sustainable community enables people to feel empowered and take responsibility based on a shared vision, equal opportunity, ability to access expertise and knowledge for their own needs, and a capacity to contribute to decision that affect them.

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 14
Public Information/Community Relations

Primary Agency

County Executive's Office

Recovery Support Function (RSF) # 14

Public Information/Community Relations

LEAD DEPARTMENT	County Executive's Office
SUPPORT AGENCIES	All County Departments. American Red Cross. Commercial Print Media. Commercial Radio & Television Stations Fire Departments. Law Enforcement Agencies. Public Health Departments. Racine County Sheriff's Office. Schools.
PURPOSE	To provide information to citizens, government employees, businesses and organizations concerning disaster recovery operations and progress; To identify necessary messages and appropriate methods of delivery.
POLICIES	1. Work with the impacted local government(s), state, federal governments, and the media to assure that accurate and timely public information is disseminated. 2. Continue public information throughout the recovery process. 3. Inform the business community and the general public on the provisions contained in the Redevelopment Plan. 4. Provide community education on redevelopment activities.
PRE–DISASTER TASKS	1. Establish a post–disaster information system that will provide timely recovery information to citizens, businesses, neighborhood organizations and special interest groups. 2. Develop and maintain an inventory of supplies and equipment needed for public information activities during post–disaster. 3. Develop a program of public education on post disaster permitting process and procedures and policies. 4. Ensure essential public outreach materials and public meetings are available for those who do not speak English as a first language and for persons with special needs. 5. Form partnerships with community groups, social service organizations, religious organizations and chambers of commerce that could provide assistance in communicating messages to residents during redevelopment and establish a clear chain of communications.

RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Establish media center, and ensure all actions in CEMP Emergency Support Function # 15: Public Information are undertaken. 2. Prepare and release information about the disaster incident to the news media, affected community citizens, response personnel and other agencies and organizations. a. Ensure approval by County Executive before issuing press releases. b. Maintain a file of all press releases. 3. Serve as a central point for distributing public information, and manage the various public information tasks to include: a. Identify ways to distribute information to the public if normal means of transmission are not available. b. Provide information on the status of emergency conditions within the disaster area. c. Furnish information on the availability of emergency services. d. Disseminate information on additional measures to take in protecting public health and safety. e. Assure accuracy of information before its release. f. Process requests for information from the media. g. Arrange or hold press briefings to give the media access to information concerning the response or recovery process. 4. Coordinate press releases and bulletins with the state and federal Joint Information Center (if established). 5. Coordinate with federal Community Relation Teams. Maintain contact through the federal/state Joint Field Office. 6. Coordinate VIP briefings or tours. a. Prepare to handle official visitors in a consistent manner. b. Make briefing information available to include maps. c. Brief each group on the situation, policy, and procedures prior to visiting disaster sites. d. Determine whether it is necessary that visitors be escorted to all or some sites. Coordinate with on–site personnel as necessary. e. Be consistent with policies regulating access to restricted areas. 7. Keep government employees and citizens informed about recovery issues and changes in the recovery process. 8. Consider establishing an information hotline for government employees regarding local government office closures, relocations, or new hours. 9. Consider utilizing local newspapers or talk shows on the local public access cable channel, each devoted to a single topic e.g., Individual Assistance, small business assistance, insurance, the permitting and rebuilding process, etc. 10. Establish contact and coordinate with local, state, federal agencies, community organizations, the Red Cross, and others who are providing outreach infor-

mation.
   a. Request that everyone distribute and using the same information.
   b. Monitor media activities and information for consistency.
   c. Coordinate with established citizen information centers to halt inaccurate formation.
11. Coordinate outreach to elderly, people with disabilities, and other special needs populations through local social service agencies.
12. Coordinate outreach to non–English speaking population.
13. Publish and distribute a list of resource phone numbers.
   • Request that local newspapers and community newsletters publish this as well.
14. Issue press releases and bulletins on specific topics:
   a. Property clean–up.
   b. Debris removal information.
   c. Contractor Fraud.
   d. Insurance problems.
   e. Housing needs.
   f. FEMA issues.
   g. Permits and inspections.
   h. Abandoned homes.
   i. Elevation requirements.
   j. Individual assistance.
   k. Business assistance.
   l. Mail delivery.
   m. Building codes.
   n. Redevelopment policies.
   o. Tax relief.
   p. Boil water; emergency sanitation.
   q. Curfew.
15. Establish an information "clearinghouse." Be prepared to answer questions from residents, employees, visitors, and other government agencies. People will shop around for answers, so information needs to be coordinated. Conflicting information causes conflict and stress.
16. Methods for distribution of information include:
   a. Weekly newsletters.
   b. Brochures.
   c. Direct mailings.
   d. Posters.
   e. Press releases.
   f. Public broadcasting system.
   g. Community web sites.
   h. Billboards.
   i. Video tapes.
   j. Special population information centers.
   k. Briefings at temporary shelters.

	j. Social media 17. Consider conducting community forums and workshops: a. Recovery forums. b. Hazard preparedness workshops. c. "Town hall" (community) meetings. d. Housing opportunity/re–housing workshops. 18. Liaison with community organizations: a. Chamber of Commerce. b. Homeowners associations. c. Business organizations. d. Civic organizations. e. New Groups/Councils. 19. Coordinate Speaking Engagements: a. County and City Council Meetings. b. Workshops. c. Conferences. 20. Publicize Redevelopment Plan Policies. a. Prepare and distribute brochures, video presentations and/or public service announcements that describe the following recovery and redevelopment activities: b. Planned response to a major or catastrophic disaster. c. Policy of reentering evacuated and disaster areas. d. Redevelopment priorities. e. Build–back policy. f. Debris clearance strategies. 21. The Recovery Action Team reviews and approves these education materials prior to distribution. 22. Disseminate public education on Permitting Procedures at Disaster Assistance Centers. 23. Work with various media outlets and functional needs as appropriate populations that are particularly vulnerable. 24. Collaborate with faith and community organizations to collect evacuation contact information and assist in disseminating recovery information.
ATTACHMENTS	None.
REFERENCES	1. Racine County PIO Procedures.

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Attachment

Recovery Support Function (RSF) # 15
Volunteers & Donations

Primary Agency

Volunteer Center of Racine County
United Way of Racine County

Recovery Support Function (RSF) # 15

Volunteers & Donations

LEAD DEPARTMENT	Racine County Volunteer Center. United Way of Racine County.
SUPPORT AGENCIES	VOAD.
PURPOSE	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.
POLICIES	1. Volunteers will be utilized as required to augment recovery efforts. 2. Racine County will coordinate with State Emergency Management to continue the delivery of donated goods to the affected area(s) and individuals as appropriate during the recovery process. 3. Volunteers may be registered through the State Emergency Management Volunteer Registration System. 4. Volunteers will assume responsibility for following the instructions of the supervisors and adhere to the safety precautions as provided to them. 5. Utilize the state's AID Matrix and WE Volunteer Registration web based system: a. Aidmatrix Network: http://www.aidmatrixnetwork.org/fema/states.aspx?ST=Wisconsin b. We Volunteer Registry: http://we-partner.org/registry/
PRE–DISASTER TASKS	**VOLUNTEERS.** 1. Develop a County volunteer management plan for coordinating the influx of volunteers offering their services to Racine County in time of disaster. Include provisions for referring needed services to appropriate RSF(s) for consideration. Coordinate planning with other participant organizations. 2. Identify community organizations that can assist with short and long term recovery programs and tasks. 3. Develop a long-term recovery volunteer recruitment program. 4. See CEMP Emergency Support Function (ESF) # 17: Volunteers and Donations for additional tasks. **DONATIONS.** 1. Develop a County plan for the management of donations. Coordinate plan development with the state donations management plan. 2. See CEMP Emergency Support Function (ESF) # 17: Volunteers and Donations for additional tasks.

RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. **VOLUNTEERS.** 1. Implement, review and update the County's Volunteer Management Plan (see CEMP Emergency Support Function (ESF) # 15: Volunteers and Donations). Ensure methods are established for integrating spontaneous volunteers into other organized volunteer groups and nonprofit agencies. Ensure county–wide and state coordination mechanisms are in place. 2. List likely recovery volunteer jobs. 3. Determine legal and insurance requirements for use of volunteers during recovery. 4. Establish guidelines for proper usage of County and municipal equipment by volunteers, i.e. vehicles, cell phones, credit cards, etc. 5. Develop an inventory (with points of contact) of recovery volunteer resources. 6. Determine present and future need for volunteer recovery resources. • Communicate with the other RSFs. Determine what volunteer resources they may require. 7. Receive and maintain records on volunteer hours and locations they worked. This helps off–set the County's matching funds "commitment" required for receiving federal disaster recovery monies. 8. Provide information to the media (through the PIO RSF # 14 Public Information/Community Relations) concerning the proper method(s) of offering recovery services to disaster victims in Racine County. 9. Coordinate housing for volunteers as needed. **DONATIONS.** 1. Implement, review and update the County's Donations Management Plan as needed. (see CEMP Emergency Support Function (ESF) # 15: Volunteers and Donations). 2. Determine present and future needs for donated goods (type and approximate numbers). • Communicate with the other RSF's. Determine what kinds of donated goods they may require. 3. Set–up a mechanism to receive cash donated specifically for disaster victims. • Publicize where to send donations and how to make out the checks. 4. Decide how, where and when to distribute donated funds. • Set up a coalition of community groups or representatives to decide who is most in need and what kinds of needs will be the highest priority. 5. Ensure county–wide and state coordination mechanisms are in place. 6. Receive offers of donated goods (non–cash). 7. Ensure procedures are established for receiving, storing, sorting and distributing donated goods to include accepting special types of donations (i.e., cash, perishable materials, etc.). 8. Put out guidance for other community agencies and organizations that might receive donations and offers. a. Shipments of unsorted donations should be directed to the county/state es-

	tablished Recovery Staging Area for sorting, inventorying and repacking. b. Supplies will then be sent to county Response/Recovery Centers for dispersion to geographical division level distribution centers. c. Large shipments of needed but unsorted relief supplies will be sent to the County Relief Center for sorting, inventorying and palletizing for shipment to staging areas. 9. Coordinate delivery system of donated goods to affected populations. 10. Establish and implement procedures for disposing of unneeded or unusable items.
ATTACHMENTS	None.
REFERENCES	1. Racine County Volunteer Management Plan. 2. Racine County Donations Management Plan.

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Recovery Support Function (RSF) # 16
Reentry, Security

Primary Agency

Law Enforcement

Recovery Support Function (RSF) # 16

Reentry, Security

LEAD DEPARTMENT	Law Enforcement.
SUPPORT AGENCIES	Law Enforcement Agencies.
PURPOSE	1. 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 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. 2. This RSF 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.
POLICIES	1. Expedite the return of citizens who desire access to their property. 2. The final reentry decision to allow residents to reenter the impact area shall rest with the local government officials. 3. The reentry phases can escalate and de-escalate depending upon the event, and decisions by the Recovery Action Team. 4. Security operations focus on: a. Restricting entry into damaged areas. b. Preventing looting in damaged areas. c. Advising citizens of risk. d. Providing security for recovery workers, VIPs, critical facilities, etc.
PRE–DISASTER TASKS	1. Develop and maintain a Reentry Plan. 2. List and prioritize essential routes to be utilized for response and recovery; Coordinate list with RSF # 3 Debris Management. 3. Determine reentry liability issues and the legal implications of reentry; Develop public notices to be used in the reentry process. 4. Develop a public notice that emphasizes the need for people to exercise caution that law enforcement officers can distribute to people reentering a devastated area. 5. Develop a list of critical facilities that will require security during reentry. 6. Maintain a reentry identification system. 7. Develop an occupant “waiver system” that includes a release of liability to allow early reentry and to be able to track and account for people entering impact areas. Reentry decision considerations include accessibility, health and safety risks, and security of other’s property. • Develop safe re-entry criteria for areas slated for redevelopment.

RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Activate the local government Reentry Plan. 2. Determine reentry routes. 3. Coordinate with RSF # 3 Debris Management to prioritize the clearing of essential routes utilized for response and recovery. 4. Determine locations for reentry checkpoints and roadblocks. 5. Direct municipal and mutual aid law enforcement officers to establish and staff checkpoints during reentry. 6. Monitor entry into devastated areas; Monitor road conditions and report traffic flows and counts. 7. Coordinate with RSF # 14 Public Information/Community Relations to publicize reentry information. 8. Advise persons reentering impacted areas about hazards. 9. Coordinate security at critical facilities, as well as security and escort for recovery workers, VIPs, etc. 10. Recommend the implementation of curfews and other crime prevention measures as necessary. 11. Consider using public transportation systems to move people back into evacuated areas.
ATTACHMENTS	1. Reentry Standard Operating Procedure (SOP).
REFERENCES	None.

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Attachment 1

EXAMPLE REENTRY STANDARD OPERATING PROCEDURE (SOP) – PHASED APPROACH

A. FIRST PHASE.

1. Reentry of agencies and groups that play key roles in restoring normal after a disaster. They include the following:

    a. Public Works Road Clearance Crews.
    b. Fire/Rescue and Search/Rescue personnel.
    c. Infrastructure and Utilities Repair Personnel.
    d. Debris management contractors.
    e. Damage Assessment Teams: These may include FEMA, state, and local officials.
    f. Other personnel at the discretion of the Racine County EOC.

2. Ensure identification of Level I priority groups are verified at established checkpoints.

    a. Provide law enforcement officials at checkpoints with the list of all agencies and groups vital in the immediate restoration.
    b. Require all Level I personnel to present employee identification.

3. Monitor entry into devastated areas and provide the Racine County EOC with information on road conditions and status of impacted areas as well as information about roadblocks and detours.

B. SECOND PHASE.

1. Reentry of support agencies and critical businesses. Entry is based on the determination of the Racine County EOC and public safety personnel. These groups include the following:

    a. Relief Workers.
    b. Healthcare Agencies.
    c. Critical Business Operations. (Coordinate with RSF # 1 Damage Assessment/Impact Analysis for determination/ clarification.)
    d. Insurance adjusters.

2. Ensure identification of Level II priority groups is verified at established checkpoints and warnings of risks and dangers within impacted areas are distributed.

    a. Provide law enforcement officials at checkpoints with the list of support agencies and critical businesses.
    b. Require all Level II personnel to present employee identification.

3. Monitor entry into devastated areas.

C. THIRD PHASE.

1. Reentry of residents and non–critical business operators. Allow reentry when the following factors are resolved:

    a. Access: Major routes are intact and passable.
    b. Public Health: Threat to public safety is acceptable to citizens and public officials.
    c. Rescue: All search and rescue operations have been completed.

2. Ensure identification of Level III priority groups is verified at established checkpoints and warnings of risks and dangers within impacted areas are distributed.

3. Require residents and business operators to show proper identification/documentation to enter an impacted area.

    a. Proper identification for resident access includes:

        (1) Current driver's license (in cases where an address on a driver's license does not correspond to the area being entered, other documents, see below, will be accepted).
        (2) Voter registration.
        (3) Utility bill.
        (4) Mortgage deed.
        (5) Property tax documents.
        (6) Car registration.

    b. Proper identification for business operators includes:

        (1) Business license showing ownership.
        (2) Current utility bill.
        (3) Certificate of use.
        (4) Lease documents or similar documents.

    c. Proper identification for business employees includes:

        (1) Employee identification badge.
        (2) Current payroll stub.

4. Coordinate with RSF # 14 Public Information/Community Relations to publicize reentry information concerning when and where it is safe to return to impacted areas.

    a. Ensure that the public is informed about the forms of identification required for reentry.
    b. Consider informing the public via the Internet, press releases, live interviews, and mobile AM/FM radios.

D. OTHER CONSIDERATIONS.

1. Establish a Credential Verification Area (CVA) at each checkpoint for people with questionable identification.

2. Reduce traffic lanes to better manage checkpoints as appropriate.

3. Racine may request the assistance of Public Works to enact traffic control procedures to avoid congestion and promote the movement of emergency vehicles and relief supplies. If necessary, the following steps will be taken to improve traffic conditions:

    a. Install temporary four–way stop signs at uncontrolled intersections if traffic signals and signs are damaged or destroyed.
    b. Establish temporary street signs on barricades, telephone poles, or spray paint curbs or pavements.
    c. Sign major intersections and routes near response recovery centers, staging and distribution centers and hospitals first.

4. Reentry security, focus on four tasks:

    a. Restricting entry into damaged areas.
    b. Preventing looting in damaged areas.
    c. Advise citizens of risks.
    d. Providing security for recovery workers, VIPs, at critical facilities, etc.

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Recovery Support Function (RSF) # 17
Economic Restoration & Development

Primary Agency

Racine County Economic Development Corporation (RCEDC)

Recovery Support Function (RSF) # 17

Economic Restoration & Development

LEAD DEPARTMENT	Racine County Economic Development Corporation (RCEDC).
SUPPORT AGENCIES	Chamber(s) of Commerce.
PURPOSE	1. Establish a partnership between Racine County and its local governments and the county's business community to restore the local economy following disaster. 2. Identify local government and business post–disaster roles and relationships. 3. Identify economic recovery assistance programs. 4. Encourage the development of business preparedness and mitigation programs.
POLICIES	1. Encourage and assist private sector entities to develop response and recovery plans and programs. 2. Work with the private sector to expedite the restoration of business and industry in the post disaster environment. 3. Coordinate with appropriate state and federal entities to expedite the provision of financial and other assistance to damaged business enterprises. 4. Assist the private sector in reestablishing normal activities and operations as quickly as possible. 5. Reestablish access to businesses as conditions permit.
PRE–DISASTER TASKS	1. Encourage Development/implementation of a continuing business preparedness and recovery education program to encourage local business to: a. Purchase applicable insurance. b. Develop business interruption plans. c. Secure/Protect (back up) vital business records and documentation. d. Identify alternate vendors for essential supplies and equipment. e. Develop inventory recovery strategies. f. Acquire back–up equipment and emergency power. g. Develop company and facility emergency plans. h. Develop mitigation programs: Retrofit vulnerable structures; Work to minimize vulnerability of content to damages (content damage can be a major source of loss, even absent structural failure). i. Develop employee emergency preparedness programs. j. Develop emergency response capacity i.e., response teams, equipment, supplies. k. Develop mutual aid agreements. 2. Distribute business preparedness and recovery materials. • Develop disaster preparation and business continuity planning tools to as-

	sist business owners in developing a plan and list of available resources. 3. Present educational workshops for businesses. 4. Locate possible sites for Business Assistance Centers, using GIS data analysis and mapping. Include: a. Local government and county properties. b. Property with phone/computer capabilities. c. Vacant land near business districts for sitting mobile office units. d. Pre-arranged agreements for use of the spaces. 5. Develop business project rating criteria for use by economic development organizations for prioritizing business redevelopment. 6. Determine the feasibility of establishing a tax–deductible business relief fund account (to be managed by RSF # 5 Unmet Needs that can accept relief contributions for businesses. Determine a process for disbursing relief money. 7. Identify and list sources of federal, state, and local funding for business post–disaster relief programs. Include such sources such as FEMA assistance, Small Business Administration loan programs, etc. 8. Determine the feasibility of a business "mutual aid program." 9. Determine with the local banking community the feasibility of and criteria for "bridge loans" for businesses immediately following disaster. 10. Form regional economic partnerships and economic planning on a regional basis. 11. Provide incentives and encourage businesses to develop business continuity plans. 12. Assess current economic incentive programs. Revise and augment, if necessary. 13. Identify strategies to improve business preparedness and continuity planning. 14. Develop list of businesses that will be key in post disaster redevelopment and act as points of contact following a disaster. 15. Maintain formalized resource inventory database for businesses to catalog resources to link business to business services. 16. Pre-identify large businesses that have potential resources for assisting small businesses implement their business continuity plans.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Determine the scope of disaster impacts to the business community; Obtain information from RSF # 1 Damage Assessment/Impact Analysis. 2. Assess usable business locations, establishments. 3. Encourage community and Economic Development Entities to function as the local government liaisons to work with the business community during recovery. 4. Distribute information on available emergency assistance and recovery programs for businesses and their employees; Encourage impacted businesses to apply for available recovery assistance immediately following the disaster; Provide assistance with applications and paperwork as necessary. 5. Determine business "unmet needs." 6. Coordinate the placing of small businesses in temporary office sites.

7. Identify the business community's immediate needs and issues, such as:
   a. Communication channels with County and local governments: what information does government want from them? Also, they want status reports from government.
   b. Access to County and local government policy making and policy makers (Recovery Action Team).
   c. Liaison to (business association) to Recovery Action Team; Individual representation (inform government of small merchants' personal plights); Mutual learning: expressing and understanding of public and private sector perspectives during recovery period.
   d. Involvement with discussions of potential remedies.
   e. Assistance with communication to employees.
   f. Assistance with communication between property owner / merchant.
   g. Access to their place of business (limited access to buildings: business records, personal, financial).
   h. Reestablishment of infrastructure and essential services necessary for business resumption. Coordinate with RSF # 9 Repair and Restoration of Public Infrastructure, Services and Buildings (Public Assistance).
   i. Building and construction issues.
   j. Information about building conditions (possible demolition of their buildings).
   k. Inventory and property recovery (extended access to their buildings).
   l. Cleanup, debris removal at business locations.
   m. Temporary business space.
   n. Temporary business services.
8. Establish and activate physical and virtual Business Assistance Centers (BACs), strategically located to provide optimum assistance to “hard-hit” business areas. Coordinate with Workforce organizations. BAC functions to include:
   a. Disaster assistance loans/funding for businesses.
   b. Information clearinghouse on all business-related issues.
   c. General office support (employee pool, rehab needs, etc.).
   d. Employee (workforce) pool.
   e. Employment counseling services.
   f. Training for small businesses.
   g. Marketing.
9. As practical consider providing wireless internet access hubs within the community near business districts and office parks to facilitate communication connectivity.
10. Allow business owners to apply for a special permit to allow onsite employee housing in the event of a disaster.
11. Execute agreements for obtaining supplies for temporary offices and business recovery centers. Develop supply lists; estimate amount needed.
12. Set up a process to keep businesspeople involved in community–wide recovery decisions.
13. Ensure public meetings are conducted to explain economic redevelopment

	plans, activities, priorities. 14. Coordinate with RSF # 14 Public Information/Community Relations to access business community newsletters, bulletin boards, communication networks. 15. Coordinate the provision of security at business sites (protection of inventory, assets) as appropriate. 17. Provide comment to Recovery Action Team on economic recovery priorities and issues: a. Reestablish the tourist industry. b. Reestablish the banking and financial community. c. Reestablish the business community. d. Promote redevelopment opportunities in damaged areas that enhance recreational and commercial activities. e. Examine use of temporary structures to allow damaged business and other economic enterprises to carry out their activities until their damaged facility is rebuilt or replaced. f. Compliance with revised building codes. g. Compliance with construction standards to comply with future disaster assistance criteria from Federal/state agencies. h. Determine new types of construction to use in repairing and rebuilding damaged firms. 18. Enhance capabilities of workforce development centers as a resource for job skills matching and as a tool for displaced workforce to find alternative work • Develop non-technology dependent method for skills assessment and placement in the event technologically based skills assessment is not available or non-operational.
ATTACHMENTS	None.
REFERENCES	1. Community and Economic Development Plans. 2. Community Economic Recovery Guidebook (Safeguarding Your Economy from Disaster)

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Recovery Support Function (RSF) # 18
Environmental Concerns

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 18

Environmental Concerns

LEAD DEPARTMENT	Racine County Public Work and Development Services.
SUPPORT AGENCIES	Planning and Zoning Departments. WI Department of Natural Resources.
PURPOSE	To identify and implement projects or programs that restore, enhance, or protect natural resources and open space (flood plains, wetlands, and wildlife) from degradation and reduce impacts from natural disasters. By integrating these environmental projects or programs into its disaster recovery, Racine County aims to save money, improve its quality of life, and contribute to the overall health, safety, and welfare of its citizens, thus building a sustainable community.
POLICIES	1. Protect or enhance the County's environmental quality by: a. Preserving, conserving, restoring natural resources, including open space. b. Managing storm water runoff. c. Preventing and/or remediating pollution (air, water, soil, other).
PRE–DISASTER TASKS	1. Coordinate with the Wisconsin Department of Natural Resources as appropriate. Specifically: a. Coordinate with and receive technical support as appropriate especially in areas where the Wisconsin Department of Natural Resources has expertise and regulatory authority, such as water quality, wastewater, waste management facilities and regulation of wetlands and submerged lands. b. With regard to permitted environmental facilities, whether they are solid waste, water or wastewater facilities, the Wisconsin Department of Natural Resources permits and regulations contain specific requirements to ensure that the facilities are properly designed, and that they are operated in a safe manner to prevent or minimize impacts to the environment and public health. This includes requirements to prepare for and respond to pollutant spills and equipment malfunction if they were to occur during a natural disaster such as tornadoes and floods. c. Coordinate public outreach and disseminate information to the public. 2. Identify and list potential environmental damages and problems from likely hazards; Describe the characteristics of the environment; Estimate the probable types and degree of damage; Identify development trends in the sensitive areas. 3. Map the environmentally sensitive areas; Display potential environmental damages. Compile critical species and habitat information in existing conservation areas.

