

LA CROSSE WISCONSIN

Emergency Operations Plan (rev. January, 2021)



This page left intentionally blank.

1 CONTENTS

PART I - BASE PLAN.....	7
Administrative Material.....	9
Record of Changes and Distribution.....	11
1. Introduction, Purpose, Scope, Situations, and Assumptions	12
2. Concept of Operations.....	16
3. Organization and Assignment of Responsibilities	20
4. Direction, Control, and Coordination	27
5. Communications.....	28
6. Information Collection, Analysis, and Distribution	29
7. Administration, Finance, and Logistics	30
8. Transition to Recovery.....	31
9. Training and Exercises	31
10. Plan Development and Maintenance.....	33
11. Authority and References.....	34
PART II - EMERGENCY FUNCTIONS.....	40
ESF 1: Transportation	44
ESF 2: Communication and Warning.....	50
ESF 3: Public Works and Engineering	56
ESF 4: Firefighting	60
ESF 5: Emergency Management.....	64
ESF 6: Mass Care, Emergency Assistance, Housing, and Human Services	70
ESF 7: Resource Support.....	77
ESF 8: Health and Medical Services.....	81
ESF 9: Search and rescue.....	86
ESF 10: Oil and Hazardous Materials.....	89
ESF 11: Agriculture and Natural Resources.....	92
ESF 12: Energy	97
ESF 13: Public Safety and Security.....	101
ESF 14: Short-Term and Long-Term Community Recovery and Mitigations.....	105
ESF 15: External Affairs.....	111
PART III - STRUCTURE AND POSITION GUIDES.....	115

3.1 Management- Command	116
Incident Commander or Unified Command Position Guide	126
EOC Manager Position Guide	129
Liaison Officer Position Guide	131
Safety Officer Position Guide	133
Legal Officer Position Guide	135
Public Information Officer Position Guide	137
3.2 Operations Section	140
Operations Section Chief	149
City Administration Branch Director	151
City Clerk Group Supervisor.....	153
Human Resources Group Supervisor.....	155
Legal Group Supervisor	157
Community Support Branch Director	159
Facilities Branch Director.....	161
Airport Group Supervisor	164
Building and Grounds Group Supervisor	166
La Crosse Center Group Supervisor.....	168
Library Group Supervisor.....	170
Fire Branch Director.....	172
Fire Department Operations Group Supervisor	174
EMS Unit Leader	176
Community Risk Management Group Supervisor.....	178
Building Inspection Unit Leader	180
Fire Inspection and Fire Investigation Unit Leader	182
Information Technology Branch Director.....	184
Programmer Group Supervisor	186
Network Security Group Supervisor	188
Computer Technician Group Supervisor	190
Law Branch Director	192
Law Enforcement Operations Group Supervisor	194
Courts Group Supervisor	196
Public Works Branch Director.....	198
Engineering Group Supervisor.....	198

Municipal Service Center Group Supervisor 204

Streets Group Supervisor 205

City Utilities Group Supervisor 208

Transit Branch Director 210

3.3 Planning Section 212

 Planning Section Chief 219

 Planning Deputy 223

 Situation Group 225

 Documentation Group..... 227

 Recovery Group 229

 Technical Specialist..... 231

 GIS Specialist..... 233

3.4 Logistics Section..... 235

 Logistics Section Chief 242

 Transportation Branch Director 244

 Procurement Branch Director 246

 Donation Branch Director..... 249

3.4 Finance Section..... 251

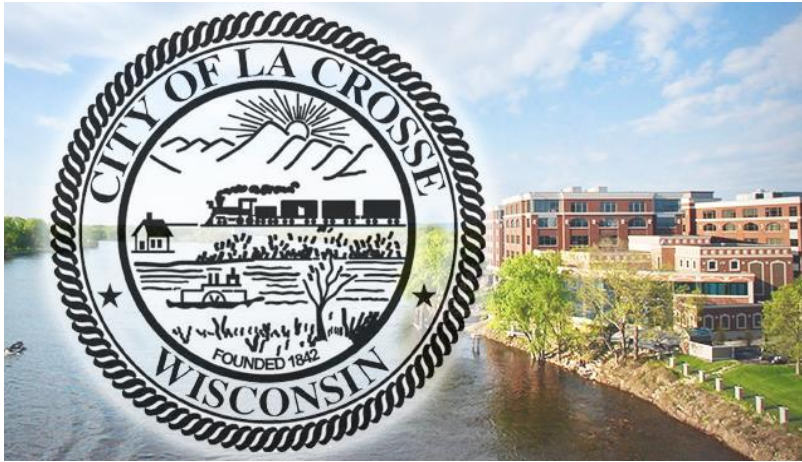
 Finance Section Chief 258

 Cost Recovery Unit Leader 259

 Fiscal Analyst 260

**City of La Crosse Emergency Operations Plan
Acronyms Used in the Plan**

ARC	American Red Cross
WEM	Wisconsin Emergency Management
WisDOT	Wisconsin Department of Transportation
DSP	Wisconsin State Patrol
COL	City of La Crosse
COOP	Continuity of Operations Plan
DHHS	Department of Health and Human Services (County)
DOC	Departmental Operations Center.
DSW	Disaster Service Worker
EAS	Federal Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOC	Fire (Department) Operations Center
GIS	Geographic Information Systems
HSUS	Humane Society of United States
ICP	Incident Command Post
IT	Information Technology
NAWAS	National Warning System
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area (includes all operational jurisdictions within the geographic boundaries of the County)
OEM	Office of Emergency Management (City)
PAFN	People with Access and Functional Needs
PIO	Public Information Officer
REOC	Regional Emergency Operations Center
MTU	Municipal Transit
SOC	State Operations Center
SOP	Standard Operating Procedure
SPCA	Society for the Prevention of Cruelty to Animals



City of La Crosse
Emergency Operations Plan

PART I - BASE PLAN

This page intentionally left blank.

ADMINISTRATIVE MATERIAL

Promulgation

The City of La Crosse Emergency Operations Plan (EOP) provides guidance for those with emergency management responsibilities within the City of La Crosse. The EOP provides year-long, as well as specific guidance to those activated in the event of an emergency in order to save lives, enhance the health of citizens, and protect property and the environment. This EOP authorizes the City's personnel in all its departments and offices to perform their duties and tasks before, during, and after an emergency.

This EOP complies and is consistent with the National Incident Management System (NIMS), Federal Emergency Management Agency's (FEMA's) standards, and guidance from the State of Wisconsin Emergency Response Plan.

Authority for emergency management in the City of La Crosse resides with the Fire Chief, who is designated by city code Sect. 14-4, as the Director of Emergency Management. City Code further provides emergency management authority to the following:

- The city's designated Deputy Emergency Management Director (Chief of Police).
- All Department Directors who also have roles in the city's emergency management program.
- The need to coordinate efforts toward preparing city employees to coordinate activities before, during, and following an emergency or disaster event.

The identified individuals, and any individuals presented with a specific written delegation, have the authority to make recommendations on updates and changes to this plan, as well as a responsibility to follow this plan. These individuals will coordinate efforts to train and exercise city employees to use this EOP as guidance for a coordinated emergency response effort.

Prior to its issuance, this EOP was reviewed by department representatives that have been assigned primary responsibilities for the management and implementation of emergency functions. With the joint agreement of all these representatives, this EOP will be submitted to the City Council for review and, upon their concurrence, officially adopted and promulgated.

This promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further enactment. The enactment of this EOP further affirms the City of La Crosse's support for emergency management and a safe and resilient community.

Approval and Implementation

The preservation of life, property, and the environment is an inherent responsibility of the government. The City of La Crosse has developed this Emergency Operations Plan (EOP) to ensure that the most effective emergency response is provided to the residents, businesses, and visitors of La Crosse.

This City of La Crosse EOP describes actions the City will take in an emergency to protect lives, enhance health, and protect property and the environment of the City of La Crosse. This plan also serves to strengthen the City's resilience in the face of recognized threats and enhances the city as a vibrant community to live and work.

This EOP was prepared by the city's Director of Emergency Management/Fire Chief, with support from Fire Department staff and City Department Heads, and implemented to maintain a viable all-hazards response capability, as well as to establish a comprehensive approach to managing emergencies.

Authority for emergency management in the City of La Crosse resides with the Mayor, the Director of Emergency Management/Fire Chief, and delegates of all City personnel to support the emergency management program.

All departments and employees of the City of La Crosse shall abide by and cooperate with the actions described in this EOP when it is executed. Any or all parts of this EOP may be activated based on the specific emergency as decided by the City's emergency management leadership.

This EOP and its supporting content supersede all previous versions and other iterations of this plan. This EOP shall be effective immediately upon the approval of the City of La Crosse Common Council.

RECORD OF CHANGES AND DISTRIBUTION

Any approved additions or modifications to the City of La Crosse EOP will be documented and noted in this section. The date of the change, the title of the person making the change, and a summary and reason for the modifications, will be inserted into this section of the plan.

If any major or significant changes to this plan need to be made, then the revised EOP will be considered an update, and the cover page, promulgation page, and approval and implementation page should reflect that it is a new plan.

After any modification to this plan, the Director of Emergency Management will ensure that the updated version is distributed to all departments and offices in the city and that the revised plan is uploaded to any share sites and/or webpages where this plan resides. Printed EOP material will be available at the Emergency Operations Center (EOC). Personnel with a role in executive leadership, coordination and management, and operational implementation of emergency procedures are encouraged to have digital access to this plan or a printed copy of this plan available to them at all times.

Change Number	Date of Change	Sections	Summary of Change	Change Made By (Title or Name)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

1. INTRODUCTION, PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

1.1 Introduction

The City of La Crosse EOP addresses the planned response to extraordinary emergency situations associated with natural disasters and human-caused incidents (flooding, snow, technological, terrorism, civil unrest, pandemic, etc.) for the City of La Crosse. This plan outlines emergency management operations, including the personnel and departments responsible for managing an incident in the city.

Departments, agencies, and volunteer organizations having roles and responsibilities established by this plan are encouraged to develop standard operating procedures (SOPs) and emergency response checklists based on the provisions of this plan. This plan should be used in conjunction with applicable local contingency plans, the La Crosse County Emergency Response Plan (ERP), and the Wisconsin State EOP.

This plan was developed to provide general guidance through the National Planning Framework's five phases of emergency management: Prevention, Protection, Mitigation, Response, and Recovery. The specific focus of this EOP is on emergency management and response operations. The plan is divided into three parts, as described below.

Part 1 - Basic Plan. This section provides the structure and organization of the City's emergency management structure, identifies individual roles and responsibilities, describes the concept of emergency operations, and identifies how the City implements NIMS as established by federal and state emergency management entities.

Part 2 - Emergency Functions. This section provides an outline of the functions that are defined by the National Response Framework and the State of Wisconsin. These sections have been tailored to specifically address the needs of the City and provide general guidance information regarding the operations and components of each function.

Part 3 – Emergency Operations Center (EOC) Management and Position Guides. This section provides an introduction to the EOC management positions and the EOC structure. It also includes the EOC position guides in a checklist format that detail emergency actions to take during phases of increased readiness, initial activation, extended operations, and post-emergency. These guides provide position-specific guidance to support personnel that are assigned to a position within the city's emergency management organizational structure.

1.2 Purpose

The City of La Crosse Emergency Operations Plan is a comprehensive, all-hazards plan developed by the authority of Chapter 323 of the Wisconsin State Statutes. This statute provides for a statewide program of emergency management. This plan was developed for the following purposes in support of emergency management in the City of La Crosse.

- Outlining the methods and procedures used by emergency management personnel to assess emergency situations and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment.
- Supporting the provision for emergency public information throughout the emergency, including information on personal protective actions the public can take.
- Develop a whole community approach to emergency management to facilitate a response that is inclusive of the entire community.
- Defining the operational concepts and procedures associated with the EOC interface with the field emergency responders and EOC coordination with city departments, personnel, and systems.
- Identifying the organizational framework for the overall management and coordination of emergency operations in the city by implementing the National Incident Management System (NIMS).
- Identifying the responsibilities of local, state, and federal agencies in the event of an emergency or disaster affecting the city.
- Facilitating mutual aid to supplement local resources.
- Facilitating multi-agency and multi-jurisdictional coordination, particularly between local government, operational area (OA), state response levels, and appropriate federal agencies in emergency operations.
- Outlining the functions and their components that the City must undertake to respond to and resolve the emergency situation effectively.
- Providing an operational plan as well as a reference document; it may be used for pre-emergency planning as well as emergency operations.
- Providing information for training emergency response personnel and local government staff to efficiently and effectively prepare for, respond to, and recover from emergencies and disasters.

1.3 Scope

The policies, procedures, and provisions of this plan apply to all agencies and individuals, public and private, having responsibilities for emergency preparedness, response, recovery, and/or mitigation activities within the City of La Crosse.

This plan applies to any extraordinary emergency situation associated with any hazard, natural or human-caused, which may affect the City of La Crosse, and that generates situations requiring planned, coordinated responses by multiple agencies and jurisdictions.

The City of La Crosse Emergency Operations Plan addresses a wide range of emergencies. The scope of this document will outline the following:

- Responsibilities delineated by state and federal law, regulation, administrative rule, executive order and policy.
- Roles and responsibilities of state agencies and their relationship to local, county, tribal, federal, volunteer agencies, and private sector partners involved in emergency management.
- Functions and activities necessary to implement the National Preparedness System's five mission areas: Prevention, Protection, Mitigation, Response, and Recovery.
- Sequences and processes that trigger phases and levels of emergency activation.
- Use of government, private sector, and volunteer resources during emergencies.
- Application of information collected or recorded, decisions made, and procedures developed in the planning process, during the response, and in the after-action review following emergency operations or training events.

1.4 Situation

The City of La Crosse, situated within La Crosse County, faces a variety of hazards. The City developed this plan based on hazard and vulnerability findings that are identified in the "*La Crosse County Multi-Hazard Mitigation Plan*." The analysis of these threats includes both natural and technological hazards that affect the operational area. The hazards and threats that have the potential to impact the city include, but are not limited to:

- Natural Hazards
 - Severe Weather
 - Flood
 - Landslide/Subsidence
 - Drought
 - Wildland Fire
 - Disease Outbreak
- Technological Threats
 - Hazardous Materials
 - Transportation Accident (vehicle, train, aircraft)
 - Mass Casualty Incident
 - Dam Failure
 - Loss of Utilities (phone, power, potable water)
 - Cyber Infrastructure Breach
- Human-Caused Threat
 - Civil Disturbance
 - Terrorism

More details regarding the potential impact of the identified hazards can be found in the "*La Crosse County Emergency Response Plan*." As many of these hazards may result in large-scale implications to the city, multi-agency, and multi-jurisdiction coordination will be necessary for effective response operations.

Significant, recent situations that have actually taken place and elicited an emergency management response or plan from the City include the following:

• 2011 Tornado
• Oktoberfest
• Riverfest
• Grandad's Half Marathon
• Hixon Epic Bike Race
• Freedomfest
• Airfest
• Covid-19 Pandemic

1.5 Planning Assumptions

Included below is a list of key planning assumptions that are associated with emergency management and response operations in the City of La Crosse. Catastrophes may occur at any time, day or night, in populated as well as remote areas of the city.

- Major emergencies and disasters will require a multi-agency, multi-jurisdictional response. For this reason, it is essential that NIMS and ICS are implemented immediately by responding agencies and expanded as the situation dictates.
- Large-scale emergencies and disasters may overburden local resources and necessitate mutual aid from neighboring jurisdictions.
- Large-scale emergencies and disasters and the complex organizational structure required to respond to them pose significant challenges in terms of warning and notification, logistics, and agency coordination.
- Disasters and emergencies may require an extended commitment of personnel and other resources from involved agencies and jurisdictions.
- Major emergencies and disasters may generate widespread media and public interest; information provided to the public needs to be accurate, timely and disseminated by a designated Public Information Officer (PIO). The media must be considered an ally in large-scale emergencies and disasters; it can provide considerable assistance in emergency public information and warning.
- Large-scale emergencies and disasters may pose serious long-term threats to public health, property, the environment, and the local economy. While responding to significant disasters and emergencies, all strategic decisions must consider each of these potential impacts.
- All EOC staff have read the EOP and its supporting documents and are prepared to work in the EOC environment.

2. CONCEPT OF OPERATIONS

This plan is supported and approved by the City of La Crosse Mayor and Common Council. This plan provides guidelines for the implementation of Emergency Management Operations for the City of La Crosse.

Emergency Management Operations addresses the entire spectrum of contingencies, ranging from relatively minor incidents, such as a utility failure, to large-scale disasters such as flooding. Some emergencies will be preceded by a build-up period, which, if recognized, may offer an advance warning to potentially affected areas and populations. Other emergencies occur with little or no advanced warning and therefore require a response characterized by efficient and coordinated mobilization and deployment of local resources. This section of the plan outlines how the plan will be activated and implemented, with the purpose of protecting lives, property, and the environment of the City of La Crosse.

2.1 Activation

This EOP provides guidance for preparedness activities, as well as response and recovery activities in the City of La Crosse. Preparedness is an ongoing, daily effort, and the City strives to maintain a culture of preparedness and readiness. The EOP, as a preparedness tool, is thus always operative.

In the event of an impending or actual emergency in the city, the City Emergency Operations Center (EOC) can be activated by the Fire Chief, who serves as the Director of Emergency Management. The Police Chief, serving as Deputy Director of Emergency Management, can also activate the EOC if the Director is unavailable. Other circumstances that will require the activation of the EOC include the following:

- On the order of the City of La Crosse Mayor, or designee, when a local emergency has been proclaimed.
- When the Governor has proclaimed a State of Emergency to include an area of the State that impacts the City of La Crosse.
- A Presidential declaration of a national emergency to include an area that impacts the City of La Crosse.
- On receipt of an attack warning or actual attack on the United States, where it would be prudent for the activation of the City of La Crosse EOC.

The five Readiness Levels represent a graduated increase in capacity ranging from the lowest (Level 5) to the highest (Level 1).

Readiness Levels	Assumptions
Level 1 Full-Scale EOC Operation	<ul style="list-style-type: none"> • Full-scale EOC operation with 24-hour staffing • Implementation of Emergency Support Function 5 and all administrative systems • Activation of all other appropriate state Emergency Support Functions (ESFs) • Mayor Executive Order declaring a State of Emergency • Governor's Executive Order declaring a State of Emergency • Request for a federal (Stafford Act) declaration and appropriate federal response and recovery support
Level 2 Partial EOC Operation	<ul style="list-style-type: none"> • Partial EOC operation, including staffing of the Logistics Section to manage anticipated or actual resource requests. • Implementation of ESF 5 and all appropriate administrative systems (e.g., multi-agency coordination) • Activation of all other appropriate ESFs • Mayor Executive Order declaring a State of Emergency • Potential Governor's Executive Order declaring a State of Emergency • Possible request for a federal (Stafford Act) declaration and appropriate federal response and recovery support
Level 3 Minimal EOC Operation	<ul style="list-style-type: none"> • Minimal EOC operation (e.g., support for smaller-scale incidents, active monitoring of severe weather conditions) • Implementation of ESF 5 and all appropriate administrative systems • Potential Mayor Executive Order declaring a State of Emergency • Potential request for a Governor's Executive Order declaring a State of Emergency
Level 4 Enhanced Monitoring Operation	<ul style="list-style-type: none"> • Emergency Management Director will maintain an enhanced level of monitoring of local incidents or any imminent threats that may require Emergency Operations • At the discretion of the Emergency Management Director and appropriate City Departments may participate from remote locations • Staff maintains communication with affected jurisdiction(s) and coordinate resource requests
Level 5 Steady State Operation	<ul style="list-style-type: none"> • Steady-state operation of the Office of Emergency Management • Maintain situational awareness of local incidents or any imminent threats that may require support • Provide notifications in accordance with standard operating guidelines and standard operating procedures • Initiate elevation of the EOC to Level 4 or higher

2.2 Alert and Warning

Alert and Warning systems are in place to let the citizens know about an imminent and potential disaster. This allows for some lead time, such as a potential levee failure, or gives information that an event has occurred, such as a hazmat spill. This enables time-critical information to be provided as to how individuals should respond. There are several systems available in the city to alert the population. The following information outlines how the dissemination of warnings will occur.

Emergency Notification System. The Director of Emergency Management, Fire Department, Police Department, and Information Technology Department all have access to the emergency notification system SMART-911(RAVE). Through this system, approved personnel can send emergency alert messages to the entire city or select areas within the city that may be or are being impacted by an incident or disaster event.

Social Media Platforms. The designated incident Public Information Officer (PIO) will coordinate with all department representatives to post up-to-date information regarding the incident in an effort to provide one consistent message from the City.

National Weather Service (NWS). The NWS provides weather-related emergency alerts and is monitored by the Director of Emergency Management. The general public can also monitor weather alerts via the weather system radio or the Emergency Alert System broadcast on public radio and television channels.

Federal Emergency Alert System. The Emergency Alert System is a network of public broadcast stations and interconnecting facilities, authorized by the Federal Communications Commission to provide a communications link between government authorities and the public regarding:

- Presidential messages
- Local programming
- State programming
- National programming and news

National Warning System (NAWAS). The NAWAS assists in the coordination of emergency information between the federal, state, and local levels. NAWAS is a dedicated wire-line system that provides two-way voice communications between federal warning centers, state's warning points, and local warning points. The system in Wisconsin consists of four elements:

- NAWAS, Federal-Wisconsin link
- NAWAS, State-County Warning Points circuits
- City warning systems
- Local warning devices and systems

Specific Outreach to People with Access and Functional Needs (PAFN). If the EOC is activated, the Aging and Disability Resource Center of La Crosse County will act as the City's designated Americans with Disabilities Act (ADA) Coordinator. The Aging and Disability Resource Center of

La Crosse will alert PAFN service providers in the impacted area(s) and encourage them to activate their own emergency plans to support their clients and service area. Outreach will be to non-governmental organizations (e.g., Aging and Disability Resource Center and 211 La Crosse), service provider organizations (e.g., Inlusa and Independent Living Resources), long-term care facilities (e.g., Bethany St. Joseph and Hillview Care Center), transportation providers (e.g., ADA Paratransit), and government agencies (e.g., county support facilities that are located in the city).

2.3 Proclaiming an Emergency

In the case of existing or threatened existence of an emergency that endangers the people, property, or environment of the City of La Crosse, and when the situation is beyond the capability of the City to control effectively, the City of La Crosse Mayor, or the President of the City Council if the Mayor is unable, can proclaim a local emergency. A local emergency may be declared to exist due to a specific situation, such as flood, fire, storm, pandemic, drought, sudden and severe energy shortage, or other condition (Wis. Statute 323.14(4)(b)) (COL Sec. 14-4b).

2.4 City-Wide Coordination

The Director of Emergency Management or their designee will activate the EOC and be available for policy determinations, strategic level decision making, and reporting to the City elected officials.

The EOC will coordinate City-wide emergency management (including response, recovery, and continuity activities) with the City Departments by communicating with their Department Director through the National Incident Management System structure. In an emergency, the departments will coordinate and manage the activities of their department and operational staff during the crisis.

City Departments have significant responsibilities in a disaster, such as needing to respond to issues involving city infrastructure management and recovery, conducting damage assessments, managing debris removal, and interacting with partners. The Engineering Department, for example, plays an essential role in flood fighting operations regarding levee patrol and flood management. Other departments play a supporting role in a disaster and may activate their assigned functions without actually setting up and moving to a physical operations center. All departments should have personnel trained to support the EOC when activated in an emergency.

Assigned Division Supervisors, as outlined in the National Incident Management structure, will communicate with their respective Branch Directors. The Branch Directors will then communicate to their Section Chiefs in the next level in the chain of command as outlined in the incident's Organizational Chart so that the message gets to the Incident Commander (IC), or Unified Incident Command (UIC) and the EOC.

2.5 People with Access and Functional Needs

As a planning assumption, the city can expect that up to 25% of the population who may be impacted by an emergency or disaster will fall into the category of people with access and functional needs (PAFN). People in this category include all those who might need additional assistance with evacuating, sheltering, or in any way effectively reacting in a way to support themselves in taking safe actions. Such people might include those who are elderly, physically disabled, homeless, mentally ill, non-English speakers, unaccompanied youth, and other challenged individuals.

The City of La Crosse and County of La Crosse are fortunate to have many organizations that are established and capable of providing services for PAFN. However, some disasters, especially those requiring significant numbers of evacuations, require determined support to ensure PAFN will receive the level of support needed. The day-to-day PAFN service providers play an essential role in supporting their client base in the notification, transportation, and self-preparedness for themselves and their clients in an emergency. The EOC's PAFN Coordinator representative will communicate with PAFN service providers to support the provision of additional staff, resources, and information they need during an emergency incident.

3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1 Overview of Key Functions

Emergency Support Functions (ESF) are those functions that must be conducted during an emergency event to ensure the most effective and efficient response operations, with the purpose of protecting life, property, and the environment. Various offices and departments from the City of La Crosse are responsible for the management and implementation of these ESFs.

This EOP provides a description of all the critical emergency management ESFs, which derive from a combination of emergency management best practices and resources and from FEMA's National Response Framework and the State of Wisconsin Emergency Response Plan.

Each of the ESFs described in Part 3 of this EOP will include a listing of the responsible and supporting City Departments that have responsibility for the completion of the function. The ESF will include the section (and branch and unit, as applicable) in the Incident Management System that has responsibility for the function when the EOC is activated. Each ESF description contains its purpose, description, activation, scope, parameters, and operational components for the functions. Some ESFs are supported by detailed stand-alone SOPs or annexes that are maintained by the departments responsible for the function.

The following matrix identifies the **Emergency Service Functions** (ESFs) for which each department is responsible for providing either a primary or support role. Details of the specific functional components can be found in the following ESF sections of this plan.

ESF	Title	Scope
ESF 1	Transportation	<ul style="list-style-type: none"> • Traffic control • Transportation systems and resources allocation • Infrastructure repair
ESF 2	Communications and Warning	<ul style="list-style-type: none"> • Development, maintenance, restoration, and utilization of local, state, tribal, and private sector emergency communications assets • Statewide alert and warning mechanisms and procedures
ESF 3	Public Works and Engineering	<ul style="list-style-type: none"> • Building inspection and condemnation • Debris removal
ESF 4	Firefighting	<ul style="list-style-type: none"> • Resource support to rural and urban firefighting operations • Resource support to wildland fire operations
ESF 5	Emergency Management	<ul style="list-style-type: none"> • Collection, analysis, and distribution of information about potential or actual emergencies to enhance the response and recovery activities of the state • Direction and control of personnel and resources in support of management in the prevention, protection, mitigation, response, and recovery
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care, including persons with access and functional needs and household pets • Disaster survivor services • Behavioral health services, including crisis counseling and disaster case management (when applicable)

ESF 7	Resource Support	<ul style="list-style-type: none"> • Resource acquisition • Logistical coordination of the movement of resources • Coordination of resource staging areas • Donations and volunteer management
ESF 8	Health and Medical Services	<ul style="list-style-type: none"> • Public health • Medical support activities • Mortuary services
ESF 9	Search and Rescue	<ul style="list-style-type: none"> • Search for missing persons and downed aircraft • Extrication of trapped accident victims
ESF 10	Oil and Hazardous Materials	<ul style="list-style-type: none"> • Technical response to Chemical, Biological, Radiological, Nuclear
ESF 11	Agriculture and Natural Resources	<ul style="list-style-type: none"> • Animal and plant disease and pest response • Animal disaster response • Food safety and security • Natural and cultural resources as well as historic properties protection and restoration • Emergency food distribution
ESF 12	Energy	<ul style="list-style-type: none"> • Provision of emergency utilities to critical facilities • Energy infrastructure assessment, repair, and restoration
ESF 13	Public Safety and Security	<ul style="list-style-type: none"> • Traffic and crowd control • Public safety and security support • Correctional facility and resource security • Evacuation
ESF 14	Short-Term and Long-Term Community Recovery and Mitigation	<ul style="list-style-type: none"> • Social and economic community impact assessment • Community recovery assistance to the local, county, and tribal governments, private sector, individuals, and families • Mitigation analysis and program implementation
ESF 15	External Affairs	<ul style="list-style-type: none"> • Emergency public information • Emergency preparedness and protective action instructions • Media and community relations

3.2 Department Responsibilities

City departments are responsible for supporting emergency preparedness, response, and recovery objectives and for taking the lead regarding the ESF to which they have been assigned. The departments will also provide representatives to the EOC to coordinate people, resources, and information in order to manage an incident that impacts the City of La Crosse and to communicate emergency efforts between City Departments and/or multiple jurisdictions.

Designated department representatives are trained in emergency management and response operations, as established by the Director of Emergency Management. In addition, these representatives have assigned successors to support Incident Management and EOC staff in the event of extended operations. The sections below outline the designated responsibilities for each of the city departments. Details for staff roles and responsibilities in the Incident Management structure and the EOC are defined in the Position Guides included with this plan.

- **Mayor's Office (plus City Clerk and Legal).** The Mayor's Office is responsible for policy-level decisions related to the management of city operations. Policy-level decisions are associated with the formation of policies and procedures, authorization of expenditures, support of local emergency management operations with additional staff and resources, as well as other operations as determined necessary and appropriate.

The City Clerk's Department and the Legal Department will support the Mayor's Office with policy and legal support. This group of Departments will appoint department representatives to the EOC as needed to assist in the coordination of department operations.

- **Emergency Management.** The Director of Emergency Management is responsible for the coordination of all emergency management operations in the city, as well as for addressing the elements of protection, prevention, mitigation, response, and recovery. In the EOC, the Director of Emergency Management will serve as the EOC Manager unless otherwise delegated due to the nature of the situation and the dual-role responsibilities of the Fire Chief. The EOC Manager shall lead the EOC, support EOC operations, and support all emergency operations for the city. The Director of Emergency Management serves as the primary emergency management policy advisor to the Mayor and Council.
- **Fire Department.** This department is responsible for the management of fire, emergency medical, hazardous materials, and technical rescue operations within the city during emergency response efforts. The Fire Department will support emergency operations to include the mitigation of dangerous conditions, protection of the population, evacuation, and damage assessment. Fire Department emergency medical services (EMS) personnel will work in coordination with private EMS providers to meet the needs of the incident. The Fire Department also oversees Building Inspections and code enforcement activities. A Fire Department representative will be appointed to serve in the Fire Branch of the Operations Section in the EOC.
- **Police Department.** This department is responsible for law enforcement operations and terrorism prevention and investigation within the city. Police officers will respond to the

immediate threats and dangers associated with any emergencies in the city. The Police Department will support emergency operations, including, but not limited to, prevention of risks, protection of the population, evacuation, damage assessment, and pertinent investigations. The Police Department also oversees the Parking Authority to include all City parking Ramps. A Police Department representative will be appointed to serve in the Law Branch of the Operations Section and may lead the Evacuation Unit in the EOC.

- **Public Works Departments (Engineering, Streets, Refuse, MTU, Airport).** This group of Departments serves in a variety of roles to support emergency management and response operations. Responsibilities include, but are not limited to, engineering damage assessment, critical infrastructure restoration, support for debris management, transportation and roadways, mass transit, evacuation, and general logistics operations. Public Works is also responsible for providing flood management services for designated areas within the city.

Additionally, these Departments of the City will assist emergency operations by deploying personnel to the incident area to assess damages and to begin emergency restoration efforts. This group of Departments will appoint department representatives to the EOC as needed to assist in the coordination of department operations.

- **Utilities Departments (Water, WWU, Storm Sewer).** This group of departments is responsible for the management of flood response operations, mitigation, planning, and recovery activities. Utility departments will monitor and assess weather-related data; provide technical assistance for interpreting river level related data and its impacts in the city; document any flooding through photographs, observations, and computer-generated data; and ensure water and sewer utilities are maintained during the emergency. The flood monitoring information provided by the Utility groups will assist the EOC in making necessary evacuation, transportation, or other emergency management-related decisions.

Utilities will coordinate flood fighting operations in coordination with other city and contracted partners in the event of potential or actual levee failure or other weather-related flood emergencies. Utilities are responsible for the maintenance and access to hazard maps (such as 100-year flood zone maps). This group of Departments will appoint department representatives to the EOC as needed to assist in the coordination of department operations.

- **Park, Recreation, Forestry, Buildings and Grounds Department (plus Library and La Crosse Center).** This group of departments is responsible for supporting mass care operations, including the implementation of shelter operations in the city. Mass care and shelter operations include the mobilization and deployment of department personnel and resources (in coordination with the La Crosse operational area) and receiving and registering volunteer resources during emergencies. Parks, Recreation, and Forestry will provide staff to manage the shelter facilities and may request additional assistance from

the American Red Cross if necessary. Parks, Recreation, and Forestry personnel are also responsible for reporting damage assessment information related to City Buildings and Grounds, working within their departmental reporting structure. This group of Departments will appoint department representatives to the city EOC as needed to assist in the coordination of department operations.

- **Finance and Human Resources Department.** This department is responsible for overseeing all expenditures related to emergency management and response operations, including the documentation necessary for recovery reimbursement purposes, to include personnel time tracking during emergency operations. This Department will provide department representatives to staff the Finance Section in the EOC. Department representatives will utilize established procedures and protocols for expense tracking and documentation but may also develop additional procedures to fit the needs of emergency operations. Finance will also provide staffing to the Procurement Unit in the Logistics Section of the EOC, utilizing established procedures and protocols for purchasing and may develop procedures as necessary to support emergency operations.

This department is also responsible for managing all Human Resources efforts associated with city personnel and volunteers. As emergency resources, city personnel and volunteers may be assigned to positions in the EOC or in the field to support city emergency management and response operations. Department representatives will staff the Personnel Branch of the EOC, addressing issues such as worker's compensation, disaster service worker agreements, volunteer management, and other various tasks as determined appropriate.

- **Information Technology (IT) Department.** This department is responsible for ensuring the operation of the City's critical IT infrastructure during an emergency and providing technical support to the EOC when activated. IT may staff the Communications Unit in the EOC and will provide support with GIS, mapping, communications, and any other technology resources needed. IT will provide representatives to the EOC when activated and assist with EOC set up and ongoing EOC technology support.
- **Planning and Economic Development Department.** This department serves in the Recovery Coordination Group following the response phase of a disaster event as the city moves into the recovery phase. Planning and Economic Development supports redevelopment and recovery strategies for the city using approved and appropriate strategies. Department representatives from the City Planning and Economic Development Department may serve in a variety of EOC sections and branches, depending on the needs of the incident.
- **Support Agencies/Entities/Organizations.** While not part of the city government, several supporting entities play a critical role in emergency management within the City of La Crosse. The table below includes a listing of agencies, entities, and organizations that have been identified with responsibilities to support city emergency management

and response operations. Those listed in the following table are also represented as supporting the major emergency functions outlined in this plan.

Agencies/Entity/Organization	Responsibilities
American Red Cross (ARC)	Provides support to city mass care and shelter operations when requested.
Coulee Region Humane Society	Provides animal care during emergency management and response operations.
County of La Crosse Department of Human Services	Provides technical response support for PAFN citizens in the city and will aid in mass care/shelter and with the City's long-term recovery efforts following an incident.
County of La Crosse Public Health Department	Provides primary response resources to public health incidents that occur within the city.
Aging and Disabilities Resource Center of La Crosse County	Provides information and connections to support and services for seniors and adults with disabilities in La Crosse County.
Mutual Aid Box Alarm System (MABAS)	MABAS Division 134 assists in fire and emergency response efforts when requested by the Fire Department. Statewide MABAS assets are also available.
National Weather Service (NWS)	NWS provides information regarding weather watch and weather warning advisories related to events in the city.
Gundersen Tri-State Ambulance	Gundersen Tri-State Ambulance provides resources and supports the coordination of pre-hospital patient care and patient transport.
La Crosse School District	The school district may provide facilities for mass care operations in the city. They can also support evacuation and transportation operations in the city if primary city resources are overwhelmed, supplying buses, drivers, and communications support.

3.3 City Emergency Operations Center

The EOC will operate to coordinate resources, information, and emergency response efforts within the City's jurisdiction. The EOC will activate to a situation monitoring level, a partial activation level, or to a full EOC staffing level. Operations within the EOC are overseen by the EOC Manager, a role filled by the Director of the Emergency Management or another designee. The EOC will activate operational sections (operations, planning, logistics, and finance) with supporting branches as necessary to meet the needs of the emergency and to support multiple incident commanders or a Unified Command incident management structure. The EOC Sections and Branch operations will function under the established standards of NIMS, with positions and roles filling in the standard NIMS Organization Chart structure.

4. DIRECTION, CONTROL, AND COORDINATION

4.1 NIMS and ICS

Emergency management operations for the City of La Crosse are organized under the guidelines established by the National Incident Management System (NIMS) and the Incident Command System (ICS). These emergency management structures and guidelines provide the foundation for all emergency operations, creating a flexible organizational structure that can be adjusted to meet the needs of any incident, regardless of the size, extent, or associated damage. This plan, following the identified emergency management structures and guidelines, serves as a local city management plan and nests into and supports the La Crosse County and State of Wisconsin Emergency Response Plan.

The City will manage its internal operations through the implementation of this plan as outlined and work in support of County and State operations if necessary. In following these standardized systems, the City's EOC is organized into the sections listed below.

- Management Staff
- Operations Section
- Planning Section
- Logistics Section
- Finance Section

NIMS is the national standard for incident management operations defined by FEMA and based on the National Response Framework. NIMS has been adopted by the City of La Crosse by resolution to serve as its incident management system. ICS is the organizational structure within NIMS that defines how emergency management operations will be organized. All state and local jurisdictions are required to prepare, plan, and respond to emergencies based on the

NIMS and ICS standards in order to be eligible for federal reimbursement for emergency-related costs. Additional details regarding NIMS and ICS can be found online through FEMA's website.

In addition, the National Incident Management System, based on State of Wisconsin emergency management standards, has been adopted by the City of La Crosse for managing the response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies. Wisconsin requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the NIMS at the scene of a multi-agency emergency and in the EOC (Wisconsin State Statute Chapter 323 and La Crosse Ordinance Chapter 14-4). NIMS defines the organizational structure of local EOCs, reporting to operational area EOCs, which report to state EOCs, and finally to FEMA. The utilization of NIMS during emergency management and response efforts is required for jurisdictions to be eligible for state reimbursement.

4.2 Multi-Entity/Jurisdiction Coordination and Mutual Aid

Operational Area Coordination. If an incident overwhelms the resources and capabilities of the City, additional support will be requested from a variety of entities, jurisdictions, and organizations. For general emergency management operations, the City will follow NIMS and make requests for additional assistance through the operational area, working directly with the operational area emergency management personnel and the operational area EOC, if activated. If the emergency requires state and federal support, representatives from the operational area will work with the state-level emergency management organization (Regional Emergency Operations Center), following the established NIMS and ICS structures.

