

City of Sheboygan

Emergency Management and Response Plan

City of Sheboygan Emergency Management Director's Office



DATE: 2/16/2025
TO: City of Sheboygan Common Council
FROM: Eric Montellano, Fire Chief, Sheboygan Fire Department
Ryan Sorenson, Mayor, Sheboygan
Casey Bradley, Sheboygan City Administrator
SUBJECT: Letter of Promulgation – 2025 City of Sheboygan Emergency
Management and Response Plan

With this notice, we are pleased to officially promulgate the 2025 Sheboygan Emergency Management and Response Plan (EMRP). One of a family of plans published by the City of Sheboygan Emergency Preparedness Group (EPG) and Sheboygan County Emergency Management, this plan provides the framework for citywide, mitigation, preparedness, response, and recovery activities. Its intent is to provide a structure for standardizing plans citywide and to facilitate interoperability between local, state, and federal governments.

Every effort has been made to ensure that the EMRP is compatible with the Sheboygan County Emergency Management Plan, the State of Wisconsin Emergency Response Plan, and the National Response Framework. Its format aligns with the State of Wisconsin Emergency Response Plan.

The EMRP specifies the authorities, functions, and responsibilities that pertain to establishing collaborative action plans between City departments, local, state, federal, volunteer, public, non-profit and private sector organizations. This plan is supported by detailed information contained within a separate Emergency Support Functions (ESFs) document. By coordinating all phases of emergency management, the EMRP helps minimize the impacts of incidents in the City of Sheboygan. We believe the EMRP is a significant tool for saving lives, protecting property, preserving the environment, and sustaining the economy. Finally, the EMRP is a reminder to department directors, agencies, commissions, and councils of their two primary goals in emergency management: to support the City of Sheboygan through the Emergency Operations Center, and to establish and maintain a comprehensive internal process for conducting daily business before, during, and after an emergency or disaster event.

Thank you for your involvement in this worthwhile endeavor.

FOREWARD

The City of Sheboygan sincerely appreciates the cooperation and support from all City departments contributing to the publication of the 2025 City of Sheboygan Emergency Management and Response Plan (EMRP). Coordination of the plan represents a committed and concerted effort by all City departments and agencies to emergency management. The plan demonstrates the ability of a large number of departments to work together to achieve a common goal. The EMRP is intended as a framework for citywide mitigation, preparedness, response, and recovery activities, and additionally NIMS/ICS will be adopted as methodology for managing and documenting planned and unplanned events.

The EMRP is one of many efforts to prepare all people in the City of Sheboygan for emergencies or disasters. The EMRP is formatted to be consistent with the State of Wisconsin Emergency Response Plan, the National Response Framework (NRF), complete with Emergency Support Functions (ESFs), or single functional activities. This is done to provide interoperability between local, state, and federal levels of government.

The plan stresses the four major phases of emergency management: mitigation, preparedness, response, and recovery activities. This plan moves us closer to being able to minimize the impacts of emergencies and disasters on people, property, the economy, and the environment of the City of Sheboygan. We sincerely thank all who have assisted with the creation of this plan.

City of Sheboygan Emergency Preparedness Group

Change #	Date Entered	Contents of Change	Initials

PLAN DISTRIBUTION AND UPDATES

Electronic copies and updates to this plan along with all of the ESFs, addendums and annexes will be distributed as follows:

- Mayor
- City Administrator
- All City of Sheboygan Department Heads
- Sheboygan County Emergency Manager
- EOC/IT Training Computers (if applicable)

In addition, hard copies of this current plan along with all of the ESFs, addendums, and annexes will be available at the following locations:

- City of Sheboygan Office of Emergency Management (Sheboygan Fire Department)
- City of Sheboygan Emergency Operations Center

Plan Development and Maintenance:

The City of Sheboygan Emergency Preparedness Group (EPG) is composed of representatives from numerous city departments. These agencies are responsible for developing and maintaining this plan.

The EPG meets at least monthly, or as determined by the Emergency Management Director. The EPG reviews changes and new information and makes revisions in this plan as needed.

The EPG also conducts after-action reviews of all exercises, partial and total EOP Activations and any multi department operation on request of the department managers or city events (i.e. the Fourth of July and water events).

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I. INTRODUCTION

A. Mission

The emergency management mission of the City of Sheboygan is to coordinate disaster response and recovery efforts in support of the Sheboygan County Emergency Management Office, municipal government, and outside agencies. Through planning, training and exercising we prepare city departments, response agencies, volunteer organizations, the private sector and residents to respond to and recover from disasters.

B. Purpose

This document is a comprehensive plan for municipality-wide mitigation, preparedness, response, and recovery activities.

Purpose of the City of Sheboygan Emergency Response Plan (ERP) is to:

1. Facilitate the protection of lives, property and the environment in major disasters of any nature.
2. Identify mitigation opportunities, coordinate response to disasters, assess damages, and implement recovery efforts.
3. Serve as a coordinating document for supporting individual agency plans, policies, and procedures.
4. Record updated plans to reflect information collected, decisions made and procedures developed in the planning process and during response and recovery operations.
5. Provide a functional connection to the county emergency response plans.
6. Provide policy for government officials, agency managers and emergency managers during a disaster situation.
7. Conform to the provisions of the National Incident Management System (NIMS) and the National Response Plan (NRP) to ensure a coordinated and effective response when county, state and federal agencies and assets are involved.

C. Key Concepts

Key concepts of the Plan include: Incident Command System (ICS), Emergency Support Functions (ESFs), reliable and redundant

communication systems and processes, Department Operations Centers (DOCs), Emergency Operation Center (EOC) responsibilities, resource management, mutual aid agreements, and memoranda of agreement or understanding.

II. POLICIES

A. Authorities

This plan is developed, promulgated, and maintained pursuant to local, county and state statutes/ordinances/regulations.

The concepts and processes developed in the NIMS, mandated by Homeland Security Presidential Directive (HSPD)-5, have been incorporated in the City of Sheboygan Emergency Response Plan. The NIMS provides a consistent nationwide system for all jurisdictions to work together effectively and efficiently to prepare for, respond to, and recover from domestic disaster or incidents.

B. Assignment of Responsibilities

1. This plan identifies the responsibilities of City of Sheboygan agencies and other organizations.
2. ESFs establish mitigation, preparedness, response, and recovery activities. Primary responsibilities for each ESF are held by either one agency or joint agencies. Additionally, each ESF has supporting agencies that assist the primary agencies.

C. Limitations

The goal is to mitigate and prepare for the consequences of hazards, and to respond and recover in the event of an emergency or disaster, however, City of Sheboygan resources and systems may become overwhelmed in the event of a major incident.

III. SITUATION AND ASSUMPTIONS

WHO MAY DECLARE AN EMERGENCY
City
<p>Common Council of any City ss. 323.11 & 323.14(4)(a)</p> <p>If, because of the emergency conditions, the governing body of the local unit of government is unable to meet promptly, the chief executive officer or acting chief executive officer of any local unit of government shall exercise by proclamation all of the powers conferred upon the governing body state statute that appear necessary and expedient. The following line of succession will be followed:</p> <p>#1 - Mayor, subject to ratification ss. 323.14(4)(b), 62.09(8), 62.11</p> <p>#2 - Council President, subject to ratification ss. 62.11 & 323.14(4)(b)</p> <p>#3 - Council Vice President, subject to ratification ss. 62.11 & 323.14(4)(b)</p>

A. Emergency/Disaster Conditions and Hazards

1. The identified hazards in the Sheboygan County/City Hazard Mitigation Plan pose a threat, significant in frequency, magnitude or both, to the lives, property and/or environment in the City of Sheboygan.
2. The consequences of disasters could include major disruptions to normal functions.