	4. Identify environmental projects and programs that will protect natural resources and open space while simultaneously reducing damage from natural disasters. • Chances of success increase when environmental projects and programs reinforce solutions to other problems, such as wetlands protection, non–point source pollution reduction, erosion control, or a need for open space and recreational areas. At the same time, these projects and programs will curtail development in the most dangerous or hazardous locations in the community, thereby saving money and lives. 5. Identify environmental projects or programs that make the local government less vulnerable to future disaster. Process: Ensure that each environmental project and program is realistic, technically possible, economically feasible, politically workable, and socially acceptable; Decide on a public involvement process; Invite representatives of the public and non–profit organizations to participate; Incorporate comments into the planning process and plans; Establish a regular process for providing information and receiving ideas. 6. Develop an environmental recovery plan that becomes part of the County's comprehensive plan. Include contingency plans that contain surface water clean-up procedures. 7. Make information on disasters and environmental characteristics available for use in community comprehensive planning. 8. Analyze existing contamination response and cleanup plans. 9. Identify licensed hazardous waste disposal and licensed environmental testing contractors. 10. Establish a community awareness program concerning post-disaster hazardous waste and debris. 11. Assess existing facilities containing hazardous materials or pollutants for use in determining redevelopment sitting options.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Assess and document all environmental damage to impacted areas. • Coordinate with RSF # 1 Damage Assessment/Impact Analysis; Obtain information on disaster–related impacts to the environment. 2. Develop an initial environmental impact assessment; Review often and revise after a more comprehensive impact assessment is provided. 3. Coordinate with RSF # 3 Debris Management to ensure environmental testing before designating debris waste sites. 4. Establish and maintain liaison among federal, state, and local officials concerned with environmental impacts and issues. 5. Review the relevant local government's current land use ordinance. In terms of the disaster environmental impacts, determine what, if any, changes or additions are necessary. Make recommendations. 6. Apply for relevant post–disaster federal and state environmental programs and funds. 7. Integrate post–disaster environmental projects and programs into the compre-

	hensive plan and recovery program. • Coordinate with RSF # 13 Redevelopment (Planning and Community Development) to ensure that environmental plans and programs are integrated into local government's Redevelopment Plan (Comprehensive Plan), and not duplicate efforts or add another layer of planning. 8. Coordinate with RSF # 19 Mitigation to revise and strengthen the mitigation plan by setting priorities that include environmental projects or programs as an important component. • Integrating projects or programs that restore, enhance, and protect the natural landscape into a comprehensive or recovery plan(s) can help guide the disaster recovery and reconstruction along paths that will reduce or eliminate damage from future disaster. 9. Monitor the environmental projects and programs initiated to determine how effective they are and whether they need to be changed. Three performance measures should provide the needed information: a. Objective results data: statistics that are observable and can be measured, such as number of acres in a wetland removed from potential development. b. Surveys and assessments of results: opinions from local government, County and State decision makers and the general public. c. Activity measures: information on the implementation of the project or program. 10. Coordinate with the Wisconsin Department of Natural Resources as appropriate. Specifically: a. Coordinate with and receive technical support as appropriate especially in areas where Wisconsin Department of Natural Resources has expertise and regulatory authority, such as water quality, wastewater, waste management facilities and regulation of wetlands and submerged lands. b. With regards to permitted environmental facilities, whether they are solid waste, water or wastewater facilities, the Wisconsin Department of Natural Resources permits and regulations contain specific requirements to ensure that the facilities are properly designed, and that they are operated in a safe manner to prevent or minimize impacts to the environment and public health. This includes requirements to prepare for, and respond to pollutant spills and equipment malfunction if they were to occur during a natural disaster such as tornadoes or floods. c. Coordinate public outreach and disseminate information to the public. d. Coordinate post-disaster damage assessments of Wisconsin Department of Natural Resources permitted projects and facilities, and issuing of emergency permits and authorizations under the authority of the Governor's Executive Order, and the Wisconsin Department of Natural Resources Emergency Final Orders, to help expedite reconstruction and recovery efforts.
ATTACHMENTS	None.

REFERENCES	1. Community Economic Recovery Guidebook (Safeguarding Your Economy from Disaster) 2. County Smart Growth Plans

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Recovery Support Function (RSF) # 19
Mitigation

Primary Agency

Racine County Public Works and Development Services

Recovery Support Function (RSF) # 19

Mitigation

LEAD DEPARTMENT	Racine County Public Works and Development Services.
SUPPORT AGENCIES	All County Departments. Emergency Management. Mitigation Planning Workgroup.
PURPOSE	To prepare a post–disaster hazard mitigation plan that will define actions during the recovery period that help prevent repeated future losses and reduce local government vulnerability to natural hazards.
POLICIES	1. Focus hazard mitigation planning on both the pre- and post- disaster phase. 2. Pre-disaster hazard mitigation planning efforts will be guided by Comprehensive Plans. 3. Recommend mitigation standards for new construction of public facilities and existing facilities. 4. Strengthen and enhance public education concerning hazards and land use issues.
PRE–DISASTER TASKS	1. Obtain and maintain familiarity with federal law and guidelines (Sections 404, 406 and 409 of PL 93–288; Disaster Management Act, 2000) which outline the requirements and opportunities for hazard mitigation within the recovery process. 2. Obtain a copy of the State Hazard Mitigation Plan and related documents. 3. Identify and list which current mandates, policies or programs are designed to reduce potential losses from natural disasters. 4. Review and update the County vulnerability analysis to guide mitigation planning recommendations. 5. Identify and list projects eligible for state/federal hazard mitigation funding; Include this list in County Hazard Mitigation Plan. Typical projects eligible for funding include: a. Structural hazard control. b. Acquiring lands within Hazard Vulnerability Zones. c. Retrofitting, such as flood proofing to protect structures from future damage. d. Protection or relocation of critical facilities. e. Reducing government's exposure from multiple–loss properties. f. Acquisition and relocation of structures from hazard–prone area. g. Warning system and disaster preparedness and mitigation plans to protect communities from loss of life and property.

	h. Development of local standards to protect new and substantially improved structures from disaster damage. i. Activities that will enhance government's ability to quickly respond to needs after a disaster. j. Public education on the benefits of hazard mitigation for private property. 6. Develop/Maintain an All Hazards Mitigation Plan (pre–disaster mitigation strategies). Mitigation Plan content should include: a. Hazard identification. b. Existing mitigation resources (policies, codes, ordinances, programs). c. Inventory of environmental, structural, social, and economic vulnerability to loss. d. Hazard mitigation strategies approaches and techniques. e. Intra–governmental and intergovernmental coordination. f. Public sector partnerships. g. Hazard mitigation opportunities (both structural and non–structural) and priorities. h. Designated hazard mitigation coordinator/agency. i. Process for plan review and updating. 7. Develop taxation and fiscal policies that encourage mitigation such as: a. Reduced or below-market taxation for open space. b. Reduction of land use intensity in hazardous areas. c. Initiation of Temporary Development Rights (TDRs).
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Assign a Hazard Mitigation Coordinator to lead the effort and provide overall coordination of the post–disaster mitigation planning process and grant proposal development. • Ensure this person has the authority to cross departmental lines and ensure interdepartmental participation; develop a post-disaster mitigation plan as appropriate. 2. Review the County's All Hazard Mitigation Plan; Determine updates and changes needs based upon findings and projects in the post-disaster mitigation plan. 3. Participate on an Interagency Hazard Mitigation Committee (IHMC), made up of federal, state, and local representatives who will prepare a report that serves as the basis for the post-disaster mitigation plan. • The IHMC identifies opportunities for reducing or eliminating the long–term hazard risk to people and property. The IHMC report normally includes an analysis of the disaster incident, a cultural and historical perspective regarding disasters in the impacted area, and recommendations to bring various governmental agencies together to reduce the potential

	for future losses. 4. Coordinate with RSF # 13 Redevelopment (Planning and Community Development) to ensure the Post–Disaster Mitigation Plan and strategies are linked with land use plans, subdivision regulations, building codes, storm water management plans, the capital improvement plan, and other components of the County's Comprehensive Plan. 5. Identify and apply for federal and state post–disaster mitigation programs and funds. 6. Update the County's Hazard Mitigation Plan. 7. Provide technical information and expert advice on mitigation techniques at permitting locations. Include information about financial assistance and contractors familiar with mitigation techniques.
ATTACHMENTS	1. Measures To Reduce The Risks From Future Disasters. 2. Mitigation Measures.
REFERENCES	1. Federal Disaster Management Act, 2000. 2. Racine County Hazard Mitigation Plan. 3. Wisconsin Hazard Mitigation Plan 4. FEMA's Hazard Mitigation Grant Program (HMGP) Desk Reference.

Attachment 1

MEASURES TO REDUCE THE RISKS FROM FUTURE DISASTERS

1. Building standards to specify how buildings are constructed. In addition to traditional building codes, building standards can include flood–proofing requirements, and wind–bracing and anchoring requirements for new construction and similar requirements for retrofitting existing buildings, which are addressed in the Building Code.

2. Development regulations include separate zoning and subdivision ordinances to regulate the location, type, and intensity of new development. Development regulations can include flood–zone regulations; setbacks, steep slopes, and coastal erosion areas; and overlay zoning districts that apply additional development standards for sensitive lands, such as wetlands, dunes, and hillsides.

3. Capital improvement programs include: locating schools, fire stations, and other public buildings, streets, storm sewers, and other utilities outside of high hazard areas; incorporating hazard reduction measures into the design or require retrofits where economically feasible; ensuring that public facilities, particularly new roads and utilities, unless funded by property owners within the area, are not sited where they have the potential to encourage growth in high hazard zones.

4. Retrofitting includes making changes to buildings to make them more resistant to hazards.

5. Land and property acquisition, the purchasing of properties in hazard–prone areas with public funds, and restricting development to uses that are less vulnerable to disaster–related damages, and/or water dependent or water enhanced uses, i.e. acquisition of undeveloped lands, acquisition of development rights, transfer of development rights to lower–risk areas, relocation of buildings, and acquisition of damaged buildings.

6. Consider taxation and fiscal policies to distribute the public costs of private development of high hazard areas more equitably, specifically shifting more of the cost burden directly onto owners of such properties, i.e. employing impact fees to cover the public costs of development in areas of high hazards or providing tax breaks for reducing land use intensities in hazardous areas.

7. Public awareness through information dissemination on hazards, and providing educational materials to the construction industry, homeowners, tenants, and businesses. Included in this strategy are hazard disclosure policies for the real estate industry and public information campaigns to increase awareness in all sectors of the community.

8. Warning system to allow evacuation of people at risk.

9. Promoting and obtaining hazard and other insurance. Insurance is a means of sharing hazard risk and providing for financial assistance when disasters occur.

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Attachment 2

MITIGATION MEASURES

STRUCTURAL MITIGATION MEASURES.

Auxiliary Power Source. During an emergency, an auxiliary power source is mandatory for many facilities such as hospitals and desirable for all inhabited structures. Standby generators and battery systems are the most common sources of auxiliary power during a power outage.

Better Building Design, Engineering, Materials. Although minimal standards for various types of construction are mandated, builders can make structures less vulnerable to certain natural and manmade hazards through the use of better design, engineering and construction materials. For example, the use of two-by-eight boards rather than the traditional two-by-six boards adds additional sturdiness to residential structures.

Better Facility Design, Engineering, Materials, Locations. As with individual buildings, infrastructure and other public structures can be made less vulnerable to failure through the use of better design, engineering, construction materials and careful sitting of such facilities.

Breakwaters. A breakwater is defined as a wall extending into a body of water for the purpose of protecting a natural or artificial harbor from the waves. Breakwaters are typically built of huge stones (rubble-mound) or of pre-cast concrete blocks (block work) and can function to lessen the impact of shoreline flooding.

Building Orientation. Since most storms travel in a predictable direction, the location of an exterior exit downwind from the prevailing storm path maximizes the occupants' ability to exit a structure after such an occurrence.

Bulkheads. A bulkhead is defined as a retaining wall constructed along a body of water behind which fill is placed. A bulkhead consisting of closely set timber piles is widely used where there is a firm foundation material into which the piles may be driven. Cellular steel bulkheads are used where rock is found near the surface of the water. Bulkheads are one of several man-made structures used to mitigate the effects of shoreline flooding.

Detention Ponds. A detention point is defined as a surface depression designed to provide for the temporary storage of storm water runoff. By retarding the amount of runoff reaching a body of water immediately following a heavy rain, the possibility of riverine flooding is greatly diminished. If flooding does occur, such detention reduces the degree of flooding by releasing the storm water at a slower rate.

Dikes. A dike is defined as a mound of earth located some distance from a river, the intent of which is to contain floodwater. Dikes are one of several man-made structures often erected to provide flood protection along interior waterways.

Drainage Systems. A drainage system is the general term used to describe the natural features and/or man-made improvements used to carry surface water runoff from its source of accumulation to its point of discharge. Drainage systems are intended to prevent or alleviate flooding and may consist of catch basins, detention areas, detention points, retention basins, storm sewers, swales, ditches, or any combination thereof.

Elevation. Elevation is defined as the vertical distance above or below a fixed reference level. For the purpose of flood protection, the fixed reference level is typically the 100year flood base flood elevation (BFE). To avoid or minimize flood damage, the lowest floor of structures should be built at or above the base flood elevation (BFE) in flood-prone areas.

Flood Proofing. Flood proofing is the term commonly used to describe those specific provisions taken to reduce or eliminate flood damage to properties, structures, water and sanitary facilities and other utilities. Flood proofing also includes those measures intended to protect the contents of buildings. Flood proofing measures can be included as part of the initial design and construction phase or used to retrofit existing structures and facilities.

Groins. A groin is defined as a wall extending from the shoreline that functions to reduce the scouring affect of water. Primarily classified by permeability, height and length, groins are usually made of stone, concrete, timber or steel and can help mitigate shoreline flooding.

Interconnected Network Design. Since services provided by one central facility are at greater risk than those provided by several smaller facilities, an interconnected utilities network design minimizes the negative impact of site-specific occurrences.

Levees. A levee is defined as an embankment built along an interior waterway to prevent the flooding of low-lying land. Permanent levees are usually earthen and may or may not have an impervious core.

Manufactured Home Tie-Downs. Acceptable anchoring systems for mobile homes will, when properly installed, resist movement caused by high winds and increase structural integrity.

Reduced Use of Glass. Although windows provide an alternate means of escape from a fire, the use of fire-resistive building materials in lieu of glass openings can retard the spread of flames. The reduced use of glass can also help mitigate the potential for bodily injury from flying glass or debris during high wind occurrences.

Retention Basins. A retention basin is defined as a pool, pond or basin used for the permanent storage of storm water runoff. A retention basin is similar to a detention pond in that it sores storm water runoff. However, water is permanently retained in retention basins versus being temporarily stored in a detention pond. Since such facilities retard the rate of runoff, retention basins mitigate the potential of riverine flooding.

Revetments. To mitigate the affects of shoreline flooding, revetments can be used to protect soil or rock surfaces. A revetment, which is defined as a rock or soil covering intended to prevent scouring by water, may be a wall but differs from the usual wall in that its function is to protect the earth not to withstand its thrust. Common revetments include asphalt sheets, beaching, pre-case or cast-in-place concrete slabs, grass, mattress-es, maritime plants, and rip-rap.

Roof Bracing. Although building codes dictate the minimal bracing required for construction of a roof, additional boards or studs set at an angle to the primary roof supports will strengthen a roof and increase its ability to withstand higher wind velocities.

Seawalls. A seawall is defined as a wall or embankment used to prevent beach erosion. The main distinction between seawalls, bulkheads and revetments is a manner of purpose. Seawalls are generally the most massive

of the three and are intended to resist the full force of the waves. As such, seawalls can provide the greatest protection against shoreline flooding.

Strengthened Electrical/Phone Infrastructure. Although underground electric and telephone installation precludes damage from hurricane force winds, the strengthening of such aboveground infrastructure through use of metal rather than wooden supports can help reduce the potential for disruption.

Underground Utility Lines. While such utility services as sanitary sewer lines, storm sewers, water mains and natural gas lines must be installed beneath the surface of the ground, electric and telephone lines have been traditionally located above-ground. Although more costly, the underground installation of such infrastructure can greatly mitigate the disruption of service during natural occurrences involving high winds.

Use of Structural Connectors and Storm Shutters. A structure is defined as the parts of a building that, in the proper combination, withstand the weight, wind, rain, snow and other forces to which a building is subjected. The use of structural connectors strengthen a structure against the stresses created during excessive wind occurrences, while the use of storm shutters minimizes the potential on injury from flying glass or debris.

Vegetation. Grass and other vegetative covers absorb storm water and thereby reduce the rate of storm water runoff. Vegetation also stabilizes the soil and helps prevent erosion. Therefore, vegetation can be used to reduce the potential for riverine flooding and the amount of erosion caused by shoreline flooding

NON-STRUCTURAL MITIGATION MEASURES

Acquisition. If structural measures cannot preclude damage caused by flooding, communities may need to purchase flood-prone lands to minimize the negative impacts of future flooding. Public acquisition can occur through the outright purchase of such properties or through the less expensive purchase of easements or development rights. It may be possible to include the purchase of flood-prone areas as part of an acquisition program intended to provide recreational and environmental open space.

Adequate Maintenance. It is important that those responsible for regulating hazardous materials facilities establish procedures for the regular maintenance, inspection and testing of equipment to ensure that it is serving the purpose for which it was designed at all times.

Adequate Roads/Vehicular Access. Emergency response equipment must be able to reach an affected area in an expedient manner. To minimize risk to citizens and property, roadways should be of a sufficient width and surface condition to allow safe and expedient transit of emergency vehicles. Further, communities should provide for more than one means of vehicular access for emergency vehicles.

Available All-Terrain Vehicles. All-terrain vehicles may be necessary for emergency evacuation, emergency transit and delivery of needed supplies. Leadership should be aware of all available county all-terrain vehicles, four-wheel-drive vehicles, utility vehicles and other such vehicles and other such vehicles capable of traversing during emergencies.

Better Building Design, Engineering, Materials. Builders are able to make buildings less vulnerable to damage from high winds through the use of better design, engineering, and construction materials. Building codes can

be used to regulate the increased sturdiness of structures by increasing the minimum standards for construction.

Building Codes. Building codes set minimal safety standards for construction materials, design and procedures. Codes can be used to protect new construction in hazard areas by specifying design standards for resisting the stresses of natural and technological hazards, as well as to set standards for retrofitting existing buildings to make them less vulnerable.

Capital Improvements Planning. A Capital Improvements Program (CI) is a proposed schedule of future capital improvements listed in order of priority during a specified period of time. Cost estimates and the anticipated means of financing each project are also including in the CIP. Once structural measures to mitigate either riverine or shoreline flooding have been identified, these improvements should be incorporated into the capital improvements planning process.

Comprehensive Planning. Comprehensive or land use planning specifies the location of future growth and development, as well as the adopted goals, objectives, and policies of a community. Such plans should also delineate hazard areas, such as floodplains, and provide policies and standards to control development in these areas to reduce vulnerability.

Deed Restrictions. A deed restriction or restrictive covenant places restrictions on the use of land and usually is binding upon subsequent owners of the property. As a means of mitigating the damage caused by flooding, a property owner may use a deed restriction to prohibit the use of flood-prone areas for other than recreational or open space purposes.

Design Standards/Construction Standards. If structures and infrastructure are properly designed and constructed in accordance with industry standards, they should be strong enough to withstand all the forces to which they may be subjected and a potential failure may have been avoided.

Emergency Alerting Systems. Although the Emergency Alerting System (EAS) is governed by the Federal Communications Commission, local authorities are responsible for transmitting emergency information to the EAS. Additionally, the information should be translated for non-English speakers and made available to those with visual and hearing disabilities.

Emergency Operations Plans (EOP). Although there is no standard format for preparation of a local EOP, FEMA recommends that the EOP consist of the following three components: (1) the basic plan; (2) functional annexes in support of the basic plan; and (3) hazard-specific appendixes in support of each functional annex.

Emergency Plans for Critical Facilities. Critical facilities include such public facilities as fire stations, utility plants and municipal buildings, as well as private institutions such as nursing homes, hospitals, schools and jails. Since disasters directly involving critical facilities enlarge the scope of its impact, it is important to develop an emergency plan for each critical facility and with consideration to the specific challenges each presents.

Emergency Water, Sewer and Power. An infrastructure disaster can cripple a community that has not made arrangements for emergency water, sanitary sewer and/or electrical power to the area or areas affected by such failure.

Hazard Analyses. An analysis of each hazard that poses a significant threat to Racine County should be prepared and include the following: (1) information on the location and extent of risk and vulnerability the hazard presents; (2) identification of the different groups involved and their roles; (3) the potential extent of losses caused by the hazard; and (4) the benefits to be realized from mitigation.

Litigation. The legal issues associated with disaster response are shaped by both state and federal law. The legal issues involved under state law include negligence, which occurs when the careless action or inaction of employees or volunteers caused injuries or property damage, and state statutory requirements. Under federal law, legal issues include both federal statutory issues and constitutional rights involved in claims resulting from land use regulation, emergency powers of law enforcement officers, limitations placed on citizens during a disaster or business inspections.

Mutual Aid Agreements. Mutual aid agreements are either mandated by legislation or negotiated as legal contracts. Mutual aid agreements may be for reciprocal assistance or may be non-reciprocal service contracts under which the service is provided only under disaster conditions. The most common mutual aid agreements for reciprocal assistance are among jurisdictions for police, fire, public works and emergency medical care services.

Public Education/Emergency Public Information Materials. To be able to educate the public, county leadership must communicate with the public. Although the most common means of communicating with citizens is through emergency public information materials like circulars and handouts, the county should take advantage of other methods of communication such as newspaper articles, radio talk shows, radio interviews and individual presentations to schools, clubs and other community groups. Television can be an effective education tool through such means as talk shows, spot announcements, interviews, specials, training tapes and government access cable channels.

Public/Private Partnerships. The role of the private sector in disaster mitigation and emergency preparedness is important, particularly in Racine County where the risk of disaster is well documented.

Relocation. Since relocation of vulnerable structures removes the threat of loss, it is now an allowable expense under the National Flood Insurance Program (NFIP) and can be assisted locally through technical assistance programs.

Safety Codes. In addition to the Building Officials and Code Administrators (BOCA) National Building Code, other safety codes are available for consideration and possible adoption.

