

Town of Webster

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



Version 1.1

March 1, 2024

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Promulgation Statement

A primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during times of disaster and other serious emergencies. A goal of emergency management is to ensure that effective multi-discipline and multi-jurisdictional mitigation, preparedness, response, and recovery plans exist so that the public welfare and safety are preserved.

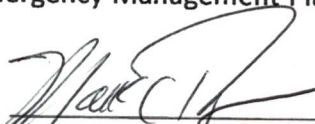
The Town of Webster Comprehensive Emergency Management Plan (CEMP) provides a framework for a community-wide emergency management system to ensure a coordinated response to emergencies and coordinated support of certain pre-planned events. The CEMP addresses the roles and responsibilities of all community departments, agencies, government organizations, volunteers and community partners that may be involved in response operations, and identifies how regional, state, federal, private sector, and other resources may be activated to address disasters and emergencies in the community.

It is intended that this plan and annexes conform to the terms and conditions of all Massachusetts Laws and Regulations and as amended, the Commonwealth of Massachusetts Comprehensive Emergency Management Plan, and such Federal Acts and Regulations as may be applicable. The Town of Webster Comprehensive Emergency Management Plan assures consistency with current national and state policy guidance and describes the interrelationship with other levels of government. This plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, from ongoing planning efforts, from training and exercise activities and continuing state and federal guidance.

Therefore, in recognition of the emergency management responsibilities of Board of Selectmen and within their authority vested by the citizens of Town of Webster, we do hereby promulgate the attached Town of Webster Comprehensive Emergency Management Plan on this 8th day of April, 2024.



Earl Gabor, Chairman

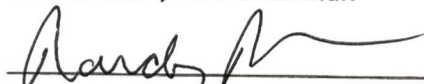


Mark Rodgers, Selectman



Tom Klebart, Vice-Chairman

Vacant, Selectman



Randy Becker, Secretary

Approval and Implementation

This Comprehensive Emergency Management Plan (CEMP) for Town of Webster will become effective and considered approved upon signing by the Board of Selectmen and the Emergency Management Director. When approved, this plan will supersede all previous plans for emergency management.

The Board of Selectmen authorizes certain Town of Webster officials to make certain modifications to this plan without the express written approval of the Board of Selectmen. These modifications must be recorded in the Record of Changes section of this plan.

Authorized modifications include:

- Changes to contact information
- Additions/Updates to Annexes
- Demographic information updates
- Other changes as necessary to maintain readiness.

The following Town of Webster officials have the authority to make the above-named changes.

1. Emergency Management Director
2. Fire Chief
3. Town Administrator
4. Police Chief
5. Deputy Fire Chief


Richard LaFond, Town Administrator

3-12-2024
DATE


Brian Hickey, EMERGENCY MANAGEMENT DIRECTOR

3-12-24
DATE

Record of Changes

Change #	Date	Part Affected	Date Posted	Who Posted


Signature Page


The following Town of Webster officials have reviewed the plan and acknowledge their department's roles and responsibilities.


Earl Gabor, Chair of the Board of Selectmen
DATE 3-18/2024



Richard LaFond, Town Administrator
DATE 3-13-2024

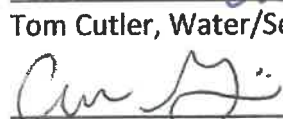

Brian Hickey, Emergency Management Director
DATE 3-13-24

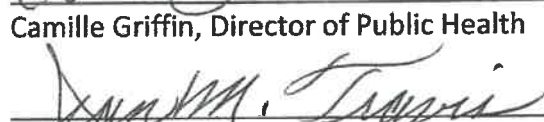

Brian Hickey, Fire Chief
DATE 3-13-24


Michael Shaw, Police Chief
DATE 3-14-24

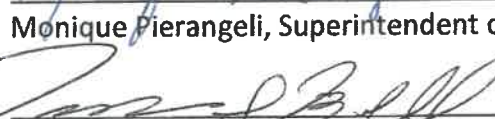

Kenneth Pizzetti, Highway Superintendent
DATE 3-13-24



Tom Cutler, Water/Sewer Superintendent
DATE 3/13/24



Camille Griffin, Director of Public Health
DATE 03/13/2024


Jean Travis, Council on Aging
DATE 3/13/2024


Monique Pierangeli, Superintendent of Schools
DATE 3-15-24


Timothy Bell, Finance Director
DATE 3/13/24


Theodore Tetreault, Building Commissioner
DATE 3/13/24


Ann Morgan, Town Planner
DATE 3/14/24

Introduction

When a disaster impacts a community, the community must organize to provide coordinated, comprehensive response and recovery actions and resources. Resource needs have to be determined and prioritized; response elements have to be identified and dispatched; reports and records have to be maintained in an organized fashion.

To guide response activities and ensure effective and efficient coordination, Town of Webster has developed this Comprehensive Emergency Management Plan (CEMP). The Comprehensive Emergency Management Plan defines the scope of preparedness and emergency management activities in the community, and facilitates all hazard preparedness, mitigation, response, and short-term recovery activities, thereby setting the stage for a successful long-term recovery. The Town of Webster CEMP describes the community's emergency management organization, including the roles, responsibilities, and operations of Town of Webster and all of its departments and agencies during a disaster, major emergency or planned event. The CEMP describes the relationship between the community and local, regional, state, and federal emergency response structures. The CEMP:

- Formulates policies designated to protect life and property during incidents affecting or threatening life or property within the community.
- Provides guidance for strategic thinking and decision-making as it relates to emergency operations.
- Assigns department or agency roles and responsibilities to mitigate, prepare for, respond to, and recover from incidents threatening life or property within the community.
- Officially establishes NIMS and the Incident Command System (ICS) as the organizational structure to guide activities during an emergency affecting the community.
- Identifies lines of authority and community policy related to emergencies and disasters.

Town of Webster activates its CEMP when the community must respond to an emergency situation that requires multi-agency coordination within the community, and/or may require support from other local, state and federal entities. In addition, Town of Webster may activate the CEMP to coordinate multi-agency and/or multi-jurisdictional support of a pre-planned event.

The Town of Webster CEMP does not supersede any departmental standard operating procedure (SOP) or responsibility for day-to-day operations. The CEMP supplements but does not supplant the responsibilities or duties of any department or agency. The CEMP also describes cooperation and integration of actions with other nearby communities and response entities. This plan is not intended to limit or restrict the initiative, judgment, or independent action required to provide appropriate and effective emergency response, disaster mitigation activities, preparedness, and recovery efforts.

The CEMP is based on the Federal Response Plan (FRP), the National Response Framework (NRF) and National Preparedness Goal, and is compliant with the National Incident Management System (NIMS), Incident Command System (ICS), and the Comprehensive Preparedness Guide (CPG) 101 Version 2 national standards.

The CEMP is also compatible with the state-level Massachusetts Comprehensive Emergency Management Plan (CEMP).

All appointed and elected community officials, community departments, community volunteers and partner agencies should become familiar with this document to ensure efficient and effective execution of their emergency responsibilities. While the plan can help to establish the relationships, responsibilities, and general guidelines for community departments to use during an emergency, it does not replace the responsibility each department has in developing its own emergency protocols and testing its own plans. The CEMP is only one aspect of a prepared and resilient community.

Purpose

The purpose of the Town of Webster Comprehensive Emergency Management Plan (CEMP) is to establish the overall framework for integration and coordination of emergency management and response activities and to facilitate coordinated response to any emergency or event in the Community requiring multi-agency response or support. The CEMP identifies local agencies and partner organizations that provide command and coordination capabilities for an emergency or event, and describes how command and response components are organized and managed. The plan provides guidance to all departments and agencies in the Community and details general roles and responsibilities of local departments and partnering stakeholders before, during, and following an emergency situation or event. It also provides for the systematic integration of additional emergency resources but does not replace other federal, state or national emergency operations plans or procedures. It identifies lines of authority and organizational relationships for the management of emergency response actions, describes how people and property are protected in an emergency or disaster, and identifies legal authority.

Further, the purpose of this plan is to prescribe those activities to be taken by the Community Chief Municipal Official as well as by other government and community officials to protect the lives and property of all of the citizens of the Community in the event of a natural or human-caused emergency or disaster, including terrorism, and to satisfy the requirement that the Community have an effective and operational emergency management plan.

The CEMP is comprised of this Base Plan, and a series of attachments, which provide an in-depth tool to build a strong emergency management plan.

The CEMP is intended to accomplish the following goals:

- Assign responsibilities to agencies, organizations and individuals for carrying out specific actions during an emergency or event;
- Detail the methods and procedures to be used by designated personnel to assess emergencies and take appropriate actions to save lives and reduce injuries, prevent or minimize damage to public and private property, and protect the environment;
- Provide a process by which emergency response personnel and local government staff can efficiently and effectively prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters;
- Identify the responsibilities of local agencies and partnering stakeholder and organizations during emergencies or events; and
- Identify lines of authority and coordination for the management of an emergency or event.

Scope

This Plan encompasses all four phases of the emergency management cycle - - preparedness, mitigation, response and recovery - - and applies to all Community departments and agencies as well as other response agencies operating within the geographical boundary of the Community. The plan is applicable to all organizations acting for or on behalf of the government of Town of Webster in response to an emergency or in support of an event. Department or organization-specific plans may be developed by community agencies and/or partners to augment this plan to more efficiently detail and integrate actions related to agency- or venue-specific requirements.

This Plan addresses two different types of response scenarios:

- **Planned or Anticipated Incidents:** Incidents that can be planned for in advance such as a hurricane, a winter storm, extreme temperatures, major crowd events or VIP visits, etc. and;
- **Immediate Response Incidents:** such as a major traffic accident, airplane crash, tornado, earthquake, fire, hazmat incident, active shooter, kidnapping, major crime, etc.

Situation

Community Characteristics

Geography: The Town of Webster is located in Worcester County in Massachusetts in the south-central portion of the Commonwealth. The Community has a total area of 14.56 square miles of which 12.5 square miles is land and 2.1 square miles is water. The Community is bordered by Douglas to the east, Thompson to the south, Dudley to the west, and Oxford to the north. The Community's peak elevation is 908 feet (Blueberry Hill).

Population: According to the [2020] United States Census Bureau, the population of Town of Webster is approximately [17,776], and includes [5,431] households. The population consists of approximately 25.9% under the age of 18, 55.6% between 18 and 65 years of age, and 18.5 % age 65 years of age or older. The median age was 38.4 years.

- **Access and Functional Needs:** About (14.7% of the population) in Town of Webster present with a disability affecting at least one of the following areas: sensory, cognitive, ambulatory, self-care, or independent living. Other groups with function-based needs that may not be captured in demographic data may include, but are not limited to, people who are morbidly obese, pregnant women, people who require prescription medication for daily well-being, and people who are transportation disadvantaged.
- **Language:** Town of Webster residents, or 21.2% of the population, speak a language other than English at home. Non-English languages spoken in Town of Webster include;
 - Spanish** 10.85%
 - Other Indo-European Languages** 5.48%
 - Asian and Pacific Island Languages** 1.16%

Roadway Infrastructure: Town of Webster contains several primary and secondary roadways in addition to local and private roadways.

Primary: Interstate 395, Route 193, Route 12, Route 16.

Secondary: School Street, North Main Street, Klebart Ave, Lake Park Way

Threat, Hazard and Vulnerability Analysis Summary

Town of Webster has completed a threat, hazard and vulnerability assessment for the jurisdiction through its Natural Hazard Mitigation Plan, National Grid threat assessments, and the collective knowledge of the responders and residents. The analysis identified the following potential hazards and threats, vulnerabilities and impacts to population, property and critical infrastructure.

Natural Hazards

Natural Hazards are defined as naturally occurring events - such as riverine flooding, aerial flooding, hurricanes, tropical storms, coastal flooding, earthquakes, tornadoes, wildland fires, pandemics, and severe winter storms - that have the potential to harm people, property or the environment. The following natural hazards are capable of causing an impact in Town of Webster:

- Winter Storms
- Flooding
- High wind events/Tornados
- Hurricanes
- Pandemic
- Other Natural Hazards as identified in the Natural Hazard Mitigation Plan

Technological Hazards

Technological Hazards generally refer to hazardous materials, petroleum, natural gas, synthetic gas, acutely toxic chemicals and other toxic chemicals at fixed facilities or in transport. The following technological hazards are capable of causing an impact in Town of Webster:

- See Tier II reports
- See GIS spreadsheet

Transportation Hazards

Transportation Hazards generally refer to hazards that exist on the various transportation networks in a community. These could include roadways, railways, waterways that may serve as routes for the transport of hazardous materials, or airfields in the communities. This includes the following transportation networks in Town of Webster:

- Transportation accidents on roadway
- Railroad accidents

- Marine accidents

Man-Made Hazards

Man-Made Hazards generally refer to hazards which are caused by humans, either accidentally or intentionally. These could include, but are not limited to, cyber threats, chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) threats, and terrorism. The following man-made hazards are capable of causing an impact in Town of Webster:

- CBRNE
- Active Shooter
- Civil unrest / protests

Critical Facilities and Infrastructure Summary

Below is a summary of critical infrastructure that are likely to be impacted by one or more of the hazards defined above.