B. Planning Assumptions

1. Per Wisconsin State Statute Chapter 323.14, county and municipal governments will appoint an Emergency Management Director (Fire Chief), develop and update emergency plans and participate in training and exercises. The City of Sheboygan Fire Department is the coordinating agency.
2. City of Sheboygan agencies are responsible for identifying emergency management personnel, developing and updating Standard Operating Procedures (SOPs) and Individual Agency Plans (IAPs) and providing maps of the City.
3. Emergency management in Wisconsin operates utilizing an all-hazards planning approach which includes mitigation, preparedness, response and recovery from major incidents.
4. Governments have the legal and moral duty to protect the lives, property and environment within their jurisdictions.

5. Local jurisdictions respond first to disaster through implementing municipal emergency response plans and can quickly exhaust resources, making outside assistance necessary. When such assistance is provided, local elected officials still retain control over the response. Outside assistance, whether from another county, state, federal government or private sector, is delivered to support the local effort.
6. The county is responsible for requesting state disaster assistance for local governments. The state will request federal assistance if needed.
7. The Incident Command System (ICS) will be used in disaster response. Unified command will be used in situations which affect multiple jurisdictions, multiple agencies within a jurisdiction and/or which require response by multiple levels of government. These command and control systems require the participation of the chief elected and appointed officials.

C. Access and Functional Needs

1. The planning effort must account for those who may be particularly vulnerable in disaster. A variety of words and terms have been used to describe such people, including those with special needs, vulnerable populations, individuals with disabilities, and others with access or functional needs. Age can also be a factor; children and older adults may be especially vulnerable. Populations with limited English proficiency, limited access to transportation, disabilities, and/or limited access to financial resources to prepare for, respond to, and recover from an emergency are also at risk.
2. Pets must also be considered in planning efforts because history has shown that people often won't take refuge if their pets must be left behind.
3. Regardless of the terms used, such individuals may need assistance, accommodation, or modification for mobility, effective communication, transportation, safety, health, maintenance, or other help due to any situation, temporary or permanent, that limits their ability to act in an emergency.

D. Considerations

While we do not, in many instances, have the advantage of knowing when and where incidents will occur, nor how much destruction they may cause, we can take prudent steps prior to an incident to mitigate the most harmful effects and outcomes. It is critical that the City, as a matter of public trust, assure a reasonable process is in place to maintain the capability to sustain and perform

essential functions. These functions can only be accomplished when a solid framework of meaningful mitigation and preparedness measures are established, reviewed, tested, and implemented.

IV. ORGANIZATION AND RESPONSIBILITIES

This Plan assigns response and preparedness roles and responsibilities for City departments. Each department's role is identified with the understanding that roles may change depending on the situation.

The basic responsibilities for Emergency Support Functions (ESFs) are listed at the end of this plan. Responsibilities for each ESF are led by a primary department or jointly with multiple departments. Additionally, each ESF has supporting departments and agencies that assist the primary department(s).

The remainder of this section outlines general roles and responsibilities for all City departments, City Common Council, Emergency Preparedness Group, and the Emergency Management Director (Fire Chief), and the Emergency Manager (Assistant Fire Chief – Operations).

The following common responsibilities apply to each department. This is not a comprehensive list, but it includes critical responsibilities that are necessary for mitigation, protection, preparedness, response, and recovery from an incident.

For more detailed roles and responsibilities for City departments, refer to the Emergency Support Function (ESF) annexes to this plan.

A. Lines of Succession

In order to ensure continuity of governance and to provide continuous leadership and responsibility, the following lines of succession have been established, either by statute, City ordinance, or City policy, as appropriate.

Mayor:

- 1) Council President; 2) Council Vice President

City Administrator:

- 1) Assistant to the City Administrator; 2) Finance Director

Fire Chief:

- 1) Assistant Chief of Operations; 2) Assistant Chief of Personnel; 3) On-Duty Battalion Chief; 4) Captain; 5) Highest Ranking Lieutenant

Police Chief:

- 1) Assistant Chief; 2) Captain of Patrol; 3) Captain of Investigation

Director of Public Works:

1) City Engineer; 2) Streets Supervisor; 3) Utility Supervisor

Director of Finance:

1) Deputy Finance Director; 2) Human Resources Director

Director of Planning and Development:

1) Planning & Zoning Administrator

City Attorney

1) Deputy City Attorney; 2) Assistant City Attorney

B. Specific Responsibilities

Individuals listed below should report to the EOC when activated unless they designate an alternate individual:

The Mayor, City Administrator, Director of Finance, Director of Planning and Development, City Engineer, Fire Chief (or designee), Director of Human Resource and Labor Relations, Police Chief, Public Information Officer (or designee), Director of Public Works, City Attorney, and IT Director shall report to the EOC when activated and assigned, unless specifically directed otherwise.

Coordinating News Releases Among Response Organizations:

The Public Information Officer (or designee) holds primary responsibility for coordinating news releases among response organizations.

Setting Up, Maintaining, and Managing Primary and Alternate EOCs:

The Emergency Management Director or Emergency Manager holds primary responsibility for managing the primary and alternate EOCs.

Coordinating EOC Operations:

The Emergency Management Director or Emergency Manager holds primary responsibility for coordinating EOC operations, including maintaining a significant event log during the time the EOC is open.

Maintaining a Significant Events Log:

The Emergency Manager holds primary responsibility for ensuring a Significant Events Log is kept.

Removing Debris:

The Director of Public Works holds primary responsibility for removing debris.

EOC Support Responsibilities:

Firefighting	The Fire Department will have responsibility for fire prevention and emergency medical services provisions to all staff within the EOC.
Law Enforcement	The Police Department will have responsibility for maintaining a secure environment within and immediately outside of the EOC site, including limiting access to approved personnel in addition to providing support communications to the emergency response.
Public Works	The Public Works Department is responsible for debris removal operations at all public facilities, provision of support in ensuring telecommunications at the EOC; on-site operational support which may include heavy equipment, detection equipment, shoring equipment, sludge pumping equipment, GIS mapping, and vehicle maintenance/repair.
IT	The Information Technology staff will provide support with all technology including hardware, software, tech support, and other technology needs of the staff in the EOC.
HR	Human Resources will provide support to all emergency functions by ensuring the availability of critical incident stress debriefing as requested by the EPG.
PIO	The PIO will provide appropriate information to the general public regarding all phases of the emergency response. When activated, this information may be referred to/released from the Joint Information Center.
School Districts	The Superintendent(s) or representatives of the school districts may be present within the EOC in order to provide effective coordination of resources.
Health Dept	Sheboygan County Health and Human Services will coordinate the provision of mass care, shelter, and individual assistance for residents impacted by an emergency.
Transit	City Transit will coordinate the use of transportation resources to support the needs of local government,

voluntary organizations and other agencies that have emergency transportation needs during an emergency situation or a disaster.

Finance The Finance Department will provide logistics and resource support during and immediately following an incident.

NGOs (Non-Governmental Organizations) may also be present in the EOC to provide efficient information-sharing regarding available resources. Access to the EOC by community-based groups will be granted by the City Administrator (or emergency interim successor), or by the Emergency Management Director or Emergency Manager.