When working with external partners such as private companies, non-profit organizations, non-government organizations, city representatives, or other partners, the EOC will ensure that these external partners work within the designated organizational structure of the City EOC. The City EOC Manager will identify the coordination procedures for new partners that are not already established as part of the City's emergency management operational systems.

5. COMMUNICATIONS

5.1 City EOC. Once notified of an emergency or disaster of any size or of a potential or imminent threat to the City, communications will be established between the City EOC and outside entities, such as field responders, department-level personnel, media, or other outside agencies and partners. From the EOC, telephones, cell phones, radios, email, and internet applications are used for direct communications with field responders or outside agencies.

5.2 City Operations and Responders. The City of La Crosse operational staff in the field implement interoperable communications through the use of 800 MHz radios to facilitate communications with all responding departments and city entities. Alternate forms of communications, such as the use of cell phones, text messaging, email, amateur radio, etc., may

be utilized if determined necessary. The purpose of the interoperable radio system allows for communications between City department operations, EOCs, and the Incident Command Post (ICP) that is located near the site of a field emergency incident. Communication channels will follow the communication structure that is defined by the City of La Crosse's emergency management organizational chart and IAP. Department operations and dispatch centers for private entities (i.e., private EMS providers) are responsible for maintaining communications with the City EOC when it is activated. More details are provided in the *Communications Function* section of this plan.

6. INFORMATION COLLECTION, ANALYSIS, AND DISTRIBUTION

6.1 Before an Incident. Information is often provided before an incident occurs. Sources may include weather reports, National Oceanic Atmospheric Administration (NOAA) alerts, levee monitoring data, crime reports, credible threats of intentional events, etc.

Advanced notice information can be used to activate the EOC, prepare emergency management and response personnel, and provide information to the city population. This advanced information can increase the preparedness level of emergency management and response personnel, ensuring the number of responders and material resources needed for response operations. Advanced information is also used to notify people that might be living in harm's way and supports individuals and their families with preparing for, or evacuating from, the hazardous situation. Early information can significantly reduce the number of people who might otherwise be harmed by the emergency event.

6.2 During an Incident. Information collected during the incident assists in determining the correct course of action and emergency management decisions. Data is collected from field responders, department operations, private entities, the media, social media, community members, and a variety of other sources. All information collected from open-source, public resources and will be analyzed for accuracy, processed through rumor control, and documented by the respective EOC sections, branches, and units. All information documentation will be provided to the Situation Unit in the Planning Section of the EOC for inclusion in the Incident Action Plan (IAP). Information will also be provided to the PIO for use as part of providing the most accurate public messages.

Also, all IAP situation status reports will be developed and presented for the purpose of information sharing at scheduled meetings during each IAP operational period. The Planning Section Chief, with input from the Incident Commander, and the Operations Section Chief, establishes the schedule and cycle for planning and situation information dissemination. Initially, meetings may be conducted every few hours or several times each day. Over time, meetings may be held twice each day and then daily, depending on the level of operations.

6.3 After an Incident. Information collected throughout emergency operations will be documented by members of the Planning Section. This information will be used during the

recovery phase of the emergency to develop a history of actions and expenditures related to the disaster. Information will also be used for the development of the after-action report that is used to document effective practices, archive effective tools, note areas in which EOC personnel saw a need for additional training and/or tools, and document areas for program enhancements. Also, the City and other agencies, entities, and organizations involved in the emergency management and response operations will collect information related to their respective after-effects of the incident, such as social and economic impacts, relief support provided, and ongoing recovery operations.

7. ADMINISTRATION, FINANCE, AND LOGISTICS

Emergency management operations will be supported by the administration, finance, and logistical procedures, processes, resources, and personnel. In many cases, department representatives will use the same procedures and processes during emergency operations that are used during daily activities to manage similar functions. In other cases, unique emergency-related methods and protocols may be accessed or developed to meet the needs of the emergency.

7.1 Services and Procedures. Representatives from City departments will be expected to fill various roles in the EOC. Departments will provide support for all administrative, finance, and logistical operations. Many of these operations will take place within the Logistics and Finance Sections of the EOC. Services and procedures of administrative, financial, and logistical considerations include:

- Tracking and documentation of expenses.
- Documentation of all actions taking during emergency operations.
- Procuring necessary equipment, resources, and additional support.
- Tracking and documentation of all City employee working hours.
- Managing continuity of operations (COOP) for the City (see the Function B: Continuity of Operations section attached to this plan, and the *City of La Crosse COOP Plan* for additional details).
- Developing staff rotation schedules for extended operations.
- Managing compensation and claims related to emergency operations.
- Tracking and documenting the deployment and utilization of resources.
- Managing additional staff and volunteers to support emergency operations.
- Managing and documenting both financial and in-kind donations.
- Overseeing and managing information technology components and issues as they arise.
- Other actions as determined appropriate.

All tracking and documentation will be completed on forms provided within the system, following the standardized ICS guidelines. The use of standard ICS forms will allow for ease of tracking information, standardization throughout the operation, and interoperability between various levels of emergency management entities.

7.2 Financial Considerations. During an emergency, all financial actions are required to be documented to track all expenditures and provide appropriate documentation for possible reimbursement. Representatives from Finance will work in the Fiscal Unit and Cost Recovery Unit to ensure that all finances are tracked and accounted for during emergency operations, utilizing procedures and protocols that are implemented during normal day-to-day operations. Additional/alternate procedures may be developed if necessary to meet the needs of the incident.

All emergency expenditures must be documented and approved by the City of La Crosse Mayor or designee. If the Mayor is not available, all expenses are to be approved by the designated successor. During emergency operations, the designated successor has unrestricted expenditure authority. All expenditure approvals will be documented with a signature by the Mayor or designee.

8. TRANSITION TO RECOVERY

During emergency management operations, City representatives will begin to consider needs for short-term and long-term recovery actions, objectives, and planning efforts. A representative from the Planning and Economic Development Department may lead the Recovery Planning Unit in the Planning Section. This unit will need to consult with a variety of other City departments, including but not limited to the Mayor's Office, Planning and Economic Development, Public Works, and the Emergency Management Director. This unit will begin addressing necessary recovery efforts following the impact of a significant emergency or disaster in the city.

Beginning as soon as possible after a disaster occurs in the city, additional City department representatives will be assigned to address recovery efforts. The Recovery Planning Unit of the EOC will transfer operations to the City of La Crosse's Recovery Coordination Group. This group will be led by the Mayor's Office to address long-term recovery needs with the purpose of returning the city to pre-incident or better than pre-incident conditions.

9. TRAINING AND EXERCISES

All City department personnel that are designated responsible for staffing the EOC are required to complete training related to emergency management operations. All designated staff will complete a minimum of the following online FEMA classes:

- ICS 100
- ICS 200

- IS 700
- IS 800

A copy of this training plan will be distributed to department heads for review. The Director of Emergency Management, or designee, will notify Department Heads of this training plan regarding additional training opportunities and recommendations associated with emergency management and operations.

A multi-year training and exercise plan (MYTEP) will be developed and followed that will identify and prioritize the levels of training and exercises the City will follow. This MYTEP should, as best as possible, align with other training and exercises within the operational area to ensure practice and integration with operational area partners as often as possible. The Director of Emergency Management will be responsible for the ongoing maintenance of the MYTEP and ensure that plan reviews, training, and exercises are conducted accordingly. The training plan will consist of a 3-year rotational plan. Each MYTEP will culminate with a full-scale exercise in year 3.

Partner jurisdictions and agencies having assigned responsibilities under this plan must ensure their assigned personnel are adequately trained to carry out identified duties. Individual jurisdictions and agencies are responsible for maintaining their own plans, training, and program maintenance.

Training and exercises involve a variety of scopes, scales, and participation. Such training events include the following:

- **Drills.** A drill is a small, organized exercise that tests one specific action, such as the evacuation of a building or a sheltering-in-place.
- **Tabletop exercises.** A tabletop exercise is a discussion-based exercise in a low-stress environment to discuss a possible emergency scenario.
- **Functional exercise.** A functional exercise is an activity designed to exercise a single function or multiple functions through the simulation of a realistic scenario. The functional exercise is designed to simulate real conditions in the EOC, and as such as time constraints on decision making and, by its nature, allows for a more stressful environment.
- **Full-scale exercise.** A full-scale exercise is an activity involving multiple agencies, jurisdictions, entities, organizations, etc., and exercising multiple functions through the simulation of a realistic scenario. This exercise includes the mobilization and utilization of city resources.

10. PLAN DEVELOPMENT AND MAINTENANCE

10.1 Plan Development Process. The City of La Crosse Director of Emergency Management has primary responsibility for developing, reviewing, and updating the EOP annually, or according to a schedule provided in the City's MYTEP. The 2021 EOP was developed through an integrated planning effort involving input from all City departments within the City of La Crosse. Department representatives were integral to developing and assigning responsibilities for the vital emergency management functions that take place in an emergency or disaster response.

10.2 Plan Maintenance. The Director of Emergency Management is responsible for ensuring that necessary changes and revisions to this plan are prepared, coordinated, published, and distributed. The EOP will be reviewed at least annually by the Director of Emergency Management in coordination with each City department. Changes resulting from reviews will be inserted into the EOP and sent to the departments and other plan users. Any changes will be noted in the record of changes section of this plan. The EOP in its entirety will be reviewed, updated, and redistributed every five years or sooner if there are significant changes in emergency management structure or procedures.

Each City department and supporting entities identified in this plan will maintain the plan materials based on their experience in emergencies, new findings and best practices recognized through drills and exercises, and changes in government structure and emergency organizations. Any changes that City departments need to make to the functional responsibilities, activities, or specific roles and responsibilities in the plan will be communicated to the Director of Emergency Management to update in the next plan review process. All identified departments and entities in the plan will be notified of any revisions made to the plan.

This plan may also be modified as a result of post-incident analyses and/or post-exercise critiques. If actual emergency operations result in changes to the plan, proposed amendments shall be submitted in writing to the Director of Emergency Management, and these changes shall be published and distributed to jurisdictions and agencies holding this plan.

This plan may also be updated as a result of a change in laws or regulations associated with City emergency management operations. The Director of Emergency Management is responsible for making any necessary updates and will provide information regarding any revisions to all identified departments and entities within the plan.

10.3 After-Action Reporting. If the Governor proclaims a State of Emergency in Wisconsin, the NIMS regulations require that any city or county that then also declares a local emergency must complete and transmit an After-Action Report (AAR).

As a best practice commitment, the City will also complete a formal AAR following any drill, training, or exercise that they sponsor or attend. The Director of Emergency Management will coordinate and facilitate post-incident analyses and critiques following emergencies and

exercises, respectively. An After-Action Report will be prepared and distributed to City departments, as well as to those outside jurisdictions and agencies that were involved in the emergency or exercise.

The AAR will provide, at a minimum:

- Response actions that were taken.
- Application of NIMS during the response.
- Necessary modifications to plans and procedures that are needed.
- Lessons learned.
- Noted areas of improvement.
- Best practice implementations proposed.
- Identified training needed.
- Recovery activities conducted to date.
- Additional information as appropriate.

Findings and recommendations in the contents of the AAR will be used to further develop and update the City EOP as necessary. AAR development will include the input of all personnel involved in the incident or exercise.

11. AUTHORITY AND REFERENCES

Wisconsin Department of Natural Resources	
Title	Description
§ 26.11 of the Wisconsin Statutes	Discusses department power, authority, and jurisdiction during forest fires.
Chapter 29 of the Wisconsin Statutes	Discusses departmental power, authority, and jurisdiction over wild animals, fish and game regulations, hunting and trapping regulations, and enforcement powers.
Chapter 87 of the Wisconsin Statutes	Discusses departmental powers, duties, and authority regarding flood control.
WIS. ADMIN. CODE, Chapter NR 116: Wisconsin's Floodplain Management Program	Provides a uniform basis for the preparation and implementation of sound floodplain regulations for all Wisconsin municipalities.
Chapter 292 of the Wisconsin Statutes	Discusses remedial action authority of the department's enforcement powers and penalties (e.g., hazardous substance spills, disposal of debris including animal carcasses)

Department of Military Affairs/ Wisconsin Emergency Management	
Title	Description
Chapter 321 of the Wisconsin Statutes	Describes departmental duties, duties of the Governor, and the Adjutant General, as well as the composition of the Department of Military Affairs/Wisconsin National Guard
Chapter 323 of the Wisconsin Statutes	Describes the organization, duties, and powers for state and local emergency management programs, powers and duties related to emergency management, disaster assistance programs, liability and exemptions, emergency location and continuity of government, emergency planning, emergency response teams, use of the Incident Command System (ICS) during a state of emergency, intergovernmental cooperation Mutual Aid Box Alarm System (MABAS), public works mutual assistance, and the Emergency Management Assistance Compact (EMAC).

Wisconsin Department of Health Services	
Title	Description
Chapter 250 of the Wisconsin Statutes	Describes the administration, supervision, powers, and duties of state health activities.
Chapter 251 of the Wisconsin Statutes	Describes the structure, duties, and levels of services of local health departments.
Chapter 252 of the Wisconsin Statutes	Describes departmental powers, duties, and authority regarding infectious diseases.
Chapter 254 of the Wisconsin Statutes	Describes departmental powers, duties, identification, and control of environmental health concerns (e.g., toxic substances, radioactive material/nuclear power plants, disease control).

Chapter 257 of the Wisconsin Statutes	Describes the indemnification of volunteer health care practitioners and health care facilities as well as establishes an electronic system for the volunteer registry of practitioners.
Chapter 323 of the Wisconsin Statutes	Describes agency responsibilities during public health emergencies.
Wisconsin Department of Transportation	
Title	Description
§ 83.09 of the Wisconsin Statutes	Describes emergency repairs of county trunk highways.
Chapter 85 of the Wisconsin Statutes	Describes departmental powers, duties, and organization.
§ 86.34 of the Wisconsin Statutes	Describes aid for flood damage on county and local roads and on public highways.
§ 110.07 of the Wisconsin Statutes	Describes the powers and duties of the Wisconsin State Patrol (traffic officers).
§ 302.07 of the Wisconsin Statutes	Describes provisions for the maintenance of order in the state, county, and local prisons.

Wisconsin Department of Agriculture, Trade and Consumer Protection	
Title	Description
Chapter 93 of the Wisconsin Statutes	Describes departmental power, duties, and authority.
Chapter 95 of the Wisconsin Statutes	Describes the maintenance of animal health requirements and programs (e.g., cooperation with the federal government during animal disease outbreaks, embargo, and condemnation of diseased animals, slaughter on-premises).
Chapter 97 of the Wisconsin Statutes	Describes departmental powers, rules, and enforcement authority on food regulation.

General Wisconsin Municipal Law	
Title	Description
Chapter 66 of the Wisconsin Statutes	Describes general municipal powers and administration, home rule, municipal boundaries, intergovernmental cooperation, regulation, officers, finance, public utilities, public works, and urban development of Wisconsin municipalities (e.g., the exercise of home rule, law enforcement, mutual assistance, and emergency powers).
§ 66.0312 of the Wisconsin Statutes	Defines and describes the authorities regarding local health department mutual assistance.
§ 66.03125 of the Wisconsin Statutes	Defines and describes the authorities regarding fire department mutual aid assistance.
§ 175.46 of the Wisconsin Statutes	Defines and describes the authorities regarding law enforcement mutual assistance.
§ 213.095 of the Wisconsin Statutes	Describes the police power of a fire chief and rescue squads.
§ 895.483 of the Wisconsin Statutes	Grants immunity from civil liability for acts or omissions to regional hazardous materials emergency response teams, local hazardous materials emergency response teams, regional structural collapse teams, their team members, and sponsoring agencies.
Executive Order #81 issued by Governor Doyle	Designates the National Incident Management System (NIMS) as the basis for Incident Management in the State of Wisconsin.

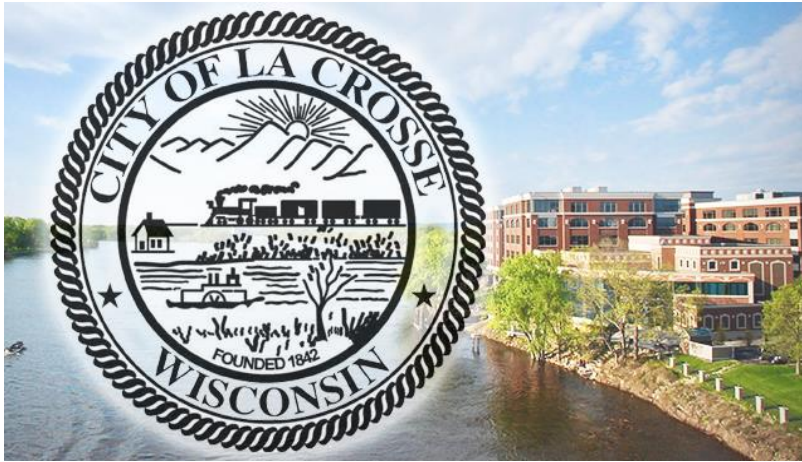
Department of Military Affairs/ Wisconsin Emergency Management	
Title	Description
Chapter 323 of the Wisconsin Statutes	Describes the organization, duties, and powers for state and local emergency management programs, powers and duties related to emergency management, disaster assistance programs, liability and exemptions, emergency location and continuity of government, emergency planning, emergency response teams, use of the Incident Command System (ICS) during a state of emergency, intergovernmental cooperation Mutual Aid Box Alarm System (MABAS), public works mutual assistance, and the Emergency Management Assistance Compact (EMAC).

Wisconsin Cities	
Title	Description
Chapter 62 of the Wisconsin Statutes	Describes the legal status, organization, powers and duties, officials, police and fire departments, public works, and sewer districts of Wisconsin cities (e.g., powers of the mayor, council, and ambulance service).

Wisconsin Counties	
Title	Description
Chapter 59 of the Wisconsin Statutes	Describes the legal status, organization, officials, powers, and duties, finance and budget, land use, planning and zoning of Wisconsin counties (e.g., administrative home rule, powers of the board chairperson and vice-chair, executive, administrator, and sheriff).

NFPA 1600	
Chapter 6 Implementation (6.2.1)	The entity shall develop a strategy to prevent an incident that threatens life, property, operations, information, and the environment
Chapter 6 Operational Procedures (6.7.1)	The entity shall develop, coordinate, and implement operational procedures to support the program.
Chapter 6 Emergency Operations Center (6.8.3)	The entity shall establish procedures and policies for coordinating prevention, mitigation, preparedness, response, continuity, and recovery activities.
Chapter 6 Emergency Operations/ Response Plan (6.9.1)	Emergency operations/ response plans shall define responsibilities for carrying out specific actions in an emergency.

City of La Crosse Municipal Code of Ordinances	
Title	Description
Chapter 14 Emergency management director declaration of emergency (Sec. 14-4a)	The Fire Chief is the Emergency Management Director, and the Police Chief is the Deputy of Emergency Management
Chapter 14 Emergency management director declaration of emergency (Sec. 14-4b)	Declaration of emergency proclamation
Chapter 14 Emergency management director declaration of emergency (Sec. 14-4c)	National Incident Management System
Chapter 14 Designation, Status, Qualification, and term of interim emergency successors (Sec. 14-27)	The succession of the Mayor, Council Members, Supervisors, Department Heads, Continuity of COL Government



City of La Crosse

Emergency Operations Plan

PART II - EMERGENCY FUNCTIONS

Emergency Support Functions

ESF	Title	Scope
ESF 1	Transportation	<ul style="list-style-type: none"> • Traffic control • Transportation systems and resources allocation • Infrastructure repair
ESF 2	Communications and Warning	<ul style="list-style-type: none"> • Development, maintenance, restoration, and utilization of local, state, tribal, and private sector emergency communications assets • Statewide alert and warning mechanisms and procedures
ESF 3	Public Works and Engineering	<ul style="list-style-type: none"> • Building inspection and condemnation • Debris removal
ESF 4	Firefighting	<ul style="list-style-type: none"> • Resource support to rural and urban firefighting operations • Resource support to wildland fire operations
ESF 5	Emergency Management	<ul style="list-style-type: none"> • Collection, analysis, and distribution of information about potential or actual emergencies to enhance the response and recovery activities of the state • Direction and control of personnel and resources in support of emergency management in the prevention, protection, mitigation, response, and recovery • Staff the EOC during the elevation of the incident

ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care, including persons with access and functional needs and household pets • Disaster survivor services • Behavioral health services, including crisis counseling and disaster case management (when applicable)
ESF 7	Resource Support	<ul style="list-style-type: none"> • Resource acquisition • Logistical coordination of the movement of resources • Coordination of resource staging areas • Donations and volunteer management
ESF 8	Health and Medical Services	<ul style="list-style-type: none"> • Public health • Medical support activities • Mortuary services
ESF 9	Search and Rescue	<ul style="list-style-type: none"> • Search for missing persons and downed aircraft • Extrication of trapped accident victims
ESF 10	Oil and Hazardous Materials	<ul style="list-style-type: none"> • Technical response to non-radioactive hazardous materials incidents • Technical response to actual or impending releases of radiological materials
ESF 11	Agriculture and Natural Resources	<ul style="list-style-type: none"> • Animal and plant disease and pest response • Animal disaster response • Food safety and security • Natural and cultural resources as well as historic properties protection and restoration • Emergency food distribution

ESF 12	Energy	<ul style="list-style-type: none"> • Provision of emergency utilities to critical facilities • Energy infrastructure assessment, repair, and restoration
ESF 13	Public Safety and Security	<ul style="list-style-type: none"> • Traffic and crowd control • Public safety and security support • Correctional facility and resource security • Evacuation
ESF 14	Short-Term and Long-Term Community Recovery and Mitigation	<ul style="list-style-type: none"> • Social and economic community impact assessment • Community recovery assistance to the local, county, and tribal governments, private sector, individuals, and families • Mitigation analysis and program implementation
ESF 15	External Affairs	<ul style="list-style-type: none"> • Emergency public information • Emergency preparedness and protective action instructions • Media and community relations

ESF 1: TRANSPORTATION

Primary Agency

Engineering

Supporting Agencies

Airport

Finance

Fire

Information Technology

Mayor's Office

Planning, Development, and Assessors

Police

Streets/Recycling/MSD

Municipal Transit

Water

Waste Water Utility/Sewer

Responsible EOC Section

Operations Section

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

To ensure the safety and efficiency of the transportation system and related economic activity during response and recovery. This function coordinates the use of transportation resources (human, technical, equipment, facility materials, and supplies) to support the needs of local government, voluntary organizations, and other agencies requiring emergency transportation assistance

Activation

The transportation function is activated with the recognition of an imminent or substantial threat to the city. Transportation procedures will likely be implemented following the impact of an emergency, assessing the impact on the transportation infrastructure. In addition, transportation procedures may be applied before the effects of a potential threat in an effort to support evacuation operations.

Scope

1. *Monitor and report*

Monitor and report the status of damage to the transportation system and infrastructure as a result of an incident or event. Monitor, provide leadership, and guidance to the county, tribal, and local government entities regarding their roadways, upon their request and considering home rule or sovereignty implications.

2. *Traffic control planning*

Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.

3. *Transportation systems/resources planning*

Coordinate and support prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders within the authorities and resource limitations of ESF 1 agencies.

4. *Infrastructure repair*

Coordinate the restoration and recovery of the transportation systems and infrastructure.

5. *Evacuation planning*

ESF-1 coordinates with the following ESFs

ESF-6 (Mass Care and Human Services)

ESF-5 (Emergency Management)

ESF-13 (Public Safety and Security)

ESF-7 (Resource Support)

ESF-15 (External Affairs)

ESF-3 (Public Works)

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the transportation function:

- Transportation functions support both infrastructure and utilization of vehicles for evacuation efforts. Transportation actions will be prioritized in response to the immediate life and safety concerns of the affected community members.

- Transportation procedures may be implemented in preparation for a potential threat or in response to a threat that has already been impacted.
- Transportation efforts will be coordinated between various City departments, specifically with Public Works, as well as Municipal Transit and other local transit infrastructure and assets.
- Transportation infrastructure may be severely impacted by an emergency event, and limited resources may be available to assist in evacuation and emergency response efforts.
- Public Works personnel will be available to deploy in the field to evaluate the damage to infrastructure and determine available resources.
- Not all transportation entities operate during non-business hours and do not provide 24-hour contact information. If an emergency occurs after business hours or on the weekend, make plans to obtain resources as far in advance as possible.
- Alternate resources will need to be evaluated during regular operating hours. Many transportation resources, such as school buses and transit, will not be available during their regular operating hours.

Function Components

Field Level and ICP Activities

The management of transportation at the field level is coordinated by the Engineering Department. Engineering will manage all assessments, and information collected from these assessments will be consolidated and provided to the EOC to assist in the making of evacuations, search and rescue, and other emergency management decisions. Municipal Transit will also provide field personnel to assess the status of their transportation resources such as buses and provide a summary of their findings to the EOC. This information will be used to assist with evacuation procedures, as well as the transportation of emergency management and response personnel. All field-level actions and information will be coordinated through the respective department operations then transferred to the EOC, as appropriate.

EOC Activities

The transportation function for the City is managed out of the Engineering Branch of the Operations Sections of the EOC. Representatives from Public Works will report to the Engineering Branch of the EOC, along with other representatives from various agencies as necessary. The Engineering Branch will collect information that is gathered from the field and Department Operations to help determine action priorities, the status of infrastructure, and availability of resources. The Engineering Branch will focus mainly on the condition of roadways for the movement of vehicles in and out of the affected areas, including the transportation of people affected by the emergency. Safe and available transportation routes will be determined, and the utilization of transportation resources will come from a variety of sources, including but not limited to school buses, commuter buses, and private companies.

Primary Agency

Department of Engineering

- Provide personnel and resources for road closures and traffic diversion, if required.
- Establish traffic control zones.
- Provide personnel and resources for construction activities and re-opening travel ways.
- Provide damage assessment for roads and bridges.
- Open and close specific floodgates.
- Provide staff for the Emergency Operations Center per the EOC organizational chart.
- Provide personnel and equipment for the assessment of available resources (i.e., vehicles).
- Provide status information on the status of resources, specific fleet vehicles, to Department Operations.
- Coordinate with external partners to determine what resources are available to meet the needs of the operation. External entities and partners may include regional transit, school districts, car rental firms, equipment rental businesses, taxis, as well as others.
- Coordinate the recovery, restoration, and safety/security of the transportation infrastructure. Provide trained personnel to staff ESF #1 responsibilities at the EOC, or any other temporary facility in the impacted region.
- Removes debris on roadways, railroads, airstrips, etc., critical for emergency vehicle passage.

Supporting Agencies

Airport

- Assess damage to roadways and airfields.
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Remove debris from roads.
- Assist local agencies, as required.

Finance

- Activate and maintain a disaster accounting system.
- Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.
- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

Fire

- Community Risk Management Division provides safety inspections
- Community Risk Management Division assist with damage assessment
- Community Risk Management Division provides continuous risk assessment to the EOP

Information Technology

- Provide access to City technology equipment in support of emergency communications equipment use, especially telecoms and computing services.
- Assist with the setup and utilization of communications equipment.
- Provide troubleshooting and technical assistance for any issues regarding the functionality of communications equipment.

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Planning, Development, and Assessors

- Document Preparedness activities, monitor the situation, and maintain readiness
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Assist local agencies, as required.
- Establish a recovery plan

Police

- Assist local law enforcement and local authorities with highway traffic operations, access control, security, and emergency response.
- Coordinate and advise traffic directions and evacuation efforts.
- Facilitate mass communications using RAVE
- Assist with contraflow operations, if necessary.
- Help to coordinate recovery activities.
- Direct the removal of debris on roadways, railroads, airstrips, etc., critical for emergency vehicle passage Coordinates rideshare, vanpool, and other mass transportation programs
- Administer Fuel Operation

Streets/Recycling/ MSC

- Assess damage to roads.
- Assist in providing information to establish route recovery priorities.
- Remove debris from roads.
- Make repairs and establish detours to restore transportation on selected routes.
- Assist local agencies, as required.
- Assist the Law Enforcement with traffic regulation.
- Coordinates rideshare, vanpool, and other mass transportation programs
- Administer Fuel Operation

Transit

- Determine the need for additional personnel to support the evacuation process
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Assist local agencies, as required.

Water

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Waste Water Utility/Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

ESF 2: COMMUNICATION AND WARNING

Primary Agency

Information Technology

Supporting Agencies

Engineering

Fire

Police

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The communications function identifies and describes the actions that will be taken to manage communications between the on-scene personnel/agencies, any activated Department Operations, the Emergency Operations Center (EOC), and external entities in order to establish and maintain a common operating picture of the incident while utilizing interoperable communications. This function includes the notification of City emergency management personnel to respond to the EOC.

The warning function identifies and describes the actions that will be taken to initiate/disseminate initial alert and warnings informing the public that a disaster or threat is imminent or has occurred (e.g., emergency alert system activation, door-to-door notifications, sirens, cable/TV messages, social media, etc.). This function includes addressing actions taken to alert people with access and functional needs (PAFN).

Activation

The communications function is activated under any of the following circumstances:

- Emergency responders have been activated to a threat or potential threat in the city. They must communicate situational details from field response sites/incident command posts to supporting operations and coordination centers.
- Department and City operations centers must communicate situational details of the threat or incident with field command, amongst other centers, and to the city and other officials.

The warning function is activated under any of the following circumstances:

- There is a potential threat that may impact the city.
- There is a confirmed threat that will impact the city.
- A threat has already occurred, and the city has been impacted.

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the communications function in the event of an emergency. The City's EOC will be activated to manage communications between the various responding departments, as well as external partners:

- First responders on the scene will manage field communications through their departmental structures, who will then facilitate communications with the EOC as necessary.
- All departments will utilize available communication systems such as hand-held radios, voice over internet protocol (VOIP) systems, cell phones (including text messaging), and satellite radios.
- City departments will utilize interoperable communications both in the field and in the EOC to ensure all departments can communicate with one another.
- Fire Department, Police Department, Mayor's Office will be available to determine that a warning is necessary and will initiate the dissemination of alerts through the mass notification systems, as well as with other modalities to the public.
- If the threat has already occurred, there may be damage to the usual communication infrastructure (e.g., emergency notification system, telephone systems, or cell towers). In these cases, alternate methods for warning the public will be needed, such as using the public address systems on squad cars and other localized warnings outreach.
- Warning messages to the public will provide currently available threat information, including any immediate protective actions that need to be taken.
- Warning messages will be repeated at regular intervals, even if to repeat previous information. Additional warnings regarding the event will be provided as it becomes available.
- Warnings will only include immediate "need to know" information. Further details regarding the threat or potential threat will be communicated through the appropriate emergency management, Public Information communications channels, either from the incident command post or eventually from the EOC, if activated.
- Warning dissemination will take into consideration the PAFN population to ensure that everyone has access to information regarding the threat.
- Once the warning is established, the public information function will activate to provide ongoing situation status to the public.

Function Components

Field/Department Communications

Many departments will have representatives in the field during emergency operations, managing on-scene incidents, and gathering information to provide to their respective departments and the EOC. All field/department communications will be coordinated through their respective Department Operations and then relayed to the EOC as appropriate. Each Department will coordinate and communicate with the EOC to ensure that the EOC is receiving the necessary information regarding the emergency and that the departments are being provided with the essential information, personnel, and resource support.

Emergency Operations Center

In the event that the EOC is activated, all communication and coordination efforts regarding emergency management information and decisions will be managed through the EOC. The EOC is a location from which centralized strategic management is performed and serves as a coordination point, not an incident command center. The EOC does not provide operational direction for field activities.

Communications within the EOC are accomplished using the most expedient and appropriate means possible (usually in-person, web conference, or via telephone). Each EOC position should be designated with a dedicated phone for communicating with EOC staff members, outside agencies, vendors, field operations, etc. Radios may also be used for direct communications with field forces or external agencies. Key decision-makers and specific EOC staff will be issued portable radios. Most department-specific communications will be first routed to their respective Department Operations (DO) and then communicated to the EOC, if appropriate.

EOC Activities

The Communication and Warning function for the City is managed out of the Information Technology Branch of the Operations Sections in the EOC. Representatives from the Information Technology Department will report to the Information Technology Branch of the EOC, along with other representatives from various agencies as necessary. The Information Technology Branch will collect information that is gathered from the field and Department Operations to help determine action priorities, the status of infrastructure, and the availability of resources. The Information Technology Branch will focus mainly on the state of Communication and Network infrastructure and software.

The dissemination of warnings involves advising the public about a potential or actual emergency. Many emergencies, such as flooding situations, provide “lead time” preceding the event, allowing for the dissemination of alert and warning messages in advance. The following information outlines how the dissemination of warnings will occur.

Local Warnings

The City of La Crosse may be affected by disasters that grow from smaller to more significant events (e.g., grass/wildfire, hazardous materials incident, etc.). The city can also be impacted by potential disasters that can be predicted due to current and/or developing conditions (e.g., a flood or severe storm). Any of these events have the potential to require warning messages for the public. Multiple methods of warning and notification will likely need to be utilized to reach the highest number of people. Each of these various formats will need to ensure that people with disabilities and access or functional needs are

addressed in methodology, content, and access to messages. Weather-related emergency alerts are broadcast by the National Weather Service (NWS) and monitored by the City of La Crosse Community Risk Management Division of the Fire Department. The general public can also monitor weather alerts via the weather system radio or the emergency alert system (EAS) broadcast on public radio and television channels. The Police Department has access to and can deploy emergency notification messages using the City's RAVE notification system.

State and Federal Warnings

The emergency alert system (EAS) is a network of public broadcast stations and interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner during wartime or during a state of disaster or national emergency. The system is designed to provide a communications link between government authorities and the public. Priority for use is:

- Presidential messages
- Local programming
- State programming
- National programming and news

The National Warning System (NAWAS) assists in the coordination of emergency information between the federal, state, and local levels. NAWAS is a dedicated wire-line system that provides two-way voice communications between federal warning centers, state's Warning Points, and local Warning Points. The system in Wisconsin consists of four elements:

- NAWAS, Federal-Wisconsin link
- Local warning devices and systems
- NAWAS, state-county warning points circuits
- City warning systems
- Local warning devices and systems

The federal warning centers disseminate warning information to state warning points over NAWAS. State warning points disseminate the information they receive over NAWAS to the local warning points. In addition, state agency radio systems, teletype, and telephone circuits are used, ensuring maximum dissemination. Each local warning point further disseminates the warning over local public safety communications channels. La Crosse County disseminates information to other jurisdictions (including the City of La Crosse) and the media through the systems described above.

Responsibilities and Roles

Primary Agency

Information Technology

- La Crosse Information Technology Department is responsible for ensuring that communication functions and operations are protected and reconstituted as soon as possible following an Incident of Local or Regional Significance. As such, their duties/responsibilities include:
- Pre-incident planning and coordination.
- Coordinate the maintenance and continued operations of Internet communications during times of disaster. This includes the assessment of the restoration of Internet connectivity for the City of La Crosse's Emergency Operations Center.
- Coordinate the restoration and continued operation of the City's radio network(s), data networks, wireless networks, landline telephone service, and cell phone services with other City departments and the private sector.
- Manage all the financial aspects of ESF #2 response, including the funding of mission assignments and/or reimbursable agreements.
- Maintain ongoing contact with ESF primary and support agencies.
- Conduct periodic ESF meetings and/or conference calls.
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.
- Coordinate training and strategies with the appropriate local, regional, state, or federal agencies.

Supporting Agencies

Engineering

- Ensure operability of communication for department operations
- Assist with assessment of communication infrastructure

Fire

- Activate the emergency notification system and provide an emergency warning message to the potentially impacted community.
- Review and acknowledge any proposed large-scale warning to be released by fire or police before an EOC activation.
- Provide warning services for the foreign language speaking and people with access and functional needs (PAFN) populations, as necessary, working in coordination with City representatives.
- Consult with Incident PIO, as needed, to craft information beyond simple warning message
- As needed, the Fire Department has access to the emergency notification system and can coordinate the release of warning information to the public.
- Communicate necessary information regarding resource requests and status updates from the dispatch center to the EOC.

Police

- Activate the emergency notification system and provide an emergency warning message to the potentially impacted community.
- Consult with the emergency notification vendor for technical assistance if needed via the dispatch section.
- Communicate necessary information regarding resource requests and status updates from the dispatch center to the EOC.

ESF 3: PUBLIC WORKS AND ENGINEERING

Primary Agency

Engineering

Supporting Agency

City Attorney

Fire

Mayor's Office

Planning, Development, Housing

Police

Streets/Recycling/MSD

Water

Waste Water Utility/Sewer

Responsible EOC Section

Operations Section

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The Public Works and Engineering function identifies the actions taken to assess the status of all critical infrastructure following an incident and determining the necessary steps needed to restore life-sustaining- and emergency management-based infrastructure. This function includes the evaluation of buildings, roadways, utilities, facilities, levees, and information technology systems within the city. The protection of critical infrastructure and essential resources (CIER) is vital to local jurisdictions, national security, public health and safety, and economic vitality. It includes actions or measures taken to cover or shield assets from exposure, injury, or destruction (ref: *FEMA CPG 101*).

Activation

The Public Works and Engineering function is activated under any circumstances which cause significant damage to critical infrastructure in the city, including buildings, City services, and information technology infrastructure. Activation of the critical infrastructure function will follow the activation of the City EOC to manage City emergency management operations.

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the Public Works and Engineering restoration function:

- Incidents occurring in the city will likely result in significant damage to critical infrastructure.
- Damage to critical infrastructure may cause disruption to life-sustaining services and/or emergency response operations.
- Restoration of critical infrastructure will be prioritized with City emergency management operations in the City EOC is activated.
- The assessment of critical infrastructures will be completed by the respective departments.
- Coordination of assessment information will be coordinated through the respective Department Operations and then communicated to the City EOC if activated.
- Critical infrastructure operations are essential to City operations.

Function Components

All departments are responsible for the assessment and evaluation of their own infrastructure systems and will coordinate information collection and analysis from the field to their respective DOC if they are activated. Information will then be communicated from the Department Operations to the City EOC (if activated) in order to be collected, processed, and analyzed to determine the restoration priorities for the city as a whole. Each department field team may operate following their own procedures and guidelines. Critical infrastructure restoration during emergency operations will focus on providing necessary and life-sustaining services. Long-term restoration of infrastructure systems will be included in the city's recovery planning process.