Utilities

Water supply and sewage-disposal services are provided by Town of Webster. Town of Webster's water comes from three local wells.

National Grid is the primary distributor of electric power to the Town of Webster.

National Grid is the primary provider of natural gas.

Special Facilities

Special facilities include schools, day cares, assisted living, camps, halfway houses, mobile home parks, nursing homes, jails and prisons, and other buildings housing vulnerable populations. Town of Webster is home to the following special facilities:

- See GIS

Critical Facilities and Infrastructure

Critical facilities and infrastructure include public safety buildings, bridges, tunnels, police and fire stations, water and waste water treatment plants, public works buildings, power plants, pumping stations, communication towers, and other critical infrastructure.

- See GIS

Hazardous Materials Facilities

Hazardous facilities include buildings that maintain hazardous chemicals or materials on site, including fuel transfer stations, Tier II facilities, and any facility in or near the community that would be classified as otherwise hazardous.

- See GIS

Health and Medical Facilities

Health and medical facilities include hospitals, clinics, treatment centers, hospice centers, mental health centers, renal care centers, respite, and any other applicable facility that provides critical medical or healthcare services.

- See GIS

Access and Functional Needs Populations

The needs of children, the elderly, and individuals with disabilities, chronic health conditions and other access and functional needs are an important planning consideration in the development of this CEMP. The following is the definition of Access and Functional Needs populations for the purposes of this plan:

“Populations whose members may have additional requirements for support before, during, and after an emergency, including, but not limited to maintaining independence, communication and access to information, transportation and medical care. Access and functional needs populations may include individuals with disabilities, persons living in institutionalized settings, the elderly, children, people from diverse cultures, individuals who do not speak English fluently, and individuals without access to transportation.”

Provisions for people with various function-based needs have been incorporated into this plan where applicable, thereby ensuring functional needs considerations are an integral part of this CEMP.

Planning Assumptions

- Town of Webster and/or the Commonwealth have effective prediction and warning systems in place allowing Town of Webster to anticipate certain emergency situations that may impact Town of Webster.
- When anticipating or in response to an emergency situation, the Town Administrator and Unified Command are responsible for taking action, including the activation of this plan, to mitigate impacts, save lives, protect property and the environment, assist survivors, and restore essential services and facilities.
- Town of Webster officials, agencies and partners are familiar with the CEMP, understand their roles and responsibilities under the CEMP, maintain appropriate plans, policies, and procedures to carry out those responsibilities, and maintain a state of readiness. Day to day functions which do not contribute directly to the emergency operation may be suspended for the duration of an emergency/disaster. Resources that would normally be required for those daily functions will be redirected to tasks in support of the emergency response.
- Town of Webster will use its own resources in response to an emergency or disaster. Once local resources are exhausted (or near-exhausted), requests for assistance will be made.
- A large-scale emergency or disaster may overwhelm available local resources, leading to the need for support from local/mutual aid jurisdictions, private sector partners, state agencies, and the federal government.
- Town of Webster anticipates support from surrounding communities and other response organizations should the resources of Town of Webster become exhausted. Adjacent communities and other government agencies will render assistance in accordance with the provisions of written intergovernmental and mutual aid support agreements in place at the time of the emergency.
- When resources of Town of Webster are fully committed and mutual aid from surrounding jurisdictions is exhausted, the Massachusetts Emergency Management Agency (MEMA) may coordinate the provision of additional assistance to address unmet needs.
- Disaster support from federal agencies may take at least 72 hours to arrive.
- Facilities required to file Tier II reports develop, coordinate and provide copies of emergency plans annually to the Emergency Management Director and/or Fire Chief and/or other state departments and agencies as applicable and required by codes, laws, regulations or requirements.
- Whenever warranted, the Chair of the Board of Selectmen may declare a local State of Emergency for Town of Webster in accordance with the provisions of Massachusetts General Laws.
- Chair of the Board of Selectmen has the authority to issue evacuation and/or shelter-in-place orders or recommendations for the residents and/or businesses of Town of Webster. Evacuation and/or shelter-in-place orders will be communicated to residents and businesses by all appropriate means.

- In the event that an evacuation of the Community, or any part thereof, is ordered, the majority of the evacuees will utilize their own transportation resources to evacuate. However, a percentage of the population does not have access to transportation and will require transportation assistance.
- Individuals with pets will bring their pets with them when they evacuate. Those with livestock or other farm animals will take appropriate measures to safeguard their animals via sheltering or evacuation as appropriate.
- Town of Webster and its response partners will need to provide additional/enhanced assistance to individuals with access and functional needs, including but not limited to children, elderly, individuals with disabilities and/or chronic conditions.

Concept of Operations

The concept of operations describes the sequence and scope of emergency response. The Emergency Management Director has the primary responsibility for coordinating emergency management activities in the Town of Webster. These activities support the following priorities:

- Minimize injury and loss of life
- Minimize property damage
- Minimize adverse environmental and economic impact
- Provide timely and accurate information to the public regarding emergency situations
- Provide for the immediate needs of disaster survivors
- Acquire, assess and disseminate emergency information
- Restore essential utilities and functions

Overview

The Massachusetts Civil Defense Act requires that every city and town in the Commonwealth establish a local emergency management program and appoint an official to oversee the program (typically known as the Emergency Management Director (EMD)). The EMD and other local officials are responsible for directing evacuations, opening shelters, coordinating the actions of local departments and agencies, mobilizing local resources, activating mutual aid agreements with other cities and towns, and requesting state assistance in accordance with the plans and procedures developed by the local emergency management program.

Plan Activation

The CEMP and its associated annexes will be executed in whole or in part as directed by the Chief Municipal Officer, the Emergency Management Director, or other duly authorized representative in response to an existing or an impending emergency. This plan may also be activated under the following circumstances:

- At the time of an actual disaster
- In anticipation of a planned event
- When the Chair of the Board of Selectmen has declared a local state of emergency.
- When the Governor of Massachusetts has declared a State of Emergency for areas that include Town of Webster; or
- When a Presidential Declaration of an Emergency or Disaster is issued for areas that include Town of Webster.

Phases of Emergency Management

The Town of Webster's comprehensive emergency management program addresses all phases of emergency management for all types of incidents, including prevention and mitigation, preparedness, response, and recovery.

Prevention and Mitigation

Prevention involves identifying preventative, corrective or deterring measures and actions to prevent or limit bodily injury, loss of life or property damage from disasters and emergencies. It includes consideration of policy issues as well as structural projects within government and the private sector. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented.

The goal of mitigation is to prevent future loss by eliminating or reducing risks. Mitigation activities link the recovery and preparedness phases in the emergency management cycle, and can occur before or after an emergency. The goals of pre-emergency mitigation activities are to prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. The goal of post-emergency mitigation is to eliminate or reduce the impact of the hazards realized during the emergency. Post-emergency mitigation is part of the recovery process.

Preparedness

Preparedness involves activities undertaken in advance of an emergency or disaster to adequately prepare for and develop the capability to respond to an emergency. Preparedness activities include planning, organizing, training equipping, exercising, evaluating and implementing corrective actions for the emergency management program and organization.

Preparedness activities develop operational capabilities and enable an effective response to an emergency or disaster, and involve working with government partners, the private sector, and non-governmental and volunteer organizations to coordinate pre-disaster education and planning activities, and lay the groundwork for coordinated disaster response.

Response

Response is the actual provision of emergency services during a crisis including the coordination and management of resources to support emergency response operations. These activities help to reduce casualties and damage, and to speed recovery. Response activities include alerting and notifying the public, resource and logistical coordination, addressing immediate life safety issues, stabilization of the incident, and public information.

Town of Webster responds to emergencies by activating the Comprehensive Emergency Management Plan, activating the Emergency Operations Center, coordinating with public, private and volunteer response partners as needed, coordinating and managing resources in support of emergency response, and preparing for recovery activities.

Recovery

Recovery activities may be both short-term and long-term, ranging from conducting damage assessments, removing debris, restoration of critical facilities/infrastructure and essential utilities such as water and power, to providing assistance to communities to rebuild homes and businesses. Recovery may also incorporate mitigation measures designed to prevent future occurrences of a given hazard. Recovery begins as soon as possible after an incident occurs and may commence during the response phase.

Direction, Control and Coordination

National Incident Management System

Town of Webster's emergency management organization is structured in accordance with the National Incident Management (NIMS) and the Incident Command System (ICS). NIMS integrates existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that enable a diverse set of public and private organizations to conduct effective incident management operations.

It does this through a core set of concepts, principles, procedures, organizational structures (Incident Command System, multi-agency coordination, and joint information systems), terminology, and standards requirements applicable to a broad community of NIMS users. To ensure interoperability and compatibility, NIMS is based on an appropriate balance of flexibility and standardization. It provides a consistent and flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

Incident Command System

Emergency management and incident response in Town of Webster is coordinated using the Incident Command System (ICS). ICS enables effective incident management by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure. ICS is used to organize both near-term and long-term operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – federal, state, regional and local – as well as by many private-sector and NGOs.

All activity undertaken under the CEMP shall be coordinated using the Incident Command System (ICS) and the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive (HSPD) 5.

Incident Command

Single Incident Commander - Most incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making authority.

Unified Command

A Unified Command involves two or more individuals sharing the authority normally held by a single incident commander. Unified Command may be used during larger incidents, or incidents involving multiple agencies or jurisdictions. A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions. A Unified Command acts as a single entity. It is important to note that in Unified Command the command representatives will appoint a single Operations Section Chief.

Area Command

During a situation involving multiple incidents, an Area Command may be established to provide for Incident Commanders at separate locations. Generally, an Area Commander will be assigned - a single person - and the Area Command will operate to provide logistical and administrative support to the separate incidents and their incident commanders. Area Command usually does not include an Operations function.

Transfer of Command

Responsibility can be transferred during an incident for several reasons. As the incident grows a more qualified person may be required to take over as Incident Commander to handle the ever-growing needs of the incident. Or, this may occur in reverse; when an incident reduces in size, the command can be passed down to a less qualified person, but still qualified to run the now-smaller incident. Other reasons to transfer command include jurisdictional change if the incident moves to a different location or area of responsibility, or the normal turnover of personnel due to extended incidents. The transfer of command process always includes a transfer of command briefing, IC to IC, which may be oral, written, or a combination of both. A Transfer of Command is posted and announced on all radio and communication networks.

Incident Coordination and/or Response Locations/Facilities

Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. Town of Webster may operate one or more of the following incident coordination and/or response facilities during an emergency or disaster:

- Incident Command Post
- Emergency Operations Center
- Staging Area
- Points of Distribution
- Evacuation Assembly Points
- Evacuation Transportation Hubs

Incident Command Post

An Incident Command Post (ICP) is the field location where the Incident Commander operates, onsite response is directly coordinated, and onsite resource needs are identified and communicated. There is only one ICP for each incident or event, but it may change locations during the event. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the incident scene and the potential hazard zone but close enough to the incident to maintain a visual presence and command status. The on-scene Incident Commander has tactical control of and authority over all resources at the scene.

Emergency Operations Center

The Town of Webster Emergency Operations Center (EOC) serves as the central point for coordination of the community's emergency management and response activities, maintaining situational awareness about the emergency situation, and facilitating requests for deployment of resources.

- Primary EOC: Webster Police Station
357 Main Street
Webster, MA

In the event that the primary EOC is rendered or deemed unusable, emergency operations will relocate to the alternate EOC.

- Alternate EOC: Webster Fire Station
55 Thompson Road
Webster, MA

The Emergency Management Director (EMD) often serves as the EOC Manager and has the responsibility and authority for managing the EOC and the community's emergency management organization during an emergency or disaster. The EOC Manager has the authority to make all routine decisions, and is charged with advising chief municipal officials when major decisions need to be made. The EOC Manager serves as a liaison with the State and Federal emergency agencies.

EOC Goals

The following are the general goals for the emergency operations center. These goals can be adjusted by the EOC Manager in coordination with chief municipal officer and the incident commander, when the EOC is activated.

Goals

- Obtain and maintain situational awareness of the incident and ensure responders have a common operating picture.
- Establish an incident planning cycle.
- Mobilize and deploy resources and assets to support emergency response, guided by the set priorities.
- Establish a seamless transition into recovery operations.
- Provide emergency notification and warning to responders and residents
- Assess and document impacts from events for recovery process

EOC Activation Levels

The Town of Webster EOC has designated three activation levels that increase in intensity, ranging from modest emergency effects associated with Level 1, to catastrophic emergency effects associated with Level 3.

- Level 1: EOC minimally staffed with key personnel to monitoring the situation
- Level 2: EOC partially staffed to monitor the situation, facilitate occasional resource requests, and maintain situational awareness
- Level 3: Fully staffed to monitor the situation, facilitate larger volumes of resources requests, and maintain situational awareness

EOC Equipment

The Emergency Management Director or designee will ensure the equipment in the EOC is functional and ready to support an activation. This equipment includes:

- Laptops
- Phones
- Monitors
- Smart Boards
- Radios/Base Stations

This equipment is tested on a monthly basis to ensure its readiness. Additionally, exercises of the EOC may be held on an annual schedule.