V. CONCEPT OF OPERATIONS

A. General

City, County, State, and Federal roles: It is the responsibility of the government of The City of Sheboygan to protect life and property from the effects of hazardous events. The City must also assume the responsibility for emergency management activities. When and if the emergency exceeds or threatens the capability to respond, assistance will be requested from county and state authorities. If federal assistance is needed it must be requested by the state's authority.

Transition from Normal Response to Emergency Response: The EOP recognizes the fact that emergency functions for groups involved in emergency management generally parallel normal day-to-day functions (i.e., fire or police responses). Barring unforeseen problems, the same personnel and material resources will be employed in both cases.

During disastrous situations the usual way of doing something may not suffice. It is desirable and should always be attempted to maintain organizational continuity and to assign familiar tasks to personnel. In large scale disasters, it may be necessary to draw on personnel's basic capabilities and capacities and use them in areas of greatest need. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency. People may be redirected into a function needing attention as directed by an emergency manager.

The City's three primary response organizations are the Fire, Police, and Public Works Departments. During normal response operations, field personnel from all three departments work in close communication and cooperation, fulfilling normal primary and support roles. When a normal response situation appears to be

expanding to the point where EOP/EOC activation will be required, the departments will consult with each other to help make this determination. Examples of early warning signs that activation may be required include:

- The incident will require personnel and/or resources beyond those normally and readily available.
- The incident is impacting more than the isolated portions of the City.
- The duration of the incident will exceed normal working shifts.
- The incident has the potential of expanding rapidly.

When these characteristics are present, field supervisors will contact their department heads (or available successors, as determined by the normal chain of command). The department heads will discuss the situation and arrive at a consensus for appropriate further action. If the consensus is to not recommend activation of the EOP or EOC, a time will be set for the next conference between the department heads (so that the situation can be re-evaluated). One of the department heads is designated to contact the City Administrator or designee, to provide the group's intelligence and recommendation. This will usually be the department head whose agency is leading the response. The City Administrator or designee is, at minimum, kept apprised of all department head conferences, and may choose to participate. It is understood that even though the department head conference(s) may not result in a recommendation to activate the EOP or EOC, this group has specific authority to direct that the EOC be set up, either as a precautionary measure, or to function as a Unified Command Post. Whenever the EOC is to be set up, the Emergency Management Director or the Emergency Manager is contacted to initiate set-up operations.

The City Administrator or designee is responsible for the overall command of disaster operations. The major governmental department heads or their designee will be responsible for directing all entities under this jurisdiction and keep the City Administrator or designee apprised of current status. (Periodic updates with a time constraint, should be incorporated into operations.) The Emergency Management Director or the Emergency Manager will function as a resource coordinator for all activities within the City.

B. Local Responsibility and Authority

It is recognized that the responsibility for the protection of lives and property of the residents of the City of Sheboygan rests with the local government officials and that the ultimate authority and responsibility in a disaster or emergency situation rests with the City Administrator of the City of Sheboygan. In

accordance with Wisconsin State Statutes, a disaster may be declared as described on page 8 of this plan.

C. Phases of Emergency Management

Direction and control will follow NIMS and ICS guidelines. The City Administrator or emergency interim successor is responsible for all operations, including emergency operations, within the City and will delegate authority to appropriate staff based on written policy.

The City has established an operational line of succession to establish an emergency interim successor for the City Administrator, as follows:

1. Fire Chief
2. Police Chief
3. Director of Public Works
4. Finance Director

Depending on the nature of an incident, the City of Sheboygan may choose to operate under different levels of response, listed below in order of increasing severity:

1. The Emergency Operations Center is set up as a precautionary measure:

This action may be taken when it is anticipated that the room may be needed as a Unified Command Post, or as an EOC.

This decision can be made by the City Administrator or emergency interim successor, the Fire Chief, the Assistant Fire Chief, the Police Chief, the Assistant Police Chief, the Director of Public Works, or the City Engineer.

This action does not activate the Emergency Operations Center or the Emergency Operations Plan.

2. The Emergency Operations Center is activated:

This action may be taken when the City Administrator or emergency interim successor believes the nature of an incident is such that the City will best respond and recover by having operations directed from the central EOC, or it is anticipated that the Emergency Operations Plan may be activated.

This decision can be made only by the City Administrator or emergency interim successor.

This decision does not activate the Emergency Operations Plan; however, personnel designated to serve on the Emergency Preparedness Group (EPG) shall report to the EOC when directed to do so. In the event the EOC room is being used as a Unified Command Post, the post shall be relocated out of the room. Sheboygan County Emergency Management Agencies shall be notified of the action.

3. The Emergency Operations Plan is activated (in whole or in part):

This action may be taken when the City Administrator or emergency interim successor believes the nature of an incident is such that the City will best respond and recover by implementing one or more portions of the Emergency Operations Plan (i.e., one or more of the functional or incident-specific annexes of the plan).

This decision can be made only by the City Administrator or emergency interim successor.

This decision automatically activates the Emergency Operations Center. Personnel designated to serve on the EPG shall report to the EOC when directed to do so. In the event the EOC room is being used as a Unified Command Post, the post shall be relocated out of the room. Sheboygan County Emergency Management shall be notified of the action.

4. A Disaster is declared in the City of Sheboygan:

This action may be taken when the City Administrator or emergency interim successor believes that the demands of an incident will exceed local and routine mutual aid resources.

A disaster will be declared in accordance with Section III (page 8) of this plan following the designated line of succession.

This decision automatically activates the Emergency Operations Center and implementation of the Emergency Operations Plan.

Personnel designated to serve on the EPG shall report to the EOC when directed to do so. In the event the EOC room is being used as a Unified Command Post, the post shall be relocated out of the room. Sheboygan County Emergency Management shall be notified of the action. During an emergency or disaster, it is imperative to have a central location where essential personnel gather to direct and control emergency operations. When activated, the Emergency Operations Center (EOC) serves as the central location for management of the emergency or disaster.

As in normal daily operations, each department head will be responsible for the operation of his/her department and will report to the City Administrator or designee. Each department head shall direct his/her assigned response and recovery operations from the EOC.

Under the overall direction of the City Administrator or emergency interim successor, policy decisions and assignment of critical resources will be managed by the EPG, at the EOC. The EPG at the EOC will implement the core functions of coordination; communications; resource allocation and tracking; and information collection, analysis and dissemination.

There may be situations where the EOC is set up for use prior to formal activation. In such cases, the EOC is on standby for formal activation, and may be utilized as an Incident Command Post.

Situations in which the EOC may be placed on standby or activated include:

- Severe Weather Watch
Conditions are right for the development of threatening weather.
- Severe Weather Warning
Actual damaging weather has been sighted, or other actions have occurred.
- Level V Incident
A local emergency handled by responders from the jurisdiction that is affected. Mutual aid resources may be utilized to handle the event. Decisions are generally tactical in nature and the Sheboygan EOC may or may not be involved in managing the incident.
- Level IV Incident
A significant local event or a regional event. Most Command Staff and General Staff positions in the Incident Command Structure (ICS) are filled. The Sheboygan EOC will be involved and will make decisions of a strategic nature. Mutual aid resources are present and there may be a need to supplement these resources to bring the incident to a logical conclusion. A local disaster or emergency may be declared.
- Level III Incident
A regional incident which may extend over multiple operational periods. The ICS Command Staff and General Staff positions will be filled and a written Incident Action Plan (IAP) will be utilized. An Incident Management Assistance Team (IMAT) may be utilized, as well as the local and county EOC management teams. Some assistance from State of Wisconsin agencies may be required to resolve the incident.