Responsibilities and Roles

Primary Agency

Engineering Department

As the Primary Agency, the functions of the La Crosse Public Works Department of Engineering include ensuring that public works and engineering-related functions and operations are protected and reconstituted as soon as possible following an Incident of Local or Regional Significance. Specific responsibilities are as follows:

- Conduct pre- and post-incident assessments of public works infrastructure
- Construction, repair, or restoration of public buildings
- Emergency demolition or stabilization of public facilities or structures
- Damage assessment or inspection of damaged buildings and facilities
- Establish and maintain temporary storage sites for debris
- Assist with debris management concerns regarding stormwater runoff areas
- Segregate debris and isolate power and utility lines
- Assist with the recovery/reconstruction of traffic-related infrastructure
- Assist with debris management issues on city streets

- Coordinate reconstruction/repair of city streets
- Monitor operations and sites for compliance with state and federal regulations
- Establish and manage damage disposal sites
- Participate in debris management activities
- Repair and restore solid waste treatment facilities
- Provide technical engineering expertise in determining emergency operations required for water supply, firefighting, and other related areas
- Execute emergency contract support for life-saving and/or life-sustaining services
- Manage the financial aspects of the ESF #3 response, including the funding of mission assessments and/or reimbursement agreements
- Coordinate the recovery, restoration, and safety/security of the public works infrastructure. Provide trained personnel to staff ESF #3 responsibilities at the EOC, or any other temporary facility in the impacted region
- Provide emergency restoration of critical public services and facilities, including the supply of adequate potable water, temporary restoration of the water supply system, and the provision of water for firefighting
- Assist with permit and building code regulations related to residential and commercial buildings, grading and excavation, and floodplain management on private property

Supporting Agencies

City Attorney

- Provide legal assistance during an Incident of Local or Regional Significance
- Specifically, assist in the creation of and/or the approval of documents necessary for entering private property for the purpose of debris removal (i.e., liability releases and/or other correspondence)

Fire Department

- Provide technical assistance related to worker safety and health issues and risk management
- Assist with damage assessment or inspection of damaged buildings and facilities
- Provide technical expertise in matters of hazardous materials and waste.
- Assist in the response of public works operations as necessary and as capable

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Planning, Development, Assessors

- Assist with construction, repair, or restoration of public buildings
- Assist with the emergency demolition or stabilization of public facilities or structures
- Assist with damage assessment or inspection of damaged buildings and facilities

Police

- Assist in gaining access to private property for the purpose of debris removal
- Assist in response to public works operations as necessary and as capable

Streets/Recycling/MSC

- Assess damage to roads
- Assist in providing information to establish route recovery priorities
- Remove debris from roads
- Make repairs and establish detours to restore transportation on selected routes
- Assist local agencies, as required
- Assist the Law Enforcement with traffic regulation
- Coordinates rideshare, vanpool, and other mass transportation programs
- Administer Fuel Operation

Water

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Waste Water Utility/ Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

ESF 4: FIREFIGHTING

Primary Agency

Fire

Supporting Agency

Engineering

Information Technology

Police

Streets/Recycling/MSD

Transit

Water

Responsible EOC Section

Operations Section

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

Emergency Support Function (ESF) 4 establishes state-level coordination of local and state resources to respond to structural, specialized, and wildland fires resulting from natural and humanmade causes requiring fire suppression, using principals identified in the National Incident Management System (NIMS). Firefighting support entails managing firefighting activities and providing personnel, equipment, and supplies for emergency response or assistance operations when such resources would be useful in urban or urban interface firefighting operations.

Potential operations include:

- Performing fire suppression operations
- Providing water delivery capability
- Providing supplemental resources to jurisdictions
- Conducting damage assessment

The Firefighting ESF team or its individual members may participate in debris management activities when appropriate and as necessary.

Scope

Firefighting involves the management and coordination of activities/actions and resources to prevent, detect, and suppress all hostile fires by the local Authority Having Jurisdiction (AHJ). The exception for forest fires as defined by § 26.01(2) Wisconsin Statutes occurring outside the limits of villages and cities, which are the responsibility of the Department of Natural Resources (DNR) as outlined by § 26.11 Wisconsin Statutes. The specific actions required by a local “on-scene commander” at the scene of an emergency or disaster will be determined by the size and magnitude of the event.

Activation

The firefighting services function is activated under any circumstances that deem the response of the Fire Department. Activation typically results from a call to 911 dispatch regarding a fire incident resulting in the activation of a firefighter response. The firefighting function can also be activated in support of emergency management and response operations at the request of other first responders, City emergency management personnel, or for mutual aid to the county or other fire districts

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the firefighting and EMS function:

- The Fire Department will serve as the lead entity for all fire response operations.
- Fire Department will receive support and resources from other local and regional fire departments as requested and determined necessary.
- Local first responders and emergency management personnel will not assist in the firefighting response effort unless they are trained and fully qualified to do so.
- All fire response, resource, and communications efforts will be coordinated out of the La Crosse County Public Safety Communication Center.
- All communications will take place on 800 MHz radio, forming interoperable communications with other responders such as the La Crosse Police Department.
- A representative of the Fire Department will fill the role of Incident Command (IC) on the scene for fire specific responses.
- During an emergency incident, a large number of calls will be made to 911 regarding life-threatening and non-life-threatening concerns.
- Private EMS companies will also provide ambulance services.
- Depending on the scale of the incident, local EMS providers may become quickly overwhelmed and may request the assistance of other local jurisdictions.

Function Components

The Fire Department will be dispatched for immediate fire response and management efforts. This call may be made by a member of the community or by another first responder or City emergency management personnel. Fire Department operations include fire suppression operations, hazardous materials incident response, urban and swift water search and rescue, heavy rescue, and radiological incident response. The Fire Department will manage its own response actions through the La Crosse County Public Safety Public Communications. It will coordinate efforts and share field response information with the City EOC when the situation is large enough that the EOC is activated. All fire response efforts will follow the established guidelines and procedures of the La Crosse Fire Department standard operating procedures/guidelines; all response efforts will provide for the safety of community members and other first responders on scene.

Responsibilities and Roles

Primary Agency

Fire

The La Crosse Fire Department is responsible for urban and urban interface fire suppression and rescue functions and operations during an Incident of Local or Regional significance. As such, their duties/responsibilities include:

- Coordinate the provision of fire suppression services in support of regional and state government entities
- Coordinate the rescue and recovery of victims of fire incidents
- Provide trained personnel to staff ESF #4 response, including the funding of mission assignments and/or reimbursable agreements
- Work with regional fire departments, related state agencies, and applicable industry partners to assess the damage to the region's infrastructure following an Incident of Local or Regional Significance
- Assist in analyzing the impact of the incident on regional critical infrastructure operations
- Coordinate and implement, as required, emergency-related response and recovery functions performed under fire suppression statutory authorities, including:
 - Damage assessment, and
 - Safety and security related actions concerning movement restrictions, quarantines, and evacuations
- Provide assistance to local, regional, and state governmental entities in evacuation or movement restriction planning
- Identify resource requirements for fire suppression and rescue operations and coordinate their allocation
- Conduct safety inspections on damaged facilities
- Perform damage assessment or inspection of damaged buildings and facilities

Supporting Agencies

Engineering

- Provide coordination of transportation resources, roadway information, and other resources related to supporting fire suppression and rescue operations
- The City Engineer is responsible for all damage assessment activities in the city
- Provide vehicle and equipment maintenance repair service as necessary
- Assist with damage assessment or inspection of damaged buildings and facilities
- Provide personnel and heavy equipment for debris management and/or infrastructure repair/rebuilding
- Maintain and coordinate the City's water supply to ensure that sufficient supplies and water pressure are available during fire suppression operations

Information Technology

- Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities

Police

- Assist with traffic control issues and fire suppression
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Streets/Recycling/MSD

- Assist with traffic control issues
- Provide resources to assist Emergency Operations

Transit

- Assist with a mobile shelter for evacuated individuals and or responders

Water

- Ensure emergency operations are provided with adequate volume and flow of water.

ESF 5: EMERGENCY MANAGEMENT

Primary Agency

Fire

Supporting Department/Entity

City Attorney

Engineering

Finance

Information Technology

Mayor's Officer

Planning, Development, Assessors

Police

Streets/Recycling/MSD

Transit

Water

Waste Water Utility

Responsible EOC Section

Command Staff

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The Emergency Management function describes the organizational structure that is used for emergency operations, including lines of communication and coordination of operations within the City of La Crosse Emergency Operations Center (EOC). This function will ensure the facilitation of all emergency management and response efforts through City departments, coordinating with external entities and jurisdictions as necessary.

Parameters and Assumptions

The following planning assumptions will be utilized for the planning, development, and implementation of the Emergency Management function:

- The Director of Emergency Management or designee will initiate the activation of the EOC, if necessary, under the direction of the City of La Crosse Mayor.
- Emergency management personnel will be notified of EOC activation and will report to the EOC for duty.
- Depending on the potential threat or emergency, the EOC may not be available, and alternate continuity procedures will be activated for the management of emergency operations.
- Notifications to EOC personnel will be made through either a standard communications network (i.e., phone, email, in-person) and/or an available emergency notification system.
- All management of emergency operations in the City's jurisdiction will be managed through the City EOC, utilizing the National Incident Management System (NIMS and the Incident Command Structure (ICS) and established EOC organizational structure.
- The EOC organizational structure will be utilized for lines of communication throughout emergency management operations.
- All emergency management decisions will be made under the direction of the Director of Emergency Management.
- Emergency Management operations will be managed within the ICS and NIMS established guidelines.
- Sections and branches of the EOC will be activated as appropriate for the emergency, as determined by the Incident Command or Unified Command.

Activation

The Emergency Management function may be activated under any of the following circumstances:

- There is a potential threat that may impact the city.
- There is a confirmed threat that will impact the city.
- A threat has already occurred, and the city has been impacted.
- A significant event is occurring in the city that requires monitoring of public activity.

Function Components

Emergency management operations will be facilitated through the utilization of NIMS and ICS within the City EOC. As appropriate, the EOC will be activated to oversee emergency operations, activating EOC sections and branches as determined necessary.

NIMS and ICS

NIMS is the national standard for incident management operations defined by the Federal Emergency Management Agency (FEMA) and based on the National Response Framework (NRF). ICS is the organizational structure within NIMS that defines how emergency management operations will be organized. All state and local jurisdictions are required to prepared, plan, and respond to emergencies based on the NIMS and ICS standards in order to be eligible for federal reimbursement for emergency-related costs. Additional details regarding NIMS and ICS can be found online through FEMA's website (<https://www.fema.gov/national-incident-management-system>). Wisconsin State Statute 323 requires all local

public agencies (cities, special districts, and counties) to respond to emergencies using the NIMS at the scene of a multi-agency emergency and in the EOC. NIMS defines the organizational structure of local EOCs, reporting to Operational Area (OA) EOCs, which report to Regional EOCs (REOC), to State EOCs (SEOC), and finally to FEMA. The utilization of NIMS during emergency management and response efforts is required for jurisdictions to be eligible for state reimbursement.

City of La Crosse EOC

The City EOC will activate to manage emergency response efforts within the City's jurisdiction; activation levels include a situation monitoring level, partial EOC level, and a full EOC activation level. The EOC will activate operational sections (operations, planning, logistics, and finance), with supporting branches as necessary, to meet the needs of the emergency. These sections and branch operations will function under the established standards of NIMS and ICS.

EOC Informational Briefings

Upon arrival at the EOC, Section Chiefs are briefed by the Incident Commander or Unified Command to obtain an overall perspective on the current situation. Section Chiefs provide a similar briefing to the personnel assigned to their respective sections.

Incoming briefings include:

- Current situation assessment
- Summary of the significant actions taken or in process
- Initial incident objectives and priorities
- Any limitations on available communications or personnel/equipment resources
- Any directives on specific actions to be taken

In addition to the above information, the Section Chiefs review the following information with assigned staff:

- Responsibilities of the assigned function
- Any specific actions to be taken
- Appropriate flow/sharing of information within and between sections
- Work shifts
- Eating and sleeping arrangements, if necessary

Incident Command

The City of La Crosse subscribes to and utilizes the Incident Command System (ICS). On scene, Incident Command Posts (ICP) will be established to manage field response efforts. The ICP will keep in constant communication with the EOC to coordinate resource requests and update the status of response efforts. Unified Command, joint Incident Command (IC) of multiple responding agencies, will be established whenever possible to allow for coordination of various jurisdictions and entities.

Generally, City emergency response operations in the field will be led by the City Fire and Police as designated by the incidents defined in the lists below:

Police Department

Crime scenes
Civil disturbances
Evacuation operations
Traffic control operations
Transportation accidents (city streets only)

Fire Department

Fire suppression operations
Hazardous material incidents
Urban Search and Rescue operations
Heavy Rescue operations
Mass Casualty
Water Search and Rescue

In some instances, state or federal authority may preempt City authority. In those instances, the City government will act directly under the authority of the duly authorized representative of the state or federal government.

Responsibilities and Roles

Primary Agency

Fire

La Crosse Fire Department is responsible for Fire Suppression, Hazardous Materials incidents, Urban Search and Rescue, Heavy Rescue Operations, Mass Casualty, Water Rescue. The Division of Community Risk Management is responsible for the activation and implementation of Function #5. EOC manager will coordinate and organize the activation of functions and or the EOC. As such, their duties/responsibilities include:

- Coordinate activations of all ESFs
- Assist Incident Commander with activation of EOC
- Coordinate the provision of fire suppression services in support of regional and state government entities; when applicable
- Coordinate the rescue and recovery of victims of fire incidents
- Provide trained personnel to staff ESF #4 response, including the funding of mission assignments and/or reimbursable agreements
- Work with regional fire departments, related state agencies, and applicable industry partners to assess the damage to the region’s infrastructure following an Incident of Local or Regional Significance
- Assist in analyzing the impact of the incident on regional critical infrastructure operations
- Coordinate and implement, as required, emergency-related response and recovery functions performed under fire suppression statutory authorities, including:
 - Damage assessment, and
 - Safety and security related actions concerning movement restrictions, quarantines, and evacuations
- Provide assistance to local, regional, and state governmental entities in evacuation or movement restriction planning

- Identify resource requirements for fire suppression and rescue operations and coordinate their allocation
- Community Risk Management division conduct safety inspections on damaged facilities
- Community Risk Management division perform damage assessment or inspection of damaged buildings and facilities

Supporting Agencies

City Attorney

- Provide legal assistance during an Incident of Local or Regional Significance
- Specifically, assist in the creation of and/or the approval of documents necessary for entering private property for the purpose of debris removal (i.e., liability releases and/or other correspondence)

Engineering

- Provide coordination of transportation resources, roadway information, and other resources related to supporting fire suppression and rescue operations
- The City Engineer is responsible for all damage assessment activities in the city
- Provide vehicle and equipment maintenance repair service as necessary
- Assist with damage assessment or inspection of damaged buildings and facilities
- Provide personnel and heavy equipment for debris management and/or infrastructure repair/rebuilding
- Maintain and coordinate the City's water supply to ensure that sufficient quantities and water pressure are available during fire suppression operations

Finance

- Activate and maintain a disaster accounting system. Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.
- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

Information Technology

Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Planning, Development, and Assessors

- Document Preparedness activities, monitor the situation, and maintain readiness
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Assist local agencies, as required.
- Establish a recovery plan

Police

- Assist with traffic control issues and fire suppression and rescue operations incidents
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Streets/Recycling/MSD

- Assist with traffic control issues and fire suppression and rescue operations incidents
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Transit

- Assist with traffic control issues and fire suppression and rescue operations incidents
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Water

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Waste Water Utility/Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

ESF 6: MASS CARE, EMERGENCY ASSISTANCE, HOUSING, AND HUMAN SERVICES

Primary Agencies

Fire

Police

Supporting Agencies

City Attorney

Engineering

Finance

Human Resources

La Crosse Center

Mayor's Officer

Park, Recreation, Forestry, Buildings, and Grounds

Planning, Development, Assessors

Transit

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

To coordinate state and federal activities in support of the state, county, tribal, and volunteer efforts to address the non-medical mass care, emergency assistance, housing, and human services needs of individuals, children, and their families impacted by a disaster. When medical needs arise, ESF 6 coordinates with ESF 8.

Function Components

Support may vary depending on:

- The magnitude and type of disaster
- The phase of the response and recovery efforts
- When a presidential declaration of a major disaster has been issued, individual assistance, public assistance, or dedicated disaster assistance may be available in this case.
- Whether the disaster has occurred within or outside of Wisconsin.

ESF 6 is divided into four primary functions.

1) Mass Care and Sheltering

Mass care functions include providing shelter, feeding operations, and emergency items such as toiletries and medications. Activation of mass care operations will be led by the Community Risk Management division of the Fire Department are responsible for contacting necessary departments, organizations, and outside entities. The American Red Cross will be utilized to support the acquisition of logistical needs (cots, bedding, etc.) as well as additional volunteers to staff the shelter. Community Risk Management Division of the Fire Department will coordinate with the American Red Cross in shelter management. The Salvation Army will be utilized to provide additional feeding services to support City operations.

Other functions include:

- Sheltering- Temporary congregate care of displaced residents in shelter sites. Assessment of overall capacity and capability of shelters to ensure sufficient resources to support both the general population and evacuees with access and functional needs or unique circumstances.
- Establishing fixed feeding sites, mobile feeding units, bulk distribution sites, distribution of emergency supplies within the affected area. May include the use of volunteer organizations for the management and distribution of bulk goods.

2) Emergency Assistance

Emergency assistance includes providing for needs that are outside of the traditional mass care services, such as family reunification, aid to PAFN persons, coordination of donated goods, coordination of volunteer agency assistance, and services for pets. The American Red Cross will provide a disaster welfare inquiry (DWI), responding to immediate family members' questions about individuals and family members that are located within the incident area. Considerations and actions taken to address the needs of the PAFN population are the responsibility of both the Community Risk Management Division of the Fire Department and the Planning, Development & Assessors Office, with the assistance of other City departments as determined necessary. Coordination of donated goods and the management of volunteers is overseen by Community Risk Management staff that are assigned to mass care operations. The Coulee Region Humane Society is responsible for providing emergency assistance to pets that are affected by an incident in the city.

Other functions may include:

- Response
- Assessment
- Search and rescue
- Collection of stray animals
- Evacuation and shelter (including tracking) of evacuated household pets
- Veterinary medical care and assistance
- Human health risks
- Recovery
- The reunification of animals and owners
- Placement of abandoned animals
- Disposal of animal carcasses

3) Housing

Housing functions include the provision of temporary housing if the impacts of the incident exceed the capacity of mass care and shelter operations continue to provide life-sustaining needs of evacuees. Short term and long-term housing considerations will be addressed in the case of extended response and long-term recovery operations; most housing efforts will be covered in the process of recovery planning. This includes support for nonconventional shelters, hotels, motels, trains, ships, camps, and other single-room facilities.

Other functions may include:

- Specialized medical support shelters (under the direction of ESF 8).
- Other specialized congregate care areas may include respite centers, rescue areas, and decontamination processing centers.
- Warming/cooling centers
- Support to evacuations, including registration and tracking of evacuees.
- Coordination of reunification
- Inquiries regarding individuals residing within the affected area.
- The reunification of separated family members using the American Red Cross Safe and Well website, National Emergency Family Registry and Locator System (NEFRLS), or the National Emergency Child Locator Center (NECLC) and the National Center for Missing and Exploited Children (NCMEC).
- Temporary housing as guided by the FEMA National Disaster Housing Strategy.
- Identification of the various factors that could impact the incident-related temporary housing needs.
- In the absence of a presidential disaster declaration, support in developing a plan of action to provide temporary housing assistance from government and non-government programs, covering the period from when survivors emerge from shelters until they are either permanently re-housed or leave the area.
- In the event of a presidential disaster declaration, support in developing a plan of action to provide temporary housing assistance from government and non-government programs. Federal programs may include:
 - Rental assistance
 - Temporary housing
 - Loans, grants, or both, for the repair, relocation, mitigation, retrofitting, or replacement of primary residences.

4.) Human Services

Human services functions include the implementation and management of disaster assistance programs to assist persons that have been affected by an incident. Human services address non-housing losses, such as personal property. Human services also address the need to provide disaster loans, food stamps, crisis counseling, disaster unemployment, and other support services. This function is responsible for the initial implementation of human service assistance, working in coordination with the county Department of Human Services. City personnel will coordinate with the operational area, state, and federal representatives as necessary to ensure that persons affected by incidents within the city have access to available disaster support programs. More information regarding continued human services following an incident will be included in the recovery planning process.

Other functions may include:

- Identification and support of people with access and functional needs within the affected area.
- Crisis counseling, disaster case management, and other supportive services for those affected by a disaster.
- Support of people to acquire government benefits where individual circumstances or program eligibility requirements may have changed due to disaster, including but not limited to:
 - Disaster Supplemental Nutrition Assistance Program (DSNAP)
 - National School Lunch Program (NSLP)
 - School Breakfast Program (SBP)
 - Disaster unemployment assistance (DUA)
 - State and federal disaster assistance programs
- Support acquiring non-governmental assistance (both directly with voluntary organizations and in coordination with the volunteer and donations management functions in ESF 7) including, but not limited to:
 - Case management
 - Individual financial assistance
 - Clean up, home repair, and initial rebuilding
 - Temporary housing assistance
 - Emergency medications and medical equipment
 - Counseling and spiritual care
 - Child care
 - In-kind donations of disaster recovery supplies
 - Disaster legal services

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the mass care and shelter function:

- Community Risk Management Division of the Fire Department and the Police Department will be available to assist with the activation and implementation of mass care functions and services.
- Additional City department personnel may be requested to assist with supporting the activation and implementation of the mass care function.

- Mass care services will be provided without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, or economic status.
- People being requested to evacuate their homes will likely depend on the City to provide immediate life-sustaining needs (shelter, restrooms, food, etc.).
- A portion of the people that are requested to evacuate will utilize friends and family members to provide shelter and housing until they are able to return to their homes.
- Considerations for mass care include the needs of people with access and functional needs (PAFN). This includes people with disabilities living in institutional settings, that are elderly, from diverse cultures, with limited English proficiency, who are children, that are transportation disadvantaged, or have animals.
- If the incident exceeds the capacity and capabilities of the City, efforts will be coordinated with the La Crosse Operational Area and other local jurisdictions, as necessary.
- Pre-approved City of La Crosse shelter facilities will be the primary shelter locations, chosen depending on their availability and placement in relation to evacuation routes.
- Ad-hoc shelter sites will not be used unless an appropriate safety and Americans with Disabilities (ADA) evaluation can be completed prior to utilization.
- Mass care functions will be supported by the local American Red Cross for logistical, feeding, and other resource needs; Salvation Army and other support entities will provide food and other resource support.
- Mass care services will be coordinated with County Animal Care Services. Animals will be co-locating with owners if possible. Animal shelters may also be used.
- If mass care functions extend for a long duration, responsibility for the care and shelter service management will be transferred to the Recovery Team for planning and implementation processes.

Activation

The mass care function is activated during circumstances that require the evacuation of community members from their homes or the care of individuals that are affected by an incident and need additional assistance. This function is typically activated in coordination with the evacuation function and is activated by the determination of the emergency manager and City executives

Responsibilities and Roles

Primary Agencies

Fire

- As the primary agency pursuant to an Incident of Local or Regional Significance, provides ESF #6 staff to assignment locations, as appropriate.
- Provide permit, inspection, and/or condemnation support regarding damaged structures
- Aid by inspecting mass care shelter sites to ensure the suitability of facilities to safely shelter victims

- Ensure that shelters are ADA (Americans with Disabilities Act) compliant
- Provide assistance regarding temporary housing complaints, including substandard living complaints, and those involving unsafe and/or unsanitary living conditions
- Provide information on available habitable
- Provide logistical support, including personnel, for incidents requiring the evacuation of City residents from nonhazardous areas
- Provide fire protection and emergency medical care during an incident
- Provide medical care for impacted populations either in or outside shelter locations
- Coordinate emergency medical care in shelters

Police

- As the primary agency pursuant to an Incident of Local or Regional Significance, provides ESF #6 staff to assignment locations, as appropriate.
- Assist in establishing priorities and coordinating the transition of mass care of resources that can be appropriately applied.
- Provide leadership in coordinating and integrating overall City of La Crosse efforts associated with mass care, housing, and human services.
- Aid regarding temporary housing complaints, including substandard living complaints and those involving unsafe and/or unsanitary living conditions
- Provide information on available habitable
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations
- Responsible for the evacuation of citizens from hazardous areas
- Provide logistical support, including personnel, for incidents requiring the evacuation of city residents from nonhazardous areas
- Provide casualty information from the affected area in support of the Disaster Welfare Information System

Supporting Departments

City Attorney

- Provide legal assistance during an Incident of Local or Regional Significance
- Specifically, assist in the creation of and/or the approval of documents necessary for entering private property for the purpose of debris removal (i.e., liability releases and/or other correspondence)

Engineering

- Provide contracted architectural, engineering, and construction support services relating to City-owned buildings for mass care requirements, as requested and as capable
- Develop and maintain plans to make available housing assets that are habitable to which the City of La Crosse has title and passion for use by victims
- Provide coordination of transportation resources, highway information, and other resources related to supporting transportation activities
- Provide operational and technical assistance for shelter operations related to waste disposal
- Provide assistance in maintaining City-owned temporary shelter facilities in the affected area, as required
- Provide logistical support, including personnel and vehicles, for incidents requiring the evacuation of city residents

Finance

- Activate and maintain a disaster accounting system. Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.
- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

Human Resources

- Ensure that accurate record-keeping and reporting is available daily.
- This function may be accomplished in conjunction with the American Red Cross, utilizing their forms, as their assistance is available.

La Crosse Center

- Provide available staff to assist when needed with mass care and housing operations
- Provide temporary housing support as required for persons displaced from their homes
- Provide additional resources such as, but not limited to: radios, tables/chairs, drapery, dividers/bike racks, etc.

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Park, Recreation, Forestry, Buildings, and Grounds

- Provide available staff to assist when needed with mass care and housing operations
- Assist the American Red Cross in providing for food preparation and stockpiling in its facilities during the incident as required
- Provide logistical support, including personnel and vehicles, for incidents requiring evacuation of city residents

Planning, Development, and Assessors

- Document Preparedness activities, monitor the situation, and maintain readiness
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Assist local agencies, as required.
- Establish a recovery plan

Transit

- Provide logistical support, including personnel and vehicles, for incidents requiring the evacuation of city residents
- Provide available staff to assist when needed with mass care and housing operations

ESF 7: RESOURCE SUPPORT

Primary Agency

Park, Recreation, Forestry, Buildings, and Grounds

Supporting Agency

Finance

Fire

Information Technology

Mayor's Officer

Park, Recreation, Forestry, Buildings, and Grounds

Planning, Development, Assessors

Police

Streets/Recycling/MSD

Transit

Responsible EOC Section

Logistics

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The resource management function describes the system that will be utilized for identifying available resources within the city to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to or recover from an incident. Resource management under the National Incident Management System (NIMS) includes mutual aid and assistance agreements, the use of special federal, state, territorial, tribal, and local teams, and resource mobilization protocols. This function specifically includes the management of personnel for emergency management operations and addresses necessary coordination efforts with local jurisdictions to secure necessary support and resources (ref: *FEMA CPG 101*).

Potential operations include:

- Source Identification and Selection
- Storage and delivery of supplies from Procurement
- Coordinate with other regional procurement agencies and associations
- Procure goods and services, as needed

- Lease temporary office space or mobile office units
- Perform printing or photographic reproduction services
- Initiate and execute contracts
- Provide information on existing supplies and contracts

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the resource management function:

- If emergency resources are needed, City resources will be used before activating any existing or new mutual aid agreements.
- The City falls under the Wisconsin State Mutual Aid Agreement and the National Incident Management System (NIMS). If City resources are overwhelmed, the City will coordinate with the county, state, and federal jurisdictions, as necessary, to secure additional resources.
- Public Works will provide personnel to manage resource needs and requests during an emergency activation.
- The resources and response capacity of the City will become quickly overwhelmed in a large-scale incident.
- The City will take advantage of pre-existing contracts with trusted local vendors as the first source for needed resources.

Activation

The resource management function is activated under circumstances that require the emergent and immediate need to mobilize current supplies or obtain additional supplies and resources that exceed the current capacity of the City. The activation of the resource management function will support City emergency management operations and the implementation of established mutual aid agreements for additional resources. This function may also be activated if specialized teams, outside of City resources, are needed for response operations.

Function Components

Resource management is conducted via the Logistics Section at the Emergency Operations Center (EOC). The Logistics Section will support the resource requests that are being coordinated in the EOC by identifying available resources within the city. If the City cannot meet its own resource requirements during an emergency event, it can make a request to the Operational Area EOC or through existing mutual aid agreements or pre-event contracts with vendors for supplies and staff. Various departments within the City have standing mutual aid and pre-event contracts in place. They will be able to respond to their own needs for expanded resources via current relationships.

Responsibilities and Roles

Primary Agency

Park, Recreation, Forestry, Buildings, and Grounds

- Provide logistical support, including personnel and vehicles
- Review or establish emergency purchasing authorities. Seek additional funding sources, if needed. Community Risk Management Division review or develop plans and procedures for managing spontaneous volunteers.
- Identify warehousing for intermediate storage of incident-related supplies.
- Coordinate with the resource support function for the transportation of necessary supplies from vendors or storage areas to central staging areas and/or final distribution sites.
- Identify potential points of distribution for delivering incident-related supplies to end-users.
- Review or establish plans for efficient and timely transportation of personnel, including volunteers, from home station to incident-related workplaces and to and from eating and lodging facilities.

Supporting Agencies

Finance

- Coordinate, supervise, and manage the procurement, storage, and distribution of supplies, services, and equipment in an emergency or disaster through the EOC.
- Establish procedures for procurement of emergency supplies, services, and equipment not covered in existing City ordinances or regulations and emergency procedures.
- Determine priorities for procurement of supplies and equipment in coordination with the EOC staff
- Determine locations and procedures for managing donated goods in coordination with the EOC staff
- Coordinate resource availability and/or status with Staging Area Manager(s)
- Coordinate with other regional procurement agencies and associations
- Provide printing or photographic reproduction services, as necessary
- Pre-incident planning and coordination
- Maintaining an ongoing contract with ESF primary and support agencies
- Conducting periodic ESF meetings and conference calls
- Coordinating efforts with corresponding private-sector organizations
- Coordinating ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate

Fire

- Analyze, identify, and compare historical incident records to determine commonly required resources.
- Review or establish emergency purchasing authorities. Seek additional funding sources, if needed.
- Review or establish plans for efficient and timely delivery of supplies to end-users.
- Establish plans to demobilize durable supplies for return to normal operations.
- Distribute needed supplies to end-users.
- Locate available stocks of State-owned supplies, supply vendors, and donated supplies.

Information Technology

- Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Planning, Development, and Assessors

- Document Preparedness activities, monitor the situation, and maintain readiness
- Advise EOC for briefing
- Assist in providing information to establish route recovery priorities.
- Assist local agencies, as required.
- Establish a recovery plan

Police

- Provide logistical support, including personnel and vehicles

Streets/Recycling/MSD

- Provide a staging area for resources.
- Assist with purchasing
- Center distribution site of resources

Transit

- Provide logistical support, including personnel and vehicles, for incidents requiring the evacuation of city residents

ESF 8: HEALTH AND MEDICAL SERVICES

Primary Agency

Fire

Supporting Agencies

City Attorney

Finance

Human Resources

Information Technology

Mayor's Officer

Park, Recreation, Forestry, Buildings, and Grounds

Police

Transit

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The purpose of ESF #8 is to coordinate the provision of medical care and the dissemination of public health information necessary to support an emergency response or recovery effort or other disaster assistance initiative. Additionally, ESF #8 serves to accomplish the following:

- Provide for the organization, mobilization, coordination, and direction of emergency medical, emergency health, and emergency medical examiner services and resources in a disaster
- Provide for the coordination of emergency hospital services
- Provide for the care of the sick, injured, and deceased resulting from a disaster
- Facilitate the coordinated use of medical personnel and communications
- Provide for the coordination of crisis response and mental health services for persons who suffer from reactions to the disaster, and Critical Incident Stress Management services for emergency service workers
- Provide for the systems and methods required to prevent or control disease.
- Establish a program that ensures the care and sheltering needs of domestic pets and livestock are met following a disaster or animal health emergency

Parameters and Assumptions

Public Health and Medical support include coordinating public health and medical professionals and their disposition of care and treatment, as well as managing medical supplies and resources to facilitate an effective, efficient, and appropriate result.

Potential operations include:

- Identify health hazards
- Disseminate public health information
- Conduct triage and provide treatment
- Operate field hospitals
- Control patient loads at hospitals
- Import medicines, medical professionals, or supplies into the affected area
- Establish temporary morgues
- Perform forensic examinations and complete victim identification
- Coordinate mortuary services and the disposition of remains
- Offer crisis counseling, and organize disaster assistance teams

Activation

Emergency Support Function (ESF) #8 – Public Health and Medical Services provide the mechanism for coordinated Federal assistance to supplement State, tribal, and local resources in response to a public health and medical disaster, potential or actual incidents requiring a coordinated Federal response, and/or during a possible developing health and medical emergency. It includes a population whose members may have medical and other functional needs before, during, and after an incident. Public Health and Medical Services include behavioral health needs consisting of both mental health and substance abuse considerations for incident victims and response workers and, as appropriate, medical needs groups defined in the core document as individuals in need of additional medical response assistance, and veterinary and/or animal health issues.

Function Components

Emergency medical, health, mortuary, and hospital services are provided to residents of La Crosse primarily by the La Crosse Fire Department, Tri-State Ambulance, Mayo Clinic Health System, Gundersen Lutheran Medical Center, and the La Crosse County Department of Public Health. Additional medical, health, and mortuary services are provided by numerous private sector medical service providers (e.g., urgent care facilities, funeral homes, etc.). Private or non-profit organizations may be requested to support the regional medical, health, and mortuary services and hospitals by providing emergency services consistent with their capabilities.

Response

ESF #8 primary and support agencies are responsible for ensuring that the following response items are adequately addressed:

- Establish and maintain contact with the Incident Commander and/or appropriate Emergency Operations Center (EOC) for instructions.
- Maintain ongoing information exchange with ESF #5 – Emergency Management.
- Coordinate Emergency Medical Services (EMS) – This is accomplished by the La Crosse Fire Department.
- Emergency health, environmental health, and medical examiner services will be coordinated through the La Crosse County Public Health Department.
- Maintain complete and accurate documentation of all related costs, actions, and communications.

Recovery

ESF #8 primary and support agencies are responsible for ensuring that the following recovery items are adequately addressed:

- Consult with ESF #5 and ESF #14 – Long-term Community Recovery and Mitigation regarding the needed recovery strategy.
- Assess losses of equipment and personnel, develop estimates of monetary loss, and identify possible funding sources.
- Assess the need for critical incident stress management for personnel.

Responsibilities and Roles

Primary Agency

Fire

- Direct and control the delivery of Emergency Medical Services (EMS) within the city limits.
- Respond to establish field triage areas, direct triage and treatment operations, and initiate communications with La Crosse County Public Safety Communication Center.
- Provide triage at each multiple casualty site.
- Coordinate, supervise, and manage the medical transport capabilities of the City, including private sector assets.
- Assign patients to hospitals or temporary treatment facilities (this is accomplished by the designated-on scene “Medical Officer.”)
- Manage the financial aspects of the Emergency Medical System ESF #8 response, including the funding of mission assignments and/or reimbursable agreements.
- Determine priorities for the delivery of on-scene EMS services.
- Pre-incident planning and coordination.

- Maintain ongoing contact with ESF primary and support agencies.
- Conduct periodic ESF meetings and conference calls.
- Coordinate efforts with corresponding private-sector organizations.
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.
- Coordinate community preparedness training through the Community Emergency Response Team program (CERT).
- Coordinate community mental health issues (including critical incident stress).

Supporting Departments

City Attorney

- Provide legal assistance during an Incident of Local or Regional significance.
- Specifically, assist in the creation of and/or the approval of documents necessary for entering private property for the purpose of debris removal (i.e., liability releases and/or other correspondence).

Finance

- Coordinate, supervise, and manage the procurement, storage, and distribution of supplies, services, and equipment in an emergency or disaster through the EOC.
- Establish procedures for procurement of emergency supplies, services, and equipment not covered in existing City ordinances or regulations and emergency procedures.
- Determine priorities for the procurement of supplies and equipment in coordination with the EOC staff.
- Determine locations and procedures for managing donated goods in coordination with the EOC staff.
- Coordinate resource availability and/or status with Staging Area Manager(s).
- Coordinate with other regional procurement agencies and associations.
- Provide printing or photographic reproduction services, as necessary.
- Pre-incident planning and coordination.
- Maintaining an ongoing contract with ESF primary and support agencies.
- Conducting periodic ESF meetings and conference calls.
- Coordinating efforts with corresponding private-section organizations.
- Coordinating ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.

Human Resources

- Assist and coordinate the release of information for the notification of relatives.
- Assist in establishing priorities and coordinating the transition of mass care of resources that can be appropriately applied.

Information Technology

- Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities.

Mayor's Office

- Investigate the need for a State of Emergency Proclamation.
- Participate in Policy Decision Group.
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Police

- Provide logistical support, including personnel and vehicles.
- Ensure the safety of the community and responders

Park, Recreation, Forestry, Buildings, and Grounds

- Provide logistical support, including personnel and vehicles

Transit

- Provide logistical support, including personnel and vehicles, for incidents requiring the evacuation of city residents.

ESF 9: SEARCH AND RESCUE

Primary Agency

Fire

Supporting Agencies

Airport

Police

EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The search and rescue function describes the actions that will be taken to conduct urban search and rescue in response to a structural collapse, as well as swift water rescue operations during flooding situations (ref: *FEMA CPG 101*).

This ESF includes the following functional areas:

- Urban Search and Rescue.
- Search and rescue in and around bodies of water.
- Structural search and rescue.
- Coordinating assistance/air support for search and rescue efforts.
- Wilderness search and rescue when needed.
- Swift Water Rescue.

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the search and rescue function:

- The La Crosse Fire Department will lead all urban and swift water search and rescue operations.
- Local first responders (EMS and police) may provide additional personnel for search and rescue team support (security, medical support) on-scene if requested.
- Search and rescue operations will be coordinated in the field; operations will be led by the on-scene Incident Commander or Unified Commander, a representative from the Fire Department.

- City department personnel not trained in search and rescue will not be asked or considered available to assist with search and rescue operations.
- Search and rescue operations will follow all standard operating procedures/guidelines (SOP/G) established by the Fire Department.
- Responder safety always comes first in search and rescue operations; search and rescue operations will not be performed at the risk of responder safety.
- In situations of flooding, the Fire Department may receive large numbers of calls for people trapped in high water areas that did not evacuate their homes.
- All search and rescue operations will be prioritized by the Incident Commander or Unified Commander Incident Commander or Unified Commander on-scene. The Fire Department may not be able to rescue all victims who are in need of search and rescue operations.
- The Fire Department will request additional assistance from local jurisdictions, state, and federal entities if the event exceeds the response capacity of the department.