Staffing and Training of Response Personnel. A local response training program should take advantage of programs and courses available through FEMA or the state, each of which has a training officer responsible for coordinating the delivery of federally-funded emergency management programs.

Subdivision Regulations. Subdivision regulations govern both the conversion of undeveloped land to building sites and the provision of improvements such as streets and utilities. Relative to hazard mitigation, local subdivision regulations can also require the flood proofing of infrastructure, the dedication of hazard areas for open space, the clustering of buildings on least hazardous sites and the disclosure of risks to prospective property owners.

Tax Incentives. Tax policy can provide incentives to undertake mitigation actions. For example, the county can establish "preferential" or "use value" taxes for properties located in the flood-prone areas if the property owner agrees to maintain a low-density use of the land. In this way, property is taxed on the basis of its actual income production rather than its market value.

Transfer of Development Rights. A Transfer of Development Rights (TDR) program is intended to use properties located within a high hazard area for recreational or open space purposes by compensating the property owners for the loss of their right to develop it in more intense land uses. A typical TDR program establishes both a preservation district and a development district. Landowners in the preservation or "sending" district may sell their development rights to landowners in the development or "receiving" district who may then use these rights to build at higher densities than allowed under current zoning standards.

Watershed Management. A watershed is defined as the total area drained by a given stream or river. The plan for management of a watershed should include a complete watershed analysis. Such an analysis provides statistical, schematic and graphic information that can be used to calculate potential runoff, to simulate flooding conditions, to analyze proposed site plans and to storm drain layout.

Zoning Ordinances. Zoning ordinances regulate the use of land and structures; standards for setbacks, yards, building height, lot size and density; and establish the method for dealing with nonconforming uses and structures. Zoning can be used to limit development in hazard-prone areas to establish performance standards that reduce vulnerability and to create incentives for development that incorporate hazard mitigation.

Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 20
Recovery Administration & Finance

Primary Agency

Racine County Finance Department

Recovery Support Function (RSF) # 20

Recovery Administration & Finance

LEAD DEPARTMENT	Racine County Finance Department.
SUPPORT AGENCIES	Corporation Counsel. County Administration. Municipal Finance Departments. Purchasing Departments. Racine County Human Resources.
PURPOSE	To provide a framework for implementing administrative and financial services necessary for disaster recovery.
POLICIES	1. Ensure adequate cash flow during the recovery process to provide essential public health and safety services, and emergency repairs. 2. Local government entities will designate personnel to be responsible for documentation of disaster operations and expenditures. Emergency expenditures will be incurred in accordance with existing emergency purchasing procedures. 3. The County may qualify for reimbursement of certain emergency costs from state, federal disaster recovery programs. Racine County and its local governments may also collect damages from its insurance carriers. Documentation of expenditures will maximize the reimbursements and assistance that the County and its citizens will receive. All local government entities are expected to include requirements for emergency and recovery fiscal record keeping in their Standard Operating Guides (SOGs) and must use the specified forms. 4. Documentation must begin at the field response level and continue throughout the operation of the Emergency Operations Center and throughout the recovery period.
PRE–DISASTER TASKS	1. Obtain a current copy of FEMA's Public Assistance Program and Project Eligibility Handbook and other related information (includes authorities, work eligibility, cost eligibility, application procedures, project worksheets); Be aware of the different rules governing eligible costs for permanent, temporary, and volunteer workers; Be aware of different documentation needed by various programs. 2. Obtain training in the federal/state disaster assistance process before the disaster. 3. Establish and maintain a system to identify and compile incident costs for State and Federal reimbursements. 4. Design a "disaster cost–tracking documentation system." Base it on state and federal requirements. Should be compatible with normal accounting system. 5. Establish accounting and documentation procedures for recovery activities to

	include: a. Financial donations (coordinate with RSF # 5: Unmet Needs) to establish procedures to accept and disperse cash donations to be used for both individual and other community unmet needs). b. Emergency procurement guidelines. c. Recovery accounting and record keeping system, including personnel time and attendance, contract work, equipment, supplies, and other expenditures. d. Tax adjustments for damaged property. e. Audit and documentation requirements. 6. Train staff to implement and use the disaster documentation system. 7. Identify strategies to recover un–reimbursed disaster costs: re-budgeting, bonds, taxes. 8. Research and list sources of recovery grant assistance and related funding programs. Maintain a list of funding sources and update annually. • Develop a proactive stance and partner with other funding organizations. 9. Review insurance policies and programs; Identify vulnerable areas and government assets; obtain insurance as appropriate. 10. Create a countywide clearinghouse of all materials relevant to implementing recovery finance operations and to provide access to contracts, assistance agreements, and other administrative actions. 11. Establish procedures for providing municipalities with financial assistance. • Project potential revenue shortfalls caused by disaster impacts, i.e. evaluate jurisdictional revenues in conjunction with a vulnerability analysis to determine potential financial impacts. 12. Develop systems that can project impacts to revenues from disasters. Assess post-disaster financial staffing needs and financial administrative procedures. 13. Identify and research potential financial sources that can augment or bridge the financial gap if projected estimates for recovery costs will exceed reserves. 14. Develop financial contingency plans. 15. Research use of bonds in other disaster impacted communities. Consider developing a debt management policy or set of criteria to issue post-disaster bonds.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Purchasing. a. Facilitate the acquisition of supplies, equipment, and services necessary to support recovery actions. • Ensure that all obligation documents initiated in the incident are properly prepared, completed and recorded for reimbursement as appropriate. b. Determine if normal competitive bidding procedures should be waived to expedite response and relief efforts. • Maintain responsible effort to foster competition for work; solicit proposals by phone or other means from more than one vendor.

Note: Verbal contracts may be eligible for reimbursement if a record of the conversation is kept and followed up with a written contract as soon as practicable.

2. Administrative Services.
   a. Provide legal guidance. Corporation Counsel:
      (1) Prepare additional ordinances or other legal documents necessary to continue recovery activities on an as needed basis.
      (2) Review documents for legal sufficiency.
      (3) Investigate claims/legal actions against local government resulting from disaster response activities.
   b. Ensure supply of vouchers, receipts, and other forms.
   c. Oversee the development and execution of contractual agreements for disaster related services (debris removal, public building repair and restoration, equipment rental or leasing).
      • Establish a process to monitor contractual performance.
   d. Coordinate supply contracts.
   e. Manage activities related to worker's compensation programs.
      (1) Maintain records on injuries or illnesses for disaster workers associated with the disaster incident.
      (2) Coordinating investigations related to workman compensation/injury claims.
   f. Maintain accurate data on disaster response and recovery costs.
      (1) Assess and report on status of agency budgets to determine ability to handle disaster caused costs.
      (2) Assure that personnel and equipment costs are properly identified and filed.
      (3) Obtain and record cost data.
      (4) Analyze and prepare disaster incident cost estimates; and
      (5) Provide cost estimates of resource use.
   g. Risk Management:
      (1) Obtain final damage assessment.
      (2) Determine insured losses and uninsured losses.
      (3) Compile personnel injury claims/reports.
3. Documentation of Disaster Costs.
   a. Activate the County's "disaster cost–tracking documentation system."
      (1) Direct Departments to keep accurate records separating disaster operational expenditures from day–to–day expenditures.
      (2) Ensure all departments are using the disaster "project code" in charging disaster related costs, i.e., labor, materials, equipment, and supplies.
      (3) Normally used fund numbers, department/division numbers and object code numbers to charge the costs should remain the same.
   b. Implement a system for collecting and processing time and equipment reports for each operational period (shift or daily).
      (1) Ensure that daily personnel time reports are prepared.

- Verify time records for accuracy.

(2) Ensure that equipment time reports are prepared.

c. Ensure that Departments keep 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 the injuries, lost or damaged equipment, and any extraordinary costs.

d. Persons responsible for directing or supervising emergency work shall document personnel, equipment and supplies expended—on a daily basis. Documentation will include:

- Logs, formal records and file copies of all expenditures, receipts, personnel time sheets.

d. Daily Activity Reports shall be kept by the agency responsible for directing a specific emergency operation.

e. Document all labor and materials/supplies costs by damage category and by specific site in accordance with FEMA guidance.

- See Applicant Checklist for Public Assistance, Attachment # 4.

Note: Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

(1) Roads.
(2) Water control facilities.
(3) Public buildings and related equipment.
(4) Public utilities.
(5) Facilities under construction.
(6) Recreational and park facilities.
(7) Educational institutions.
(8) Certain private non–profit facilities.

4. Public Assistance Process and Administration.

a. Determine eligible projects and submit application paperwork. The Project Application is the document which summarizes total dollar cost of all public assistance, and incorporates required assurances and agreements between Racine County, WEM and the Federal Emergency Management Agency. Details on eligible projects are found in the FEMA Project Eligibility Handbook.

b. Develop “Project Worksheets” for each eligible project. The basis for Project Applications are the “Project Worksheets” which identify the damaged property, define the scope of work, and establish the cost of repair or replacement. These are prepared by a local/county/state/federal team. The Project Worksheets may be supported by engineers or contractor estimates, photographs, maps, and other appropriate data. The scope of work, as outlined on the Project Worksheet, is the guideline for determining eligibility.

c. County responsibilities will include:

(1) Compiling a list of all sites where damage occurred.
(2) Documenting all the damage.
(3) Coordinating the damage survey team(s).
(4) Reviewing and signing all Project Worksheets.

	(5) Selecting project funding options. (6) Project management. (7) Preparing reports and documentation. (8) Participating in final inspections. 5. Disaster Cost Reimbursement. a. Estimate costs of disaster–generated projects and activities. b. Identify likely sources of disaster funds. (1) FEMA reimbursements for community losses. (2) Other Federal and State aid. (3) Community Development Block Grant. c. Coordinate use of public and private funding sources. 6. Budget. a. Project budget for coming year(s). b. Estimate remaining tax base. c. Revise estimates of revenue. d. Identify new sources of revenue. (1) Tax increase. (2) Bond issue. (3) Private funds. (4) Recovery trust fund(s). (5) Economic development administrative grants. Note: Federal cost reimbursement includes the repair/replacement of roads, water control facilities, public buildings and related equipment, public utilities, facilities under construction, recreational and park facilities, educational institutions, certain private non–profit facilities. Other forms of Public Assistance which may be made available under a Presidential declaration of a major disaster include: Use of federal equipment, supplies, facilities, personnel, and other resources (other than the extension of credit) from various federal agencies; Community disaster loans, payment of school operating expenses, repairs to federal aid system roads, repairs to projects.
ATTACHMENTS	1. Accounting Procedures for Disaster Events. 2. Public Assistance Damage Assessment Checklist. 3. Public Assistance Project Checklist. 4. Applicant's Agent Checklist.
REFERENCES	1. FEMA Public Assistance Program and Project Eligibility Handbook.

Attachment 1

EOC ACCOUNTING PROCEDURES FOR DISASTER EVENTS

A. When the threat of a disaster is imminent, or if the County has suffered any other disastrous event that warrants the activation of the Emergency Operations Center, will notify the Finance Department to initiate a special project code for the impending or current disaster.

B. In most circumstances the Chief Elected Official will already have issued a State of Local Emergency that will immediately place the County in an emergency protective measures status, followed by an emergency response mode.

C. It is a requirement that all expenses, including payroll, are charged to the applicable account code, using the project code designated for the event. This applies for all employees who are requested/required to work prior to and during an event. All purchase orders must reflect the appropriate project code.

D. Financial tracking forms are distributed to all affected employees to track their time, equipment use and expenses prior to and during an event. These forms will be utilized to reconcile payroll and, if applicable, serve as backup for FEMA reimbursement.

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Attachment 2

PUBLIC ASSISTANCE DAMAGE ASSESSMENT CHECKLIST

(To Prepare for State and/or Federal Inspectors)

In order to expedite the damage assessment process, applicants should take the following steps before the arrival of the State and Federal assessment team:

1. Mark the location of each damage site on a suitable map and develop a route of travel to each site. Segregate damage/work activities into the categories of work below. All damage sites should be identified by the applicant before the inspectors arrive.

    a. Roads.
    b. Water control facilities.
    c. Public buildings and related equipment.
    d. Public utilities.
    e. Facilities under construction.
    f. Recreational and park facilities.
    g. Educational institutions.
    h. Certain private non–profit facilities.

2. Ensure that the person designated to accompany the survey team is knowledgeable of the repairs already made and the location of all other damage sites which need to be repaired/surveyed.

3. Have photographs, site sketches or drawings of each damage site available for the inspectors (especially where work has already been performed).

4. Compile a detailed breakdown of labor (including fringe benefits), equipment, and material costs for each location where work has been completed or is in progress. While a variety of forms can be used to summarize these items, the format chosen must document the type and location of work performed on a daily basis.

5. Record force account equipment use in a manner compatible with the FEMA Schedule of Equipment Rates. Keep damaged equipment and parts for review and inspection by the survey team.

6. List equipment, materials or inventory lost as a result of the disaster. Provide copies of estimates, bids, purchase orders, invoices, inventory records or other substantiating evidence to verify loss values or replacement cost.

7. Be prepared to describe to the inspectors which sites will be repaired by contract and those which will be repaired by force account. If a contractor's estimate/bid has been received, have it available for the inspectors.

8. Provide inspectors with policy information on insurance coverage and any proceeds received or anticipated.

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Attachment 3

PUBLIC ASSISTANCE PROJECT CHECKLIST

(To prepare for State and/or Federal Project Officers)

In order to expedite the project process, applicants should take the following steps and be aware of the following procedures before the Kickoff meeting (or first visit) with the Federal/State team:

1. Mark the location of each damage project on a suitable map and develop a route of travel to each site. Segregate damage/work activities into the seven categories of work. The applicant should identify all damage/work projects before the Project Officers arrive.

2. A list of projects broken down by small (< $xx,xxx) and large (>$xx,xxx). Note, dollar amounts established by FEMA.

3. Ensure that the person designated to accompany the survey team is knowledgeable of the repairs already made and the location of all other damage sites which need to be repaired.

4. Have photographs, site sketches or drawings of each damage site available for the Project Officers (especially where work has already been performed).

5. Compile a detailed breakdown of labor (including fringe benefits), equipment, and material costs for each project where work has been completed or is in progress. While a variety of forms can be used or summarize these items, the format chosen must document the type and location of work performed on a daily basis.

6. Provide force account equipment use in a manner compatible with the FEMA Schedule of Equipment Rates. Keep damaged equipment and parts for a review and inspection by the survey team.

7. List equipment, materials or inventory lost as a result of the disaster. Provide copies of estimates, bids, purchase orders, invoices, inventory records or other substantiating evidence to verify loss values or replacement cost.

8. Be prepared to describe to the inspectors which projects will be repaired by contract and those which will be repaired by force account. If a contractor's estimate/bid has been received, have it available for the Project Officers.

9. If damaged facilities are to be restored in accordance with adopted codes or standards different from the original construction, provide Project Officers with copies of the appropriate standards.

10. Provide Project Officers with policy information on insurance coverage and any proceeds received or anticipated.

11. Notify DEM as soon as possible, but no later than 60 days from the date of the initial Kickoff meeting, of any additional damage that has been identified.

12. Be aware that a statement of non–concurrence must be attached to any project in which the local representative does not agree with the proposed scope of work.

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Attachment 4

APPLICANT'S AGENT CHECKLIST

ADMINISTRATION	1. Attend the applicant's briefing. 2. Contact other potential applicants within the county who sustained disaster related damages/cost and advise them of who to contact by filling out a request for assistance within 30 days from the date the county was declared. 3. Ensure that an applicant's agent is designated. 4. Submit appeals in a timely manner normally within 60 days of notification. 5. Check on insurance coverage and determine the settlement amount, if any. Submit a proof of loss statement (insurance settlement) from the insurance company.
WORK MONITORING	1. Review each Project Worksheet (PW) to become familiar with approved scope of work. 2. Give appropriate supervisors a copy of each PW. 3. Make approved repairs ONLY or obtain WI DEM and/or FEMA approval before changing the approved scope of work. 4. Notify WI DEM of significant cost overruns. 5. Follow proper bid and contract procedures. Ensure the contractor is NOT on the most current "List of Parties Excluded from current Federal Procurement or Non–Procurement Programs" published by the U.S. General Services Administration. 6. Complete work within allowable time periods. 7. Request a time extension by PW if needed. 8. Submit a project cost summary for each large PW that is completed. 9. Complete the project completion report once all approved work has been completed.
DOCUMENTATION	1. Maintain a separate folder for each PW. 2. Document repair costs at each work site as they occur. 3. Prepare summary reports from supervisor's daily logs. 4. Keep these documents for each work site as they occur: a. Summary reports for labor, equipment and materials. b. Delivery tickets. c. Invoices. d. Payroll journals. e. Canceled checks. f. Daily logs from supervisors. 5. Keep these documents for each PW done by contract: a. Bid specifications. b. Bid advertisement. c. Bid summary sheet. d. Contract award documents. e. Invoices. f. Canceled checks. g. Record of work inspections.

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Comprehensive Emergency Management Plan (CEMP)
Annex IV Recovery

Attachment

Recovery Support Function (RSF) # 21
Cultural & Historic Concerns

Primary Agency

Racine Heritage Museum

Recovery Support Function (RSF) # 21

Cultural & Historic Concerns

LEAD DEPARTMENT	Racine Heritage Museum.
SUPPORT AGENCIES	Preservation Racine. WI State Historical Society.
PURPOSE	To identify and implement projects or programs that restore, enhance, or protect cultural and historic resources from degradation to reduce impacts from disasters.
POLICIES	1. Protect or enhance local cultural and historical interests by: a. Preserving, conserving, restoring cultural and historic resources. b. Protecting cultural and cultural and historic resources.
PRE–DISASTER TASKS	1. Identify and list potential cultural and cultural and historic damages and problems from likely hazards; Describe the characteristics of the cultural and historic resources; Estimate the probable types and degree of damage; Identify development trends in the cultural and historic areas. 2. Map the cultural and historic sensitive areas; Display potential cultural and historic damages. Establish GPS database. 3. Identify projects and programs that will protect cultural and historic resources while simultaneously reducing damage from disasters. • Process: Ensure that each cultural and historic project and program is realistic, technically possible, economically feasible, politically workable, and socially acceptable; Decide on a public involvement process; Invite representatives of the public and non–profit organizations to participate; Incorporate comments into the planning process and plans; Establish a regular process for providing information and receiving ideas. 4. Develop a cultural and historic recovery plan that becomes part of the local government's comprehensive plan. 5. Make information on disasters and environmental characteristics available for use in community comprehensive planning. 6. Develop measures to safeguard historic homes and structures.
RECOVERY TASKS	Note: Review and consider the following tasks and perform those tasks as appropriate to the recovery situation and needs. 1. Coordinate with RSF # 1 Damage Assessment/Impact Analysis Growth Management; Obtain information on disaster–related impacts to cultural and historic resources. 2. Develop an initial cultural and historic resources impact assessment; Review often and revise after a more comprehensive impact assessment is provided.

	3. Establish and maintain liaison among federal, state, and local officials concerned with cultural and historic impacts and issues. 4. Review the relevant local government's current land use ordinance. In terms of the disaster environmental impacts, determine what, if any, changes or additions are necessary. Make recommendations. 5. Apply for relevant post–disaster federal and state environmental programs and funds. 6. Integrate post–disaster cultural and historic projects and programs into the comprehensive plan and recovery program. • Coordinate with RSF # 13 Redevelopment (Planning and Community Development) to ensure that cultural and historic plans and programs are integrated into local government's Redevelopment Plan (Comprehensive Plan), and not duplicate efforts or add another layer of planning. 7. Coordinate with RSF # 19 Mitigation to revise and strengthen the mitigation plan by setting priorities that include cultural and historic projects or programs as an important component. • Integrating projects or programs that restore, enhance, and protect cultural and historic resources into a comprehensive or recovery plan(s) can help guide the disaster recovery and reconstruction along paths that will reduce or eliminate damage from future disaster. 8. Monitor the cultural and historic restoration projects and programs initiated to determine how effective they are and whether they need to be changed. Three performance measures should provide the needed information: a. Objective results data: statistics that are observable and can be measured. b. Surveys and assessments of results: opinions from local government, county and state decision makers and the general public. c. Activity measures: information on the implementation of the project or program.
ATTACHMENTS	None.
REFERENCES	Wisconsin Historical Society: http://www.wisconsinhistory.org

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Comprehensive Emergency Management Plan (CEMP)

Annex V
CONTINUITY OF OPERATIONS PLAN (COOP)

Racine County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

V. CONTINUITY OF OPERATIONS PLAN (COOP)

V. CONTINUITY OF OPERATIONS PLAN (COOP).

A. OVERVIEW.

1. Racine County requires each Department to develop a COOP to ensure the continued performance of minimum essential functions during a wide range of potential emergencies or a situation that might disrupt normal operations. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, inoperable communications, and vital records/ databases. Each Department will make an independent determination of their mission-essential functions and will prepare the documents and procedures applicable to their COOP based on their unique organization operations and functions.

B. COOP OBJECTIVES.

1. The objectives of a COOP are to mitigate risks; reduce disruption of operations; protect essential equipment, records, and other assets; minimize damage and loss; provide organizational and operational stability; facilitate decision making during an emergency; and achieve an orderly recovery.

C. DEVELOPMENT OF DEPARTMENT COOP.

1. Racine County Departments are required to develop and maintain a Department COOP and program that:

    a. Is compatible with this CEMP.
    b. Ensures the Department is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
    c. Assures that the Department is prepared to provide its critical services in an environment that is threatened, diminished, or incapacitated.
    d. Ensures the safety and welfare of all employees both during and after an emergency situation.
    e. Provides a means of information coordination to insure uninterrupted communications to and from elected officials, Department management, critical customers, employees, and citizens.
    f. Provides timely direction, control, and coordination of Department critical functions before, during and after an event.
    g. Provides a mechanism for the prompt notification of all Department personnel during an emergency situation.
    h. Establishes time-phased implementation procedures to insure operational capability within 12 hours of activation, and continued performance of mission essential functions for up to 30 days.

i. Identifies alternate facilities and outlines procedures for relocation.
j. Identifies vital records and outlines procedures for protection and reconstitution.
k. Facilitates the return of Department critical functions to normal operating conditions as soon as practical based on circumstances and the threat environment.
l. Coordinates with the County's Information System (IS) to reconstitute, as rapidly as possible, IS systems that are adversely affected due to an emergency or disaster.
m. Integrates COOP training into existing training programs.
n. Coordinates mitigation and prevention strategies that will enhance the survival of the Department's critical IS infrastructure.

2. Sensitive information (such as special Department vulnerabilities, personal information, etc.) will be kept confidential and will not be otherwise disseminated without approval.

3. A Department COOP is activated anytime an emergency event impacts the Department and/or a Department's facility is declared unusable for normal operation.

D. DELINEATION OF MISSION-ESSENTIAL FUNCTIONS.

1. Mission-essential functions are those actions required by law or statute that must be provided regardless of the mission-limiting event. For purposes of this COOP, mission-essential functions are those critical activities of the County that cannot withstand a 30-day interruption. Neither all Departments nor all functions within a Department are necessarily mission-essential under this definition; however each Department will create their list of prioritized, mission-essential functions that will be incorporated into their COOP plan.

E. ROLE OF THE EOC.

1. Any event significant enough to require COOP implementation may result in the Emergency Operations Center (EOC) activation. If additional support from the EOC is required, activation will be considered in accordance with the methodology provided for in this CEMP.

3. Flexibility in planning and recovery is necessary in the event of a disaster so widespread that it involves multiple County buildings that have been planned as the alternate sites for each other. The EOC may be activated and mutual aid assistance may be requested. The EOC will:

a. Monitor and assess the situation requiring COOP activation.
b. Monitor the status of personnel and resources.
c. Plan and prepare for the restoration of operations in primary facilities or permanent alternate facilities as necessary.