- Level II Incident
An incident affecting an entire region. The ICS Command Staff and General Staff positions will be filled and an IMAT may be operating with local responders, to develop an IAP for several operational periods. State resources will likely be involved and the incident will involve the issuance of a State Disaster Declaration.
- Level I Incident
An incident that qualifies as an Incident of National Significance. There may be one or several IMAT that are working to develop IAPs for each of several operational periods. There will most likely be a State Disaster Declaration and there may be a Federal Declaration of Emergency or a Declaration of a Major Disaster. State and federal resources will be engaged in the management of the incident.
- Terrorism Threat Level Orange
A local or national Homeland Security Alert System (HSAS) alert level indicating a high risk of a terrorist act.
- Terrorism Threat Level Red
A local or national Homeland Security Alert System (HSAS) alert level indicating a severe risk of a terrorist attack.

Incident Commanders will be responsible for field operations, and will function within the normal limits of their authority. Designation of the person or agency to assume Incident Command will follow historical patterns and common sense. Incident Command and field staff will report all pertinent intelligence to the EPG member within their functional chain of command within the EOC. The following table should serve as a general reference for which agency or agencies will be responsible for Incident Command, under various scenarios.

Note: The table is intended as a guideline only, as specific and/or evolving characteristics of incidents or availability of personnel may result in different choices for responsibility for Incident Command.

INCIDENT TYPE	AGENCY
Civil/political unrest	Police Department
Commercial transportation accidents	Fire Department
Earthquake	Fire Department Police Department Public Works
Fire/explosion	Fire Department
Flood	Public Works
Hazardous Materials incident	Fire Department
Severe/excessive heat/cold	Fire Department
Severe storms/high winds/lightning/wildland fires	Fire Department Public Works
Structural collapse	Fire Department
Tornado	Fire Department Police Department Public Works
Utility failure	Public Works
Winter storms/snow/ice	Public Works

Emergency response personnel and organizations will be notified according to standard operating procedures for emergency call-out.

In-field responders will communicate with interoperable systems, and will use plain English in all communications. Information and intelligence from the field will be reported to Incident Command through normal radio, telephone and other interoperable communications, and through the use of formal ICS reporting forms.

Incident Command will formally send information and resource requests to the EPG via an Incident Action Plan and other ICS forms as appropriate. There may also be informal communication back and forth between Incident Command and the EPG. The EPG will communicate with the county EOC. The EPG will establish policy, and will communicate policy direction and resource allocation decisions to Incident Command, which is responsible for field operations. All of the above (formal and informal communication) will be used to obtain, analyze, and disseminate information that can be used for decision making, requesting assistance, and reporting.

Public information will be managed by the Public Information Officer (PIO). If the Sheboygan County EOC is activated, the PIO will obtain information from the county EOC, who shall provide direction on management of public information. The PIO will provide information to the public, which may be in the form of media briefings, news releases, “reverse 9-1-1” notification, and/or local government TV channel or website slides or videos. The PIO provides information as directed by

the City Administrator or emergency interim successor, who is advised and updated by Incident Command, the PIO and/or the EPG.

D. EOC Operations

During smaller emergencies, each agency (department) in municipal government performs its specialized tasks according to their agency’s Standard Operating Procedures (SOPs). These operations may occur in the appropriate designated area. During major emergencies, however, there is an increased need for coordination of all activities relevant to the emergency response as they relate to the event as a whole. This operation takes place in the City of Sheboygan EOC and/or Sheboygan County EOC.

The EOC structure allows for the utilization of the Incident Command System (ICS) concepts in the City of Sheboygan /Sheboygan County EOC during activation. An effective span of control is maintained by consolidating all of the agencies with emergency responsibilities into groups with an internal management structure, with the ESF Coordinator being responsible to the Section Chief.

The following chart illustrates the City of Sheboygan and/or Sheboygan County EOC organization.



Incident Management Overview

As a department head, your primary responsibility is to support the senior executive in establishing overall incident policy, providing guidance on incident priorities, and ensuring that your organization's resources are appropriately engaged in incident management. The overall incident management structure includes the following levels:

- ***Policy Group/Multiagency Coordination Group (MAC Group)***, which comprises your fellow department heads and senior organizational leaders
- ***Emergency Operations Center (EOC) director***, who oversees resource and planning support for on-scene personnel and ancillary activities such as sheltering and donations management
- ***Department Operations Center (DOC) manager***, who coordinates closely with the EOC and manages and coordinates incident activities specific to a single functional area
- ***Public Information Officer (PIO)***, who ensures that the public receives accurate, timely, and consistent information about the incident
- ***Incident Commander (IC)***, who directs on-scene incident personnel responsible for saving lives, stabilizing the incident, and protecting property and the environment

Overarching Priorities

- **Life Safety:** Ensure the safety and security of first responders, support personnel, and the general population.
- **Incident Stabilization:** Establish leadership to stabilize the incident and reduce future impacts.
- **Protect Property and Environment:** Protect infrastructure assets, systems, and networks, whether physical or virtual.
- **Recovery:** Reestablish services and help the community return to a new normal.
- **Unity of Effort:** Coordinate and prioritize activities across all organizations involved in the response, to achieve common objectives.

Department Head Essential Responsibilities

- Keep the media and public informed through the designated PIO.
- Collaborate with the EOC director and support agencies.
- Request assistance from the EOC director.
- Offer agency resources to assist the incident response.
- Direct the activation of a DOC.
- Initiate Continuity of Operations (COOP) plan as required.

Key Senior Leader Activities & Actions

- **Coordinate with other department heads** to implement protective actions and ensure the safety and welfare of incident personnel and the community.
- **Promote unity of effort** by ensuring that partner organizations are invited to participate in MAC Group, Unified Command, or EOC, as appropriate.
- **Keep stakeholders informed**, including agency personnel, the media, and the public.
- **Provide personnel** in response to incident command, EOC, or DOC requests.
- **Provide direction** based on response priorities from the DOC director or incident command.
- **Communicate departmental actions and information to the PIO/Joint Information Center (JIC)** for dissemination to the public.
- **Execute relevant plans**
- **Obtain situational awareness** across the region to understand the incident's impact (for example, consult with subject matter experts, communicate with partner agencies, and participate in EOC briefings).

Immediate Actions

- Gather information about the event and share it with appropriate contacts.
- Ensure that your department provides appropriate staffing for the EOC and DOC.
- Consider immediate life safety actions that may be necessary (such as evacuation or boil water notice) and recommend/implement them.
- Review organizational resource status and notify personnel of organizational priorities.
- Notify appropriate personnel of the incident through established phone trees or notification systems.
- Participate in a MAC Group, if required.
- Coordinate with the PIO/JIC to determine what information to share with the media and anticipate likely questions.
- Work with the PIO/JIC on public messaging and inquire about appropriate platforms for disseminating current information (such as social media, news media, relevant websites, and a phone help line).
- Ensure that key contact information is up to date.

Subsequent Actions

- Discuss ongoing EOC and DOC staffing requirements.
- Ensure that finance personnel know and follow disaster financial requirements.
- Gather and share information on:
 - Status of jurisdictional emergency services (fire, EMS, law enforcement) and critical infrastructure (hospitals, electric companies).
 - Lines of communication with leaders of key agencies, such as EOC director or IC on scene.
 - How weather conditions may impact the response; any actions necessary to circumvent issues.
 - Impacts on the agency's day-to-day activities.