Activation

The search and rescue function is activated during any circumstances which threaten the life of community members due to an incident that has impacted the city. Search and rescue operations may be activated following a building collapse or in high waters resulting from flooding.

Function Components

Urban Search and Rescue

An Urban Search and Rescue (USAR) Task Force is a multi-disciplined organization that conducts search, rescue, and recovery in the technical rescue disciplines to include: structural collapse, rope rescue, vehicle extrication, machinery extrication, confined space (permit-required, non-cave, non-mine), trench, excavation, and water operations in a USAR environment (FEMA).

Swift Water Rescue

Swift-water rescue operations consist of the location and rescue of individuals that are trapped in fast-moving water that cannot be maneuvered by swimming alone. These rescues require specialized training and equipment to manage the fast-moving water and the transport of an individual through the water. Swift-water rescue situations may result from large amounts of flooding in the city from rain, levee failure, and/or river breach.

Urban Search and Rescue Wisconsin Task Force 1

The Urban Search and Rescue Wisconsin Task Force 1 is a Federal Emergency Management Agency (FEMA) Search and Rescue Task Force based out of the Volk Field. This task force is trained and equipped to perform both urban search and rescue and swift water rescue. They are equipped with specialized equipment and training. WI-TF1 is comprised of various Fire Departments throughout the state of Wisconsin. WI-TF 1 equipment includes a boat and trailer cache and a heavy equipment

procurement program (HEPP) cache for hazardous materials incidents. If necessary, Task Force 1 can request assistance from additional FEMA task forces to support search and rescue operations.

Responsibilities and Roles

Primary Agency

Fire

The City of La Crosse Fire Department is responsible for the search, rescue, and recovery of injured or dead persons from damaged or collapsed structures or confined spaces, ground search, and for swift-water rescues in an Incident of local significance. Other specific responsibilities are as follows:

- Pre-incident planning and coordination.
- Determine priorities for the delivery of on-scene search and rescue functions.
- Manage the financial aspects of the ESF #9 response, including the funding of mission assignments and/or reimbursable agreements.
- Maintain ongoing contact with ESF primary and support agencies.
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.
- Coordinate appropriate training and strategies with the Community Emergency Response Team program (CERT).
- Provide inspection assistance at damaged or collapsed structures.

Supporting Departments

Police

- Provide personnel to assist in urban ground search and rescue operations as needed.
- Assist by providing other ground search assets (e.g., canines, drones, etc.) as needed.

Airport

- Provide air support for search and damage assessment.

ESF 10: OIL AND HAZARDOUS MATERIALS

Primary Agency

Fire

Supporting Agencies

Police

Streets/Recycling/MSD

Water

Waste Water Utility/Sewer

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

ESF #10 describes the coordinated response when responding to a natural or humanmade, actual or potential release of chemical, biological, radiological, nuclear materials. This includes a response to an actual or potential release of hazardous materials (hazmat) resulting from a transportation incident, fixed facility incident, natural disaster, or terrorist attack. It also describes the response to serious hazmat incidents that are not defined as disasters. ESF# 10 promotes coordination between federal, state, tribal, and local governments, as well as the private sector when responding to these types of incidents.

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the hazardous materials function:

- Response to hazardous material spills or releases/potential spills or releases
- Minimizing the threat to public health related to a hazardous material spill or release
- Minimize pollution of the environment caused by a hazardous material spill or release

Activation

The City of La Crosse Fire Department has the responsibility to respond to hazardous materials incidents occurring in the city. The La Crosse Fire Department is a type 2 regional Haz-Mat State asset. When other local resources outside the City of La Crosse are not available, those resources may require a timely and effective response by La Crosse Fire Department Haz-Mat Team, private sector agencies, and ultimately the state and/or federal government to assist in response to and recovery from a HazMat incident. City

of La Crosse Fire Department HazMat resources may be utilized to provide support for incidents occurring outside the City limits utilizing LCFD's Regional and Statewide Mutual Aid agreements.

Function Components

Numerous businesses located in the city are regulated for the use of hazardous materials in their manufacturing process and for storing and selling hazardous materials. Furthermore, hazardous materials are transported through the city by rail, roadway, and waterway. Hazardous materials in the city include chemical, biological, radiological, nuclear, and explosive materials. Oils spills are a concern, as is the transportation of fuel oils through the city. An inadvertent release of any of these materials would require a response from a hazardous materials response team and potential shelter-in-place or evacuation of impacted citizens. Hazardous materials can also impact the local environment, causing short term acute impacts (e.g., the release of toxic vapors into a populated area) or long-term environmental degradation (e.g., contamination to groundwater). In all cases, a hazardous materials spill prevention program, combined with proficient response capabilities, are part of an effective program for the city's resilience.

Responsibilities and Roles

Primary Agency

Fire

The City of La Crosse Fire Department is responsible for the containment of hazardous materials in an Incident of Local or Regional Significance. Other specific responsibilities are as follows:

- Pre-incident planning and coordination
- Determine priorities for delivery of on-scene hazardous materials functions
- Manage the financial aspects of the ESF #10 response, including the funding of mission assignments and/or reimbursable agreements
- Maintain ongoing contact with ESF primary and support agencies
- Conduct periodic ESF meetings and/or conference calls
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness as appropriate
- Coordinate training and strategies with the appropriate local, regional, state, or federal agencies
- Community Risk Management Division assists with private property permit and building code regulations related to hazardous materials incidents at residential and/or commercial buildings, grading & excavation sites, and land located in a floodplain
- Provide technical assistance related to worker safety and health issues and risk management

Police

- Assist with traffic control issues and scene safety
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Public Works

- Assist with traffic control issues
- Provide sand for isolation tactics
- Safety and security related actions relating to movement restrictions, quarantines, and evacuations

Transit

- Assist with a mobile shelter for evacuated individuals and or responders

Water

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Waste Water Utility/Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

ESF 11: AGRICULTURE AND NATURAL RESOURCES

Primary Agency

Park, Recreation, Forestry, Buildings, and Grounds

Supporting Agencies

City Attorney

Finance

Fire

Mayor's Officer

Planning, Development, Assessors

Police

Water

Waste Water Utility/Sewer

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The agriculture and natural resources function describe the identification of natural and cultural resources in the city and efforts associated with the protection of those resources. In addition, this function also addresses considerations of food security and disease outbreaks in agriculture and natural resources (ref: *FEMA CPG 101*).

Parameters and Assumptions

- The following parameters and assumptions will be utilized for the planning, development, and implementation of the agriculture and natural resources function:
- Park, Recreation, Forestry, Building, and Grounds is responsible for the coordination and management efforts of all La Crosse Marinas.

- Identification of a disease outbreak may not occur immediately and may result in harmful impacts to the city.
- Impacts on agriculture may be identified by community members or local animal health professionals. Notifications of agriculture concerns will likely be reported directly to the Wisconsin Department of Agriculture, Trade, & Consumer Protection (DATCP) or the United States Department of Agriculture (USDA).
- Agriculture-related impacts will be managed at the County level, with the City providing support to emergency management and response operations as necessary.
- Possible disease considerations, including the need for quarantine of livestock, will be managed by the county in coordination with state and federal level entities as necessary.
- The City does not have the resources or capacity to manage impacts to La Crosse's agriculture resources and will heavily rely on County and State operations.

Activation

The agriculture and natural resource functions are activated during circumstances that deem a potential threat to the agriculture and natural resources of the city. City representatives will determine if there are potential threats to these resources, resulting in the need to activate this function. In addition, activation of this function may also result from the identification of a food or disease outbreak in agriculture resources that affect the community of La Crosse.

Issues involving animal disease (e.g., H5N1 bird flu), pests (e.g., invasive species), or other significant agricultural events must be reported to the La Crosse County Agricultural Commissioner and the Wisconsin Department of Agriculture, Trade, & Consumer Protection (DATCP) as they can become area-wide emergencies that extend beyond the political borders of the city.

Function Components

This ESF applies to events within or impacting on the City of La Crosse when it will be necessary to provide support to relief organizations such as the American Red Cross and Salvation Army, and the City of La Crosse Water Department and regional water districts for the procurement, staging, and distribution of food and potable water.

ESF #11 consists of three primary functions:

- Provision of nutrition assistance – This includes determining nutrition assistance needs, obtaining appropriate food supplies, and arranging for delivery of the supplies (Parks & Recreation Department)
- Assurance of the safety and security of the commercial food supply – This includes the inspection and verification of food safety aspects of products in distribution and retail sites; laboratory analysis of food samples; control of products suspected to be contaminated; foodborne disease surveillance; and field investigations. Regional responsibility for the safety and security of the commercial food

supply is the responsibility of the La Crosse County Health Department (LCHD). The City of La Crosse Parks & Recreation Department will coordinate the duties of this ESF with the LCHD and other ESF #11 support groups.

- Potable water supply, safety, and security – This includes the delivery of the City’s (and regional user’s) potable (drinkable) water, obtaining potable water from other sources, ensuring the safety of the water distribution systems; and ensuring the safety of the water distribution sites. This responsibility rests with the City of La Crosse Water Department.

Responsibilities and Roles

Primary Agency

Park, Recreation, Forestry, Buildings, and Grounds

The primary agency will provide personnel to work in the City of La Crosse and/or La Crosse County EOC to coordinate food planning, procurement, and distribution with the American Red Cross, Salvation Army, the National Voluntary Organizations Active in Disaster, Citizen Corps, other non-profit organizations, and other private food distribution systems.

Ensuring that systems are in place and operational regarding the procurement and distribution of food in the event of an Incident of Local or Regional Significance. Specific responsibilities are as follows:

- Identify those public and/or private businesses/agencies/organizations that are in the food supply and distribution industry and that are capable of assisting the City when food shortages appear to be imminent.
- Coordinate with the City’s Finance Department and the City Attorney’s Office to ensure that purchase orders, Memorandums of Understanding, or other legal documents are on record and current with the aforementioned businesses.
- Manage the financial aspects of the ESF #11 response, including the funding of mission assignments and/or reimbursable agreements, as they pertain to food supply and distribution.

Supporting Agencies

City Attorney

- Provide legal assistance during an Incident of Local or Regional Significance
- Specifically, assist in the creation of and/or the approval of documents necessary for entering private property for the purpose of debris removal (i.e., liability releases and/or other correspondence)

Finance

- Activate and maintain a disaster accounting system. Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.

- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

Fire

- Provide facilities, equipment, and staff to assist in the distribution of food resources, as necessary.
- Assist with damage assessment or inspection

Mayor's Office

- Investigate the need for a State of Emergency Proclamation
- Participate in Policy Decision Group
- Assist in providing information to establish recovery priorities.
- Assist local agencies, as required.

Police

- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Water

The City of La Crosse Water Department is the primary agency for potable water supply and distribution. La Crosse Water Department personnel will be assigned to work in the City and/or La Crosse County EOC. It will coordinate planning and distribution issues related to water needs with applicable agencies and partners.

The Department is responsible for ensuring that systems are in place and operational regarding the procurement and distribution of water in the event of an Incident of Local or Regional Significance. Specific responsibilities are as follows:

- Manage the financial aspects of the ESF #11 response, including the funding of mission assignments and/or reimbursable agreements, as they pertain to potable water supply and distribution.
- Identify alternate water sources as necessary for both human consumption and firefighting operations.
- Coordinate with the City's Finance Department and the City Attorney's Office to ensure that purchase orders, MOUs, or other legal documents are on record and current.
- Provide facilities, equipment, and staff to assist in the distribution of water resources, as necessary.

Waste Water Utility/Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Planning, Development, and Assessor's Office

The City's Housing & Community Development Department, located in the Planning, Development, and Assessor's Office, is the primary agency responsible for the protection/conservation, rehabilitation, recovery, and restoration of the natural and cultural resources and historic properties (NCH) resources

within the City limits. The Department will provide personnel, as required, to the City and/or County EOC to coordinate these duties and actions.

The Department is responsible for ensuring that systems are in place and operational regarding the conservation, rehabilitation, recovery, and restoration of the City's natural and cultural resources and historic properties in the event of an Incident of Local or Regional Significance. Specific responsibilities are as follows:

- Manage the financial aspects of the ESF #11 response, including the funding of mission assignments, as they pertain to natural and cultural resources and historic properties.
- Coordinate the rehabilitation and/or recovery of NCH properties with other City Departments and the private sector as necessary
- Provide facilities, equipment, and staff to assist in the rehabilitation and/or recovery of NCH assets as necessary.

ESF 12: ENERGY

Primary Agency

Engineering

Supporting Agencies

Fire

Information Technology

Park, Recreation, Forestry, Building, and Grounds

Police

Streets/Recycle/ MSC

Water

Waste Water Utility/Sewer

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The energy function provides resources and support to the city in partnership with the private sector to restore gas, electricity, and telecommunications. This function will identify protocols and procedures that are in place for the management of utility and energy resource identification and operations (*ref: FEMA CPG 101*).

This ESF includes the following functional areas:

- Providing a rapid response in fixing the energy outages.
- Developing an approximate ETA that residents can expect the power to return.
- Keeping residents updated on completion efforts.
- Coordinating restoration plans.
- Implementing rationing measures.

- Allocating fuel resources.
- Coordinating delivery schedules with wholesale providers.
- Locating supplemental resources and arranging for distribution or delivery.
- Participating in damage assessment operations.

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the energy function:

- Repair of utility infrastructure following the impacts of an incident will require the utilization of specialized and technical personnel. Coordination with private sector representatives, such as Xcel Energy, will be required in order to facilitate response efforts.
- Water Utilities Group personnel will manage coordination efforts with representatives from private sector utility and energy entities, as necessary.
- Priorities of utility repair and restoration will be determined through the operations section, taking into consideration all emergency management and response operation priorities.
- Priorities for the coordination of utility repair and restoration with and private utility entities will take into consideration those populations with disabilities or other considerations requiring access to utility services.
- A utilities department representative will serve as a liaison to the operations center. Emergency restoration of services may be required for full activation of all emergency management and operations functions.
- Emergency restoration of services may be required for full activation of all emergency management and operations functions.
- Incident impacts to the city may result in disruption of utilities and energy services to the city and its community members.

Activation

The energy function is activated for incidents that affect the city and disrupt gas, electricity, that impact the emergency response, management, and life-sustaining needs of the La Crosse community. Utilities representatives and City executive members will determine the need to activate the utilities and energy function and prioritize actions along with other emergency management and response actions.

Function Components

Gas. Xcel Energy provides natural gas services to the City of La Crosse. Any gas outage is reported to Xcel Energy via its emergency notification system. The Engineering Department, or the Water Utilities Group in the EOC, will communicate with Xcel Energy to obtain situation updates from Xcel Energy regarding outages and restoration of services.

Electricity. Xcel Energy provides power to the City of La Crosse. If the level of impact is significant, Engineering Department personnel will coordinate with the EOC by providing a city energy sector representative to the operations center. The Engineering Department and the Water Utilities Group of the EOC, if activated, provide electrical power provisions and restoration updates to the Operations Section in the EOC throughout the incident.

Responsibilities and Roles

Primary Agency

Engineering

The City of La Crosse Director of Engineering & Public Works is responsible for liaison with public and private utilities in an Incident of Local or Regional Significance. Other specific responsibilities are as follows:

- Pre-incident planning and coordination.
- Manage the financial aspects of the ESF #12 response, including the funding of mission assignments and/or reimbursable agreements.
- Maintain ongoing contact with ESF primary and support agencies.
- Conduct periodic ESF meetings and/or conference calls.
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.
- Coordinate training and strategies with the appropriate local, regional, state, or federal agencies.
- Provide technical expertise in determining emergency operations required for the restoration of the City's energy/utility services.
- Provide staffing and equipment necessary to ensure public and private utility compliance with local codes and state statutes through inspections, review of designs, and construction management.
- Provide technical engineering expertise in determining emergency operations required for the restoration of the City's water supply.
- Provide personnel and heavy equipment for the restoration of the water system.
- Provide for the maintenance and restoration of those utility systems on City-owned property for which the City is ordinarily responsible.
- Maintain a list with specifications of portable emergency generators supporting City facilities.
- Relocate, hookup, and maintain portable generators as directed by the ESF Coordinator.
- Maintain City fueling stations and storage facilities.

Supporting Agencies

Fire

- Community Risk Management Division provides technical expertise in determining emergency operations required for the restoration of the City's energy/utility services.
- Community Risk Management Division provides staffing and equipment necessary to ensure public and private utility compliance with local codes and state statutes through inspections, review of designs, and construction management
- Provide scene safety for energy incidents

Information Technology

- Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities

Park, Recreation, Forestry, Building, and Grounds

- Coordinate the restoration and continued operations of City buildings

Police

- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Streets/Recycling/MSW

- Assist with assessment of Infrastructure
- Safety and security related actions concerning movement restrictions, quarantines, and evacuations

Water

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

Waste Water Utility/Sewer

- Assess damage to infrastructure.
- Advise EOC for briefing
- Assist local agencies, as required.

ESF 13: PUBLIC SAFETY AND SECURITY

Primary Agency

Police

Supporting Agencies

Engineering

Fire

Information Technology

Streets/Recycling/MSD

Transit

Responsible EOC Section

Operations

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The public safety and security function identifies the actions that will be taken during emergency management and response operations to implement community safety actions, addressing possible threats to the city and its community. This function includes the blocking of access to security risk areas of the city (*ref: FEMA CPG 101*).

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the public safety and security function:

- The Police Department will take the lead on any incident that endangers the public safety and security of the City of La Crosse.
- Determination of the endangerment of public safety and security is at the discretion of on-scene police officers.
- Public safety and security impacts may result from a human-made, natural, or technological incident.
- The safety of first responders is always the first priority during response operations.

- Response operations will be overseen and managed by police department personnel at the identified Incident Command Post (ICP). The Police Department is responsible for providing and ensuring controlled access to incident areas.
- Field police operations will be communicated and coordinated with City EOC operations if activated.
- The Police Department has the law enforcement response authority for incidents in the city and will coordinate with other law enforcement jurisdictions as necessary.

Activation

The public safety and security function are activated during any circumstances in which local law enforcement personnel determine there is a threat, or potential threat, to the safety and security of La Crosse community members. The public safety and security function may be initiated by police officers in the field, other first responders, or information provided by the public. Activation may result from intentional, human-caused, or natural disasters. Examples of public safety and security incidents include, but are not limited to, civil disturbances, riots/protests, shootings, etc.

Function Components

The La Crosse Police Department is responsible for the management of safety and security operations within the city. Field operations to protect members of the community will be led by the Police Department and managed by the on-scene Incident Commander (IC) or Unified Command Staff (UIC). In the event of a public safety and security incident, a member of the Police Department will fill the role of IC. All field operations will be internally managed through the Police EOC and then communicated and coordinated with the City EOC.

When implementing actions to address safety and security operations in the city, the Police Department will perform a variety of law enforcement tactics, capabilities, personnel, and equipment to manage the incident appropriately. Field operations will be guided by established Police Department standard operating procedures and guidelines (SOPs/SOGs). If additional assistance is needed, the Police Department will work with local law enforcement jurisdictions to provide additional personnel and resources. A representative from the Police Department is responsible for staffing the Law Branch of the EOC Operations Section. This branch will serve as a liaison between the Department Operations and the City EOC.

Public safety and security also include the management of traffic control operations. Traffic control may involve the movement of community traffic through the affected area, the management of first responder vehicle traffic, and/or the management of evacuation traffic in and out of an affected area. The Police Department is responsible for leading traffic control operations and will request additional assistance from local jurisdictions, if necessary.

Responsibilities and Roles

Primary Agency

Police

The City of La Crosse Police Department is responsible for liaison with other regional law enforcement agencies in an Incident of Local or Regional Significance. Other specific responsibilities are as follows:

- Pre-incident planning and coordination.
- Manage the financial aspects of the ESF #13 response, including identification of funding sources for mission assignments and/or reimbursable agreements.
- Maintain ongoing contact with ESF primary and support agencies.
- Conduct periodic ESF meetings and/or conference calls.
- Coordinate ESF activities relating to Incidents of Local or Regional Significance, catastrophic incident planning, and critical infrastructure preparedness, as appropriate.
- Coordinate training and strategy with the appropriate local, regional, state, or federal agencies.
- The functions of the La Crosse Police Department include a plan to coordinate resources for the maintenance of public safety and welfare in the event of a significant emergency or disaster. These tasks include but are not limited to:
 - Law enforcement
 - Enforcement of emergency orders designated by the Mayor of La Crosse
 - Emergency traffic control
 - Security and perimeter control at incident scenes, shelters, staging areas, public health dispensing sites in the City, and the City of La Crosse Emergency Operations Center, when needed
 - Provide resources for warning, emergency information, and emergency evacuations

Supporting Agencies

Engineering

- Provide coordination of transportation resources, roadway information, and other resources
- The City Engineer is responsible for all damage assessment activities in the City
- Provide vehicle and equipment maintenance repair service as necessary
- Assist with damage assessment or inspection of damaged buildings and facilities
- Provide personnel and heavy equipment for debris management

Fire Department

- Provide assistance with evacuation operations as needed
- Provide support and specialized equipment for special operations as required and as capable

Information Technology

- Coordinate the restoration and continued operations of the City's radio network(s), landline telephone service, data and Internet service, and cell phone services in support of public safety and security activities

Transit

- Assist with a mobile shelter for evacuated individuals and or responders

ESF 14: SHORT-TERM AND LONG-TERM COMMUNITY RECOVERY AND MITIGATIONS

Primary Agency

Planning, Development, and Assessors

Supporting Agencies

City Attorney

City Clerk

Finance

Fire

Mayor's Officer

Responsible EOC Section

Planning

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

The Short and Long-term community recovery function identifies the protocols, procedures, and processes that are in place for the detailed assessment of damages, recording of financial losses, community restoration needs, and environmental restoration. This function provides for a transition from emergency response to recovery operations, including both the short-term and long-term, detailed planning efforts of recovery operations (ref: *FEMA CPG 101*).

Parameters and Assumptions

The following parameters and assumptions will be utilized for the planning, development, and implementation of the long-term recovery function:

- The Planning Section of the EOC will lead the efforts to develop a long-term recovery plan.
- Community Development will lead the Recovery Planning Unit in the EOC.
- The City of La Crosse will begin planning for long-term recovery during the response phase of an emergency incident.

- Components of recovery operations begin during the response phase, such as damage assessments, damage cost accounting, response cost tracking, et al.
- A long-term recovery coordination group will be activated in the early stages of a declared emergency so that it can rapidly take over recovery operations as response operations diminish and conclude.
- The Recovery Coordination Group will be led by the Planning, Development, and assessors will initially be staffed by current staff members. The City may wish to hire additional staff to support recovery efforts in the case of significant disaster impacts and a long recovery process.

Activation

Short-term recovery. For short-term recovery activities, the recovery planning unit of the planning section in the City EOC will activate immediately upon the activation of the EOC to a significant disaster in the city, and especially one that will include a disaster declaration by the Governor. The recovery planning unit staff will begin strategizing plans that include: medical and mental health support to citizens and responder staff, alternate locations for long-term facility use in cases where government facilities have been destroyed, and schedules and maps for the return of utilities, roads, and services. The recovery planning will coordinate with people with access and functional needs (PAFN) service provider partners to ensure support with meeting community needs.

Also, during short-term recovery events, the Cost Recovery Unit of the Finance Section in the City EOC will activate to begin documentation and tracking of all disaster-related costs and activities (staff time, overtime, rentals, leases, purchased, expenditures, etc.). Both the Cost Recovery Unit and the Recovery Planning Unit will need to work with their section chiefs to ensure full and correct data is being provided to them.

Long-term recovery. The Recovery Coordination Group will be activated within days of the disaster event to begin the pass-off for recovery operations from the EOC, which will deactivate following the response phase of the disaster. The Recovery Coordination Group will continue and complete the work begun by the EOC and take on additional work of managing the long-term recovery process. While the short-term recovery and response actions may take days or even a few weeks to complete, the long-term recovery could take a few years or more to finish, depending on the severity of the disaster. Those activated to the recovery coordination group will be drawn from the current City staff. However, in an unusually large event and long recovery process, the City may decide to hire additional staff solely to manage the recovery through to the final activities.

Function Components

In the aftermath of a disaster, many citizens will have specific needs that must be met before they can return to pre-disaster conditions. The City of La Crosse can help individuals and families recover by ensuring that these services are available and by seeking any additional resources needed. Recovery occurs in two phases: short-term and long-term.

Typically, there will be a need for such services as:

- Assessment of the extent and severity of damages to homes and other properties.
- Restoration of services generally available in communities - water, food, and medical assistance.
- Repair of damaged homes and property.
- Professional counseling when the sudden changes resulting from the emergency results in mental anguish and inability to cope.

Short-Term Recovery

Short-term recovery operations will begin during the response phase of the emergency. The goal of short-term recovery is to restore local government services to at least a minimal capacity. The primary objectives of short-term recovery operations include:

- Reestablishment of City of La Crosse government operations at regular or alternate locations.
- Rapid debris removal and cleanup.
- Orderly and coordinated restoration of essential services (electricity, water, and sanitary systems).
- Expanded social, medical, and mental health services, even if needed to operate from temporary facilities.
- Temporary housing and food to displaced populations.
- Return access to any disrupted transportation routes.
- Abatement and demolition of hazardous structures that pose a threat to public safety.
- Planning, staffing, and establishing a local assistance center.

For federally declared disasters, tele-registration centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for grants, loans, and other benefits. In coordination with the American Red Cross, the City and other jurisdictions will provide shelter for disaster victims until housing can be arranged.

Long Term Recovery

The primary objectives of long-term recovery operations include:

- Coordinated delivery of social and health services.
- Re-establishing the local economy to pre-disaster levels.
- Recovery of disaster response costs.
- Effective integration of mitigation strategies into recovery planning and operations.
- Improved land-use planning.

The City of La Crosse, in coordination with special districts that provide emergency services, will handle the long-term recovery activities. Changes to the City EOP will be coordinated with all agencies that provide emergency response services in the city. Public information during the recovery process will be handled via the EOC PIO, if activated, or by each jurisdiction working in coordination with each other.

The goal of long-term recovery is to restore facilities to at least pre-disaster condition; there is also the opportunity to improve structures to meet new codes and planning goals. Long-term recovery includes implementing hazard mitigation activities, restoration or reconstruction of public facilities, and disaster response cost recovery. Each affected jurisdiction will be responsible for its own approach to mitigation, which could include zoning variances, building code changes, plan reviews, and other land use planning measures. The City's general plan should be consulted such that any reconstruction is aligned with long-range goals. With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process.

Hazard mitigation actions will need to be coordinated and employed in all activities by all jurisdictions to ensure a maximum reduction of vulnerability to future disasters. All jurisdictions within the operational area, including special districts, will strive to restore essential facilities to pre-disaster condition by retrofit, repair, or reconstruction during long-term recovery operations. Recovery programs will also be sought for individual citizens and private businesses. The City's redevelopment agencies will play a vital role in rebuilding commercial areas.

Responsibilities and Roles

Primary Agency

Planning, Development, and Assessor's Office

- Provide information on available habitable housing units within or adjacent to the incident area for use as suitable emergency shelters and temporary housing.
- Assist in establishing priorities and coordinating the transition of mass care operations with recovery activities based on incident information and the availability of resources that can be appropriately applied.
- Provide leadership in coordinating and integrating overall City of La Crosse efforts associated with the recovery efforts of mass care, housing, and human services.
- Assist with keeping the participating neighborhoods informed regarding public safety and security issues.
- Evaluate and make recommendations on natural, cultural, and historical sites damaged in the disaster.
- Responsible for long-term rebuilding issues.
- Assist recovery and mitigation efforts by providing data and maps to City departments.
- Provide staff to the Planning Section, Recovery Planning Unit, during response operations.

- Provide staff to the Recovery Coordination Group during long-term recovery operations.

Supporting Agency

Mayor's Office

- Assist the City's Recovery Coordination Group.
- Develop strategy and decision making to post-disaster development decisions.
- Provide public information on recovery operations.
- Initiate community outreach activities, especially in disaster-impacted areas.
- Assign a long-term Recovery Coordination Group leader to ensure the staffing levels of the group are adequate to meet recovery goals and timelines.

Finance

- Activate and maintain a disaster accounting system. Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.
- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

Fire

- Community Risk Management Division assists EOC with damage assessment analysis and reports
- Community Risk Management Division coordinates the review and issuance of permits regarding repair and/or replacement of damaged and hazardous structures
- Community Risk Management Division issue building permits and perform inspections of damaged buildings in the City of La Crosse
- Community Risk Management Division provide damage assessments of City-owned buildings
- Community Risk Management Division suggest special provisions regarding fees and paperwork submission for emergency and disaster repairs
- Community Risk Management Division provides design and construction oversight of design and construction contractors relative to the reconstruction of City-owned facilities
- Community Risk Management Division provides referrals of contract vendors for construction/off-road equipment

City Attorney

- Assist the City's Recovery Coordination Group.
- Advise legal strategy and decision making to post-disaster development decisions.
- Initiate community outreach activities, especially in disaster-impacted areas.
- Assign a long-term Recovery Coordination Group leader to ensure the staffing levels of the group are adequate to meet recovery goals and timelines.

City Clerk

- Perform documentation/record-keeping duties to ensure information is appropriately recorded, archived, and made available to the public and departments as needed
- Organize necessary physical and staffing resources to ensure continuity of the day-to-day operations of the governing body

ESF 15: EXTERNAL AFFAIRS

Primary Agency

Mayor's Office

Supporting Agency

City Attorney

City Clerk

Fire

Police

Responsible EOC Section

Command Staff

Purpose

The purpose of this emergency function section is to provide an overview of the function, identify responsible and supporting departments for the implementation of the function, outline conditions for the activation of the function, and provide guidance information on the implementation of the function.

Function Description

To provide accurate, coordinated, and timely information to the public in the event of an emergency or significant disaster situation through the news media, state agency websites, press conferences, social media, and other communications means.

Parameters and Assumptions

The following planning assumptions will be utilized for the planning, development, and implementation of the emergency public information function:

- The general public and media will demand information about the emergency situation and instructions on proper survival/response actions.
- Residents will remain calm and make wise decisions if they have up-to-date information about the emergency situation.
- Emergency public information dissemination will take into consideration people with access and functional needs to ensure that everyone has access to information regarding the emergency. Work with ADA Coordinator as necessary.
- The local media, particularly radio, can perform an essential role in providing emergency instructions and status information to the public. Depending on the severity of the emergency or the media's

conception of the severity of the emergency, regional and national media will also demand information and may play a role in reassuring (or alarming) distant relatives of disaster victims.

- A variety of communication options exist. Not all may be available. The City will use available methods depending on the circumstances. Telephone communication may be sporadic. Local and regional radio/television stations without emergency power may also be off the air.
- Demand for information will be overwhelming if sufficient staff is not provided and if the staff is not trained.
- The emergency organization will become overwhelmed by the demand for information if a sufficient number of trained staff is not available. Likewise, having little information or inaccurate information will increase anxiety and may cause the public to make poor decisions.
- Perception equals reality. The manner in which the City is represented by the media is the way the public will perceive the situation is being handled.
- All messages released need to be coordinated for content with messages from other partner agencies, both internal and external, to City.

Activation

The external affairs function is activated when a potential or actual threat to the public is determined. Once the public is warned using available emergency alert and warning systems, they will need ongoing and updated information regarding the situation and recommended actions that they should consider taking through ongoing public information messaging. Emergency public information may be disseminated in preparation for an emergency, when given enough advance warning, or in response to an emergency that has already occurred. The dissemination of public information will be provided by a designated City Public Information Officer (PIO) working alone or through the Joint Information Center (JIC) if activated.

Function Components

EOC Activities

During emergency operations, the Public Information Officer will serve as the primary coordinating point of all emergency messages to the public. All information collected in the field and Department Operations is to be reported to the EOC and then reviewed before communicating to the public. Management of emergency public information requires the vetting of information received, rumor control, and the approval of all messages by the EOC Manager prior to dissemination. If the emergency expands to the County level, the City PIO will coordinate all emergency public information efforts with the County PIO and neighboring jurisdictions through the established Joint Information Center (JIC). The JIC will serve as a centralized point of emergency information, and coordination of public information for all jurisdictions will be managed through the JIC.

Prior to an emergency occurring, if there is adequate time for notice and preparation, emergency public information will involve warning the public of the threat or potential threat and providing them with reliable and accurate information to prepare themselves, reducing any impact to the public as much as

possible. During an emergency, emergency public information will include timely and accurate instructions on appropriate actions to take.

Emergency information before and during the emergency will be disseminated to the public with the following priorities:

- Lifesaving
- Health preservation instructions
- Status information necessary for survival
- Emergency preparedness
- Victim assistance information
- General emergency status information
- Other information

Types and Sources of Information

Collected information will likely be obtained from the field response teams and their respective department operations. Still, it can also come from the media footage and reports, phone calls from the public, social media outlets, internet sources, emails, and many others. Just as with information that is collected by the Department Operations and reported to the EOC, all data obtained from other sources will go through the same process of vetting, rumor control, review, and approval before it is disseminated to the public.

Media Management, Access, and Regulations

Information should not be released to the public unless it has been reviewed and approved by the incident PIO. All information provided to the media must be timely and accurate. All of the PIO's interactions with media will be coordinated with the knowledge of the Incident Command. A log of all information provided to the public will be kept by the PIO throughout emergency operations to track the date, time, and type of information that was provided.

Responsibilities and Roles

Primary Agency

Mayor's Office

- Work with the Incident Commander or Unified Command and PIO to determine what information should be included in the Emergency Public Information (EPI).
- Review and approve of the proposed Emergency Public Information (EPI) before the message is disseminated.
- Disseminate the EPI using the various methods described in Function Description.

- Respond to media inquiries and calls from the public.
- Provide the public with emergency information and instructions, as indicated and/or as directed by the Incident Commander or Unified Command.
- Monitor external reports and conditions via broadcasts on commercial TV and radio, social media, and advise the Incident Commander or Unified Command.
- Provide the news media with event information, as required by the situation, and/or as directed by the Incident Commander or Unified Command.
- Coordinate with EOC decision-makers the provision of escorts to accompany visitors.
- Coordinate with EOC staff for accommodations and transportation for official visitors.
- Provides for foreign language translation and people with access and functional needs (PAFN), as necessary.

Supporting Agency

City Attorney

- Provide legal assistance during an Incident of Local or Regional Significance
- Provide guidance on the release of information through the PIO office

City Clerk

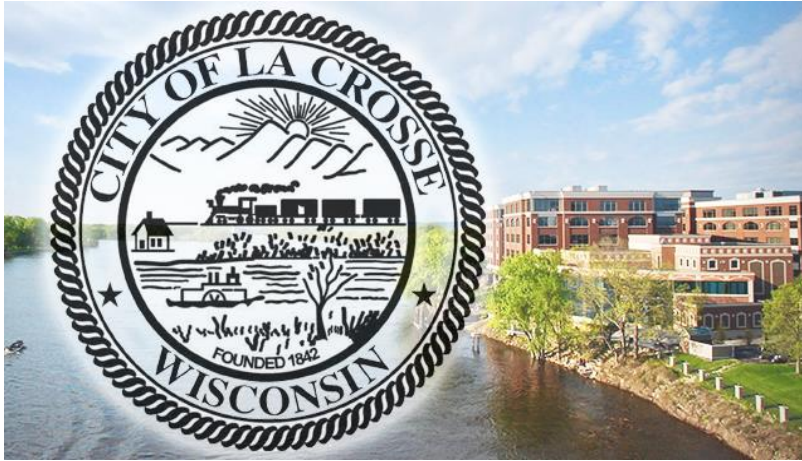
- Perform documentation/record-keeping duties to ensure information is appropriately archived

Fire Department

- Provide the services of a trained Public Information Officer(s) and staff to the Joint Information Center

Police

- Provide the services of a trained Public Information Officer(s) and staff to the Joint Information Center



City of La Crosse
Emergency Operations Plan

PART III - STRUCTURE AND POSITION GUIDES

3.1 MANAGEMENT- COMMAND

3.1.1 Purpose

The Command Staff directs the City of La Crosse on Emergency Management Organization, coordinates the actions of the EOC staff, establishes operational priorities, and ensures development and implementation of strategies to meet the needs of the emergency. It also works with local elected officials on issues related to emergency response and recovery, communicates with the media, coordinates response with outside agencies, including federal and state resources, and ensures the safety of the responders. The Command staff must evaluate the potential economic, social, and environmental impacts of the disaster on its citizens while managing the response to the conditions within the city. Additionally, the Command Staff must consider whether an emergency in a neighboring jurisdiction could impact the City of La Crosse or draw upon resources ordinarily available to the city.

When fully staffed, the Command Staff may include each of the following positions. If staffing is not available for each position, the duties assigned to the unfilled position are the responsibility of the Incident Commander or Unified Command. The Director of Emergency Management or designee is to serve as the EOC Manager. The Command Staff consists of the following:

- Incident Command or Unified Command
- EOC Manager
- Legal Advisor
- Public Information Officer
- Liaison Officer
- Safety Officer

3.1.2 Duties

Incident Commander or Unified Command is responsible for:

- The Incident Commander or Unified Command has overall authority and responsibility.
- Coordinating with the EOC Manager to assign various roles in the Incident Command System (ICS).
- Assess the situation and review the availability of resources to determine the level of EOC activation required.
- Create the initial Incident Action Plan that includes a staffing plan, response objectives, and resource deployment.
- Obtain/request mutual aid resources as necessary.
- Coordinate actions with other cities, Special Districts, State and Federal agencies in overseeing EOC operations during an activation.
- Determining EOC activations and the level of activation.

- Informing the City PIO of the need for emergency public information dissemination.
- Perform as the Liaison Officer function unless the position is specifically filled.

In general, the EOC Manager is responsible for:

- Assess the situation and review the availability of resources to determine the level of EOC activation required according to EOP.
- Assist with creating an initial EOC Action Plan that includes a staffing plan, response objectives, and resource deployment based on EOP guidance.
- Obtain/request mutual aid resources as necessary to assist the IC or Unified Commander.
- Assist EOC activations and the level of activation.
- Provides emergency management policy guidance to Incident Command.
- Supports with contacting EOC staff when they are needed for duty.
- Provide oversight to the entire EOC to ensure they have information and resources to support people with access and functional needs during the response and recovery phases of an emergency.
- Ensure the City follows the guidance outlined in the Americans with Disabilities Act in decision making.