4. Fully functional and immediately available alternate facilities do not exist to support all defined mission essential functions. It is likely that in the event of a local emergency requiring activation of a COOP that a commercial facility may be required to support operations. The decision for relocation and authorization for occupancy of available commercial facilities will be made by the County Executive.

F. COUNTY PERSONNEL.

1. Personnel in affected buildings will report to pre-designated off-site locations for personnel accountability.

2. Essential staff personnel report to appropriate pre-determined location(s) to recover mission-essential functions in accordance with their Department COOP.

   - During COOP contingencies the County Executive will determine the hours of work for essential staff.

3. Personnel not directly involved in response, recovery, and mission essential functions fall into two broad categories:

   a. Standby Personnel. Personnel who will be directed to remain at home in standby status (at current rate of pay and benefits) until provisions are made for their return to work.

   b. Disaster Assistance Personnel: Those who are identified as having special skills that can be used in support of response, recovery, and other functions in accordance with their skills.

G. COOP ACTIVATIONS.

1. Emergencies or specific threats of emergencies may affect the ability of the Racine County Government to perform mission-essential function from any or all County facilities. Such emergencies fall into two general categories:

   a. Single County government facility closed to normal business activities as a result of an event or credible threat of an event that precludes access to or use of that facility, or;

   b. A geographical area closed to normal activities as a result of a widespread utility failure, natural disaster, hazardous material event, civil disturbance, or terrorist attack. If one or more facilities are located within this affected geographic area, activation of the COOP may be required.

2. The decision to activate the COOP will be made based on the nature and severity of the incident or threat. Short duration events such as building evacuations may not require activation of the COOP.

3. In an event so severe that normal County government operations are interrupted or, if such an event appears imminent which requires evacuation and reconstitution at an alternate facility or facilities, the COOP will be activated at the discretion of the County Executive or designee.

4. The County Executive or the Emergency Management Director/Coordinator will notify EOC staff as appropriate and all allied City and County agencies.

5. Department Directors will notify their personnel.

6. If appropriate, designated staff will gather at the Emergency Operations Center (EOC) or alternate site, as provided for in this CEMP. The County Executive or designee will direct and ensure that mission-essential functions of the closed facility are maintained and capable of being performed until normal operations are re-established.

7. As appropriate, the EOC will ensure proper direction and support is provided to implement the COOP and other emergency actions required to insure degraded mission-essential functions are identified within 2 hours, restored within 12 hours, and continued, as necessary, for up to 30 days.

8. All staff necessary to perform mission-essential functions will need to be contacted and advised to report to the primary facility, an alternate facility, a predetermined secure location, or other location.

9. As incidents may occur with or without warning, during or outside of normal working hours, the County Executive and Department Directors must be ready to implement the COOP under a full range of possibilities.

10. Should the County or individual Building Departments receive a warning prior to the event then full execution of the COOP with a complete and orderly alert, notification, and deployment of the assets should occur.

11. The ability to execute the COOP following an event without warning will depend on the nature and severity of the event, the number of survivors, the effects on available personnel, equipment loss, and the infrastructure and resources remaining.

12. Accurate personnel accountability throughout a COOP event is paramount, especially if the incident occurs without warning and during normal working hours. Individual building evacuation plans must provide for complete accountability of staff and authorized visitors.

H. TIME-PHASED IMPLEMENTATION.

1. Time-phased implementation provides for an orderly approach and diminishes the inherent confusion and loss of capability associated with trying to do everything at once. The extent to which re-constitution of mission-essential functions is possible will depend on the nature and scope of the emergency, the amount of warning time received, and whether personnel are on or off-site.

2 Departmental mission-essential functions will be recovered under a time-phased implementation procedure consistent with legal and statutory requirements. Essentially, those items affecting emergency response capability will be reconstituted first, with succeeding mission-essential functions re-activated as soon as possible, but no less than as described below.

I. TRANSITION TO ALTERNATE SITES.

1. When a non-emergency transition to alternate operations is possible, Department Directors will cease operations at the primary facility when operations are capable of being performed at the alternate location.

2. Readiness to conduct mission-essential functions at an alternate location will be transmitted to the EOC who will, in turn, notify appropriate officials of the alternate location and contact information.

3. Media releases will be prepared for the County Executive in order to notify County employees, the public, Town customers and vendors of the alternate location and extent of capability to conduct mission-essential

functions and which non-mission-essential functions have been curtailed for the immediate and foreseeable future.

4. Following notification that a relocation of any County government function has been ordered or is in progress, the EOC staff, Information Systems (IS) Manager, and other applicable Department Directors will take necessary action to implement site-support at the alternate location.

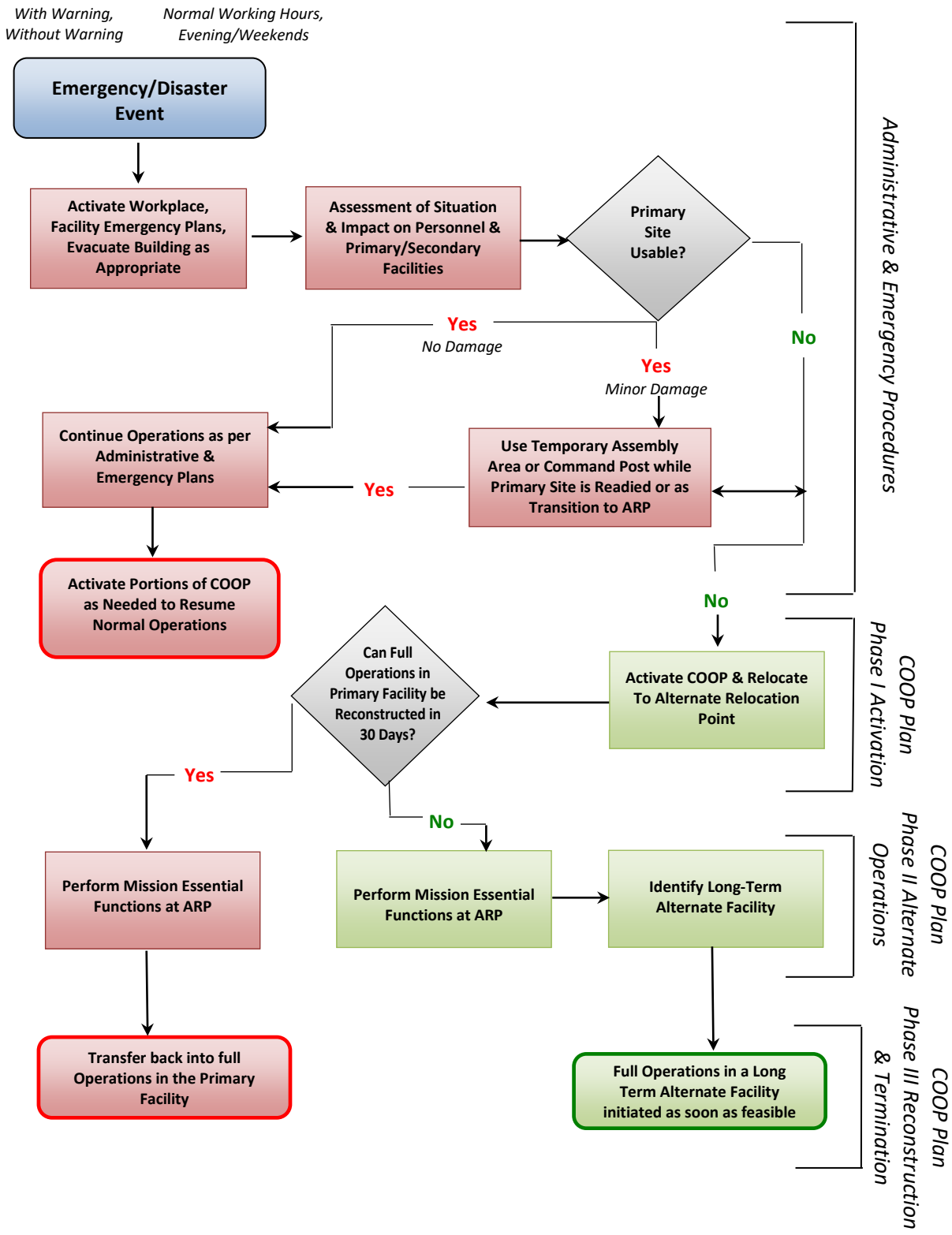
J. COOP TERMINATION.

1. Department Directors will report their status to the EOC on a set schedule to allow development of a time line for reconstitution and termination of the COOP. Appropriate plans and schedules will be developed by each Department that will allow an orderly return to normal operations. The County Executive or designee will approve all plans and schedules for implementation.

K. REFERENCES.

1. Department/Building COOPs.

COOP PROCESS FLOW CHART



Comprehensive Emergency Management Plan (CEMP)

Annex VI
SPECIAL SUBJECTS

Racine County Office of Emergency Management

Comprehensive Emergency Management Plan CEMP

Annex

VI. SPECIAL SUBJECTS

VI. SPECIAL SUBJECTS.

A. WEAPONS OF MASS DESTRUCTION (WMD)

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Special Subject

WEAPONS OF MASS DESTRUCTION

Racine County Office Of Emergency Management

Special Subject

Weapons of Mass Destruction

I. PURPOSE AND POLICY.

A. Purpose.

1. This WMD Plan and its accompanying attachments provides a framework for planning and responding to a terrorist threat or incident occurring within Racine County. The ultimate goal is to identify potential terrorist targets and reduce their vulnerability. If those efforts fail, it is the County's responsibility to respond in a timely and efficient manner to control the incident, protect lives and property, maintain the continuity of government, recover and ultimately return to normal. These goals will be accomplished through a coordinated plan involving all County Departments, and pertinent jurisdictions and agencies.

2. The purpose of this Plan is to:

- Support the County's public policy of preparing for, and responding to, any and all threats to the safety of its citizens. This Plan augments the County's Comprehensive Emergency Management Plan (CEMP) and addresses terrorist events.
- Provide general guidance for the coordination of emergency operations and resources within the County to save lives, protect property and restore order in the event of a terrorist event.
- Provide specific direction to involved County departments.
- Serve as reference information for response to terrorist events.
- Clarify the roles and relationships of City, County, state, federal agencies with the threat or actual occurrence of terrorist events.

B. Policy.

It is the policy of Racine County:

1. That the Racine County Sheriff and municipal police departments will exercise broad lawful authority, within existing capabilities, to protect life and property threatened by acts of terrorism to include ordering evacuations, curfews and other necessary actions to contain or control the incident.

2. That the Racine County Sheriff and municipal police departments will normally retain the role of the "incident commander" until the threat to public safety is abated, or the incident command is transferred to the appropriate state or federal agency.

3. To establish overall direction, control, and coordination through activation of Racine's Emergency Operations Center (EOC) to support the response to and consequences of a terrorist act.

4. To utilize the Incident Command System (ICS) as the organizational basis for response to terrorist incidents.

5. To ensure notification of appropriate state and federal agencies.

II. SITUATION.

A. Situation.

1. The terrorist threat presents additional challenges to the emergency response structure. Terrorist acts can range from small destructive acts with limited damage and no casualties to a worse case scenario utilizing weapons of mass destruction that cause massive casualties and major response and recovery efforts. The terrorist incident can present itself with a period of preparation and buildup, or as a dramatic event with no advanced warning.

2. Racine County Emergency Management has completed the various state/federal required "Threat and Risk Assessments" to help identify potential terrorist targets. The findings and conclusions of that assessment are on file in the Emergency Management office.

B. Constraints (Limitations).

1. Racine County, mutual aid resources and Wisconsin state agencies have a limited capability for responding to terrorist events.

2. Local hospitals have limited civilian victim decontamination capability.

3. Hospitals and medical facilities have limited bed capacity, alternative facilities need to be identified.

4. The County's "Terrorism Early Warning" system and plans need improvement.

5. County-wide communications inter-operatability needs improvement.

6. EOC communications and facilities need improvements.

III. ASSUMPTIONS.

A. General.

- The Racine County is subject to acts of terrorism.

- Weapons of Mass Destruction (WMD) and other terrorist acts may involve mass casualties and damage to buildings or other types of property. The Racine County emergency responders' ability to identify aspects of the incident (e.g., signs and symptoms exhibited by victims), report them accurately, and protect themselves, will be essential to maximize the use of critical County resources and trigger the state and federal response.

B. Regarding Weapons of Mass Destruction (WMD):

- Terrorist attacks are usually directed at population centers and buildings or facilities that conduct operations for government, transportation, or industry.

- Terrorist attacks may or may not be preceded by a warning or a threat, and may at first appear to be an ordinary hazardous materials incident.

- Terrorist attacks may require a vast response effort from all levels of government (federal, state, local).

- Terrorist attacks may result in large numbers of casualties, including fatalities, physical injuries, and psychological trauma.
- The attack may be at multiple locations and include multiple events.
- The attack may be accompanied by fire, explosion, or other acts of sabotage.
- Responders are at risk of being casualties or targets. There may be a booby trap device set off to attract emergency responders, then a second device is set off for the purpose of injuring the emergency responders.
- The presence of a chemical or biological agent may not be recognized until some time after casualties occur.
- There may be a delay in identifying the chemical or biological agent present and in determining the appropriate protective measures.
- The chemical or biological agent may quickly dissipate or may be long-acting and persistent.
- Investigation of the cause of the event and those responsible for it are important law enforcement activities.
- Resources for combating terrorist attacks exist in local, state, and federal governments.
- Recovery can be complicated by the presence of persistent agents, additional threats, extensive physical damages, and psychological stress.
- Critical medical facilities could become contaminated.
- The Racine County and the state of Wisconsin could be quickly overwhelmed by an event.

IV. RESPONSIBILITIES.

A. Racine County.

1. Corporation Counsel.
   - Advise on legal matters pertaining to terrorist acts.
   - Prosecute violators.
   - Prepare emergency declarations, proclamations, orders.

2. Courts.
   - Expand court operations in order to expedite the processing of the increased number of cases presented for hearing as a result of the event.
   - Provide, if possible, a temporary location where court functions will be carried out.
   - Provide court clerical personnel to assist in preparing charges as required.

3. County Executive, Municipal Chief Elected Officials.
   - Establish policy, promulgate plans, declare emergencies, issue emergency orders, enact emergency legislation as required.

- Maintain control of County and City departments, personnel, resources during the crisis and consequence management phases.
- Request state and federal assistance as required.

Pertaining to Civil Disturbance, Unrest:

- Keep lines of communications open with community leaders.
- Schedule meetings with community leaders to negotiate differences.

4. Emergency Management.
   - Develop, maintain emergency plans.
   - Develop training, exercising program.
   - Activate, manage Emergency Operations Center (EOC).
   - Coordinate continuity of government / continuity of operations through the EOC.
   - Notify, alert, warn departments, agencies, general public of the situation.
   - Mobilize resources.
   - Liaison, coordinate with state, federal, private organizations.

5. Fire Departments.
   - Establish on-site liaison at the Law Enforcement Command Post.
   - Coordinate dispatch policies with EOC.
   - Receive clearance from Law Enforcement to enter the affected areas.
   - Conduct on-site operations relating to safety, security, and crime scene protection under the direction of the Law Enforcement Command Post.
   - Operate with fire suppression strategy as directed by the EOC and the Fire Command Officer at the scene.
   - Provide emergency medical services, urban search and rescue, hazmat response, etc., as permitted by safety and security precautions.
   - Assume special assignments as determined by the Fire representative at the EOC.

6. Health Officer.
   - Monitors and investigates public health threats.
   - Initiates public health alerts and emergencies.
   - Provide health services as permitted by safety and security precautions.
   - Provide mental health / stress management support to responders and victims.
   - The local health authority establishes quarantines within Racine.

7. Emergency Medical Services.
   - Provide emergency medical services as permitted by safety and security precautions.
   - Maintains and operates radiological and chemical detection equipment and provides:
     - On scene triage for both uncontaminated and potentially contaminated victims.
     - Hospital notification procedures.
     - Victim tracking.
     - Hospital loading procedures.
     - Isolation and decontamination procedures.
     - Temporary morgue.

8. Parks Department
   - Provide services in support of human needs, to include sheltering and mass care.

9. Law Enforcement.
   - Establish and maintain close liaison with state and federal law enforcement agencies.
   - Collect and disseminate information and intelligence.
   - Provide intelligence and "crisis monitoring" for terrorist acts.
   - Prevent acts of terrorism.
   - Warn the public of any potentially dangerous situation.
   - Secure critical facilities as the situation warrants.
   - Respond to acts of terrorism.
   - Establish incident command or unified command structure.
   - Direct, control law enforcement forces deployed to site of emergency.
   - Advise emergency management and elected officials as to need for declaration of emergency and issuing of emergency orders.
   - Establish, maintain communications with the EOC.
   - Provide or request "specialty teams" as required for the various acts of terrorism.
   - Control access and provide security in damaged or evacuated areas.
   - Investigate terrorist incidents.
   - Arrest violators.
   - Develop Police response organization and resources.
   - Develop, maintain bomb squad capabilities.
   - Likely tasks:
     - Perimeter establishment and manning.
     - Access control.
     - Establishing ingress/egress routes.
     - Crime scene procedures.
     - Establish initial response structure.
     - Fatality disposition

10. Public Information Officer (PIO).
    - Obtain information about the incident from Law Enforcement PIO and other sources.
    - Prepare official news releases.
    - Manage media logistics

11. Public Transportation.
    - Assist and cooperate with Law Enforcement in detouring bus routes.
    - Procure from public or private sources and provide emergency transportation as required by the situation.
    - In emergency situations involving public transportation vehicles, provide radio contact to the affected vehicle and assist, if requested, in locating the vehicle.

12. Public Works.
    - Assist with traffic control and evacuation as necessary.
    - Provide barricades for scene control.
    - Provide debris clearance.
    - Likely tasks:
      - Securing, restoring vital services.
      - Transportation.
    - Organization and resources.

13. Volunteer Organizations.
    - Provide services in support of human needs.

14. Water Treatment Plants.
    - Provide security at water treatment plants, pumping stations and reservoirs with assistance of Law Enforcement and outside contractors as necessary.
    - Fill reservoirs to capacity as appropriate.
    - Shut down water service where necessary.
    - Provide domestic water in areas where normal service has been disrupted by whatever means possible.

B. State.

1. Wisconsin Emergency Management (WEM):

   Wisconsin Emergency Management acts as the Lead State Agency in disaster response, except in the case of public health emergencies, in which case, the Governor may specify the Department of Health and Family Services as the Lead State Agency. The State Emergency Operations Center will serve to coordinate all state agency assistance.

   State agencies responding to requests for assistance from the county will send representatives to the county Emergency Operations Center and/or as directed.

   WEM will:
   - Work cooperatively with federal and local agencies to achieve unified goals.
   - Coordinate state agency assistance to local governments.
   - Provide crisis communications, damage assessment reporting and emergency police services.

2. Department of Health and Family Services (DHFS):

   - Provide resources or services not available at the municipal or county level during an emergency (e.g., threat assessment, exposure or disease investigation, risk communication, public health education, information dissemination, and technical advice and support to local health departments and health care providers.)

3. Department of Natural Resources (DNR):

   - Responsible for investigation;
   - Monitor air and water quality;
   - Assure safe drinking water supplies;
   - Monitor effects on fish and wildlife;
   - Control navigable waters;
   - Communicate assistance and management;
   - Security support;
   - Detect and identification of environmental effects, intelligence and fire suppression.

4. Department of Military Affairs/Wisconsin National Guard:

   - Provide protection of life and property and preservation of peace, order and public safety under the authority of state and federal authorities through military support to state and local governments.

5. Department of Transportation/Wisconsin State Patrol:

   - Responsible for supporting local law enforcement response to terrorism.

C. Federal.

1. Homeland Security Presidential Directive-5 (HSPD-5).

Homeland Security Presidential Directive-5 (HSPD-5) serves as the guiding policy document for domestic incident management "to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the U.S. Government shall establish a single, comprehensive approach to domestic incident management. In these efforts, with regard to domestic incidents, the U.S. Government treats crisis management and consequence management as a single, integrated function, rather than two separate functions. The Secretary of Homeland Security is the principal Federal official for domestic incident management."

2. Initial National Response Plan (NRP).

The purpose of the September 2003 Initial National Response Plan (NRP) is to harmonize the operational processes, procedures, and protocols detailed in such documents as the Federal Response Plan, U.S. Government Interagency Domestic Terrorism Concept of Operations Plan, Federal Radiological Emergency Response Plan, Mass Migration Emergency Plan (Distant Shore), and National Oil and Hazardous Substances Pollution Contingency Plan with the strategic direction provided in HSPD-5 until such plans can be integrated into the full NRP.

This Initial NRP implements, on an interim basis, the domestic incident management authorities, roles, and responsibilities of the Secretary of Homeland Security as defined in HSPD-5. It also serves as a "bridging document" between the current family of Federal incident management and emergency response plans and a full NRP to be developed by the Secretary in collaboration with other Federal departments and agencies and State, tribal, local, and nongovernmental partners.

3. Secretary of Homeland Security.

The Secretary of Homeland Security is the principal Federal official for domestic incident management. Pursuant to the Homeland Security Act of 2002, the Secretary is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary shall coordinate the Federal Government's resources utilized in response to or recovery from terrorist attacks, major disasters, or other emergencies if and when any one of the following four conditions applies: (1) a Federal department or agency acting under its own authority has requested the assistance of the Secretary; (2) the resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities; (3) more than one Federal department or agency has become substantially involved in responding to the incident; or (4) the Secretary has been directed to assume responsibility for managing the domestic incident by the President.

4. The National Homeland Security Operations Center (HSOC).

This is the primary national-level hub for operational communications and information pertaining to domestic incident management. Located at the Department of Homeland Security (DHS) headquarters, the HSOC integrates and provides overall steady state threat monitoring and situational awareness for domestic incident management on a 24/7 basis. The HSOC comprises representatives from other Federal departments and agencies as required to support steady state threat-monitoring requirements, as well as domestic incident management activities. The HSOC serves as the Homeland Security Secretary's primary point of coordination for the following activities:

- Maintaining domestic incident management operational situational awareness, including threat monitoring and initial incident information assessment.
- Facilitating homeland security information-sharing and operational coordination with other emergency operations centers at the Federal, State, local, and tribal levels, as well as emergency operations centers managed by nongovernmental entities.
- Disseminating or coordinating the dissemination of homeland security threat warnings, advisory bulletins, and other information pertinent to national incident management.
- Providing general situational awareness and support to and acting upon requests for information generated by the Interagency Incident Management Group.
- Facilitating domestic incident awareness, prevention, deterrence, and response and recovery activities, as well as direction to Department of Homeland Security components. (Note: In the case of a law enforcement response, the Attorney General retains the lead and the Secretary of Homeland Security will facilitate required actions, consistent with their respective authorities.)

5. Interagency Incident Management Group (IIMG).

   Comprised of senior representatives from DHS components and other Federal departments and agencies and nongovernmental organizations, as required, the Interagency Incident Management Group (IIMG) located at DHS headquarters:

   - Facilitates national-level domestic incident management and coordination.
   - Serves as the focal point for Federal headquarters-level operational coordination of a domestic incident.
   - Reviews and validates threat assessments and making recommendations to the Secretary on actions to take in response to credible threats, including changes in the National Homeland Security Advisory System alert level.
   - Synthesizes information and framing issues for the Secretary or other appropriate officials.
   - Recommends priorities to the Secretary for the use or allocation of Federal resources in support of domestic incident management;
   - Provides general oversight of the application of Federal resources in support of domestic incident management in coordination with existing agency and interagency resource management and private sector entities.
   - Provides strategic situational awareness and decision support across the full spectrum of domestic incident management domains, to include awareness, prevention, protection, response, and recovery.
   - Anticipates evolving Federal resource and operational requirements according to the specifics of the situation at hand.

6. Assistant to the President for Homeland Security.

   The Assistant to the President for Homeland Security is responsible for interagency policy coordination regarding domestic incident management, as directed by the President.