Example Public Messaging

- We are aware that an incident has occurred (provide incident details, including time and location).
- At this time, (list agencies that are responding and give the response status). We are gathering additional information and will share it as it becomes available.
- At this time, we ask that the public (list requested action, such as shelter in place or evacuate).
- We will provide the public with up-to-date information via (list local media outlets, Facebook and Twitter accounts, and so on).

- Emergency Management Director: (xxx) xxx-xxxx
- Emergency Operations Center: (xxx) xxx-xxxx
- Public Information Officer: (xxx) xxx-xxxx
- Joint Information Center: (xxx) xxx-xxxx

Glossary & Resources

VI. GLOSSARY OF COMMON TERMS

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Available Resources: Resources assigned to an incident, checked in, and available for use, normally located in a Staging Area.

Catastrophic Incident: Any natural or man-made incident, including terrorism that results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and / or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Community Recovery: In the context of the NRP and its annexes, the process of assessing the effects of an Incident of National Significance, defining resources, and developing and implementing a course of action restore and revitalize the socioeconomic and physical structure of a community.

Consequence Management: Predominantly an emergency management function and included measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The requirements of consequence management and crisis management are combined in the NRP. See also Crisis Management.

Credible Threat: A potential terrorist threat that, based on a threat assessment, is credible and likely to involve WMD.

Crisis Counseling Grants: Funded by FEMA under the Stafford Act to address the counseling needs of a community following a Presidentially declared disaster in which individual assistance is authorized.

Crisis Management: Predominantly a law enforcement function and included measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The requirements of consequence management and crisis management are combined in the NRP. See also Consequence Management.

Critical Infrastructures: Systems and assets, whether physical or virtual, so vital to the United States that incapacity or destruction of such systems and assets would have a debilitating impact on security, nation economic security, national public health or safety, or any combination of those matters.

Cultural Resources: Cultural resources include historic and prehistoric structures, archeological sites, cultural, landscapes, and museum collections.

Cyber: Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

Defense Support of Civil Authorities (DSCA): Refers to *DOD* support, including Federal military forces, *DOD* civilians and *DOD* contractor personnel, and *DOD* agencies and components, for domestic emergencies and for designated law enforcement and other activities.

Department Operations Center (DOC): An operations or coordination center dedicated to a single, specific department or agency. A DOC focuses on internal agency incident management and response.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Disaster: See Major Disaster.

Disaster Recovery Center (DRC): A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Emergency: As defined by the Stafford Act, an emergency is "any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States."

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by ESF, by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or by some combination thereof.

Emergency Response Plan (ERP): The "steady-state" plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel. Agencies and authorities. (See section 2(6), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).) Also known as "emergency responder."

Emergency Support Function (ESF): A grouping of government and certain private-sector capabilities into an organizational structure to provide the support,

resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.

Emerging Infectious Diseases: New or recurring infectious diseases of people, domestic animals, and/or wildlife, including identification, etiology, pathogenesis, zoonotic potential, and ecological impact.

Environment: Natural and cultural resources and historic properties as those terms are defined in this glossary and in relevant laws.

Environmental Response Team: Established by EPA, the Environmental Response Team includes expertise in biology, chemistry, hydrology, geology and engineering. The Environmental Response Team provides technical advice and assistance to the OSC for both planning and response to discharges and release of oil and hazardous substances into the environment.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Facility Management: Facility selection and acquisition, building services, information systems, communications, safety and health, and physical security.

Federal Coordinating Officer (FCO): The Federal officer who is appointed to manage Federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal disaster assistance resources and programs to the affected State and local governments, individual victims and the private sector.

Federal On-Scene Coordinator (FOSC or OSC): The Federal official predestinated by the EPA or the USCG to coordinate responses under subpart D of the NCP, or the government official designated to coordinate and direct removal actions under subpart E of the NCP.

First Responder: Local and nongovernmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as described in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health,

clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal, or nongovernmental organizations.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation: Any cost-effective measure which will reduce the potential for damage to a facility from disaster event.

Hazardous Material: For the purposes of ESF #1, hazardous material is a substance or material, include a hazardous substance, that has been determined by Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8). For the purposes of ESF #10 and the Oil and Hazardous Materials Incident Annex, the term is intended to mean hazardous substances, pollutants, and contaminants as defined the NCP.

Hazardous Substance: As described by the NCP, any substance designated pursuant to section 311 (b)(2) (A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant section 102 of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any hazardous waste having the characteristics identified under or listed pursuant to section 3001 the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act (42 U.S.C. § 6901 et seq.) has been suspended by act of Congress); any toxic pollutant listed under section 307(a) of the Clean Water Act; hazardous air pollutant listed under section 112 of Clean Air Act (42 U.S.C. § 7521 et seq.); and any imminently hazardous chemical substance or mix with respect to which the EPA Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act (15 U.S.C. § 2601 et seq.).

Historic Property: Any prehistoric or historic district, site, building, structure, or object included in or eligible for inclusion in the National Register of Historic Places, including artifacts, records, and remains which are related to such district, site, building, structure, or object [16 U.S.C. § 470(w) (5)].

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public

health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, or organized field-level incident management operations.

Incident Commander (IC): The individual 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.

Incident Management Team (IMT): The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Mitigation: Actions taken during an incident designed to minimize impacts or contain the damages to property or the environment.

Incident of National Significance: Based on criteria established in HSPD-S (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/ or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities.

Infrastructure: The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

In-Kind Donations: Donations other than cash (usually materials or professional services) for disaster survivors.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO, and the JIC within a single Federal facility.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident, information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Joint Operations Center (JOC): The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident, and is managed by the SFLEO. The JOC becomes a component of the JFO when the NRP is activated.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization; or a rural community, unincorporated town or village, or other public entity. (As defined in section 2(10) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Major Disaster: As described by the Stafford Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Material Management: Requisitioning and sourcing (requirements processing); acquisition, asset visibility (resource tracking), receipt, storage, and handling; security and accountability; inventory, deployment, issue, and distribution; and recovery, reuse, and disposition.

Mitigation: Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed in accordance with lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations-Federal, State, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-site temporary facility at which response personnel and equipment are received from the Point of Arrival and are pre-positioned for deployment to an incident logistics base, to a local Staging Area, or directly to an

incident site, as required. A mobilization center also provides temporary support services, such as food and billeting, for response personnel prior to their assignment, release, or reassignment and serves as a place to out-process following demobilization while awaiting transportation.

Multiagency Coordination System (MACS): The combination of personnel, facilities, equipment and procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within the MACS (as defined by NWCG National Training Curriculum).

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement: Written agreement between agencies, organization, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

National Disaster Medical System (NDMS): A coordinated partnership between DHS, HHS, DOD, and the Department of Veterans Affairs established for the purpose of responding to the needs of victims of a public health emergency. NDMS provides medical response assets and the movement of patients to health care facilities where definitive medical care is received when required.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Center: A national communications center *for* activities related to oil and hazardous substance response actions. The National Response Center, located at DHS/USCG Headquarters in Washington, DC, receives and relays notices of oil and hazardous substances releases to the appropriate Federal OSC.

National Response System: Pursuant to the NCP, the mechanism for coordinating response actions by all levels of government (40 CFR § 300.21) for oil and hazardous substances spills and releases.

National Response Team (NRT): The NRT, comprised of the 16 Federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating Federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized Federal oil and hazardous substance emergency response network. EPA serves as the NRT Chair, and DHS/USCG serves as Vice Chair.

National Security and Emergency Preparedness (NS/EP): Telecommunications. NS/EP telecommunications services are those used to maintain a state of readiness or to respond to and manage any event or crisis (local, national, or international) that causes or could cause injury or harm to the population or damage to or loss of property, or could degrade or threaten the NS/EP posture of the United States.