EOC Staffing

The Emergency Management Director or designee will maintain a current list of EOC positions. The EMD will coordinate with department heads to identify and train staff to serve in EOC positions. Department heads or their designees will develop and maintain a contact list of personnel that would be available to fill needed positions within the EOC. This list can be found in either the Fire or Police Chiefs office and also as an attachment to this plan. Each department will maintain these lists and provide a monthly status update to Emergency Management.

EOC Activation

When a decision to activate the EOC has been made, staff needed to support EOC operations will be notified of an EOC activation via telephone call, email, I Am Responding or other, the primary notification system for EOC activations. This notification system will be activated by the EMD or designee. Each EOC member will be notified that the EOC has been activated, and will be provided with the time to report to the EOC and method to verify receipt of the notification. If necessary, a back-up notification system telephone call, email, I Am Responding or other will be used.

EOC Deactivation

The EOC Manager/EMD, in consultation with the Town Administrator and the Incident Commander, is responsible for the decision to deactivate the EOC. As response phase operations wind down, EOC personnel and other staff will be released from the EOC when they are no longer needed to support response efforts.

Staging Area

A staging area is a location where resources needed to support emergency response operations are aggregated and readied for deployment. A staging area, which could be co-located with an ICP, should be located close enough to the incident to allow a timely deployment of assets to the area of the incident, but far enough away to be out of the immediate impact zone. There may be more than one staging area supporting an incident.

See GIS spreadsheet

Points of Distribution

Points of Distribution (PODs) are centralized locations where the public can obtain critical commodities following a disaster or emergency. PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through) and/or mass transit traffic (bus or rail). Typical critical commodities provided to impacted populations through PODs can include but are not limited to, shelf-stable food, bottled water, ice, tarps and/or blankets.

See GIS spreadsheet

Shelters

Town of Webster has designated one facility that can be used to shelter evacuees or displaced persons in emergency situations. Shelter facilities will be managed by the Webster Fire Department and provide mass care services to evacuees and displaced persons. Shelter facilities will be activated at the direction of the EMD or EOC Manager; shelter facilities are not automatically activated during times of emergency; therefore, residents should obtain guidance and information from local officials on which shelters may be open.

The following facilities are designated as emergency shelters and may be activated during times of emergency:

- Webster Senior Center
5 Church Street, Webster

Evacuation

The Chair of the Board of Selectmen has the authority to issue evacuation orders or recommendations. The Governor also has the authority to make evacuation recommendations, and issue evacuation orders under a Gubernatorial Declaration of Emergency.

In the event that an evacuation is recommended or mandated, the population designated for evacuation will leave the affected area using their own private vehicles, or be transported from Evacuation Assembly Points with transportation assets coordinated/obtained by Town of Webster. Depending upon the hazard and other circumstances, shelters for evacuees may be located within or outside of the Community.

Evacuees are expected to follow the direction and guidance of trained emergency workers, traffic coordinators, and other assigned emergency officials.

Evacuation routes should be pre-identified by the Emergency Management Director in coordination with other community officials. Evacuation routes for this community are found in the GIS Spreadsheet.

Evacuation Assembly Points

Evacuation Assembly Points (EAPs) are location(s) within the community that serve as assembly points for evacuees who do not have their own transportation. EAPs are typically located at cross streets, and within walking distance of nearby residences. Town of Webster will use buses or other vehicles to pick up evacuees from EAPs and transport them to either a shelter or to a local evacuation transportation hub. EAPs are locally designated and operated, and are likely not in enclosed facilities (similar to a bus stop concept). Support services are typically not provided at EAPs.

- Park Ave Elementary School
- Mapfre Insurance

Evacuation Transportation Hub (T-Hub)

In situations when residents may need to be evacuated outside of the community, Town of Webster will activate one or more Evacuation Transportation Hubs (T-Hubs) where large numbers of evacuees transported from EAPs throughout the community assemble and wait for transportation to either a state-operated Regional Reception Center (RRC) or a designated shelter outside of a community. T-Hubs are locally-operated, have adequate indoor facilities to stage evacuees, and adequate outdoor areas for vehicle staging and evacuee embarkation. The Commonwealth is responsible for providing buses or other vehicles to transport evacuees from local T-Hubs to RRCs or shelters. Location will be situation dependent.

Organization and Assignment of Responsibilities

This section describes the organizational structure Town of Webster employs to respond to an emergency. It articulates the roles and responsibilities that various members of the emergency management organizational structure have in any response.

Organization

Leadership

Town of Webster has designated emergency management leads that, depending on the severity of the event, may or may not be involved in emergency response and coordination activities. These leads include: the Chief Municipal Officer, the Emergency Management Director, key Town of Webster staff designated to support the emergency operations center, and response partners such as private sector organizations, volunteer organizations, as well as regional, state, and federal partners. Some or all of these staff may help form an emergency management decision team, to help guide the community's response.

Chief Municipal Officer

Town of Webster has a Town Meeting form of government. Town Administrator serves as the chief municipal officer for Webster, is responsible for providing for the protection of lives and property of the citizens of the Community.

The Town Administrator provides leadership and direction in setting objectives and priorities during emergencies and disasters. The Town Administrator may declare a local state of emergency, call for the activation of the CEMP, call for the activation of the emergency operations center (EOC) and/or direct the evacuation of populations from threatened areas. These decisions are typically made in consultation with the local Emergency Management Director.

If the Town Administrator, in consultation with the emergency management director, identifies the need for additional emergency response resources, requests for mutual aid/assistance agreement will be submitted to the mutual aid partners or to the Massachusetts Emergency Management Agency/State Emergency Operations Center.

Incident Commander/Unified Command

The Incident Commander serves as the on-scene commander for tactical response operations. Town of Webster may expand its incident command to unified command for incidents that require coordinated response among multiple on-site lead response partners. The Incident Commander/Unified Command receives its strategic guidance from the Decision Team, and as needed, coordinates with the Town Administrator, the Emergency Management Director, and the Emergency Operations Center on response strategies and resource needs.

Emergency Management Director

The Massachusetts Civil Defense Act requires every city and town in Massachusetts to appoint an Emergency Management Director and establish an emergency management program.

The Emergency Management Director (EMD) is responsible for maintaining and managing the activation of Town of Webster's comprehensive emergency management plan and operating the emergency operations center. On a day-to-day basis, the EMD: coordinates emergency planning for Town of Webster, working with the leadership of the fire department, police department, local public health, transportation department, public works, and others as required to share situational awareness and mobilize needed resources. In emergency response situations, the EMD manages EOC operations, facilitates emergency response coordination, and makes recommendations to and advises the Town Administrator and Decision Team on available courses of action to inform decision-making.

Emergency Management Organization

Town of Webster's Emergency Management Organization supports the functions of the emergency operations center, and is comprised of partners from government agencies, non-governmental organizations, and the private sector. The positions identified to support the emergency management organization and the EOC are designated as **emergency positions**. Town of Webster staff and emergency management partners will be identified and trained to serve in these emergency positions.

Government Organizations

Most of the departments within the Town of Webster's government have been assigned emergency responsibilities in addition to their normal duties to support emergency response and emergency operations center operations. Each department is responsible for developing and maintaining its own emergency management procedures.

Non-Governmental Organizations

Several non-governmental organizations, such as the American Red Cross work with Town of Webster to support EOC operations and provide assistance with shelter operations and mass care needs.

Private Sector

Several private sector organizations support EOC operations and emergency response. These organizations include National Grid, Spectrum and Verizon.

Commonwealth of Massachusetts

The Massachusetts Emergency Management Agency (MEMA) coordinates state level emergency operations. During an emergency or disaster, MEMA may provide direct support to Town of Webster and may serve as a conduit for resource management from other jurisdictions, state agencies, federal agencies (through the Federal Emergency Management Agency (FEMA)), and/or from outside the state through the

Emergency Management Assistance Compact (EMAC). MEMA administers recovery assistance programs issued by FEMA under presidential disaster declarations.

Emergency Operations Center Organization

An Emergency Operations Center (EOC) should be organized to best facilitate **effective** operations for the jurisdiction. Town of Webster's EOC is organized in a functional model to ensure the ability to acquire, analyze, and act on information, and coordinate resources to effectively and efficiently support emergency response operations in a timely manner.

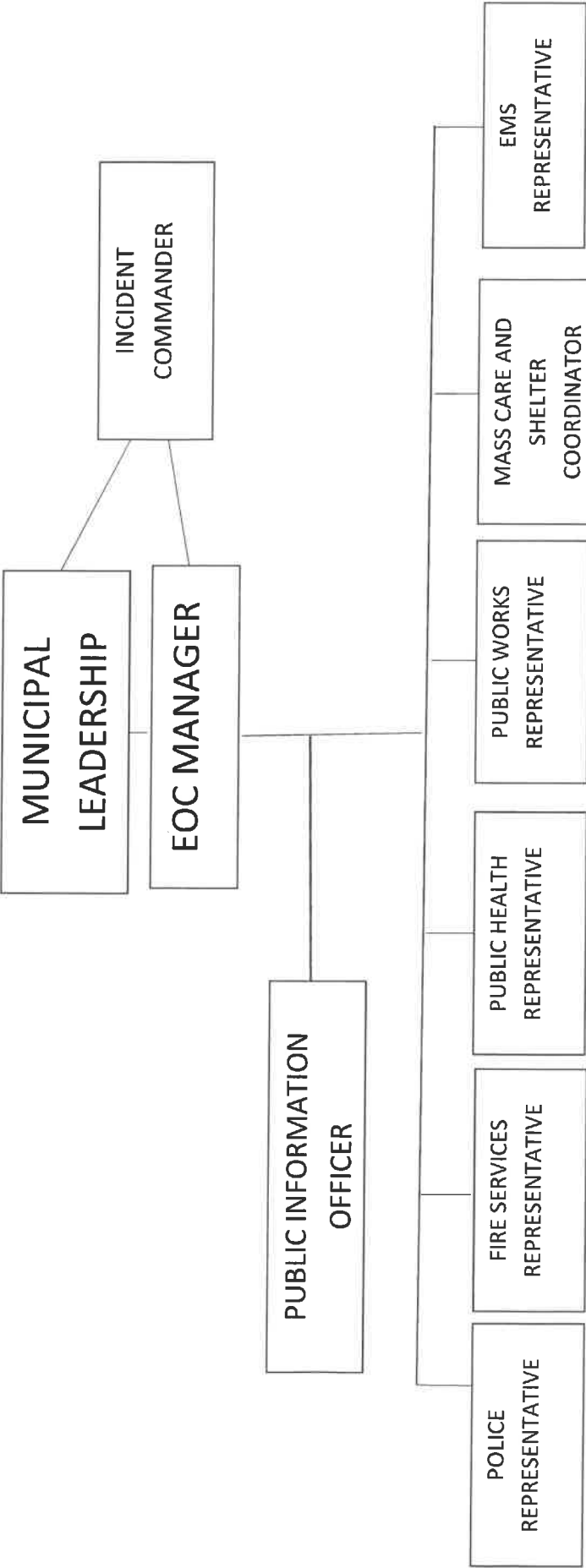
The Town of Webster EOC is organized under a discipline/functional based structure with designated emergency roles to facilitate activities. The key EOC organizational positions are as follows:

- **EOC Manager:** The EOC Manager oversees all EOC activities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC emergency operations. The EOC Manager coordinates with incident command and response partners at the local, regional, state, and federal levels to identify necessary resources for emergency response. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the Chief Municipal Officer(s), the Massachusetts Emergency Management Agency and/or State Emergency Operations Center, and EOC Managers from neighboring jurisdictions, as appropriate. The EMD typically serves as the EOC Manager.
- **Public Information Officer:** The Public Information Officer (PIO) is responsible for the provision of public information regarding an incident's cause, size, and current situation, in addition to the type and volume of resources committed in order to stabilize and mitigate an ongoing emergency. The PIO is also responsible for reporting on other matters of general interest to government agencies, the media, and the public and private sectors in the event of an emergency or disaster, utilizing both traditional and social media platforms.
- **Police Representative:** The Police Representative is responsible for coordinating law enforcement resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Police Department.
- **Fire Services Representative:** The Fire Services Representative is responsible for coordinating fire services resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Fire Department.
- **Public Health Representative:** The Public Health Representative is responsible for coordinating public health and medical resources to support emergency response operations, and providing situational awareness to the EOC Manager and the Public Health Department.
- **Emergency Medical Services Representative:** The Emergency Medical Services (EMS) Representative is responsible for coordinating EMS resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the EMS organization and/or Fire Department.

- **Public Works Representative:** The Public Works Representative is responsible for coordinating transportation, public works and engineering resources to support emergency response operations, and providing situational awareness to the EOC Manager and to the Public Works Department.
- **Mass Care and Shelter Operations Representative:** The Mass Care and Shelter Operations Coordinator is responsible for coordinating resources to support shelter operations and mass care services, and providing situational awareness to the EOC Manager, partnering non-governmental organizations, and operating shelters.
- **School District Representative:** The School Department Representative is responsible for coordinating resources to support school operations and/or evacuations, sharing information with schools, and providing situational awareness to the EOC Manager.