7. Principal Federal Official (PFO).

   A Principal Federal Official (PFO) may be appointed to represent the DHS Secretary at the incident. The roles and responsibilities of the PFO include the following:

   - Representing the Secretary of Homeland Security as the senior Federal official on scene to enable the Secretary to carry out his role as the principal Federal official for domestic incident management.

- Ensuring overall coordination of Federal domestic incident management activities and resource allocation on scene, ensuring the seamless integration of Federal incident management activities in support of State, local, and tribal requirements.
- Providing strategic guidance to Federal entities and facilitating interagency conflict resolution as necessary to enable timely Federal assistance to State, local, and tribal authorities.
- Serving as a primary, although not exclusive, point for Federal interface with State, local, and tribal government officials, the media, and the private sector for incident management.
- Providing real-time incident information, through the support of the Federal incident management structure on scene, as detailed in the Federal Response Plan and other Federal incident management and emergency operations plans, to the Secretary of Homeland Security through the HSOC and the IIMG, as required.
- Coordinating the overall Federal public communications strategy at the State, local, and tribal levels and clearing Federal interagency communications to the public regarding the incident.

8. The Initial National Response Plan states: "federal incident management officials designated in existing plans will maintain their authorities and responsibilities as defined in the federal response plan and other existing plans, statutes, and presidential directives." The response to a terrorist threat or incident within the U.S. will require a highly coordinated, multi- agency local, state, and federal response. In support of this mission, the following primary federal agencies will provide the core federal response:

   a. Department of Justice (DOJ)/Federal Bureau of Investigation (FBI).
   Department of Justice (Prosecution)
      - Ensures the development and implementation of policies directed at preventing terrorist attacks domestically.
      - Undertakes the criminal prosecution of these acts of terrorism that violate U.S. law.

      Federal Bureau of Investigation (Investigation)
      - Serves as lead federal agency (LFA) for the management of a federal response to terrorist incidents that take place within U.S. territory or those occurring in international waters that do not involve a foreign flag vessel.
      - Executes any federal operational response and acts as the federal on-scene commander ensuring, appropriate coordination of the federal response with state and local authorities.
      - May form and coordinate the deployment of a Domestic Emergency Support Team (DEST) with other agencies, when appropriate, and seek appropriate federal support based on the nature of the situation.

   b. Federal Emergency Management Agency (FEMA). (Recovery)
      - Ensures that the Federal Response Plan (FRP) with its Terrorism Incident Annex is adequate to respond to the consequences of terrorism directed against populations in the United States, including terrorism involving WMD.
      - As the lead federal agency for consequence management, supports the FBI with the planning and execution of functions undertaken to respond to the consequences of a terrorist use of a WMD.
      - Designates appropriate liaison and advisory personnel for the Strategic Information and Operations Center (SIOC) and deployment with the DEST, the Joint Operations Center (JOC), and the Joint Information Center (JIC).
      - Directs and coordinates any federal emergency response in accordance with its statutory authorities to ensure appropriate coordination of federal response activities in support of State and local authorities.

   c. Department of Defense (DOD). (Protection)
      - Provides military assistance to the LFA and/or Federal Response Plan Emergency Support Func-

tion primary agencies during all aspects of a terrorist incident upon approval by the Secretary of Defense.

- DOD assistance could include threat assessment, DEST deployment, technical advice, operational support, tactical operations, support for civil disturbances, and custody, transportation and disposal of a WMD device.

d. Department of Energy (DOE). (Technical Advise)
   - Provides scientific-technical personnel and equipment in support of the LFA during all aspects of a nuclear/radio logical WMD terrorist incident.
   - Supports both crisis and consequence management activities with capabilities such as threat assessment, DEST deployment, LFA advisory requirements, technical advice, forecasted modeling predictions, and operational support to include direct support of tactical operations.
   - Deployable DOE scientific technical assistance and support includes capabilities such as search operations; access operations; diagnostic and device assessment; radiological assessment and monitoring; identification of material; development of federal protective action recommendations; provision of information on the radiological response; render safe operations; hazards assessment; containment, relocation and storage of special nuclear material evidence; post- incident clean-up; and on-site management and radiological assessment to the public, the White House, and members of Congress and foreign governments.

e. Environmental Protection Agency (EPA). (Environmental Impact)
   - Provides technical personnel and supporting equipment to the LFA during all aspects of a WMD terrorist incident.
   - EPA assistance may include threat assessment, DEST and regional emergency response team deployment, LFA advisory requirements, technical advice and operational support.
   - EPA assistance and advice includes threat assessment, consultation, agent identification, hazard detection and reduction, environmental monitoring; sample and forensic evidence collection/ analysis; assessment and cleanup; identification of contaminants; and on-site safety, protection, prevention, and decontamination activities.
   - EPA and the United States Coast Guard (USCG) share responsibilities for response to oil discharges into navigable waters and releases of hazardous substances, pollutants, and contaminants into the environment under the NCP. EPA provides the predesignated Federal On-Scene Coordinator for inland areas and the USCG for coastal areas to coordinate containment, removal, and disposal efforts and resources during an oil, hazardous substance, or WMD incident.

f. Department of Health and Human Services (DHHS). (Biological Impact)
   - Primary agency under the Federal Response Plan for the provision of health, medical, and health-related social services.
   - Provides technical personnel and supporting equipment to the LFA during all aspects of a terrorist incident. HHS assistance could support threat assessment, DEST deployment, epidemiological investigation, pharmaceutical support operations, LFA advisory requirements, technical advice and operational (public health) medical and mental health services support. Technical assistance and advice includes identification of contaminants, sample collection and analysis, on-site safety and protection activities, medical management plans, and the provision of health and medical care and mass fatality management. The PHS would activate the National Disaster Medical System to support local and State authorities in the delivery of direct medical care in the form of pre-hospital treatment, hospital evacuation, and in- hospital care to incident casualties.

V. CONCEPT OF OPERATIONS.

A. General Concepts.

1. Antiterrorism.

   a. Antiterrorism involves the measures taken by facilities, organizations or individuals to reduce the probability of their becoming a victim of terrorism. Educational programs, physical security, personal protection techniques, and operational patterns are all passive means of making potential targets less appealing to terrorists

   b. Vital components of an antiterrorism program include: information and intelligence gathering, development and implementation of preventive measures, in-depth planning, and specialized training.

2. Counterterrorism.

   a. Counterterrorism is the full range of offensive measures to prevent, deter, and respond to terrorism. This includes direct contact with the terrorist force or its representative to end the incident with minimum disruption or loss of life and property. Participation in counterterrorism actions is generally limited to those forces with special training and expertise.

   b. This begins "crisis" and "consequence" management actions. See next paragraph.

3. "Crisis" and "Consequence" Management.

   This Plan introduces two emergency management terms that are unique to terrorism. These terms describe how the response to people committing an act of terrorism (crisis management) and the response to potential or actual effects of that activity (consequence management) will occur.

   a. Crisis Management.

      - Crisis management is the law enforcement response to the causes of terrorist incidents, terrorists and their weapons. It includes measures to identify, acquire and plan the use of resources needed to anticipate, isolate, prevent and/or resolve a threat or act of terrorism.

      - The federal government exercises preeminent authority and responsibility in crisis management. The federal crisis management effort is lead by the Federal Bureau of Investigation (FBI) with assistance from other federal, state, and local agencies as necessary. Final authority to make decisions on-scene regarding the causes of the incident, such as securing the scene perimeter, identifying and rendering weapons safe, and capturing terrorists rests with the FBI's on-scene commander (FBI OSC).

      - However, local and state law enforcement agencies will in all likelihood establish the initial command and undertake the initial response to the incident.

      - The Racine County Sheriff and municipal Police departments will coordinate directly with the FBI for the crisis management of terrorist incidents.

   b. Consequence Management.

      - Consequence management addresses the consequences of terrorism, the effects upon people,

property and communities. It includes measures to protect public health and safety, restore essential government services, and provide emergency relief to government, businesses, and individuals affected by the consequences of terrorism.

- Racine County will exercise preeminent authority to make decisions regarding the consequences of terrorism. This authority will normally rest with the incident commander and the Racine EOC. FEMA coordinates federal agency consequence management support as per the Federal Response Plan, marshaling federal resources through the state emergency operations center (EOC) in support of the local government.

- State and local governments will most likely be the first to respond to the consequences of terrorism; the federal government will provide assistance, as required. State and local agencies may have authorities that overlap federal jurisdictions.

- Racine County Emergency Management will coordinate consequence management with state and federal governments, mutual aid partners, industries, private citizens, and others.

4. Incident Management and Unified Command.

   Racine County uses the Incident Command System (ICS) as the structure to manage emergency events at the field level. ICS incorporates the concept of unified command when more than one agency is responsible for the emergency event. This system allows agencies to exercise their responsibilities without compromising jurisdictional authorities.

5. In a terrorist incident, the area of operations is potentially a crime scene and a hazardous materials site and a disaster area — spanning the borders of several local jurisdictions. In order to organize a complex on-scene operation, operational boundaries need to be defined with common terminology and procedures for officials responding to the crime, the hazardous materials incident, and the disaster. Operational boundaries may be used to control access to the area, target public information messages, assign operational sectors among responding organizations, and assess potential impacts on the population and the environment. The physical location of these boundaries will depend on the type and quantity of hazardous materials involved:

   a. The Crime Scene Boundary defines the crime scene. The crime scene may include the areas which are referred to in technical operations as the "working point" or "red zone." Access to the crime scene may be restricted by the State, Federal, and local law enforcement. Response activities within the crime scene may require special procedures in order to protect evidence collection.

   b. The Hazardous Materials Boundary defines the hazardous materials site, which may be referred to in technical operations as the hot or isolation zones. Depending on the spread of contaminants, the HAZMAT site may include some portion of the crime scene and the surrounding community. Access to the HAZMAT site may be restricted to response personnel wearing protective clothing and using decontamination procedures.

   c. The Disaster Boundary identifies the community-at-risk which may need to take protective actions such as shelter, evacuation or quarantine. Access into this area may or may not be restricted on the authority of State and local health officials.

B. Crisis Monitoring (Intelligence Gathering).

1. Wisconsin Emergency Management is to develop and maintain a current and realistic assessment of the

terrorist threat within Wisconsin, and to provide a rapid evaluation of specific threats or events. This Department:

- Monitors terrorist trends and activities.
- Provides a forum for multi-agency discussion and information to assess the terrorist threat and determine potential impacts.
- Plans for the coordinated and comprehensive emergency response to terrorist acts.
- Provides policy advice and recommendations for the Governor and other state agency executives and decision makers, as necessary.
- Provides an ongoing capability for rapid assessment of specific threats or events.
- Provides liaison with local governments engaged in terrorism threat assessment, and with state and federal agencies concerned with the terrorist threat.
- Makes recommendations to enhance the level of preparedness for terrorist events through pre-event coordination among agencies at all levels of government.

2. Racine County maintains an Incident Management / Crisis Action Team that is comprised of knowledgeable individuals who meet regularly, maintain communication and discourse between meetings, and are available for rapid consultation as needed.

C. Threat Analysis and Notifications.

1. Receipt of Threat, Initial County Response.

   a. If a threat is received at the City, County, state or federal level, the threat will be conveyed by the Racine County Sheriff, municipal Police departments or the County EOC to the appropriate law enforcement agency within that level. Threat information will also be shared between law enforcement agencies at appropriate City, County, state and federal levels.

   b. The first assessment will most probably be made by the Racine County Sheriff, municipal Police departments, municipal Fire Departments or a member of the Racine Crisis Action team. Unless that department has specific information which would discount the credibility of the threat, a response should follow. This may be as simple as consulting with other parties, to a physical response to the location threatened. The Racine County Sheriff and/or municipal Police departments will take actions that they feel are prudent based on their assessment of the threat, the knowledge of the target, etc. This may range from evacuation, negotiation, tactical intervention, Explosive Ordnance Disposal procedures, etc., as dictated by the situation.

   c. The Racine County Sheriff and/or municipal Police departments and/or EOC will notify the Emergency Management Coordinator, Wisconsin Emergency Management, and the FBI-Milwaukee Office, and provide information as per “Attachment 5: Threat Report Elements.”

   d. As a minimum, the following additional agencies are notified:

      - Racine County Executive.
      - All Police and Fire Agencies.
      - Hospitals.
      - Municipal Public Health Officials.
      - Medical Examiner.
      - Racine County Information Systems.
      - Racine County District Attorney.
      - Racine County Board Chair.

2. Emergency Management Response and Credible WMD Threat Alert Levels.

   In cooperation with the Federal Bureau of Investigation (FBI), the Emergency Management Division will use standard operating procedures and the following four threat alert levels to describe a developing potential Weapon of Mass Destruction (WMD) condition/situation and to initiate the suggested response for the designated threat level.

3. Initial State Actions.

   a. Wisconsin Emergency Management, the 24-hour warning point, will receive and verify, and coordinate all initial notifications of incidents including those from the federal government, local governments, industries, private citizens and other sources.

   b. Wisconsin Emergency Management has developed a protocol which will enable agencies to call one number to ensure that appropriate state agencies and the FBI are notified of a threat or incident. In

THREAT LEVEL 4 - MINIMAL THREAT

DESCRIPTION: Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert (agencies are operating under normal day-to-day conditions).

Threat Level 4 - Local Response:

1) Communicate status to appropriate agencies utilizing the notification SOP.
   If available, a written notice/incident report will be faxed to the Office of the Sheriff, an appropriate county fire, police, and health departments, and appropriate hospital emergency rooms.

THREAT LEVEL 3 - POTENTIAL THREAT

DESCRIPTION: Intelligence or an articulated threat indicates a potential for a terrorist incident. However, this threat has not yet been assessed as credible and will initiate the credibility assessment process.

Threat Level 3 - Local Response:

1) Maintain communication to appropriate agencies utilizing the Notification SOP;
2) Follow EOP & SOP's as appropriate;
3) As a part of the on-going contingency planning process during the developing crisis, response and deployment plans for resources should be made, should they be required.

THREAT LEVEL 2 - CREDIBLE THREAT

DESCRIPTION: A threat assessment indicates that the potential threat is credible, and confirms the involvement of WMD in the developing terrorist incident. Intelligence will vary with each threat, and will impact the level of the response. At this threat level, the situation requires the tailoring of response actions to use resources available to anticipate, prevent, and/or resolve the crisis.

The Federal response, led by the FBI, will focus on law enforcement actions taken in the interest of public safety and welfare, and is predominantly concerned with preventing and resolving the threat. Consequence management planning and pre-positioning of tailored resources will occur, as required.

An increase in the threat significance occurs due to the identification of an explosive device or WMD device capable of causing a significant destructive event, prior to actual injury or loss. This is either confirmed or intelligence and circumstances indicate a high probability that a device exists. In this case, the threat has developed into a WMD terrorist situation requiring an immediate process to identify, acquire, and plan the use of Federal and State resources to augment local resources in response to the potential consequence of a terrorist use of WMD.

Threat Level 2 - Local Response:

1) Confirm Level 2 Alert;
2) Ensure response agencies are aware of situation utilizing the Notification SOP;
3) Maintain communication to appropriate agencies;
4) Anticipate the use of Unified Command;
5) Follow EOP & SOP's as appropriate;
6) Increase staffing, as necessary, call back/hold over personnel to meet needs;
7) Pre-identify staging areas;
8) Obtain most current intelligence/situation reports;
9) Place liaison(s) at Command Post, as necessary;
10) Monitor all activity within the impacted area;
11) Review procedures for the following: Personal protective equipment, shelter/evacuation operations, mass casualty operations, hazardous materials response operations, and general safety; and
12) Develop communication's plans for major areas of the incident.

THREAT LEVEL 1 – A WMD INCIDENT HAS OCCURRED

DESCRIPTION: A WMD Terrorism incident has occurred which requires an immediate process to identify, acquire, and plan the use of Federal resources to augment State and local resources in response to limited or major consequences of a terrorist use of WMD.

Conditions for Level 1:

a) No warning - the device or terrorist act is underway without any pre-notification and/or threatening communication.
b) The incident has resulted in mass casualties.
c) The initial response may have been dispatched under normal operating procedures without knowledge of potential NBC devices and before a terrorist act was known to have occurred.
d) All normal operations are suspended in the impact areas.
e) Unified command utilized for impact area operations.

Follow all guidelines and procedures for WMD operations:

- All potential chemical, biological, or nuclear material should be approached by authorized trained and equipped response personnel only, to include, but not limited to: Hazardous Materials Response Unit (HMRU), and Investigation Units or Technical Escort Units (under the direction of the HMRU).
- Unless trained and properly equipped with personal protective equipment, NO field personnel should enter or inspect the impact area due to risk for exposure to known or suspected chemical, biological, or nuclear materials.
- Field monitoring and transportation of samples to lab testing is coordinated with HMRU.

Threat Level 1- Local Response:

1) Confirm Level 1 Alert and communicate to all responding agencies;
2 Communicate information on staging areas and incident command post location;
3) Communicate boundaries of identified impact area, and update as needed;
4) Record actions on scene and prepare for briefings;
5) Coordinate with agencies at the command post;
6) Identify location of units in field;
7) Continue assessment of incident status and threat to human life and property;
8) Confirm areas that are secure from danger and safe to enter; and
9) Elements of the Racine County Comprehensive Emergency Management Plan will guide general terrorist incident response actions.

addition to such notifications, the 24 hour Duty Officer Hotline (800-943-0003) will ensure that appropriate state agencies communicate on a regular basis to enable the most appropriate state response, if appropriate.

c. Wisconsin Emergency Management, in consultation with the Homeland Defense Department, will declare a "level of threat."

d. Information on the threat and state actions is forwarded to the FBI.

e. Wisconsin Emergency Management will continue to monitor the situation and coordinate potential resource needs with local, state and federal agencies.

4. Threat Documentation.

a. A WMD or other terrorist act threat may be transmitted in several forms. The threat must be carefully documented since they are useful in threat assessment and formulating the appropriate response. Threat documentation is also necessary as an evidence collection tool to assist the investigation of such threats.

b. In the event of a written threat, or statement following an incident, the original message should be immediately turned over to the Racine County Sheriff and/or municipal Police departments for preservation as evidence.

c. Individuals or agencies receiving a threat by phone should use the form found in Attachment 6: Bomb Threat Report.

d. If a tape has been made of the message it should be submitted as soon as possible to the Racine County Sheriff and/or municipal Police departments or the FBI.

e. Threats received electronically should be left intact and maintained as evidence.

5. Initial Federal Actions.

a. If the incident has been identified as a terrorist act, and notifications made, the local office of the FBI may initiate a response. This will generally be in proportion to the perceived significance of the threat, and the extent to which FBI has jurisdiction. If the initial assessment warrants, the FBI will begin a formal threat assessment process. This involves a joint assessment by experts, combining knowledge of psychological factors, historic and intelligence records, and technical factors such as weapons and methods - all aimed at establishing the credibility of the threat.

b. Throughout this process, the FBI will act in concert and consultation with the Racine County Sheriff and/or municipal Police departments and the state. Assuming the threat is deemed credible, the FBI will work with the Racine County Sheriff and/or municipal Police departments and state government to begin actions designed to neutralize the threat and/or to deal with its consequences. Depending on the nature and gravity of the threat, this may range from telephonic consultation to activation of the Racine County EOC.

c. Federal WMD Threat Levels and Response. The federal government has developed a five-tiered system of describing a developing situation and the thresholds at which particular federal, state and local government WMD assets should, in general, be called upon to respond to incidents or threat condi-

tions. (Note: See "Attachment # 1: Homeland Security Advisory System" for specific details of actions to be taken by government, critical facilities and the public.)

Low Condition Green: Low risk of terrorist attacks. The following Protective Measures may be applied:

- Refining and exercising pre-planned Protective Measures.
- Ensuring personnel receive training on HSAS, departmental, or agency-specific Protective Measures; and
- Regularly assessing facilities for vulnerabilities and taking measures to reduce them.

Guarded Condition Blue: General risk of terrorist attack. In addition to the previously outlined Protective Measures, the following may be applied:

- Checking communications with designated emergency response or command locations;
- Reviewing and updating emergency response procedures; and
- Providing the public with necessary information.

Elevated Condition Yellow: Significant risk of terrorist attacks. In addition to the previously outlined Protective Measures, the following may be applied:

- Increasing surveillance of critical locations;
- Coordinating emergency plans with nearby jurisdictions;
- Assessing further refinement of Protective Measures within the context of the current threat information; and
- Implementing, as appropriate, contingency and emergency response plans.

High Condition Orange: High risk of terrorist attacks. In addition to the previously outlined Protective Measures, the following may be applied:

- Coordinating necessary security efforts with armed forces or law enforcement agencies;
- Taking additional precaution at public events;
- Preparing to work at an alternate site or with a dispersed workforce; and
- Restricting access to essential personnel only.

Severe Condition Red: Severe risk of terrorist attacks. In addition to the previously outlined Protective Measures, the following may be applied:

- Assigning emergency response personnel and pre-positioning specially trained teams; Monitoring,
- Redirecting or constraining transportation systems;
- Closing public and government facilities; and
- Increasing or redirecting personnel to address critical emergency needs.

D. Threat Executed/Event Occurs.

1. General.

- If there is no threat, and an act occurs, most of the steps indicated above occur in more rapid succession - or almost simultaneously. When the event occurs, response is largely dependent on the nature of the act and the dimensions of its impact. For a time, crisis and consequence response occur on a simultaneous basis. The critical decision must be made whether to turn the location of the event into a

crime scene. While lifesaving and life safety are always the pre-eminent considerations, every effort must be made to contain the scene, limit access, and preserve that which remains.

- Assuming the scene is eventually stabilized, law enforcement, federal, local, or some combination thereof, will act to secure the perimeter(s) of the area; locate, process, preserve, and store the evidence; and deal with any human remains that may be involved. These activities may be supported by other entities ranging from the fire service to public works. At some point the crisis phase ceases. Meanwhile, the overall Racine County emergency management organization, using the tenets of the Incident Management System, will continue to work to deal with the consequences of the act.

2. Once an incident has occurred, the nature and magnitude of the incident will determine the degree of the Racine County response and the amount of state and federal assistance required. Initial County actions will include declaring a state of emergency and requesting state/federal assistance. Section VI of this plan outlines Racine County general response actions.

3. Upon declaring an emergency, the County assumes responsibility for actions taken to control terrorist acts within its jurisdictional limits. Operational control and direction is maintained through the County EOC in direct communications with the field command post(s).

VI. RACINE COUNTY RESPONSE ACTIONS.

Note: Refer to the Racine County Hazardous Materials Plans for additional information on first responder procedures.

A. Scene Control: Initial Considerations.

Note: Refer to Attachment # 3: "Specific Terrorism Hazards: Response Tactics, Personnel Protective Measures and Casualty Treatment."

- Effectively implement scene control and ensure public safety.
- Quickly and accurately evaluate the incident area.
- Determine the severity of danger.
- Isolate the danger.
- Establishing control (work) zones.
- Considerations:
  - Terrorists may still be nearby waiting for responders to arrive, or could be among the injured.
  - Anticipate the potential for multiple hazard locations. Define outer and inner operational perimeters. There may exist several hazards within the outer perimeter that must be isolated, especially when victims are scattered throughout the boundaries of the incident, or multiple targets contain dangers.
  - Controlling the scene, isolating hazards and attempting to conduct controlled evacuations will be resource intensive. Inordinate security may be needed for the event, so request additional assistance early.
  - After a bombing, access to the scene may be limited due to rubble or debris. Police activity may make it difficult to establish access and exit avenues for operations.

B. Perimeter Control.

- It is better to overestimate the perimeter than underestimate, it is easier to reduce the perimeter instead of increasing it after operations are set up.