National Special Security Event (NSSE): A designated event that, by virtue of its political, economic, social, or religious significance may be the target of terrorism or other criminal activity.

National Strike Force: The National Strike Force consists of three strike teams established by DHS/USCG on the Pacific, Atlantic, and Gulf coasts. The strike teams can provide advice and technical assistance for oil and hazardous substances removal, communications support, special equipment, and services.

Natural Resources: Natural resources include land, fish, wildlife, domesticated animals, plants, biota, and air, water. Water means salt and fresh water, surface and ground water, including water used for drinking, irrigation, aquaculture, and recreational purposes, as well as in its capacity as fish and wildlife habitat, including coral reef ecosystems as defined in 16 U.S.C. 64501. Land means soil, surface and subsurface minerals, and other terrestrial features.

Nongovernmental Organization (NGO): A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Nuclear Incident Response Team (NIRT): Created by the Homeland Security Act to provide DHS with a nuclear/radiological response capability. When activated, the NIRT consists of specialized Federal response teams drawn from DOE and/or EPA. These teams may become DHS operational assets providing technical expertise and equipment when activated during a crisis or in response to a nuclear/radiological incident as part of the DHS Federal response.

On-Scene Coordinator (OSC): See Federal On-Scene Coordinator.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention: Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. Includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, private emergency response organizations, and private voluntary organizations.

Principal Federal Official (PFO): The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance.

Public Assistance Program: The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, or restoration of disaster damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

Public Health: Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals and wildlife.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Works: Work, construction, physical facilities, and services provided by governments for the benefit and use of the public.

Radiological Emergency Response Teams (RERTs): Teams provided by EPA's Office of Radiation and Indoor Air to support and respond to incidents or sites containing radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics, and risk assessment. RERTs can provide both mobile and fixed laboratory support during a response.

Recovery: The development, coordination, and execution of service and site restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

Resources: Personnel and major items of equipment supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Regional Response Teams (RRTs): Regional counterparts to the National Response Team, the RRTs comprise regional representatives of the Federal agencies on the NRT and representatives of each State within the region. The RRTs serve as planning and preparedness bodies before a response, and provide coordination and advice to the Federal OSC during response actions.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat, ongoing public health and agricultural surveillance testing processes; immunizations, isolation, or quarantine; and specific law enforcement operation aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Situation Assessment: The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized

models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision-making.

Special Populations: People who feel they cannot comfortably or safely access and use standard resources offered in disaster preparedness, relief and recovery. They include, but are not limited to those who are physically or mentally disabled, blind, deaf, cognitively disabled, mobility limited, non-English speaking, geographically/culturally isolated, medically or chemically dependent, homeless, frail/elderly and children.

State: Any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. (As defined in section 2(14) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Strategic: Strategic elements of incident management are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategic Plan: A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

Telecommunications: The transmission, emission, or reception of voice and/or data through any medium by wire, radio, other electrical electromagnetic or optical means. Telecommunications includes all aspects of transmitting information.

Telecommunications Service Priority (TSP) Program: The NS/EP TSP Program is the regulatory, administrative, and operational program authorizing and providing for priority treatment (i.e., provisioning and restoration) of NS/EP telecommunications services. As such, it establishes the framework for NS/EP telecommunications service vendors to provide, restore or otherwise act on it priority basis to ensure effective NS/EP telecommunications services.

Terrorism: Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a

civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Transportation Management: Transportation prioritizing, ordering, sourcing, and acquisition; time-phasing plans; fleet management; and movement coordination and tracking.

Tribe: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Unaffiliated Volunteer: An individual who is not formally associated with a recognized voluntary disaster relief organization; also known as a "spontaneous" or "emergent" volunteer.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.

Uniform Disaster Situation Report (UDSR): The damage assessment reporting form.

United States: The term "United States," when used in a geographic sense, means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, any possession of the United States, and any waters within the jurisdiction of the United States. (As defined in section 2(16) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Unsolicited Goods: Donated items offered by and/or sent to the incident area by the public, the private sector, or other source, that have not been requested by government or nonprofit disaster relief coordinators.

Urban Search and Rescue: Operational activities that include locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures.

Voluntary Organizations Active in Disaster (VOAD): A VOAD coordinates planning efforts by the many voluntary organizations responding to disaster.

Volunteer: Any individual accepted to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed. (See, for example, 16 USC § 742f(c) and 29 CFR § 553.101.)

Volunteer and Donations Coordination Center: Facility from which the Volunteer and Donations Coordination Team operates. It is best situated in or close by the State EOC for coordination purposes. Requirements may include space for a phone bank, meeting space, and space for a team of specialists to review and process offers.

Weapon of Mass Destruction (WMD): As defined in Title 18, U.S.C § 2332a: (1) any explosive, incendiary; or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Wireless Priority Service (WPS): WPS allows authorized NS/EP personnel to gain priority access to the next available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

City of Sheboygan Emergency Management Training

Introduction

Serving as Emergency Managers for the City of Sheboygan, the Sheboygan Fire Department Staff has been tasked with both updating the Emergency Management and Response Plan (EMRP), and developing a training plan to support the implementation of the EMRP. This document outlines that training plan.

Training Overview

You will find a list of classes in the following chart. These classes are broken into two categories, “Independent Study” and “In-Person”. The independent study classes are hosted on FEMA’s training site, and can be completed at one’s convenience. The in-person classes are scheduled around the state by Wisconsin Emergency Management. We will from time to time try to get them scheduled here in Sheboygan County. The “G402” class is intended for elected officials, and we hope to be able to present this training in the near future. Prerequisites for each class are also listed.

List of Courses

Independent Study		Prerequisites	Hours
IS-29.A	Public Information Officer Awareness	NA	2.5
IS-100.C	Introduction to the Incident Command System	NA	2
IS-200.C	Basic Incident Command System for Initial Response	IS100	4
IS-700.B	An Introduction to the National Incident Management System	N/A	3.5
IS-800.D	National Response Framework, An Introduction	IS700	3
IS-2200	Basic Emergency Operations Center Functions	N/A	4

In Person		Prerequisites	Hours
ICS-300	Intermediate Incident Command System for Expanding Incidents	IS200, IS800	24
ICS-400	Advanced ICS, Complex Incidents	ICS300	16
G-191	ICS/EOC Interface	IS200, IS800, IS2200	8
G290	Basic Public Information Officer Training	IS100, IS029	16
G-775	EOC Management and Operations	IS200, IS2200	8
G2300	Intermediate EOC Functions	G191, IS200	24
G402	National Incident Management Overview for Senior Officials	NA	4
MGT314	Enhanced All-Hazards Incident Management/UC	ICS300	28
MGT346	EOC Operations and Planning for All-Hazards	N/A	16

Required and Suggested Classes

The following matrix describes the training required for each department and position.