In general, the Legal Advisor is responsible for:

- Review pertinent laws and resolutions regarding the response by the City of La Crosse emergency management organization.
- Prepare Local Emergency Proclamations, as indicated.
- Monitor the Proclamations of Emergency process during an emergency, and ensure that appropriate proclamations are prepared as necessary.
- Revise the City of La Crosse Emergency Services Ordinance, as needed.
- Be familiar with the emergency powers, authorities, and responsibilities of the City Council and Emergency Operations Center (EOC).
- Identify the legal procedures to proclaim a Local Emergency, and be sure the City Council and the Incident Commander or Unified Command follow established protocols.
- Provide legal guidance on emergency response actions and policy decisions during response and recovery.

In general, the Public Information Officer (PIO) is responsible for:

- Consult with the Incident Command or Unified Command to determine what information is to be disseminated.
- Provide the public with emergency information and instructions, as indicated and/or as directed by the Incident Commander or Unified Command.

- Monitor external reports and conditions via broadcasts on commercial TV and radio, and advise the Incident Commander or Unified Command.
- Provide the news media with event information, as required by the situation, and/or as directed by the Incident Commander or Unified Command.

In general, the Liaison Officer is responsible for:

- Make internal and external notifications as indicated by the situation and/or as directed by the Incident Command or Unified Command.
- Compile information and requests from external agencies and advise the Incident Command or Unified Command.
- Confer with the PIO on important notifications and/or any special instructions required.
- Maintain a log of all internal and external contacts made or attempted.
- Meet, greet, and coordinate the involvement of incoming agency representatives.

In general, the Safety Officer is responsible for:

- Ensure safety conditions are met within the EOC.
- Ensure that emergency operations are conducted with the safety of the worker in mind, especially heavy rescue sites, hazardous materials incidents, and terrorist events
- Ensure that field response includes appropriate technical specialists, such as Public Health and Engineers, where appropriate.
- Evaluate available safety equipment for field operations. Advise Operations Section Chief of any special needs.
- Assist the Incident Command or Unified Command and Operations Chief to identify potential risks associated with field operations.
- Consult with inspectors as necessary to determine the safety of buildings for occupancy.
- Ensure that unsafe and searched structures are marked as such.

3.1.3 Staffing

When fully activated, the Command Staff may include the following positions and will be staffed by the following personnel, unless an alternate is assigned.

- The Director of Emergency Management or their designee will serve as the EOC Manager.
- The Incident Commander or Unified Command will be assigned by the Director of Emergency Management based on guidelines in the City of La Crosse EOP.
- The Liaison Officer will be assigned by the Incident Commander or Unified Command

- A City Attorney office representative will serve as the Legal Advisor.
- A Citywide Public Information Officer (PIO) will be assigned by Incident Commander or Unified Command.
- The City Safety/Emergency Management Coordinator or IC designee will serve as the Safety Officer

If personnel resources do not allow for the activation of all positions, the tasks assigned to that function are the responsibility of the person next highest in the organization.

3.1.4 Concept of Operations

To respond to disasters effectively, each person assigned an emergency management position has specific duties to complete before, during, and after a disaster. These tasks are outlined in the position guides. More detailed information about each function in the Emergency Operations Center (EOC) is presented in this document.

Preparedness. Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update resource lists, and participate in drills and exercises. The Director of Emergency Management is responsible for ensuring the Command Staff completes the following:

- Call regular meetings of the Emergency Operations Center (EOC) staff to maintain familiarity with roles and responsibilities and to discuss emergency management issues.
- Review the EOP, applicable department plans, standard operating procedures, and the materials contained in this section. Collect recommended revisions and updates. Request Department Heads to review department emergency plans and standard operating procedures and submit changes to the Office of Emergency Management.
- Review the Emergency Services Ordinance to identify any revisions needed.
- Ensure lines of succession for the City Council and City of La Crosse Mayor are current.
- Participate in exercises and post-exercise critiques scheduled by the designated City of La Crosse.

Initial Response.

Specific actions for each Command Staff position are listed in the checklists that are attached to this section. The Incident Commander or Unified Command is responsible for overseeing and coordinating the Command Staff activities listed below:

- Upon notification, determine if partial or full activation of the EOC is warranted. (See checklist for the distinction between the three activation levels.)
- Initiate and maintain individual activity logs.

- Make internal and external notifications, as indicated.
- Prepare public notifications and emergency instructions, if necessary.
- Create the initial Incident Action Plan.
- Advise if a Local Emergency should be declared by City of La Crosse officials.
- Brief elected officials on the situation.
- Ensure the whole community response perspective is incorporated in EOC decision making.

Extended Operations.

- Evaluate EOC needs, including policy issues.
- Establish response and restoration priorities.
- Communicate with County agencies to coordinate services such as Public Health.
- Ensure the health of responders is considered in decisions affecting the Incident Action Plan.
- Identify the existence of a Site Safety Plan at each site.

Post Emergency.

- Continue responses to media and public inquiries.
- Provide wrap-up news releases until no longer indicated.
- Identify the location of the Local Assistance Center (LAC) and request the Public Information Officer (PIO) to broadcast the information.
- Identify the resources required by the Local Assistance Center (LAC). Assign staff to support the LAC.
- Determine when the EOC can be deactivated.
- Ensure internal and external deactivation notifications.
- Conduct a critique with all EOC staff.
- In conjunction with the Legal Advisor, advise when the Local Emergency proclamation can be terminated.
- Review and approve the After-Action Report.

3.1.5 Organizations and Responsibilities

The NIMS National Incident Management System (NIMS) has been adopted by the City of La Crosse for managing the response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies. (La Crosse Municipal Code Sect. 14-4)

Field Response Level. The City of La Crosse subscribes to and utilizes the Incident Command System (ICS). Unified Command will be established whenever possible; however, generally:

La Crosse Police Department will provide an Incident Commander or Unified Commanders for:

- Crime Scenes
- Civil Disturbances
- Evacuation Operations
- Transportation Accidents (City Streets Only)
- Traffic Control Operations

La Crosse Fire Department will provide an Incident Commander or Unified Commanders for:

- Fire Suppression Operations
- Hazardous Material Incidents
- Urban Search and Rescue Operations
- Heavy Rescue Operations
- Mass Casualty
- Water Search and Rescue Operations

In some instances, State or Federal authority may preempt City authority. In those instances, the City government will act directly under the authority of the duly authorized representative of the State or Federal government.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Government Level- Wisconsin State Statute Chapter 323 requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the Incident Command System (ICS) at the scene of a multi-agency emergency and in the EOC. NIMS is a standard emergency response system and organization that enhances the ability of the OA to work with any city, county, special district, or state agency.

The City of La Crosse is responsible for emergency response within the boundaries of the City and contract areas. Special districts are primarily responsible for the restoration of services that they usually provide. They may also be responsible for the safety of people at their facilities or on their property. They are also responsible for warning of hazards from their facilities or operations. Some special districts may assist other local governments in the emergency response.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Governments must comply with NIMS to be eligible for State and Federal funding of response-related personnel costs. The City of La Crosse will:

- Use NIMS when a local emergency is declared or proclaimed, or the Local Government EOC is activated.
- Establish, coordinate, and communicate with Incident Commander or Unified Commanders through departmental operations centers Department Operations to the EOC, when activated.
- Use existing mutual aid systems for coordinating fire and rescue and law enforcement, public works, and other mutual aid resources.
- Establish coordination and communications between the local jurisdiction EOC when activated, and the operational area organization and any state or local emergency response agency having jurisdiction at an incident within the City's boundaries.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall Local Government level emergency response activities.

Regional Organizational Level- In accordance with Wisconsin State Statute 323.13(2a), La Crosse County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during the response to multi-agency disaster events. Wisconsin Emergency Management is established to coordinate emergency operations and manage resources throughout the county. The EOC also serves as a communication and coordination link between all public agencies in the county and the OA. Following state and local EOPs, the OA submits regular situation reports and requests for support and resources not available within the county to the Regional EOC.

Each city and special district may contact the OA EOC via landline phone, cellular phone, amateur radio, discipline-specific radio frequencies, internet, or web-based system (webEOC).

La Crosse is located in State OES Mutual Aid Division 134 within the West Central Region. State West Central Region provides staff support available from the Wisconsin Emergency Management (WEM) and other state agencies to assist in rendering mutual aid. The primary mission of the WEM organization is to support Operational Area response and recovery operations and to coordinate Mutual Aid Region response and recovery operations.

3.1.6 Policies and Procedures

Policies and procedures associated with the Command Staff Section are described below.

Emergency/Disaster Response. Upon notification of a warning or knowledge of a disaster, Wisconsin State Statute 323.14(3b) mandates that public agency employees have special responsibilities to protect

the public. City of La Crosse staff may be requested to modify shift schedules, return to work, remain at work, or perform different work assignments. Upon reporting to the Emergency Operations Center (EOC), or other designated location, assigned staff will implement the activities listed in the function Checklists.

Who Should Respond? Under the City of La Crosse Emergency Operations Plan, all public agency employees are considered Disaster Service Workers and are eligible to be assigned to perform an emergency role at the time of a disaster. Certain staff have been pre-assigned to perform a specific function in the La Crosse EOC (as a primary or alternate) or at another location and are expected to report to the designated location as outlined in the EOC staffing list contained in the Emergency Operations Plan. Staff assigned to perform an emergency function in the EOC or at another site are expected to report for duty as outlined in the EOC staffing list.

In a rare circumstance, when regular communications are out of service and notification may not be possible with the use of the standard methods (phone, email, and radio), employees report to their regular work site. If the regular worksite is not available, employees are to report to the alternate location identified by the department plan. Staff assigned to operate in the EOC are to report to the City EOC.

Local Emergency Proclamations in Incorporated Cities

Wisconsin State Statute Chapter 323.11:

Declaration by the local government. The governing body of any local unit of government may declare, by ordinance or resolution, an emergency existing within the local unit of government whenever certain conditions arise. These conditions can include a riot or civil commotion, a disaster, or an imminent threat of a disaster; that impairs transportation, food or fuel supplies, medical care, fire, health or police protection, or other critical systems of the local unit of government. The period for the emergency shall be limited by the ordinance or resolution, which in turn is based upon the time during which the emergency conditions exist or are likely to exist.

City of La Crosse Municipal Code Chapter 14-4(b):

Declaration of Emergency. The Emergency Management Director shall act in accordance with the Emergency Operations Plan only after the official declaration of an emergency. The Common Council may declare, by ordinance or resolution, that an emergency exists. If, because of the emergency conditions, the Common Council is unable to meet promptly, then the Mayor, or acting Mayor, shall declare, by proclamation, that an emergency exists. This declaration of emergency shall become effective upon the filing of the declaration in the office of the City Clerk. The Directors shall disseminate the declaration to the public by available news media and through other reasonable means. Such a state of emergency will continue until terminated by law.

Personal Stress Considerations.

Consider additional staffing to allow staff that have suffered losses to tend to personal matters.

Ensure that regular briefings are provided to keep EOC staff informed on the progress of the event.

Consider provisions for employees with special circumstances or responsibilities, which can include:

- Lodging for long-distance commuters:
- If lodging is a premium, encourage staff with room to take in coworkers.
- Childcare services for staff with family responsibilities or who must remain on the job.
- Counseling for those separated from their families for long periods.

At the conclusion of the emergency response phase, arrange for Critical Incident Stress Debriefings for involved personnel.

Command Position Guides

INCIDENT COMMANDER OR UNIFIED COMMAND POSITION GUIDE

Command Staff

Responsibility: Assigned by the Director of Emergency Management or outlined in La Crosse EOP.

EOC Section: Command Staff

Reports to: City of La Crosse Mayor

Function

The individual(s) responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Increased Readiness

Upon notification of a potential emergency or disaster, initiate readiness actions. Review the EOP and appropriate emergency functions.

- Assess the emergency/disaster. Provide information to the EOC Manager.
- Analyze available information and data to determine the scope of the event.
- Determine threat to the following areas: residential areas, people with access and functional needs, hospitals, businesses, schools, parks, etc. Coordinate with various City departments as necessary.
- Determine if there is a possible need for evacuation.
- Assign all activated ICS positions based on EOP or situation dictated.
- If the EOC needs to be activated, begin the activation process.
- Ensure City personnel assigned to emergency management and continuity of operations duties are alerted of the situation, including off-duty personnel to support operations as necessary. Contact City departments and appropriate external partners to determine their availability and capability to assist in the incident.
- Alert and assign a PIO to distribute emergency public information.
- Document preparedness activities, monitor the situation, and maintain increased readiness.

Initial Activation *(for most emergencies)*

In coordination with the EOC Manager, determine the appropriate level of EOC activation, as needed.

Monitoring Level: The Incident Commander or Unified Command will be advised by the EOC manager of the current and projected situation.

Partial Activation: Consider partial activation of the EOC. Coordinate logistics and necessary resources, departments, and outside partners for emergency management and response efforts.

Full Activation: Fully activate the EOC to coordinate and direct all emergency management and response efforts.

- Activate the EOC.
- Develop strategies, tactics, and objectives for the Incident Action Plan (IAP)
- Notify appropriate EOC staff
- Report to the EOC to begin activation and assist EOC personnel with organizing operations.
- Provide access to all EOC equipment and resources with IT/Communications Officer support, if activated.
- If more than two cities or one city (other than La Crosse) and the county have activated EOCs, the county EOC becomes the Operational Area (OA) EOC. Ensure liaison with the OA EOC.
- Activate appropriate EOC sections to meet the needs of the incident.
- Attend briefings from the various section chiefs.
- Ensure all meeting notes are documented; delegate a scribe for administrative support, if necessary, and available.

Initiate and maintain an activity log. Record the following information/requests:

- By date and time, note arrival time, to whom you report, decisions made, positions activated, what directions are given, and actions taken.
- Identify needed EOC representatives from other organizations/outside entities.
- Determine information needs and inform command staff and section chiefs of needs.
- Coordinate and approve the release of emergency public information with the PIO.

Extended Operations

- Maintain an activity log.
- Facilitating EOC operations.
- Facilitating EOC management, as needed.
- Oversee operations for the EOC command staff.
- Respond to requests from EOC staff for inter-organizational contacts.
- Monitor emergency operations to identify current or potential inter-organizational problems.
- Assist with the continued coordination of public information efforts with the City PIO and the Joint Information Center (JIC), if activated.
- Consider the need for the implementation of continuity actions, depending on the expected duration of the incident

Post Emergency

- When appropriate, deactivate emergency staffing patterns.
- Facilitate an incident debriefing session for all EOC participants, including external partner representatives.
- Ensure all findings and recommendations are documented during all sessions. Oversee the development of an After-Action Report and Corrective Action Plan based on results from the incident debriefing sessions.

- Coordinate with the Finance Section to ensure that all expenditures and employee time is documented.
- Submit any documentation related to the incident to the Planning Section.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

EOC MANAGER POSITION GUIDE

Command Staff

Responsibility: Director of Emergency Management or designee.

EOC Section: Command Staff

Reports to: Incident
Commander or Unified
Command

Function

The EOC Manager assists emergency management operations for the EOC and is filled by the Director of Emergency Management or designee. The EOC Manager is responsible for assisting in activating the EOC and providing policy directive support.

Increased Readiness

- Notify City Council and Mayor, and key management personnel of the situation.
- Review the EOP and appropriate emergency functions.
- Assess the emergency/disaster and make decisions regarding any emergency preparedness actions in coordination with the Incident Commander or Unified Command.
- Assist in determining if the EOC needs to be activated. If so, request the Director of Emergency Management to begin the activation process.
- Contact all appropriate EOC staffed positions to prepare to assist with emergency management and EOC operations.
- Obtain status information from the Director of Emergency Management regarding the City's availability and condition of resources.
- Document preparedness activities, monitor the situation, and maintain increased readiness.

Initial Activation *(for most emergencies)*

In consultation with the IC and Director of Emergency Management, determine the appropriate level of EOC activation, as needed.

Monitoring Level: Normal daily operations continue. Alert the Director of Emergency Management and Command Staff, and monitor the situation.

Partial Activation: Consider partial activation of the EOC. Coordinate logistics and necessary resources, departments, and outside partners for emergency management and response efforts.

Full Activation: Fully activate the EOC to coordinate and direct all emergency management and response efforts.

Work with the Director of Emergency Management and Incident Command or Unified Command to activate the EOC.

Once the EOC is activated, assist with a briefing from the section chiefs, including:

- Magnitude and scope of the event
- Areas of the city involved
- Actions taken, work in progress, resources committed, and expected duration of the event
- Other EOCs that are activated
- Resources needed for field units
- Resources needed to support the local population
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time
 - Note arrival time
 - To whom you report
 - Decisions made
 - Positions activated
 - Directions given
 - and actions taken.
- Work with the Planning Section to establish a schedule for regular briefings.
- Assist all aspects of the response and ensure emergency needs are being addressed:

Extended Operations

- Maintain an activity log.
- Facilitate EOC management, as needed.
- Monitor emergency operations to identify current or potential inter-organizational problems.
- Continue to conduct regular briefings with management section members and section chiefs.
- Review Incident Action Plans for distribution by the Planning Section.

Post Emergency

- Determine if/when the EOC can be deactivated and initiate deactivation procedures when indicated.
- Ensure all sections have completed detailed cost estimates of damages and personnel-related emergency response expenses and have submitted all information to the Finance Section. Submit any documentation related to the incident to the Planning Section.
- With the Director of Emergency Management, facilitate an incident debriefing session for all EOC participants, including external partner representatives.
- Ensure all findings and recommendations are documented during all sessions.
- Ensure the revision and update of plans and procedures to reflect lessons learned from the emergency.

LIAISON OFFICER POSITION GUIDE

Command Staff

Responsibility: Assigned by the Incident Commander or Unified Command.

EOC Section: Command Staff

Reports to: Incident
Commander or Unified
Commander

Function

The Liaison Officer is responsible for facilitating the integration of private and public local, State, and Federal resources into the incident organization. The Liaison Officer is to be a point of contact for representatives from assisting and cooperating agencies. The Liaison Officer will be the successor to the Incident Command Post if the Incident Commander is not able to continue their functions due to circumstances.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions. Review the EOP and appropriate emergency functions.
- Advise support staff assigned of the potential need to respond.
- Document preparedness actions, monitor the situation, and maintain readiness. Begin the development of personnel safety awareness and protection information for City emergency management response personnel.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the Incident Commander or Unified Command.
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Command Post, directions given, and actions taken.
- Monitor emergency operations to identify current and developing operational staff IAP considerations.
- Determine the need to request additional Agencies to report to the EOC.
- Participate in established informational briefings; provide reports on updated safety information.
- Monitor Operations Section and Planning Section Situation Status Board to identify current or potential problems.
- Coordinate with the Logistics Section to obtain any necessary equipment and/or resources.
- Forward all pertinent reports to the Incident Commander or Unified Command.
- Coordinate with county response agencies, such as Public Health, EMS, Coroner, etc.

- Negotiate issues of conflict between responding agencies.

Extended Operations

- Maintain an activity log.
- Continue to monitor the situation and identify any developing considerations.
- Participate in regular EOC Briefings.
- Consult with Incident Commander or Unified Command.

Post Emergency

- Upon notification, deactivate the Liaison Officer position when requested by the Incident Commander or Unified Command.
- Submit a log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenses and employee time has been documented for reimbursement.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

SAFETY OFFICER POSITION GUIDE

Command Staff

Responsibility: City Safety/ Emergency Management Coordinator or IC designee

EOC Section: Command Staff

Reports to: Incident Commander or Unified Commander

Function

The Safety Officer is responsible for assessing hazardous or unsafe situations and developing measures to ensure the safety of personnel related to the emergency situation. The Safety Officer has the authority to stop and/or prevent unsafe acts and practices.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions. Review the EOP and appropriate emergency functions.
- Advise support staff assigned of the potential need to respond.
- Document preparedness actions, monitor the situation, and maintain readiness. Begin the development of personnel safety awareness and protection information for City emergency management response personnel.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the Incident Commander or Unified Command.
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Safety Officer, directions given, and actions taken.
- Monitor emergency operations to identify current and developing operational staff safety considerations.
- Determine the need to request additional safety personnel to report to the EOC.
- Develop staff safety awareness and protection information to be provided to the City and supporting entity personnel.
- Participate in established informational briefings; provide reports on updated safety information.
- Monitor Operations Section and Planning Section Situation Status Board to identify current or potential safety problems.
- Coordinate with the Logistics Section to obtain any necessary equipment and/or resources to address safety considerations.
- Identify hazardous or potentially hazardous situations, and advise the Incident Commander or Unified Command of corrective actions to be implemented without delay.
- Work through regular lines of authority to stop any unsafe practices.

- Provide a safety message for inclusion in the Incident Action Plan.
- Investigate accidents and assist with the completion of all necessary compensation paperwork.
- Forward all safety-related reports to the Incident Commander or Unified Command.

Extended Operations

- Maintain an activity log.
- Continue to monitor the situation and identify any developing safety considerations.
- Identify hazardous or potentially hazardous situations and advise the Operations Section Chief of corrective actions to be implemented without delay.
- Participate in regular EOC Briefings.
- Consult with Operations Section Chief to ensure filed sites are safe.
- Work through regular lines of authority to stop any unsafe practices.
- Provide a safety message for inclusion in the Incident Action Plan.
- Investigate accidents and assist with the completion of all necessary compensation paperwork.
- Forward all safety-related reports to the Incident Commander or Unified Command.

Post Emergency

- Upon notification, deactivate the Safety Officer position when requested by the Incident Commander or Unified Command.
- Submit a log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenses and employee time has been documented for reimbursement.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

LEGAL OFFICER POSITION GUIDE

Command Staff

Primary Responsibility: City Attorney

EOC Section: Command Staff

Reports to: Incident Commander or Unified Command

Function

The Legal Officer provides input to the Incident Commander or Unified Commander and other EOC staff regarding applicable regulations and authorities pertaining to the decision making and actions taken in the EOC.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions. Review the EOP and appropriate emergency functions.
- Advise support staff of the potential need to respond.
- Document preparedness actions, monitor the situation, and maintain readiness. Review the City of La Crosse ordinances and state and federal laws and regulations applicable to emergencies and disasters.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the EOC Manager and/or Incident Commander or Unified Command.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the PIO, directions given, and actions taken.
- Identify conditions that may involve potential liability.
- Advise the Incident Commander or Unified Command of proclamations to be adopted and/or resolutions to be submitted to the City Council.
- Ensure all required legal documents are available in the EOC.
- Participate in regularly scheduled EOC briefings. Provide applicable legal and liability information associated with emergency management and response operations.
- Provide status information to the Planning Section to be included in the Incident Action Plan, if appropriate.
- Evaluate and determine the need for additional legal support from external partners or local jurisdictions.
- In the event of a multi-jurisdiction incident, serve as the liaison person between the City and other jurisdictional legal representatives.

Extended Operations

- Maintain an activity log.
- Participate in regular EOC briefings. Provide updated legal information as appropriate.
- Monitor response status and advise the Incident Commander or Unified Command and/or City of La Crosse Mayor of legal considerations.
- Confer with the City of La Crosse Mayor regarding the need to proclaim a local emergency. Provide all necessary legal documents for a formal declaration.
- Prepare emergency proclamation for signature, if indicated.
- Identify areas of legal responsibility and/or potential liabilities and advise the City of La Crosse Mayor and/or City Council, as appropriate.
- Prepare required proclamations/resolutions.
- Review claims and advise the City of La Crosse Mayor and the Incident Commander or Unified Command of actions to be taken.
- Continue to work with local jurisdictions, as appropriate.
- Consult and collaborate with section chiefs as indicated.
- Obtain any needed records or reference materials from Planning and Finance Sections.
- Provide legal justification for mitigation measures, if necessary.

Post Emergency

- Upon notification, deactivate the Legal Officer position when requested by the Incident Commander or Unified Command. Advise the City of La Crosse Mayor of the required resolution to terminate the Local Emergency proclamation.
- Advise City Council and City of La Crosse Mayor on reconstruction policies.
- Participate in post-emergency debriefing and critique sessions.
- Submit the activity log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenditures and employee time is documented for reimbursement.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

PUBLIC INFORMATION OFFICER POSITION GUIDE

Command Staff

Responsibility: Designee by Incident Commander or Unified Command.

EOC Section: Command Staff

Reports to: Incident Commander or Unified Commander

Function

The Public Information Officer (PIO) is responsible for developing accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The PIO will typically be the point of contact for the media and other government agencies desiring information about the incident. The PIO coordinates with Incident Commander or Unified Command.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Advise support staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain readiness.
- Evaluate the need to contact external media personnel for assistance.
- Begin development of emergency preparedness information to be distributed to the public.
- Obtain approval from the Incident Commander or Unified Command for any emergency public information dissemination.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and receive a briefing from the Incident Commander or Unified Command.
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the PIO, directions given, and actions taken.
- Log requests from the media and information needed/required to respond. Identify available internal and external communications capabilities.
- Determine PIO support needs and assign additional available staff to perform PIO functions as necessary, including media liaison, rumor control, information verification, etc.
- Ensure that translators are available for multi-lingual media. Obtain translation services to review, update, and publish public information materials as needed.
- Consult with the Incident Commander or Unified Commander regarding any immediate emergency information or prepare the guidelines for the nature of the information to be released and personnel authorized to give interviews.

- If determined necessary by the scope of the incident, begin the activation of the Joint Information Center.
- Serve as EOC liaison to the media, working with all types of representatives (TV, radio, social media, etc.).
- Identify public information priorities, particularly those that involve saving lives, reducing injuries, and protecting property.
- Include critical information for emergency response actions for the public in all media releases.
- Brief all media on all aspects of the emergency, including response actions, planned and underway.
- Establish a regular media briefing schedule.
- Use a written fact sheet whenever possible.
- Clear ALL information before releasing it with the Incident Commander or Unified Command.
- Document media questions and present them to the Incident Commander or Unified Command for a response.
- Immediately correct any misinformation presented by the media.
- Activate a phone bank in the EOC (and in the JIC, if activated) or other location, and ask the media to publish the number if there are large numbers of inquiries from the public anticipated.
- Direct the public to radio, TV, websites, and press to receive most information.
- Arrange for interviews with key personnel if this does not interfere with response operations and personnel wish to speak.
- Confer with the Safety Officer to identify areas where the media may safely view the emergency. Communicate with City employees via the e-mail system whenever possible to ensure documentation of all information.
- Submit copies of all press releases and other written records to the Planning Section. Provide periodic status reports to the Incident Commander or Unified Command, including information requests and response activities.
- Provide information to the Planning Section to include in the Incident Action Plan.

Extended Operations

- Maintain an activity log.
- Continue proactive media contacts.
- Participate in regular briefings. Keep other PIOs and agencies informed and updated on all materials.
- Ensure that translators are available for multi-lingual media. Obtain translation services to review, update and publish public information materials as needed.
- Provide information to the Planning Section to include in the Incident Action Plan.
- Prepare an informational packet prior to any media briefings.
- Distribute updated information regarding emergency and recovery operations.
- Evaluate if establishing a hotline for City employees to obtain information related to City operations is needed. Keep the general public informed of emergency management operations and progress. Ensure that all agencies involved in doing outreach and individual assistance are identified and provide the same accurate information.

- Request all media to publish the availability of information on the local cable-access channel. Develop press releases regarding issues relevant to cleanup and recovery on such topics as (this may be an on-going project – one year or more):
 - Cautions of hazardous materials when involved with property cleanup and debris removal
 - Locations for assistance
 - Reconstruction
 - Insurance
 - Permitting
 - Utilities replacement
 - Other issues as they present themselves

Post Emergency

- Upon notification, deactivate the PIO position requested by the Incident Commander or Unified Command. Participate in post-emergency debriefing and critique sessions.
- Submit the activity log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenditures and employee time is documented for reimbursement.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

3.2 OPERATIONS SECTION

3.2.1 Purpose

The Operations Section supports all tactical emergency response assets, regardless of agency affiliation or type of asset. The Operations Section orchestrates strategic support to all emergency response operations. The Operations Section implements the Emergency Operations Center (EOC) Action Plan and facilitates the direction of and makes changes based on the needs of the emergency. The Operations Section staff must evaluate the potential economic, social, and environmental impacts of the disaster on its citizens while managing the response to the conditions within the city. Additionally, the Operations Section staff must consider whether an emergency in a neighboring jurisdiction could impact the City of La Crosse or draw upon resources ordinarily available to the city.

When fully staffed, the City’s Operations Section may include each of the following branches and Groups.

Only positions that are required by the emergency are activated. If personnel are not available for the required position, the duties assigned to the unstaffed function are the responsibility of the Branch Director. If the Branch Director has not been activated, the Operations Section Chief, who is a member of the EOC General Staff and reports to the Incident Commander or Unified Commander.

The demands placed upon the Operations Section Chief to manage multiple agencies in response to an emergency require skills at managing crisis conditions. The demands of the emergency may dictate who is selected as the Operations Section Chief. At the time of the event, the Incident Commander or Unified Command will determine who will act as the Operations Section Chief.

When fully activated, the Operations Section may include the following positions and will be staffed by the following

<i>Position</i>	<i>Primary Agency</i>
<i>Operations Section Chief</i>	As assigned by IC
<i>City Administration Branch</i>	As assigned by Ops Section Chief
<i>City Clerk Group</i>	City Clerk representative
<i>Human Resources Group</i>	Human Resources representative
<i>Legal Group</i>	Legal representative
<i>Community Support Group</i>	Planning Representative

<i>Facilities Branch</i>	Facilities representative
<i>Airport Group</i>	Airport representative
<i>Building and Grounds Group</i>	Building and Grounds representative
<i>La Crosse Center</i>	La Crosse Ctr. representative
<i>Library Group</i>	Library representative
<i>Fire Branch</i>	Fire representative
<i>Fire Operations Group</i>	Fire representative
<i>EMS Operations</i>	Fire representative
<i>Community Risk Management Group</i>	Community Risk Management representative
<i>Building Inspection Group</i>	Building Inspections representative
<i>Fire Inspector and Fire Investigator</i>	Fire Inspector/ Investigator representative
<i>IT/ Communication Branch Director</i>	IT Communication Branch representative
<i>Programmer Technician</i>	IT representative
<i>Network Security</i>	IT representative
<i>Computer Technician</i>	IT representative
<i>Law Branch</i>	Law representative
<i>Law Enforcement Operations Group</i>	Law Enforcement representative
<i>Courts Group</i>	Courts representative

<i>Public Works Branch</i>	Public Works representative
<i>Engineering Group</i>	Engineering representative
<i>Municipal Service Center</i>	Municipal Service representative
<i>Streets Group</i>	Streets representative
<i>City Utilities Group</i>	Water Utilities representative
<i>Municipal Transit (MTU) Branch</i>	Municipal Transit MTU representative

3.2.4 Concept of Operations

To respond to disasters effectively, each person assigned an emergency management position has specific duties to complete before, during, and after a disaster. These tasks are outlined in the following position guides. More detailed information about each function in the Emergency Operations Center (EOC) is presented in this and other sections to the EOP.

Preparedness. Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update procedures and resource lists, and participate in training drills and exercises. The duties of the assigned Operations Section Chief include:

- Participate in regular meetings of the EOC staff to maintain familiarity with the role and responsibilities of the assigned EOC function and to discuss emergency management issues.
- Review the EOP, applicable department plans, standard operating procedures, and the materials contained in this section. Submit recommended revisions and updates to this section to the City of La Crosse Director of Emergency Management
- Develop any additional information to be incorporated into the assigned section and submit to the Director of Emergency Management.
- Participate in training, exercises, and post-exercise critiques conducted by the designated Director of Emergency Management.

Initial Response. The Operations Section staff are responsible for:

- Report to the EOC and obtain a briefing. The Operations Section Chief provides or receives the briefing from the Incident Commander or Unified Command. Operations Section personnel receive the briefing from the Operations Section Chief.
- Determine which Operations Section positions should be activated and notify assigned staff, as indicated.

- Initiate gathering of situational information from field resources.
- Initiate and maintain individual activity logs.
- Implement activities outlined in the checklists.

Extended Operations.

- The Operations Section Chief coordinates activities of staff within the assigned Section and with other Section Chiefs, as indicated, and reports unresolved conflicts to the Incident Commander or Unified Command.
- The Section Chief participates in the Incident Action Planning meetings, EOC briefings and conducts periodic Section Briefings.
- Each Operations Section member participates in regular EOC Section briefings and provides input into the Incident Action Plan.
- Each Operations Section member tracks all activities and decisions in an individual activity log.
- Each Operations Section member coordinates appropriate actions with like discipline representatives in the Operational Area EOC as needed.
- Each Operations Section member ensures the health of responders is considered in decisions affecting the Incident Action Plan.

Post Emergency.

- Upon deactivation of the EOC, each Operations Section member makes notifications as indicated.
- Each Operations Section member provides the Logistics Section Procurement Staff with a list of any expendable supplies to be replenished.
- Each Operations Section member ensures that non-expendable supplies/equipment are serviced and returned to their proper locations.
- Each Operations Section member participates in EOC debriefing and critique sessions.

3.2.5 Organizations and Responsibilities

Field Response Level. The City of La Crosse subscribes to and utilizes the Incident Command System (ICS). Unified Command will be established whenever possible; however, generally:

La Crosse Police Department will provide an Incident Commander for:

- Crime Scenes
- Civil Disturbances
- Evacuation Operations
- Transportation Accidents (City Streets Only)
- Traffic Control Operations
- Pandemic

La Crosse Fire Department will provide an Incident Commander for:

- Fire Suppression Operations
- Emergency Medical Operations

- Mass Casualty Operations
- Hazardous Material Incidents
- Urban Search and Rescue Operations
- Water Rescue Operations
- USAR Operations
- Radiological Incidents
- Pandemic

La Crosse Engineering Department will provide an Incident Commander for:

- Flood Fighting Operations
- Water Contamination
- Water Shortage
- Infrastructure Damage

La Crosse Information Technology Department will provide an Incident Commander for:

- Cyber Attack
- City Communication Network Outage

In some instances, State or Federal authority may preempt City authority. In those instances, the City government will act directly under the authority of the duly authorized representative of the State or Federal government.

Local Government Level. Wisconsin State Statute Chapter 323 requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the Incident Command System (ICS) at the scene of a multi-agency emergency and in the EOC. NIMS is a standard emergency response system and organization that enhances the ability of the OA to work with any city, county, special district, or state agency.

The City of La Crosse is responsible for emergency response within the boundaries of the City and contract areas. Special districts are primarily responsible for the restoration of services that they normally provide. They may also be responsible for the safety of people at their facilities or on their property. This includes warning of hazards from their facilities or operations. Some special districts may assist other local governments in the emergency response.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Governments must comply with NIMS to be eligible for State and Federal funding of response-related personnel costs. The City of La Crosse will:

- Use NIMS when a local emergency is declared or proclaimed, or the Local Government EOC is activated.

- Establish, coordinate, and communicate with Incident Commander or Unified Command through departmental operations to the EOC, when activated.
- Use existing mutual aid systems for coordinating fire and rescue and law enforcement, public works, and other mutual aid resources.
- Establish coordination and communications between the local jurisdiction EOC when activated, and the operational area organization and any state or local emergency response agency having jurisdiction at an incident within the City's boundaries.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall Local Government level emergency response activities.

Regional Organizational Level- In accordance with Wisconsin State Statute 323.13(2a), La Crosse County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during a response to multi-agency disaster events. Wisconsin Emergency Management is established to coordinate emergency operations and manage resources throughout the county. The EOC also serves as a communication and coordination link between all public agencies in the county and the OA. In accordance with state and local EOPs, the OA submits regular situation reports and requests for support and resources not available within the county to the Regional EOC.

Each city and special district may contact the OA EOC via landline phone, cellular phone, amateur radio, discipline-specific radio frequencies, internet, or web-based system (WebEOC).

La Crosse is located in State OES Mutual Aid Division 134 within the West Central Region. State West Central Region provides staff support available from WEM and other State agencies to assist in rendering mutual aid. The primary mission of the WEM organization is to support Operational Area response and recovery operations and to coordinate Mutual Aid Region response and recovery operations.

3.2.6 Policies and Procedures

Policies and procedures associated with the Operations Section are described below. A checklist contains a list of activities to be performed by the Operations Section Chief and outlines the duties of the various Operations Section branches, groups, or units.

Emergency/Disaster Response. Upon notification of a warning or knowledge of a disaster, Wisconsin State Statute 323.14(3b) mandates that public agency employees have special responsibilities to protect the public. City of La Crosse staff may be requested to modify shift schedules, return to work, remain at work, or perform different work assignments. Upon reporting to the Emergency Operations Center (EOC), or other designated location, assigned staff will implement the activities listed in the function Checklists.

Who Should Respond? In accordance with the City of La Crosse Emergency Operations Plan, all public agency employees are considered Disaster Service Workers and are eligible to be assigned to perform an emergency role at the time of a disaster. Certain staff have been pre-assigned to perform a specific function in the La Crosse EOC (as a primary or alternate) or at another location and are expected to report to the designated location as outlined in the EOC staffing list contained in the Emergency

Operations Plan. Staff assigned to perform an emergency function in the EOC or at another site are expected to report for duty as outlined in the EOC staffing list.

In the rare circumstance when regular communications are out of service and notification may not be possible with the use of the standard methods (phone, email, and radio), employees should report to their regular work site. If the regular worksite is not available, employees are to report to the alternate location identified by the department plan. Staff assigned to operate in the EOC are to report to the City EOC.

Access Control Activities. In general, the City of La Crosse Police Department is responsible for ensuring access control for disaster scenes.

Purpose

During and following an evacuation, perimeter access controls will be necessary to eliminate reentry into the hazard area by unauthorized persons.

Objectives

- Provide a controlled area from which evacuations will take place and prevent entry by unauthorized persons.
- Protect lives by controlling entry into extreme hazard areas, thus reducing public exposure to the current or pending hazards.
- Maintain law and order in the hazard area, as well as the normal area of responsibility.

Situation. An area may need to be evacuated for a period of a few hours to several days or weeks, depending on the hazard and its severity. In order to limit access to the hazard area, various personnel and devices will be required, such as the following:

- Personnel to direct traffic and staff control points.
- Place signs to control or restrict traffic
- Use two-way radios to communicate with personnel inside and out of the secured area.
- Place markers on adjacent highways, indicating closure of the area.
- Initiate patrols inside and outside the secured area.
- Institute an established pass system for entry into and exit from the secured area.

Access Control Policies and Procedures

- Criteria for allowing entry into closed areas will be established for each incident. Two basic options are available:
 - No Access - Prohibits the public from entering a closed area. Authorized personnel (i.e., local, state, and federal emergency personnel) will be allowed entry to perform emergency work as necessary. A media representative will be granted access on a controlled basis.
 - Limited Access - Allow persons into a closed area according to criteria established by the Incident Commander or Unified Command.