Table 1 depicts the organization of the EOC.

Table 1: EOC Organization



Assignment of Roles and Responsibilities

Town Administrator

Prevention and Mitigation

- Coordinates with the EMD and others in the emergency management organization to identify risks and hazards in the community
- Reviews and approves hazard mitigation plan
- Authorizes mitigation strategies

Preparedness

- Appoints Emergency Management Director
- Approves the Comprehensive Emergency Management Plan (CEMP)
- Approves emergency management-related policies
- Ensures individuals are appointed to serve in critical emergency management organization positions
- Ensures emergency preparedness information and guidance is provided to residents
- Ensures emergency facilities and other emergency locations are in a state of readiness

Response

- Responsible for overall response operations
- Receives recommendations from the Incident Commander, EMD and/or EOC Manager on emergency response decisions
- Ensures the EOC is operational, staffed and functional
- When necessary, issues a local declaration of emergency
- Ensures emergency information and guidance is provided to residents
- Upon recommendation by the EMD and/or Incident Commander, issues evacuation orders or recommendations, when necessary
- Authorizes the activation of mass care facilities
- Coordinates with other elected officials at the state and federal level
- Makes decisions on all non-routine matters

Recovery

- Approves disaster recovery policies
- Serves as an advocate for constituent recovery efforts
- Hosts community meetings to ensure needs are being addressed and to provide information to residents

Emergency Management Director

Prevention and Mitigation

- Coordinates with emergency management partners and community officials to identify risks and hazards in the community
- Coordinates the development and implementation of hazard mitigation plan and strategies

Preparedness

- Facilities and ensures the development and maintenance of the comprehensive emergency management plan
- Ensures the CEMP is reviewed, revised and adopted in accordance with plan maintenance policies
- Designates facilities to be used as an EOC and an alternate EOC
- Ensures the emergency operations center (EOC) and alternate EOC remain in a state of readiness
- Develops and maintains EOC activation procedures to ensure the EOC can be activated quickly
- Maintains lists designated EOC personnel
- Maintains Standard Operating Procedures for EOC operations
- Trains public officials and EOC personnel on EOC operations
- Oversees the planning and development of basic warning/notification functions
- Ensures swift access to supplies and equipment needed for emergency operations
- Coordinates with public health to ensure individuals with access and functional needs can be adequately supported during times of emergency
- Coordinates with appropriate community and emergency management partners to designate locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities
- Coordinates and/or provides training, drills and exercises necessary to prepare community and emergency management partners to perform identified roles and responsibilities
- Recruits, trains and facilitates activation of Community Emergency Response Team program
- In cooperation with volunteer agencies, assists with the recruitment, registration and identification of volunteer emergency workers
- Promotes coordination among public and private agencies regarding emergency management
- Coordinates Continuity of Operations planning, and prepares standards and guidelines for developing, testing and exercising continuity of operations plans
- Manages the NIMS Compliance Program necessary to establish the Incident Command System (ICS) procedures to during a disaster
- Conducts community outreach and public emergency education programs
- Assists with the development of mutual aid agreements with other public and private agencies

Response

- Activates EOC and initiates response procedures and activities
- Coordinates all EOC activities and associated emergency response activities of other agencies
- Coordinates with on-site Incident Command on resource needs
- Ensures situational awareness information is disseminated to pertinent emergency management and response partners
- Serves as the primary liaison with MEMA
- Ensures the coordination of resources to support emergency response activities
- Coordinates with public health and public works/transportation to facilitate the transportation of individuals with access and functions needs
- Coordinates the submission of all requests and responses for statewide mutual aid
- Directs and re-allocates community assets and resources during a disaster
- Coordinates requests for state and federal assistance
- Coordinates resource management including donations of materials, equipment and services
- Makes recommendations to Town Administrator on evacuations
- Determines if a shelter(s) is to be opened and assists with selection of shelter site(s)
- Activates local public information hotline
- Demobilizes the EOC when appropriate to do so.
- Directs an after-action assessment of the disaster to determine what actions can be taken to mitigate future disaster effects.
- Maintains a database to identify lessons learned and corrective actions taken

Recovery

- Initiates recovery activities including conducting initial damage assessments and compiling damage assessment data, providing the data to MEMA and FEMA when needed
- Coordinates with MEMA on state and/or federal disaster assistance
- Coordinates with MEMA on opening Disaster Recovery Centers, when needed
- Works with the Chief Municipal Officer to establish a framework within which short-term and long-term recovery operations are coordinated.

Police Department

Prevention and Mitigation

- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representatives are trained
- Ensures that law enforcement mutual aid agreements are in place
- Coordinates with EMD on the designation of locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities

- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster

Response

- Provides EOC representative(s) to coordinates law enforcement resources to support emergency response operations
- Provides liaison and coordination with other law enforcement agencies, including Massachusetts State Police, and mutual aid organizations
- Provides security for the EOC
- As needed, provide resources for traffic control, crowd control and restricted area control, including patrolling evacuated areas
- As needed, provide resources for security to critical facilities including mass care shelters
- As needed, provide warning and notification support which may include the use of public address systems on vehicles
- As needed, provides communications support
- As needed, provides resources to support search and rescue operations
- As needed, issues restricted area passes to appropriate personnel
- As needed, assists with evacuations
- As needed, assists with enforcement of quarantine and protection orders
- Assesses impact of disaster on available equipment and resources
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

Recovery

- As needed, assist EMD with recovery activities

Fire Department

Prevention and Mitigation

- Provides fire code enforcement and fire prevention services including inspections and public education
- Ensures hazardous materials safeguards are in place
- Ensure Tier 2 facility reports are filed on an annual basis
- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representative is trained
- Ensures that fire services and hazardous materials response mutual aid agreements are in place
- Maintains readiness of all fire service equipment, supplies, procedures and mutual aid agreements needed for disaster response activities

- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Coordinates with EMD on the designation of locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities

Response

- Provides EOC representative(s) to coordinates fire services resources to support emergency response operations
- As needed, provides fire response and control during a disaster
- As needed, requests and manages mutual aid for fire services response
- As needed, provides warning and notification support which may include the use of public address systems on vehicles
- As needed, provides resources to support search and rescue operations
- As needed, provides radiological monitoring and decontamination support
- As needed, ensures hazardous materials incident response, control and operations support
- As needed, provides primary or secondary emergency medical services
- As needed, assists in the triage of disaster victims
- As needed, provides communications support
- As needed, notifies and advises in-field response agencies of any dangers to personnel at or near the scene of the disaster
- Maintains fire protection for those areas of the community not affected directly by the disaster
- As needed, determines need for evacuations associated with hazardous materials risk and/or exposure
- As needed, assists with evacuation operations
- Assesses impact of disaster on available equipment and resources
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

Recovery

- As needed, assist EMD with recovery activities including damage assessments

Highway Department

Prevention and Mitigation

- Inspects public and private water impoundment sites
- Maintains road, bridges, and waterways
- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representative is trained
- Maintains readiness of all DPW equipment and personnel in connection with disaster response activities
- Provides fuel storage
- Coordinates with EMD on the designation of locations for sheltering, evacuation assembly and/or transportation hubs, staging areas, and points of distribution for critical commodities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Maintains debris management plan
- Ensures written agreements are in place with emergency response organizations for use of equipment

Response

- Provides EOC representative(s) to coordinates public works and engineering resources to support emergency response operations
- As needed, provides staffing for resource distribution centers
- As needed, provides fuel for emergency generators
- As needed, coordinates the deployment of traffic control devices
- As needed, coordinates the provision of potable water
- As needed, provides support to clear debris and/or remove snow
- Monitors community dams during a disaster
- To the extent practicable, maintains sanitary sewer and refuse collection services during a disaster
- Assesses impact of disaster on available equipment and resources
- Coordinates with the EMD to facilitate the transportation of individuals with access and functions needs
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

Recovery

- In coordination with the EMD, conducts damage assessment of public buildings, roads, bridges and other facilities and infrastructure
- Coordinates record keeping related to damage assessment and recovery resources
- Provides debris clearance and disposal
- Coordinates with public health on water testing
- Provides road, bridge and other public facility repair
- Coordinates with utility companies to restore services
- Continues to provide EOC support until no longer needed
- Coordinates debris removal by government agencies and private contractors

Emergency Medical Services

Prevention and Mitigation

- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representative is trained
- Ensures that mutual aid agreements for emergency medical services are in place
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Maintains readiness of all EMS equipment, supplies, procedures and mutual aid agreements needed for disaster response activities

Response

- Provides EOC representative(s) to coordinate emergency medical services resources to support emergency response operations
- As needed, provides emergency medical services/pre-hospital care, triage and transportation of disaster victims
- Requests and manages mutual aid for emergency medical services operations
- As needed, assists in the evacuation of hospitals and nursing homes
- Coordinates the dispatch of ambulances and the number and types of injured to area hospitals
- Provides emergency medical service to areas of the community not directly affected by the disaster
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

Recovery

- As needed, assist EMD with recovery activities including damage assessments
-

Water/Sewer Department

Prevention and Mitigation

- Maintains Water/Sewer Department infrastructure
- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representative is adequately trained

- Maintains readiness of all water and sewer equipment and personnel in connection with disaster response activities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster

Response

- Provides EOC representative(s) to coordinate resources to support emergency response operations or manage consequences
- Monitors status of and impacts to water and sewage systems
- Takes actions necessary to prevent contamination of water supply
- Ensures adequate water resources for fire services
- As needed, coordinates resources to support restoration of water and sewage services
- Provides situational awareness about emergency response operations, resource status and other topics of interest to the EOC

Recovery

- Coordinates with EMD to conduct damage assessments on water/sewer department facilities and infrastructure
- Coordinates with public health on water testing
- Provides repair of water/sewer department facilities

Health Director

Prevention and Mitigation

- Conducts public health inspections at public sector facilities
- Coordinates immunization programs
- Coordinates with EMD to identify risks and hazards in the community
- Facilitates education programs to the public on disease prevention

Preparedness

- Ensures EOC representative is adequately trained
- Maintains readiness of public health personnel and equipment in connection with disaster response activities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Coordinates with medical facilities to ensure readiness of supplies, equipment and personnel for use during a disaster
- Provides training to appropriate personnel in detection, evaluation and prevention of communicable diseases
- Provides protection of food and water supply

- Coordinates with EMD to ensure planning for and coordination of health/medical aspects of response to a disaster
- Coordinates pandemic planning with MA Department of Public Health and community public and private health care provider network
- Maintains procedures for mass and mobile medical countermeasures dispensing for mass prophylaxis or vaccination
- Advises on control of disease vectors such as insects and rodents
- Recruits, trains and facilitates activation of community Medical Reserve Corps
- Coordinates with the EMD to ensure individuals with access and functional needs can be adequately supported during times of emergency

Response

- Provides EOC representative(s) to coordinate public health and medical resources to support emergency response operations or manage consequences
- Monitors status of and impacts to public health and healthcare facilities
- As needed, coordinates with the water/sewer department on any issues on water supply contamination
- As needed, provides resources to investigate and correct problems with sanitation conditions during a disaster
- As needed, coordinates safe waste disposal
- As needed, coordinates water and food inspection and associated laboratory testing
- As needed, advises on disease vectors such as insects and rodents Provides pest control
- As needed, coordinates necessary mortuary services with the Chief Medical Examiner, including operation of temporary morgues and identification and registration of victims
- Assists in the determination and elimination of health hazards in the disaster area
- Upon authorization from MA Dept. of Public Health, implements isolation and quarantine measures, as needed
- Issues health advisories, as needed
- Coordinates the activation and operation of medical countermeasures Emergency Dispensing Sites
- Coordinates the monitoring of food safety and general sanitation at mass care shelter facilities
- Orders testing of diseased animals
- Advises on public health hazards related to medical waste and other biohazards, hazardous materials and radiological materials during an emergency
- Liaises with state and federal health and environmental agencies
- Coordinates with the EMD to facilitate the transportation of individuals with access and functions needs

Recovery

- Coordinates with EMD to conduct damage assessments as needed
- Coordinates with the debris removal agencies regarding any debris that may pose a public health hazard

Information Technology Department

Prevention and Mitigation

- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Ensures EOC representative is adequately trained
- Maintains readiness of IT personnel and equipment in connection with disaster response activities
- Maintains plans and/or standard operating procedures for providing resources and services needed during a disaster
- Ensures radio, telephone, computing resources and network communications capability essential to emergency operations are maintained
- Ensures emergency backup and contingency communications capability in the event normal communications are disrupted
- Ensures the protection of vital records through ongoing support processes for data backup, IT security measures and standard procedures for firewall management, intrusion detection, anti-virus protection and access control
- Assists agencies with Geographic Information Systems (GIS) technology services in supporting incident response, recovery and mitigation activities
- Provides authority and governance protocols for access to IT resources, systems, data and facilities that house IT assets and for invoking disaster recovery procedures on IT-supported equipment and systems