	Independent Study						In-Person								
	IS029†	IS100*	IS200*	IS700*	IS800*	IS2200*	ICS300	ICS400	G191	G290	G775	G2300	G402	MGT314	MGT346
DPW															
Supervisors		X	X	X	X										
DPW Director/Dep Dir/Mgmnt	X	X	X	X	X	X	S	S	X	X	X	S		S	S
Police															
All		X	X	X	X										
Supervisory		X	X	X	X		X	S						S	
Command Staff	X	X	X	X	X	X	X	X	X	X	X	S		S	S
Fire															
All		X	X	X	X		S								
Supervisory (Lt/Capt)		X	X	X	X		X	Capt						S	
Command Staff	X	X	X	X	X	X	X	X	X	X	X	S		X	X
EOC Personnel (All Others)															
All Incident Personnel/ Support/ EOC		X		X	S										
Admin/Dept Heads/Deputy DH	X	X	X	X	X	X			X	X	X	S		S	S
Administrator/Mayor	X	X	X	X	X	X	S	S	X	X	X	S		S	S
Attorney	X	X	X	X	X	X			X	X	X	S			
Council				S	S								X		

X = Required

S = Suggested

* IS100, IS200, IS700, IS800 and IS2200 are prerequisites for G191 and G775.

Taking Courses

FEMA Student ID

To take these classes you will need a FEMA Student ID (SID). If you do not have one, or you forgot yours, visit the site <https://cdp.dhs.gov/femasid> and follow the instruction to either retrieve or register for a SID.

Transcripts

After you take a class, you should retain a copy of the certificate for your records. If you have taken a class and no longer have the certificate, you can request a transcript. For the independent study courses, go to the site <https://training.fema.gov/is>. Near the bottom of the page, you will see a link titled “Transcript Request”. Complete the form and submit as directed.

For in person classes, you more than likely took that class through Wisconsin Emergency Management. Visit the site <https://trainingwisconsin.org> and login. You will find a transcript of the courses you have taken under the “My Account” tab.

Taking an Independent Study Class

To register for an independent study course, go to the site <https://training.fema.gov/is>. On the left-hand side of that page, there is a link titled IS Course List. From there you can select the desired course and register for it. You will need a SID to take the test. If you don't have one, follow the instruction above to either retrieve it or register for one.

Taking an In-Person Class

All of the in-person classes listed other than the “MGT” classes are delivered by Wisconsin Emergency Management. Go to the site <https://trainingwisconsin.org> and login or register. Select the class you want under the “Schedule” tab, which displays a calendar of classes. You can also find a class by searching under the “Training Catalog” tab. We will be trying to bring the classes to the area and will put out notices when they are scheduled.

Both of the “MGT” classes are delivered by Texas A&M Extension. MGT314 is only offered on campus, but MGT346 is offered at various locations. These classes are fully funded by FEMA and there is no cost to the city. For class descriptions and schedule see the links below. You will need approval from the state training officer, and we can help with that when you get to that point.