- Entry criteria should define the persons who will be allowed entry and whether motor vehicles are allowed. Persons allowed entry might include:
 - Residents with valid identification
 - Owners, managers, and employees of businesses located in a closed area

- All persons allowed access would be required to:
 - Sign a waiver of liability

Operations Position Guides

OPERATIONS SECTION CHIEF

General Staff

Responsibility: As assigned by Incident Commander or Unified Command

EOC Section: Operations

Reports to: Incident Commander or Unified Command

Function

The Operations Section is staffed by a variety of City departments. The Operations Section Chief is responsible for the coordination and management of all operations directed towards the reduction of immediate hazards, the establishment of control over the situation, and the restoration of regular activities and conditions under the direction of the Incident Commander or Unified Commander.

Increased Readiness

Upon notification of a potential emergency or disaster, initiate readiness actions.

- Review the EOP and appropriate emergency functions.
- Advise pre-assigned Operations Section staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel and specialized teams.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

Report to the EOC (or another designated reporting location) and provide or obtain briefing with the Incident Commander or Unified Command. Provide any initial incident information to the Planning Section Chief, if activated.

Initiate and maintain an activity log. Record the following information/requests:

- By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Operations Section, directions given, and actions taken.

Determine the extent to which section functions should be activated based on the situation and activate the necessary branches, groups, or units within the Operations Section. (Fulfill all responsibilities of your section until branches and units are staffed.)

- Fire Branch
- Law Branch
- Public Works Branch
- City Administration Branch

- Municipal Transit (MTU) Branch
- Facilities Branch
- Information Technology Branch

Gather information related to resource deployment, response and employee conditions, and logistical support needs from the Operations Section staff for input into the Incident Action Plan. Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee section operations in implementing the Incident Action Plan.

Establish communications with Department Operations and field response personnel, in coordination with the activated Operations Section branches, to ensure coordination of operations between the field (Incident Command Post, if activated) and the EOC.

Assign specific duties to staff and supervise operations.

- Review and control operations based on Planning Section information such as resource availability, situation status, weather, communications capability, and environmental impact.

Extended Operations

- Maintain an activity log.
- Participate in regular EOC briefings.
- Collect status report information from the Operations Section staff; provide this information to the Planning Section to include in the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Request additional personnel and/or equipment resources, as necessary.
- Supervise the activities of personnel assigned to the Operations Section.
- Implement needed changes to activities to meet the needs of the event.
- On a routine basis, report information about activities, events, and occurrences to the Incident Command or Unified Command.
- Evaluate the progress of operations by obtaining the latest situation report, and receive and evaluate status reports from field response personnel.
- Evaluate resources and determine which resources may be released for re-assignment, and make recommendations for release to the Incident Commander or Unified Command.
- Brief oncoming Operations Section Chief on activities during your shift and issues/needs for the next operational period.

Post Emergency

Upon EOC deactivation, direct Operations Section staff as necessary on actions to take.

Ensure the section has completed all necessary documentation related to the Operations Section actions.

CITY ADMINISTRATION BRANCH DIRECTOR

Operations Section Staff

Responsibility: Operations Section Chief designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

The City Administration Branch Director is responsible for managing essential City Government administration Groups. The City Administration Branch Director oversees financial, legislative, legal, and or personnel matters that arise. If required, obtain City Administration Branch Director will support emergency operations and coordinate the City Administration groups. The Branch Director is responsible for the following positions in the Incident Command System for the COL:

- City Clerk Group
- Legal Group
- Human Resources Group
- Community Support Group

The City Administration Branch Director will assume the responsibilities of any and all the City Administration Branch positions if not filled.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned City Administration Branch staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Operations Section Chief.
- Initiate and maintain an activity log. Record the following information/requests:
- By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the City Administration Branch, directions given, and actions taken.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.

- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Maintain information in the branch regarding:
 - Legal Group
 - Human Resources Group
 - City Clerk Group
 - Community Support Group
- In coordination with the Operations Section, provide support for disaster response and recovery operations
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Account for personnel, equipment, supplies, and materials provided to each City Administration. Ensure that operational capabilities are maintained at facilities.
- Ensure that basic sanitation and health needs at mass care facilities (toilets, showers, etc.) are met.

Post Emergency

- Upon notification, deactivate the Facilities Branch when requested by the Operations Section Chief.
- Ensure all documentation related to Facilities Branch operations is completed and submitted to the Operation Section Chief.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

CITY CLERK GROUP SUPERVISOR

City Administration Branch Staff

Responsibility: City Clerk or City Administration Branch Director designee

EOC Section: Operations

Reports to: City Administration Branch

Function

The City Clerk Group Supervisor performs normal day to day operations of the City Clerk Department for the City Government to continue to function properly. The City Clerk and staff serve the public by providing legal notice and support of public meetings, preservation of and open access to public records, issuing municipal licenses, administering municipal elections, and maintaining the City Seal and Municipal Code.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions. Review the EOP and appropriate emergency functions.
- Advise support staff of the potential need to respond.
- Document preparedness actions, monitor the situation, and maintain readiness. Review the City of La Crosse ordinances and state and federal laws and regulations applicable to emergencies and disasters.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the City Administration Branch Director.
- Initiate and maintain an activity log. Record the following information/requests:
- By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the office of City Clerk, directions given, and actions taken.
- Provide status information to the City Administration Branch Director to be included in the Incident Action Plan, if appropriate.
- Evaluate and determine the need for additional personnel to support the City Clerk's Office.
- Begin notification procedures.
- Participate in EOC briefings and provide current situation status information to Administration Branch Director.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.

- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment as indicated.
- Provide administrative support for governmental body meeting notices.
- Continue to work with local jurisdictions, as appropriate.
- Obtain any needed records or reference materials from Planning and Finance Sections.
- Ensure the statutory duties of the City Clerk are fulfilled.

Post Emergency

- Upon notification, deactivate the City Clerk Group when requested by City Administrator Group Supervisor.
- Participate in post-emergency debriefing and critique sessions.
- Submit the activity log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenditures and employee time is documented for reimbursement.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

HUMAN RESOURCES GROUP SUPERVISOR

City Administration Branch Staff

Responsibility: Human Resources Director or City Administration Branch Designee

EOC Section: Operations

Reports to: City Administration Branch Director

Function

The Human Resources Group is responsible for obtaining, coordinating, and allocating all personnel support requests received, except for personnel obtained through mutual aid systems. The Human Resources Group will manage EOC personnel issues and requests. The department strives to achieve this standard through oversight of fair and equitable employment policies, recruitment and subsequent retention of persons with outstanding talent and abilities, promotion of a culture that provides a stimulating and challenging work environment, and emphasis towards an organization that values a unique and diverse mix of individuals.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Advise pre-assigned Human Resources staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.
- Coordinate all personnel support requests received at or within the EOC, including any category of personnel support requested from the EOC.
- Identify sources and maintain an inventory of personnel support and volunteer resources. Request personnel resources from those agencies as needed.
- Ensure that all Disaster Service Workers and volunteers are registered and integrated into the emergency response system.
- Assign personnel within the EOC as needs are identified.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the City Administrator Branch Director.
- Initiate and maintain an activity log. Record the following information/requests: by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Human Resources Group, directions given, and actions taken.
- Determine the need for additional personnel to support Personnel Branch operations. Begin notification procedures.

- Receive and process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, the location where needed, and the person to report to upon arrival. Secure an estimated time of arrival for relay back to the requesting agency.
- Develop a system for tracking personnel processed by the branch. Maintain signed in/out logs. Control must be established for the accountability of staff used in the response effort.
- Ensure training of assigned response staff to perform emergency functions. Coordinate with the Safety Officer to ensure that training for personnel includes safety and hazard awareness and following OSHA requirements.
- Obtain crisis counseling for emergency workers.
- Assist and support employees and their families who are also disaster victims.
- Develop a plan for communicating with those agencies having personnel resources capable of meeting special needs.
- Coordinate with the La Crosse Operational Area for additional personnel needs.
- Participate in EOC briefings and provide current personnel information to the City Administration Branch Director

Extended Operations

- Maintain an activity log.
- Participate in regular Branch briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Receive and process requests for personnel, as indicated.
- Continue to coordinate with activated EOC sections to determine personnel needs.
- Evaluate personnel usage and utilize rotation schedules to give EOC staff sufficient rest.
- Work with the Finance Section to ensure that all employee time is accounted for and documented during emergency operations. Coordinate with external partners to acquire additional staff as necessary. Participate in EOC briefings and provide current personnel information to the Planning Section Chief.
- Maintain information regarding:
 - Personnel processed
 - Personnel allocated and assigned by agency/location
 - Personnel on standby
 - Special personnel requests by category not filled

Post Emergency

- Upon notification, deactivate the Human Resources Group Supervisor when requested by the City Administration Branch Director.
- Ensure all documentation related to Personnel operations is completed and submitted to the City Administration Branch Director.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

LEGAL GROUP SUPERVISOR

City Administration Branch Staff

Responsibility: City Attorney or designee

EOC Section: Operations

Reports to: City Administration Branch Director

Function

The Legal Group Supervisor performs normal day to day operations of the Legal Department for the City Government to continue to function properly. The Legal Group Supervisor ensures the staff of the Legal department is kept up to date on the evolving incident and advises the City Administration Branch Director of any devolving issues. The Legal Group Supervisor position may be filled by the same person that is Legal counsel for the Command Staff.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions
- Review the EOP and appropriate emergency functions.
- Advise support staff of the potential need to respond.
- Document preparedness actions, monitor the situation, and maintain readiness.
- Review the City of La Crosse ordinances and state and federal laws and regulations applicable to emergencies and disasters.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the City Administration Branch Director.
- Initiate and maintain an activity log. Record the following information/requests
- Identify conditions that may involve potential liability.
- Ensure all required legal documents are available in the EOC.
- Provide status information to the City Administration Branch Director to be included in the Incident Action Plan, if appropriate.
- Evaluate and determine the need for additional legal support from external partners or local jurisdictions.
- In the event of a multi-jurisdiction incident, serve as the liaison person between the City and other jurisdictional legal representatives.

Extended Operations

- Maintain an activity log.
- Identify areas of legal responsibility and/or potential liabilities and advise the City of La Crosse Mayor and/or City Council, as appropriate.
- Review claims and advises the City of La Crosse Mayor and City Administration Branch Director.
- Continue to work with local jurisdictions, as appropriate.
- Obtain any needed records or reference materials from Planning and Finance Sections.
- Provide legal justification for mitigation measures, if necessary.

Post Emergency

- Upon notification, deactivate the Legal Group Supervisor when requested by City Administrator Group Supervisor.
- Advise the City Council and City of La Crosse Mayor on reconstruction policies.
- Participate in post-emergency debriefing and critique sessions.
- Submit the activity log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expenditures and employee time is documented for reimbursement.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

COMMUNITY SUPPORT BRANCH DIRECTOR

Operations Section Staff

Responsibility: Director of Planning and Development or Designee

EOC Section: Operations

Reports to: Operations Section Chief

Function:

The Community Support Branch helps to revitalize the City's neighborhoods, address income inequality in the city, and improve the quality of the city's housing, and implements the adopted plans of the City for housing, transportation, economic development, historic preservation, land use, and environmental programs. The Community Development, Housing, and Assessors staff also manages several federal programs, including the Housing Rehabilitation Program, the Replacement Housing Program, and the Commercial Rehabilitation Program.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Operations Section Chief.
- Initiate and maintain an activity log. Record the information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Community Support Group, directions given, and actions taken.
- Determine the need for additional personnel to support Community Support Group operations. Begin notification procedures. Complete and maintain updated status information, and as requested, and submit them to the City Administration Branch Director.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.

- Coordinate with Finance Section on any claims or fiscal matters relating to facilities' operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Maintain information in the branch regarding:
 - Facilities opened and operating
 - Facility managers
 - Specific operations and capabilities as the requirement for emergency-use facilities are identified, coordinate the acquisition of required space to include any use permit, agreement, or restriction negotiations required.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility
- Ensure that operational capabilities are maintained at facilities.

Post Emergency

- Upon notification, deactivate the Community Support Group when requested by the City Administration Director
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

FACILITIES BRANCH DIRECTOR

Operations Section Staff

Responsibility: Park, Recreation, Forestry, and Grounds designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

The Facilities branch is responsible for managing public facilities to conduct essential government services. If required, obtain facilities to support emergency operations, and establish staging areas for resources, as necessary. The Facilities Branch Director is responsible for overseeing the following groups in the Incident Command System:

- o Building and Grounds Group
- o La Crosse Regional Airport
- o Library Group
- o La Crosse Center Group

The Facilities Branch Director will assume the responsibilities of any and all the Facility Group positions if not filled.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned Facilities Branch staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Operations Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Facilities Branch, directions given, and actions taken.
- Determine the need for additional personnel to support Facilities Branch operations. Begin notification procedures.
- Complete and maintain updated status information, and as requested, and submit them to the Operations Section Chief.

- Participate in EOC briefings and provide current situation status information to the Operations Section Chief.
- Coordinate and oversee the management of and support to the EOC and other essential facilities and sites used during disaster operations.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.
- Coordinate with Finance Section on any claims or fiscal matters relating to facilities' operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Ensure a regular sanitation schedule for the City EOC, which includes the following responsibilities:
 - Restroom cleaning
 - Foodservice areas
 - Garbage collection
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Identify the types of facilities and 24-hour resources required by the response to the emergency.
- Arrange for facilities to support emergency operations.
- Determine requirements for each facility type.
- Coordinate leases with Facilities staff.
- Prepare layouts of emergency facilities.
- Notify EOC staff of facility availability and layout.
- Activate emergency facilities.
- Assign Facility Managers and support staff as necessary.
- Ensure assigned staff are oriented to life safety systems in alternate facilities.
- Maintain information in the branch regarding:
 - Facilities opened and operating
 - Facility managers
 - Supplies and equipment at the various locations
 - Specific operations and capabilities of each location
- As the requirement for emergency-use facilities is identified, coordinate the acquisition of required space to include any use permit, agreement, or restriction negotiations required.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch.
- Coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.

- Account for personnel, equipment, supplies, and materials provided to each facility.
- Ensure that operational capabilities are maintained at facilities.
- Ensure that basic sanitation and health needs at mass care facilities (toilets, showers, etc.) are met.

Post Emergency

- Upon notification, deactivate the Facilities Branch when requested by the Operations Section Chief.
- Ensure all documentation related to Facilities Branch operations is completed and submitted to the Operation Section Chief.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

AIRPORT GROUP SUPERVISOR

Facilities Branch Staff

Responsibility: La Crosse Regional Airport Director

EOC Section: Operations

Reports to: Facilities Branch Director

Function

The Airport Group Supervisor maintains and operates a Class I Commercial Service Airport in accordance with 14 CFR Part 139. The position manages the day-to-day operations of the airport through interactions with staff and the public. La Crosse Regional Airport (LSE) is Western Wisconsin's largest airport and plays a critical role in fostering business growth and economic development in the region. Owned by the City of La Crosse, the airport is a self-sufficient utility serving approximately 200,000 passengers annually, hosting 74 based aircraft, and providing for approximately 20,000 annual aircraft operations. LSE is comprised of roughly 1,300 acres and has three runways. Two major airlines (American Airlines and Delta Air Lines) provide direct service to Chicago, Minneapolis, and Detroit.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned Airport Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Coordinate with regulatory agencies for anticipated needs and alterations to normal activity.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Facilities Branch Director
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Facilities Branch, directions given, and actions taken.
- Determine the need for additional personnel to support the Airport Group operations. Begin notification procedures.
- Complete and maintain updated status information as requested, and submit them to the Facilities Branch Director.

- Participate in EOC briefings and provide current situation status information to the Facilities Branch Director.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Ensure a regular sanitation schedule for the La Crosse Regional Airport.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Identify the types of facilities and 24-hour resources required by the response to the emergency.
- As the requirement for emergency-use facilities is identified, coordinate the acquisition of required space to include any use permit, agreement, or restriction negotiations required.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility.
- Ensure that operational capabilities are maintained at facilities.
- Ensure that basic sanitation and health needs at mass care facilities (toilets, showers, etc.) are met.

Post Emergency

- Upon notification, deactivate the Airport Group Supervisor when requested by the Facilities Branch Director.
- Ensure all documentation related to the Airport Group operations is completed and submitted to the Facilities Branch Director.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Coordinate a return to normal operations with regulatory entities.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

BUILDING AND GROUNDS GROUP SUPERVISOR

Facilities Branch Staff

Responsibility: As assigned by Facilities Branch Director

EOC Section: Operations

Reports to: Facilities Branch Director

Function

The Building and Grounds Group Supervisor is responsible for managing public facilities to conduct essential government services. If required, obtain facilities to support emergency operations, and establish staging areas for resources, as necessary.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned Building and Grounds Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Facilities Branch Director
- Initiate and maintain an activity log. Record the following information/requests: By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Facilities Branch, directions given, and actions taken.
- Determine the need for additional personnel to support the Building and Grounds Group operations.
- Begin notification procedures.
- Complete and maintain updated status information, and as requested, and submit them to the Facilities Branch Director.
- Participate in EOC briefings and provide current situation status information to the Facilities Branch Director.
- Coordinate and oversee the management of and support to the EOC and other essential facilities and sites used during disaster operations.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Ensure a regular sanitation schedule for all Restrooms, Break Areas, and Garbage Collection.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Maintain information in the branch regarding:
 - Facilities opened and operating
 - Facility managers
 - Supplies and equipment at the various locations
 - Specific operations and capabilities of each location
- As the requirement for emergency-use facilities is identified, coordinate the acquisition of required space to include any use permit, agreement, or restriction negotiations required.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility

Post Emergency

- Upon notification, deactivate the Building and Grounds Group Supervisor when requested by the Facilities Branch Director.
- Ensure all documentation related to the Building and Grounds Group operations is completed and submitted to the Facilities Branch Director.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

LA CROSSE CENTER GROUP SUPERVISOR

Facilities Branch Staff

Responsibility: La Crosse Center Director

EOC Section: Operations

Reports to: Facilities Branch Director

Function

The La Crosse Center Group Supervisor position manages the day-to-day operations of the La Crosse Center through interactions with staff and the public.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned La Crosse Center Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Facilities Branch Director
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Facilities Branch, directions given, and actions taken.
- Determine the need for additional personnel to support the La Crosse Center Group operations.
- Begin notification procedures.
- Complete and maintain updated status information, and as requested, and submit them to the Facilities Branch Director.
- Participate in EOC briefings and provide current situation status information to the Facilities Branch Director.
- Coordinate and oversee the management of and support to the EOC and other essential facilities and sites used during disaster operations.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.

- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Ensure a regular sanitation schedule for the La Crosse Center.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility.
- Ensure that operational capabilities are maintained at facilities.
- Ensure that basic sanitation and health needs at mass care facilities (toilets, showers, etc.) are met.

Post Emergency

- Upon notification, deactivate the La Crosse Center Group Supervisor when requested by the Facilities Branch Director.
- Ensure all documentation related to the La Crosse Center Group operations is completed and submitted to the Facilities Branch Director.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

LIBRARY GROUP SUPERVISOR

Facilities Branch Staff

Responsibility: La Crosse Library Director

EOC Section: Operations

Reports to: Facilities Branch Director

Function

The La Crosse Public Library Group Supervisor position is responsible for day-to-day library operations and communication, as well as maintaining or working toward the restoration of services and programs through emergency conditions. Additionally, this position remains ready to support the needs of the Facilities Branch and Operations Section as requested.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned Library Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation

- Report to EOC (or other designated reporting location) and obtain a briefing from the Facilities Branch Director
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Facilities Branch, directions given, and actions taken.
- Determine the need for additional personnel to support the Library Group operations.
- Begin notification procedures.
- Complete and maintain updated status information, and as requested, and submit them to the Facilities Branch Director.
- Participate in EOC briefings and provide current situation status information to the Facilities Branch Director.
- Coordinate and oversee the management of and support to the EOC and other essential facilities and sites used during disaster operations.
- Coordinate with other EOC branches/units for support required for facilities.
- Support activities for restoration of disrupted services and utilities to facilities.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Ensure a regular sanitation schedule for the Library.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the Information Technology Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility.
- Ensure that operational capabilities are maintained at facilities.
- Ensure that basic sanitation and health needs at mass care facilities (toilets, showers, etc.) are met.

Post Emergency

- Upon notification, deactivate the Library Group Supervisor when requested by the Facilities Branch Director.
- Ensure all documentation related to the Library Group operations is completed and submitted to the Facilities Branch Director.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

FIRE BRANCH DIRECTOR

Operations Section Staff

Responsibility: Fire Chief or designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

The Fire Branch is responsible for firefighting, all-hazard rescue, and Community Risk Management. All operations within the Fire Branch will be conducted with the primary objective of protecting life, property, and the environment.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Inform pre-assigned Fire Branch staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Operations Section Chief.
- Initiate and maintain an activity log.
- By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Fire Branch, directions given, and actions taken.
- Based on the situation, activate additional support units within the Fire Branch to fulfill all responsibilities of your branch until units are staffed.
- Provide initial response information to the Operations Section Chief for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Fire Branch.
- Coordinate all response operations with the La Crosse County Public Safety Communications. Provide oversight to emergency medical services (EMS) response operations.
- If appropriate, coordinate all-hazard response operations with local jurisdictions.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee coordination with the Fire Branch and La Crosse County Public Safety Communications.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Based on the conditions, activate the appropriate Fire Department plans, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from local jurisdictions.
- Conduct a windshield survey of the response area and report the damage to the Damage Assessment Unit. Support additional damage assessments as able.
- Coordinate debris clearance with the Public Works Branch of access routes to support fire and rescue activities.
- Release local jurisdiction mutual aid resources as need diminishes.
- Oversee the need for specialized response units.
- Consider with the Peer Support Team the need for Critical Incident Stress Debriefing.

Post Emergency

- Upon EOC deactivation, deactivate the Fire Branch when requested by the Operations Section Chief.
- Ensure all Fire Branch documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

FIRE DEPARTMENT OPERATIONS GROUP SUPERVISOR

Fire Department Branch Staff

Responsibility: Assistant Fire Chief of Operations Division or designee

EOC Section: Operations

Reports to: Fire Branch Director

Function

The Fire Department Operations Group Supervisor is responsible for day-to-day fire response, all-hazard rescue, training, and professional standards. All operations within the Fire Branch will be conducted with the primary objective of protecting life, property, and the environment.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions. Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Notify Mutual Aid resources of the potential need for response support. Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation (*for most emergencies*)

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Fire Branch Director.
- Initiate and maintain an activity log.
- By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Fire Branch, directions given, and actions taken.
- Based on the situation, activate additional resources within the Fire Department Operations Group to fulfill all responsibilities of your group until units are staffed.
- Provide initial response information to the Fire Branch for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Fire Department Operations Group.
- Coordinate all response operations with the La Crosse County Emergency Dispatch Provide oversight to emergency medical services (EMS) response operations.
- If appropriate, coordinate all-hazard response operations with mutual aid resources.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee coordination with the Fire and La Crosse County Emergency Dispatch.
- Coordinate the implementation of actions identified in the Incident Action Plan.

- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Based on the conditions, activate the appropriate Fire Department plans, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from mutual aid resources.
- Conduct a windshield survey of the response area
- Coordinate resource needs with other Branch Directors.
- Release mutual aid resources as need diminishes.
- Oversee the need for specialized resources.
- Consider with the Peer Support Team the need for Critical Incident Stress Debriefing.

Post Emergency

- Upon EOC deactivation, deactivate the Fire Department Operations Group when requested by the Operations Section Chief.
- Ensure all Fire Department Operations Group documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

EMS UNIT LEADER

Fire Department Operations Group Staff

Responsibility: Emergency Medical Services Coordinator or designee

EOC Section: Operations Section

Reports to: Fire Department Operations Group Supervisor

Function

The EMS Operations Group Supervisor is responsible for day-to-day Emergency Medical Services, training, and professional standards. Emergency Medical Services, more commonly known as EMS, is a system that provides emergency medical care. Once it is activated by an incident that causes serious illness or injury, the focus of EMS is on the emergency medical care of the patient(s).

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions. Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Notify mutual aid resources of the potential need for response support.
- Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs. Recommend repositioning of equipment to the Fire Branch Director.

Initial Activation (*for most emergencies*)

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Fire Branch Director.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the EMS Operations Group, directions given, and actions taken.
- Based on the situation, activate additional support units within the EMS Operations Group to fulfill all responsibilities of your group until units are staffed.
- Provide initial response information to the Fire Branch for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the EMS Operations Group.
- Coordinate all response operations with the La Crosse County Emergency Dispatch Center.
- Provide oversight to emergency medical services (EMS) response operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.

- Oversee coordination with the Fire and La Crosse County Emergency Dispatch Center.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Based on the conditions, revise protocols, and activate the appropriate EMS protocols, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from local jurisdictions.
- Oversee the need for specialized response units.
- Consider with the Peer Support Team the need for Critical Incident Stress Debriefing.

Post Emergency

- Upon EOC deactivation, deactivate the EMS Operations Group when requested by the Fire Branch Director.
- Ensure all EMS Operations Group documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

COMMUNITY RISK MANAGEMENT GROUP SUPERVISOR

Fire Department Branch Staff

Responsibility: Assistant Fire Chief of Community Risk Management Division or designee

EOC Section: Operations

Reports to: Fire Branch Director

Function

The Community Risk Management Group also collaboratively works with other groups, divisions, and agencies to analyze and assess risks within the community to prevent or mitigate the risks deemed to have the highest association to loss of life, adverse health, safety, and economic impacts. Under the general supervision of the Fire Chief, this position is a senior-level manager that is responsible for planning, directing, managing, and overseeing fire investigations, building inspections, building and property code enforcement, public education, city occupational safety management, emergency management, and the community risk reduction programs of the Fire Department. The position has broad supervisory responsibility across the organization and works collaboratively to ensure the Department is providing exceptional customer service.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Notify local jurisdictions of the potential need for response support. Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Preposition equipment in strategic locations to meet expected needs.

Initial Activation (*for most emergencies*)

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Fire Branch Director.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Community Risk Management Group, directions given, and actions taken.
- Based on the situation, activate additional support units within the Community Risk Management Group to fulfill all responsibilities of your group until units are staffed.
- Provide initial response information to the Fire Branch for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Community Risk Management Group.
- Provide oversight to emergency response.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee coordination with the Community Risk Management Group Communications.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Based on the conditions, activate the appropriate Community Risk Management Group protocols, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from local jurisdictions.
- Release local jurisdiction mutual aid resources as need diminishes.
- Oversee the need for specialized response units.
- Consider with the Peer Support Team the need for Critical Incident Stress Debriefing.

Post Emergency

- Upon EOC deactivation, deactivate the Community Risk Management Group when requested by the Fire Branch Director.
- Ensure all Community Risk Management Group documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

BUILDING INSPECTION UNIT LEADER

Community Risk Management Group Staff

Responsibility: Chief Building Inspector or designee

EOC Section: Operations

Reports to: CRM Group Supervisor

Function

The Building Inspection Group provides a full range of services, including plan review; permit-issuing; construction and property maintenance inspection field operations; full electrical, erosion control, HVAC, and plumbing inspection operations; abandoned and junk vehicles, garbage, outside storage, and tall grass/weeds on private property, vacant property registration and inspections; chronic nuisance properties; tavern and rooming house inspections; Sign permits and inspections; gas licenses; and assignment of property addresses.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions. Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Notify local jurisdictions of the potential need for response support.
- Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Preposition equipment in strategic locations to meet expected needs.

Initial Activation (*for most emergencies*)

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Fire Branch Director.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Building Inspector Group Supervisor, directions given, and actions taken.
- Based on the situation, activate additional support units within the Building Inspector Group to fulfill all responsibilities of your group until units are staffed.
- Provide initial response information to the Fire Branch for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Building Inspector Group.
- Provide oversight to emergency response.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.

- Oversee coordination with the Community Risk Management Group Communications.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Based on the conditions, activate the appropriate Community Risk Management Group protocols, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from local jurisdictions.
- Release local jurisdiction mutual aid resources as need diminishes.
- Oversee the need for specialized response units.

Post Emergency

- Upon EOC deactivation, deactivate the Building Inspector Group when requested by the Fire Branch Director.
- Ensure all Building Inspector Group documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency

FIRE INSPECTION AND FIRE INVESTIGATION UNIT LEADER

Community Risk Management Group Staff

Responsibility: Captain of Fire Inspection or designee

EOC Section: Operations

Reports to: CRM Group Supervisor

Function

The position is responsible for assisting with and/or leading the investigation of fires and explosions to determine origin and cause. Other duties and responsibilities of this position include, but are not limited to, fire prevention inspections, underground and aboveground storage tank inspections, building pre-planning, public education programs, and Community Risk Management activities and duties as assigned by the Assistant Fire Chief.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions. Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Notify local jurisdictions of the potential need for response support.
- Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Preposition equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain or provide briefing from the Community Risk Management Group Supervisor.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, directions given, and actions taken.
- Provide initial response information to the Community Risk Management Supervisor for inclusion into the Incident Action Plan.
- Provide oversight to emergency response.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee coordination with the Community Risk Management Group Communications.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.

- Based on the conditions, activate the appropriate Community Risk Management Group protocols, if not already activated.
- Test communications and determine additional needs. Ensure interoperability with any responding support from local jurisdictions.
- Release local jurisdiction mutual aid resources as need diminishes.
- Oversee the need for specialized response units.

Post Emergency

- Upon EOC deactivation, deactivate the Fire Inspection and Investigation Unit when requested by the Community Risk Management Group Supervisor.
- Ensure all documentation of operations has been completed and submitted to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation has been completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

INFORMATION TECHNOLOGY BRANCH DIRECTOR

Operations Section Staff

Responsibility: Director of Information Technology or designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

The Information Technology (IT) and Communications Branch are responsible for managing all IT related operations, issues, and concerns that occur in the EOC during emergency operations. Much of the information distribution and sharing occurs on technical programs and may require the assistance of the IT/Communications Branch to manage. The branch will also provide support in general technology requests such as computer issues, log in activations, passwords, file access, etc. The IT/Communication Branch Director will assume any of the functions of the IT/Communication Branch that is not filled.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Operations Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the IT/Communications Branch, directions given, and actions taken.
- Determine the need for additional personnel to support IT/Communications Branch operations. Begin notification procedures.
- Assist with the activation of the EOC, ensuring that all EOC members can log in and access their work stations.
- Work with the Logistics Section Chief to determine IT and Communications priorities based on the current needs of the EOC.
- Provide IT and Communications resources and supplies to the EOC as requested.
- Ensure the operability of and/or connectivity to all technical systems such as the City servers, the EOC server, City EOC email, and other network access. Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required, and ensure that technical personnel is available for communications equipment maintenance and repair.
- Ensure all EOC telephone systems are operational.

- Ensure that a communications link is established with the Operational Area EOC.
- Ensure that there is a linkage between the EOC and the established Communications Center (e.g., law and fire). Ensure adequate communications operators are available for 24-hour coverage.
- Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Coordinate the use of radio caches to support the EOC and other disaster operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues with IT and Communications that require prompt attention.
- Review, verify, and process requests from other sections for resources.
- Continue to provide IT and communications support to all EOC operations.

Post Emergency

- Upon notification, deactivate the IT/Communications Branch as appropriate.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

PROGRAMMER GROUP SUPERVISOR

Information Technology Branch Staff

Responsibility: Senior Programmer of Information Technology or designee

EOC Section: Operations

Reports to: Information Technology Branch Staff

Function

Define, develop, test, analyze, and maintain new software applications in support of the EOC.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the IT/Communications Branch Director.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the IT/Communications Branch, directions given, and actions taken.
- Determine the need for additional personnel to support IT/Communications Branch operations. Begin notification procedures.
- Assist with the activation of the EOC, ensuring that all City programs are operational

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues with IT and Communications that require prompt attention.
- Review, verify, and process requests from other sections for resources.
- Continue to provide IT and communications support to all EOC operations.

Post Emergency

- Upon notification, deactivate the IT/Communications Branch as appropriate.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

NETWORK SECURITY GROUP SUPERVISOR

Information Technology Branch Staff

Responsibility: Assistant Director of Information Technology or designee

EOC Section: Operations

Reports to: Information Technology Branch director

Function

Responsible for connecting EOC to network resources and security of the data. Will troubleshoot network and server problems. Ensures policies and being followed.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the IT/Communication Branch Director.
- Initiate and maintain an activity log
- Assist with the activation of the EOC, ensuring that all EOC members can log in and access their work stations.
- Work with the Logistics Section Chief to determine IT and communications priorities based on the current needs of the EOC.
- Provide IT and Communications resources and supplies to the EOC as requested.
- Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required. And ensure that technical personnel is available for communications equipment maintenance and repair.
- Ensure all EOC telephone systems are operational.
- Ensure that a communications link is established with the Operational Area EOC.
- Ensure that there is a linkage between the EOC and the established Communications Center (e.g., law and fire). Ensure adequate communications operators are available for 24-hour coverage.
- Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.

- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Coordinate the use of radio caches to support the EOC and other disaster operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues with IT and Communications that require prompt attention.
- Review, verify, and process requests from other sections for resources.
- Continue to provide IT and communications support to all EOC operations.

Post Emergency

- Upon notification, deactivate the IT/Communications Branch as appropriate.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

COMPUTER TECHNICIAN GROUP SUPERVISOR

Information Technology Branch Staff

Responsibility: Computer Technician or designee

EOC Section: Operations

Reports to: Information Technology Branch Director

Function

Deploy and maintain computers within and out of the City Network, including hardware and software set-up and testing, installing end-user applications, and assisting the end-user with problem resolution.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the IT/ Communications Branch Director.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated.
- Determine the need for additional personnel to support IT/Communications Branch operations. Begin notification procedures.
- Assist with the activation of the EOC, ensuring that all EOC members can log in and access their work stations.
- Work with the Logistics Section Chief to determine IT and communications priorities based on the current needs of the EOC.
- Provide IT and Communications resources and supplies to the EOC as requested.
- Ensure the operability of and/or connectivity to all technical systems such as the City servers, City EOC email, and other network access.
- Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required. And ensure that technical personnel is available for communications equipment maintenance and repair.
- Ensure all EOC telephone systems are operational.
- Ensure that a communications link is established with the Operational Area EOC.
- Ensure that there is a linkage between the EOC and the established Communications Center (e.g., law and fire). Ensure adequate communications operators are available for 24-hour coverage.

- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Coordinate the use of radio caches to support the EOC and other disaster operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues with IT and Communications that require prompt attention.
- Review, verify, and process requests from other sections for resources.
- Continue to provide IT and communications support to all EOC operations.

Post Emergency

- Upon notification, deactivate the IT/Communications Branch as appropriate.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

LAW BRANCH DIRECTOR

Operations Section Staff

Responsibility: Chief of Police or designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

The Law Branch is responsible for overseeing and managing all law enforcement and public protection operations that result from an incident or emergency impacting the City. Law Branch operations may also include supporting a variety of emergency management and response operations, such as transportation, evacuation, search and rescue, damage assessment, and other functions as determined appropriate. All Law Branch operations will be taken with the primary objective of protecting life, property, and the environment.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.
- Notify all potential Police Department personnel of possible EOC activation.
- Notify local jurisdictions of the potential need for response support.
- Preposition equipment in strategic locations to meet expected needs.
- Coordinate Emergency Public Information.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain or provide a briefing from the Operations Section Chief.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Law Branch, directions given, and actions taken.
- Based on the situation, activate the necessary units within the Law Branch. Fulfill all responsibilities of your branch until units are staffed.
- Provide initial response information to the Operations Section Chief for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Law Branch
- Coordinate all response operations with La Crosse Public Safety Communications.
- If appropriate, coordinate law response operations with local jurisdictions.

Extended Operations

- Maintain an activity log.
- Participate in regular Section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Oversee coordination of operations with the respective law enforcement department operations and field personnel, as appropriate.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Oversee the management of traffic control operations in affected areas of the city and coordinate evacuation of the population in the affected area.
- Consider with the Department Chaplain and or Peer Support Team the need for Critical Incident Stress Debriefing. As available, provide assistance for damage assessments.

Post Emergency

- Upon EOC deactivation, deactivate the Law Branch when requested by the Operations Section Chief.
- Ensure all Law Branch documentation is completed and submitted to the Planning Section. Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

LAW ENFORCEMENT OPERATIONS GROUP SUPERVISOR

Law Branch Staff

Responsibility: Police Assistant Chief or designee

EOC Section: Operations

Reports to: Law Branch Director

Function

The Law Enforcement Operations Group Supervisor is responsible for overseeing and managing all day-to-day law enforcement and public protection operations impacting the city under the Director of the Law Branch. Law Enforcement Operations Group may also include supporting a variety of emergency management and response operations, such as transportation, evacuation, search and rescue, damage assessment, and other functions as determined appropriate. Law Enforcement Operations Group will be taken with the primary objective of protecting life, property, and the environment.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions.
- Review the EOP and any appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Notify all potential Police Department personnel of possible EOC activation.
- Notify local jurisdictions of the potential need for response support.
- Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Preposition equipment in strategic locations to meet expected needs.
- Coordinate Emergency Public Information.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain or provide a briefing from the Law Branch Director.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Law Enforcement Operations Group, directions given, and actions taken.
- Based on the situation, activate the necessary units within the Law Enforcement Operations Group.
- Provide initial response information to the Law Branch Director for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Law Enforcement Operations Group.
- Coordinate all response operations with La Crosse Public Safety Communications.
- If appropriate, coordinate law response operations with local jurisdictions.

Extended Operations

- Maintain an activity log.
- Participate in regular Section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Oversee coordination of operations with the respective law enforcement department operations and field personnel, as appropriate.
- Coordinate the implementation of actions identified in the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Oversee the management of traffic control operations in affected areas of the city.
- Consider with the Department Chaplain and or Peer Support Team the need for Critical Incident Stress Debriefing. As available, aid with damage assessments.

Post Emergency

- Upon EOC deactivation, deactivate the Law Enforcement Operations Group when requested by the Operations Section Chief.
- Ensure all Law Enforcement Operations Group documentation is completed and submitted to the Planning Section. Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

COURTS GROUP SUPERVISOR

Law Branch Staff

Responsibility: Municipal Judge or succession designee

EOC Section: Operations

Reports to: Law Branch Director

Function

The Municipal Court group is headed by the Municipal Judge and staffed by the Municipal Court Clerk and Judicial Assistants. They ensure that traffic and ordinance citations issued by the City of La Crosse Police Department are processed for court. Court staff also monitors payments on citations, issues warrants, and suspends driving privileges of delinquent payers.

Increased Readiness

- Upon notification of a potential emergency or disaster, implement readiness actions.
- Review the EOP and any appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Notify all potential Municipal Court group personnel of possible EOC activation.
- Notify local jurisdictions of the potential need for response support.
- Assess the availability and condition of resources and determine the availability of personnel, equipment, and specialized equipment.
- Preposition equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain or provide a briefing from the Law Branch Director.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Municipal Court Group, directions given, and actions taken.
- Based on the situation, activate the necessary units within the Municipal Court group.
- Provide initial response information to the Law Branch Director for inclusion into the Incident Action Plan.
- Manage overall coordination and supervision of the Municipal Court group.