Response

- Provides EOC representative(s) to support EOC and emergency response operations
- Provides technical assistance to the EOC as required to activate and maintain communications and information systems capabilities to support emergency operations
- Assists with providing emergency printing services and other printing as appropriate

Recovery

- Assists with the recovery of electronic records and invokes recovery in accordance with the IT Department, Continuity of Operations plan

School Department

Prevention and Mitigation

- Implements school safety and security programs
- Conducts exercises and drills on the school safety and security programs
- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Maintains plans for protection of students during a disaster
- Regularly practices through drills and other educational means, procedures for safe evacuation and relocation of students in case of an emergency
- Coordinates with the American Red Cross and the local emergency management organization regarding arrangements to use schools and/or school food stocks for mass care shelter and feeding

Response

- Protects students in school by releasing them, sheltering them or evacuating and relocating them to safe areas during emergency/disaster
- Provides school buildings for public shelter
- Provides buses for evacuation of students and public during emergency/disaster
- Provides for the emergency care of students and employees during normal school hours
- Provides available facilities for medical dispensing sites

Recovery

- Coordinates safe re-entry of students into school after the emergency has passed
- Assists in damage assessments of school facilities

Animal Control Department

Prevention and Mitigation

- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Coordinates planning with appropriate public and private sector agencies which provide for protection of domestic animals, fish and wildlife during a disaster
- Forms emergency response teams to address activities necessary for the care of animals in an emergency such as evacuation, sheltering and medical treatment

Response

- Coordinates the animal services and assistance necessary during a disaster including protection and care of injured animals and disposal of dead animals

Recovery

- Coordinates return of domestic animals to owners after emergency has passed

Local Government Agencies

Prevention and Mitigation

- Coordinates with EMD to identify risks and hazards in the community

Preparedness

- Develops and maintains emergency response procedures
- Negotiates and maintains mutual aid agreements
- Identifies sources of emergency supplies, equipment and transportation
- Establishes and maintains a list of succession of key personnel

Response

- Protects and preserves vital records essential for the continuity of government and delivery of essential functions
- Provides EOC support

Recovery

- Maintains records of disaster-related expenditures, including appropriate documentation
- Continues to provide EOC support until no longer needed
- Provides support for damage assessment activities

Responsibilities of the Community Relief Services

Responsibilities of the CERT/MRC

Responsibilities of Local Volunteer Organizations

Responsibilities of Local Businesses

Responsibilities of Civic Groups, Faith-Based Organizations, Advocacy Groups

Prevention and Mitigation

1. Develops and maintains emergency response procedures
2. Negotiates and maintains mutual aid agreements

Preparedness

1. Identifies sources of emergency supplies, equipment and transportation
2. Establishes and maintains a list of succession of key personnel

Response

1. Provides EOC support

Recovery

1. Continues to provide EOC support until no longer needed
2. Provides support for damage assessment activities

Line of Succession

The line of succession for the Emergency Management Department will be as follows:

Emergency Management Director
Fire Chief
Deputy Fire Chief
Police Chief
Unified Command

Information Collection, Analysis and Dissemination

Situational Awareness

There are five elements that are the backbone of good situational awareness:

- Define your information requirements
- Determine how to gather information
- Decide who will analyze that information
- Determine how that information will be shared
- Choose the technology that will help communicate and manage the information

During the initial period of an emergency, efforts should be focused on gaining an understanding of the situation and establishing incident priorities. A well-defined, operational information collection capability is essential. Information collection provides situational awareness to leadership and promotes informed decision-making. The Community has designated a process to collect, analyze and disseminate information during an emergency to both internal and external response partners as well as the public.

Information Collection

Information will be collected from a variety of sources. The EOC Manager or his/her designee at the EOC will be charged with collecting information. The following list contains examples of potential sources of operational information:

- On-scene responders
- Community departments and agencies
- WebEOC and MEMA Situational Awareness Reports
- Public agencies and non-governmental partners
- Television, radio and print media
- Social media
- Victims of the emergency and the general public
- Subject matter experts

Information Analysis

After information has been collected, it must be analyzed to determine its credibility and operational relevance. The EOC Manager or his/her designee will analyze information that is received and prepare intelligence reports for leadership.

Dissemination

Message dissemination is categorized into internal messaging and public messaging. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to messages crafted for public dissemination.

Internal Messaging

EOC Manager or his/her designee in the EOC will assist in conveying information as necessary to responders, community departments and agencies and other partners. Additionally, EOC Manager or his/her designee will maintain and update the Incident Action Plan (IAP), which will contain critical information and intelligence updates.

Within two to three hours of an emergency event, the EMD will submit a Local Government Situation Report (see Attachment 3) to their Regional MEMA office. For a significant incident, the situation report should be followed by an Initial Damage Assessment as soon as specific damage information is available but not later than twenty-four to thirty-six hours after the peak of the event.

Public Messaging

Various methods of public information dissemination are available. The decision to use a particular medium will be based on the urgency and the intended audience. Some methods of distribution include:

- Press releases
- Press conferences
- Website updates
- Print, radio or televised announcements
- Social media updates
- Reverse 911
- Code Red

To ensure one consistent and accurate voice, all public information releases will be coordinated through EOC Manager or his/her designee

Local Declaration of Emergency

In general, a Declaration of Emergency is made only by a Chief Elected Official and may be used to allow spending of funds without a budget allocation, facilitate emergency procurement, or issue emergency orders such as evacuation, curfew, quarantine, or shelter in place orders.

A local Declaration of Emergency may be declared by the Chief Elected official or as permitted by local charter, bylaw or ordinance, or state law. Whenever a local emergency has been declared the EMD will notify the Massachusetts Emergency Management Agency (MEMA) through WebEOC or their regional office.

When all emergency activities have been completed, the EMD will take coordinate with the Chief Elected Official to terminate the declared emergency. All Community departments, agencies and organizations will receive notification of emergency declarations and terminations through telephone calls, email, I Am Responding, or other.

Communications

Communications are an important component of response and recovery operations. The ability of emergency management/response personnel from different disciplines, jurisdictions, organizations, and agencies to work together depends greatly on their ability to communicate with each other. To effectively transmit and receive information, emergency response partners supporting the community must have access to all available forms of communication. This section outlines the types of equipment/systems available for internal, external and public communication. Operational communications systems and capabilities, and effective communications, are essential to the success of any emergency operation. The community maintains and operates the following communications systems to ensure effective and operation communications between municipal personnel and with other jurisdictions.

Communications between community agencies occur through the use of several types of communications equipment including radios, cellular and landline phones, email, and satellite phones. In addition, the Commonwealth uses WebEOC and the Health and Homeland Alert Network (HHAN) for external notifications and to provide situational awareness. Public communications range from the Emergency Alert System to the community's website and social media.

Southern Worcester County Communications Center maintains the system, the town uses a digital radio communications system, no encryption.

Alert and Notification

Emergency notification of community agencies is critical during times of emergency to ensure response partners have adequate time to prepare for an emergency and can assemble to respond to an emergency. The community has several means of notifying emergency response partners. In most situations, the Community has the capability to warn departments and agencies on a 24-hour basis.

Notification of Key Officials

When an emergency requires the notification of key community officials, Emergency Management will utilize the following means as appropriate:

- Email
- Landline telephone
- Cellular Phone
- Satellite Phone
- 2-way radio systems (during normal business hours)
- Dispatch a vehicle for in-person notification

- Face-to-face communication

EOC Communications

The community's EOC is equipped with, maintains and is capable of operating, the following communication systems: see communications section.

The community conducts periodic communications tests to ensure that its systems are operational and its personnel are capable of operating the systems. More particularly, Southern Worcester County Communications System conducts an emergency communication test on a Daily basis.

Emergency Alert and Warning

Emergency alert and warning systems are designed to allow local authorities to warn the public of impending or current threats or emergencies affecting their area. Such public warning systems are essential to communicating critical emergency information to the public during times when other communications systems may not be dependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, property, and safety. During these or any other type of emergency when the need to relay emergency public information is immediate Unified Command will coordinate the development of public warning messages. Unified Command and the Public Information Officer will implement the dissemination of the messages via the public warning systems. Warning the public about an emergency or disaster includes various means of communication which are summarized in the table below:

Public Warning

Public warning is accomplished using the following methods as appropriate:

- Emergency Alert System (EAS)
- Wireless Emergency Alerts
- Local Access TV Station
- Community Website Notifications
- Sirens on emergency vehicles
- Social Media
- Variable Message Boards
- Reverse 911

Emergency Alert and Warning for Persons with Access and Functional Needs

Access and functional needs populations will be warned of emergencies by available methods, including the following:

- Visually impaired: EAS messages on radio, sirens, NOAA Weather Radio, reverse telephonic notification systems (locally based), route alerting (locally based), door-to-door notification (locally based)
- Hearing impaired: Captioned EAS messages on television, TTY on reverse telephonic notification systems (locally based), route alerting (locally based), door-to-door notification (locally based)
- Non-English speaking: Language messages on radio and/or TV, NOAA Weather Radio, route alerting, door-to-door, other

Community Warning Systems

Warning System	Area of Coverage	Approving Authority	Implementation
Local Cable Channel	Town wide	IT Director or Unified Command	Send message to IT department
Reverse 911 System/Code Red	Town wide	Town Administrator	Contact Webster Dispatch Center
News Media	Telegram and Gazette	Editor	Contact Publisher
Community Website	Town wide	IT Director	Send message to IT department
Loudspeakers	Town wide	Unified Command	Send message to emergency responders
Door-to-Door	Town wide	Unified Command	Send message to emergency responders
Social Media	Police, Fire and Town social media	Department Heads	Send message to respective department head

Public Information Officer

The Public Information Officer has the responsibility for taking following actions:

ACTIONS:

- Determine or create proper message content
- Select appropriate public warning system(s) for use
- Disseminate public warnings after receiving written approval from the EOC Manager or his/her designee
- Initiate Protective Action Advisory Implementation
- During non-emergency times, information regarding emergency plans and actions to be taken by the public, in the form of [public information / education materials, will be provided to the public via newsletters, brochures, publications in telephone directories, Community CATV Local Access and the Community web-site, etc.]

During an emergency, the potential for dissemination of false or misleading information is high. This can lead to operational difficulties for responders and confusion among the public. Misleading information can be produced from several sources. The Community will establish a media monitoring and rumor control section in the EOC and staffed by EOC Staff.

Administration, Finance, and Logistics

Finance and Administration

Due to the nature of emergency situations, financial transactions and activities, including purchases and leases, often need to be executed quickly, and sometimes routine financial and accounting procedures need to be amended or bypassed, or authorized by law, regulation, and policy. Note that this in no way lessens the need to follow sound financial management and accountability.

A local declaration of a State of Emergency may, in some circumstances, allow the community to bypass normal budgetary and financial requirements in order to finance emergency response and recovery activities.

A Presidential Disaster Declaration, or a Presidential Emergency Declaration, may allow the community to apply for federal disaster funding and to be reimbursed for eligible response and recovery costs.

Timely financial support for response and recovery activities could be crucial to successfully achieving response and recovery objectives. While innovative and expeditious means of procurement may be required during times of emergencies, it is still mandatory that lawful and sound financial and accounting principles and practices be employed in order to safeguard the use of public funds from the potential for fraud, waste, and abuse.

Each community agency is responsible for establishing effective administrative funding controls, segregation of duties for proper internal controls, and accountability to ensure that costs incurred are consistent with the missions identified in this plan. Extreme care and attention to detail must be taken throughout the emergency response period to maintain logs, formal records, and file copies of all expenditures, including personnel time sheets, in order to provide clear and reasonable accountability and justification for future reimbursement requests.

Records

Detailed financial records should be kept for every emergency or disaster managed by the community. Having detailed and complete financial records are requirements for receiving federal reimbursement under the Stafford Act for Presidentially declared disasters and emergencies. Documentation should include personnel hours, equipment costs, expenditures/procurements, costs incurred by the City/Town etc. Financial records are essential to a successful recovery effort.

All records relating to the allocation and disbursement of funds for activities covered in this plan must be maintained, as applicable, in compliance with the Code of Federal Register, Title 44, *Emergency Management Assistance*, and all Massachusetts statutes pertaining to state financial matters and emergency management powers and responsibilities.

Record Retention

Retention of records involving emergencies/disasters will be maintained according to local policies for a period of Eternal Years from the date of occurrence by the Fire Department. In addition, records regarding hazardous materials exposures will be maintained by Fire Department for a period of Eternal Years.

Preservation of Records

It is the responsibility of the Town Clerk to ensure that public records be protected and preserved in accordance with applicable state and local laws. Storage locations for various vital records are located below:

Location of Town Clerk's Original Records:	Clerk's Office
Form of Town's Original Records:	Hardcopy
Location of Town Clerk's Duplicate Records:	Clerk's Office
Form of Town Clerk's Duplicate Records:	Digital, Hard Copy
Location of Principal Assessor's Original Records:	Assessor's Office
Form of Principal Assessor's Original Records:	Digital
Location of Principal Assessor's Duplicate Records:	Assessor's Office
Form of Principal Assessor's Duplicate Records:	Digital, Hard Copy
Location of Board of Health's Original Records:	Board of Health Office
Form of Board of Health's Original Records:	Hard Copy
Location of Board of Health's Duplicate Records:	Board of Health Office
Form of Board of Health's Duplicate Records:	Digital, Hard Copy

Reports

The use of reports will vary according to the type of emergency being handled.