- The outer perimeter is the most distant control point or boundary of the incident. It is used to restrict all public access to the incident.
- The inner perimeter isolates known hazards within the outer perimeter. It is used to control the movement of responders.
- Establish the standard "control zones" within the outer perimeter. These zones include the:
  - Hot (exclusion) zone (exceptional access);
  - Warm zone (contamination reduction corridor); and
  - Cold (support) zone (staging area).

C. Public Protection Considerations.

1. Evacuation. The types of information that should be considered in the decision to evacuate should include the following:

- The degree or severity of public dangers or threats as a result of the hazard.
- The number of individuals or population area affected by the hazard.
- Availability of the resources needed to evacuate the affected population including:
  - Additional fire/EMS/police personnel.
  - Transportation vehicles including school buses, privately-owned vehicles or public mass transit.
- Means available to notify the public and provide emergency instructions before and during the evacuation, including:
  - Local broadcast media (Emergency Alert System).
  - NOAA Weather Radio.
  - Route alerting via mobile address systems.
  - Sirens.
  - Door to door alerting.
- Safe passage for the evacuees, including:
  - Adequate time and opportunity to conduct the evacuation.
  - Evacuation route monitoring.
  - Ability to reroute traffic due to congestion.
  - Availability of shelters.
- Special needs of the evacuees:
  - The need to assist special facilities (e.g., hospitals, nursing homes, prisons) in evacuating.
  - The need to alert and warn the hearing impaired and provide evacuation assistance to the mobility impaired.
- The ability to provide shelter and sustenance to evacuees including:
  - Adequately staffed shelters with feeding and lavatory facilities.
  - The provision of medical care to evacuees in need.

2. Shelter-in-place. Shelter-in-place is the advising of the affected population to remain indoors and seek protection within the structure that they occupy or in a nearby structure. The decision to shelter-in-place is based upon the analysis of the hazard. If the danger to the public is determined to be less by shelter-in-place, rather than by evacuating, then shelter-in-place should be carried out. With certain hazards (i.e., short term airborne chemical or radiation hazards or line-of-sight exposure to explosives) the best decision may be to shelter-in-place. Distinct advantages of shelter-in-place over evacuation are the relative short time and ease of implementation. Remember, as long as there remains a danger, hazards and risks must be continuously evaluated. When considering shelter-in-place include the following:

- The risks of shelter-in-place vs. evacuation.
- The availability of resources.

- The time available to take protective action.
- The level of public understanding of the shelter-in-place concept.

For explosion, shelter-in-place can be enhanced by seeking the most protective refuge in the structure. For chemical, radiation, and some biological hazards, shelter-in-place may be enhanced by reducing the in-door-outdoor air exchange rate.

3. Combination of Both Protective Actions. There may be circumstances when using both evacuation and shelter-in-place would be appropriate. For example, when time or resources cannot support the immediate need to evacuate a large population, only those closest to the hazard, and at the greatest danger, could be instructed to evacuate, while people not in the immediate area would be advised to shelter-in-place.

D. Scene Security Considerations.

- The agency assigned site security responsibilities will likely vary according to the location and scope of the incident and the resources available.

- Whenever there is an ongoing or unstable criminal activity present, law enforcement officials should dictate security measures for scene control.

- As the incident becomes more defined and more stable (intermediate phase), the shift from a combination of police and other (non-police) personnel in control of the perimeter should begin to transition to all law enforcement.

- If the incident is of such magnitude that response activities may continue for days, the use of National Guard units should be considered for perimeter security and control. National Guard support can only be obtained if requested through the Wisconsin Emergency Management by Racine County Office of Emergency Management/EOC.

E. Tactical Considerations.

Note: Refer to Attachment # 3: "Specific Terrorism Hazards: Response Tactics, Personnel Protective Measures and Casualty Treatment."

- Always approach the scene utilizing protective clothing and equipment.
- Be alert for outward warning signs that may indicate the type of danger present, such as:
  - Casualties resulting from no apparent reason.
  - Signs and symptoms indicating chemical exposure.
  - Obvious signs of criminal activity, such as weapons on the scene.
  - Suspicious vehicles or packages.
  - Pre-incident verbal or written warnings.
- Properly stage vehicles.
  - If practical, position first-in vehicles and responders upwind and uphill.
  - Direct supporting responders to approach from upwind and uphill.
  - Avoid 'stacking' vehicles where they interfere with each other's evacuation route.
  - Avoid line-of-sight staging with suspected explosive devices.
  - Strictly enforce staging instructions.
  - Consider having vehicles back into position so that they may leave the scene quickly.
- Avoid vapor clouds, mist and unknown liquid.
- Initially, assign at least one responder to observe ongoing activities surrounding your operating position. This person should be alert for criminal activities and the potential for secondary events.

- Plan tentative escape routes for emergency personnel and refuge assembly points.
- Prepare for emergency decontamination on arrival and during all phases of the incident. See Attachment # 4: "Decontamination of Casualties."

F. Incident Command for Terrorist Incidents, General, Considerations.

1. Coordination of multiple response agencies.
   - The incident commander (IC) must ensure that all participating agencies (local, state, and federal) are effectively communicating within the designated command structure.
   - Regular planning sessions should be conducted to review the progress of assigned tasks and to incorporate new resources as they engage or disengage from the incident.
   - When multiple agencies are operating on site, the IC must request or appoint a representative or liaison for each.

2. Unique scene control/security issues.
   - Ongoing criminal activities will likely impact scene control initiatives. Police may limit or restrict access to the scene due to security concerns.
   - Due to the dynamic nature of criminal activity, anticipate that the incident perimeter will be larger than would be expected simply due to the incident scope.

3. Special awareness that responders may be an intended target.
   - Consider that terrorists may still be on the scene, waiting for responders to arrive. The intent could be to add responders to the victim list.

4. Specialized resources.
   - Terrorist events will generate responses from many agencies. Some of the response teams will provide personnel who are specially trained and equipped to support operational objectives. Examples include the FBI Hazardous Materials Response Unit and Law Enforcement Bomb Disposal Teams.

5. Crime scene considerations (evidential preservation).
   - Responders working in the confines of a crime scene must respect the mission of law enforcement investigators. Assist the mission by identifying and preserving potential evidence whenever encountered or suspected.

G. The Role of the Incident Commander (IC).

Note: Refer to Attachment # 7: On-Scene Commanders Guide for Responding to Biological/Chemical Threats.

- The IC must safely, effectively and efficiently manage response resources to achieve the most favorable incident outcomes possible.
- Follow the **"SEE"** principle.
  Safe -No one gets hurt.
  Effective -Everyone works toward stated objectives.
  Efficient -All resources are utilized to maximum benefit.
- Management of the incident is based on two components:
  (1) Establishing and updating priorities.
  - Life safety.
  - Incident stabilization.
  - Property and environmental conservation.
  - Investigation of cause and origin.

(2) Continual size-up based on all available information.
- Present situation. Predicted behavior .

- Incident Command responsibilities may include, but are not limited to:
  - Establishing command.
  - Hazard and risk assessment.
  - Notifications.
  - Developing and implementing site safety.
  - Ensuring responder protection levels.
  - Public protection.
  - Developing and implementing integrated Incident Action Plans (IAP).
  - Controlling hazards.
  - Requesting specialized resources.
  - Resource management.
  - Evaluating progress.
  - Logistical support.
  - Information control.
  - Incident termination.

H. Unified Command.

- Command and control issues at terrorist incidents will likely involve a unified command system in order to properly coordinate the various agencies and authorities involved in responding to the incident.

- This plan designates the Racine County Sheriff and/or involved municipal Police department as the lead local agency for crisis management for terrorist incidents affecting Racine County. It also designates the Racine County Emergency Management/EOC as the lead agency for consequence management. Other key local agencies include the Racine County: Fire Departments; EMS; Health Department.

- The Wisconsin WMD Plan identifies Wisconsin Emergency Management as the lead state agency for crisis management for terrorists incidents. The designation of the lead state agency for consequence management is the Wisconsin Emergency Management. Other key state agencies may include the Wisconsin Health Department.

- Presidential Decision Directive-39 identifies the FBI as the lead agency for federal crisis management during terrorist incidents involving nuclear, biological, or chemical materials. It identifies FEMA as the lead agency for federal consequence management during terrorist incidents involving nuclear, biological, or chemical materials.

I. Transition of Incident Command.

The initial Incident Commander for a major terrorist incident in the Racine County will be the Racine County Sheriff and/or involved municipal Police department. As state and federal assistance arrives and the scope of the response grows more complex, the need to transition from incident command to unified command may become obvious. This transition must be accepted by all and Racine County officials will support such a transition.

J. Termination of the Incident.

Termination procedures include debriefing all response participants. For terrorist incidents, debriefing sessions are especially important to responders that are unfamiliar with weapons of mass destruction. Recognize the potential for psychological impacts for several reasons:

- Most responders are not accustomed to dealing with chemical and biological warfare agents;
- Responders may have been the intended target;
- Exposure concerns may cause post-incident stress.

K. Recovery.

- Presumably, response/recovery incurred expenses will be borne by the Racine County without a federal disaster declaration.

- The President may declare a "federal emergency" under Title V of the Stafford Act. The emergency declaration only covers disaster-related emergency debris removal and emergency protective measures. As disaster damage information is collected and evaluated, the President may change the "federal emergency" to a "major disaster" declaration. The recovery efforts of the federal government are guided by the Stafford Act.

- If a terrorist incident creates a nuclear emergency which results in contamination, site restoration will be based on technical considerations (primarily health and safety) at the time of the event. The Price-Anderson Act, which is designed primarily to address cost recovery for accidents at commercial nuclear plants, including transport of nuclear fuels, does not specifically address terrorist theft, sabotage, or diversion of nuclear materials.

L. Attachments.

1. Homeland Security Advisory System.
2. Terrorist Response Actions.
3. Specific Terrorism Hazards: Response Tactics, Personnel Protective Measures, and Casualty Treatment
4. Decontamination of Casualties
5. Threat Report Elements - Chemical / Biological Information To Be Reported
6. Bomb Threat Report.
7. On-Scene Commander's Guide For Responding To Biological/Chemical Threats
8. Checklists Of Considerations For: Law Enforcement, Fire Services, Public Works, Emergency Medical Services, Public Health

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Attachment 1

Racine County Office of Emergency Management
Terrorism Response Plan

CONFIDENTIAL

HOMELAND SECURITY ADVISORY SYSTEM

The Homeland Security Advisory System (HSAS) provides the framework for the Attorney General, in consultation with the Director of the Office of Homeland Security, to assign Threat Conditions, which can apply nationally, regionally, by sector or to a potential target. A variety of factors may be used to assess the threat. Among these:

- Is the threat credible?
- Is the threat corroborated?
- Is the threat specific and/or imminent?
- How grave is the threat?

Unified system for public announcements. Public announcements of threat advisories and alerts help deter terrorist activity, notify law enforcement and State and local government officials of threats, inform the public about government preparations, and provide them with the information necessary to respond to the threat. State and local officials will be informed in advance of national threat advisories when possible. Heightened Threat Conditions can be declared for the entire nation, or for a specific geographic area, functional or industrial sector. Changes in assigned Threat Conditions will be made when necessary.

A tool to combat terrorism. Threat Conditions characterize the risk of terrorist attack. Protective Measures are the steps that will be taken by government and the private sector to reduce vulnerabilities. The HSAS establishes 5 Threat Conditions with associated suggested Protective Measures:

Threat Condition RED	Government Actions	Critical Facilities Protective Actions	Anticipated Public Response
Definition: A terrorist attack has occurred or credible and corroborated intelligence indicates that one is imminent. "This threat condition is typically declared for a specific location or critical facility."			
S E V E R E	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition SEVERE to employees and to the public and explain anticipated actions that should be taken. • Continue to assess the vulnerability of key assets and facilities. Take appropriate action to protect. • Deny unauthorized access to critical facilities and infrastructure. • Cancel or delay unnecessary employee travel and leave. • Activate the Emergency Operations Center as appropriate. • Establish a joint information center to disseminate information to the public and news media. • Deploy and secure equipment assets as needed. • Implement Mutual Aid Agreements as required. • Identify events where large attendance is anticipated and consider cancellation if warranted.	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition SEVERE and explain expected actions. • Maintain close contact with local law enforcement. • Report suspicious activity immediately to local law enforcement • Deploy security personnel based on threat assessments. • Provide security in parking lots and company areas. • Close or restrict entry to the facility and restrict parking areas close to critical buildings. • Maintain staffing as appropriate. • Restrict or suspend all deliveries and mail to the facility. • Activate Operations Center and send a liaison to the county or state EOC if requested. • Implement mutual aid agreements with government and with other critical facilities as required.	**In addition to all previously mentioned precautions, citizens are advised to:** • Closely monitor news reports and Emergency Alert System (EAS) radio/TV stations. • Report suspicious activities and call 9-1-1 for immediate response. • Be suspicious of persons taking photographs of critical facilities, asking detailed questions about physical security or dressed inappropriately for weather conditions (suicide bomber). Report these incidents immediately to law enforcement. • Expect delays, searches of purses and bags and restricted access to public buildings. • Expect traffic delays and restrictions. • Avoid crowded public areas and gatherings. • Do not travel into areas affected by the attack or an expected terrorist target. • Keep emergency supplies accessible and automobile fuel tank full. • Be prepared to evacuate your home or shelter in place on order of local authorities. • Assist neighbors who may need help.

Threat Condition ORANGE	Government Actions	Critical Facilities Protective Actions	Anticipated Public Response

Definition: Credible intelligence indicates that there is a high risk of a local terrorist attack but a specific target has not been identified.

H I G H	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition HIGH to employees and public and explain expected actions to be taken. • Closely monitor available security and intelligence data from state and local law enforcement agencies. • Instruct employees to be especially watchful for suspicious or unattended packages and articles received through the mail service or deliveries. • Inspect buildings and parking areas for suspicious packages. • Control access to government buildings, critical facilities and infrastructure as appropriate. • Remove trash containers, dumpsters and mailboxes located near government buildings and facilities. • Restrict parking areas located close to buildings or critical facilities as appropriate. • Secure and regularly inspect all buildings, vehicles, parking and storage areas for intrusion. • Test communication plans. • Officials will provide public information and rumor control as needed. • Identify events where large attendance is anticipated and plan accordingly.	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition HIGH to all employees and discuss actions. • Monitor world and local events. Relay credible threat intelligence to key personnel. • Ensure appropriate security measures are in place and functioning properly. • Instruct employees to report suspicious activities, packages and people. • Inspect all deliveries and consider accepting shipments only at off-site locations. • Restrict vehicle parking close to buildings as appropriate. • Inspect intrusion detection systems and lighting, security fencing and locking systems.	**In addition to all previously mentioned precautions, citizens are advised to:** • Continue normal activities but expect some delays, baggage searches and restrictions as a result of heightened security at public buildings and facilities. • Continue to monitor world and local events as well as local government threat advisories. • Report suspicious activities at or near critical facilities to local law enforcement agencies. • Avoid leaving unattended packages or brief cases in public areas. • Inventory and organize emergency supply kits and discuss emergency plans with family members. Re-evaluate meeting location based on threat. • Consider taking reasonable personal security precautions. Be alert to your surroundings, avoid placing yourself in a vulnerable situation and monitor the activities of your children. • Maintain close contact with your family and neighbors to ensure their safety and emotional welfare.

Threat Condition YELLOW	Government Actions	Critical Facilities Protective Actions	Anticipated Public Response
Definition: Elevated risk of terrorist attack but a specific region of the USA or target has not been identified.			
ELEVATED	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition ELEVATED to employees and to the public. • Closely monitor current news events and state and federal terrorist advisories. • Keep the public informed on current threat conditions and advisories. • Review physical security plans for critical facilities. • Ensure all buildings are secured to prevent theft or tampering. • Conduct physical inspection of buildings for suspicious unattended packages. • Review existing physical security measures employed and install intrusion detection and passive systems as funding permits. • Coordinate with adjacent municipalities for mutual aid support in the event of a disaster or terrorist threat. • Conduct radio communication checks. • Conduct tabletop and functional exercises to ensure that response plans are understood and current.	**Continue all precautions from lower Threat Conditions.** • Announce Threat Condition ELEVATED to employees. • Review vulnerability and threat assessments and revise as needed. • Identify and monitor governmental information sharing sources for warnings and alerts. • Update and test call down list for emergency response teams and key employees. • Establish and monitor active and passive security measures. • Review employee training on security precautions (bomb threat procedures, reporting suspicious packages, activities and people). • Review, coordinate, and update mutual aid agreements with other critical facilities and government agencies. • Conduct communications checks to ensure radio contact can be established.	**In addition to all previously mentioned precautions, citizens are advised to:** • Continue normal activities, but report suspicious activities to the local law enforcement agencies. • Learn what critical facilities are located in your community and report suspicious activities at or near these sites. • Network with your family, neighbors and community for mutual support during a disaster or terrorist attack. • Review your family emergency response plan and check emergency supplies of food and water.

Threat Condition BLUE	Government Actions	Critical Facilities Protective Actions	Anticipated Public Response
G U A R D E D	**Continue all precautions from lower Threat Conditions.** • Ensure that key leaders are familiar with the emergency response and business resumption plans. • Review, update and routinely exercise emergency response plans. • Review and update the call down list for emergency response teams • Develop or review Mutual Aid agreements with other facilities and/or with local government for use during emergencies. • Review physical security precautions. • Provide employee picture ID badges. • Control access and lock high security areas at all times. • Mark all security keys with "Do not Duplicate". • Install surveillance cameras, backup power, and alarm systems as appropriate.	**Continue all precautions from lower Threat Conditions.** • Estimate the threat vulnerability of each critical facility and the countermeasures required to protect them. • Ensure that each department is familiar with their assigned responsibilities during a disaster. • Review communications plans and ensure the call-down procedures are current and accurate. • Conduct emergency management training and exercise emergency response plans. • Ensure all emergency management and response functions are adequately staffed. • Support the Neighborhood Watch, Community Emergency Response Team (CERT) and Amateur Radio Emergency Service programs. • Remind citizen and employees to be alert for suspicious packages, activities, vehicles and to report these occurrences to the proper authority. • Secure buildings, unused rooms, storage areas, equipment and vehicles. • Evaluate information available on public websites that could compromise security. • Encourage all citizens and employees to have necessary immunizations.	**In addition to all previously mentioned precautions, citizens are advised to:** • Continue normal activities but expect some delays, baggage searches and restrictions as a result of heightened security at public buildings and facilities. • Continue to monitor world and local events as well as local government threat advisories. • Report suspicious activities at or near critical facilities to local law enforcement agencies. • Avoid leaving unattended packages or brief cases in public areas. • Inventory and organize emergency supply kits and discuss emergency plans with family members. Re-evaluate meeting location based on threat. • Consider taking reasonable personal security precautions. Be alert to your surroundings, avoid placing yourself in a vulnerable situation and monitor the activities of your children. • Maintain close contact with your family and neighbors to ensure their safety and emotional welfare.

Threat Condition GREEN	Government Actions	Critical Facilities Protective Actions	Anticipated Public Response
Definition: Low risk of terrorism. Routine security is implemented to preclude routine criminal threats.			
L O W	• Develop emergency response and business resumption plans. • Develop a communications plan for emergency response and key personnel • Conduct training for employees on physical security precautions. • Plan and budget for physical security measures. • Encourage and assist employees to be prepared for personal, natural and technological emergencies.	• Identify critical facilities that may need protection. • Review Emergency Response Plans. • Conduct training, seminars, workshops and exercises using emergency response plans. • Conduct emergency preparedness training for citizens and employees. • Encourage response agencies (fire fighters, law enforcement, EMS, public works and elected officials) to take emergency management, American Red Cross first aid, CPR training and ICS training. • Conduct routine inventories of emergency supplies and medical aid kits. • Plan and budget for physical security measures.	**Citizens are advised to:** • Continue to enjoy individual freedom. Participate freely in travel, work and recreational activities. • Develop a family emergency plan. (See American Red Cross website.) • Know how to turn off your power, gas and water service to your house. • Support the efforts of your local emergency responders (fire fighters, law enforcement and emergency medical service). • Volunteer to assist and support the community emergency response agencies. • Participate in volunteer organizations such as Citizen Corps or a Local Emergency Planning Committee.

Attachment 2

TERRORIST RESPONSE ACTIONS

Crisis Management	Consequence Management
Threat notification and assessment within Law Enforcement community.	Activation of Racine EOC and State EOC as applicable.
Activation of threat assessment organizations, such as the State Homeland Security Department or Racine Crisis Action Team.	Field Responders deployed to Incident Site(s).
Activation of selected elements of the emergency response organization based upon the situation. May include partial activation of Racine EOC or State EOC.	Unified Command activated at Incident Site(s).
Alerting of Key First Responders at the local level, if warranted by situation.	FBI JOC may co-locate with Racine's EOC. Continued threat analysis.
Time-critical refresher training, if applicable.	Evidence collection at site(s).
Initiation of Consequence Management Planning as applicable.	Mutual Aid System activated as necessary (Police, Fire and Rescue, Hazardous Materials, EMS, Health, Mental Health, Public Works, Utilities, Medical Examiner).
Review of Evidence gathering procedures and protocols, if applicable.	Public information protocols and procedures activated.
FBI activates JOC.	FEMA becomes involved in Consequence Management.

***Notes**: Crisis Management and Consequence Management time frames may overlap. Crisis Management and Consequence Management activities will require close coordination.*

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Attachment 3

SPECIFIC TERRORISM HAZARDS:

Firearms; Explosion; Biological Agents; Chemical Agents; Incendiary Devices; Nuclear Devices

RESPONSE TACTICS, PERSONNEL PROTECTIVE MEASURES, AND CASUALTY TREATMENT

I. FIREARMS.

A. Overview. Armed attack incidents can include many different scenarios and types of weapons. Harm occurs from physical trauma inflicted from the weapon(s). Terrorists generally utilize weapons that can kill the largest number of persons in the shortest amount of time.

B. Types of Harm.

1. Primary: Mechanical. Historically the weapons of choice have been 9 mm semi-automatic pistols, 9 mm machine guns and AK-47 type assault rifles.

2. Secondary: Etiological (disease causing). Etiological harm may come from contact with blood and other bodily fluids.

C. Personnel Protective Measures.

1. Time - Until the scene has been secured by law enforcement officials, any time spent in the area should be kept to an extreme minimum. Time spent in the unsecured area should only be by trained responders executing clear tactical objectives.

2. Distance - Until the scene has been secured by law enforcement officials, responders should keep an approximate distance of .5 to 1 mile from the shooter's location. Determining the exact distance will be based on topography and the individual situation. The point is to utilize distance as much as possible. Be aware that projectiles from high-powered rifles can travel distances greater than one mile.

3. Shielding - Implementing shielding from an armed attack can be accomplished by utilizing physical objects such as buildings and response vehicles. In some high risk areas and situations departments have issued protective vests and helmets. Shielding at an armed attack needs to include both horizontal shielding and vertical cover. Projectiles falling from above, as well as shots fired from elevated structures can bypass horizontal shielding. Responders should utilize comprehensive shielding as projectiles can ricochet from any direction.

II. EXPLOSION.

A. Overview.

1. Size and Target. Bombing incidents can involve multiple devices from small pipe bombs to large vehicle bombs. The incident may involve an attack against a fixed target or a group of people such as emergency responders. The incident may be an isolated event or may involve secondary devices, booby traps or suicide bombers.

2. Materials Used. Materials involved will always include some form of explosives. However, the detonation may be designed to disperse biological, chemical or radiological materials. The type of bomb involved may be an improvised explosive device or a commercially manufactured explosive.

3. Detonation Methods. The bomb may be activated by a timing device or equipped with various switches that can be activated by light, heat, pressure, movement or radio transmission.

4. Special Considerations. Currently, bombs are the weapons most frequently used by terrorists. It is important to note that one of the bomb victims may be the bomber. For this reason, victims may be searched for weapons prior to transport.