Extended Operations

- Maintain an activity log.
- Participate in regular Section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Oversee coordination of operations with the respective law enforcement department operations and field personnel, as appropriate.
- Coordinate the implementation of actions identified in the Incident Action Plan.

- Monitor response activities and identify any potential issues that require prompt attention. Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.

Post Emergency

- Upon EOC deactivation, deactivate the Municipal Court Group when requested by the Operations Section Chief.
- Ensure all Municipal Court Group documentation is completed and submitted to the Planning Section. Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

PUBLIC WORKS BRANCH DIRECTOR

Operations Section Staff

Responsibility: Director of Engineering & Public Works or Designee

EOC Section: Operations Section

Reports to: Operations Section Chief

Function

The Public Works Branch is responsible for determining the impact to and status of the City's infrastructure following an incident in the City. The branch will survey for safety problems, such as damage, fires, landslides, dam breaks, etc., inspect roadways, overpasses, bridges, flood control channels for damage. The Public Works Branch will also oversee all operations of the Streets, Utilities, Municipal Service Center, and Engineering Group.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Advise pre-assigned Construction and Engineering Branch staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel and specialized teams.
- Test Engineering Group communications equipment and address any equipment issues with the appropriate support department.
- Collect information on the availability and condition of resources for branch operations to assess the needs of personnel, resources, and specialized equipment.
- Oversee pre-positioning of equipment in strategic locations to meet expected needs.
- Monitor roadways, flood control channels, flumes, dams, bridges, traffic signals and lighting, and utilities infrastructure.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Section Chief.
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Construction and Engineering Branch, directions given, and actions taken.
 - Activate any necessary support units within the Public Works Branch, based on the conditions. (Fulfill all responsibilities of the branch until additional units are staffed.):
 - Engineering Group
 - City of La Crosse EOC
 - Streets Group

- Utilities Group
 - Municipal Service Center
 - Traffic & Lighting Group
- Determine the need for additional resources, personnel, equipment, etc.
 - Communicate all logistical needs to the Logistics Section.
 - Document all logistical requests.
 - Coordinate with city Department Operations to manage field response operations.
 - Evaluate field response information and determine response priorities based on impact to the city's infrastructure.
 - Determine the need for assistance from external partners or local jurisdictions.
 - Collect and provide initial city infrastructure information to the Operations Section Chief to include in the Incident Action Plan.
 - Create and implement the objectives of the Incident Action Plan for the branch.
 - Oversee the coordination and supervision of the Construction and Engineering Branch.

Extended Operations

- Maintain an activity log.
- Participate in regular Section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention. Oversee coordination of branch operations with appropriate Department Operations.
- Coordinate response operations with other sections and branches as appropriate.
- Monitor response activities and identify any potential issues that require prompt attention. Allocate personnel and equipment in accordance with established priorities to survey for safety problems, such as damage, fires, landslides, dam breaks, etc., inspect roadways, signals, and lighting, utility infrastructure, overpasses, bridges, flood control channels for damage.
- Determine the damage to key facilities and corporation yards:
 - Advise evacuation and condemnation of hazardous structures.
 - Establish alternate locations if necessary.
- Coordinate emergency response operations with external partners, as necessary. Monitor functionality of lifelines such as gas, electricity, and water to key facilities.
- Coordinate with utilities to identify a schedule for restoration of lifelines to residents and businesses.
- If appropriate, activate the Street Group to initiate debris clearance.
 - Establish contact with the solid waste handler for large debris bins for neighborhood debris removal.
 - Ensure personnel has adequate protective clothing for operations in hazardous areas.
 - Clear debris from waterways to alleviate or prevent flooding.

- Coordinate with policy-level decision-makers to determine appropriate energy conservation measures.
- Determine any increased need for energy supplies as a result of increased demand on construction and engineering services and resource providers, and report findings to the Operations Section.
Implement conservation steps in equipment use, emergency operations, and personnel transportation. Coordinate with utilities on repair efforts.
- Coordinate with Xcel energy to shut off utilities to affected areas.
- Communicate with utilities regarding secured evacuated areas.
- Be prepared to provide equipment and assistance in rescue operations.
- Organize heavy equipment crews to assist in the rescue of trapped persons.
- Communicate with Law Enforcement about the potential for evacuation.
- Assist with field response operations such as traffic control, establishing evacuation routes, management of hazardous areas, etc.
- Obtain and allocate personnel and material required to support emergency operations.
- Allocate personnel and equipment in accordance with established priorities.
- Release mutual aid resources as need diminishes.
- Coordinate with the local, Operational Area, state, and federal entities as appropriate.

Post Emergency

- Upon notification, deactivate the Construction and Engineering Branch as requested by the Operations Section Chief.
- Ensure the section has completed all appropriate construction and engineering operations documentation, and submit it to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

ENGINEERING GROUP SUPERVISOR

Public Works Staff

Responsibility: Deputy Director of Engineering & Public Works or Public Works Branch Director Designee

EOC Section: Operations Section

Reports to: Public Works Branch Director

Function

The Engineering Group is responsible for conducting and coordinating the damage assessment of public properties within the City. The Engineering Group will collect and disseminate information regarding damage and disaster assessment for emergency management and decision-making purposes. The Engineering Group Supervisor will coordinate issues and manage resources related to flood protection.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Advise pre-assigned Damage Assessment Unit staff of the potential need to respond. Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Notify external partners of the potential need to respond.
- Position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- When requested, report to the EOC (or other designated reporting location) and obtain a briefing from the Public Works Branch Director.
- Initiate and maintain an activity log. Record the following information/requests:
 - By date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Engineering Group, directions given, and actions taken.
- Determine the need for additional personnel to support Engineering Group operations. Begin notification procedures.
- Contact external partners to determine their ability to provide assistance and support to damage assessment operations.
- Determine the need for additional resources, personnel, equipment, etc.
 - Communicate all logistical needs to the Logistics Section.
 - Document all logistical requests.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee unit operations in implementing the Incident Action Plan.
- Coordinate with respective City Department Operations.
 - Work with departments to coordinate their respective damage assessment operations.
 - Provide guidance to the reporting process for all Department Operations to the EOC.

- Ensure departments are aware of the information needed in the EOC to make operational decisions.
- Provide logistical and resource support in order for departments to complete their respective assessments.
 - Serve as a central point of contact for all Department Operations representatives regarding damage assessment operations.
- Serve as a point of contact to coordinate damage assessment support from the Fire Department or Police Department for windshield assessments.
- Coordinate field operations with the Streets Group to remove debris in order to complete damage assessment operations.
- Coordinate and communicate with the Public Works Director to determine the needs of additional damage assessment operations in alignment with objectives identified in the Incident Action Plan.
- Work with the Care and Shelter Branch to ensure that any identified shelter locations have been assessed for damage and determined safe for use.
- Gather, organize, and document all information collected from the respective Department Operations to report to the Public Works Director.
- Coordinate with field personnel, including external partner representatives, to elevate the status of the City levee and flood conditions, as well as potential impact.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings.
- Provide information to the Public Works Branch Director to include in the EOC Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Manage coordination efforts with other EOC sections and branches.
- Request additional personnel and/or equipment resources, as necessary.
- Supervise the activities of personnel assigned to the Engineering Group.
- On a routine basis, report information about activities, events, and occurrences to the Public Works Branch Director.
- Determine needs and request resources through routine channels or the Public Works Branch Director.
- Maintain communications with field response and damage assessment personnel.
- Evaluate resources and determine which resources may be released for re-assignment, and make a recommendation for release to the Public Works Branch Director.
- Evaluate the current damage assessment operations and determine the need to implement a more in-depth assessment process following the initial impact of the incident. Evaluate the need for additional assessments, such as:
 - Safety assessments (0-24 hours post-event)
 - Detailed damage assessments (24 hours – 1-week post-event)
 - Engineering assessments (1 week – 2 months post-event) Continue to maintain coordination and communication efforts with the City Department Operations.
 - Oversee current coordination efforts and determine the need for additional or specialized personnel to perform more detailed damage assessments. Ensure that damage assessments

- are completed for any additional shelter locations. Coordinate and provide information to the Recovery Unit to determine recovery priorities based on damage assessment findings.
- On a routine basis, report information about activities, events, and occurrences to the Public Works Branch Director.
 - Evaluate current City water levels.
 - Evaluate current conditions of levees and potential of damage, breach, or overflow.
 - Determine possible impacts related to the current incident situation.
 - Assess the possibility of contaminated water sources due to flooding.
 - Work with the Damage Assessment Unit to determine initial damage due to flooding in the City.

Post Emergency

- Upon notification, deactivate the Engineering Group when requested by the Public Works Branch Director.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Planning Section. Coordinate with the Finance Section to ensure that all expenditures and employee time is documented.
- Participate in post-emergency debriefing and critique sessions.
 - Revise and update emergency plans and procedures to reflect lessons learned from the emergency

MUNICIPAL SERVICE CENTER GROUP SUPERVISOR

Public Works Branch Staff

Responsibility: Municipal Service Center Director or designee

EOC Section: Operations Section

Reports to: Incident Commander or Unified Command

***Left Intentionally Blank- Awaiting Approval from
Public Works***

STREETS GROUP SUPERVISOR

Public Works Branch Staff

Responsibility: Superintendent of Streets or designee

EOC Section: Operations

Reports to: Public Works Branch Director

Function

The Street Group Supervisor is responsible for the coordination, collection, and removal of debris following an incident impacting the city. This includes the temporary removal of debris for access of first responder vehicles and equipment and the general removal of debris for additional processing, sorting, identification of hazardous materials, and appropriate disposal.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Advise pre-assigned Street Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Communicate with external partners on the potential need to respond.
- Position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- When requested, report to the EOC and obtain a briefing from the Public Works Branch Director.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Public Works Branch Director, directions given, and actions taken.
- Determine the need for additional personnel to support Street Group operations.
- Begin notification procedures.
- Contact external partners to determine their ability to aid and support debris management operations.
- Determine the need for additional resources, personnel, equipment, etc.
- Communicate all logistical needs to the Logistics Section.
- Document all logistical requests.
- Coordinate all operations within the identified objectives of the Public Works Branch Director of the EOC, as documented in the Incident Action Plan.
- Coordinate with Public Works Department Operations and field representatives to determine the need for any type of debris removal operations.
- Evaluate the need for immediate, temporary removal for access of emergency vehicles. Provide personnel to assist in field evaluations.
- Identify and document the type of debris to be removed.
- Contact necessary external partners (e.g., hazardous materials companies) to assist in the debris removal and management process.

- Communicate and coordinate with the activated Public Works Branch and others that can perform their own debris management operations, such as the Fire Department.
- Gather, organize, and document all information collected from the respective Department Operations to report to the Public Works Branch Director.
- Regularly provide updated debris management information to the Public Works Branch Director for inclusion into the Incident Action Plan.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings.
- Provide information to the Public Works Branch Director to include in the EOC Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Request additional personnel and/or equipment resources, as necessary.
- Supervise the activities of personnel assigned to the Streets Group.
- On a routine basis, report information about activities, events, and occurrences to the Public Works Branch Director.
- Determine needs and request resources through normal channels or the Public Works Branch Director.
- Maintain communications with field response and debris management personnel.
- Evaluate resources and determine which resources may be released for re-assignment, and make recommendations for release to the Public Works Branch Director.
- Evaluate the current need for additional debris management support from external partners.
- Contact outside entities for the procurement of additional equipment and resources such as debris bins, solid waste handlers, etc.
- Determine the status of City infrastructure, and determine possible locations for debris sorting, processing, loading, and transporting. Continue to maintain coordination and communication efforts with the City Department Operations.
- If necessary, coordinate debris management operations with the county, operational area, state, and federal levels.
- Coordinate with the Finance Section to document all expenses related to debris management operations to meet reimbursement requirements.
- Work with the PIO to provide debris removal information to the public, including what services the City can provide to the community regarding disaster debris. (Note: The City is not responsible for debris removal from private properties.)
- Work with the Recovery Planning Unit to evaluate and determine the need to transition to debris management operation during the recovery phase of emergency operations.

Post Emergency

- Upon notification, deactivate the Streets Group when requested by the Public Works Branch Director.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Planning Section.

- Coordinate with the Finance Section to ensure that all expenditures and employee time is documented.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

CITY UTILITIES GROUP SUPERVISOR

Public Works Branch Staff

Responsibility: Utility Manager or Public Works Branch Director designee

EOC Section: Operations Section

Reports to: Public Works Branch Director

Function

The City Utilities Group is responsible for managing the Water Utility, Sanitary Sewer Utility, and the Storm Water Utility for the City and oversees actions that will be taken to maintain and or normal water operations for lifelines and the operations of critical infrastructures. The City Utilities Group will utilize protocols and procedures that are in place for the management of City-owned Utilities.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Advise pre-assigned City Utilities Group staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness. Communicate with external partners on the potential need to respond.
- Consider alerting/recalling off-duty personnel and specialized teams.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- When requested, report to the EOC and obtain a briefing from the Public Works Branch Director.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Public Works Branch Director, directions given, and actions taken.
- Activate the necessary support units within the City Utilities Group, based on the conditions.
- Determine the need for additional personnel to support City Utilities Group operations. Begin notification procedures.
- Coordinate with Public Works Branch Director and field personnel as necessary, including Contractors to evaluate the status of City utilities and potential impacts. Determine the need for additional resources, personnel, equipment, etc.
- Communicate all logistical needs to the Logistics Section.
- Document all logistical requests.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee unit operations in implementing the Incident Action Plan.

- Provide information and input to the Public Works Branch Director for inclusion in the Incident Action Plan, as appropriate.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective Department Operations and other EOC sections and branches.
- Monitor response activities and identify any potential issues that require prompt attention.
- Request additional personnel and/or equipment resources, as necessary.
- Supervise the activities of personnel assigned to the City Utilities Group.
- On a routine basis, report information about activities, events, and occurrences to the Public Works Branch Director.
- Ensure utility operations meet the identified objectives of the Incident Action Plan.
- Determine needs and request resources through routine channels or the Public Works Branch Director.
- Maintain communications with field response, City utilities.
- Coordinate with appropriate standard department operations to assess the status of City Utilities and the priorities of emergency restoration.
- Coordinate with field responders to determine their utility needs during response operations.
- Provide information to the Recovery Planning for utility considerations during the recovery process.
- Evaluate resources and determine which resources may be released for re-assignment, and
- Coordinate with Public Works Branch Director and field personnel as necessary, including external partner representatives, to evaluate the status of City utilities and potential impacts. Determine the need for additional resources, personnel, equipment, etc.
- Document all logistical requests.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee unit operations in implementing the Incident Action Plan.

Post Emergency

- Upon notification, deactivate the City Utilities Group when requested by the Public Works Branch Director.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure that all expenditures and employee time is documented.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

TRANSIT BRANCH DIRECTOR

Public Works Branch Staff

Responsibility: Transit Manager or Designee

EOC Section: Operations

Reports to: Operations Section Chief

Function

La Crosse MTU Branch provides safe and convenient public transportation services to the La Crosse area. Our service area currently includes La Crosse, French Island, a portion of Onalaska, and La Crescent, Minnesota. The service is owned and operated by the City of La Crosse with financial support from the communities we serve. Specialized or Para-transit service is available for individuals unable to use fixed-route buses. This specialized service, called MTU Mobility Plus, is under contract to a private provider and is only available to individuals certified as ADA Para-transit eligible.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with EOC and department employees
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain or provide a briefing from the Operations Section Chief.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Law Branch, directions given, and actions taken.
- Determine the need for additional personnel to support Municipal Transit Branch Operations
- Complete and maintain updated status information, and as requested, and submit them to the Operation Section Chief
- Participate in EOC briefing and provide current situation status information to the Operations Section Chief
- Coordinate with other EOC Branches/ unit for support requests for facilities
- Support activities for restoration of disrupted services and utilities to facilities
- Coordinate with Finance Section on any claims or fascial matters relating to facilities operations

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Oversee and manage coordination efforts with respective department operations and other EOC sections and branches.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Coordinate alternate public facilities for conducting essential government services, if necessary.
- Maintain information in the branch regarding Facilities opened and operating Facility managers Supplies and equipment at the various locations.
- Specific operations and capabilities of each location.
- As the requirement for emergency-use facilities is identified, coordinate the acquisition of required space to include any use permit, agreement, or restriction negotiations required.
- In coordination with the Operations Section, provide support to facilities used for disaster response and recovery operations, i.e., staging areas, shelters, local assistance centers, etc.
- Identify communications requirements to the IT/Communication Branch Director.
- Communicate and coordinate equipment, material, and supply needs to the Procurement Branch.
- Monitor the actions at each facility activated and provide additional support requested in accordance with branch capabilities and priorities established.
- Account for personnel, equipment, supplies, and materials provided to each facility.
- Ensure that operational capabilities are maintained at facilities.

Post Emergency

- Upon notification, deactivate the Municipal Transit Branch when requested by the Operations Section Chief.
- Ensure all documentation related to Municipal Transit Branch operations is completed and submitted to the Operation Section Chief.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

3.3 PLANNING SECTION

Part 3.3 Planning Section

3.3.1 Purpose

The Planning Section is responsible for directing and managing the creation of a comprehensive situation status report, developing the Emergency Operations Center (EOC) Action Plans for each operational period, and maintaining all documentation related to the emergency. The Planning Section staff must evaluate the potential economic, social, and environmental impacts of the disaster on its citizens. Additionally, the Planning Section staff must consider whether an emergency in a neighboring jurisdiction could impact the City of La Crosse or draw upon resources ordinarily available to the city.

The Planning Section Chief identifies whether full or partial staff are required to respond. When fully activated, the Chief may rely on each of the following units.

- Situation Recovery Unit
- Documentation Technical Specialists
- Deputy of Planning
- Geographic Information Systems (GIS)

Only those positions required by the emergency are activated. If personnel are not available for the required position, the duties assigned to the unstaffed function are the responsibility of the Planning Section Chief, who is a member of the EOC General Staff and reports to the Incident Commander or Unified Commander.

3.3.2 Duties

In general, the Planning Section Chief is responsible for:

- Analyze the situation and develop an Incident Action Plan that is approved by the Incident Commander or Unified Command.
- Consult with Operations Section Chief to identify critical problems.
- Consult with the Incident Commander or Unified Command to establish response priorities.
- Develop regular Situation Status Reports.
- Identify possible inter-agency conflicts, share concerns with the Operations Chief and the Incident Commander or Unified Command as needed.
- Hold periodic Planning Section briefings and assure all planning functions are being performed.
- Identify and arrange for additional inspection and technical evaluations as necessary.
- As the emergency response phase winds down, identify recovery and demobilization issues.

In general, staff assigned to the Situation Status function are responsible for:

- Collect, process, and organize situation information.
- Post and maintain pertinent status/damage information on EOC Status Boards.
- Assist Planning Section Chief in preparing Situation Status Reports.

- Assist Planning and Operations Section Chiefs with developing the Incident Action Plan.

The Planning Deputy is responsible for:

- Supports the Planning Section Chief in developing an Incident Action Plan.
- Analyze facts, reports, assumptions, and opinions to develop long-term situation models for action planning.
- Considers the long-range issues (36-72 hours) in the future.
- Prepares special reports as needed.
- Fill the duties of the Planning Section Chief if needed.

The Documentation staff is responsible for:

- Establish and maintain a central repository for all written EOC messages and status/damage reports coming into and disseminated from the EOC.
- Maintain accurate and complete electronic and hardcopy files on the emergency or disaster.
- Provide duplication services to EOC personnel.
- Package and store files for legal, analytical, and archival purposes.

The Geographic Information System staff are responsible for:

- Under the direction of the Planning Section Chief, coordinate information to prepare maps used to display intelligence information for the Incident Action Plan. Information may come from the Operations Section and Situation Status staff.
- Coordinate the delivery of GIS documentation.
- Provide support on maintaining geographic data related to the emergency.

Technical Specialist staff is responsible for:

- Managing technical experts that are involved in emergency management and response operations.

In general, the Recovery Unit staff are responsible for:

- Maintain detailed tracking records of allocated resources (resources already in place, resources requested but not yet on scene, and estimates of future resource needs).
- Maintain logs and invoices to support the documentation process and for resource information displays in the EOC.
- Cooperate closely with the Operations Section to determine resources currently in place and resources needed.
- Coordinate with the Planning/Intelligence Section to provide resources information to the Incident Action Plan.

3.3.3 Concept of Operations

To respond to disasters effectively, each person assigned an emergency management position has specific duties to complete before, during, and after a disaster. These tasks are outlined in this section of the EOP.

More detailed information about each function in the EOC can be found in this section and in other sections of, and additions to, this EOP.

Preparedness

Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update procedures and resource lists, and participate in training drills and exercises. The duties of the assigned Planning Section staff include:

- Participate in regular meetings of the EOC staff to maintain familiarity with the role and responsibilities of the assigned function and to discuss emergency management issues.
- Review the EOP, applicable department plans, standard operating procedures, and the materials contained in this section. Consolidate recommended revisions and updates to this section and submit changes to the City of La Crosse, Director of Emergency Management.
- Develop any additional information to be incorporated into the assigned section and submit to the City of La Crosse, Director of Emergency Management.
- Participate in training, exercises, and post-exercise critiques conducted by the designated Director of Emergency Management.
- Review internal EOC information management with Planning Section staff and other Section Chiefs to be sure information is shared and known to all EOC staff.

Initial Response

The Planning Section staff is responsible for:

- Report to the EOC. The Planning Section Chief obtains a briefing by the Incident Commander or Unified Commander. In turn, the Planning Section Chief briefs his assigned staff.
- Determine the extent to which the Section should be activated and notify the assigned staff, as indicated.
- Initiate and maintain an activity log for each position.
- Implement the activities outlined in the checklist.
- Collect and analyze all data regarding field incidents.
- Collect, summarize, and post pertinent data regarding disaster response in the city.
- Develop an Incident Action Plan in concert with the Incident Commander or Unified Command and Section Chiefs.
- Develop and disseminate a comprehensive Situation Report.
- Identify potentially critical problems, and the Section Chief will advise the Incident Commander or Unified Command.
- Identify the need and arrange for technical specialists if indicated.
- Assist the Public Information Officer (PIO) by maintaining updated information.
- Develop a plan to transition to recovery operations.

Extended Operations

- The Planning Section Chief will coordinate activities of staff within the assigned Section and with other Section staff, as indicated.
- The Planning Section Chief will consult with Incident Commander or Unified Command regarding any unresolved conflicts.

- Each position will participate in regular EOC briefings and Section briefings held by the Planning Section Chief. Each briefing will cover the priorities set by the Incident Commander or Unified Command.
- Each position will contribute to the development of an Incident Action Plan for each operational period.
- Each position will track all activities and decisions in an activity log.
- Documentation staff will ensure that a centralized file for written documents generated in the EOC is maintained.
- Situation Status maintains status boards in the EOC.
- Identify demobilization and recovery issues.
- Develop an incident-specific recovery operations plan.

Post Emergency

- Upon deactivation of the EOC, make notifications as indicated.
- Provide Logistics Section Procurement staff with a list of any expendable supplies to be replenished.
- Ensure that non-expendable supplies/equipment are serviced and returned to proper locations.
- Participate in EOC debriefing and critique sessions.

3.3.4 Organizations and Responsibilities

Local Government Level. Wisconsin State Statute Chapter 323 requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the Incident Command System (ICS) at the scene of a multi-agency emergency and in the EOC. NIMS is a standard emergency response system and organization that enhances the ability of the OA to work with any city, county, special district, or state agency.

The City of La Crosse is responsible for emergency response within the boundaries of the City and contract areas. Special districts are primarily responsible for the restoration of services that they normally provide. They may also be responsible for the safety of people at their facilities, on their property, and for warning of hazards from their facilities or operations. Some special districts may assist other local governments in the emergency response.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Governments must comply with NIMS to be eligible for State and Federal funding of response-related personnel costs. The City of La Crosse will:

- Use NIMS when a local emergency is declared or proclaimed, or the Local Government EOC is activated.
- Establish, coordinate, and communicate with Incident Commander or Unified Command through departmental operations to the EOC, when activated.
- Use existing mutual aid systems for coordinating fire and rescue and law enforcement, public works, and other mutual aid resources.
- Establish coordination and communications between the local jurisdiction EOC when activated, and the operational area organization and any state or local emergency response agency having jurisdiction at an incident within the City's boundaries.

- Use multi-agency or inter-agency coordination to facilitate decisions for overall Local Government level emergency response activities.

Regional Organizational Level- In accordance with Wisconsin State Statute 323.13(2a), La Crosse County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during a response to multi-agency disaster events. Wisconsin Emergency Management is established to coordinate emergency operations and manage resources throughout the county. The EOC also serves as a communication and coordination link between all public agencies in the county and the OA. In accordance with state and local EOPs, the OA submits regular situation reports and requests for support and resources not available within the county to the Regional EOC.

Each city and special district may contact the OA EOC via landline phone, cellular phone, amateur radio, discipline-specific radio frequencies, internet, or web-based system.

La Crosse is located in State OES Mutual Aid Division 134 within the West Central Region. State West Central Region provides staff support available from WEM and other State agencies to assist in rendering mutual aid. The primary mission of the WEM organization is to support Operational Area response and recovery operations and to coordinate Mutual Aid Region response and recovery operations.

3.3.5 Policies and Procedures

Policies and procedures associated with the Planning Section are described below. A checklist contains a list of activities to be performed by the Planning Section Chief that provides emergency actions or information related to the responsibilities of the Planning Section.

Emergency/Disaster Response. Upon notification of a warning or knowledge of a disaster, Chapter 323 of the Wisconsin Statutes mandates that public agency employees have special responsibilities to protect the public. City of La Crosse staff may be requested to modify shift schedules, return to work, remain at work, or perform different work assignments. Upon reporting to the EOC, or other designated location, assigned staff will implement the activities outlined in their EOC position guides.

Who Should Respond? In accordance with Chapter 323 of Wisconsin Statutes, all public agency employees are considered Disaster Service Workers and are eligible to be assigned to perform an emergency role at the time of a disaster.

In the rare circumstance, when regular communications are out of service and notification may not be possible with the use of the standard methods (phone, radio, or internet-based systems), employees should report to their regular work site. If a regular worksite is not available, employees are to report to the alternate location identified by the department plan. Staff assigned to operate in the EOC are to report to the La Crosse EOC.

Situation Status Reporting

The Planning Section is responsible for developing and distributing Situation Status Reports (SitRep) on a regular basis. The Section Chief reviews status and damage information compiled by the Situation Status function and prepares a comprehensive report for review and discussion with the Operations Section Chief and the Incident(s). The SitRep Report contains a narrative describing the situation and summarizing service and facility status by exception. Following approval by the Incident Commander or Unified Command, the SitRep Report is distributed throughout the city and to the Operational Area, State OES, and key external agencies.

Incident Action Planning

Based on the SitRep Report and response priorities established by the Incident Commander or Unified Command, the Planning Section Chief facilitates the development of an Incident Action Plan for each operational period (usually 12 hours). The Action Plan outlines the objectives to be accomplished, establishes priorities, and describes the response strategies to be employed, including the personnel and major equipment resources assigned to address each objective.

Status Boards

Specific Planning Section staff are responsible for posting and maintaining confirmed information on specific Status Boards. However, if the EOC design does not allow for each Status Board, this section provides sample forms that demonstrate the information that needs to be captured by the assigned staff.

Situation Status staff are responsible for maintaining status boards that capture information regarding:

- ***Expedient Facilities***- to track what critical facilities have been activated, where they are located, and who to contact.
- ***Significant Events***- to track the most critical events that have occurred, the status of the event, and remarks such as who to contact.
- ***Utility Disruptions***- to track the location of utility outages and the current or potential impacts.
- ***Weather Conditions***- to track the ongoing weather conditions that could affect the emergency response.
- ***EOC Roster***- to track who has arrived at the EOC and the function that is filled.

While the process of how damage information is collected is described in Part Two, Procedures of the Emergency Operations Plan (EOP), the Situation Status staff are responsible for maintaining the damage assessment status boards that capture information.

- ***Damage Assessment Survey***- to track the overall impact of the emergency/disaster, including the number of people displaced, injured, or dead; severity of damaged homes and businesses; damage to public facilities and private enterprise; and utility disruption.
- ***Critical Facilities***- to track the public facilities that have been affected by the emergency and to what extent.

Planning Position Guides

PLANNING SECTION CHIEF

General Staff

Responsibility: Incident Command/Unified Command or designee

EOC Section: Planning

Reports to: Incident Command or Unified Command

Function

The Planning Section is responsible for the collection, evaluation, analysis, and dissemination of emergency operations data and intelligence. The section maintains information on the current situation and forecasts the situation and status of assigned resources. The Planning Section is also responsible for the preparation of the Incident Action Plans. Incident Action Plans outline the objectives, strategies, organization, and resources necessary in a given operational period to mitigate an incident effectively.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions.
- Review EOP and appropriate emergency functions.
- Advise the Planning Section staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain or provide a briefing with the Incident Commander or Unified Command. Present the following information gathered from the activated EOC sections:
 - Magnitude and scope of the event
 - Areas of the city impacted, including threats to life and property
 - Current situation and priorities
 - Actions that were taken
 - EOCs activated
 - Existing or anticipated problems/issues
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Planning Section, directions given, and actions taken.

- Determine the extent to which section functions should be activated based on the situation and initiate additional staff notification procedures. Activate the necessary units within the Planning Section:
 - Situation Unit
 - Documentation Unit
 - Deputy of Planning
 - GIS Unit
 - Technical Specialists Unit
 - Recovery Planning Unit
- Meet with Section Chiefs to initiate the development of an Incident Action Plan.
- Conduct a briefing on known information and establish operational priorities.
- Establish information requirements and reporting schedules for all EOC organizational elements for use in preparing the Incident Action Plan (see Planning Cycle Guidance for time estimates).
- Gather information related to resource deployment, response and employee conditions, and logistical support needs from all EOC sections for input into Incident Action Plan.
- Establish reporting procedures appropriate for the determined operational periods.
 - Discuss the emergency situation with Operations Section personnel.
 - Specify objectives to be accomplished that are measurable.
 - Identify strategies that support the objectives.
 - Review activated EOC organization to support response objectives and identify additional elements that are needed.
 - Identify logistical issues that need consideration.
- Collect, process, and disseminate collected information about the emergency and support the Action Planning Unit and other units with the development of an Incident Action Plan.
- Assign and brief incoming Planning Section staff in accordance with the Incident Action Plan.

Extended Operations

- Maintain an activity log.
- Participate in regular EOC briefings.
- Conduct Action Planning Briefings.
- Present general goals and objectives, including alternatives.
- Identify priorities.
- Participate in the selection of operational objectives for the next operational period.
- Specify objectives to be accomplished that are measurable.
- Identify strategies that support the objectives.
- Review organization activated to support the objectives and identify additional elements that are needed.
- Identify logistical issues that need consideration.
- Assemble appropriate material for inclusion in the Incident Action Plan.
- Ensure that all operations support and service needs are coordinated with the Logistics Section prior to the release of the Incident Action Plan. Document and distribute the Incident Action Plan to the Incident Commander or Unified Commander, section chiefs, management staff, and agency representatives.

- Receive notification of Incident Action Plan changes from the section chiefs.
- Distribute Incident Action Plan changes as indicated.
- Supervise the preparation of Incident Action Plans that, at a minimum, include the following elements.
 - Incident objectives
 - Map of the impacted area
 - Summary of current actions
 - Basic organization structure
 - Group/personnel assignments
 - Resource summary
 - Technical data as appropriate
- Monitor response activities and identify any potential issues that require prompt attention.
- Request additional personnel and/or equipment resources, as necessary.
- Participate in discussions of specific operations being considered, and provide detailed information concerning the following issues:
 - Nature and Scope of event
 - Threats to life and property
 - Actions underway
 - Resource availability
 - Situation status
 - Situation predictions
 - Weather
 - Communication capabilities
 - Environmental impact and cost of resources
- Assemble information on strategies for mitigating emergency impacts.
- Provide periodic predictions on the potential scope of the emergency.
- Obtain the latest incident prediction information and Incident Action Plan from Group supervisors, Branch Directors, Section Chiefs, and Incident Commander or Unified Command (ICs) as needed.
- Obtain the current situation status summary from the Situation Unit.
- Document predictions on the course of the incident.
- Present predictions at the Incident Action Planning meeting and display information on the EOC Status Boards.
- Repeat procedures at the intervals specified by the Incident Commander or Unified Command or Director of Emergency Management, or upon the occurrence of significant events.
- If there is a known potential for a significant change in the course of the incident, immediately notify the Incident Commander or Unified Command and the Operations Section Chief.
- Compile and display situation status summary information.
- Display pertinent incident status summary information, including multiple GIS overlays, if needed.
- Review information for completeness, specify location and method of display. Ensure that pertinent reports are displayed.
- Repeat these procedures at intervals specified by the Incident Commander or Unified Command.
- Advise EOC staff of any significant changes in emergency situation status.
- Instruct Planning Section units on how to distribute incident information.
- Brief oncoming Planning Section Chief on activities during your shift and issues/needs for the next operational period.

Post Emergency

- Upon EOC deactivation, direct Planning Section staff as necessary on actions to take.
- Ensure the section has completed all necessary documentation related to Planning Section actions.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Coordinate with the Finance Section to ensure that all expenditures and employee time is documented.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Ensure that pertinent reports are displayed.
- Repeat these procedures at intervals specified by the Incident Commander or Unified Command.
- Advise EOC staff of any significant changes in emergency situation status.
- Instruct Planning Section units on how to distribute incident information.
- Brief oncoming Planning Section Chief on activities during your shift and issues/needs for the next operational period.

PLANNING DEPUTY

Planning Section Staff

Responsibility: Planning Section Chief designee

EOC Section: Planning

Reports to: Planning Section Chief

Function

The Deputy of the Planning Section is responsible for assisting the development of the Incident Action Plan, which outlines the priorities and objectives of the City EOC in response to an incident impacting the city. The Deputy of the Planning Section will work in coordination with all sections of the EOC to include input from all aspects of the City's emergency management and response operations. The Deputy of Planning will serve as the Planning Section representative when the Planning Section Chief is unavailable.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Response

- Report to EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Document all information provided.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Deputy of Planning Position directions given, and actions taken.
- Collect situation status information from all activated sections of the EOC.
- Document all situation status information for each respective section.
- Make note of any potential response priorities or significant concerns.
- Follow up with any section chiefs regarding incomplete information.
- Participate in EOC briefings and provide current situation status information to the Planning Section Chief.
- Begin the development of the Incident Action Plan.
- Communicate and coordinate with all sections of the EOC to determine response objectives and priorities.
- Provide a draft plan to the Planning Section Chief for review and implementation.
- At a minimum, the IAP must include the following elements.
 - Incident objectives

- Map of the impacted area
- Summary of current actions
- Basic organization structure
- Group/personnel assignments
- Resource summary
- Technical data as appropriate
- Prepare distribution list(s) for the Incident Action Plans.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and develop updated Incident Action Plans.
- Monitor response activities and identify any potential issues that require prompt attention.
- Maintain consistent communication and coordination with all activated EOC sections.
- Routinely collect situational status information and include updates in the Incident Action Plan.
- Review the current Incident Action Plan and determine the need to further address or re-evaluate objectives in the Incident Action Plan.
- Revise the plan for the next operational period based on the needs of emergency management and response operations.
- Distribute the current Incident Action Plan according to the plan distribution list.
- At shift change, brief relief personnel on actions taken.

Post Emergency

- Upon notification, deactivate the Deputy of Planning when requested by the Planning Section Chief.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Documentation Unit.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

SITUATION GROUP

Planning Section Staff

Responsibility: Planning Section Chief designee

EOC Section: Planning

Reports to: Planning Section Chief

Function

The Situation Unit is responsible for collecting and presenting all information related to the current situation of the incident and the City's emergency management and response operations. This information will be used by members of the City EOC to determine response priorities and establish objectives for the Incident Action Plan.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Response

- Report to EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Situation Unit, directions given, and actions taken.
- Advise the Planning Section Chief of the need for additional personnel to support Situation Unit operations. Begin notification procedures.
- Collect situation status information from all activated sections of the EOC.
- Specifically, collect field response and department activity information from the Operations Section to update the current situation status information.
- Collect information relative to:
 - Magnitude and scope of the event
 - Areas of City impacted – threats to life and property
 - Current situation and priorities
 - Actions that were taken
 - Existing or anticipated problems/issues
- Present situation status information in a visible and easily accessible format.
- Using the presentation tools (boards, graphics, projections, et al.) presents the Common Operating Picture in the EOC and keeps it updated as the situation evolves.
- Participate in EOC briefings and provide current situation status information to the Planning Section Chief and Incident Commander or Unified Command.

- Assist with the preparation of written situation reports.
- Prepare distribution list(s) for action plans and situation reports.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Maintain consistent communication and coordination with all activated EOC sections.
- Routinely collect situational status information and include updates in the situation report.
- Ensure all current situational information is displayed for members of the EOC to access easily.
- Compile and display situation status summary information.
- Display pertinent incident status summary information. Work with the GIS Unit, if activated, to include GIS mapping overlays.
- Review information for completeness, specify location and method of display.
- Ensure that pertinent reports are displayed.
- Repeat these procedures at intervals specified by the Incident Commander or Unified Command or upon the occurrence of significant events.
- At shift change, brief relief personnel on actions taken.

Post Emergency

- Upon notification, deactivate the Situation Unit when requested by the Planning Section Chief.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Submit a log and other emergency-related documentation to the Documentation Unit.

DOCUMENTATION GROUP

Planning Section Staff

Responsibility: Planning Section Chief designee

EOC Section: Planning

Reports to: Planning Section Chief

Function

The Documentation Unit is responsible for establishing and maintaining a central repository for all written EOC messages and status/damage reports coming into and disseminated from the EOC. The unit will maintain accurate and complete electronic and hardcopy files on the emergency or disaster, provide duplication services to EOC personnel and package and store files for legal, analytical, and archival purposes.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Response

- Report to EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Documentation Unit, directions given, and actions taken.
- Establish Master File for the event, and include the following as a minimum:
 - Copies of all declarations.
 - Copies of all section and unit duty logs
 - Copies of reports submitted to or generated by the EOC
 - Copies of staff/organization charts
 - Copies of phone rosters
- Assist with the preparation of written action plans.
- Determine the need for additional personnel to support Documentation Unit operations.
- Begin notification procedures.
- Collect copies of all operational documentation.
- Establish and provide protocol information for the regular collection of documentation for all EOC sections during operations.
- Coordinate with the Legal Officer to maintain copies of any emergency declaration or legal documentation.