Messages

All requests for assistance and all general messages will be handled using the procedures and forms found in the Forms section of this plan.

Local Government Situation Report

These reports are compiled by the EMD and forwarded to MEMA to keep state officials informed about the current status of operations. WebEOC may also be used to provide this information. Please see **Attachment 3** for a sample Local Government Situation Report.

Other forms may include the chronological log and daily staff journal log and financial tracking reports.

Resource Management

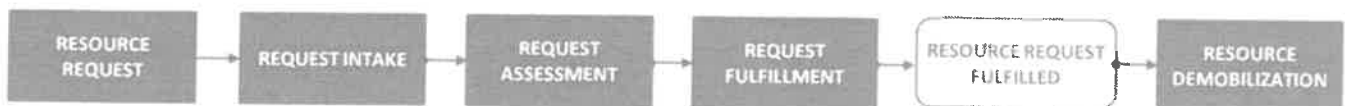
The following are sources or potential sources for resources that may be available to the Community in responding to disasters and emergencies:

- Personnel, equipment and facilities belonging to the Community
- Resources available from other jurisdictions through local mutual aid agreements
- Resources available from the private sector through purchase, lease, or MOU
- Resources of the Commonwealth of Massachusetts including the National Guard through the Massachusetts Emergency Management Agency (MEMA)
- Mutual aid resources from other states via the Emergency Management Assistance Compact (EMAC), through MEMA
- Intrastate mutual aid available through the Statewide Mutual Aid Agreement
- Resources available from the federal government under the National Response Framework (NRF), through MEMA

If existing Community resources and mutual aid resources are exhausted, or if the community has a need for a resource that it neither has nor has access to, the EOC may submit a request for assistance to MEMA via phone or radio to MEMA's Regional Office or Headquarters, or through WebEOC. MEMA is responsible for coordinating support from all state agencies, including the National Guard, State Police, Department of Transportation, Department of Public Health, etc.

The figure below depicts the process by which MEMA receives, processes, tracks and fulfills requests from cities and towns, and other stakeholders for support.

MEMA Concept of Operations for Managing Resource Requests Overview



Mutual Aid

Mutual aid is the provision of services from one jurisdiction to another. A mutual aid agreement is an agreement among jurisdictions to allow emergency responders to lend assistance across jurisdictional boundaries. Some mutual aid agreements may be formal and/or may be activated with some degree of frequency, such as mutual aid provided in the fire services community. Other mutual aid agreements are informal, and/or activated infrequently and only under emergency circumstances.

Town of Webster is party to the following mutual aid agreements: see "Mutual Aid Listings" Attachment 4.

Training and Exercise Program

A critical component of this CEMP is the ability to conduct training and exercises in order to validate the CEMP's contents. These events should take an all-hazards approach. In addition, trainings and exercises could focus on specific areas, such as hazardous materials events. A training and exercise program should be developed to effectively implement the CEMP.

Training Program

An all-hazards training program is a critical component to a community's emergency planning cycle. The following sections describe some of the various training opportunities an Emergency Management Program can take advantage of.

All Hazards Training

MEMA Provided Training

MEMA's Training and Exercise Unit offers numerous classroom training opportunities throughout the calendar year. These all-hazards training programs cover various topics and offer unique perspectives on emergency management planning and response. Specific training programs can be found on MEMA's website.

Some examples of training include:

- a. Incident Command Systems (ICS) 300
- b. Incident Command Systems (ICS) 400
- c. ICS for Elected and Senior Leaders
- d. Emergency Operations Center (EOC) Awareness and Operations
- e. Community Points of Distribution (C-POD)
- f. Homeland Security Exercise and Evaluation Program (HSEEP) Training

Emergency Management Institute Training

The Emergency Management Institute (EMI) has a series of online Professional Development Training Programs designed to bolster the knowledge emergency managers need to possess. These online based classes can be found on FEMA's Emergency Management Institute Website, under their Professional Development Section.

Hazardous Materials Training

Section 303 (c) (8) of EPCRA, OSHA 29CFR 1910.120 (HAZWOPER) and EPA 40CFR 311; require that those responsible for implementing chemical emergency plans be provided training opportunities that enhance local emergency response capabilities. The LEPC intends to utilize courses sponsored by the Federal and State governments, and private organizations in helping fulfill this requirement. The LEPC will also schedule courses that address the unique concerns and needs for the local hazardous materials preparedness program. Employers are responsible for ensuring the health and safety of responding personnel, as well as the protection of the public and community served.

The LEPC will work in conjunction with the State Emergency Response Commission and community leaders to evaluate the hazardous materials training development needs of local emergency personnel. The LEPC will coordinate local training initiatives to ensure consistency with the Hazardous Materials Plans and will maximize training resources available from all levels of government and the private sector.

Employees who participate, or are expected to participate in emergency response shall be given training in accordance with the following paragraphs:

First Responder Awareness Level

First responders at the awareness level are individuals who are likely to witness or discover a hazardous substance release and who have been trained to initiate an emergency response sequence by notifying the proper authorities of the release. They would take no further action beyond notifying the authorities of the release.

First responders at the awareness level shall have sufficient training or have had sufficient experience to objectively demonstrate competency in the following areas:

- a. An understanding of what "hazardous materials" is, and the risks associated with them in an incident.
- b. An understanding of the potential outcomes associated with an emergency when hazardous materials are present.
- c. The ability to recognize the presence of hazardous materials in an emergency.
- d. The ability to identify the hazardous materials, if possible.
- e. The understanding of the role of the first responder awareness individual in the employer's emergency response plan including site security and control and the North American Emergency Response Guidebook.
- f. The ability to realize the need for additional resources and to make appropriate notifications to the communication center.

First Responder Operations Level

First Responders at the operations level are individuals who respond to releases or potential releases of hazardous substances as part of the initial response to the site for the purpose of protecting nearby persons,

property, or the environment from the effects of the release. They are trained to respond in a defensive fashion without actually trying to stop the release. Their function is to contain the release from a safe distance, keep it from spreading, and protect further exposures.

First responders at the operation level shall have received at least eight hours of training or have had sufficient experience to objectively demonstrate competency in the following areas in addition to those listed for the awareness level and the employer shall so certify:

- a. Knowledge of the basic hazard and risk assessment techniques.
- b. Know how to select and use proper personal protective equipment provided to the first responder operation level.
- c. An understanding of basic hazardous materials terms.
- d. Know how to perform basic control, containment and/or confinement operations within the capabilities of the resources and personal protective equipment available with their unit.
- e. Know how to implement basic decontamination procedures.
- f. An understanding of the relevant standard operating procedures and termination procedures.

Hazardous Materials Technician

Hazardous materials technicians are individuals who respond to releases or potential releases for the purpose of stopping the release. They assume a more aggressive role than a first responder at the operations level does in that they will approach the point of release in order to plug, patch, or otherwise stop the release of hazardous substance.

Hazardous materials technicians shall have received at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the employer's emergency response plan.
- b. Know the classification, identification, and verification of known and unknown materials by using field survey instruments and equipment.
- c. Be able to function within an assigned role in the Incident Command System.
- d. Know how to select and use proper specialized chemical personal protective equipment provided to the hazardous materials technician.
- e. Understand hazard and risk assessment techniques.
- f. Be able to perform advance control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available with the unit.
- g. Understand and implement decontamination procedures.
- h. Understand termination procedures.
- i. Understand basic chemical and toxicological terminology and behavior.

Hazardous Materials Specialist

Hazardous materials specialists are individuals who respond with and provide support to hazardous materials technicians. Their duties parallel those of the hazardous materials technician, however they may be called upon, where a more specific knowledge of the various substances is needed. The hazardous materials specialist would also act as the site liaison with Federal, state, local and other government authorities in regards to site activities.

Hazardous materials specialists shall have received at least 24 hours of training equal to the technician level and in addition have competency in the following areas and the employer shall so certify:

- a. Know how to implement the local emergency response plan.
- b. Understand the classification, identification and verification of known and unknown materials by using advance survey instruments and equipment.
- c. Knowledge of the state emergency response plan.
- d. Be able to select and use proper specialized chemical personal protective equipment provided to the hazardous materials specialist.
- e. Understand in-depth hazard and risk assessment techniques.
- f. Be able to perform specialized control, containment, and/or confinement operations within the capabilities of the resources and personal protective equipment available.
- g. Be able to determine and implement decontamination procedures.
- h. Have the ability to develop a site safety and control plan.
- i. Understand chemical radiological and toxicological terminology and behavior.

Incident Command System

Incident Commanders, who will assume control of the incident scene beyond the first responder awareness level, shall receive at least 24 hours of training equal to the first responder operations level and in addition have competency in the following areas and the employer shall so certify:

- a. Know and be able to implement the employer's incident command system.
- b. Know how to implement the employer's emergency response plan.
- c. Know and understand the hazards and risks associated with employees working in chemical protective clothing.
- d. Know how to implement the local emergency response plan.
- e. Knowledge of the state Emergency Response Plan and of the Federal Regional Response Team.
- f. Know and understand the importance of decontamination procedures.

Trainers

Trainers who teach any of the above training subjects shall have satisfactorily completed a training course for teaching the subjects they are expected to teach, such as the courses offered by the U.S. Fire Academy, FEMA Emergency Management Institute, U.S. EPA, Massachusetts Fire Academy or Massachusetts Emergency

Management Agency; or they shall have the training and/or academic credentials and instructional experience necessary to demonstrate competent instructional skills and a good command of the subject matter of the courses they are to teach.

Exercise Program

Similar to Training Programs, a strong Emergency Management Program should also involve exercise various plans and procedures, to ensure that training and the various plans are effective.

Section 303(c)(9) of EPCRA places a requirement on local jurisdictions to establish “methods and schedules for exercising the emergency plan”. In establishing training programs and schedules the emergency managers recognize the need for an integrated exercise program that will ensure community response agencies and facilities successfully perform their emergency roles and functions in accordance with the All-Hazards Emergency Plan. An effective exercise program will also strengthen response management, coordination, and operations, plus reveal shortcomings and weaknesses that can be corrected prior to an emergency in order to improve and refine public safety capabilities.

Types of Exercises

Exercises are generally classified in three major categories: Tabletop, Functional, and Full Scale. Local jurisdictions may also consider preliminary exercises called *Orientations* to introduce participants to the plan and prepare for the exercise process.

Each of these exercises varies in activities and resources. Some require simple preparations and execution while others may be more complex and require greater efforts and resources. Each provides their own benefits and all should be considered in the overall development of an exercise program.

Orientation (Exercise)

Orientations are used to acquaint personnel with policies and procedures developed in the planning process, providing a general overview of the emergency plan and its provisions. Orientation is especially effective in ensuring that emergency personnel understand their roles and responsibilities and clarifying any complex or sensitive plan elements.

While the orientation does not normally involve any direct simulation or role-playing, it is used to review plan procedures and informally apply them to potential emergency situations or past events familiar to everyone.

Tabletop Exercise

A *Tabletop Exercise* is primarily a learning exercise that takes place in a meeting room setting. Prepared situations and problems are combined with role-playing to generate discussion of the plan, its procedures, policies, and resources. *Tabletop Exercises* are an excellent method of familiarizing groups and organizations with their roles and demonstrating proper coordination. They are also good environments for reinforcing the logic and content of the plan and integrating new policies into the decision-making process, since they allow

participants to act out critical steps, recognize difficulties, and resolve problems in a non-threatening environment.

Functional Exercise

A *Functional Exercise* is an emergency simulation designed to provide training and evaluation of integrated emergency operations and management. It is more complex than the *Tabletop Exercise* and focuses on the interaction of decision making and agency coordination in a typical emergency management environment such as an Operating Center or command location. All field operations are simulated through messages and information normally exchanged using actual communications, including radios and telephones. It permits decision-makers, command officers, coordination and operations personnel to practice emergency response management in a more realistic environment, complete with time constraints and stress. It generally includes several organizations and agencies practicing interaction of a series of emergency functions such as direction and control, assessment, and evacuation.

Full Scale Exercise

The *Full-Scale Exercise* evaluates several components of an emergency response and management system simultaneously. It exercises the interactive elements of a community emergency program, similar to the *Functional Exercise*, but it is different from the *Functional Exercise* in that it adds a field component. A detailed scenario and simulation are used to approximate an emergency, which requires on-scene direction and operations, and also includes coordination and policy-making roles at an emergency operations or command center. Direction and control, mobilization of resources, communications and other special functions are commonly exercised.

Progressive Exercise Program

Recognizing that the exercise types described in this plan are intended to build on one another, each one becoming more complex and comprehensive, the LEPC will establish a progressive exercise program by scheduling basic *Orientations* to introduce the plan and the specific policies and responsibilities established. *Tabletop Exercises* will then be held to implement actual coordination and leadership provisions of the plan, including emergency operations concepts that maybe new to many local personnel. These will be followed by *Functional Exercises* to integrate the plan's more complex sections under simulated emergency conditions. The entire hazardous materials emergency response system will then be evaluated by a *Full Scale Exercise*.