B. Outward Warning Signs.

1. Responders must remain alert at all times for warning indicators when involved with suspected bombings. Warning signs include:

- Any abandoned container out of place for the surroundings.
- Obvious devices containing blasting caps, timers, booster charges, etc.
- Abandoned vehicles not clearly belonging in the immediate environment.
- Strong chemical odors with no apparent reason.
- Unusual or foreign devices attached to pressurized containers, bulk storage containers or supply pipes.
- Trip wires or other booby traps.
- An incident preceded by a written or verbal threat.
- Suspicious Mailing Containers.

2. Detection Methods. Detection methods are usually limited to outward warning signs for first responders. However, specialized resources will use techniques such as fluoroscopes, detection dogs, and photo ionization detectors.

C. Types of Harm.

1. Thermal. This would apply to individuals exposed to the heat generated by the detonation. It is usually not an ongoing risk unless there are unexploded materials present.

2. Radiological. If the device was designed for the purpose of dispersing radiological contamination or detonated in an area containing radiological materials, this will present a continuing hazard.

3. Chemical. Chemical hazards can come from products created as a result of the explosive reaction, from chemicals already present at the detonation site, or which have been included in the device for the purpose of being dispersed. All of these potential hazards must be addressed by responders.

4. Etiological. This will be a primary risk if the device is used as a dispersion mechanism. Otherwise, it is always a secondary risk due to mechanical trauma.

5. Mechanical. Mechanical harm can result from blast over pressure, shockwaves and fragmentation.

D. Personnel Protective Measures.

1. Time.

a. Pre-blast. Attempting to use time as a protective measure in a preblast situation is a gamble. Once detonation starts, harm will occur almost instantaneously.

b. Post-blast. Minimizing exposure time in the affected area will assist in keeping exposure to hazards as low as possible. Work time in the affected area should be kept at a minimum until the area has been evaluated by specialized teams. These teams will search the area for mechanical hazards, unexploded material, radiological hazards, chemical hazards, biological hazards, secondary devices and booby traps.

2. Distance.

a. Pre-blast. Determining the appropriate distance from a suspected explosive device is difficult. Responders must consider the size and estimated power of the device, topography of the scene and estimation of harm in the event of detonation. Guide 112 in the 2000 Emergency Response Guidebook (ERG 2000) (which provides guidance for Class A and B explosives) states "May explode and throw fragments 1600 meters (1 mile) or more if fire reaches cargo." For public safety at non-fire situations it recommends isolating the area for at least 500 meters (1/3 mile) in all directions. The ERG 2000 further recommends not operating radio transmitters within 100 meters (330 feet) of the device.

b. Post-blast. These incidents may involve a large area. Maintaining a proper distance from the affected area until it has been evaluated by specialized teams is important.

3. Shielding.

a. Pre-blast. Implementing shielding at the scene of a bombing incident can be accomplished by utilizing physical objects such as buildings and response vehicles. If practical, keep out of the line of sight of the scene and stay away from windows.

b. Post-blast. May require the use of respiratory protection and protective clothing.

E. Implementing Self Protection via Time, Distance and Shielding.

1. Time - Work time in the affected area should be kept to a minimum until the area has been evaluated by specialized teams. Teams will search the area for mechanical hazards, unexploded materials, radiological hazards, hazardous chemicals, biological hazards, secondary devices, and booby traps.

2. Distance - ERG 2000 Guide 112 provides some guidance when dealing with unexploded materials. It also suggests not permitting radio transmitters (which include cellular phones) within 100 meters (330 feet) of any suspected device.

3. Shielding - If practical, keep out-of-line, out-of-sight, of any suspected devices. Buildings and vehicles may provide some protection.

F. Treatment of Casualties. Casualty treatment follows a standard sequence:

1. Decontamination;

2. Patient management;

3. Transport to medical facilities (hospital); and

4. Definitive care from medical field.

Clothing removed from victims may contain evidence that can be recovered. When cutting clothing from individuals, responders should avoid, if possible, cutting through holes in the clothing created by shrapnel or other materials that can yield evidence. Identify and bag all such materials for laboratory analysis.

III. BIOLOGICAL AGENTS.

A. Overview. Biological incidents will present themselves as either a focused emergency response or a public health emergency. Materials include bacteria, rickettsia, viruses or toxins. These materials are inhaled or ingested into the body to cause harm.

1. Outward Warning Signs and Detection Clues for the Presence of a Biological Agent. There are a number of outward warning signs and detection clues which can alert the responder to the possible presence of biological agents both prior to an incident and at the incident scene.

- Verbal or written threats.
- Suspicious bombing incidents that do not cause much blast or fire damage.
- Abandoned spray device out of place for the surrounding environment.
- Container from laboratory or biological supply houses.
- Biohazard, culture or culture media labels.

2. Detection methods for biological agents. On-site detection of biological agents is currently not practical for most first responders. Typically, samples are collected using various techniques including bioassay, mass spectrometry, gas chromatography, and culture of living organisms.

B. Types of Harm.

1. Primary: Etiological. These materials are classified as Class 6 Hazardous Materials by the US Department of Transportation.

2. Secondary: Chemical. Possible secondary hazard (e.g., at the scene of a clandestine laboratory).

3. Secondary: Mechanical. Possible secondary hazard where explosives have been used to disperse the agent.

C. Personnel Protective Measures.

1. Time. Keep exposure time and product contact to a minimum.

2. Distance. Keep an appropriate distance from the actual biological material. Stay up wind, uphill and away from contaminated areas and casualties if you don't have the appropriate protection.

3. Shielding. Implementing appropriate shielding in the form of respiratory protection and protective clothing.

D. Proper Self-Protection Techniques.

1. Respiratory Protection.

2. Splash Protection (boots and gloves).

3. Emergency Medical Services (EMS) universal precautions including double-gloving.

E. Treatment Procedures for Casualties Should Generally Follow This Sequence:

1. Decontamination;

2. Patient Management;

3. Transport to medical facilities (hospital); and,

4. Definitive care from medical field.

Decontamination covers a broad scope of activities.

Technical Decon refers to decontamination of tools, suits, and other PPE.

Emergency Decon of large and small groups -see Attachment #3.

Self Decon involves a responder who has been contaminated with a hazardous substance. The responder should remove clothing, decon with the appropriate materials, and then cover him or herself prior to seeking medical evaluation. Follow local protocols for detailed instructions.

IV. CHEMICAL AGENTS.

A. Overview. Chemical incidents can include many hazardous materials classes. Materials can be inhaled, ingested, absorbed, or injected. Materials can include industrial, chemical, or warfare type agents.

1. Nerve agents are some of the most toxic known chemicals. They are hazardous in their liquid and vapor states and can cause death within minutes of exposure.

   a. Outward Warning Signs include observation of symptoms such as miosis, runny noses, difficulty breathing, and uncontrolled muscles and bodily functions. Victims may possibly report a fruity odor.

   b. Detection Methods.

      - Detection papers such as M8 or M9;
      - Colormetric tubes;
      - Military detection kits;
      - Pesticide tickets; and
      - Electronic meters.

2. Vesicants (blister agents) cause red skin (erythema), blisters, irritation, damage to the eyes, respiratory damage and gastrointestinal effects. Their effect on exposed tissue is somewhat similar to that of a corrosive chemical like lye or a strong acid.

   a. Outward Warning Signs include observation of blistering, redness of skin, irritation of eyes, cough, shortness of breath. Victims may report an odor of garlic or mustard. Lewisite has been reported to smell like geraniums.

   b. Detection Methods:

- Detection papers such as M8 and M9;
- Military detection kits;
- Colormetric tubes; and
- Electronic meters.

3. Cyanides or blood agents include common industrial chemicals such as potassium cyanide, which can cause rapid respiratory arrest and death.

   a. Outward Warning Signs include victims showing great difficulty in breathing and onset of cardiac symptoms. Some victims may report an odor of bitter or burnt almonds.

   b. Detection Methods:

      - Military detection kits.
      - Colormetric tubes.
      - Electronic meters.

4. Pulmonary or choking agents include common industrial chemicals such as chlorine, which can cause eye and airway irritation, dyspnea, chest tightness, and delayed pulmonary edema.

   a. Outward Warning Signs include observation of pulmonary distress among victims. They may also report odors such as chlorine, bleach or swimming pool odors (chlorine) and the odor of newly-mown hay or grass (phosgene).

   b. Detection Methods.

      - Military detection kits.
      - Colormetric tubes.
      - Electronic meters.

5. Irritants or riot control chemicals such as pepper spray cause burning and pain on exposed mucous membranes and skin, eye pain and tearing, burning in the nostrils, respiratory discomfort, and tingling of the exposed skin.

   a. Outward Warning Signs include observations of classic 'tear gas' symptoms among victims. They may report multiple odors including hair spray and pepper due the variety of propellants used to dispense these agents.

   b. Detection. There is no detector. The means of identification is by locating and collecting residue for laboratory analysis. Contact state and local law enforcement agencies for additional information. (. . . . what could they tell us?)

B. Types of Harm.

1. Primary: Chemical - Chemical hazards, of course, include a wide variety of effects including corrosive, reactivity, and a variety of systemic effects which may attack the central nervous system, cardiovascular system, respiratory system and other bodily functions.

2. Secondary: Thermal - Many chemical reactions create heat. Also, the chemicals involved may be flammable.

3. Secondary: Asphyxiation - Some chemical reactions may deplete oxygen or create gases that displace oxygen.

4. Secondary: Mechanical - Corrosive chemicals like strong acids can weaken structural elements.

C. Personnel Protective Measures.

1. Time. Keep exposure time and product contact time to a minimum.

2. Distance. Keep an appropriate distance from the actual chemical. Stay up-wind, uphill and away from contaminated areas and casualties if one doesn't have the appropriate protection.

3. Shielding. Implement appropriate shielding in the form of respiratory protection and protective clothing.

D. Self Protection.

1. Nerve agents.

   - Follow Racine Fire Department procedures for operating at the scene of a hazardous materials incident. If the material has not been positively identified but is suspected to be a nerve agent, follow ERG 2000 Guide 153. Do not make entry into confining environments unless you have been appropriately trained and have the necessary equipment. Use time, distance and shielding to your maximum advantage.

   - Antidotes to nerve agents include Atropine and 2-PAM Chloride.

2. Vesicants (Blister Agents).

   - Follow agency procedures for operating at the scene of a hazardous materials incident. If the material has not been positively identified but vesicants are suspected, follow ERG 2000 Guide 153. Do not make entry into confined spaces unless you have been properly trained and have the necessary equipment. Use time, distance and shielding to your maximum advantage.

3. Cyanides (Blood Agents).

   - Follow agency procedures for operating at the scene of a hazardous material incident.

   - If the substance has been positively identified as Cyanogen Chloride, use ERG 2000 Guide 125.

   - If the material is positively identified as Hydrogen Cyanide, use ERG 2000 Guide 117.

   - If a blood agent is suspected, but not positively identified, use ERG 2000 Guide 123.

   - There is an antidote kit for blood agents called the Pasadena Cyanide Antidote.

4. Pulmonary (Choking) Agents.

   - Follow agency procedures for operating at the scene of a hazardous materials incident. If the material has been identified as Chlorine, use ERG 2000 Guide 124.

- If the material has been identified as Phosgene, use ERG 2000 Guide 125. If a choking agent is suspected, but has not been positively identified, use ERG 2000 Guide 123.

5. Irritants.

- Follow agency procedures for operating at the scene of a hazardous materials incident. For tear gas or pepper spray, or for unidentified irritants, use ERG 2000 Guide 159.

- If Mace is identified, use ERG 2000 Guide 153.

E. Treatment of casualties. Casualty treatment follows a standard sequence:

1. Decontamination per local protocol.

2. Patient management.

3. Transport to medical facilities (hospital).

4. Definitive care from medical field.

V. INCENDIARY DEVICES.

A. Overview. Incendiary incidents involve flammable devices that are either stationary or hand-thrown. Incendiary devices are used in approximately 20-25% of all bombing incidents in the United States and can include many different chemicals and flammable or explosive devices.

1. Outward Warning Signs and Indicators of Incendiary Use. These are similar to the detection clues for arson investigations and include:

- Prior warning (phone calls).
- Multiple fire locations.
- Signs of accelerants.
- Containers from flammable liquids.
- Splatter patterns indicating a thrown device.
- Fusing residue.
- Signs of forced entry to the structure.
- Common appliances out of place for the environment.

These clues should simply be a signal for the responder to take appropriate precautions to safeguard themselves and the public and to start considering the incident as a potential crime scene.

2. Detection Methods. Various methods of detecting chemical residue indicating incendiary use are available including: colormetric tubes, combustible gas meters, flame ionization detectors, trained dogs, and photoionization detectors.

B. Types of Harm.

1. Primary: Thermal.

2. Secondary: Asphyxiation. Asphyxiation is always a possibility due to the fact that burning depletes oxygen.

3. Secondary: Chemical. The incendiary material may release a chemical hazard or other fuels present may generate chemical hazards.

4. Secondary: Mechanical. Secondary from structural damage, thrown devices or secondary events or explosions.

C. Personnel Protective Measures.

1. Time. Keep exposure time in the affected area and product contact time to a minimum.

2. Distance. Keep an appropriate distance from any chemicals. Stay up wind, uphill and away from contaminated areas and casualties if one doesn't have the appropriate protection.

3. Shielding. Implement appropriate shielding in the form of respiratory protection and protective clothing.

D. Self Protection.

1. Approach the scene utilizing appropriate personal protective clothing equipment.

2. Do not handle any suspicious device.

3. Avoid vapor clouds, mists, and liquids.

4. Call for technical assistance.

E. Treatment of Casualties.

1. Consider decontamination.

2. Patient management.

3. Transport to medical facilities (hospital).

4. Definitive care from medical professionals.

VI. NUCLEAR DEVICES.

A. Overview. Terrorist nuclear incidents are most likely going to involve the use of an explosive dispersion device or any other means to spread nuclear materials. Intelligence sources report that the use of a nuclear fission device to cause a nuclear detonation is highly unlikely if not nearly impossible. Identifying a nuclear incident may be difficult due to the fact that radiation cannot be detected by the senses and that symptoms of radiological exposure are generally delayed for hours or days.

1. Outward Warning Signs and Detection Clues. Outward warning indicators include placards, labels and specialized packaging such as lead containers. Responders should be well-acquainted with the standard radiation warning symbols and hazardous materials containers. For additional information, check the North America Emergency Response Guide (ERG 2000).

2. Detection Methods for Nuclear Contamination. Electronic equipment will likely be the only means of testing an area for radiation. Properly trained responders should survey any incident scene with radiation detectors following a suspicious explosion or terrorist threat.

B. Types of Harm.

1. Primary: Radiological. Due to the nature of radiological materials, this will present an ongoing hazard, the scope of which will only be determined when the amount and identity of the substance involved is ascertained.

2. Secondary: Chemical. Many radiological substances are also chemical hazards. This is an area that may be overlooked by responders concentrating on radiation effects.

C. Personnel Protective Measures.

Remember that radiological detection equipment is the best method to determine if your self-protective measures are effective and appropriate.

1. Time. Spend the shortest amount of time in the suspected contaminated area.

2. Distance. Keep an appropriate distance from the suspected contaminated area. The ERG 2000, page 161, section on radiological materials recommends to isolate the area for at least 25 to 50 meters (80 to 160 feet) in all directions and to stay upwind.

3. Shielding. Implementing shielding at the scene of a radiological incident can be accomplished by utilizing physical objects such as buildings and response vehicles. The penetration effects of radiation are dependent upon the type of material and the nature of the radiation emitted. As a rule of thumb, keep as much mass between the responder(s) and suspected radiological materials as possible.

4. Avoiding Internal Contamination. Do not eat or drink in any area with a suspected or confirmed radiological hazard.

D. Self Protection. Implement personal protection through time, distance and shielding.

E. Treatment Procedures Sequence for Casualties (General):

1. Decontamination.

2. Patient management.

3. Transport to medical facilities (hospital).

4. Definitive care from medical field.

Attachment 4

DECONTAMINATION OF CASUALTIES

I. Overview.

Racine County Haz Mat and MMRS Plans and associated procedures address the capabilities and provisions for decontaminating mass casualties, from triage to hospital.

Quick decontamination of victims is the goal of first responders. The most effective decontamination time is within 1 to 2 minutes after exposure. The simple removal of the victims' clothing (including any undergarments) can effectively remove as much as 80% of the contaminants.

At a minimum, immediate gross decontamination will be performed on all patients expected or known to be at risk for direct or secondary contamination. All decontamination actions conducted by first responders will be carried out using the appropriate personal protection equipment (PPE) as determined by the senior HazMat officer on-scene or by the appropriate standard operating procedures (SOPs). Decontamination will be performed in three stages:

1. Gross decontamination involves the safe removal of the victim from the contaminated environment, complete removal of the victims clothes and a complete head to toe rinse with the appropriate solution.

2. Secondary decontamination involves a more thorough washing of the victim in a head to toe fashion using a decontamination solution which is then followed by a complete rinsing.

3. Definitive decontamination is carried out by a series of washes and rinses until such time that it is certain that all contaminates have been removed from the victim (definitive decontamination will usually take place at a medical facility).

First responding units arriving at a suspected terrorist attack will position their apparatus and equipment in an up-wind position and prepare to set up a drench decontamination corridor using on-board appliances and water supply. If and when possible first-in engine or aerial companies should connect to an appropriate hydrant and conduct a forward lay to provide a supply line to guarantee an uninterrupted water supply to adequately perform gross decontamination operation, and anticipate the initial elements of a decontamination corridor. In the absence of a hydrant then a secondary source of water must be located. Drafting operations should be considered and the appropriate tanker apparatus should be deployed.

II. Standard Operating Guideline: Victim Rapid Gross Decontamination.

A review of casualty producing hazardous materials incidents and mass casualty incidents involving agents used as weapons establishes that those casualties who are able quickly leave the affected area. Many of these casualties then self- refer to a medical facility while still contaminated with the toxic agent. The result can be a chain of cross contamination extending from the incident to the hospital. In addition, the medical facility and health care providers can then become casualties.

Incidents involving the need to rapidly decontaminate large numbers of persons are problematic for other reasons as well. Strategies using flushing of contaminated persons with water streams from firefighting apparatus have limitations. Environmental factors such as cold weather may make this method impractical. Arguably, this sort of flushing prior to disrobing may also carry agent through to the skin and many may be reluctant to disrobe publicly, a necessary follow-up action following the dowsing.

Victim Rapid Gross Decontamination addresses these issues by providing the most rapidly deployable, waterless decontamination scheme for walking wounded that also makes an attempt to provide some minimal privacy.

This plan is primarily intended for incidents involving toxins purposely used as weapons against civilian populations. It exists in addition to other Standard Operating Guidelines (SOGs) and MMRS planning and operational documents.

In the event of a known dispatch to a weapons of mass destruction (WMD) event involving mass casualties or upon identification of such an event from a first response company, the following specific actions will occur:

METHOD

1. A perimeter will be established by first response personnel in full PPE.

2. The Gross Decontamination Unit (GDU) will be dispatched along with other Metropolitan Medical Response System components.

3. Racine Emergency Management/EOC will be notified by Fire/Rescue Dispatch of the need for buses to be diverted to the incident staging area.

4. Two garment changing corridors will be set up using extended ladders and salvage covers or rapidly deployable screens from the GDU.

5. Walking wounded will be directed through the corridors where they will be directed to:

    a) wipe exposed skin areas with Rapid Skin Decontamination Lotion or other specific solvent and disposable towels,

    b) disrobe to undergarments,

    c) bag clothing in biohazard bags,

    d) wipe exposed skin areas an additional time,

    e) re-robe in disposable garments and booties, and

    f) exit the corridor and board a bus.

    g) In cold weather, casualties will be provided with a disposable blanket(s).

6. Buses will be moved from the staging area driven by Fire/Rescue personnel in Level B or C PPE, as directed.

7. Buses will be directed by the incident Transportation Officer to a destination facility. Buses will be staffed by, at a minimum, two BLS attendants capable of administering nerve agent antidote.

8. Casualties will receive a thorough decontamination at the destination facility.

Attachment 5

THREAT REPORT ELEMENTS

Chemical / Biological Information to be Reported

A. Data Elements To Consider When Taking An Initial Report.

1. Report date/time:

_____

2. Report received by (name, organization, and phone number or e.mail):

_____

3. Threat transmitted by (telephone, fax, e.mail, video, mail, other):

_____

4. Type of threat (bomb, chemical, biological, radiological, "cyberterrorism", hostage situation, other):

_____

5. Description of threat:

_____

- Content of threat:

_____

- Characteristics of threat (describe caller, describe fax, describe e.mail, describe video, describe mail, etc.):

_____

6. Target(s) of threat (specified or potential based upon data):

_____

7. Timelines (when is the event going to occur?):

_____

8. Brief initial assessment of threat:

_____

9. Other agencies/organizations notified of threat:

_____

10. Has any individual, group, or organization claimed responsibility for threat/event?

_____

B. Data Elements To Consider During Threat Analysis For A Threat Analysis Report.

1. Technical feasibility (Is this threat technically feasible?):

_____

- Technical analysis prepared by (organization):

_____

2. Operational practicality (Is the threat operationally possible to accomplish?):

_____

- Operational feasibility analysis prepared by (organization):

_____

3. Behavioral resolve (Do the potential terrorist have the resolve, moral support, or behavior profile?):

_____

- Behavior analysis prepared by (organization):

_____

4. Final analysis/conclusion (Is the threat credible? If so, why? If not, why?):

_____

- Final analysis/conclusion prepared by (organization):

_____

- Date/time of report: _____

C. Data Elements To Consider For Notification.

1. Date/time of Notification:

2. Notification made by (agency/individual name):

3. Summary of threat (who, what, when, how, why):

4. Summary of threat analysis (conclusion and agency making analysis):

5. Recommended courses of action:

   - Agencies to notify:

   - EOCs or Command Post Activations (federal, state, local, private organizations/businesses):

   - Possible response resources required (law enforcement, fire and rescue, medical, public works, etc.):

6. Report received by (organization/name):

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Attachment 6

BOMB THREAT REPORT

Procedure

1. When a bomb threat is received all pertinent information must be recorded to facilitate a measured response and for evidentiary purposes.

2. Anyone receiving the threat is responsible for recording and documenting the threat.

3. All persons receiving a bomb threat shall use the following form to record and document the contact.

4. Supervisory personnel shall be responsible for insuring that the form is used correctly and is completed accurately.

Instructions

Remain calm, be courteous, listen, do not interrupt the caller, notify supervisor/fellow worker immediately by prearranged signal WHILE the caller is on the line.

DATE _____ TIME RECEIVED _____ TIME CALL ENDED _____

Exact wording of person making the call _____

_____

_____

QUESTIONS TO ASK

When is the bomb going to explode? _____

Where is the bomb now? _____

What kind of bomb is it? _____

What does it look like? _____

What will cause it to explode? _____

What is your address? _____

What is your name? _____

If voice is familiar, who did it sound like? _____

Why did you place the bomb? _____

_____

TRY TO DETERMINE THE FOLLOWING: **(Circle As Appropriate)**

Caller's Identity: Male Female Adult Juvenile Race Child Age/years _____

Voice: Loud Soft High pitched Deep Raspy Pleasant Intoxicated Other; (describe)

_____

Accent: Local Regional (describe) _____ Foreign (country/region) _____

Speech: Fast Slow Distinct Distorted Stutter Nasal Lisp Slurred

Language: Excellent Good Fair Poor Foul Other descriptor _____

Manner: Calm Angry Rational Irrational Coherent Incoherent Deliberate

Emotional Righteous Laughing Crying Normal Distinct

Nasal Stutter Slurred Squeaky Whispered Accent

Giggling Disguised Clearing Throat Deep Breathing

Other: (describe) _____

Background Noises: Office Machines Traffic Factory Machines Bedlam Quiet

Trains Music Animals Voices Airplanes Street Party

PA System Static Motor House Noises Long Distance

ADDITIONAL INFORMATION

_____

_____

_____

_____

Actions to take immediately after the call: Notify Supervisory personnel as specified in written instructions. Talk to no one except as instructed by the supervisor.