Extended Operations

- Maintain an activity log.
- Participate in regular Section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Accept and file reports and forms submitted by EOC staff.
- Establish duplication service and respond to requests for document duplication.
- Provide duplicates of forms and reports to authorized requestors.
- Establish and organize files on the emergency or disaster situation, which may include the following categories.
 - Weather reports
 - Safety/damage assessment information
 - Public Works/state road reports
 - EOC logs/notes (may need to separate by function)
 - (Other Department/Agency) EOC Logs/Notes (separate by agency)
 - PIO press releases (sent)
 - Operational Area (OA) press releases (received, if activated)
 - Outside agency press releases received
 - City status reports
 - City and OA situation reports
 - Damage/safety assessment reports
 - State OES situation reports
 - Emergency/official actions (proclamations, resolutions, orders)
 - Incident Action Plans
 - Visuals (pictures, maps)
 - Newspaper articles
 - Others as needed
- Check on the accuracy and completeness of records submitted for files.
- File all official forms and reports.
- Correct errors or omissions by contacting the appropriate EOC staff.
- Prepare emergency response documentation for the Planning Section Chief when requested.
- Maintain, retain, and store emergency response files for use after the emergency.
- At shift change, brief relief personnel on actions taken.

Post Emergency

- Upon notification, deactivate the Documentation Unit when requested by the Planning Section Chief.
- Ensure all documentation related to EOC operations, and specifically, the Documentation Unit, is completed and submitted to the Planning Section Chief.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

RECOVERY GROUP

Planning Section Staff

Responsibility: Planning, Development, Assessors Director or designee

EOC Section: Planning

Reports to: Planning Section Chief

Function

The Recovery Planning unit is responsible for the development of initial recovery plans to manage operations in the transition from the response phase to the recovery phase, providing guidance to lead to recovery operations. The unit may not be activated until further into emergency management and response operations, depending on the extent of emergency operations. The Recovery Planning Unit will work in coordination with current EOC operations but focus its efforts on addressing recovery needs.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Advise pre-assigned Recovery Planning Unit staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Response

- Report to EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Recovery Planning Unit, directions given, and actions taken.
- Evaluate possible recovery considerations from the initial impact of the incident.
- When appropriate, begin to develop draft recovery documentation for inclusion into the City's long-term recovery strategy and plans.
- Obtain all initial response information from the Situation Unit.
- Coordinate all documentation of efforts with the Documentation Unit.
- Determine the need for additional assistance to manage recovery planning operations.
- Participate in EOC briefings and document current situation status information to evaluate for recovery planning priorities.
- Begin to discuss possible recovery considerations when determined appropriate for current emergency operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan when appropriate for emergency operations.
- Monitor the transition to recovery activities and identify any potential issues that require prompt attention.
- Continue development of a draft recovery plan.
- Review information included in the Incident Action Plan and section briefings to assist in determining recovery objectives.
- Communicate and coordinate with external partners to determine their ability to provide recovery assistance.
- Work with the logistics section to acquire recovery resources to support recovery operations. Provide initial recovery planning information to the Planning Section Chief, and work with the EOC Manager on determining recovery priorities for the City.
- Support transition of the unit into activities within the City Recovery Coordination Group, once activated

Post Emergency

- Upon notification, deactivate the Recovery Planning Unit when requested by the Planning Section Chief.
- Transition into full recovery operations following the deactivation of the EOC, as necessary.
- Notify agencies and groups with whom communications have taken place. Provide a contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Documentation Unit.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

TECHNICAL SPECIALIST

Planning Section Staff

Responsibility: Planning Section Chief designee

EOC Section: Planning

Reports to: Planning Section Chief

Function

The Technical Specialists Unit is responsible for managing technical experts that are involved in emergency management and response operations. Technical experts may serve in a variety of capacities within a different section of the EOC to meet the needs of emergency management and response operations.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Response

- Report to EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Technical Specialists Unit, directions given, and actions taken.
- Determine the need for additional personnel to support Technical Specialists Unit operations.
- Begin notification procedures.
- Provide information to the EOC sections regarding available services that the Technical Specialists Unit can support.
- Participate in EOC briefings and provide current situation status information to the Planning Section Chief.
- Collect technical need requests from the various EOC sections.
- Coordinate with external partners to determine their availability to assist with technical operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and develop updated Incident Action Plans.
- Monitor response activities and identify any potential issues that require prompt attention.
- Maintain consistent communication and coordination with all activated EOC sections.
- Ensure all requests for technical specialists are addressed as possible.

- Continue to coordinate with external partners as necessary.
- At shift change, brief relief personnel on actions taken.

Post Emergency

- Upon notification, deactivate the Technical Specialists Unit when requested by the Planning Section Chief.
- Notify agencies and groups with whom communications have taken place. Provide contact name and number for any follow-up issues.
- Submit a log and other emergency-related documentation to the Documentation Unit.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

GIS SPECIALIST

Planning Section Staff

Responsibility: GIS Technician

EOC Section: Planning

Reports to: Planning Section Chief

Function

The GIS Unit is responsible for coordinating information to prepare maps to display intelligence information for the EOC. The unit will coordinate the delivery of GIS documentation and provide support on maintaining geographic data related to the emergency.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate increased readiness actions.
- Advise pre-assigned Information Technology staff of the potential need to respond.
- Review the EOP and appropriate emergency functions.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources and personnel.

Initial Activation *(for most emergencies)*

- Report to the EOC (or other designated reporting location) and obtain a briefing from the Planning Section Chief.
- Initiate and maintain an activity log. Record the following information/requests by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the GIS Unit, directions given, and actions taken.
- Determine the need for additional personnel to support GIS Unit operations.
- Begin notification procedures.
- Coordinate with the Information Technology Branch to ensure the operability of all GIS systems.
- Evaluate information provided to Situation Unit to create a current impact area map that supports the analysis of information received from a variety of sources and reports.
- Collect GIS mapping requests from the various EOC sections.
- Develop and maintain displays.
- Coordinate with Situation Unit staff on types of information to display on the maps to support the data on the status boards.
- Produce an overall summary of information and forward it to the Planning Section Chief.
- Participate in EOC briefings and provide current situation status information to the Planning Section Chief.
- Coordinate with the PIO to provide GIS information for public dissemination, if requested.

Extended Operations

- Maintain an activity log.
- Participate in regular Incident Action Plan sessions. Collect GIS mapping requests.
- Monitor Operations Section and Planning Section situation status board to update map displays.
- Prepare and maintain required boards and displays.
- Maintain GIS records or forward them to the Documentation Unit, if activated, to file and store.
- Brief incoming relief staff at shift change.

Post Emergency

- Upon notification, deactivate the GIS Unit when requested by the Planning Section Chief.
- Ensure all documentation related to GIS Unit operations is completed and submitted to the Documentation Unit.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

3.4 LOGISTICS SECTION

3.4 Logistics Section

3.4.1 Purpose

The Logistics Section's primary responsibility is to ensure the acquisition, transportation, and mobilization of resources to support the response effort at the disaster sites, public shelters, Emergency Operations Centers (EOCs), evacuation areas, etc. This Section provides all necessary personnel, supplies, and equipment procurement support, as well as provisions for the movement of resources. Methods for obtaining and using facilities, equipment, supplies, services, and other resources to support emergency response at all operational sites during emergency conditions will be the same as those used during normal operations or as directed under City emergency procurement policies. The Logistics Section enhances the capability of the City of La Crosse to respond to emergencies by establishing logistics protocols in managing personnel and equipment. It is the policy of this section that the priorities of responses are to:

- Protect life and property.
- Provide operational and logistical support for emergency response personnel and optimize the utilization of resources.
- Provide support to the other sections of the City's emergency response team.
- Support the restoration of essential services and systems.

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies, or services required by the different sections, except mutual aid resources requested through law enforcement and fire mutual aid channels, will be ordered through the Logistics Section.

The Logistics Section will accomplish the following specific objectives during a disaster:

- Obtain, order, and/or track necessary resources and services to support disaster operation's needs.
- Collect information from other sections to determine needs and prepare for expected operations.
- Prepare required reports identifying the activities performed by the Logistics Section.
- Determine the City's logistical support needs and plan for both immediate and long-term requirements.
- Maintain proper and accurate documentation of all actions taken and all items procured to ensure that all required records are preserved for future FEMA filing requirements.

3.4.2 Duties

Only those positions required by the emergency are activated. If personnel are not available for the required position, the duties assigned to the unstaffed function are the responsibility of the Logistics Section Chief, who is a member of the General Staff and reports to the Incident Commander or Unified Command.

In general, the Logistics Section Chief is responsible for:

- Assign and brief Section staff, as indicated.
- Anticipate probable resource needs and prepare alternative strategies for procurement and resource management.
- Obtain, allocate, and track ordered resources to support emergency operations.
- Oversee distribution of supplies, equipment, and personnel, in accordance with priorities established by the Incident Commander or Unified Command.
- Advise Incident Commander or Unified Command if the suspension of competitive bidding is warranted.
- Maintain complete and accurate records of resource requests, acquisitions, and distributions.

In general, the Transportation Branch staff are responsible for:

- Arrange for resources and services to transport personnel, equipment, and supplies.
- Coordinate Disaster Route Priority Plan.
- Arrange transportation resources to meet personnel and resource deployment needs, in addition to evacuation demands.

In general, the Procurement staff is responsible for:

- Advise the Logistics Section Chief of the need to execute emergency vendor and/or service contracts.
- Maintain an inventory of available supplies and equipment.
- Distribute available supplies and equipment in accordance with priorities established by the Incident Action Plan.
- Obtain, order, purchase, or receive and store all supplies for the emergency.
- Arrange for special service contractors as necessary.
- Coordinate service for non-expendable supplies and equipment.
- Coordinate food, water, sleeping, and sanitation facilities for emergency personnel.

In general, the Donations staff are responsible for:

- Managing both in-kind (physical) and monetary donations that occur as a result of an incident in the city.
- Collect, organize, and ensure that all donations are managed appropriately.
- Work with the EOC Public Information Officer (PIO) to develop donation-specific information to be disseminated to the public.

3.4.3 Concept of Operations

To respond to disasters effectively, each person assigned an emergency management position has specific duties to complete before, during, and after a disaster. These tasks are outlined in the City of La Crosse Emergency Operations Plan (EOP), Basic Plan. More detailed information about each function in the Emergency Operations Center is presented in this and other annexes to the EOP.

Preparedness. Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update procedures and resource lists, and participate in training drills and exercises. The duties of the assigned Logistics Section Chief include:

- Participate in regular meetings of the EOC staff to maintain familiarity with the role and responsibilities of the assigned EOC function and to discuss emergency management issues.
- Review the EOP, applicable department plans, standard operating procedures, and materials. Consolidate recommended revisions and updates to this annex and submit changes to the Director of Emergency Management.
- Identify methods and sources for obtaining emergency contracting services, personnel, supply and equipment resources, and procuring alternate facilities and telecommunications/Information Technology.
- Identify critical resources that may be required during various emergency scenarios and develop lists of vendors and contractors that could provide the services/equipment needed at the time of emergency.
- Participate in training, exercises, and post-exercise critiques conducted by the City's designated Director of Emergency Management.

Initial Response. The Logistics Section will typically be activated for a significant emergency event in which the EOC is fully activated for longer-term (e.g., more than 24 hours) events, and resource support is required from mutual aid sources. During the initial response, the Logistics Section Chief assesses the situation and identifies potential resource needs. The Logistics Section personnel are responsible for:

- Report to the EOC. The Logistics Section Chief obtains briefing by the Incident Commander/ Unified Command. In turn, the Logistics Section Chief provides the briefing to the responding Logistics staff.
- Determine the extent to which the Section should be activated and notify the assigned staff, as indicated. The Incident Command or Unified Command determines the level of activation with a consultation with the Director of Emergency Management.
- Initiate and maintain an activity log.
- Evaluate the availability of personnel and equipment resources.
- Identify potential needs and options to address those needs.
- Implement activities outlined in the checklists.
- Provide feeding and material resource support to the EOC.

Extended Operations.

- Coordinate activities of staff within the assigned Section and with other Sections, as indicated.
- As needed, the Section Chief will consult with Incident Commander or Unified Commander regarding any unresolved conflicts.
- Participate in regular Section and EOC briefings and in the development of the Incident Action Plan.
- Decide on the most appropriate option(s) to fill resource gaps.
- Confer with the Incident Commander or Unified Command Chief to determine EOC staffing needs and response personnel support needs.
- Arrange for alternate facilities to continue essential City functions, if necessary.
- Track resources procured and deployed and all logistics-related expenditures.
- Track all activities and decisions in an activity log.

Post Emergency.

- Upon deactivation of the EOC, make notifications as indicated.
- Provide Logistics Section Procurement staff with a list of any expendable supplies to be replenished.
- Ensure that non-expendable supplies/equipment are serviced and returned to proper locations.
- Ensure internal and external deactivation notifications are made.
- Participate in EOC debriefing and critique sessions.

3.4.4 Organizations and Responsibilities

Local Government Level. Wisconsin State Statute Chapter 323 requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the Incident Command System (ICS) at the scene of a multi-agency emergency and in the EOC. NIMS is a standard emergency response system and organization that enhances the ability of the OA to work with any city, county, special district, or state agency.

The City of La Crosse is responsible for emergency response within the boundaries of the City and contract areas. Special districts are primarily responsible for the restoration of services that they normally provide. They may also be responsible for the safety of people at their facilities or on their property and for warning of hazards from their facilities or operations. Some special districts may assist other local governments in the emergency response.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Governments must comply with NIMS to be eligible for State and Federal funding of response-related personnel costs. The City of La Crosse will:

- Use NIMS when a local emergency is declared or proclaimed, or the Local Government EOC is activated.
- Establish, coordinate, and communicate with Incident Commander or Unified Command through departmental operations centers Department Operations to the EOC, when activated.
- Use existing mutual aid systems for coordinating fire and rescue and law enforcement, public works, and other mutual aid resources.
- Establish coordination and communications between the local jurisdiction EOC when activated, and the operational area organization and any state or local emergency response agency having jurisdiction at an incident within the City's boundaries.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall Local Government level emergency response activities.

Regional Organizational Level- In accordance with Wisconsin State Statute 323.13(2a), La Crosse County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during a response to multi-agency disaster events. Wisconsin Emergency Management is established to coordinate emergency operations and manage resources throughout the county. The EOC also serves as a communication and coordination link between all public agencies in the county and the OA. In accordance with state and local EOPs, the OA submits regular situation reports and requests for support

and resources not available within the county to the Regional EOC. Each city and special district may contact the OA EOC via landline phone, cellular phone, amateur radio, discipline-specific radio frequencies, internet, or web-based system.

La Crosse is located in State OES Mutual Aid Division 134 within the West Central Region. State West Central Region provides staff support available from WEM and other State agencies to assist in rendering mutual aid. The primary mission of the WEM organization is to support Operational Area response and recovery operations and to coordinate Mutual Aid Region response and recovery operations.

3.4.5 Policies and Procedures

Policies and procedures associated with the Logistics Section are described below. A checklist contains activities to be performed by the Logistics Section Chief. Other checklists provide emergency actions or information related to the responsibilities of the Logistics Section.

Emergency/Disaster Response. Upon notification of a warning or knowledge of a disaster, Wisconsin State Statute 323.14(3b) mandates that public agency employees have special responsibilities to protect the public. City of La Crosse staff may be requested to modify shift schedules, return to work, remain at work, or perform different work assignments. Upon reporting to the Emergency Operations Center (EOC), or other designated location, assigned staff will implement the activities listed in the function Checklists.

Who Should Respond? In accordance with the City of La Crosse Emergency Operations Plan, all public agency employees are considered Disaster Service Workers and are eligible to be assigned to perform an emergency role at the time of a disaster. Certain staff have been pre-assigned to perform a specific function in the La Crosse EOC (as a primary or alternate) or at another location and are expected to report to the designated location as outlined in the EOC staffing list contained in the Emergency Operations Plan. Staff assigned to perform an emergency function in the EOC or at another site are expected to report for duty as outlined in the EOC staffing list.

In the rare circumstance, when regular communications are out of service and notification may not be possible with the use of the standard methods (phone, email, and radio), employees report to their regular work site. If the regular worksite is not available, employees are to report to the alternate location identified by the department plan. Staff assigned to operate in the EOC are to report to the City EOC.

Activation of the Logistics Section. The Incident Commander or Unified Command is authorized to activate the Logistics Section for the response to a disaster.

The extent of the disaster will determine the extent to which the Logistics Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a widespread disaster where damage to communications and systems has occurred, the entire section will mobilize.

The Logistics Section will be activated whenever the EOC determines that the City is involved or may soon be involved in a disaster/emergency that will require activation of the La Crosse City EOC.

The Logistics Section Chief will activate the various units of the Logistics Section as the disaster situation develops. All units may be placed on an alert basis when there is a warning of an impending or developing emergency.

Supply Resources. Logistics Section Procurement staff are responsible for coordinating the ordering and delivery of supplies. The Resource Registration Form is provided for tracking the request and distribution of such equipment

Logistics Position Guides

LOGISTICS SECTION CHIEF

General Staff

Responsibility: Incident Command/ Unified Command designee

EOC Section: Logistics

Reports to: Incident Command/ Unified Command

Function

The Logistics Section is responsible for anticipating any resource needs and prepare alternative strategies for procurement and resource management. The section will obtain, allocate, and track ordered resources to support the coordination of emergency operations and oversee the distribution of supplies, equipment, and personnel, in accordance with priorities established by the Incident Action Plan. The Logistics Section will also maintain complete and accurate records of resource requests, acquisitions, and distributions.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions review the EOP and appropriate emergency functions.
- Advise Logistics Section staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Incident Commander or Unified Command. Provide any initial incident information to the Planning Section Chief, if activated.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Logistics Section, directions given, and actions taken.
- Determine the extent to which section functions should be activated and initiate staff notification procedures. Based on the situation, activate the necessary branches and units within the Logistics Section.
- Fulfill all responsibilities of your section until the following branches and units are staffed:
 - Transportation Branch, Procurement Branch, Donations Branch
- Gather information related to resource deployment, response and employee conditions, and logistical support needs for input into the Incident Action Plan.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee section operations in implementing the Incident Action Plan.

- Collect status information and logistical requests from the activated EOC sections; determine logistical response priorities.
- Manage overall coordination and supervision of the Logistics Section.
- Identify available internal and external communications capabilities.

Extended Operations

- Maintain an activity log.
- Participate in regular EOC briefings.
- Collect status report information from the Logistics Section staff; provide this information to the Planning Section to include in the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Request additional personnel and/or equipment resources, as necessary.
- Ensure key facilities have adequate power, sanitation, or other critical services and supplies.
- Meet with Finance Section Chief to determine the level of purchasing authority to be delegated to the Logistics Section.
- Conduct periodic section meetings, the goals of which are to:
 - Share current situation status and gather information regarding resources, staffing, purchases, and other support activities
 - Discuss issues raised as a result of resource requests.
 - Clarify policy and procedures.
 - Identify critical issues/needs/resources/shortfalls.
 - Update the Incident Action Plan information and report back on previously assigned tasks.
- Brief oncoming Logistics Section Chief on activities during your shift and issues/needs for the next operational period.
- Evaluate resources and determine which resources may be released for re-assignment, and make a recommendation for release to the Incident Commander.

Post Emergency

- Upon EOC deactivation, direct Logistics Section staff as necessary on actions to take.
- Ensure the section has completed all necessary documentation related to Logistics Section actions.
- Provide Logistics Section Procurement staff with a list of supplies to be replenished.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.
- Provide logistical support to recovery operations.

TRANSPORTATION BRANCH DIRECTOR

Logistics Section Staff

Responsibility: Logistics Section Chief designee

EOC Section: Logistics

Reports to: Logistics Section Chief

Function

The Transportation Branch is responsible for arranging resources and services to transport personnel, equipment, and supplies. The branch will provide information regarding transportation route priorities in the incident area, and the coordination of resources to meet personnel and resource deployment needs to support evacuation operations.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions review the EOP and appropriate emergency functions.
- Advise Transportation Branch staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Logistics Section Chief.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Logistics Section, directions given, and actions taken.
- Utilize field information from Department Operations to update the Logistics Section Chief of current response operations
- Gather information related to resource deployment, response and employee conditions, and logistical support needs for input into the Incident Action Plan.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee section operations in implementing the Incident Action Plan.
- Provide the Logistics Section Chief with updates as requested or initiate contact with all external transportation partners and the respective operations.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Coordinate with the Planning and Operations Sections to determine which disaster routes are available for emergency use.
- Coordinate the use of disaster routes with the Operations Section.
- Coordinate transportation routes to identified evacuation transfer points.
- Coordinate with the Logistics Section Chief to manage transportation of evacuees or those affected by the incident to identified shelter locations.
- Coordinate with the Law Branch to support the management of disaster routes.
- Establish a transportation plan for the movement of personnel, supplies, and equipment to the EOC, field units, shelters, and other identified locations as determined appropriate.
- Individuals to medical facilities.
- Establish transportation for emergency workers and volunteers to and from the risk area.
- Coordinate with local transportation agencies and schools to establish availability of resources for use in evacuations and other operations as needed.
- Continue to work with external partners as necessary to meet the needs of the incident.
- As reports are received from field units and EOC sections and as sufficient information develops, analyze the situation and anticipate transportation requirements.
- Determine the need for additional support, resources, personnel, and/or equipment.

Post Emergency

- Upon EOC deactivation, direct Logistics Section staff as necessary on actions to take.
- Ensure the section has completed all necessary documentation related to Logistics Section actions.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

PROCUREMENT BRANCH DIRECTOR

Logistics Section Staff

Responsibility: Logistics Section Chief designee

EOC Section: Logistics

Reports to: Logistics Section Chief

Function

The Procurement Branch is responsible for advising the Logistics Section Chief of the need to execute vendor and/or service contracts. The branch will maintain an inventory of available supplies and equipment, distribute available supplies and equipment in accordance with priorities established by the Incident Action Plan, obtain, order, purchase, or receive, and store all supplies for the emergency, arrange for special service contractors as necessary, and coordinate service for non-expendable supplies and equipment.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions, review the EOP and appropriate emergency functions.
- Advise the Procurement Branch staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Logistics Section Chief.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Logistics Section, directions given, and actions taken.
- Utilize field information from Department Operations to update the Logistics Section Chief of current response operations.
- Gather information related to resource deployment, response and employee conditions, and logistical support needs for input into the Incident Action Plan.
- Assign and brief incoming staff, in accordance with the Incident Action Plan, and oversee section operations in implementing the Incident Action Plan.
- Provide the Logistics Section Chief with updates as requested or initiate contact with all external transportation partners and the respective operations.
- Coordinate and oversee the procurement, allocation, and distribution of resources normally obtained through existing mutual aid sources:
 - Food
 - Potable Water

- o Petroleum Fuels
 - o Heavy and Special Equipment
- Provide supplies for the EOC, field operations, and other necessary facilities.
- Determine if the required items exist within the City supply system.
- Determine the appropriate supply houses, vendors, or contractors who can supply the item, product, or commodity if City stocks do not exist.
- Purchase items within limits of delegated authority from the Finance Section. Coordinate with the Finance Section on actions necessary to purchase or contract for items exceeding delegated authority.
- Arrange for the delivery of the items requisitioned, contracted for, or purchased.
- Maintain records to ensure a complete accounting of supplies procured and monies expended.
- Support activities for restoration of disrupted services and utilities.
- Participate in EOC briefings and provide current situation status information to the Planning Section Chief.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Review, verify, and process requests from other sections for resources.
- Maintain information regarding:
 - o Resources readily available
 - o Resources requests
 - o Status of shipments
 - o Priority resource requirements
 - o Shortfalls
- Coordinate with other branches/units as appropriate on resources requests received from other operational forces to ensure there is no duplication of effort or requisition.
- Determine if needed resources are available from City stocks, mutual aid sources, or other sources. Arrange for delivery, if possible.
- Determine the availability and cost of resources from private vendors.
- Issue purchase orders for needed items within dollar limits of authority delegated to the branch.
- Notify Logistics Section Chief of procurement needs that exceed delegated authority. Obtain necessary authorizations and paperwork.
- If contracts are needed for procuring resources, work with the Logistics Section Chief to develop necessary agreements.
- Arrange for delivery of procured resources. Coordinate with Logistics Section Chief.
- Identify to the Logistics Section Chief any significant resource request(s), which cannot be met through local action. Suggest alternative methods to solve the problem if possible.
- Assemble resource documents, which will allow for an agency, vendor, and contractor contacts (e.g., telephone listings, procurement catalogs, directories, and supply locations).
- Continually update communications availability information with the IT/Communications Branch. Revise contact methods with suppliers as improved communications become available.
- Review the situation reports as they are received. Determine/anticipate support requirements. Verify information where questions exist.
- Begin disaster documentation and record tracking of disaster-related requests for expenditures of equipment, supplies, personnel, funds, etc.
- Ensure the organization, management, coordination, and channeling of donations of goods from individual citizens and volunteer groups during and following the disaster/emergency.

- Identify supply sources to augment and/or satisfy expanded medical needs during emergency operations.
- Receive and process or refer, as appropriate, requests for personnel, supplies, and/or equipment, as indicated.
- Review Incident Action Plan for information on supplies, equipment, and/or services that might be needed.
- Ensure reusable equipment is serviced, as necessary.
- Compile a list of supplies to be replenished from other EOC staff.

Post Emergency

- Upon EOC deactivation, direct Logistics Section staff as necessary on actions to take.
- Ensure the section has completed all necessary documentation related to Logistics Section actions.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

DONATION BRANCH DIRECTOR

Logistics Section Staff

Responsibility: Logistics Section Chief designee

EOC Section: Logistics

Reports to: Logistics Section Chief

Function

The Donations Branch is responsible for managing both in-kind (physical) and monetary donations that occur as a result of an incident in the city. The branch will collect, organize, and ensure that all donations are managed appropriately. In addition, the Donations Branch personnel will work with the EOC Public Information Officer (PIO) to develop donation-specific information to be disseminated to the public.

Increased Readiness

- Upon notification of a potential emergency or disaster, initiate readiness actions review the EOP and appropriate emergency functions.
- Advise the Donation Branch staff of the potential need to respond.
- Document preparedness activities, monitor the situation, and maintain increased readiness.
- Consider alerting/recalling off-duty personnel.
- Test communications equipment with department employees and facilities.
- Assess the availability and condition of resources, personnel, and specialized equipment.
- Pre-position equipment in strategic locations to meet expected needs.

Initial Activation *(for most emergencies)*

- Report to EOC (or other designated reporting location) and obtain a briefing from the Logistics Section Chief.
- Initiate and maintain an activity log by date and time, note arrival time, to whom you report, decisions made, positions activated, personnel assigned to report to the Logistics Section, directions given, and actions taken.
- Receive and process all incoming information regarding possible or current donations.
- Review or develop procedures for the processing of donations.
- Work with the Finance Section to establish protocols and procedures for monetary donations. Identify the organization(s) that can accept donated money.
- Coordinate with shelter staff, if activated, to manage donations provided at shelter locations.
- Evaluate and determine possible emergent donation sites and how best to manage unwanted donations.
- Work with the PIO to develop donation-specific information for the public.
- Coordinate with external partners to manage incoming donations from private vendors.

Extended Operations

- Maintain an activity log.
- Participate in regular section briefings and provide input to the Incident Action Plan.
- Monitor response activities and identify any potential issues that require prompt attention.
- Continue to manage incoming donations.
- Manage, document, and inventory all in-kind donations.
- Work with the Logistics Section Chief to address any unwanted and/or emergent donation sites that may need to be cleaned up.
- Continue to provide updated information to the EOC PIO.

Post Emergency

- Upon EOC deactivation, direct Logistics Section staff as necessary on actions to take.
- Ensure the section has completed all necessary documentation related to Logistics Section actions.
- Submit a log and other incident-related documentation to the Planning Section.
- Coordinate with the Finance Section to ensure all expense and employee time documentation is completed.
- Participate in post-emergency debriefing and critique sessions.
- Revise and update emergency plans and procedures to reflect lessons learned from the emergency.

3.4 FINANCE SECTION

3.5 Finance Section Overview

3.5.1 Purpose

The Finance Section is responsible for organizing and operating the finance and administration actions for the EOC; arrange for emergency purchasing and financing of resources and services; participate in the development and implementation of the Incident Action Plan, and activate and supervise the Finance Section staff. When fully staffed, the Finance Section Chief may fully or partially activate the section with the following positions.

- Cost Recovery Unit
- Fiscal Unit
- Compensation/Claims Unit

Only those positions required by the emergency are activated. If personnel are not available for the required position, the duties assigned to the unstaffed function are the responsibility of the Finance Section Chief, who is a member of the EOC General Staff, and reports to the Incident Commander or Unified Command.

Priorities. The Finance Section priorities are to:

- Provide financial continuity to the City and community.
- Cooperate with the other sections of the Emergency Operations Center.
- Document costs and recovery
- Facilitate the City of La Crosse's financial recovery.

Overall Responsibilities. The Finance Section's primary responsibility is to maintain to the greatest extent possible the financial systems necessary to keep the City functioning during and after a disaster. The Section also supervises the negotiation and administration of vendor and supply contracts and procedures.

The Finance Section acts in a support role in disasters to ensure that all required records are preserved for future use and to support filing requirements for State and FEMA reimbursement. The Finance Section accomplishes this through the maintenance of proper and accurate documentation of all actions taken. The Finance Section will:

- Activate and maintain a disaster accounting system.
- Provide financial resources necessary for recovery.
- Maintain payroll and payments.
- Investigate and process injury claims.
- Coordinate documentation for cost recovery.
- Work with disaster agencies on cost recovery.

The Finance Section provides for the tracking of time worked by all emergency personnel involved in the incident, provides costs analysis and projections, and records any and all injury claims for compensation.

3.5.2 Duties

In general, the Finance Section Chief is responsible for:

- Assign and brief Section staff, as indicated.
- Implement emergency finance procedures as necessary and advise all EOC staff of those procedures.
- Implement timekeeping and expenditure tracking procedures and advise EOC staff of the procedures to follow.
- Notify the other sections and City departments of a pay code to be used for the disaster.
- Determine if the City can continue handling financial transactions.

Maintain to the extent possible the financial continuity of the City's essential financial functions (e.g., payroll, payments, and revenue collection).

- Complete forms to State of Wisconsin Office of Emergency Services (WEM) and Federal Emergency Management Agency (FEMA) documentation for disaster assistance applications, as appropriate.
- Upon declaration of a disaster by the State and/or Federal Governments, coordinate with disaster agencies to initiate the recovery process of City costs.
- Coordinate with the other sections and departments the collection and documentation of costs pertaining to the disaster/emergency.
- Coordinate with disaster assistance agencies for the required inspections, documentation, audits, and other necessary work in order to recover costs.
- Arrange for administrative support to EOC as necessary.

In general, the Cost Recovery staff are responsible for:

- Document information for reimbursement from the state and federal governments.
- Activate and maintain Disaster Accounting System.
- Coordinate documentation of costs with other sections and departments.
- Coordinate cost recovery with disaster assistance agencies.

In general, the Fiscal staff is responsible for:

- Provide all cost analysis activity associated with EOC operation.
- Obtain and record all cost data for the emergency/disaster.
- Ensure the proper identification of all equipment and personnel requiring payment.
- Analyze and prepare estimates of EOC costs.
- Maintain accurate records of EOC costs.

3.5.3 Concept of Operations

To respond to disasters effectively, each person assigned an emergency management position has specific duties to complete before, during, and after a disaster. These tasks are outlined in the City of La Crosse

Emergency Operations Plan (EOP), Basic Plan. More detailed information about each function in the Emergency Operations Center (EOC) is presented in this section and other sections and annexes to the EOP.

Preparedness. Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update procedures and resource lists, and participate in training drills and exercises. The duties assigned to all personnel in the Finance Section include:

- Participate in meetings of the Emergency Operations Center (EOC) staff to maintain familiarity with the role and responsibilities of the assigned EOC function and to discuss emergency management issues.
- Review the EOP, applicable department plans, standard operating procedures, and the materials contained in this annex. Consolidate recommended revisions and updates to this annex and submit changes to the City of La Crosse Fire Chief/Director of Emergency Management.
- Develop any additional information to be incorporated into the assigned section and submit to the City of La Crosse, Director of Emergency Management.
- Participate in training, exercises, and post-exercise critiques conducted by the City's designated key contact.

Initial Response. The Section Chief is responsible for ensuring that all section staff:

- Report to the EOC and obtain briefing. The Section Chief meets with the Incident Commander or Unified Command. The Section staff then meets with the Finance Section Chief.
- Determine the extent to which the Section should be activated and notify the assigned staff, as indicated.
- Initiate and maintain an activity log.
- Implement activities outlined in the checklists.

Extended Operations.

- Coordinate activities of staff within the assigned Section and with other Section chiefs, as indicated.
- As needed, the Section Chief will consult with the Incident Command or Unified Command regarding any unresolved conflicts.
- Participate in regular EOC and Section briefings and provide input into the development of the Incident Action Plan.
- Track all activities and decisions in an activity log.

Post Emergency.

- Upon deactivation of the EOC, make notifications as indicated.
- Provide Logistics Section Supply staff with a list of any expendable supplies to be replenished.
- Ensure that non-expendable supplies/equipment are serviced and returned to proper locations.
- Participate in EOC debriefing and critique sessions.

3.5.4 Organizations and Responsibilities

Local Government Level. Wisconsin State Statute Chapter 323 requires all local public agencies (cities, special districts, and counties) to respond to emergencies using the Incident Command System (ICS) at the scene of a multi-agency emergency and in the EOC. NIMS is a standard emergency response system and

organization that enhances the ability of the OA to work with any city, county, special district, or state agency.

The City of La Crosse is responsible for emergency response within the boundaries of the City and contract areas. Special districts are primarily responsible for the restoration of services that they normally provide. They may also be responsible for the safety of people at their facilities or on their property and for warning of hazards from their facilities or operations. Some special districts may assist other local governments in the emergency response.

All local governments are responsible for coordinating with other local governments, the field response level, and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

Local Governments must comply with NIMS to be eligible for State and Federal funding of response-related personnel costs. The City of La Crosse will:

- Use NIMS when a local emergency is declared or proclaimed, or the Local Government EOC is activated.
- Establish, coordinate, and communicate with Incident Commander or Unified Command through departmental operations to the EOC, when activated.
- Use existing mutual aid systems for coordinating fire and rescue and law enforcement, public works, and other mutual aid resources.
- Establish coordination and communications between the local jurisdiction EOC when activated, and the operational area organization and any state or local emergency response agency having jurisdiction at an incident within the City's boundaries.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall Local Government level emergency response activities.

Regional Organizational Level- In accordance with Wisconsin State Statute 323.13(2a), La Crosse County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during a response to multi-agency disaster events. Wisconsin Emergency Management is established to coordinate emergency operations and manage resources throughout the county. The EOC also serves as a communication and coordination link between all public agencies in the county and the OA. In accordance with state and local EOPs, the OA submits regular situation reports and requests for support and resources not available within the county to the Regional EOC.

Each city and special district may contact the OA EOC via landline phone, cellular phone, amateur radio, discipline-specific radio frequencies, internet, or web-based system.

La Crosse is located in State OES Mutual Aid Division 134 within the West Central Region. State West Central Region provides staff support available from WEM and other State agencies to assist in rendering mutual aid. The primary mission of the WEM organization is to support Operational Area response and recovery operations and to coordinate Mutual Aid Region response and recovery operations.

3.5.5 Policies and Procedures

Policies and procedures associated with the Finance Section are described below. A checklist contains a list of activities to be performed by the Finance Section Chief that provides emergency actions or information related to the responsibilities of the Finance Section.

Emergency/Disaster Response. Upon notification of a warning or knowledge of a disaster, Chapter 323 of the Wisconsin Statutes mandates that public agency employees have special responsibilities to protect the public. City of La Crosse staff may be requested to modify shift schedules, return to work, remain at work, or perform different work assignments. Upon reporting to the EOC, or other designated location, assigned staff will implement the activities outlined in their EOC position guides.

Who Should Respond? In accordance with Chapter 323 of Wisconsin Statutes, all public agency employees are considered Disaster Service Workers and are eligible to be assigned to perform an emergency role at the time of a disaster.

In the rare circumstance, when regular communications are out of service and notification may not be possible with the use of the standard methods (phone, radio, or internet-based systems), employees report to their regular work site. If the regular worksite is not available, employees are to report to the alternate location identified by the department plan. Staff assigned to operate in the EOC are to report to the La Crosse EOC.

Finance Section Activation.

- The Incident Commander/Unified Command or designee is authorized to activate the Finance Section for the response to a disaster.
- The extent of the disaster will determine the extent to which the Finance Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a widespread disaster that damages communications and systems, the entire section will mobilize.
- The Finance Section will be activated whenever the Director of Emergency Management determines that the City is involved or may soon be involved in a disaster/emergency that will require a finance response.
- In all cases, the Cost Recovery Documentation Unit will be activated. Other units will be activated as conditions necessitate. The Finance Section's Cost Recovery Documentation Unit may continue to function when the EOC is not activated.
- The Finance Section Chief will activate the various units of the Finance Section as the disaster/emergency situation develops. All units may be placed on an alert basis when there is a warning of an impending or developing disaster. Whether the Finance staff will perform their function at the EOC or their regular worksite depends on the severity of the disaster. These conditions are:
 - **Low level-** All personnel will report to their regular worksite. The Finance Section Chief will give instructions as necessary.
 - **Medium Level-** EOC activated but regular communications and accounting systems accessible and usable
 - Finance Section Chief and head of Cost Recovery Documentation Unit report to the La Crosse City EOC and communicate with other units as necessary. Other units report to the regular worksite unless instructed otherwise.

- o **High Level-** EOC is fully activated. Regular communications and accounting systems may or may not be accessible or usable. All Finance Section Units report to the EOC.

Finance Position Guides

FINANCE SECTION CHIEF

General Staff

Responsibility: Incident Command / Unified Command designee

EOC Section: Finance Section

Reports to: Finance Section Chief

***Page Intentionally Left Blank Awaiting Approval from
Finance Department***

COST RECOVERY UNIT LEADER

Finance Section Staff

Responsibility: Finance Section Chief designee

EOC Section: Finance

Reports to: Finance Section Chief

***Page Intentionally Left Blank Awaiting Approval from
Finance Department***

FISCAL ANALYST

Finance Section Staff

Responsibility: Finance Section Chief designee

EOC Section: Finance

Reports to: Finance Section Chief

***Page Intentionally Left Blank Awaiting Approval from
Finance Department***