Exercise Schedule

The specific exercise schedule will be developed after the CEMP has been reviewed and accepted by the Community. A plan to evaluate Hazardous Materials Plans may also have to be approved by the State Emergency Response Commission. An exercise of this plan should be held annually.

NOTE: If a real response situation has occurred, it may be counted as an exercise as long as an after-action evaluation is performed and the plan is updated with "lessons learned" from the incident.

Plan Development and Maintenance

If a plan is to be effective its contents must be known and understood by those who are responsible for its implementation. The Emergency Management Director (EMD) will brief the appropriate Community officials and department heads concerning their roles and responsibilities under this Plan. The EMD will arrange for appropriate training and exercises to maintain this plan.

The EMD is responsible for the administrative maintenance of this Plan and will ensure that this plan is reviewed and updated on an annual basis, and that all appropriate personnel and departments participate in the review.

The EMD is responsible for maintaining a training and exercise program that ensures that the Plan, including the EOC and people with emergency management responsibilities, is exercised at least once each year.

All departments are responsible for the development and maintenance of their respective segments of this Plan. All departments are responsible for annually reviewing their portion of this Plan, and updating it as necessary.

Following every exercise or significant real-world event, the Incident Commander, in collaboration with the EMD, and, if appropriate, Chief Elected Official, will ensure that a detailed After-Action Report (AAR) and Improvement Plan is prepared. At least annually, this Plan should be updated to incorporate lessons learned and best practices identified through training, exercises, and actual events/incidents.

Additional Support Plans

Site emergency plans – This plan describes an organization’s police and procedures for coping with emergency situation at a specific site.

Point of Distribution plans- This plan details how and where emergency supplies could be distributed to residents in the event of an emergency.

SARA Title III plans – SARA Title III federal legislation mandates that a Local Emergency Planning Committee (LEPC) or Regional Emergency Planning Committee (REPC) develop emergency response plans for specific sites within their jurisdictions which have one or more “extremely hazardous substances” above a given threshold planning quantity. These plans are intended to protect the community in the event of off-site release occurs from such a site.

Continuity of Operations plan (COOP) – This plan describes how a jurisdiction’s governmental operations will continue to function in the event of a disaster or emergency.

Community Animal Response Plan – The purpose of this plan is protecting the public health, the public food supply, domesticated and wild animal resources, the environment and the agricultural economy and to ensure the humane care and treatment of animals in case of an emergency or any situation that can cause an animal suffering.

Authorities and References

- A. Massachusetts Emergency Management Agency, Comprehensive Emergency Management Plan, Basic Plan and Related Annexes.
- B. Federal Emergency Management Agency, 1-10, "Guide for the Development of a State and Local Continuity of Government Capability."
- C. Civil Preparedness Guide 1-8, "Guide for the Development of State and Local Emergency Operations Plans."
- D. Civil Preparedness Guide 1-8A, "Guide for the Development of State and Local Emergency Plans."
- E. Civil Preparedness Guide 1-20, "Emergency Operating Centers Handbook."
- F. Civil Preparedness Guide 1-35, "Hazard Identification, Capability Assessment, and Multi-Year Development Plan for Local Governments."

References

1. Federal

The Federal Civil Defense Act of 1950 (PL 81-920)

The Disaster Relief Act of 1974 (PL 93-288)

Emergency Management and Assistance, 44 U.S. Code 2.1

Homeland Security Presidential Directive (HSPD) 5, "Management of Domestic Incidents

Public Law-288

National Response Plan (NRP)

National Response Framework (NRF)

CPG-101

National Preparedness Goal

National Incident Management System (NIMS)

Incident Command System (ICS)

2. Commonwealth of Massachusetts

Massachusetts Civil Defense Act, Chapter 33

Massachusetts Executive Order 144

Executive Order #242, Comprehensive All-hazards Emergency Planning

Executive Order #469, Designation of the NIMS as the State's Incident Management Standard

Statement of Understanding between the State of Massachusetts and the American Red Cross

Massachusetts EOC - Standard Operating Procedures

State EOC Utilization Plan

State Fire Mobilization Plan

MEMA Continuity of Operations (COOP) Plan

Emergency Operations Center Operations Support Annex

Attachment 1: EOC Activation Team Checklist

- ☐ Notify all individuals on the EOC roster of the EOC activation using telephone calls, email, I Am Responding, and other methods as necessary
- ☐ Set-up the EOC stations, equipment (computers, television, smart board, projectors, maps, etc.) and the EOC communications
- ☐ Install and check all telephones
- ☐ Install and check all laptop computers
- ☐ Obtain EOC documents to be used during activation
- ☐ Establish WebEOC connection with the MEMA
- ☐ Establish an EOC personnel ID station (if needed)
- ☐ Assign security to EOC entrance and log all EOC access
- ☐ Command Staff review of EOC operating procedures
- ☐ Emergency Management Director briefs EOC personnel on situation

Each department shall be responsible for further notification and staffing in accordance with their department's Standard Operating Procedures. Staffing levels will be determined by the Emergency Management Director based on the scope and extent of the emergency.

Attachment 2: EOC Operational Capabilities Checklist

	Primary EOC Police Station 357 Main St	Alternate EOC Fire Station 55 Thompson Rd
Generator (detail size, connections, fuel type, etc.)	500K, Diesel	50k, diesel,
Date of Last Test	Weekly, automatic	Weekly, automatic
Number Days of Fuel Supply	970 gallons	300 gallons
Radio Communications (channels, frequencies, bands, equipment, etc.)	See Communications Section in Base Plan	See Communications Section in Base Plan
Wall Charts (list what is in each EOC)	NA	NA
Media Briefing Room (equipment, capabilities, etc.)	Yes (space only)	Yes (space only)
Alternate Water Supply	Bottled water	Bottled water
Food Storage	NA	NA
Number of Days of Food	NA	NA
Sleeping Area	NA	Yes, two bunk rooms for six people

TIME:

MEMA Region:

TITLE:

CELL PHONE:

1. INCIDENT DESCRIPTION:

(Describe):

8. DAMS/RIVERS STATUS:

9. ROADS/BRIDGES STATUS (Example: Blocked, washed out, flooded, closed, location):

10. DAMAGE REPORT (Example: Minor, significant, or major damage for residences, municipal buildings, sewer plant(s), businesses and status of power outages, water supply, debris removal needed, telephone outages, etc.):

11. REMARKS:

12. ASSISTANCE REQUESTED (Example: size, amount, location, and type):

Name/Title of Contact:

Phone number:

INSTRUCTIONS FOR COMPLETING THE LOCAL GOVERNMENT SITUATION REPORT FORM (LOGOSITREP)

Local officials should provide Situation Reports whenever requested to do so by MEMA and/or when local emergency operations are undertaken. Situation Report information may be entered into WebEOC. Situation Reports should be provided anytime there is a significant change in the status of an item(s) listed on the Situation Report Form.

1. **Incident Description:** Provide a short narrative description of the event affecting your community, including specific locations and impacts.
2. **Local State of Emergency:** Indicate whether or not your local Chief Elected Official has declared a Local State of Emergency, including date and time declared.
3. **Casualties:** Provide the best estimate of disaster related casualties. Provide latest cumulative figures, not an update from the previous Situation Report.
4. **EOC Activation:** Indicate if the local EOC is activated or closed.
5. **Emergency Orders:** Indicate any emergency orders or declarations issued by the Chief Elected Official (evacuation ordered, driving ban, curfews in effect, etc.).
6. **Mutual Aid Received From:** Indicate any mutual aid being received from other towns or cities (not the State).
7. **Shelter Status:** Indicate all public shelters that are currently open, name and location of shelter, the number of people in the shelter, and who is managing the shelter (Red Cross, local Fire Department, etc.).
8. **Dams/Rivers Status:** List the name of any rivers approaching flood state or currently flooding. List the name of any dams that are threatened or breached.
9. **Roads/Bridges Status:** Describe the observed impact on the local road system or bridges (both State and locally maintained) and the extent to which roads and bridges have been made impassable by downed trees, wires, snow and other debris.
10. **Damage Report:** Fill in damage observed; minor, significant, or major damage for residences, municipal buildings, sewer plant(s), businesses and status of power outages, water supply, debris removal needed, telephone outages, etc.).
11. **Remarks:** Provide any pertinent information which you feel State officials should be aware of regarding the situation in the community.
12. **Assistance Requested:** Indicate what type of assistance the community requires, if any, and a local point of contact.

Attachment 4: Mutual Aid Listings

Towns and departments with which the community has mutual aid agreements:

STATEWIDE

Statewide Mutual Aid

Public Works Statewide Mutual Aid

FIRE

District 7

Town of Thompson, CT

Town of Woodstock, CT

POLICE

Central MA Law Enforcement Council (CEMLEC)

HEALTH DIRECTOR

Health and Medical Coordinating Council (HMCC) – Region 2

Standard Operating Procedures

Attachment 5: Town Administrator or his/her designee SOP

The ultimate responsibility for all emergency management activities is vested in the Town Administrator. He or she is responsible for all emergency management policies, and during emergency operations will have final responsibility for decision making concerning emergency management actions.

It is the responsibility of the Town Administrator to ensure an approved line of succession exists in case some individuals are unable to perform their duties during an emergency. It is ultimately incumbent upon the Town Administrator to ensure vital records are maintained.

All required reports and records of emergency operations activities should be submitted to the Town Administrator as well as the Emergency Management Director (EMD).

Initial Actions

- ☐ Receive notification of emergency
- ☐ Discuss with EMD the need to activate the Emergency Operations Center (EOC)
- ☐ Review emergency management plan with EMD (consider developing ICS 202 Incident Objectives)
- ☐ Maintain situational awareness and determine if there is an imminent threat
- ☐ Report to the EOC if activated

EOC Activation

- ☐ Report to the EOC
- ☐ Make sure all actions under Initial Actions are complete
- ☐ Keep a log of all decisions made and actions taken (consider using form EOC Chronological Log)
- ☐ Assign Public Information Officer
- ☐ Issue initial public information statements if necessary
- ☐ Authorize activation of community notifications system(s)
- ☐ Identify someone to manage expenditures/finance if needed
- ☐ Review the community Continuity of Operations Plan for line of succession guidance

EOC Operations

- _____ Log all actions taken (EOC Chronological Log)
- _____ Discuss with EMD the need to declare a local state of emergency and declare if needed
- _____ Discuss anticipated resource needs with EMD
- _____ Authorize activation of shelters if needed
- _____ Prepare and coordinate public information releases
- _____ Authorize inspection of all damaged buildings for structural integrity
- _____ Inspect all arterial roads for damage, assess and address repair as needed
- _____ Conduct regularly scheduled briefings for EOC staff (form ICS 201 Incident Briefing)
- _____ Discuss with EMD relocation of EOC if necessary
- _____ Coordinate or delegate actions re: donated resources and volunteer resource activities

EOC Demobilization

- _____ Authorize re-entry of evacuees
- _____ For evacuees who cannot return home arrange temporary housing in coordination with partner agencies
- _____ Coordinate with volunteer agencies involved in disaster relief operations
- _____ Maintain records of personnel, equipment, and supplies use for possible reimbursement
- _____ Apply for state and federal disaster relief funds if appropriate
- _____ Address public health and sanitation issues
- _____ Establish disaster recovery centers if needed
- _____ Address legal and insurance matters

Attachment 6: Emergency Management Director SOP

The Emergency Management Director (EMD) advises the Chief Elected Official on courses of action available for decision making during the emergency. The EMD acts as the Emergency Operations Center (EOC) manager while the EOC is activated. They oversee those responsible, for the implementation of the plan, and ensure all are well-versed in their roles and responsibilities.

The EMD will periodically brief participating officials on their emergency management roles. The EMD will conduct mock exercises of incidents to provide practical and controlled experience in simulated conditions. He or she will call for an annual review with all involved officials and update the plan from lessons learned.