_____ _____ _____

Person Receiving Call Receiving Phone Number Position

Attachment 7

ON-SCENE COMMANDER'S GUIDE FOR RESPONDING TO BIOLOGICAL/CHEMICAL THREATS

Extracted from the On-Scene Commander's Guide for Responding to Biological/Chemical Threats, November, 1999, National Domestic Preparedness Office.

Disclaimer

Extensive and reasonable care has been exercised in the preparation of this document. Biological/chemical information, references and authorities were used to document the applicability of the information contained herein. This document is designed to function only as a guide to incident commanders and not to be used as a hard and fast set of rules. At the scene of any terrorist incident involving chemical/biological threat agents circumstances vary and are unpredictable. Incidents may require only the most rudimentary application of the suggestions made in this document, but may also require extremely complex intervention procedures that are beyond the scope of this document.

I. BIOLOGICAL THREAT AGENT INCIDENTS. General incident objectives for responding to known or unknown potential biological threats.

A. INCIDENT OBJECTIVES.

- Remove people from harm's way.
- Assess situation.
- Be cognizant of secondary devices.
- Secure the perimeter, set up operation areas, and establish hazard control zones (i.e., hot, warm and cold zone).
- Control and identify agents involved.
- Rescue, consider decontamination, triage, treat and transport victims.
- Stabilize incident.
- Avoid additional contamination.
- Secure evidence and treat as a crime scene.

B. ON-SCENE GENERAL ASSESSMENT.

1. In assessing the situation commanders should consider:

- Evacuating persons from the potential at-risk areas to minimize potential exposure.
- Number of apparent victims.
- Weather conditions, wind direction, atmospheric conditions, and time of day.
- Plume direction (vapor/cloud movement).
- Types of injuries and symptoms presented (potentially none if a recent biological incident).
- Information from witnesses' (what they saw and heard).
- Exact location of incident (type of occupancy).
- Nature of agent and type of exposure.
- A safe access route and staging area.

- Isolating area and deny entry.

2. Additionally commanders should insure first responders: (AWARE)

- Approach scene from upwind/upgrade.
- Wear at least respiratory protection immediately.
- Alert other first responders of potentially dangerous conditions.
- Restrict entry to area.
- Evaluate victims' signs/symptoms and alert others.

3. Observe possible indicators of a Biological Threat Agent:

- Unusual Numbers of Sick or Dying Animals.
  - — Sick or dying animals, marine life, or people (Note: This condition would not occur in the early stages of an incident).
- Unusual Casualties.
- Unusual Liquid, Spray, Powder or Vapor.
  - — Spraying and suspicious devices or packages.

C. HAZARD ASSESSMENT.

1. Types:

- Bacteria (e.g., anthrax, plague).
- Virus (e.g., smallpox, viral hemorrhagic fevers).
- Toxins (e.g., ricin, botulism).

Bacteria and Virus types are living organisms. They:

- enter the body via inhalation, ingestion, or breaks in skin.
- grow and reproduce.
- can be contagious and cause an epidemic.

Toxins are not living organisms. They:

- enter the body the same as pathogens.
- are not contagious.

2. Characteristics:

- Requires a dispersion device typically for aerosol generation.
- Non-volatile.
- Is not absorbed through intact skin.
- More toxic by weight than chemicals agents and industrial chemicals.
- Poses a possible inhalation hazard.
- Have a delayed effect ranging from several hours, to days, or weeks.
- Are invisible to our senses.

D. SCENARIO'S.

1. **SCENARIO #1:** An anonymous caller indicating a biological agent (e.g., Anthrax) threat or envelope (letter unopened or opened; no release).
   a. On-Scene Assessment.

      Protective equipment or decontamination and prophylaxis treatment should not be required unless hazards or risks are indicated.

      - Law enforcement response including local police and FBI agent(s).
      - Incident commanders should consider whether full fire department response is needed unless device or suspicious material is present or individuals are symptomatic (notify Health Dept. as local Standard Operating Procedures (SOP) dictate).
      - Incident commanders should consider whether full HAZMAT response is needed unless device or suspicious material or individuals are presenting symptoms (notify Health Dept. as local SOP dictate).
      - Treat as a crime scene.

   b. Response Strategy.

      Personal Protective equipment, decontamination, and/or prophylaxis treatment should not be required unless hazards or risks are indicated. Routine law enforcement investigation (similar to a bomb threat).

      - Persons in the at-risk area should be rapidly evacuated and evaluated by medical/public health professionals as appropriate.
      - Treat as a crime scene.
      - Information gathering at the scene (threat assessment to determine credibility of a threat).
      - Screen package/envelope by Bomb Squad to ensure no dispersal mechanism/device inside.
      - Double bag the envelope and place in a suitable container like evidence paint can.
      - Control the material as evidence with documentation of "chain of custody" and follow the FBI plan for laboratory analysis through the local FBI office.
      - Search to confirm no substance or additional package/envelope is present.
      - Assess the building ventilation system to rule out forced entry and tampering.
      - An inspection of the building's ventilation system may be warranted based on the assessment.
      - Attention should be focused on appliances or devices foreign to the surroundings.

2. **SCENARIO #2:** A package/envelope/device with a potential threat of a biological agent (present or released).

   a. On-Scene Assessment.

      Suspicious material(s) with a threat of a biological agent should initiate a public safety response including notifications according to existing local SOP:

      - Local Police, Bomb Technicians/Squad and FBI agent(s).
      - Fire, EMS, and HAZMAT units.
      - Local and state health and environmental departments.
      - Treat as a HAZMAT/crime scene.

b. Response Strategy.

Suspicious material(s) with a threat of a biological agent should initiate a public safety response including notifications according to existing local SOP:

- Persons in the at-risk area should be rapidly evacuated and evaluated by medical/public health professionals as appropriate.
- Treat as a HAZMAT/crime scene.
- Follow local protocols for evaluating risk regarding potential explosive device(s).
- If an explosive device is not ruled out coordinate efforts with local/regional Bomb Squad and the local FBI office.
- If an explosive device is ruled out evaluate for potential chemical, biological, or radioactive source material.
- If radioactive source material appears to be present, follow local plans for requesting additional assistance.
- Perimeter security denying entry into crime scene.
- Follow Evidence Response Team (ERT) protocols for documenting the crime scene.
- Decontamination at the site should only be considered for the individual(s) who came in direct physical contact /inhalation with alleged biological powder.
- Remove and double-bag clothes and/or provide on-site shower.
- Immediate medical evaluation and transport to a medical facility are usually not indicated. This decision can be made in conjunction with the local health officer based on a threat assessment.
- Even in a "true" release, prophylaxis can be temporarily delayed until definitive agent identification is completed.
- Clothing of exposed persons should be removed at home and either routinely laundered or double-bagged for evidence purposes based on instructions.
- Post-Decontamination considerations:
- Law enforcement personnel should interview all potential victims and document their names, addresses, and phone numbers.
- Decisions to provide treatment for Biological Threat Agents should be made by public health officials.
- Consider mental health of potentially exposed persons.
- It is important that sample results be relayed to exposed victims once available to either initiate additional medical procedure(s) if tests are positive or to eliminate fears and anxiety if tests are negative.
- If explosive devices are ruled out and the evaluation for potential chemical, biological, or radioactive source material is negative then response continues as a law enforcement investigation.

II. CHEMICAL THREAT AGENT INCIDENTS.

General incident objectives for responding to known or unknown potential chemical threats.

A. INCIDENT OBJECTIVES.

- Remove people from harms way.
- Assess situation.
- Be cognizant of secondary devices.
- Secure the perimeter, set up operation areas, establish hazard control zones (i.e., hot, warm and cold zone).
- Control and identify agents involved.

- Rescue, consider decontamination, triage, treat and transport victims.
- Stabilize incident.
- Avoid additional contamination.
- Secure evidence and treat as a crime scene.

B. ON-SCENE GENERAL ASSESSMENT.

1. In assessing the situation commanders should consider:

- Evacuating persons from the potential at-risk areas to minimize potential exposure.
- Weather conditions, wind direction, atmospheric conditions and time of day.
- Plume direction (vapor/cloud movement).
- Number of apparent victims.
- Types of injuries and symptoms presented (potentially none if a biological incident).
- Type of exposure and nature of possible agent.
- Information from witnesses' (what they saw and heard).
- Exact location of incident (type of occupancy).
- Suggested safe access route and staging area.
- Isolate area and deny entry.

2. Additionally commanders should ensure first responders: (AWARE)

- Approach scene from upwind/upgrade.
- Wear at least respiratory protection immediately.
- Alert other first responders of potentially dangerous conditions.
- Restrict entry to area.
- Evaluate victims' signs/symptoms and alert others.

3. Observe possible indicators of a Chemical Threat Agent:

- Unusual Numbers of Sick or Dying Animals.
  - — Sick or dying animals, marine life, or people (Note: This condition would not occur in the early stages of an incident).

- Unexplained Casualties.
  - — Multiple victims.
  - — Serious illness.
  - — Nausea, trouble breathing.
  - — Convulsions.
  - — Definite casualty patterns.

- Unusual Liquid, Spray or Vapor.
  - — Droplets, oily film.
  - — Unexplained odors.
  - — Low clouds/fog unrelated to weather.

- Suspicious Devices/Packages.
  - — Unusual metal debris.
  - — Abandoned spray devices.
  - — Unexplained munitions.

C. HAZARD ASSESSMENT.

1. Types:

- Nerve Agents.
- Blister Agents.
- Blood Agents.
- Choking Agents.
- Incapacitating Agents.

The five classes of chemical threat agents all may produce incapacitation, serious injury, and/or death. Dose dependent in each victim. Effects range from mild too deadly.

2. Characteristics:

- Requires a dispersion device typically for aerosol generation.
- Requires weaponization.
- Can be found as a solid, liquid or gas.
- The less volatile the agent the more persistent.
- Clinical effects vary from immediate to hours.
- Effects of chemical threat agents are affected by:
  - — Temperature.
  - — Humidity.
  - — Precipitation.
  - — Wind speed
  - — Nature of terrain and buildings.

D. SCENARIO'S.

1. **SCENARIO #3:** An anonymous caller indicating a chemical agent threat (no release).

   a. On-Scene Assessment.

   Protective equipment or decontamination and prophylaxis treatment should not be required unless hazards or risks are indicated:

   - Law enforcement response including local police and FBI agent(s).
   - Incident commanders should consider whether full fire department response is needed unless device or suspicious material is present or individuals are symptomatic (notify Health Dept. as local SOP dictate).
   - Incident commanders should consider whether full HAZMAT response is needed unless device or suspicious material or individuals are presenting symptoms (notify Health Dept. as local SOP dictate).
   - Treat as a crime scene.

   b. Response Strategy.

   Protective equipment or decontamination and prophylaxis treatment should not be required unless hazards or risks are indicated.

Conduct routine law enforcement investigation (similar to a bomb threat):

- Persons in the at-risk area should be rapidly evacuated and evaluated by medical/public health professionals as appropriate.
- Treat as a crime scene.
- Information gathering at the scene (threat assessment to determine credibility of a threat).
- Search to confirm no substance or additional package/envelope is present.
- Assess building ventilation system to rule out forced entry and tampering.
- Inspection of the building ventilation system may be warranted based on the search.
  Note: Attention should be focused on appliances or devices foreign to the surroundings.

2. **SCENARIO #4:** A package/device with a potential threat of a chemical agent (present or released).

   a. On-Scene Assessment.

   Suspicious material along with a threat of a chemical device should initiate a public safety response including notifications according to existing local SOP:

   - Persons in the at-risk area should be rapidly evacuated and evaluated by medical/public health professionals as appropriate.
   - Garland Office of Emergency Management.
   - Local Police, Bomb Technicians/Squad and FBI agent(s).
   - Fire, EMS, and HAZMAT.
   - Local and state health and environmental departments.
   - Treat as a HAZMAT/crime scene.

   b. Response Strategy.

   Suspicious material along with a threat of a chemical or release of a chemical device should initiate a public safety response including notifications according to existing local plans:

   - Persons in the at-risk area should be rapidly evacuated and evaluated by medical/public health professionals as appropriate.
   - Treat as a HAZMAT/crime scene.
   - Follow local protocols for evaluating risk regarding a potential explosive device(s).
   - Coordinate efforts with local/regional Bomb Squad and the local FBI office if an explosive device is not ruled out.
   - Evaluate for potential chemical, biological, or radioactive source material if an explosive device is ruled out.
   - Follow local plans for requesting additional assistance if radioactive source material appears to be present.
   - Establish perimeter security denying entry into the HAZMAT/crime scene.
   - Follow Evidence Response Team (ERT) protocols.

   Personal Response Safety Considerations.

   - Wear self protection.
   - Wear the highest level of Personal Protective Equipment (PPE) until additional agent information indicates otherwise.
   - Be alert for secondary devices.

Response Strategy.

- Establish decontamination capability and begin HAZMAT operations.
- Evaluate need to evacuate or protect in place.
- Preserve crime scene.
- Alert hospitals regarding imminent mass casualties; consider use of field hospitals.
- Coordinate control of personnel.
- Restrict scene access.
- Conduct evacuation.
- Provide scene security.
- Estimate number of casualties.
- Arrange for transportation.
- Establish decontamination areas.
- Separate victims with symptoms at triage from those without symptoms.
- Set up separate decontamination sites for civilians and emergency response personnel.

III. GLOSSARY OF TERMS.

Anthrax - an infectious, usually fatal disease of warm-blooded animals, especially cattle and sheep, caused by the bacillus anthraces bacterium. The toxin that exists as spores can live in the soil. The spores are very resistant in the environment and may survive for decades in certain soil conditions. Spores are dormant forms of a bacterium, bacterium produces the toxin.

Bacteria - Single celled organisms that multiply by cell division and that can cause disease in humans, plants and animals.

Biological Threat Agents - Living organisms or the materials derived from them that cause deterioration of material. Biological threat agents may be used as liquid droplets, slurry, aerosols, or dry powders.

Biological Threat - the intentional use of biological threat agents as weapons designed to kill or injure humans, animals, or plants, or to damage equipment.

Blister Agent - a chemical agent, also called a vesicant, which causes serve blistering and burns to tissues, skin, eyes, and respiratory tract. Exposure is through liquid or vapor contact. Also, referred to as mustard agents; examples include lewisite and mustard.

Blood Agent - a chemical agent that interferes with the ability of blood to transport oxygen and causes asphyxiation. Examples include cyanogen chloride and cyanide.

Choking Agent - a chemical agent that causes physical injury to the lungs. It may cause the lungs to fill with liquid, which results in lack of oxygen, hence choking on liquids. Examples include chlorine and phosgene.

Etiological Agents - living microorganism, or toxin, which causes or may cause human disease.

Evidence Response Team - federal, state, local technically trained law enforcement team to collect and process evidence from the crime scene.

Irritating Agent - a chemical agent, also called riot control agents or tear gas, which causes respiratory distress and tearing designed to incapacitate. Examples include pepper spray and tear gas.

Nerve Agent - a substance that interferes with the central nervous system. Exposure is through liquid contact with the eyes or skin and inhalation of the vapor. Three distinct symptoms associated with nerve agents are pinpoint pupils, headaches, and chest tightness. Examples include sarin, tabun and VX. Note: Many symptoms are associated with exposure. Victims severity of exposure, i.e., condition, can be clinically graded by initial symptom/signs at evaluation and during repeat exam.

Toxins - toxic substance of natural origin produced by an animal, plant, or microbe. They differ from chemical substances in that they are not man-made. Toxins may include botulism, ricin, and mycotoxins.

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Attachment 8

CHECKLISTS OF CONSIDERATIONS FOR

Law Enforcement, Fire Services, Public Works, Emergency Medical Services, Public Health

Law Enforcement Checklist of Considerations.

- ❑ Maintain the integrity of the crime scene.
- ❑ Provide security at the following:
  - Shelters
  - Temporary Morgue
  - Emergency Operations Center (EOC)
  - Jail
  - Command Post
  - Joint Information Center (JIC)
  - Disaster Site
  - Joint Operations Center (JOC)
  - Hospitals
  - Other Medical Care Centers
- ❑ Secure impassable roads.
- ❑ Request necessary assistance from Public Works to identify routes that need barricades and signs.
- ❑ Coordinate with the Road Commission or Department of Public Works in rerouting traffic and putting the appropriate signs in place.
- ❑ Ensure that security passes are issued to appropriate personnel who have authority to enter secured areas.
- ❑ Implement any curfews ordered by the Governor or Chief Executive Official.
- ❑ Enforce quarantine controls, if applicable.
- ❑ Develop a method and a location for a "lost and found" service. Inform the Public Information Officer (PIO) of the details of how the public can access this service.
- ❑ Ensure that vehicles blocking evacuation routes and routes to health care centers are removed. If necessary, request that Public Works or Road Commission trucks move vehicles off the road.
- ❑ Maintain records of where vehicles are being taken. Inform the PIO of the details of how the public can reclaim their vehicles.
- ❑ Ensure that prisons and jails are notified of the potential threat, and determine whether proper safety and security precautions are being taken.
- ❑ Ensure that staff are not working more than _____ hours.
- ❑ Activate, or request activation of, mutual aid agreements.
- ❑ Assist the warning agency, as needed, in notifying the public of an impending emergency.

Fire Services Checklist of Considerations.

- ❑ Maintain incident site safety.
- ❑ Decontaminate victims/rescuers (in consultation with public health officials).
- ❑ Activate, or request activation of, search and rescue teams, as needed.
- ❑ Provide communications and other logistical supplies, as needed.
- ❑ Assist building inspectors in performing fire safety inspections at facilities designated as shelters.
- ❑ Provide trained personnel to inspect damaged buildings before occupancy, after repairs have been done.
- ❑ Notify Public Works of the gas valves turned off so that the return of gas service can be coordinated.
- ❑ Activate Radiological Monitoring Teams, as needed.
- ❑ Coordinate the fire department's role in providing emergency medical services, if appropriate.

- ❑ Report disaster-related damage information to the Emergency Management Coordinator, Damage Assessment Representative, etc. as it is encountered.
- ❑ Assist in traffic control by providing personnel to direct traffic at certain intersections, as requested by the law enforcement organization.
- ❑ Assist in warning the population, if assigned.
- ❑ Participate in the Joint Information Center at the scene. Coordinate the release of information with the Public Information Officer.
- ❑ Determine the locations of the different staging areas. Notify appropriate EOC staff of their locations.
- ❑ Keep emergency service organizations informed of existing dangers associated with the incident.

Public Works Checklist of Considerations.

- ❑ Provide barricades and signs for road closures and boundary identification. Ensure that there are adequate barricades and activate, or request activation of, appropriate mutual aid agreements, if necessary.
- ❑ Assist in identifying boundaries of areas in which access must be controlled.
- ❑ Provide vehicles and personnel to transport essential goods such as food, medical supplies, and other needed items.
- ❑ Notify law enforcement of the location(s) of vehicles being towed.
- ❑ Contact the appropriate Department of Transportation official to request travel restrictions on State highways, if necessary.
- ❑ Determine the extent and cause(s) of damage and outages faced by local utilities. Report this information to EOC staff.
- ❑ Coordinate with utility companies in the restoration of essential services. Provide appropriate assistance, such as debris clearance, to expedite restoration.
- ❑ Provide engineering expertise to inspect public structures to determine whether they are safe to use. Develop teams to inspect roads, bridges, buildings, infrastructure, etc. (These teams may be called upon to assist in assessing damage for public assistance grants from the Federal government, if applicable.)
- ❑ Ensure that Public Works crews report damage information to the Emergency Management Coordinator, supervisor, damage assessment representative, etc. Note: This includes damage to public facilities, debris clearance requirements, emergency protective measures, and other damage information, as appropriate.
- ❑ Prioritize and coordinate the use of generators and fuel supplies.
- ❑ Prioritize and coordinate the use of emergency lighting.
- ❑ Assist in identifying and obtaining the appropriate construction equipment to support response and recovery within the jurisdiction.
- ❑ Determine where debris should be piled initially, then determine a permanent location for debris. If necessary, coordinate security of debris sites with law enforcement personnel.
- ❑ Determine what support Public Works crews can provide during a terrorist incident.

Emergency Medical Services Checklist of Considerations.

- ❑ Ensure that responding emergency medical teams coordinate with the unified command.
- ❑ Ensure that personal protection protocols have been implemented.
- ❑ If necessary, establish a triage area in close proximity to but outside of the hot zone.
- ❑ Ensure that the triage areas has adequate medical supplies.
- ❑ Provide for a medical supply inventory to determine what, if any, supplies are needed, including appropriate antidotes and antibiotics, and the number of ambulances needed and being used.
- ❑ Prepare to augment medical supplies and resources. (Augmenting emergency medical supplies and equipment is a critical pre-disaster planning consideration!)
- ❑ Ensure that each ambulance unit, as well as paramedic units, are tracking resources used during the response.

- ❑ Determine what, if any, medical resources and systems need augmenting on the scene. (How would you utilize mutual aid, hospital staff, etc.?)
- ❑ Augment universal precaution supplies.
- ❑ Ensure that a casualty tracking system is established.
- ❑ Direct on-scene volunteers to a volunteer registration area.
- ❑ Maintain a liaison with the Human Services Representative to request additional medical personnel, when necessary.
- ❑ Coordinate security at triage centers, CCPs, etc. with law enforcement personnel.
- ❑ Establish and maintain field communications and coordination with the command post and other responding emergency teams, as well as telephone or radio communications with hospitals.
- ❑ Appoint someone to serve as a liaison to the unified command and the EOC.
- ❑ Implement hazardous materials procedures, as needed.

Public Health Services Checklist of Considerations.

- ❑ Coordinate with hospitals and other health/medical care facilities in the investigation of a bioterrorist event.
- ❑ Implement assessment and surveillance procedures to assess the numbers of persons and area affected to determine the potential public health impact.
- ❑ Provide technical assistance and guidance for the monitoring of private citizens and emergency workers for exposure to chemical, radiological, or biological contaminants.
- ❑ Provide for administration of preventive measures, such as vaccines and antibiotics.
- ❑ Coordinate information sharing with all Federal, State, and local public health and medical officials, and with EOC personnel.
- ❑ Provide advice and guidance on the monitoring of public and private water sources, and issue appropriate public health warnings, if necessary.
- ❑ Provide advice and guidance on the monitoring of public and private sewage disposal systems. Issue appropriate public health warnings, if necessary.
- ❑ Provide for the inspection of food service establishments or those temporarily established for emergency workers or disaster victims to ensure the safety of food products prior to distribution and consumption.
- ❑ Work with the PIO to issue advisories on food preservation, disposal of contaminated or spoiled products, or consumption of homegrown and other potentially contaminated products.
- ❑ Work with waste haulers to arrange for special pickup and disposal of waste items to minimize prolonged exposure of potential health and safety hazards.
- ❑ Ensure enforcement of nuisance abatement ordinances to keep debris from becoming a health hazard. Advise the EOC of the need for such emergency ordinances, if necessary.
- ❑ Ensure that proper vector control and pest management activities are in place.
- ❑ Provide advice and guidance to the local animal control unit to protect public health.
- ❑ Provide appropriate protection, prophylaxis and treatment for citizens and emergency workers.
- ❑ Provide advice and guidance for monitoring exposed individuals for health concerns.
- ❑ Provide for injury and illness assessment and surveillance activities.
- ❑ Establish a registry system to provide for the ongoing monitoring and follow up of exposed persons, including emergency workers.
- ❑ Provide advice and guidance for decontamination and other exposure reduction methods. (Refer to the appropriate SOP for specific information according to the type of incident.)

Blank Intentionally