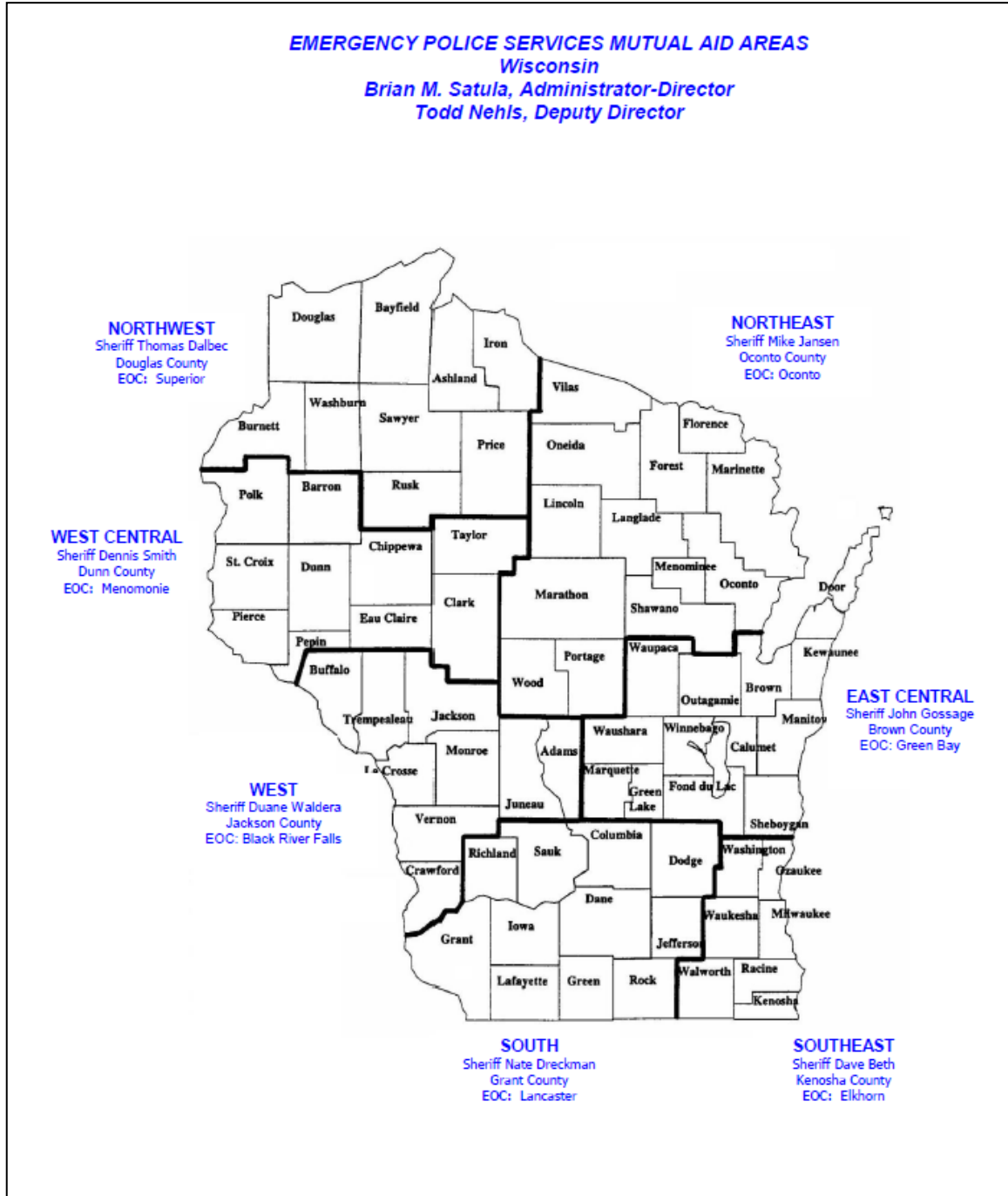
<https://teex.org/class/MGT314/>

<https://teex.org/class/MGT346/>

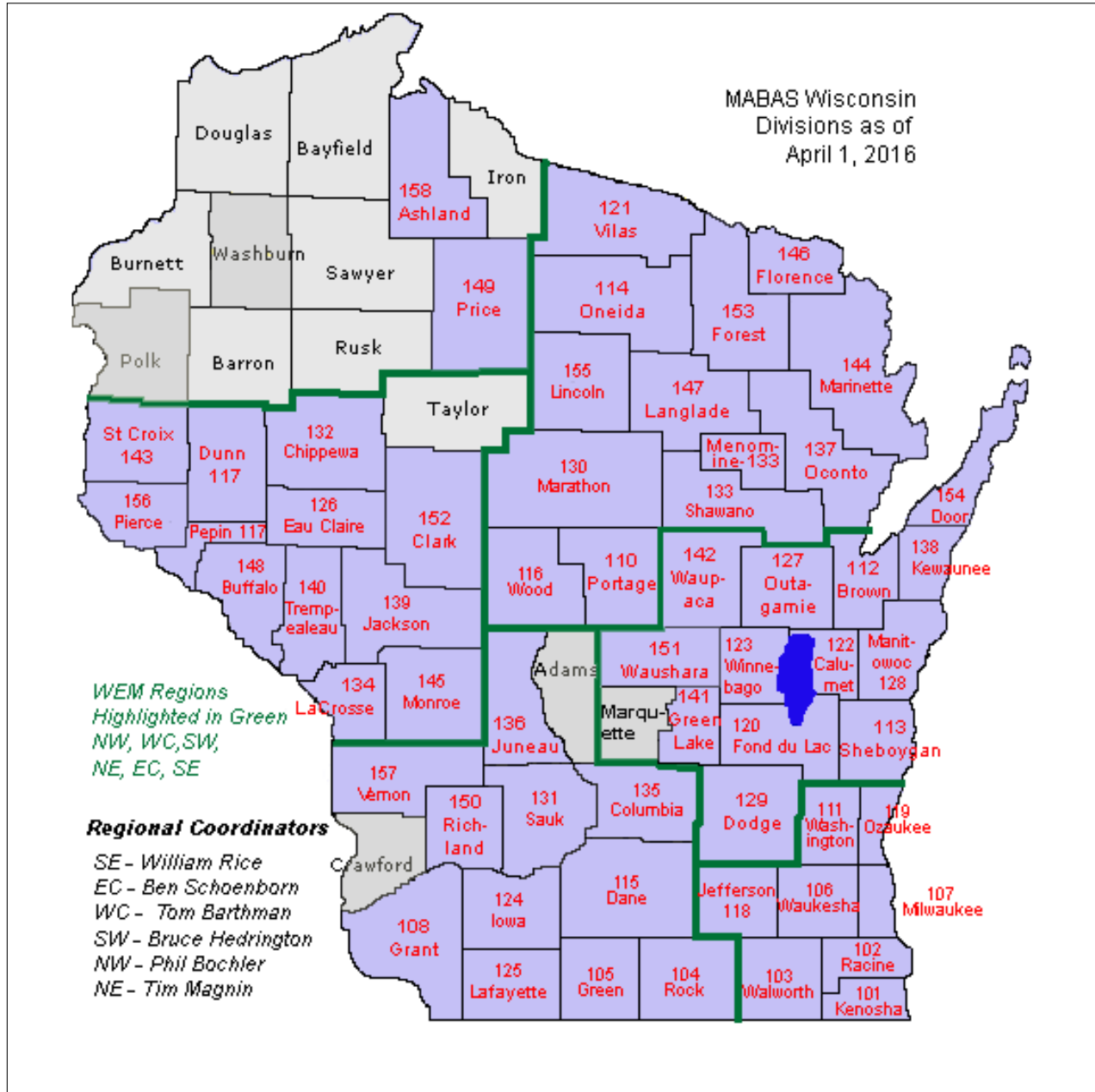
Training Records

With the exception of the Police Department, the Fire Department will maintain training records from all departments regarding the city's emergency management. After a class has been completed, send certificates of completion to the Assistant Chief of Operations. Training status will be audited from time to time to ensure compliance.

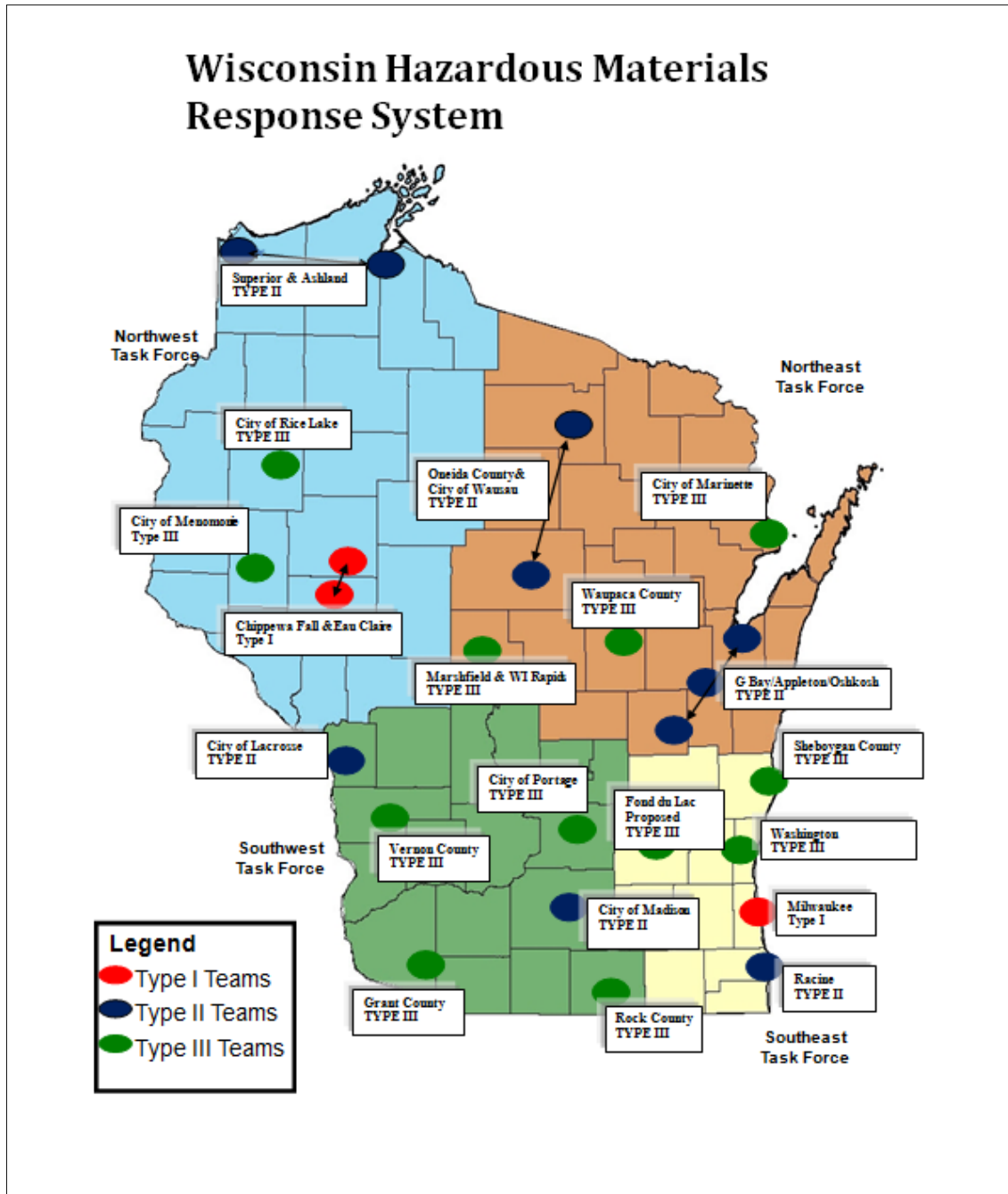
Wisconsin Police Mutual Aid Areas



Wisconsin MABAS Divisions (Fire/EMS)



Wisconsin Hazardous Materials Regions



VII. EMERGENCY SUPPORT FUNCTIONS (ESF's)

Department specific information is covered in the emergency support functions (ESF's). Each ESF will have a designated lead agency, with support given by other agencies involved. These are working documents and should be updated and kept current as much as practical. The EPG shall have the authority to make those changes to the ESF, with input from the lead agency.

ESF 1	Evacuation and Transportation
ESF 2	Communication and Warning
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Housing, and Human Services
ESF 7	Resource Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Hazardous Materials
ESF 11	Agriculture and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long Term Community Recovery and Mitigation
ESF 15	Public Affairs and Information Sharing