Initial Actions

- ____ Receive notification of incident
- ____ Review emergency management plan with CEO (consider developing ICS 202 Incident Objectives)
- ____ Assess the situation and make appropriate notifications to activate and staff EOC
- ____ Establish a communications link with affected jurisdictions and volunteer agencies

EOC Activation

- ____ Activate the EOC (attachment EOC Activation Team Checklist)
- ____ With the Chief Elected Official Chairman Board of Selectmen determine the need to declare a local state of emergency
- ____ Make sure all actions under Initial Actions are complete
- ____ Keep a log of all decisions made and actions taken (consider using form EOC Chronological Log)
- ____ Contact MEMA regional office to notify of EOC activation
- ____ Brief EOC staff on status of emergency (form ICS 201 Incident Briefing)
- ____ Prepare for 24-hour operations if necessary to include staffing, food/water, and facility operation

(EOC Activation continued)

_____ Determine readiness of communications and back-up communication systems

_____ Telephone and radio networks, including cell phones

_____ Fire and Police radios

_____ 800 MHz systems

_____ Phone systems of state agencies

_____ Community notification system

EOC Operations

_____ Prepare an Incident Action Plan in conjunction with Incident Commander for all active resources

_____ Maintain situational awareness to determine impact if any

_____ Coordinate need for EOC security with Police Department

_____ Implement shelter plan in coordination with partner agencies if needed

_____ Manage requests from incident scene

_____ Have Fire Department/Police form and dispatch search and rescue teams as required

_____ Have Fire Department coordinate EMS teams as required

_____ Work with Medical Examiner's Officer on matters pertaining to the disposition, handling, and identification of the deceased

_____ Conduct needs assessment and provide assistance to individuals with access and functional needs

_____ Determine the condition/capacity of hospitals and other healthcare facilities serving the community

_____ Acquire status of utilities within the affected area

_____ Validate status of critical resources to support operations

_____ Periodically solicit reports from EOC staff to maintain Local Government Situation Report

_____ Establish traffic control plan with Police Department if needed

_____ Coordinate debris removal from main routes with Department of Public Works if necessary

_____ Continue to monitor NWS alert system in coordination with MEMA

(EOC Operations continued)

- _____ Identify transportation-related needs and contact transportation support partners if needed
- _____ Review mutual aid agreements
- _____ Submit resource request(s) for any unmet needs to the MEMA regional office
- _____ Coordinate with Police Department for security patrols of impacted area

EOC Demobilization

- _____ Coordinate with local, state, and federal agencies in damage assessment and cost of recovery activities
- _____ Inform the public of disaster recovery activities via community notification system
- _____ Continue to assist in the restoration of normal services and operations
- _____ Close shelters and coordinate re-entry of evacuees with partner agencies
- _____ Coordinate with Department of Public Works to ensure all streets are accessible
- _____ Periodically receive reports from EOC staff regarding situation recovery status
- _____ Coordinate with Police and Department of Public works to establish a traffic control plan
- _____ Maintain records of personnel, equipment, and supplies use for possible reimbursement
- _____ Conduct critical incident stress management activities
- _____ Establish disaster recovery centers for victims in conjunction with MEMA/FEMA if asked
- _____ Coordinate application for state and federal disaster relief funds with CEO, if appropriate
- _____ Lift local state of emergency if declared
- _____ Initiate deactivation of EOC and notify Chief Elected Official and departments –
- _____ Close logs of all actions taken (EOC Chronological Log)
- _____ Contact MEMA regional office to notify of EOC deactivation
- _____ Debrief response personnel; prepare incident report, and update plan on the basis of lessons learned
- _____ Conduct an evaluation on the overall effectiveness of the community's response and recovery actions

Attachment 7: Fire Department Representative SOP

The role of the Fire Department in emergency/disaster situations is primarily fire-related incident control and management of any hazardous materials, including radiological. They also may lead search and rescue operations. During emergency response activities, if Fire Department resources become exhausted, additional support will be obtained through local mutual aid and then state agencies. The Fire Chief or his designee is responsible for coordinating all Fire Department operations.

Initial Actions

- _____ Receive notification of emergency
- _____ Review emergency management plan and checklist
- _____ Keep detailed logs of all actions taken by Fire Department during the incident (EOC Chronological Log)
- _____ Maintain situational awareness and how it may pertain to Fire Department operations
- _____ Determine the status of medical treatment site(s) to be used as triage areas or mass decontamination sites
- _____ Determine availability of EMS personnel, supplies, and equipment and if more is needed request mutual aid support
- _____ Determine availability of search and rescue personnel, supplies and equipment and if more is needed, request mutual aid support

EOC Operations

- _____ Coordinate dispatch of EMS teams to the scene(s) as required
- _____ Coordinate dispatch of search and rescue teams to scene(s) as required
- _____ Coordinate evacuation for affected residents
- _____ Coordinate decontamination capabilities within the Fire Department and if insufficient notify EMD
- _____ Arrange for a representative of the Fire Department to team with Police and Department of Public Works representatives to identify and restrict access to all structurally unsafe buildings
- _____ If mass casualties have occurred work with EMD to contact mutual aid partners and establish triage site
- _____ Coordinate the set-up of the decontamination area for emergency responders and those affected if needed
- _____ Coordinate emergency power and lighting at the incident site upon request

(EOC Operations continued)

- _____ Coordinate the identification of the condition of hazardous materials where they are stored or used
- _____ Identify resource shortfalls and coordinate additional contractor resources to assist in hazardous materials response, informing EMD of availability
- _____ Coordinate with Fire Department staff to determine if all critical equipment is operational
- _____ Coordinate door-to-door warnings with the Police Department if necessary
- _____ Route resource requests for unmet needs to the EMD
- _____ Periodically update EMD on incident status

EOC Demobilization

- _____ Support damage assessment activities as needed
- _____ Coordinate clean-up as required
- _____ Coordinate the return of all equipment to quarters or mutual aid partners
- _____ Coordinate the decontamination of firefighters, gear and equipment as needed
- _____ Coordinate inventorying of equipment and assess any operational issues experienced during the incident
- _____ Coordinate the release of mutual aid companies as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

Attachment 8: Police Department Representative SOP

The Police Department's role in an emergency will be an expansion of its normal daily routine. The Police Chief is responsible for coordinating law enforcement emergency activities. If, during emergency operations, local law enforcement capabilities are exceeded, support will be available through existing mutual aid agreements and from state and federal law enforcement agencies. The Police Chief or his designee will integrate and manage outside law enforcement agencies which are brought in for assistance.

The Police Department is generally responsible for all traffic control and security services. In addition, during a large-scale incident, they may be asked to perform additional activities depending on the incident. If the EOC becomes activated, the Police Department will place a representative in the EOC to help coordinate activities with other community resources.

Initial Actions

- _____ Receive notification of emergency
- _____ Review emergency management plan and checklist
- _____ Keep detailed logs of actions taken by Police Department during the incident (EOC Chronological Log)
- _____ Maintain situational awareness and how it may pertain to Police Department operations

EOC Operations

- _____ Coordinate availability of emergency response equipment and place on standby
- _____ Coordinate the verification of communications capability within the affected area
- _____ Assign a liaison to Incident Command in the operational area
- _____ Coordinate the request of mutual aid from State Police as required
- _____ Establish security for EOC and other critical facilities and essential supplies if requested
- _____ Establish security for damaged public buildings if needed
- _____ Coordinate confinement and access control areas for security purposes
- _____ Coordinate dedicated access routes to these areas for Incident Response personnel
- _____ Coordinate the investigation of the cause of the incident as appropriate
- _____ Coordinate the securing of the scene, rerouting of traffic, and implementing crowd control measures
- _____ Organize the evacuation of the public and of special facilities if required

(EOC Operations continued)

- _____ Coordinate road closures
- _____ Coordinate providing back-up communication if needed
- _____ Periodically update EMD on emergency response status
- _____ Coordinate door-to-door warnings with Fire Department
- _____ Route resource requests for unmet needs to the EMD

EOC Demobilization

- _____ Support damage assessment activities as needed
- _____ Coordinate with state and federal authorities to investigate the incident if needed
- _____ Coordinate restricted access to suspected unsafe structures pending evaluation by Building Inspector
- _____ Coordinate reentry of evacuees
- _____ Coordinate the return of all equipment to station or mutual aid partners
- _____ Coordinate inventorying of equipment and assess any operational issues experienced during the incident
- _____ Coordinate the release of mutual aid units as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

Attachment 9: Highway and Water Sewer Representative SOP

In emergency situations the Department of Public Works is responsible for deploying available equipment and manpower. In the event that local resources are exhausted assistance may be requested from mutual aid partners or MEMA. The Department of Public Works is responsible for ensuring the community's roads and bridges are in passable condition. During a large-scale incident they may be asked to perform additional activities depending on the incident. If the EMD activates the EOC the Department of Public Works will place a representative in the EOC to help coordinate activities.

Initial Actions

- _____ Receive notification of emergency
- _____ Review emergency management plan and checklist
- _____ Keep detailed logs of actions taken by the Department of Public Works during the incident (EOC Chronological Log)

EOC Operations

- _____ Maintain situational awareness and how it may pertain to the Department of Public Works operations

EOC Operations

- _____ Coordinate availability of emergency response equipment and place on standby
- _____ Coordinate the verification of communications capability within the affected area
- _____ Assign a liaison to Incident Command in the operational area
- _____ Coordinate the request of mutual aid from mutual aid partners and contractors as required
- _____ Coordinate providing essential supplies to the operational area if requested
- _____ Ensure dedicated access routes to operational areas are open for Incident Response personnel
- _____ Coordinate assisting the Police Department with traffic control if necessary
- _____ Coordinate assisting with evacuation of public and special facilities if required
- _____ Coordinate road closures if necessary
- _____ Periodically update EMD on emergency response status
- _____ Coordinate door-to-door warnings with other departments if necessary
- _____ Coordinate the rectification of immediate life-threatening hazards
- _____ Coordinate with EMD for site decontamination assistance from regional Hazmat Team

(EOC Operations continued)

- _____ Coordinate identification of and restrict access to structurally unsafe buildings with Police Department
- _____ Coordinate the remediation and clean-up of any hazardous materials that may have entered well water or drainage systems
- _____ Coordinate the clearance and removal of debris as directed
- _____ Support Fire Department in search and rescue operations
- _____ Provide barricades and temporary fencing as requested
- _____ Coordinate emergency repairs to streets and bridges as necessary to support emergency operations
- _____ Coordinate with representative from the Fire Department to conduct preliminary assessment of damage to structures and utilities
- _____ Provide other public works and engineering support for emergency operations as necessary
- _____ Route resource requests for unmet needs to the EMD

EOC Demobilization

- _____ Support damage assessment activities as needed
- _____ Coordinate demolition of unsafe structures
- _____ Assist Public Health Services with emergency waste disposal and sanitation, as necessary
- _____ Assist other agencies with recovery operations and damage assessment activities
- _____ Coordinate with utilities to restore services
- _____ Coordinate the return of all equipment to garage or mutual aid partners
- _____ Coordinate inventorying of equipment and assess any operational issues experienced during the incident
- _____ Coordinate the release of mutual aid units as they become available
- _____ Close logs of all actions taken (EOC Chronological Log) and submit paperwork to the EMD

Critical Infrastructure Spreadsheet to Influence ArcGIS Data

The attached Microsoft Excel Spreadsheets contain listings of all Critical Infrastructure in the Community. These Spreadsheets not only support this plan and its contents, but are used to populate ArcGIS maps and create visual planning, response and recovery. The Spreadsheets will be updated as new infrastructure is added to the Community's inventory, or as changes to existing infrastructure are made.

The table on the next page shows where various Critical Infrastructure should be added in the Spreadsheet. This will help the organization of the document be consistent, both in this plan and on the mapping products it creates.

DATA LAYER	PUBLIC SAFETY INFRASTRUCTURE	TOWN BUILDINGS	ROUTES	MEDICAL FACILITIES	HAZARDOUS MATERIALS	SPECIAL FACILITIES	TRANSPORTATION	PUBLIC VENUES	HAZARDOUS COMMUNITY LOCATIONS	CRITICAL INFRASTRUCTURE	COMMUNITY SERVICES	COMMERCIAL INFRASTRUCTURE	AGRICULTURAL INFRASTRUCTURE
DATA TYPE OPTIONS	EMS Providers	City Hall/Town Hall	Evacuation Routes	Assisted Living Facilities	Facilities	Apartments/Condos	Airports	Amusement Parks	High Hazard Flood Zones	Communications Towers - Private	Animal Shelters	Auto Repair Shop	Farm w/crops
	EOC Locations	DPW Yards/Offices	Railways - Hazardous Material Transport Routes	Doctor's Office	Fuel Transfer Stations	Campgrounds	Alternate Transportation	Athletic Fields		Communications Towers - Public	Cemetery	Bank	Farm w/Livestock
	Fire Stations	Electric Department	Trucking - Hazardous Material Transport Route	Drug Store/Pharmacy		Colleges/Universities	Bridges	Beach/Public Parks		Electric Substations	Church	Factory	Multi-Use Farm
	Local POD Sites	Health Department		Elderly Housing		Daycares	Bus Stations	Civic Centers		High Hazard Dams	Historical Museum	Food Service	
	Police Stations	Schools		Hospitals/Clinics		Federal Facilities	Large Waterfront Docks/Marinas	Meeting Hall		Power Plants	Historical Site	Gas Station	
	Traffic Control Points	Town Offices		Long Term Care Facilities		Group Homes	Light Houses	Museum		Public Water Supply	Library	Grocery/Supermarket et	
				Rehab Hospitals		Hotels/Motels	Overpass	Park		Reservoirs	Post Office	Hardware Store	
				Urgent Care		Mobile Home Parks	Pier	Playground		Water Dept/WTPs/Pump Stations	Cultural Resources	Hotel	
						Mortuary Facilities	Train Stations	Stadiums		Water Storage Tank	Historical Society	Mail - Indoor	
						Prisons	Transportation Hubs			Well		Manufacturing Facility	
						Shelters/Mass Care Shelters	Tunnels					Office Complex	
						Special Needs						Restaurant	
												Strip Mall	